

# **U.S. Department of the Interior 2013/2014 Annual Performance Plan & 2012 Report (APP&R)**



**April 11, 2013**

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At the time the APP&R was prepared, the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) establishing a full year appropriation for the Department, was not yet enacted. The APP&R displays 2013 funding as the annualized amounts established under the Continuing Appropriations Resolution for 2013, P.L. 112-175, which provided funding through March 27, 2013. The enacted Continuing Appropriations Act included programmatic reductions and an across the board reduction of 0.2% and reversed an across the board increase of 0.612% that was in the Continuing Appropriations Resolution for 2013.

Further, the 2013 amounts appearing under the 2013 CR column do not reflect any adjustments required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. The 2013 actual program is reduced by the sequester of 5%. Thus, the funding and performance information is overstated as compared to expected actuals.

## 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 an annual report on the prior fiscal year's accomplishments.

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 have been updated through FY 2014 with those found in this document.

This FY 2013-2014 Annual Performance Plan and Report presents the performance targets for FY 2013, and the budget year, FY 2014, along with related resource allocations; program contributions; and bureau-specific performance measures and milestones corresponding with achievement of the Strategic Plan goals.

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, estimated performance associated with FY 2013, and a FY 2014 plan that ties to the FY 2014 President's budget request. Performance estimates for FY 2013 are based on the annualized level of the Continuing Appropriations Resolution (P.L. 112-175) without sequestration and without consideration of across the board and other reductions in the full year continuing resolution. This is consistent with the presentation in the FY 2014 President's Budget materials.

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 approximately 70,000 employees working at over 2,400 locations delivering a programmatically diverse and complex set of 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 FY 2011-2016 Strategic Plan follows this Introduction. To view the complete Strategic Plan, please visit: [http://www.doi.gov/bpp/upload/DOI\\_FY2011-FY2016\\_StrategicPlan.pdf](http://www.doi.gov/bpp/upload/DOI_FY2011-FY2016_StrategicPlan.pdf).

## Agency Priority Goals

In FY 2010 and 2011, the Department tracked performance of five high priority initiatives with Agency Priority Goals, including Renewable Energy, Climate Change, Water Conservation, Youth Employment, and Safe Indian Communities. 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 were extended to drive performance in FY 2012 and 2013, and a new

goal was added for FY 2012 to improve the performance of oil and gas resource management programs. These programs have been identified as a high risk by the Government Accountability Office.

## Cuts, Consolidations, and Savings

In accordance with the GPRA Modernization Act, the Department presents a set of program activities that are proposed for reduction or elimination and efficiencies and savings. For the 2014 budget, these programs are deemed lower priority relative to other competing demands and are presented in the “Cuts, Consolidations, and Savings” volume of the President’s Budget.

## Reports Elimination

As required in the GPRA Modernization Act, the Department of the Interior created an inventory of approximately 40 reports that are routinely required to be submitted to Congress. Three reports are considered to potentially be no longer utilized or duplicative of other sources of information that are available to Congress. They include:

- Considered to be duplicative of the status information provided in the annual budget justifications:
  - CALFED Annual Report
  - Office of the Special Trustee for American Indians (OST) Annual Report
- Considered to be no longer needed: The Royalty in Kind Program Report; due to the December 8, 2009, Secretary of the Interior’s decision to discontinue the program.

House and Senate staff were consulted about the elimination of the reports. There are no further recommendations for elimination, as the balance of the reports were considered important to provide Congress with information that is not provided elsewhere.

## Major Operating Components

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



Bureau of Land Management (BLM)

- Manages and conserves resources for multiple use and sustained yield on approximately 245 million acres of public land, including the following:
  - Renewable and conventional energy and mineral development;
  - Forestry management, timber and biomass production;
  - Wild Horse and Burro management;
  - Domestic livestock grazing; and
  - Recreation and resource protection at sites of natural, scenic, scientific, and historical value including the National Landscape Conservation System.



Bureau of Ocean Energy Management (BOEM)

- Manages access to renewable and conventional energy and mineral resources to 1.7 billion acres on the Outer Continental Shelf (OCS).
- Administers nearly 6,700 active fluid mineral leases on approximately 36 million OCS acres.
- Shares responsibility for oversight of 10 percent of the natural gas and 30 percent of the oil produced domestically.
- Conducts and oversees applied science and environmental assessment for all phases of OCS program activities to inform decisions for environmentally responsible energy activities.



Bureau of Safety and Environmental Enforcement (BSEE)

- Promotes and enforces safety in offshore energy exploration and production operations and assures that potential negative environmental and other impacts on marine ecosystems and coastal communities are appropriately considered.



Office of Surface Mining Reclamation and Enforcement (OSM)

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



U.S. Geological Survey (USGS)

- Conducts reliable scientific research in ecosystems, climate and land use change, mineral assessments, environmental health, and water resources to inform effective decision making and planning.
- Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.

- Conducts research on oil, gas, and alternative energy potential, production, consumption, and environmental effects.
- Leads the effort on climate change science research for the DOI.
- Provides ready access to natural science information that supports smart decisions about how to respond to natural risks and manage natural resources.



#### Bureau of Reclamation (BOR)

- Manages, develops, and protects water resources in an environmentally and economically sound manner.
- Largest wholesale supplier and manager of water in the country.
- Manages 476 dams and 337 reservoirs.
- Delivers water to 1 in every 5 Western farmers and over 31 million people.
- America's second largest producer of hydroelectric power.



#### U.S. Fish and Wildlife Service (FWS)

- Manages the 150 million-acre National Wildlife Refuge System (including 54 million acres of submerged land in five Marine National Monuments) primarily for the benefit of fish and wildlife.
- Manages 73 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries populations.
- Protects and conserves:
  - Migratory birds;
  - Threatened and endangered species
  - Certain marine mammals.
- Hosts about 47 million visitors annually at 561 refuges located in all 50 states and 38 wetland management districts.



#### National Park Service (NPS)

- Manages and maintains a network of 401 natural, cultural, and recreational sites for the benefit and enjoyment of the American people.

- Manages and protects over 26,000 historic structures, nearly 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.
- Hosts nearly 287 million National Park system visits.
- Provides technical assistance and support to state and local natural and cultural resource sites and programs, and fulfills responsibilities under the National Historic Preservation Act.



### Indian Affairs (IA)

- Fulfills Indian trust responsibilities.
- Promotes self-determination on behalf of 566 federally recognized Indian tribes.
- Funds compacts and contracts to support education, law enforcement, and social services programs that are delivered by tribes.
- Operates 183 elementary and secondary schools and dormitories, providing educational services to about 41,000 students in 23 states.
- Supports 31 tribal-controlled community colleges, universities, and post-secondary schools.
- Note: IA includes the Bureau of Indian Affairs and the Bureau of Indian Education.



### Departmental Offices (DO)

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

## 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 section contains ten components:

1. Identification of the relevant Mission Area and Goal.
2. Snapshot – an assessment of the current situation.
3. Bottom Line – a concise evaluation of performance trends.
4. Status – A determination of how we are doing.
5. Public Benefit – a review of what the public gains from our efforts.
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 through FY 2012. In addition, performance targets are provided for FY 2013 and FY 2014. A trend line is provided for each performance measure, displaying the trend in actual and projected performance over the 7-year period, FY 2008 through FY 2014.
7. 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 through FY 2012. Target data is provided for FY 2013 and FY 2014.
8. Strategic Actions Planned during FY 2013 – this section contains a bulleted list of strategic actions that are associated with the annualized level of the six-month continuing resolution (P.L. 112-175) for FY 2013 and corresponding performance targets, 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. Note: The FY 2013 targets do not reflect the enactment of the full year continuing resolution (P.L. 113-6) and do not reflect the sequester based on the President's sequester report issued March 1, 2013.
9. Strategic Actions Planned during FY 2014 – this section contains a bulleted list of strategic actions planned during FY 2014 to attain the planned performance targets associated with the FY 2014 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.

Key Funding Sources – this section contains estimates of funding dedicated to programs that support the goal and strategies. Funding estimates are shown for FY 2008 through FY 2012 and projected for FY 2013 and FY 2014. Trend lines are provided that display the change in actual and projected funding over the 7-year period, FY 2008 through FY 2014. At the time the APP&R was prepared, the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) establishing a full year appropriation for the Department, was not yet enacted. The APP&R displays 2013 funding as the annualized amounts established under the Continuing Appropriations Resolution for 2013, P.L. 112-175, which provided funding through March 27, 2013. The enacted Continuing Appropriations Act included programmatic reductions and an across the board reduction of 0.2% and reversed an across the board increase of 0.612% that was in the Continuing Appropriations Resolution for 2013.



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# STRATEGIC PLAN FRAMEWORK

<p><b>PROVIDE NATURAL AND CULTURAL RESOURCE PROTECTION AND EXPERIENCES</b></p>	<p><b>Protect America's Landscapes</b></p> <ul style="list-style-type: none"> <li>▶ Improve land and water health by managing wetlands, uplands, and riparian areas</li> <li>▶ Sustain fish, wildlife, and plant species by protecting and recovering the Nation's fish and wildlife</li> <li>★ <i>Climate change vulnerability assessments and related adaptation</i></li> </ul> <p><b>Protect America's Cultural and Heritage Resources</b></p> <ul style="list-style-type: none"> <li>▶ Protect cultural and historical assets and related resources</li> </ul> <p><b>Provide Recreation and Visitor Experience</b></p> <ul style="list-style-type: none"> <li>▶ Enhance the enjoyment and appreciation of our natural and cultural heritage</li> </ul> <p><b>Manage the Impacts of Wildland Fire</b></p> <ul style="list-style-type: none"> <li>▶ Establish fire-adapted ecosystems</li> <li>▶ Adapt communities to wildfires</li> <li>▶ Respond to wildfires</li> </ul>
<p><b>SUSTAINABLY MANAGE ENERGY, WATER, AND NATURAL RESOURCES</b></p>	<p><b>Secure America's Energy Resources</b></p> <ul style="list-style-type: none"> <li>▶ Ensure environmental compliance and safety of energy development</li> <li>▶ Develop renewable energy potential</li> <li>★ <i>Increase approved capacity for renewable energy development</i></li> <li>▶ Manage conventional energy development</li> <li>▶ Account for energy revenues</li> <li>★ <i>Improve Management of Oil and Gas Resources</i></li> </ul> <p><b>Manage Water for the 21<sup>st</sup> Century</b></p> <ul style="list-style-type: none"> <li>▶ Conserve water</li> <li>★ <i>Enable increased water conservation capability</i></li> <li>▶ Improve reliability of water delivery</li> <li>▶ Improve infrastructure and operation efficiency of tribal water facilities</li> </ul> <p><b>Sustainably Manage Timber, Forage, and Non-energy Minerals</b></p> <ul style="list-style-type: none"> <li>▶ Manage timber and forest product resources</li> <li>▶ Provide for sustainable forage and grazing</li> <li>▶ Manage non-energy mineral development</li> </ul>
<p><b>ADVANCE GOVT-TO-GOVT RELATIONSHIPS WITH INDIAN NATIONS AND HONOR COMMITMENTS TO INSULAR AREAS</b></p>	<p><b>Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives</b></p> <ul style="list-style-type: none"> <li>▶ Protect Indian treaty and subsistence rights</li> <li>▶ Fulfill fiduciary trust</li> <li>▶ Strengthen tribal judicial systems</li> <li>▶ Manage and develop resources assets</li> <li>▶ Create economic opportunity</li> <li>▶ Strengthen Indian education</li> <li>▶ Make communities safer</li> <li>★ <i>Reduce violent crime through strategic deployment</i></li> <li>▶ Support self-governance and self-determination</li> <li>▶ Manage for protection of water rights</li> </ul> <p><b>Empower Insular Communities</b></p> <ul style="list-style-type: none"> <li>▶ Improve quality of life</li> <li>▶ Create economic opportunity</li> <li>▶ Promote efficient and effective governance</li> </ul>



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.

**Snapshot:** The Department achieved the FY 2012 targeted performance for eighteen of the nineteen performance measures for Goal 1. For one measure – percent of acres infested with invasive plants being controlled – where performance did not meet the expected target, adverse weather conditions were the primary factors causing the programs to miss the target. Applying herbicides, physically removing invasive plants, and other remediation measures depend upon reasonable weather conditions; however, severe droughts in the Southeast and Southwest, flooding and cold and wet conditions in the upper Midwest, and resource and access issues in the Northwestern Hawaiian Islands resulted in projects being cancelled or delayed. Untreated areas are being considered for the FY 2013 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.

**Bottom Line:** With a few exceptions, trends for the majority of the land and water health and wildlife management performance measures were relatively level over the past five years. Resources for land and water health and wildlife management increased slightly during the period, enabling slight increases in the 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 as high as 84 percent before dropping back and holding at 77 percent.
- Fish species of management concern managed to self-sustaining levels are at approximately 17 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 at the beginning of the period, but rose to 15 percent by 2012; whereas, the percent of invasive plants controlled averaged 1-2 percent over the five years.

**Status:** Performance will be challenged as programs progress to areas that are difficult to treat and shorelines that are difficult to restore and maintain. Increasingly more severe weather conditions pose greater difficulties in enabling crews and equipment to reach more remote areas.

Some of the challenged performance is also due to the Department's inability to address situations, such as invasive species, that are so pervasive that only a small percentage of the overall problem can be successfully addressed despite continuous and ongoing efforts. It should also be noted that a large component of the challenged performance stems from significant decreases in non-DOI acres and stream miles in desired condition since 2008, due to both the huge number of acres and miles assessed in Alaska in 2008 and 2009 and to the declining resources in State and local governments over the past six years to engage in cooperative efforts with the Department.

While the overall goal of protecting America's landscapes is facing increasing challenges, performance in maintaining and preserving migratory birds, fish populations, and endangered species is positive in comparison to available resources.

**Public Benefit:** Protecting America's landscapes and natural resources is among DOI's high priority conservation outcomes and is embodied in the President's America's Great Outdoors initiative. The Department manages over 500 million acres of public lands, together with associated waterways and plant and animal species. In addition, the Department provides funding to States and Tribes in the form of grants for mitigating the adverse environmental effects of past mining on private lands. Maintaining and preserving the Nation's lands, waters, and wildlife have profound influences on all facets of the human experience, including health and well being, contributions to local economies, and social and spiritual enhancements. Land in desired condition is valued for its environmental resources, recreational and scenic merits, and vast open spaces, which contribute to public enjoyment and health. Maintaining or improving the condition of stream and shoreline miles benefits fish populations, enhances wildlife habitat, and contributes to the balanced ecology of an area. The Nation's forests, mountains, wetlands, grasslands, and deserts house biological diversity that is critical to overall ecosystem health, and impacts species survival and well being. Protecting the thousands of native plant and animal species, including those with special status under the Endangered Species Act (ESA) and the nearly 200 candidate species in the U.S., preserves the rich natural legacy of this Nation and enables Americans today to provide wonder, enrichment, and enjoyment to future generations.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	92.9%	92.9%	92.9%	92.9%	93.0%		
		247,909	494,995	497,319	497,873	498,070	498,741	499,044	508,632		
		273,093	524,199	535,995	535,947	536,324	536,622	537,245	546,819		
	BLM	89.5%	90.8%	85.2%	85.5%	85.5%	85.7%	85.8%	85.8%		
		128,310	130,146	131,976	132,466	132,466	133,055	133,000	133,000		
		143,290	143,290	154,976	154,976	154,976	155,274	154,976	154,976		
	FWS	96.8%	97.4%	97.3%	97.4%	97.3%	97.3%	97.3%	97.3%	97.3%	
		65,168	310,137	310,066	310,067	310,004	310,030	310,021	319,331		
		67,348	318,454	318,519	318,471	318,510	318,510	318,492	328,066		
	NPS	87.2%	87.6%	88.4%	88.5%	88.5%	88.6%	88.6%	87.8%	88.3%	
		54,431	54,712	55,277	55,340	55,600	55,656	56,023	56,301		
		62,455	62,455	62,500	62,500	62,838	62,838	63,777	63,777		
	<hr/>										
	Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	83.7%	77.0%	77.0%	76.5%	76.9%		
		260,199,936	263,419,255	315,877,213	318,874,261	332,561,482	332,894,215	333,690,858	335,561,252		
		385,005,230	383,166,319	434,431,820	380,879,726	432,178,434	432,178,434	436,341,566	436,341,566		
	BLM	56.7%	58.2%	59.0%	60.7%	66.1%	66.0%	66.1%	66.1%		
		145,082,806	147,325,000	149,206,024	150,426,000	163,846,740	163,558,379	164,000,000	164,000,000		
		256,000,000	253,000,000	253,000,000	248,000,000	248,000,000	248,000,000	248,000,000	248,000,000		
	FWS	91.7%	91.4%	93.8%	141.5%	93.8%	93.8%	93.8%	95.0%		
		87,299,000	88,066,834	138,479,026	140,205,769	140,421,921	140,421,921	140,741,380	142,586,774		
		95,228,183	96,389,272	147,612,442	99,084,297	149,722,119	149,722,119	150,050,843	150,050,843		
	NPS	82.4%	83.0%	83.4%	83.6%	82.1%	83.9%	75.6%	75.7%		
		27,818,130	28,027,421	28,192,163	28,242,492	28,292,821	28,913,915	28,949,478	28,974,478		
		33,777,047	33,777,047	33,819,378	33,795,429	34,456,315	34,456,315	38,290,723	38,290,723		
	<hr/>										
	Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Percent of baseline acres infested with invasive plant species that are controlled	DOI	2.0%	1.5%	1.5%	1.2%	0.9%	0.8%	0.8%	0.9%		
		792,638	575,691	598,650	460,814	358,545	331,821	318,076	351,496		
		38,943,435	39,690,434	39,888,652	39,823,762	39,775,989	39,775,989	39,859,742	39,782,884		
	BOR	95.5%	95.5%	100.9%	163.4%	95.9%	96.7%	96.0%	95.9%		
		6,452	5,955	6,456	10,290	6,357	6,410	6,363	6,079		
		6,754	6,237	6,398	6,299	6,630	6,630	6,630	6,340		
	BLM	1.2%	1.2%	1.2%	0.9%	0.6%	0.6%	0.6%	0.6%		
		436,698	411,388	433,905	333,177	205,000	204,667	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	35,762,000		
	FWS	14.7%	6.4%	5.6%	3.9%	5.2%	3.9%	2.8%	3.9%		
		341,467	146,938	140,935	95,621	125,949	94,868	72,365	97,714		
		2,329,450	2,312,632	2,508,387	2,442,235	2,409,758	2,409,758	2,558,619	2,482,051		
	NPS	0.5%	0.7%	1.1%	1.3%	1.3%	1.6%	2.2%	2.8%		
		8,021	11,410	17,354	21,726	21,239	25,876	34,348	42,703		
1,607,231		1,609,565	1,611,867	1,613,228	1,597,601	1,597,601	1,532,493	1,532,493			

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend	
Percent of invasive animal species populations that are controlled	DOI	7.6%	8.8%	8.4%	8.7%	14.8%	15.0%	13.4%	14.5%		
		393	417	399	416	439	445	427	461		
	BLM	5,173	4,723	4,733	4,760	2,976	2,960	3,178	3,180		
		n/a	n/a	n/a	8.2%	7.6%	8.2%	7.6%	7.6%		
	FWS	n/a	n/a	n/a	15	15	15	15	15		
		n/a	n/a	n/a	182	198	182	198	198		
	NPS	6.5%	7.6%	7.4%	7.6%	16.0%	16.1%	14.7%	16.1%		
		283	298	285	292	295	297	280	306		
			4,367	3,900	3,844	3,849	1,847	1,847	1,900	1,902	
			13.6%	14.5%	12.8%	13.6%	13.9%	14.3%	12.2%	13.0%	
			110	119	114	124	129	133	132	140	
			806	823	889	911	931	931	1,080	1,080	
Number of DOI riparian (stream/shoreline) miles restored to the condition specified in management plans	DOI	827	862	1,812	831	854	937	825	826		
	BLM	767	779	1,734	749	788	867	749	749		
	FWS	53	72	63	65	47	50	54	52		
	NPS	6.9	10.9	15.3	16.9	18.5	20.3	22	25		
Number of DOI riparian (stream/shoreline) miles managed as protected to achieving desired conditions	FWS	65,115	310,032	310,003	310,009	309,958	309,980	309,968	319,279		
Number of DOI acres restored to the condition specified in management plans	DOI	1,131,302	1,702,516	1,429,298	1,010,239	598,164	637,503	608,019	584,494		
	BLM	1,000,156	950,157	1,136,759	848,477	485,119	556,457	511,000	500,000		
	FWS	127,201	741,450	278,154	145,429	95,045	60,812	75,720	62,394		
	NPS	3945	10,909	14,385	16,333	18,000	20,234	21,299	22,100		
Number of DOI acres managed or protected to maintain desired condition as specified in management plans	FWS	87,171,799	87,353,705	138,200,872	140,060,340	140,326,876	140,326,876	140,665,660	142,524,379		



# Protect Natural and Cultural Resources

# Protect America's Landscapes

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	919	632	899	366.3	981	
	FWS	9796	11054	3334	891	604	871	346	963	
	BOR	n/a	n/a	n/a	28	28	28	20	18	
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	1,274	930	1,748	787	1,744	
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	614,260	330,274	432,876	638,826	482,177	
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	1,897,097	538,248	560,941	10,964,248	692,020	
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	10,836	11,000	17,821	13,000	14,000	
Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	8.0%	8.6%	16.7%	21.1%	21.1%	
		48	17	16	17	20	39	39	39	
		164	146	211	213	233	233	185	185	
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%	72.1%	
		568	568	725	726	726	726	726	726	
		912	912	1,007	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	4.5%	4.2%	4.5%	4.4%	4.8%	
		N/A	N/A	N/A	39	44	47	47	51	
		N/A	N/A	N/A	861	1,037	1,037	1,067	1,067	
Percent of threatened and endangered species recovery actions implemented	FWS	N/A	N/A	N/A	62.8%	64.5%	73.3%	65.1%	70.7%	
		N/A	N/A	N/A	24,072	21,699	24,625	23,233	25,233	
		N/A	N/A	N/A	38,316	33,616	33,616	35,678	35,678	
Number of threatened and endangered species recovery activities implemented	DOI	N/A	N/A	N/A	4,232	4,324	5,609	4,883	5,111	
	BLM	N/A	N/A	N/A	1,328	1,500	1,921	1,500	1,400	
	FWS	N/A	N/A	N/A	2,812	2,732	3,596	3,293	3,620	
	BOR	N/A	N/A	N/A	92	92	92	90	91	
Number of international species of management concern whose status has been improved in cooperation with affected countries	FWS	271	298	284	283	247	247	247	247	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
<b>Strategy 1: Improve land and water health by managing wetlands, uplands, and riparian areas that comprise our national parks, wildlife refuges, and BLM lands.</b>									
Wild Horse and Burro Management Areas: Cumulative of number of Herd Management Areas (HMAs) achieving appropriate management levels.	BLM	55%	44%	41%	39%	35%	40%	31%	34%
		109/199	78/180	74/179	70/179	63/179	72/179	55/179	60/179
Percent of Resource Management plans completed within four years of start.	BLM	45%	44%	39%	41%	51%	39%	37%	32%
		27/59	28/63	28/71	28/69	35/69	28/72	28/76	30/95
# of acre feet of optimum refuge water supply delivered	BOR	37,066	41,313	70,086	101,854	71,145	57,825	53,435	53,800
# of acre feet of water provided as flow for fish habitat	BOR	706,490	638,500	860,340	948,500	800,000	825,714	1,000,000	1,000,000
% complete of structural fish restoration actions	BOR	41%	41%	48%	60%	70%	62%	70%	72%
# of representative fish counted	BOR	39,778	30,604	94,818	N/A <sup>1</sup>	450,000	362,088	N/A <sup>1</sup>	N/A <sup>1</sup>

Performance Trend Clarifications

Where performance spikes in a particular year, these fluctuations are often the result of funding changes. In 2010, BLM’s budget experienced a significant one-time increase 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 funding changes.

Performance of a few measures increased or decreased over the past five years; however, the change is often the result of redefinitions of the activities being monitored. The amount of resources and the level of effort addressing these activities generally are relatively constant from year to year.

- The number of DOI acres managed or 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 change starting in 2012 for the number of invasive animal species controlled is a technical change to the measure. After further review, a large number of invasive animals (insects) associated with the Guam National Wildlife Refuge was 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.
- 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 increase in performance for fish species of management concern managed to sustainable levels. The FWS Fisheries Program completely overhauled its Fisheries Information System in 2012 to enforce more consistent definitions for priority species, species that are self-sustaining in the wild, etc. In some cases, self-sustaining fish species will now be excluded (no longer considered a priority), new self-sustaining fish species were added (usually with a small number of self-sustaining populations), and new self-sustaining populations were identified and added. Species, populations, and performance measures will now better reflect Priority Species of fishes and priority aquatic populations.

### Strategic Actions Planned during FY 2013

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

The Department's land and resource management programs will maintain program operations in FY 2013 largely consistent with FY 2012 plans.

### **Fish and Wildlife Service**

- FWS will focus resources on traditional refuge management activities, such as water level management, crop management, timber harvesting, and hazing of nuisance species and will reduce intensive wildlife and habitat management practices, such as controlled burns, reintroduction of native plants, and controlled hunting.
- 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.
- Continue efforts to establish a robust inventory and monitoring system to provide local managers and staff on the refuges 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.
- Continue ecosystem restoration efforts in the Klamath basin, Chesapeake Bay, California Bay Delta, and Gulf Coast ecosystems.
- 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.

- Continue 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.
- 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.

### **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.
- 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 continue 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.

### **Bureau of Reclamation**

- Implement 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.
- Undertake activities to benefit federally listed terrestrial species impacted by the construction of the Central Valley Project (CVP), including acquiring lands to provide essential habitats, undertaking targeted research, and supporting other actions beneficial to listed species.
- Work with the Fish and Wildlife Service to determine priority actions critical to the recovery of CVP-impacted listed species, and prioritize project selections based on those determinations.
- Collaborate with other Federal and State agencies, non-governmental organizations, educational institutions, and other partners to leverage program funding, increase efficiencies in project implementation, and maximize benefits to CVP-impacted species.

### **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 proposals to eliminate funding to States that have certified the completion of abandoned coal sites, increase the reclamation fee to collect additional revenue, and establish a new fee on hard rock mineral production to fund reclamation of abandoned hard rock mines nation-wide.

### Strategic Actions Planned during FY 2014

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

- FWS will support the Cooperative Recovery Initiative - a cross-programmatic partnership approach to complete planning, restoration, and management actions addressing current threats to endangered species on and around wildlife refuges.
- FWS will provide the resources necessary for 16 Landscape Conservation Cooperatives (LCCs) to be fully operational, while still supporting all 22 LCCs at some level.
- FWS will build additional science capacity needed to provide a basis for critical conservation actions and decision making, beyond that being provided by LCCs. It will be applied to strategically identified science requirements across the Service to deliver priority conservation outcomes.
- FWS will acquire additional natural resources inventorying capacity through the national Inventory and Monitoring (I&M) initiative to increase the Service's collective ability to inventory and monitor wildlife and habitats to inform conservation actions.
- FWS will facilitate a greater focus on environmental analyses to evaluate proposed renewable energy projects, while de-emphasizing other activities, particularly the collaborative development of regional impact assessment and planning tools through partnerships by its Conservation Planning Assistance program.
- FWS will complete an additional 60+ threatened/endangered species listing determinations (final or proposed) by the end of FY 2014 for candidate species, including critical habitat designations, as required by settlement agreements and a multi-year work plan approved by a Federal District Court.
- FWS will work collaboratively within the Service and the Department and with State agencies and conservation partners to encourage land and water stewardship through partnerships in support of Secretarial Order #3321 establishing the National Blueways System.
- FWS will support critical monitoring, prevention, and control actions for aquatic Asian carp both in the Great Lakes and in other areas, including control and containment to help keep Asian carp from spreading.
- FWS will continue critically needed fisheries and fish habitat monitoring, planning, and habitat restoration programs for listed and native fish as part of the Klamath Basin Restoration Agreement.
- FWS will address limiting factors in reducing illegal wildlife trafficking by supporting partnerships with foreign governments to share and coordinate intelligence, expand training programs, and/or provide technical assistance in customs monitoring.
- FWS will encourage States to tailor projects in support of goals such as landscape-scale management and interstate cooperation by adjusting the funding balance between State & Tribal Wildlife competitive grants and formula grants more in favor of competitive grants.
- FWS will reduce the Avian Health and Disease Program, which monitors health and disease of wild bird populations, and the Aquatic Animal Drug Approval Partnership to provide support for higher priority conservation activities.

- FWS will decrease support for Alaska Subsistence administrative and technical support provided to the Regional Advisory Councils, conduct fewer fish population and harvest assessments, and discontinue status and trends information for several native fish populations.

### **National Park Service**

- Conduct natural resources conservation and protection, and complete a variety of projects strategically focusing resources toward the Service's most critical high-priority natural resource project needs in parks.
- Protect bats, a critical natural resource in many parks, by conducting measures to control and manage White-Nose Syndrome and protect cave ecosystems.
- Dedicate special effort to the management of invasive plants and animals, including Quagga and zebra mussels, which threaten delicate aquatic ecosystems.
- Undertake efforts to address the issue of light pollution in parks and protect the dark night skies that are critical to natural wildlife behavior and that allow visitors to fully enjoy their park experience.
- 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, California Desert, and National Trails.
- Continue planning work on the Tamiami Trail bridging project, which once complete will improve the health of natural resources in Everglades National Park.
- Foster interdisciplinary, inter-park, and interagency collaboration and cooperative, coordinated approaches to natural resources management and protection.

### **Bureau of Land Management**

- Continue with 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 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. The first seven REAs will be evaluated for lessons learned and best management practices.
- Assist in developing climate adaptation efforts related to invasive species.
- 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.



- Develop a pilot project on sage grouse habitat in the Great Basin to provide a model for regional climate adaptation coordination. The pilot will look at existing planning decisions, the developing climate adaptation plans, and how we can use those documents to improve the coordination and integration of regional decision making.
- 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.
- 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.

### **Bureau of Reclamation**

- Continue efficient management of invasive plants and their impact to project operations.
- Continue to implement Endangered Species Act recovery implementation activities identified in approved recovery plans.
- Continue to conduct riparian restoration on non-DOI lands in partnership with others.
- Continue to undertake activities to benefit federally listed terrestrial species impacted by the construction of the Central Valley Project (CVP), including acquiring lands to provide essential habitats, undertaking targeted research, and supporting other actions beneficial to listed species.
- Continue to work with the Fish and Wildlife Service to determine priority actions critical to the recovery of CVP-impacted listed species, and prioritize project selections based on those determinations.

- Continue to collaborate with other Federal and State agencies, non-governmental organizations, educational institutions, and other partners to leverage program funding, increase efficiencies in project implementation, and maximize benefits to CVP-impacted species.

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

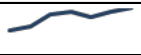



- Allocate grant funding and monitor and assess the State and tribal use of the funds provided.
- Review new additions to the abandoned mine land inventory.
- Provide technical support and assistance to States and Tribes to help address issues arising from reclamation of sites, as resources allow.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Fish and Wildlife Service</b>								
Resource Management.....	984,330	1,042,056	1,161,859	1,144,508	1,123,402	1,132,296	1,188,294	
Construction.....	30,696	33,463	33,189	17,973	21,012	21,141	14,331	
Land Acquisition.....	34,085	41,789	84,236	54,262	53,753	54,082	69,693	
Cooperative Endangered Species Fund.....	73,329	75,323	84,639	58,552	47,315	47,605	55,570	
National Wildlife Refuge Fund.....	13,980	14,100	14,500	14,471	13,958	14,043	---	
North American Wetlands Conservation Fund.....	41,881	42,531	47,523	37,359	35,415	35,631	39,334	
Multinational Species Conservation Fund.....	7,875	10,000	11,500	9,980	9,466	9,524	9,787	
Neotropical Migratory Bird Grants.....	4,426	4,738	4,968	3,987	3,776	3,799	3,776	
State and Tribal Wildlife Grants.....	34,733	35,296	42,394	29,132	28,867	29,044	28,867	
Other Accounts.....	---	-481	---	-1,445	---	---	---	
<b>Subtotal.....</b>	<b>1,225,333</b>	<b>1,298,815</b>	<b>1,484,809</b>	<b>1,368,780</b>	<b>1,336,965</b>	<b>1,347,165</b>	<b>1,409,652</b>	
<b>National Park Service</b>								
ONPS/Park Management.....	368,326	399,117	432,704	420,172	414,001	415,549	442,729	
Park/Centennial Partnership Projects .....	4,950	---	---	---	---	---	---	
National Recreation and Preservation.....	10,718	10,431	11,147	11,605	13,784	13,974	14,075	
Urban Parks and Recreation Fund.....	---	---	---	---	---	---	---	
Historic Preservation Fund.....	---	---	---	---	---	---	---	
Construction.....	95,523	120,036	61,853	65,317	54,359	40,517	85,153	
LASA.....	25,276	28,421	53,314	31,677	33,108	33,311	35,469	
<b>Subtotal.....</b>	<b>504,793</b>	<b>558,005</b>	<b>559,018</b>	<b>528,771</b>	<b>515,252</b>	<b>503,351</b>	<b>577,426</b>	

# Protect Natural and Cultural Resources

# Protect America's Landscapes

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	
<b>Bureau of Land Management</b>								
Soil, Water and Air Management.....	34,293	40,568	58,971	62,989	46,229	44,477	54,822	
Rangeland Management.....	33,597	33,065	34,129	35,381	35,381	37,485	34,547	
Range Improvements.....	9,400	9,400	9,400	9,400	9,400	9,400	9,400	
Riparian Management.....	22,887	22,127	22,718	22,805	22,682	22,874	24,009	
Wild Horse and Burro Management.....	36,201	40,613	63,986	75,753	74,888	77,072	77,245	
Resource Management Planning.....	47,486	48,132	49,961	42,426	38,060	39,830	42,504	
Western Oregon Resource Management Planning.....	3,650	3,676	3,769	3,753	5,601	5,643	7,323	
Abandoned Mine Lands.....	15,929	15,929	15,929	15,929	19,819	17,903	19,947	
Hazardous Materials Management.....	15,859	16,894	17,159	17,028	16,641	16,749	16,823	
Wildlife Management.....	30,724	35,074	36,592	37,430	36,914	52,149	53,838	
Fisheries Management.....	13,596	13,415	13,765	13,599	13,333	13,442	13,519	
Threatened and Endangered Species Management.....	22,302	21,713	22,612	22,159	21,633	21,807	21,942	
<b>Subtotal.....</b>	<b>285,924</b>	<b>300,606</b>	<b>348,991</b>	<b>358,652</b>	<b>340,581</b>	<b>358,831</b>	<b>375,919</b>	
<b>Bureau of Reclamation</b>								
Water and Related Resources.....	1,024	993	825	32,969	29,135	29,988	33,874	
<b>Office of Surface Mining</b>								
Abandoned Mine Reclamation Fund.....	223,950	219,717	262,742	270,889	332,899	367,013	301,513	
<b>Total.....</b>	<b>2,241,024</b>	<b>2,378,136</b>	<b>2,656,385</b>	<b>2,560,061</b>	<b>2,554,831</b>	<b>2,606,348</b>	<b>2,698,384</b>	

**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.**

**Snapshot:** The Department exceeded its FY 2012 targets for the number of archaeological sites, historic structures, and museum collections in good condition, due to greater attention to these efforts, combined with improvements in processes and tools for managing these resources.

**Bottom Line:** The Department's protection of cultural and heritage resources has trended slightly upward over the 5-year period of 2008 to 2012 for archaeological sites, historic structures, and museum collections, with the percentage of archaeological sites in good condition increasing from 57 percent to 65 percent, the percentage of historic structures in good condition increasing from 51 percent to 56 percent, and the percentage of museum collections in good condition increasing from 37 percent to 45 percent. Increases and decreases during the year in the individual bureau inventories of archaeological sites, historic structures, and collections cause minor fluctuations in performance; however, the overall level of effort expended by the bureaus has increased over the period, combined 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 greater efforts in this area recently.

**Status:** Positive, due to the slight improvement in performance through 2012, despite a significant decrease in funding since 2010. Nominally, performance impacts of funding increases and decreases for the maintenance of sites, structures, and artifacts generally do not appear until two or three years after the maintenance level has been adjusted. Therefore, impacts of the 2011 funding decrease may begin appearing in 2013 or 2014 and will likely be exacerbated two to three years out by sequestration.

**Public Benefit:** The Department conserves the Nation's cultural and heritage sites that reflect a rich and diverse history across a continent and islands with uniquely wondrous landscapes at every turn. The Department safeguards our heritage for the generations that follow, to better understand our Country and learn from our past.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	59%	62%	64%	64%	65%	64%	63%	
		81,643	85,934	91,305	100,373	100,896	111,214	103,652	103,632	
		142,108	145,270	148,312	157,654	158,602	170,454	162,669	163,712	
	ASIA	90%	80%	77%	77%	77%	78%	78%	78%	
		46	48	51	51	51	52	52	52	
		51	60	66	66	66	67	67	67	
	BLM	83%	83%	84%	84%	85%	86%	85%	84%	
		47,537	48,980	52,620	60,521	60,897	69,362	61,200	60,703	
		57,273	58,837	62,987	71,644	71,644	80,653	72,000	72,265	
	FWS	15%	15%	22%	20%	20%	20%	23%	23%	
		2,765	2,796	3,216	2,906	2,911	3,038	3,549	3,549	
		18,524	18,849	14,563	14,669	14,813	15,072	15,162	15,162	
	NPS	47%	51%	50%	52%	51%	52%	51%	52%	
		31,295	34,110	35,418	36,895	37,037	38,762	38,851	39,328	
		66,260	67,524	70,696	71,275	72,079	74,662	75,440	76,218	
Percent of historic structures in DOI inventory in good condition	DOI	51%	53%	52%	54%	55%	56%	57%	57%	
		15,548	16,390	16,571	16,006	16,007	16,316	16,456	16,486	
		30,586	30,948	31,690	29,529	29,282	29,016	29,033	29,046	
	ASIA	45%	17%	20%	18%	20%	18%	18%	19%	
		63	19	29	30	29	46	48	51	
		140	111	146	164	146	250	262	275	
	BLM	50%	49%	49%	48%	48%	48%	48%	48%	
		182	187	192	193	195	197	196	196	
		362	380	390	400	407	410	408	408	
	FWS	6%	4%	5%	6%	6%	11%	11%	11%	
		127	120	119	127	127	229	230	230	
		2,219	2,759	2,249	2,254	2,018	2,113	2,120	2,120	
	NPS	54%	58%	56%	59%	59%	60%	61%	61%	
		15,176	16,064	16,231	15,656	15,656	15,844	15,982	16,009	
		27,865	27,698	28,905	26,711	26,711	26,243	26,243	26,243	

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Percent of collections in DOI inventory in good condition	DOI	37%	38%	42%	44%	44%	45%	45%	45%	
		1,098	1,123	1,119	1,183	1,165	1,197	1,198	1,202	
		2,945	2,942	2,664	2,667	2,676	2,674	2,677	2,677	
	ASIA	53%	56%	35%	55%	40%	56%	53%	53%	
		99	104	60	95	69	90	85	85	
		186	186	173	173	173	161	160	160	
	BOR	46%	55%	57%	63%	61%	65%	63%	63%	
		46	47	47	51	48	51	50	50	
		99	86	82	81	79	79	79	79	
	BLM	75%	74%	75%	83%	83%	83%	83%	83%	
		101	104	106	118	120	120	122	122	
		135	140	141	142	145	144	147	147	
	FWS	30%	30%	35%	36%	36%	36%	36%	36%	
		658	669	689	692	695	704	705	705	
		2,199	2,205	1,947	1,948	1,955	1,966	1,967	1,967	
NPS	60%	61%	68%	70%	72%	72%	73%	74%		
	194	199	217	227	233	232	236	240		
	326	325	321	323	324	324	324	324		

**Supporting Performance Measure**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Percent of cultural landscapes in DOI inventory in good condition (NPS)	NPS	44%	45%	54%	51%	52%	51%	54%	58%
		369/833	383/843	433/795	323/636	329/636	345/678	392/720	442/762

**Strategic Actions Planned during FY 2013**

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

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.

### **Bureau of Land Management**

The 2013 budget will help maintain archaeological sites in good condition and historic structures in good condition.

- Cultural Resource Program inventory and monitoring will target highest priority areas and most threatened resources.
- 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.
- A national database for efficiently managing paleontological locality and collection data is being developed, which will improve coordination and exchange of information with key research partners. This will support landscape assessments and planning, and facilitate land-use decisions in fossiliferous areas.



### **Bureau of Reclamation**

- Manage 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. This includes collections of archaeology, history, natural history, and art that are cataloged, preserved, and inventoried in accordance with Federal statutes, regulations, and Departmental directives.
- Develop a centralized interagency database, accessible to all Bureaus engaged in the activities on: (i) Consultation with Tribes; (ii) Increased identification and curation of artifacts and specimens recovered from public lands; (iii) Upgrading preservation; (iv) Producing documentation for accountability; and (v) Ensure access and use of research and public benefits.
- Establish and engage law enforcement and install surveillance protections on a continuous basis to prevent theft, destruction, and vandalism of archaeological resources, especially in geographically dispersed locations or on remote public lands.

### **Indian Affairs**

- Conduct site visits to assess the condition of museum objects, as well as the condition of 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 the Native American Graves Protection and Repatriation Act (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.
- Inventories and evaluations of historic buildings and archaeological sites will continue, as funding becomes available.

### [Strategic Actions Planned during FY 2014](#)

#### **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.
- Begin to integrate historic structures, archeological sites, cultural landscapes, and other cultural resources into a single Geographic Information System (GIS), allowing for better resource management decisions, improved allocation of limited resources to areas of highest need, and the creation of the best possible resource protection strategies, improving resource protection and the ability to respond appropriately and rapidly to resource threats or to mitigate them in advance.
- Repoint the exterior bricks on the Vanderbilt Mansion, protecting this historic resource from water and other damage.
- 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.

### **Bureau of Land Management**

- Conduct inventory of the highest-priority public lands for cultural and paleontological resources, targeting highest priority areas and most threatened resources.
- Develop Bureau policy and revise manual guidance to facilitate cultural resource compliance and Government-to-Government consultation.
- Integrate the Cultural Resource Program with the BLM's landscape management approach.
- Stabilize existing physical protection measures at the highest-priority heritage properties that carry scientific, cultural, or educational importance or are critically threatened and implement additional protection where necessary.
- Revise the manual and develop a handbook, *Paleontological Resource Management*, to provide guidance for managing paleontological resources using scientific principles and expertise.
- Develop a BLM policy for implementing the Secretary's Department-wide Tribal Consultation Policy.
- Implement public education programs to promote public stewardship and enjoyment of America's cultural and paleontological resources, developing public outreach projects to sustain and facilitate existing volunteerism and youth opportunities.
- 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**

- Continue museum property management activities for inventory and maintenance of archeological and cultural museum items.
- Continue the assessment of actions for accountability and control issues related to museum property collections. This includes collections of museum properties, natural history, and art that are cataloged, preserved, and inventoried in accordance with Federal statutes, regulations, and Departmental directives.
- Develop a centralized interagency database, accessible to all Bureaus engaged in the activities on: (i) Consultation with Tribes; (ii) Increased identification and curation of artifacts and specimens recovered from public lands; (iii) Upgrading preservation; (iv) Producing documentation for accountability; and (v) Ensure access and use of research and public benefits.
- Establish and engage law enforcement and install surveillance protections on a continuous basis to prevent theft, destruction, and vandalism of archaeological resources, especially in geographically dispersed locations or on remote public lands.

### **Indian Affairs**





- Continue to assure compliance with applicable cultural resource statutes such as the National Historic Preservation Act, Archeological Resources Protection Act, and the Native American Graves Protection and Repatriation Act (NAGPRA).
- 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.
- Inventories and evaluations of historic buildings and archaeological sites will continue in 2014, as funding becomes available.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Fish and Wildlife Service</b>								
Resource Management.....	7,773	8,487	9,225	9,257	8,856	8,913	9,187	
Construction.....	301	154	331	186	175	176	119	
Land Acquisition.....	52	69	214	38	80	80	103	
Cooperative Endangered Species Fund.....	3	1	4	1	1	1	2	
National Wildlife Refuge Fund.....	---	---	---	---	---	---	---	
North American Wetlands Conservation Fund.....	---	---	---	---	---	---	---	
Multinational Species Conservation Fund.....	---	---	---	---	---	---	---	
Neotropical Migratory Bird Grants.....	---	---	---	---	---	---	---	
State and Tribal Wildlife Grants.....	---	---	---	---	---	---	---	
Other Accounts.....	---	---	---	---	---	---	---	
<b>Subtotal.....</b>	<b>8,129</b>	<b>8,711</b>	<b>9,773</b>	<b>9,482</b>	<b>9,111</b>	<b>9,170</b>	<b>9,411</b>	
<b>National Park Service</b>								
ONPS/Park Management.....	468,266	507,911	536,201	535,312	528,055	530,344	535,275	
Park/Centennial Partnership Projects.....	6,293	---	---	---	---	---	---	
National Recreation and Preservation.....	47,055	41,453	49,193	44,032	43,875	44,033	35,708	
Urban Parks and Recreation Fund.....	---	---	---	---	---	---	---	
Historic Preservation Fund.....	70,385	68,984	79,500	54,391	55,910	56,252	58,910	
Construction.....	15,852	21,196	44,768	26,250	40,463	11,683	25,070	
LASA.....	9,993	11,002	22,135	16,786	17,143	17,248	17,725	
<b>Subtotal.....</b>	<b>617,844</b>	<b>650,546</b>	<b>731,797</b>	<b>676,771</b>	<b>685,446</b>	<b>659,560</b>	<b>672,688</b>	

Protect Natural and Cultural Resources

Protect America's Cultural and Heritage Resources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Request	2014 Plan	
<b>Bureau of Land Management</b>								
Cultural Resources Management.....	16,120	15,766	16,131	16,816	16,105	16,234	16,329	
Wilderness Management.....	17,366	17,881	18,421	19,664	18,392	18,561	18,687	
Wild and Scenic River Program.....	4,484	7,398	7,267	7,267	7,267	7,267	7,267	
National Scenic and Historic Trails Program.....	5,663	6,230	6,743	6,743	6,520	6,520	6,520	
<b>Subtotal.....</b>	<b>43,633</b>	<b>47,275</b>	<b>48,562</b>	<b>50,490</b>	<b>48,284</b>	<b>48,582</b>	<b>48,803</b>	
<b>Bureau of Reclamation</b>								
Water and Related Resources.....	859	865	766	939	793	2,651	865	
<b>Bureau of Indian Affairs</b>								
Museum Property Program.....	256	256	256	233	256	256	256	
<b>Total.....</b>	<b>670,721</b>	<b>707,653</b>	<b>791,154</b>	<b>737,915</b>	<b>743,890</b>	<b>720,219</b>	<b>732,023</b>	

**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**

**Snapshot:** The Department exceeded its FY 2012 target for visitor satisfaction. While the results from BLM and NPS visitor satisfaction surveys remained consistent with prior years, the Fish and Wildlife Service completed a new visitor survey during FY 2012 that is showing increased visitor satisfaction over previous years.

**Bottom Line:** 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.

**Status:** Sustained performance due to a relatively constant level of effort from year to year to maintain the quality of the services and facilities provided by the land management bureaus, in addition to the spectacular natural resources the visitors come to experience.

**Public Benefit:** Outdoor recreation is integral to a healthy lifestyle for millions of Americans. Visitors to the Department's public lands and waters take advantage of the physical, mental, and social benefits that outdoor recreational experiences provide.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	92%	94%	93%	93%		
		274	276	276	274	276	281	279	279		
		300	300	300	300	300	300	300	300		
	BLM	92%	94%	94%	92%	94%	94%	94%	92%	92%	
		92	94	94	92	94	94	92	92		
		100	100	100	100	100	100	100	100		
	FWS	85%	85%	85%	85%	85%	85%	90%	90%	90%	
		85	85	85	85	85	90	90	90		
		100	100	100	100	100	100	100	100		
	NPS	97%	97%	97%	97%	97%	97%	97%	97%	97%	
		97	97	97	97	97	97	97	97		
		100	100	100	100	100	100	100	100		
Percent satisfaction among visitors served by facilitated programs	DOI	95%	96%	97%	93%	96%	97%	95%	95%		
		190	191	194	186	192	193	190	189		
		200	200	200	200	200	200	200	200		
	BLM	94%	96%	98%	90%	97%	97%	94%	94%		
		94	96	98	90	97	97	94	94		
		100	100	100	100	100	100	100	100		
	NPS	96%	95%	96%	96%	95%	96%	96%	95%		
		96	95	96	96	95	96	96	95		
		100	100	100	100	100	100	100	100		

Supporting Performance Measure

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Percent of visitors understanding and appreciating the significance of the park they are visiting	NPS	90%	87%	82%	89%	89%	89%	87%	87%

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**Strategic Actions Planned during FY 2013**

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

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 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.
- Continue educational and interpretive programs, and hunting, fishing, wildlife observation, and photography opportunities on National Wildlife Refuges.
- The Refuge System will welcome more than 47 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.
- 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 provide seismic stabilization for 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**

- 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 success in providing quality visitor services. Continue to sustain scores above 90 percent 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.

### Strategic Actions Planned during FY 2014

#### **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.
- Continue educational and interpretive programs, and hunting, fishing, wildlife observation, and photography opportunities on National Wildlife Refuges.
- The Refuge System will welcome more than 47 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.

#### **National Park Service**

- Provide visitor services and protection, including but not limited to interpretive services and facilitated programs, interpretive media such as brochures and wayside exhibits, educational programs, volunteer services, recreational opportunities, visitor facilities, and management of and coordination with commercial services and concessions to enhance the visitor experience.
- Engage the Nation’s young people through a variety of youth programs aimed at providing natural and cultural resources experiences and employment opportunities and creating the resource stewards of the future.
- Improve and expand visitor experiences by creating accessible interpretive exhibits to provide audio description, assistive listening, and other experiences for visually and hearing impaired visitors; and provide Braille accessibility to additional park unigrid brochures.

- Provide potable water at Yellowstone National Park by replacing the Fishing Bridge Water System and at Grand Canyon National Park by replacing the trans canyon pipeline at Phantom Ranch, and improve visitor safety at Independence National Historical Park by replacing existing brick and flagstone walking surfaces.
- 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**

- 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.
- Provide support for a Federal Energy Regulatory Commission (FERC) Service First, Hydropower Program (SFHP) to increase agency efficiency and effectiveness in FERC proceedings. BLM will begin to work on mitigation measures for lost recreation opportunities from FERC projects early in the relicensing process creating increased efficiencies in resource protection, training and pooling of scarce skills, and obtaining appropriate mitigation through licensing opportunities that otherwise would be missed.
- Work with other governmental and NGO partners to implement a new Recreation Planning Handbook, slated for completion in FY 2013 that will guide field offices in the management of recreation permits and fees, including concession opportunities.
- Enhance recreation permit management and fee program implementation by enhancing oversight, cost recovery, and monitoring of recreation permits.
- 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.
- Assist in the analysis of renewable energy projects, enhance project conservation design, and improve quality and energy efficiency of recreation sites through expanded Visual Resource Management (VRM) and Quality Built Environment guidance and program support.
- 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 success in providing quality visitor services. Continue to sustain scores above 90 percent 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.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Fish and Wildlife Service</b>								
Resource Management.....	90,513	90,419	98,322	91,096	93,919	94,627	97,604	
Construction.....	2,165	1,917	3,919	2,645	1,864	1,876	1,271	
Land Acquisition.....	459	597	1,891	590	800	804	1,037	
Cooperative Endangered Species Fund.....	499	177	358	1,327	365	367	428	
National Wildlife Refuge Fund.....	---	---	---	---	---	---	---	
North American Wetlands Conservation Fund.....	100	116	124	66	82	83	91	
Multinational Species Conservation Fund.....	---	---	---	---	---	0	---	
Neotropical Migratory Bird Grants.....	4	12	32	5	10	10	10	
State and Tribal Wildlife Grants.....	39,097	39,704	47,606	32,744	32,456	32,654	32,456	
Other Accounts.....	---	-16	---	-1,604	---	---	---	
<b>Subtotal.....</b>	<b>132,838</b>	<b>132,925</b>	<b>152,250</b>	<b>126,868</b>	<b>129,495</b>	<b>130,421</b>	<b>132,897</b>	
<b>National Park Service</b>								
ONPS/Park Management.....	994,608	1,076,672	1,137,125	1,128,104	1,125,593	1,131,699	1,135,562	
Park/Centennial Partnership Projects.....	13,367	---	---	---	---	---	---	
National Recreation and Preservation.....	565	575	591	587	584	590	594	
Urban Parks and Recreation Fund.....	---	---	---	---	---	---	10,000	
Historic Preservation Fund.....	---	---	---	---	---	---	---	
Construction.....	83,571	48,910	74,283	124,401	43,856	90,086	34,037	
LASA.....	30,408	24,767	50,817	46,347	51,646	51,962	47,197	
<b>Subtotal.....</b>	<b>1,122,519</b>	<b>1,150,924</b>	<b>1,262,816</b>	<b>1,299,439</b>	<b>1,221,679</b>	<b>1,274,337</b>	<b>1,227,390</b>	
<b>Bureau of Land Management</b>								
Recreation Management.....	45,469	42,043	42,965	42,147	41,675	42,091	44,420	
National Monuments and National Recreation Areas.....	---	28,196	31,301	31,870	31,819	35,115	33,337	
O&C National Landscape Conservation System .....	---	820	833	831	748	756	699	
<b>Subtotal.....</b>	<b>45,469</b>	<b>71,059</b>	<b>75,099</b>	<b>74,848</b>	<b>74,242</b>	<b>77,962</b>	<b>78,456</b>	
<b>Total.....</b>	<b>1,300,826</b>	<b>1,354,908</b>	<b>1,490,165</b>	<b>1,501,155</b>	<b>1,425,416</b>	<b>1,482,720</b>	<b>1,438,743</b>	

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

**Snapshot:** Actual performance for FY 2012 continues to reflect the impact of changing climate conditions, where below-average precipitation and drier fuel beds increased average fire size by 43 percent. Reductions in appropriations for hazardous fuel treatments impacted the Department's ability to reduce high intensity wildfire in the Wildland Urban Interface (WUI), as demonstrated by the Waldo Canyon Fire in Colorado Springs, CO, which killed two people and burned 346 homes. Cohesive Strategy collaborative discussions among the Department, U.S. Forest Service, State, local, and tribal organizations are stressing that the program's focus cannot solely be directed toward the WUI, as the need to establish resilient landscapes in non-WUI landscapes will greatly increase our success in keeping destructive fire out of the WUI.

**Bottom Line:** The performance trends for fiscal years 2008 through 2012 demonstrate continued successful efforts by the Department to ensure that 95 percent or more of unplanned and unwanted wildfires are controlled during initial attack. Wildland fire prevention and education activities contributed to a 27% reduction in the number of fires between 2011 and 2012. The performance for this period of time reflects high levels of coordination and planning by the Department and its partners through initiatives such as the Cohesive Strategy, which continues to focus on three key areas: Restoration and Maintenance of Landscapes, Creating Fire Adapted Communities, and ensuring an appropriate Response to Fire.

**Status:** Challenged performance. Gradual erosion of the program funding over the last several years has decreased resources to insufficient levels to support adequate treatment of both WUI and non-WUI acres, resulting in higher intensity fires at a time when climatic conditions are causing greater dryness and more severe storms throughout the West, yet reduced rainfall to help with firefighting.

**Public Benefit:** Fuels treatment reduces the risks of catastrophic wildland fire and the impacts of such fires to people, communities, and natural resources located near or adjacent to Federal lands.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
<b>Strategy 1: Establish fire-adapted ecosystems.</b>										
Percent of acres treated, which are moved toward the desired condition class	OWFC	82.8%	85.4%	75.1%	70.8%	80.0%	67.3%	80.0%	30.0%	
		1,042,693	1,282,069	961,363	702,727	520,000	673,150	468,000	105,000	
		1,260,035	1,500,854	1,279,820	992,257	650,000	1,000,490	585,000	350,000	
Percent of acres treated, which are maintained in the desired condition class	OWFC	15.6%	13.8%	18.5%	23.1%	10.0%	26.2%	10.0%	60.0%	
		197,047	207,369	236,465	229,362	65,000	262,599	58,500	210,000	
		1,260,035	1,500,854	1,279,820	992,257	650,000	1,000,490	585,000	350,000	
<b>Strategy 2: Adapt communities to wildfires.</b>										
Percent of acres treated which achieve fire management objectives as identified in applicable management plans.	OWFC	98.4%	99.1%	93.6%	99.3%	90.0%	93.5%	85.5%	95.0%	
		1,239,740	1,446,000	1,197,828	984,957	585,000	935,749	500,000	332,500	
		1,260,035	1,459,000	1,279,820	992,257	650,000	1,000,490	585,000	350,000	

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
<b>Strategy 3: Respond to wildfires.</b>										
Percent of unplanned and unwanted wildfires on DOI lands that are controlled during initial attack.	OWFC	98.5%	98.7%	98.0%	97.4%	97.4%	97.4%	97.4%	97.4%	
		5,693	6,145	5,673	13,038	6,519	8,140	6,519	6,519	
		5,778	6,225	5,786	13,392	6,696	8,356	6,696	6,696	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
<b>Strategy 1: Establish fire-adapted ecosystems. Strategy 2: Adapt communities to wildfires.</b>									
Number of acres treated	OWFC	1,260,035	1,500,854	1,279,820	966,075	650,000	1,000,490	585,000	350,000
<b>Strategy 3: Respond to wildfires.</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	8,140	6,519	5,625

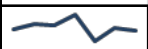
**Strategic Actions Planned during FY 2013 and FY 2014**

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit

Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- 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.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Office of Wildland Fire Coordination</b>								
Hazardous Fuels Reduction.....	200,000	203,000	206,000	183,314	183,021	145,315	95,935	
Burned Area Rehabilitation.....	24,000	20,000	20,305	33,203	13,025	13,025	16,035	
Preparedness.....	276,000	282,000	290,000	290,452	276,522	279,508	281,928	
Suppression.....	290,000	335,000	259,000	398,951	80,904	276,508	285,878	
Rural Fire Assistance.....	6,000	7,000	7,000	---	---	---	---	
FLAME Wildfire Suppression Reserve Fund.....	---	---	61,000	60,878	91,853	92,415	92,000	
<b>Total.....</b>	<b>796,000</b>	<b>847,000</b>	<b>843,305</b>	<b>966,798</b>	<b>645,325</b>	<b>806,771</b>	<b>771,776</b>	



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## **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**

**Snapshot:** Performance in the area of energy development safety and environmental compliance has increased in recent years, particularly in light of expanded safety and environmental oversight and enforcement programs implemented after the Deepwater Horizon event in 2010.

**Bottom Line:** Enforcing safety, environmental, and conservation compliance is a key priority of the Department. The Department has focused resources on increasing the number of inspectors for energy development operations to ensure environmentally responsible development. Hiring the specialized technical and scientific personnel needed to conduct inspections is challenging as these individuals are highly sought after and well compensated by private industry. Additionally, litigation associated with the environmental impacts of energy development sometimes leads to delays and additional costs in permitting and leasing Departmental land and waters for energy development activities.

**Status:** Positive performance due to safety reform implementation, including an increased focus on high-risk activities and the training of new inspectors and staff to conduct safety and environmental enforcement work.

**Public Benefit:** Four Department bureaus, OSMRE, BSEE, BLM, and BOEM, work to promote domestic energy production by ensuring that energy resources on private, public, and tribal lands and waters are developed in a safe and an environmentally responsible manner and that disturbed land is reclaimed to its intended use after energy development.

**Onshore:** OSMRE's regulatory program ensures that the public and the environment are protected during surface coal mining operations and that coal operators adequately reclaim disturbed land after mining is complete. OSMRE particularly is focusing efforts over the next couple of years on scientific and technical advances in protecting streams from the adverse effects of coal mining. The BLM conducts planning, environmental analyses, and permitting of oil, natural gas, and coal development on BLM and Indian lands while ensuring activities are conducted in a safe and environmentally responsible manner.

**Offshore:** BSEE enforces safety, environmental, and conservation compliance on the Nation's offshore energy resources while BOEM conducts environmental studies and environmental analysis, assessment, and compliance for competitive and non-competitive offshore lease sales and plan approval. The Department is taking a number of steps to improve offshore energy development including the establishment and implementation of a new environmental enforcement program to foster environmental compliance, inspection, investigation and enforcement

programs that will assure the highest level of environmental standards for all offshore energy activities. Additionally, the Department is expanding technical capabilities and resources for reviewing and processing drilling, production, and decommissioning permits as well as conducting targeted research on deepwater safety and containment and using research results to inform rulemaking, investigations, and plan reviews.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	85.8%	88.0%	87.3%	88.0%	88.0%	
		6,864	6,879	6,548	6,588	6,705	6,749	6,706	6,695	
		7,784	7,845	7,571	7,675	7,620	7,731	7,621	7,608	
Amount (in barrels) of operational offshore oil spilled per million barrels produced.	BSEE	0.52	3.85	7610.17 (E)	0.42 (E)	<4.50	0.26 (E)	<4.50	<4.50	
Number of recordable injuries per 200,000 offshore man hours (100 man years). (DOI-Regulated ONLY)	BSEE	N/A	N/A	N/A	0.30	0.63	0.28 (E)	<=0.5	<=0.5	
Percent of oil and gas acres reclaimed to appropriate final land condition.	BLM	25%	25%	25%	23%	23%	23%	25%	25%	
		2,580	1,678	1,713	2,327	2,327	1,949	1,600	1,600	
		10,258	6,751	6,801	10,062	10,062	8,651	6,412	6,412	
Percent of producing fluid mineral cases that have a completed inspection during the year.	BLM	N/A	N/A	N/A	36.0%	36.0%	37.6%	43.7%	43.7%	
		N/A	N/A	N/A	9,869	9,869	10,297	12,116	12,100	
		N/A	N/A	N/A	27,419	27,419	27,419	27,719	27,719	
Percent of mined acreage reclaimed	OSM	82.9%	88.9%	97.7%	103.9%	74.9%	75.6%	75.0%	75.0%	
		2,044,086	2,165,011	2,305,795	2,418,963	1,578,233	4,989,588	5,107,588	5,225,588	
		2,467,139	2,435,110	2,359,120	2,327,333	2,105,752	6,603,770	6,810,117	6,967,451	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 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	43,843	41,000	37,000
Number of acres released from Phase I & II Performance Bonds	OSM	89,047	93,875	111,136	76,720	80,000	55,727	77,000	69,000
Number of students trained – NTTIP	OSM	1,426	1,053	1,027	768	850	973	850	850
Total number of compliance inspections completed	BSEE	26,780	27,484	23,619	20,537	25,000	23,025	24,000	25,000
Conduct Emerging Technologies Research studies on X% of high-priority topics	BSEE	93%	100%	89%	94%	94%	95%	80%	90%
		14/15	18/18	16/18	15/16		18/19		
Achieve utilization rate of X% at Ohmsett (national oil spill response test facility)	BSEE	90%	86%	93%	84%	85%	94%	85%	85%
		217/240	207/240	222/240	202/240		226/240		
Conduct Fluid Mineral Inspection and Enforcement	BLM	25,870	29,600	31,573	35,628	31,286	40,040	32,000	33,000

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**OSMRE Strategic Actions Planned during FY 2013 and FY 2014**

- Develop, propose, and implement regulations to incorporate significant scientific and technical advances in stream protection from the adverse effects of coal mining.
- Continue to evaluate changes to the oversight process and emphasize problem identification, resolution and prevention of off-site impacts.
- Provide technical assistance and training to States and Tribes.
- Pursue collection of permitting and related fees for services provided to the coal industry by OSM.
- Encourage States to increase fees to reduce Federal subsidies to industry.

**BLM Strategic Actions Planned during FY 2013 and FY2014**

- Pursue collection of inspection and enforcement fees for oil, gas, and coal development-related activities in 2013 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 of revenues from the Federal oil and gas resources and ensure environmentally responsible development of these resources
- 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. 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 for such hires. Additional environmental staff also will be hired to complete environmental inspections prior to drilling and ensure environmental requirements are being followed after drilling is complete. The BLM will continue to seek out new technology and improve existing automated systems for reporting.
- Additional funding in 2014 will allow BLM to more fully achieve the goal of the leasing reforms and to effectively oversee energy permitting and development activities.
- Continue to implement high-risk oil and gas inspection approach.

### BSEE Strategic Actions Planned during FY 2013 and FY2014

- Continue to implement regulatory reform strategies that support BSEE's Strategic Plan goals, including:
  - Embracing and promoting a continuous safety culture within the offshore oil and gas industry
  - Promoting the use of empirical information, including real-time monitoring, to enhance safety and environmental protection
  - Promoting and supporting innovation using Best Available and Safest Technology (BAST)
  - Fully defining, enhancing, and utilizing Bureau enforcement authorities, with a particular focus on risk management
- Continue to invest in the recruitment, training, and retention of BSEE employees and engage in comprehensive workforce and succession planning
- Continue to reform and implement an expanded inspection and operational oversight regime, including the hiring of additional inspectors and increase the observation of selected high-risk drilling activities and tests
- Continue the establishment and implementation of a new environmental enforcement program to ensure compliance with relevant laws and to minimize the risk of environmental accidents
- Conduct audits of the newly required Safety and Environmental Management System regulation to ensure compliance and to increase offshore operational safety
- Continue to enhance technical capabilities and resources for reviewing and processing drilling, production, and decommissioning permits
- Conduct targeted research on deepwater safety and spill containment including safe drilling practices in high-pressure/high-temperature wells and finding more efficient ways to remove subsurface oil and oil spilled in Arctic conditions.
- Consider a mix of performance-based and prescriptive standards for safety and pollution prevention to better assess and manage risk

- Continue the development and implementation of an offshore training center and certification process for inspectors, engineers, and other compliance personnel.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Office of Surface Mining Reclamation and Enforcement (OSMRE)</b>	118,371	120,156	127,180	126,926	122,713	123,464	114,955	
<b>Bureau of Land Management (BLM)</b>								
Oil and Gas Management.....	45,100	39,739	34,668	35,065	36,233	23,028	23,350	
Oil and Gas Inspection Fees.....	---	---	---	---	---	---	47,950	
Est. Cost for Coal Inspect. and Enforcement (average).....	2,400	2,400	2,400	2,400	2,400	2,400	2,400	
<b>Subtotal.....</b>	<b>47,500</b>	<b>42,139</b>	<b>37,068</b>	<b>37,465</b>	<b>38,633</b>	<b>25,428</b>	<b>73,700</b>	
<b>Bureau of Safety and Environmental Enforcement (BSEE)</b>								
Environmental Enforcement.....	---	---	---	1,034	4,108	4,117	8,314	
Operations, Safety and Regulations.....	---	---	---	82,523	132,079	132,306	147,282	
Oil Spill Research.....	---	---	---	11,744	14,899	14,990	14,899	
<b>Subtotal.....</b>	<b>71,257</b>	<b>73,215</b>	<b>85,565</b>	<b>95,301</b>	<b>151,086</b>	<b>151,413</b>	<b>170,495</b>	
<b>Total.....</b>	<b>237,128</b>	<b>235,510</b>	<b>249,813</b>	<b>259,692</b>	<b>312,432</b>	<b>300,305</b>	<b>359,150</b>	

**Programs Supporting This Strategy**  
 OSMRE: Environmental Protection & Technology Development and Transfer  
 BSEE: Offshore Regulatory Programs and Oil Spill Response  
 BLM: Energy and Minerals Management  
 BOEM: Environmental Assessment

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

Goal #1: Secure America's Energy Resources

Strategy #2: Develop renewable energy potential

**Snapshot:** As of September 30, 2012, the Department had approved over 10,300 MW of solar, wind, and geothermal renewable energy capacity. Though the Department did not achieve its ambitious goal of 12,000 MW by the end of September, in the first quarter of FY 2013 the Department granted approval for the Choke Cherry/Sierra Madre Wind Energy Project, a proposed complex that could generate up to 3,000 MW of power in southeastern Wyoming and that pushes DOI beyond its 2012 goal.

**Bottom Line:** The success in approving renewable energy projects on DOI lands and waters rests on the Obama Administration's coordinated strategy to develop all appropriate sources of renewable and conventional energy on U.S. public lands and waters. Calls for development of onshore and offshore renewable energy under a 'Smart from the Start' approach prioritizes and processes existing applications in a coordinated, focused manner with full environmental analysis and public review.

**Status:** Positive performance as the Department advances the nation's production of domestic energy resources by authorizing renewable energy projects.

**Public Benefit:** Three Department bureaus, BLM, BOEM and BOR, work to promote domestic energy production by ensuring that renewable energy resources on the Department's managed lands and waters are developed in an environmentally responsible manner.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	85.5%	80.0%	89.1%	69.1%	70.9%	
		55	56	55	47	44	49	38	39	
		56	56	55	55	55	55	55	55	
Percent of time that Reclamation hydroelectric generating units are available to the inter-connected Western electrical system during daily peak demand periods	BOR	91.0%	90.0%	89.0%	87.0%	86.0%	86.0%	84.0%	83.0%	
		91	90	89	87	86	86	84	83	
		100	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	2,066	2,448	2,532	8,473	11,998	10,311	15,252	17,877	
	BLM	2,066	2,448	2,532	8,005	11,530	9,843	14,784	17,409	
	BOEM	N/A	N/A	N/A	468	468	468	468	468	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
# of Annual, Periodic and Comprehensive Reviews Completed	BOR	47	50	53	53	52	51	52	52
% of generating capacity that has a major generator/turbine related component rated in poor condition.	BOR	N/A	N/A	3%	10%	10%	10%	10%	10%
				442 /14,653	1,468/14,687	1,468/14,687	1472/14721	1,472/14,721	1,472/14,721
Forced outage factor lower than or equal to the industry average of 2.2% 2	BOR	1.13%	1.82%	2.80%	2.20%	2.20%	1.70%	2.20%	2.20%
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	4	2	1
Number of limited leases issued for offshore renewable energy testing and data collection, including \$238 research leases	BOEM	N/A	0	4	0	0	0	2	2
Number of commercial leases issued for offshore renewable energy generation	BOEM	N/A	0	0	1	1	0	4	8
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	0	0	2
Number of offshore NEPA documents (EIS/EAs) finalized for Renewable Energy	BOEM	N/A	3	1	1	2	1	5	4

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.



### BLM Strategic Actions Planned during FY 2013 and FY 2014

- 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 was released in summer 2012 and includes detailed environmental analyses of 17 solar energy zones covering more than 285,000 acres 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 the solar 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.
- Work on a rulemaking effort to establish the regulatory framework for a solar and wind energy leasing program under current FLPMA authority
- Conduct planning studies of regional wind energy zones to update the previous analysis in the 2005 Wind Energy Programmatic EIS to address a greater level of wind energy development which will further streamline the environmental review of site-specific wind projects.
- Conduct additional planned transmission development analysis in the updated planning study for wind to facilitate renewable energy transmission.

### BOEM Strategic Actions Planned during FY 2013 and FY 2014

- 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 2013 and FY 2014

- 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 Section 1834 of the Energy Policy Act of 2005 regarding Hydropower Resource Assessment and Uprate (power output upgrading) 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.
- Continue initiatives in deferred maintenance reporting, power related security, and risk based asset management studies.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Reclamation (BOR)</b>	38,286	34,342	30,475	42,325	54,154	57,273	55,826	
<b>Bureau of Land Management (BLM)</b>								
Renewable Energy Management.....	1,026	1,026	16,735	21,735	19,703	22,826	29,061	
Geothermal Energy funding (formerly in O&G Mgt).....	2,000	2,000	2,000	2,000	2,000	2,000	---	
<b>Subtotal.....</b>	<b>3,026</b>	<b>3,026</b>	<b>18,735</b>	<b>23,735</b>	<b>21,703</b>	<b>24,826</b>	<b>29,061</b>	
<b>Bureau of Ocean Energy Management (BOEM)</b>								
Renewable Energy Subactivity.....	---	---	---	23,147	22,685	22,731	24,096	
Environmental Assessment Subactivity.....	---	---	---	4,000	8,300	6,300	6,300	
<b>Subtotal.....</b>	<b>21,103</b>	<b>21,739</b>	<b>25,752</b>	<b>27,147</b>	<b>30,985</b>	<b>29,031</b>	<b>30,396</b>	
<b>Total.....</b>	<b>62,415</b>	<b>59,107</b>	<b>74,962</b>	<b>93,207</b>	<b>106,842</b>	<b>111,130</b>	<b>115,283</b>	

**Programs Supporting This Strategy**  
 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

**Mission Area 2: Sustainably Manage Energy, Water, and Natural Resources****Goal #1: Secure America's Energy Resources****Strategy #3: Manage Conventional Energy Development**

**Snapshot:** For offshore oil and natural gas development, the Department met its performance target for FY 2012 to conduct two lease sales in the Western and Central Gulf of Mexico. Onshore, the Department exceeded its FY 2012 targets for conventional energy development for both coal lease applications processed and pending fluid mineral APDs processed. Even with FY 2012's strong results for processing coal lease applications, performance remains at levels below 20% because only a few leases can be approved each year given the large and complex environmental documents required for lease processing, along with the coordination with landowners that must occur prior to approval.

**Bottom Line:** Providing environmentally responsible access to oil, coal, and natural gas resources on the Department's managed lands and waters is a key component of the Obama Administration's coordinated strategy to develop all appropriate sources of renewable and conventional energy on U.S. public lands and waters. This summer, the Secretary issued the Proposed Final Outer Continental Shelf (OCS) Oil and Gas Leasing Program for 2012-2017 for offshore energy development.

**Status:** Positive performance as the Department focuses resources on processing applications/leases for onshore and offshore oil, coal and natural gas production.

**Public Benefit:** Responsible access, including the use of emerging technologies associated with horizontal drilling; to conventional energy resources on Federal lands and waters helps promote domestic energy production through long-term availability of the resources while minimizing environmental impact and surface disruption.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #3: Manage Conventional Energy Development										
Percent of coal lease applications processed	BLM	10%	5%	5%	7%	14%	18%	15%	9%	
		4	2	2	3	6	8	6	4	
		40	38	39	42	42	45	40	43	
Percent of pending fluid minerals Applications for Permit to Drill (APDs) which are processed	BLM	N/A	N/A	N/A	55.9%	55.9%	61.4%	60.2%	60.2%	
		N/A	N/A	N/A	5,200	5,200	5,861	5,500	5,500	
		N/A	N/A	N/A	9,308	9,308	9,549	9,134	9,134	
Number of offshore lease sales held consistent with the Secretary's 5-Year Oil and Gas Program	BOEM	5	2	1	-	2	2	3	3	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Number of blocks/tracts evaluated	BOEM	8,341	11,287	8,233	24,870	9,300	14,612	9,300	9,300
Maintain the ratio of 1.8 to 1 (+/-0.4) of accepted high bids to BOEM's estimated value 3	BOEM	2.49 to 1	1.7 to 1	1.8 to 1	N/A	1.8 to 1	2.013 to 1	1.8 to 1	1.8 to 1
						(+/- 0.4)		(+/- 0.4)	(+/- 0.4)
Percent of environmental studies program (ESP) projects rated "Moderately Effective" or better by BOEM internal customers	BOEM	85%	91%	91%	91%	95%	95%	88%	88%
		29/34	20/22	10/11	21/23	21/22	95%	N/A	N/A

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BLM Strategic Actions Planned during FY 2013 and FY 2014

**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.
- Starting in FY2014, 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.

- Continue to develop and refine automated tracking systems.

### **Coal Management**

- 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.
- The 2014 budget proposes an increase of \$2.4 million to be used for inspection and enforcement of coal production on Federal and Indian lands.
- Develop a Mineral Tracking System to respond to needs identified in a GAO audit and implement policy direction to standardize inspection and enforcement reports.
- Provide new guidance to mining inspectors requiring a certification process for inspectors.

### **BOEM Strategic Actions Planned during FY 2013 and FY 2014**

- In FY 2013, conduct three lease sales – Western Gulf of Mexico Sale 229, Central Gulf of Mexico Sale 227, and Western Gulf of Mexico Sale 233.
- In FY 2014, conduct three lease sales- Eastern Gulf of Mexico Sale 225, Central Gulf of Mexico Sale 231, and Western Gulf of Mexico Sale 238.
- 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 2013.
- Publish a Programmatic Environmental Impact Statement for Geological and Geophysical Activities in the Atlantic during FY 2013.
- Fund studies to examine actual and potential effects of offshore activities to support NEPA reviews and mitigation development through adaptive management.
- Extend baseline characterizations into monitoring efforts to support impact analysis in NEPA reviews related to exploration and development.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Land Management (BLM)</b>								
Oil and Gas Management.....	43,100	37,739	32,668	33,065	34,233	23,927	23,349	
APD Fees.....	25,500	36,400	45,500	45,500	32,500	32,500	32,500	
Energy Act Permit Processing Fund.....	21,000	21,000	21,000	21,000	21,000	20,698	18,726	
Coal Management.....	6,972	7,133	7,339	7,324	4,643	5,703	7,195	
<b>Subtotal.....</b>	<b>96,572</b>	<b>102,272</b>	<b>106,507</b>	<b>106,889</b>	<b>92,376</b>	<b>82,828</b>	<b>81,770</b>	
<b>Bureau of Ocean Energy Management (BOEM)</b>								
Conventional Energy Subactivity.....	---	---	---	48,949	47,245	47,394	50,941	
Environmental Assessment Subactivity.....	---	---	---	47,889	53,716	55,810	57,527	
<b>Subtotal.....</b>	<b>75,279</b>	<b>77,548</b>	<b>91,860</b>	<b>96,838</b>	<b>100,961</b>	<b>103,204</b>	<b>108,468</b>	
<b>Total.....</b>	<b>171,851</b>	<b>179,820</b>	<b>198,367</b>	<b>203,727</b>	<b>193,337</b>	<b>186,032</b>	<b>190,238</b>	

**Programs Supporting This Strategy**  
 BLM: Energy and Minerals Management  
 BOEM: Conventional Energy and Environmental Assessment

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

Goal #1: Secure America's Energy Resources

Strategy #4: Account for Energy Revenues

**Snapshot:** The ONRR exceeded its FY 2012 targets both for timely revenue disbursement and for unique companies covered by compliance activities. For revenue disbursement, a newly streamlined electronic reporting website for companies resulted in more efficient and accurate reports and payments from companies. For compliance activities, ONRR's 3-year Audit Training Program has enabled ONRR new auditors to quickly build expertise, providing the capability to cover more unique companies.

**Bottom Line:** Performance for timely disbursement of Federal and Indian revenues has been at a very high level of achievement, and over the past 5 years, ONRR has averaged 99 percent disbursement timeliness. The ONRR's performance targets for FY 2013 and FY 2014 targets are 97 percent due to financial system upgrades over the next 18-24 months that will involve significant staff time for design and requirements development as well as system testing.

**Status:** Challenged performance as investments in information technology and process redesign have resulted in costs increasing faster than performance. Note that much of the funding was not a net increase in overall funding. Rather, it reflects the elimination of the Royalty In Kind (RIK) program and transfer of revenues to "in value," with previous RIK receipts funding replaced by discretionary funds to ensure ongoing company compliance for "in value" payments.

**Public Benefit:** The ONRR disburses mineral and renewable energy revenues to a number of entities. Distributions to the Water Conservation Fund, the Historic Preservation Fund, and the Reclamation Fund help ensure America's natural resources, landscapes, and rich history are enjoyed by current and future generations. Distributions to states are used to fund large capital projects such as schools, roads, and public buildings. Revenues collected from leases on Indians lands work directly to benefit members of the Indian community.



**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
<b>Strategy #4: Account for Energy Revenues</b>										
Percent of Federal and Indian revenues disbursed on a timely basis per statute (\$Billions)	ONRR	99.2%	99.5%	99.1%	98.4%	97.0%	99.3%	97.0%	97.0%	
		2.96	2.29	2.10	2.49	1.94	2.86	1.94	1.94	
		2.99	2.30	2.12	2.53	2.00	2.88	2.00	2.00	
Cumulative percent of unique mineral royalty companies covered by compliance activities*	ONRR	28.7%	50.7%	60.5%	48.5%	54.0%	57.8%	62.0%	64.0%	
		525	906	1,086	860	957	1,025	1,099	1,135	
		1,832	1,787	1,794	1,773	1,773	1,773	1,773	1,773	

**Supporting Performance Milestones**

Outputs, Supporting Performance Measures, and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Streamline production and well reconciliation/reporting/resolution	ONRR							Sep-13	
Develop risk-based production measurement inspection framework	ONRR							Sep-13	
Develop detailed design/implementation plan for ONRR/OSM integration	ONRR								Sep-14
Implement MRMSS system upgrade	ONRR								Sep-14

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013**


- Expand data mining functions and implement additional types of reviews as new Business Intelligence tools are brought online during FY 2013. Additional reviews will provide 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.

- Modify the compliance risk tool by the end of FY 2013 to incorporate recommendations from the Risk Implementation Work Group focusing on those factors resulting in collections for oil, gas, solid mineral and geothermal properties.
- 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 2013 and implement enhanced production verification and meter inspections on offshore rigs/platforms and production facilities.
- Assess contractor’s report on the potential for automatic production metering by the end of FY 2013 and begin to develop a risk-based production measurement inspection framework.
- Support the Department’s implementation of the Extractive Industries Transparency Initiative (EITI).

**Strategic Actions Planned during FY 2014**

- Complete analysis of the ONRR/OSM integration with recommendations and guidelines for selecting a viable implementation option and develop the detailed design and implementation plan during FY 2014 to prepare for implementation in FY 2015.
- In consultation with other key EITI stakeholders serving on the USEITI Advisory Committee, ONRR will work to publish a work plan and timetable for EITI implementation and incorporate an assessment of capacity constraints by the end of FY 2014.
- Enhance the operational, business and functional systems supporting ONRR by implementing a robust Mineral Revenue Management Support System (MRMSS) upgrade project through FY 2014.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
Office of the Secretary / Natural Resources Revenue	81,687	86,684	89,374	109,364	119,418	119,609	121,060	

**Programs Supporting This Strategy**

Office of the Secretary: Office of Natural Resources Revenues (ONRR)  
 --additionally, the Bureau of Land Management and Bureau of Safety and Environmental Enforcement coordinate with ONRR.

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

**Goal #2: Manage Water for 21st Century**

**Strategy #1: Conserve Water**

**Snapshot:** In FY 2012, Reclamation reported water savings of 128,287 acre-feet towards the 2012 Priority Goal target of 99,900 acre-feet, and exceeded the target by over 28,000 acre-feet.



**Bottom Line:** Together, projects funded from 2010 through 2012 have contributed 616,226 acre-feet of enhanced capacity toward the Priority Goal, putting Reclamation on track to meet the cumulative target of 730,000 acre-feet by the end of FY 2013.

**Status:** Positive performance with the quality of proposals improving and continuing cost-shares on conservation projects. While there is an increasing index trend in FY2012 with less funding being invested, this trend could have a negative effect on future performance.

**Public Benefit:** Reclamation delivers water to 1 in every 5 farmers in the West and to over 31 million people.

All the programs associated with the Conserve Water Strategy include WaterSMART activities (including WaterSMART Grants) Title XVI, and the Water Conservation Field Services Program, along with other water conservation programs (CALFED, Yakima River Basin Water Enhancement Project, and the Upper Colorado River Recovery Implementation Program). This strategy directly supports the Department’s Water Conservation Priority Goal (Priority Goal) by providing cost-shared grants and other assistance that construct water conservation facilities that extend the supply of water where it is most needed in the 17 Western States.

**Strategic Plan Performance Measures**


Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	487,939	587,839	616,226	730,000	790,000	
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	162,553	197,003	197,971	2,205	-	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
% of WaterSMART Grant and Title XVI applications evaluated timely <sup>1</sup>	BOR	N/A	N/A	100%	100%	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%	98%	98%	100%	94%	92%
				37/37	61/62	52/53	44/44	43/46	24/36
Annual acre feet of water reclaimed and delivered	BOR	192,815	243,465	260,071	284,153	313,152	301,875	329,840	363,383
% of rural water studies reviewed and evaluated within the required timeframe <sup>1</sup>	BOR	N/A	N/A	100%	100%	100%	100%	100%	100%
				3/3	3/3	1/1	1/1	9/9	9/9
# CFS-miles of conveyance systems constructed	BOR	123	0 <sup>3</sup>	121	220	8000 <sup>3</sup>	10,438	8,538	2,443

<sup>1</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.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>BOR Water and Related Resources</b>	183,422	196,654	181,239	115,993	112,463	119,603	70,816	

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.

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013 and FY 2014**

- 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.
- Continue to fund a small number of multi-year WaterSMART Grant projects in one-year phases.
- Fund Title XVI projects that most closely meet program goals.
- Apply Title XVI and WaterSMART Grant funding criteria to identify projects that most effectively stretch water supplies and contribute to water supply sustainability.

- 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.

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


**Snapshot:** The achievement in FY 2012 was 76 percent in *good* condition, an increase of 4% in the *good* rating.

**Bottom Line:** The evaluation mechanism used is the Facility Reliability Rating (FRR)--a set of weighted criteria including dam safety, maintenance, operations, and management factors. Reclamation adjusted its reliability measure in FY 2011 to reflect only “good” condition facilities vs. “fair to good” to improve the integration of its performance with budgeting activities. As a consequence, beginning in FY 2011, Reclamation’s achievements do not trend as before, e.g., FY 2010, 98 percent in fair to good condition.

**Status:** Challenged Performance. Although the “good” condition increased 4%, the funding is increasing at a more rapid rate. Due to aging facilities and restrictions in funding, it will be a challenge to sustain the performance level achieved in FY 2012. Reclamation will continue to emphasize planning and accomplishing water facility infrastructure O&M to help insure performance targets are met.

**Public Benefit:** Reclamation delivers water to 1 in every 5 farmers in the West and to over 31 million people.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	72.0%	62.5%	75.6%	70.6%	70.3%	
		341	339	337	247	215	260	242	241	
		346	346	343	343	344	344	343	343	

Supporting Performance Measures

Supporting measures include monitoring the activities associated with both high- and significant-hazard dams and reserved works associated facilities. Reserved works means that Reclamation has day to day O&M responsibilities for these 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.”

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 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	343	343	343
Number of annual water facility condition assessments completed	BOR	180	184	180	209	158	184	108	114
Number of annual water facility condition assessments scheduled	BOR	210	213	200	217	169	204	170	184
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	103	77	66
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	72	76	54
% complete of milestones for on-going surface water storage projects	BOR	66.70%	66.70%	66.70%	36.00%	36.40%	36.40%	44.00%	49.00%
# of milestones for on-going surface water storage projects completed	BOR	16	16	16	20	20	20	24	27
Total # of milestones to be completed	BOR	24	24	24	55	55	55	55	55

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.


**Strategic Actions Planned during FY 2013 and FY 2014**

**Bureau of Reclamation**

- Explore and implement applicable cost-efficiencies in managing water-related facilities while sustaining effectiveness.
- Implement authorized financial assistance measures for water users in funding extraordinary maintenance needs (e.g., aging infrastructure).
- Use funding sources available for partners to fund extraordinary maintenance (e.g., aging infrastructure) needs.
- Develop and implement guidance to assist field offices in assessing O&M recommendations.

- Validate data being used to report facility O&M-related information, including Major Rehabilitations and Replacements data and annual O&M costs. Continue to 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.
- Utilize latest technological tools and instruments to assess the condition of aging infrastructure.
- Continue to utilize ranking systems for prioritizing maintenance, environmental, conservation, and planning activities to meet all of Reclamation's water challenges (e.g., addressing aging infrastructure maintenance needs to ensure the delivery of water and power; fulfilling the requirements of current and imminent biological opinions on Reclamation projects in order to continue project operations; and pursuing basin wide studies and conservation activities through partnerships to help improve water resource management and efficiency of water use).

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>BOR Water and Related Resources</b>								
Previous Submission for "Improve Reliability of Water Delivery" in APP/R (02-13-12)	313,461	292,796	307,633	362,343	415,602	402,715	409,911	
Safety, Security and Law Enforcement (SSLE) Budget Authority for Dam Safety Program, Site Security Program, Emergency Planning & Disaster Response, Federal Building Seismic Safety Program and Public Access & Safety Program.	113,744	119,179	128,415	127,638	111,917	117,156	117,490	
<b>Total.....</b>	<b>427,205</b>	<b>411,975</b>	<b>436,048</b>	<b>489,981</b>	<b>527,519</b>	<b>519,871</b>	<b>527,401</b>	



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

**Snapshot:** The Department failed to meet its FY 2012 target for BIA Dam Facility Reliability Rating, but exceeded its FY 2012 target for linear miles of functional BIA irrigation project canals servicing irrigated lands.

**Bottom Line:** The irrigation programs were able to exceed the goal targets due to no assessment waivers processed and good weather conditions. The performance of programs associated with the BIA Dam Rating were impeded by 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.

**Status:** Positive performance, due to reduced funding and overall increase in performance.

**Public Benefit:** 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.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	98.2%	99.7%	98.2%	98.2%	
		N/A	N/A	N/A	4,651	4,570	4,471.5	4,570	4,570	
		N/A	N/A	N/A	4,654	4,654	4,487	4,654	4,654	
Annual percentage improvement in the mean BIA Dam Facility Reliability Rating	BIA	N/A	N/A	N/A	0.5%	1.1%	0.7%	1.0%	0.5%	
		N/A	N/A	N/A	51	107	71	97	49	
		N/A	N/A	N/A	9,548	9,598	9,595	9,705	9,802	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Percent of revenue generating irrigation projects for which comprehensive condition assessments have been completed annually (BIA)	BIA	47%	67%	80%	80%	80%	80%	87%	93%
		7 / 14	10 / 15	12 / 15	12 / 15	12 / 15	12 / 15	13 / 15	14 / 15
Percentage of irrigation projects that have been reviewed during the reporting year and found to be in compliance with regulations (BIA)	BIA	50%	100%	100%	0%	100%	100%	100%	100%
		1 / 2	2 / 2	2 / 2	0 / 2	2 / 2	3 / 3	4 / 4	2 / 2
Percentage of maintenance projects that are completed within established timeframes (BIA)	BIA	84%	87%	85%	76%	74%	78%	78%	78%
		1,383/1,641	1,448/1,663	1,245/1,459	800/1,046	807/1,096	734/947	734/947	734/947

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### Strategic Actions Planned during FY 2013

#### **Indian Affairs**


- 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.

### Strategic Actions Planned during FY 2014

#### **Indian Affairs**

- Launch an initiative for enabling relational database access and reporting of National Interagency Incident Management System (NIIMS) data on a SQL Server instance in the virtualized Albuquerque Data Center. Production data from NIIMS is planned to be extracted on a nightly basis and loaded into SQL; end users may execute queries and build and save custom reports. Field users will not have to wait for a developer to build a special report, and strategically this step begins to de-couple the land, water, people, and money data assets from being captive in the monolithic, legacy NIIMS application and making it available for other appropriate purposes.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Indian Affairs</b>								
Irrigation Projects	13,398	15,421	13,435	13,406	4,382	4,379	4,382	
Irrigation Operations and Maintenance	11,874	11,922	11,970	11,910	11,920	11,945	11,963	
Dam Projects	21,844	21,832	21,875	25,634	25,554	25,393	25,408	
Engineering and Supervision	2,103	2,106	2,125	2,089	2,082	2,039	2,044	
Survey and Design	292	292	292	291	292	292	292	
Federal Power Compliance [FERC]	672	655	658	655	649	630	633	
<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>	<b>44,722</b>	

**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**

**Snapshot:** BLM exceeded its targets for both the timber and wood products measures in FY 2012. BLM was able to conduct more timber sale preparation work than expected during the field season on land designated for timber production, resulting in more timber sales than projected for the year. For the volume of wood products offered, a large additional amount of timber volume was added to existing sales for operational purposes, such as clearing new skid trails and cutting additional trees for yarding corridors.

**Bottom Line:** In recent years, performance has fluctuated for a number of reasons: 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 affected BLM's ability to sell timber, utilize the by-products of treatments, and complete treatments; and litigation stemming from environmental issues limited the amount of timber and wood products BLM was able to offer for sale.

**Status:** Challenged performance as declines in performance have outpaced funding decreases due in large part to increased litigation and other factors resulting in less timber being available for sale.

**Public Benefit:** Timber sales contribute to the economic stability of local communities and industry.

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. Using timber sales as a tool to restore and treat forests, the program focuses on ecosystem restoration and health, protection, and management for multiple objectives including biodiversity, conservation, and sustainable development for local communities. 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. The program improves forest health with restoration sales as well as offering for sale timber and other forest products in such a way as to maintain a permanent source of timber supply.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #1: Mangle 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%	70.4%	69.0%	84.7%	81.3%	83.7%	
		174	155	174	143	140	172	165	170	
		203	502	203	203	203	203	203	203	
Volume of wood products offered consistent with applicable management plans (O&C and Public Domain)	BLM	292	270	296	240	223	242	209	194	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 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	157,751	47,300	108,000

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**BLM Strategic Actions Planned during FY 2013 and FY 2014**

The Public Domain Forest Management program will:


- Use sales as a tool to restore and treat forests.
- Continue to offer timber and other forest products for sale
- Provide green biomass for the direct conversion and use of woody biomass for energy.

The O&C Forest Management program proposes to:

- Inventory, layout, design, engineer, and appraise forest and woodland vegetation
- Improve forest health with restoration sales.
- Offer for sale timber and other forest products in such a way as to maintain a permanent source of timber supply.

- Harvest timber under contract from the current and previous year’s operational timber sales (normally 3-year contracts).

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Land Management Public Domain and Oregon &amp; California Forestry Management</b>								
Public Domain Forestry.....	10,608	10,242	10,543	9,945	9,714	6,367	6,360	
O&C Forest Management.....	30,681	31,079	31,584	31,666	32,060	33,861	34,080	
O&C Reforestation & Forest Development.....	23,619	23,859	24,155	24,038	23,622	22,561	22,679	
O&C Other Forest Resources .....	37,191	36,977	37,544	37,472	36,616	36,891	36,985	
Timber Pipeline Restoration Fund.....	10,400	9,824	7,573	4,048	3,883	1,640	1,640	
ECOSYS Health.....	2,182	2,182	4,270	3,793	4,603	3,586	3,586	
<b>Total.....</b>	<b>114,681</b>	<b>114,163</b>	<b>115,669</b>	<b>110,962</b>	<b>110,498</b>	<b>104,906</b>	<b>105,330</b>	

**Programs Supporting This Strategy**

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

**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**


**Snapshot:** The FY 2012 performance target for processing grazing permits and leases was not met due to a number of factors: the need for coordination with permittees impacted by wildfire and drought; protest and appeal litigation resulting in fewer permits approved; staff time required to focus on trailing permits instead of grazing permits; emergency workloads arising from the need to develop burned area rehabilitation plans; and the need for staff to conduct post wildfire assessments.

**Bottom Line:** 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.

**Status:** Challenged performance due to costs increasing at a faster rate than performance as the complexity of processing permits has increased due to litigation, severe weather patterns, drought, catastrophic fire and other multiple-use public land challenges.

**Public Benefit:** Livestock grazing not only contributes to food production and adds to local economic stability, but it can be used in certain areas to maintain and improve land health such as by reducing hazardous fuels and minimizing the impact of catastrophic wildfires.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #2: Provide for Sustainable Forage and Grazing										
Percent of grazing permits and leases processed as planned consistent with applicable resource management plans	BLM	83.7%	43.8%	37.0%	36.1%	35.8%	22.3%	33.3%	33.3%	
		2,177	2,554	1,890	1,945	2,396	1,491	2,100	2,100	
		2,600	5,835	5,106	5,383	6,685	6,685	6,300	6,300	


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Strategic Actions Planned during FY 2013 and FY 2014

- 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.
- Use the budgets 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.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Land Management</b>								
Rangeland Management.....	39,439	38,815	40,064	41,534	52,011	44,005	40,555	
Grazing Administration Fee.....	---	---	---	---	---	---	6,500	
<b>Total.....</b>	<b>39,439</b>	<b>38,815</b>	<b>40,064</b>	<b>41,534</b>	<b>52,011</b>	<b>44,005</b>	<b>47,055</b>	

**Programs Supporting This Strategy**  
**BLM: Rangeland Management**

**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**

**Snapshot:** In FY 2012, the targets for non-energy mineral development were not met because the complexity of processing permits has increased due to litigation, severe weather patterns, drought, catastrophic fire and other multiple-use public land challenges. Additionally, as demand for non-energy mineral development has increased, operators have chosen to keep mines open longer and fewer acres are available for reclamation.

**Bottom Line:** As demand for non-energy solid leasable minerals (especially potash and phosphate) has increased substantially in recent years, the BLM has worked to conduct the required environmental analysis of complex issues necessary to authorize use on BLM public lands. The BLM has had to prioritize resources with emphasis placed on inspections and production verification to manage existing leases; any remaining time and funds have been spent on processing new non-energy mineral applications.

**Status:** Challenged performance due to costs increasing at a faster rate than performance. The increasing number and size of exploration and mining authorizations, as well as the required analysis of complex technical and environmental issues, continues to increase the time and cost required to evaluate these authorizations. Additionally, as demand for non-energy mineral development has increased, fewer acres are available for reclamation as operators keep mines open longer.

**Public Benefit:** Non-energy minerals, including potassium, phosphorus, sodium, potash, lead, and zinc, clay, sand, gravel, and building stone, are vital components of basic industry and life in the United States and support local infrastructure and economic development.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	4.7%	13.2%	11.3%	10.5%	10.5%	
		N/A	N/A	N/A	27	77	73	50	50	
		N/A	N/A	N/A	572	582	645	475	475	
Number of mined acres reclaimed to appropriate land condition and water quality standards.	BLM	7375	8315	3556	1317	3500	1408	1300	1400	

Supporting Performance Measures


Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
Percent of Notices and Plans of Operations Inspected for locatable minerals (gold, copper, silver, etc...)	BLM	55%	46%	66%	54%	47%	44%	47%	50%
		1,321 / 2,385	1,347 / 2,924	2,049 / 3090	1,734 / 3,092	1,450 / 3,050	1,338/3,039	1,450 / 3,050	1,525/3,050
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	3,076	3,000	3,100
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	1,817	1,200	1,200

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Strategic Actions Planned during FY 2013 and FY 2014

- The 2014 budget proposes an increase of \$2.0 million to be used for inspection and enforcement of other minerals activities on Federal and Tribal Lands.
- The program will continue efforts to search for cost recovery opportunities within this program.
- Conduct more inspections of mining operations, and proactively pursue resolution of trespass and production verification issues.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Land Management</b>								
Other Mineral Resources Management.....	10,301	10,402	10,614	10,597	8,402	9,478	10,586	
Mining Law Administration.....	34,696	34,696	36,696	36,696	39,696	39,696	39,696	
<b>Total.....</b>	<b>44,997</b>	<b>45,098</b>	<b>47,310</b>	<b>47,293</b>	<b>48,098</b>	<b>49,174</b>	<b>50,282</b>	

**Programs Supporting This Strategy**  
**BLM: Other Mineral Resources Management**

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**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**

**Snapshot:** The Department exceeded its FY 2012 targets for 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.

**Bottom Line:** When this measure was initially established in FY 2011, it was created to track the percentage of increase in projects/studies for all tribes and Alaska Natives; however, after a full year of attempting to gather data and report on this measure as developed, it became apparent that this measure could not be effectively applied to Tribes in the lower 48 states. The data gathered was not consistent or meaningful to those tribal entities and for this reason, the measure was modified in FY 2012 to gather data from only the Alaska Native entities and Alaska Native Organizations who actually benefit from the tracking of a subsistence measure. The original projected target for the overall measure that included all tribes was 24/133 or an 18% increase. The Alaska Regional Target was 2/12 or a 17% increase. The Central Office was able to support an additional two projects in Alaska, which brought the total number of Alaska Native Organizations with studies/projects supporting subsistence resources to 16, which was an increase of 4 projects or 4/12 which equates to a 33% increase in projects/studies in Alaska.

For FY2013, the process for measuring this goal has been modified again to simplify the algorithm. Instead of tracking the increase in projects, it will utilize a stagnant denominator to measure the actual percentage of Alaska entities participating as opposed to tracking the projects involved. The denominator, which will represent the total number of possible Alaska native entities and Alaska Native Organizations, will be rather large while the numerator relatively small as there are only about 16 entities that are currently involved in studies/projects to date, and funding only allows an increase of 1 or 2 each year. This will also result in small targeted increases each year. Out year targets for this measure have been modified within the table to reflect these changes.


**Status:** Challenged performance due to anticipated decline in tribal involvement with projects for the improved management of subsistence resources.

**Public Benefit:** 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 the 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 was the first year performance targets for this measure were 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.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	0.0%	18.0%	12.0%	7.4%	7.9%	
		N/A	N/A	N/A	-	24	16	17	18	
		N/A	N/A	N/A	133	133	133	229	229	

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**Strategic Actions Planned during FY 2013**

- Educate Alaska Region’s GPRA Coordinators on consistent reporting regarding the subsistence studies performance measure [Sep 2012]
- Provide consistent monitoring of self-determination contracts involving Alaska subsistence and programs involving fish, wildlife, and outdoor recreation programs


**Strategic Actions Planned during FY 2014**

**Bureau of Indian Affairs**

- Provide oversight activities through monitoring and technical assistance of tribal management and development contracts.

- Support 37 projects that improve subsistence services to Alaska Natives.
- Implement “on-reservation” subsistence treaty rights involving the management of inter-jurisdictional fish species.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Indian Affairs</b>								
Rights Protection Implementation.....	19,841	18,250	30,451	28,442	28,976	32,645	36,722	
Rights Protection.....	12,274	11,137	12,036	12,002	10,883	12,326	12,353	
Tribal Management/ Development Program.....	6,534	5,679	5,636	6,782	7,705	9,723	9,731	
Fish, Wildlife and Parks .....	6,488	7,429	11,410	11,340	11,322	11,366	14,652	
Alaskan Native Programs.....	1,006	1,022	1,033	1,031	1,032	1,026	1,057	
<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>	<b>74,515</b>	

**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**

**Snapshot:** Performance was exceeded for all 3 OST measures in 2012. Performance for the BIA Individual Indian Monies (IIM) measure has remained near 100 percent for the past three years, but the program did not meet its target in FY 2012 and only met 90%. 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.

**Bottom Line:** Performance is routinely between 90 and 100 percent for all measures.

**Status:** Sustained performance. A corrective action plan has been implemented to help ensure all active supervised IIM Accounts will be reviewed within the annual timeframe.

**Public Benefit:** 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 continues to collaborate with OST on the implementation and oversight of the BIA Service Center. The BIA Service Center improves the quality and frequency of communication between OST and BIA to settle unresolved issues or concerns related to supervised trust accounts. The Center is used as a shared tracking system that directly interfaces with the Trust Financial Accounting System. It has improved the ability of BIA to monitor these accounts with up-to-date information, and assists in tracking supervised accounts requiring assessments and quantify the completed assessments. In addition, BIA has implemented the Financial Assistance and Social Services – Case Management System. The FASS-CMS is a comprehensive case management solution that allows BIA to automate the case management responsibilities related to the administration of Supervised Individual Indian Money Accounts. The system is a “virtual” database that allows a greater level of surveillance on the management of Supervised IIM (Individual Indian Money) Accounts for greater accountability. BIA continues to improve on the use of FASSCMS and the Service Center to better serve Individual Indian Money (IIM) Account holders and better monitor the case management activities and the trust responsibility related to IIM Accounts.

**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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	97.5%	98.3%	90.3%	97.9%	97.9%	
		741	996	828	832	820	715	835	835	
		918	1,022	832	853	834	792	853	853	
Percent of financial information initially processed accurately in trust beneficiaries' accounts. (Trust Services)	OST	99.9%	99.9%	100.0%	100.0%	99.0%	100.0%	99.0%	99.0%	
		8,045,416	8,262,510	8,485,028	8,342,464	8,415,000	8,803,464	8,464,500	8,514,000	
		8,050,902	8,267,407	8,487,311	8,344,261	8,500,000	8,804,688	8,550,000	8,600,000	
Percent timeliness of financial account information provided to trust beneficiaries. ( Budget, Finance & Administration and Information Resources)	OST	100.0%	100.0%	100.0%	100.0%	99.5%	100.0%	100.0%	100.0%	
		766,589	770,198	787,340	764,553	796,000	786,838	800,000	816,000	
		766,589	770,198	787,340	764,553	800,000	786,838	800,000	816,000	
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%	100.0%	99.1%	100.0%	99.1%	99.0%	
		152,817,362	102,505,538	154,282,290	280,287,244	153,650,000	372,372,320	153,650,000	277,200,000	
		152,997,021	102,618,230	154,282,290	280,287,244	155,000,000	372,372,320	155,000,000	280,000,000	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 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%	81%	75%	98%	97%	87%	87%	87%
		12,757/17,309	14,394/17,747	127,834/171,533	236,867/241,936	235,677/242,581	19602 / 22557	19602 / 22557	19602 / 22557
Percent of disposals approved (Alaska measure)	BIA	NA	NA	NA	84% (baseline established)	84%	90%	84%	84%
					(155/185)	155/185	154/72	155/185	155/185
Percent of Estates Closed	BIA	87%	90%	88%	96%	90%	96%	90%	96%
		8,938/10,324	7,973/8,901	5,800/6,563	5,665/5,923	5,349/5,940	4575 / 4776	4960 / 5500	4575 / 4776
Percent of qualifying probate orders encoded within 72 hours	BIA	NA	NA	NA	(baseline established)				
					57%	64%	80.3%	84.0%	84%
					12,148/21,163	13,451/21,041	5240 / 6524	17,674/21,041	17,674/21,041
Percent of qualifying non-probate conveyance documents, including deeds, recorded within 48 hours	BIA	NA	NA	NA	Baseline Established	82%	91.5%	88.5%	88.5%
						3,586/4,400	7632 / 8337	7,746/8,753	7,746/8,753
Percent of land titles certified within 48 hours	BIA	NA	NA	NA	Baseline Established				
					78%	86%	80.3%	86.4%	86%
					9,241/11,864	8,928/10,332	32662 / 40674	8,928/10,332	8,928/10,332
# of all transactions initially processed (Trust Services)	OST	8,050,902	8,267,407	8,487,311	8,344,261	8,500,000	8,804,688	8,550,000	8,600,000
# of statements mailed (Budget, Finance & Administration and Information Resources)	OST	766,589	770,198	787,340	764,553	800,000	786,838	800,000	816,000
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	372,372,320	155,000,000	280,000,000

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

Strategic Actions Planned during FY 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 Trust Asset and Accounting Management (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.
- Ensure all probate staff have access to all Trust Systems needed to process a probate case.
- 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.

### Strategic Actions Planned during FY 2014

#### **Bureau of Indian Affairs**

##### Human Services

- BIA will be establishing a BIA Service Center to improve the quality and frequency of communication between OST, BIA, and Tribal Social Services to settle unresolved issues or concerns related to supervised trust accounts.
- BIA will be implementing a shared tracking system that directly interfaces with the Trust Financial Accounting System (TFAS). This will provide the BIA Social Services with the ability to monitor accounts with up-to-date information which will assist in the tracking of supervised accounts requiring assessments and quantify the completed assessment.

##### Probate

- Reducing the growing amount 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

- Expected increases in the number of Land Use Transactions, due to “New Energy Frontier” priorities, will impede Real Estate Services ability to reduce the amount of time devoted to encumbrances due to a larger focus on leasing activities.

**Office of the Special Trustee**

- The OST is in the process of restructuring its organization in order to increase performance, to better meet its departmental goal.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Indian Affairs</b>								
Social Services.....	31,908	33,538	33,766	33,879	34,324	33,776	37,020	
Probate .....	8,861	12,952	13,121	13,058	12,728	11,935	11,950	
Probate Backlog.....	10,712	7,382	7,452	---	---	---	---	
Land Title and Records Offices .....	14,425	14,747	14,556	14,496	14,413	14,387	14,522	
Human Services Tribal Design (TPA).....	442	444	455	8,786	8,748	437	433	
Human Services Program Oversight.....	3,644	4,139	4,097	3,900	3,367	3,012	2,592	
Trust Services (TPA).....	10,476	11,082	9,672	9,640	10,982	15,484	15,182	
Land Records Improvement.....	15,814	15,659	15,454	15,241	6,782	6,774	6,781	
Trust - Real Estate Services .....	47,216	48,140	48,398	48,056	37,692	35,333	36,323	
<b>Subtotal.....</b>	<b>143,498</b>	<b>148,083</b>	<b>146,971</b>	<b>147,056</b>	<b>129,036</b>	<b>121,138</b>	<b>124,803</b>	
<b>Office of the Special Trustee</b>								
Program Operations and Support.....	187,175	179,485	174,728	158,033	147,604	143,033	142,410	
Executive Direction.....	2,156	2,163	2,256	2,645	4,471	2,967	2,021	
<b>Subtotal.....</b>	<b>189,331</b>	<b>181,648</b>	<b>176,984</b>	<b>160,678</b>	<b>152,075</b>	<b>146,000</b>	<b>144,431</b>	
<b>Total.....</b>	<b>332,829</b>	<b>329,731</b>	<b>323,955</b>	<b>307,734</b>	<b>281,111</b>	<b>267,138</b>	<b>269,234</b>	

**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**

**Snapshot:** The Department exceeded its FY 2012 targets for the percent of BIA funded tribal judicial systems receiving an acceptable rating under independent tribal judicial system reviews.

**Bottom Line:** In FY 2012 the gradual upward trend of BIA funded tribal justice systems receiving an acceptable rating continued. The 26 percent target was achieved, and exceeded expectations by an additional 2%. Targets for next year will increase to 41.6% for 2013 and we are planning on cumulatively completing 77 of 185 tribal court reviews due to a change in the process.

**Status:** Positive performance, due to projected increases in performance that significantly exceed relatively moderate increases in funding in 2013 and 2014.

**Public Benefit:** 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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	26.1%	26.1%	27.7%	41.6%	54.8%	
		34	38	44	48	48	51	77	103	
		156	185	183	184	184	184	185	188	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Percent of tribal courts with unacceptable ratings that were provided with detailed corrective action plans	BIA	71%	21%	40%	52%	86%	56%	60%	67%
		5 / 7	3 / 14	10 / 25	15 / 29	25 / 29	18/32	24/40	32/48
Percent of tribal courts reviewed, having criminal jurisdiction and receiving Federal government funding, that comply with speedy trial process requirements	BIA	93%	91%	89%	91%	62%	87%	74%	66%
		13 / 14	21 / 23	33 / 37	43 / 47	48 / 77	47/54	64/87	80/121

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

Strategic Actions Planned during FY 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.
- As the tribal court reviews process becomes more standardized and efficient, it is anticipated that 33 reviews will be completed during 2013, and at least 6 corrective action plans will be completed during 2013.

Strategic Actions Planned during FY 2014

**Bureau of Indian Affairs**

- As the tribal court reviews process becomes more standardized and efficient, it is anticipated that 34 reviews will be completed during 2014, and at least 8 corrective action plans will be completed during 2014.
- Implement the strategic plan for the Code of Federal Regulations Courts. Monitor improvements in the quality and effectiveness of the CFR Courts.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
BIA Tribal Courts .....	14,338	14,508	24,704	27,088	23,407	24,567	24,387	



**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

**Snapshot:** The Department exceeded its FY 2012 targets for grazing permits and agricultural and grazing leases monitored, range units assessed, forest biomass utilized for energy, and fractionated interests acquired.

**Bottom Line:** Actual FY 2012 performance for the Agriculture and Range measures and the Forestry Biomass measure exceeded their set targets on a national level, however, the level of achievement varied from region to region, with some regions coming in under their individual target levels. With this being the second year of reporting on these measures, the programs now have a stronger data set that will allow the programs to focus improvement efforts specific to those regions that are not performing as well. This will also lend to more accurate regional targets in out years as partial trend data now exists.

**Status:** Positive performance, due to overall performance increasing at a greater rate than the overall increase in funding.

**Public Benefit:** 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 non-base funding under Agriculture is used to support the Summer Student Program which addresses the Secretary's Youth in the Great Outdoors Initiative. The program makes candidates available to replace numerous soon-to-rotate professional and technical employees. This funding also supports the development of range land management plans and range plan inventories as required by the American Indian Agricultural Resource Management Act.

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.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	14.7%	14.6%	32.2%	32.4%	32.4%	
		N/A	N/A	N/A	2,057	2,035	4,439	4,472	4,471.5	
		N/A	N/A	N/A	13,961	13,940	13,798	13,798	13,798	
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	38.6%	37.3%	39.7%	37.3%	37.3%	
		N/A	N/A	N/A	9,145	8,539	9,997	8,539	8,539	
		N/A	N/A	N/A	23,696	22,887	25,204	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	37.0%	37.4%	39.4%	37.4%	37.4%	
		N/A	N/A	N/A	1,312	1,323	1,417	1,323	1,323	
		N/A	N/A	N/A	3,546	3,536	3,601	3,536	3,536	
Percent of sustainable harvest of forest biomass utilized for energy and other products	BIA	N/A	N/A	N/A	16.9%	49.8%	52.9%	49.8%	49.8%	
		N/A	N/A	N/A	679,745	2,001,661	2,141,692.65	2,001,661.50	2,001,661	
		N/A	N/A	N/A	4,023,205	4,023,205	4,045,428.1	4,023,205.1	4,023,205	
Number of fractionated interests acquired	BIA	N/A	N/A	9,550	169	1,050	5,788	9,000	9,000	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan	
<b>Forestry</b>										
Percentage of forested reservations covered by forest management plans	BIA	47%	51%	57%	63%	68%	64%	72%	86%	
		137/292	149/292	163/287	187/297	206/305	193/300	219/305	262/305	
Percentage of acres on forested reservations that have a forest management plan or IRMP with forest management provisions	BIA	89%	89%	90%	93%	93%	93%	94%	95%	
		16,241,706/ 18,330,215	16,487,839/ 18,481,439	16,092,316/ 17,898,615	17,006,518/ 18,363,506	17,118,524/ 18,363,506	17,034,981/ 18,405,141	17,216,616/ 18,363,506	17445331/183635 06	
Eligible surface acres under lease	BIA	NA	NA	NA	Baseline Established (20%)	26%	27%	26%	30%	
					6,953,873/ 34,090,794	8,701,492/ 34,048,149	9505934/ 35,188,705	8,701,492/ 34,048,149	10,200,000/ 34,048,149	

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

### Strategic Actions Planned during FY 2013

#### **Bureau of Indian Affairs**

##### Agriculture and Range

- 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.
- 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.

##### Forestry

- 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.

### Strategic Actions Planned during FY 2014

#### **Bureau of Indian Affairs**


##### Agriculture and Range

- The Bureau will no longer produce the required range inventories or planning documents, leaving 112 tribal communities without an updated structured course for the management of their forest lands and natural resources. Without these plans the tribes will not have an accurate sense of what they need to neither properly manage their assets, nor will they have the legislatively required information necessary to assess or address the effects of climate change, impacting tribal lands.
- A reduction in funding will be applied to tribal priority base funding which will impact 112 tribes that manage their own agriculture/range programs. This reduction would have to be applied across the board to all of these tribes based on the percentage of funding they currently receive.

##### Forestry

- Development of new forest management plans will be eliminated, which cause a 2 year delay in the Bureau's target for having current forest inventories and forest management plans for 100% of Indian forest lands by 2015. Without these plans the tribes will not have an accurate sense of whether they need to properly manage their assets, nor will they have the legislatively required information necessary to assess or address the effects of climate change, impacting tribal lands.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Indian Affairs</b>								
Agriculture & Range .....	24,015	24,363	28,912	28,863	28,836	28,609	30,595	
Forestry .....	42,728	43,203	43,854	43,644	43,574	42,701	48,698	
Indian Land Consolidation Program.....	10,000	3,000	3,000	---	---	---	---	
Natural Resources (TPA).....	4,267	4,454	4,641	4,547	5,116	5,057	5,281	
Endangered Species .....	1,228	1,234	1,249	1,248	1,245	1,234	2,737	
Cooperative Landscape Conservation.....	0	0	0	419	200	999	10,000	
Integrated Resource Info Program.....	1,230	2,130	0	2,105	2,106	2,106	2,106	
Water Resources Program (TPA).....	4,176	4,215	0	4,337	4,345	4,385	4,324	
Resource Management Program Oversight.....	7,698	6,554	6,659	6,632	6,111	5,611	5,644	
<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>	<b>109,385</b>	

**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

**Snapshot:** The Department exceeded its FY 2012 targets for applications submitted with determinations, gain in participants earnings through the Job Placement Training program, Loss rates on DOI guaranteed loans.

**Bottom Line:** Earning gains by participants in jobs programs has shown a steady increase and the trend continued in FY 2012 with an average gain of \$8.05 –a figure that exceeded the FY 2012 target. Loss rate on loans in FY 2012 was also better than expected, registering 2.38 percent—almost 1.62 percentage points lower than the target of 4.0 percent. The improved loss rate picture was due to a stronger than expected economy in the last half of the year. In FY 2012 there were a total of 1,386 current land-into-trust applications awaiting a determination; determinations were made on 603 of the pending applications resulting in a completion rate 43.5% which is 7% higher than the projected target. While the program will adjust the out year targets accordingly, work on the backlog of fee-to-trust applications affects the number of determinations that can be done on current year applications, which may have an impact on achievement in out years.

**Status:** Positive performance, due to moderately increasing performance, relative to moderately decreasing funding in FY2013 and FY2014.

**Public Benefit:** 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 economic opportunity, including Real Estate Services, Job Placement and Training Program, Indian Loan Guaranty Program (Capital Investment), 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 2013 and 2014 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 according to the last Census, the average reservation unemployment rate is double

the average U.S. unemployment rate, some 40,000 tribal members 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 2013 and FY 2014. Nonetheless, we have experienced a low default rate and continue to carefully underwrite applications. These factors, along with strong loan performance, lead to reduced subsidy rates which 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. In 2003, a report published by the U.S. Commission on Civil Rights, revealed that housing in Indian Country remained so far below national standards that it raised civil rights concerns. Forty percent of on-reservation housing was described as inadequate – a figure six times the national average. Over 30 percent of reservation households were crowded, 18 percent severely so, factors that led to ill health and family abuse. Twenty percent of reservation homes lacked complete plumbing, less than half were connected to a public sewer system, and 32 percent lacked telephone service. Native people, moreover, were only half as likely to own their own homes as other American people. Many factors contribute to this inadequacy. Persistent underfunding of the HIP in the past has continued to make these problems worse.

The **Community and Economic Development** activity is comprised of the Job Placement and Training program, which includes the workforce development program as authorized by Public Law 102-477; Economic Development; Minerals and Mining; Community Development; and Community Development Oversight.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Target	2013 Target	2014 Target	2008 - 2014 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	46.1%	36.5%	43.51%	36.47%	36.5%	
		N/A	N/A	N/A	428	326	603	326	326	
		N/A	N/A	N/A	928	894	1,386	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	\$9.88	\$6.50	\$8.05	\$7.00	\$6.93	
		N/A	N/A	N/A	47,883	24,700	18,655	26,600	25,000	
		N/A	N/A	N/A	4,847	3,800	2,317	3,800	3,610	
Loss rates on DOI guaranteed loans	AS-IA	N/A	N/A	N/A	2.6%	4.0%	2.4%	4.0%	4.0%	
		N/A	N/A	N/A	28,850	47,836	28,507	50,681	52,183	
		N/A	N/A	N/A	1,126,260	1,198,892	1,198,391	1,270,196	1,304,564	

Note: Measures became strategic plan measures in FY2011



Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
<b>Job Placement and Training</b>									
Percent of participants that record a positive exit from the Jobs Placement and Training Program	BIA	97%	97%	92%	94%	90%	97%	90%	90%
		23613 /	24,317/	26,161/	26,332/	20,925/	22374 /	19035/	19,035
		24,253	25,021	28,566	28,155	23,250	22,996	21,150	21,150
Cost per job achieved	BIA	\$1,926	\$1,726	\$1,524	\$2,559	\$2,200	\$2,314	\$2,200	\$2,193
				\$6,800/	\$21,293 /	\$8,000/	11321	\$10,240/	10,700
				4,462	8,320	3,636	4,892	4,655	4,880
Cost per individual receiving job placement services **	BIA	\$1,879	\$1,721	\$1,612	\$2,422	\$2,200	\$2,248	\$2,200	\$2,162
				\$87,051/	\$71,618 /	\$84,700/	\$30462/	\$85,400/	80000
				53,986	29,574	38,500	13553	38,818	37,000
<b>Indian Guaranteed Loan</b>									
Percent of ceiling based upon appropriated funds that are obligated by the end of the fiscal year	BIA	100%	100%	99.80%	97.53%	99%	99.8%	98%	98%
		\$83,982/	\$85,069/	\$89,780/	\$78,239/	\$72131 /	\$72131 /	\$71,304/	\$71,304/
		\$83,982	\$85,201	\$89,983	\$80,221	\$72,303	\$72,303	\$72,759	\$72,759
<b>Housing Improvement Program</b>									
Percent of funding going to actual construction or repair of housing	BIA	66%	60%	48%	47%	69%	69%	75%	75%
		\$14,791/	\$7,895/	\$15,667/	\$5,456/	8578 /	8,579	8,958/	8,958/
		\$22,389	\$13,188	\$32,939	\$11,722	12,378	12,378	11,944	11,944
Percent of construction schedules met within the established project timeframe	BIA	91%	86%	77%	96%	75%	93%	80%	80%
		586/	155/	281/	155/	116/	246	124/	124/
		641	180	367	162	155	265	155	155
<b>Welfare Assistance</b>									
Percent of recipients who complete the goals identified in the Individual Self-sufficiency Plans	BIA	67%	59%	58%	66%	74%	83%	79%	76%
		21,286/	22,922/	24,765/	43,985/	28,831/	46817	40,290	38,760
		31,947	38,644	42,884	66,485	38,962	56139	51,000	51,000

\*Figures stated in thousands of dollars

\*\* Actual is based on collection of approximately 40 percent of FY 2012 results.

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

### Strategic Actions Planned during FY 2013

#### Economic Development

- 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 the GLAS system runs independently.
- 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 guarantees. The program would then have specific initiatives directly related to the development of potential loan guaranties.
- 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.

#### Job Placement and Training

- Identify job opportunities in the larger urban communities. Look for opportunities to create jobs likely to be in demand under current economic conditions. Tribal outreach activities will most benefit Native Americans and Alaska Natives who can be helped to become job ready most quickly and at the lowest cost per client. Needs of the Tribe and its infrastructure must be considered as they are the ones who can deliver services most efficiently and effectively. A reduction of \$2 million in FY 2013 will mean that the Central Office program will be no longer 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 but at a more conservative level.
- Announce available job training resources within 30 days of tribal receipt of funds while advantaging eligible applicants most prepared to succeed. Prepare job ready applicants to successfully compete for and retain available jobs. Increase the number of federal programs available to Native American and Alaska native Federal contractors’ who in turn provide local employment and on-the-job training opportunities for their members and other qualified candidates.
- Provide technical assistance to 30 percent of the Tribes that 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.

#### Fee-to-Trust

- Consult with Tribes to explore alternatives for lower cost environmental analyses.
- Develop automated solutions to assist employees in the processing of fee-to-trust applications.
- Develop time saving solutions to fee-to-trust applications submitted with deficiencies.

#### Human Services – General Assistance

- The Division of Human Services continues the implementation of 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. The BIA will continue to work on improving case worker use of the system to better address Individual Self Sufficiency and case plan goals with clients.
- Work on the completion of 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.

### Strategic Actions Planned during FY 2014

#### Guaranteed Loan Program

- The impact of decreased appropriations in future years would lower our overall Loan Guarantee ceiling amount, which would limit the number of loan guarantees made and the number of jobs, ultimately created within Indian Country. The proposed planning budget for FY14 roughly equates to the budgetary figure for FY12. Thus, our program would be reflective of what was accomplished in FY12 for the Loan Guarantee program. The appropriated amount and the Loan Guarantee Program subsidy rate will determine how much loan guarantee ceiling is made available for our loan guarantees. The direct impact is the number of loan guarantees made and the indirect impact is the number of jobs created within Indian Country.

#### Job Placement and Training

- Workforce training opportunities within Indian Country will be significantly reduced. This could increase future joblessness of persons who would have received such training to obtain sustainable employment.

#### Economic Development


- Training and educational opportunities to expand tribal businesses in areas such as “nation building” will be reduced. This will hinder the efforts of tribal government officials who would have received such training to implement legal infrastructure reforms, such as adoption of uniform commercial codes and institutional separation of tribal business from tribal governance. This will have a have a negative, long-term, indeterminate effect on reservation economies.

#### Human Services - General Assistance

- Welfare Assistance is a program of last resort, providing a safety net to meet needs that would not otherwise be met by other welfare programs which includes food, clothing, shelter, and utilities. Tribal and Agency social service workers will continue to work with clients to meet the goals in their ISPs and work towards employment and Self-Sufficiency. The Division of Human Services hopes to expand the use of the Financial Assistance and Social Services – Case Management System (FASS-CMS) to Tribal contractors in 2014. 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.

[Key Funding Sources](#)

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Indian Affairs</b>								
Job Placement and Training .....	7,925	11,864	11,654	11,552	11,502	11,230	11,227	
Indian Guaranteed Loan Program.....	6,178	8,166	8,215	8,199	7,103	5,000	5,018	
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	74,809	
Minerals and Mining.....	11,496	12,474	18,622	18,461	18,660	18,421	21,272	
Economic Development (TPA).....	4,531	3,493	2,241	2,371	2,342	2,366	1,830	
Community Development Oversight.....	1,404	1,786	3,125	3,075	2,306	2,316	2,325	
<b>Total.....</b>	<b>124,076</b>	<b>145,312</b>	<b>131,392</b>	<b>131,017</b>	<b>129,303</b>	<b>126,726</b>	<b>116,481</b>	

**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

**Snapshot:** The Department met its FY 2012 targets for BIE schools achieving AYP, and exceeded its FY 2012 targets for BIE school facilities in acceptable condition.

**Bottom Line:** The percentage of schools making AYP has hovered between 24 percent and 32 percent for the past 5 years. The FY 2012 performance of 31 percent met the 30 percent target. Relative to the 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 66 percent in FY 2012. American Recovery and Reinvestment Act (ARRA) funding contributed to this continuous improvement.

**Status:** Positive performance, due to significantly increasing performance, relative to moderately decreasing funding.

**Public Benefit:** 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 Minor Improvement and Repair (MI&R) Special Program funding such as Portables, Environmental, Energy, Telecommunications, Boiler Inspection and Repairs, and Demolition. This will allow BIA to address critical building deficiencies in BIE-funded schools. The MI&R Special Program 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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #6: Strengthen Indian Education										
Percent of BIE schools achieving AYP (or comparable measure)	BIE	31.8%	24.3%	32.4%	28.9%	30.1%	31.0%	31.6%	32.8%	
		54	42	56	50	52	53	55	57	
		170	173	173	173	173	171	174	174	
Percent of BIE school facilities in acceptable condition as measured by the Facilities Condition Index	ASIA	44.6%	51.9%	58.5%	62.3%	65.6%	65.6%	65.9%	68.7%	
		82	95	107	114	120	120	120	125	
		184	183	183	183	183	183	182	182	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan		
<b>Bureau of Indian Education</b>											
Percent of teachers who are highly qualified in select subject areas	BIE	92%	95%	95%	96%	97%	97%	97%	97%		
		2,976/	2,979/	2,917/	2,962/	2,976/	3066	3066	3066		
		3,219	3,138	3,085	3,083	3,083	3,172	3,172	3,172		
Percent of BIE schools not making AYP that improved in reading	BIE	48%	54%	35%	54%	55%	50%	51%	52%		
		56/116	71/131	41/117	66/123	53/97	58 / 117	61/119	62/119		
		41%	53%	44%	48%	49%	53%	54%	55%		
Percent of BIE funded schools with average daily attendance rates of 92% or higher for grades K-8	BIE	62%	57%	64%	55%	56%	63%	64%	65%		
		96/156	92/162	89/139	91/164	92/164	104 / 164	105/164	107/164		
		17%	15%	16%	13%	15%	22%	23%	25%		
Percent of BIE funded schools with average daily attendance rates of 92% or higher for grades 9-12	BIE	10/60	10/67	10/62	8/60	9/60	13 / 60	14/60	15/60		
		43%	40%	35%	42%	43%	45%	46%	47%		
		1,402/	1,298/	1,301/	1,405/	1,428/	1587	1620	1650		
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	BIE	3,255	3,255	3,768	3,322	3,322	3504	3504	3504		
		Average cost per school receiving math enhancement funds that made progress in math	BIE	NA	NA	Establish baseline	Baseline Established	\$87,035	\$143,743	\$143,743	\$143,743
				\$2,088,856/	\$2,012,402	\$2,012,402	\$2,012,402	24	14	14	14
\$87,455	\$121,655			\$121,655	\$121,655	\$2,448,755/	\$3,406,336	\$3,406,336	\$3,406,336		
Average cost per school receiving reading enhancement funds that made progress in reading	BIE	NA	NA	NA	Establish baseline	28	28	28	28		
		Percent increase in the number of degrees granted by BIE funded and Tribally controlled Junior and Senior	BIE	-5%	5%	-9%	10%	3%	33%	3%	3%
				-82/1,539	71/1,457	-145/1,573	133/1388	47/1,619	455 / 1388	47/1,666	47/1666

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
<b>College/Universities</b>									
Percent of students in BIE operated colleges that graduate within time frames that are consistent with colleges operating in similar socio-economic conditions	BIE	18%	17%	17%	22%	22%	21%	23%	23%
		99/552	86/503	65/376	88/399	88/399	95 / 445	90/399	90/399
Percent of students proficient in reading at BIE funded schools	BIE	38%	38%	38%	40%	41%	41%	42%	42%
		8,334/	8,046/	7,810/	7,789/	8,053/	8299	8400	8400
		21,777	20,954	20,822	19,643	19,643	20,061	20,061	20,061
Percent of students proficient in math at BIE funded schools	BIE	32%	33%	33%	31%	32%	33%	34%	35%
		7,190/	7,256/	7,400/	6,379/	6,675/	6999	7300	7500
		22,168	22,061	22,250	20,861	20,861	21,324	21,324	21,324
<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	BIE	57%	89%	56%	88%	90%	70%	83%	83%
		8/14	8/9	5/9	7/8	9/10	7/10	10/12	5/6
Percentage of replacement schools and major improvement and repair projects constructed within 2 years of commencement of the project	BIE	100%	100%	94%	100%	100%	100%	No Projects Projected completed in 2013	100% 7/7 Projects planned to be completed
		11/11	11/11	17/18	4/4	5/5	5/5		
Percentage of projects started in year of appropriation (Replacement, New Facility, and Major Improvement and Repair)	BIE	100%	100%	100%	0%	100%	100%	None projected	None projected
		3/3	2/2	4/4	0/2	1/1	1/1		
Eliminate 100% of excess academic space from inventory as of September 2004 (or 300,000 square feet per year)	BIE	314,949	254,580	666,403	305,366	300,000	561,594	300,000	300,000

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013**

**Bureau of Indian Education**

- 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**

- Inventory and deferred maintenance assessment and validation will be completed at 33 BIE locations identified by the FCI to be in poor condition. Facility improvements and repairs will continue to be funded to the 33 and other BIE locations to sustain the percentage of education facilities in acceptable condition.
- Plans are for 100 percent of the school improvement and repair projects to be validated and approved for funding. Focus will continue to be on funding deferred maintenance items that will improve the conditions of school facilities by reducing the existing deferred maintenance backlog items that have the potential to escalate into life safety issues.

### Strategic Actions Planned during FY 2014

#### **Bureau of Indian Education**


- The BIE proposes to fund and implement a new Turnaround Schools Pilot project. Funds will be awarded to the lowest performing schools that demonstrate the greatest need, strongest commitment, and capacity for using the funds to substantially raise the achievement of students. Recipients of Turnaround School funds will be required to align all federal resources and the use of all available funds in a school wide budget that focuses on implementation of the selected turnaround model.
- Tribal Colleges and Universities (TCU's) continue to be a vital component for improving the quality of life in native communities, and remain the most viable vehicle for many Indian students to attain a post-secondary education. BIE proposes an increase in TCU funding to support part of the costs of increased enrollment and allow TCU's to reallocate other funds towards other priority areas.
- BIE programs will be evaluated in FY 2014 to examine the role of BIE and guide future reforms to improve educational opportunities for Native American children.

#### Education Construction

- Condition assessments will continue in FY2014 at selected BIE locations to validate inventory and deferred maintenance. Facility improvements and repairs will continue to be funded to the BIE schools in "Poor condition" and other BIE locations to sustain the percentage of education facilities in acceptable condition.
- Project plans will be developed for the school improvement and repair projects to be validated and approved for funding. Focus will continue to be on funding life safety deferred maintenance items that will improve the conditions of school facilities by reducing the existing deferred maintenance backlog items and mitigate potential life safety issues.



Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
Bureau of Indian Education.....	689,612	716,153	799,400	752,698	795,480	796,133	802,756	
Education Construction.....	142,935	128,837	112,994	140,509	70,826	52,866	52,285	
<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>	<b>855,041</b>	

**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**

**Snapshot:** The Department met its FY 2012 targets for law enforcement facilities in acceptable condition, and exceeded its FY 2012 targets for violent crime reduction, and roads and bridges in acceptable condition.

**Bottom Line:** Four of the 5 measures under this strategy met or exceeded their targets in FY 2012. The number of violent crimes in targeted areas increased by 22 percent from the FY 2011 baseline. The rise at the one year mark is not unusual due to an expected increase in reported crime, as experienced with the original four initiative sites. As the increased police presence becomes evident to community members, they are considerably more likely to report crimes because they begin to anticipate a timely response. As crime reduction strategies take hold during the second year, the bureau expects to achieve the -5 percent targeted reduction over the 24 month period. The original four sites achieved additional reductions in violent crime during FY 2012 to reach a cumulative drop of 55 percent over three years. The number of violent crimes per 100,000 population was 412 in FY 2012. The target of 454 was exceeded. This represents a decrease of 9 percent from FY11; however, approximately 3 percent of this decrease can be attributed to 63 missing monthly crime reports that have not yet been submitted. Pending further analysis, the FY 2012 actual data appears to indicate a reduction of approximately 6 percent in Violent Crime from FY 2011. Following the implementation of the High Priority Goal at six reservations to date, other Indian Country public safety programs are benefiting 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 increase in percentage of roads in acceptable condition experienced in FY 2010 and 2011 has leveled off in FY2012. A mild winter in the Midwest and Central Plains lightened impacts to road conditions. In addition, this percentage was maintained with 406 new miles added to the BIA's road system. This percentage is still expected to decline since ARRA funds are depleted. The percentage of bridges in acceptable condition has also leveled off since its upward trend experienced since 2008; this is primarily due to decreased Bridge maintenance activity and national biennial bridge inspections not taking place until next year. This percentage is expected to decline now that ARRA funds are depleted.

The condition of law enforcement facilities has steadily increased since FY 2008, and continued to rise in FY 2012. This has been partially due to ARRA funding.

**Status:** Challenged performance due to performance increasing at a rate moderate in comparison to funding. The conditions of law enforcement facilities are improving, and crime is being moderately reduced, however the BIA roads and bridges maintenance programs are currently beginning to realize the downtrend due to deterioration of the roads and bridges which were improved by the increase of funding from ARRA. This trend will continue into the out years.

**Public Benefit:** 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 continues to fluctuate between 430 and 480 per 100,000 individuals, 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 is 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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #7: Making Communities Safer										
Change in violent crime offenses in targeted areas (HPPG 1)	BIA	N/A	N/A	-1%	-35%	0%	-55%	N/A	N/A	
Change in violent crime offenses in targeted areas (HPPG 2)	BIA	N/A	N/A	N/A	Establish baseline	-2%	22%	-5%	0.0%	
PART I violent crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services	BIA	463	479	413	454	454	412	412	416	
		5,698	6,002	5,178	5,694	5,689	5,160	5,160	5,212	
		12.30	12.53	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)	ASIA	68.6%	72.5%	80.0%	84.0%	88.0%	88%	88.0%	88.0%	
		35	37	40	42	44	44	44	44	
		51	51	50	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%	17.3%	16.1%	17%	14.0%	12.4%	
		3,985	3,370	4,939	4,943	4,583	5,086.9	4,130	3,730	
		27,034	27,527	28,041	28,513	28,438	29,087	29,500	30,000	
Percent of bridges in acceptable condition based on the Service Level Index	BIA	59.1%	59.9%	63.5%	65.1%	63.6%	65%	62.9%	62.9%	
		547	558	584	608	593	603	591	591	
		926	931	920	934	932	925	939	939	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
<b>Law Enforcement</b>									
Part I offenses per 100,000 population	BIA	NA	NA	NA	Establish baseline	TBD	2,206	2,250	2,272
							27,636	28,189	28,471
							12.53	12.53	12.53
Part II offenses per 100,000 population	BIA	NA	NA	NA	Establish baseline	TBD	43,403	44,271	43,837
							543,837/	554,714/	549,275/
							12.53	12.53	12.53
Natural, cultural and heritage resource crimes per 100,000 population	BIA	NA	NA	NA	Establish baseline	TBD	52	53	54
							656/	669/	676/
							12.53	12.53	12.53
Percentage of BIA field agency law enforcement programs that participate in community policing	BIA	71%	77%	84%	84%	84%	89%	89%	89%
		136/191	148/191	160/191	163/194	163/194	177/198	177/198	177/198
Percent of BIA/tribal law enforcement agencies on par with recommended national ratio of staffing	BIA	59%	18%	52%	53%	53%	52%	53%	52%
		108/184	32/181	95/181	103/193	103/193	103/198	104/198	103/198
<b>Road Maintenance</b>									
Cost per mile of BIA owned roads maintained in acceptable condition	BIA	\$6,682	\$7,729	\$3,876	\$5,467	\$7,341	\$5,127	\$6,090	\$6,744
		\$26,626/	\$26,046/	\$19,142/	\$26,490/	\$33,877	\$26,500	\$25,155	\$25,155
		3,985	3,370	4,939	4,845	4,615	\$5,169	4130	3730
<b>Indian Child Welfare Act</b>									
Percent of Indian Child Welfare Act notices processed within 15 days of receipt	BIA	95%	96%	97%	99%	98%	99%	95%	95%
		19,938/	18,683/	17,739/	19,326/	20,126/	17851	21,689/	21689
		20,880	19,420	18,219	19,581	20,509	17,943	22,830	22,830

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013**

**Public Safety and Justice Construction**

- Complete cyclic inventory and deferred maintenance assessment of detention facilities. Facility improvements should increase the percentage of law enforcement facilities in acceptable condition.
- Manage and oversee construction of employee quarters at three locations in FY 2013. Employee housing can serve as an incentive for recruitment of police officer candidates to join the program.
- Facility improvements may continue to sustain the percentage of detention facilities in acceptable condition.

### Law Enforcement

- Complete physical security facility inspection data for all BIA owned and leased facilities. Assessment data could be used to accurately assess physical security status.
- 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.
- 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.

### Indian Child Welfare Act

- 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.

### Road Maintenance

- Implement Streamlining.
- Complete the Roads Maintenance Charter, 82 IAM, and reassess its applicability to the increased maintenance costs.
- Reassess A123 Internal Controls and promote FBMS program alignment and monitoring
- Begin development of the Transportation Facility Maintenance Management System (TFMMS) computer module.

### [Strategic Actions Planned during FY 2014](#)

#### **Bureau of Indian Affairs**

##### Public Safety and Justice Construction

- Construction of housing planned and required for high priority goal areas needed to support law enforcement personnel assigned there to reduce crime will be significantly reduced, limiting the ability to recruit and retain qualified personnel and directly impact the performance on the ability to control crime. These personnel help protect against imminent danger and potential loss of life and property in Indian communities.


Road Maintenance

- Continue to Implement Streamlining.
- Reassess Performance Measure 1832: Cost per mile of BIA owned roads maintained in acceptable condition.
- Continue to implement plan to replace road signs on BIA-owned roads based on new Manual on Uniform Traffic Control Devices (MUTCD) requirements.
- Continue development of the Transportation Facility Maintenance Management System (TFMMS) computer module.

Law Enforcement

- Complete physical security facility inspection data for all BIA owned and leased facilities.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Indian Affairs</b>								
Law Enforcement.....	228,137	255,077	303,152	305,893	321,944	328,444	339,764	
Public Safety and Justice Construction.....	14,393	39,399	64,407	17,864	11,311	11,306	11,306	
Road Maintenance .....	25,576	26,046	26,597	26,390	25,390	25,155	25,320	
Indian Child Welfare Act .....	10,803	10,798	11,143	11,053	10,850	10,533	11,241	
<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>	<b>387,631</b>	

**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**

**Snapshot:** The Department missed its FY 2012 target by two percentage points, for Indian Affairs programs executed by Indian Tribes through contract and compact agreements, and handily exceeded its FY 2012 targets for Title IV compacts with clean audits and Single Audit Act reports submitted during the reporting year for which management action decisions on audit or recommendations are made within 180 days.

**Bottom Line:** 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 2012. Indian Affairs anticipates P.L. 93-638 contracting increasing at a slower rate once Contract Support is fully funded.

**Status:** Challenged performance, due to significant decrease in funding and overall decreasing performance.

**Public Benefit:** 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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	62.8%	64.0%	63.8%	64.0%	64.0%	
		N/A	N/A	N/A	1,424,304	1,515,352	1,477,837	1,522,836	1,366,874	
		N/A	N/A	N/A	2,268,671	2,367,738	2,317,282	2,379,431	2,135,741	
Percent of P.L. 93-638 Title IV compacts with clean audits	ASIA	N/A	N/A	N/A	76.8%	66.7%	74.6%	66.7%	65.2%	
		N/A	N/A	N/A	53	44	103	44	43	
		N/A	N/A	N/A	69	66	138	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	78.2%	85.0%	94.7%	85.0%	85.0%	
		N/A	N/A	N/A	183	142	144	142	142	
		N/A	N/A	N/A	234	167	152	167	167	

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

Strategic Actions Planned during FY 2013

- Identify Indian Self-Determination and Education Assistance Act contract awarding officials training deficiencies extracted from 2011-2012 test results and surveys.

Strategic Actions Planned during FY 2014


Division of Self Determination

- Program will greatly rely on self-assessment and on-line training when possible plus scheduled training courses offered at the Albuquerque Training Center.
- Less travel will be conducted and the use of teleconference will be done as feasible as possible.

Self-Governance

- The program will negotiate approximately 109 funding agreements with 258 tribes.
- Tribes that are new to Self-Governance will receive the implementation support they need when entering self-governance.
- One informational meeting with tribes considering self-governance will be offered.
- Planning and negotiation meetings will be offered through teleconferences and some in person visits.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>Bureau of Indian Affairs</b>								
Self Governance Compacts .....	143,452	144,397	147,762	148,951	154,836	158,038	160,812	
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	78,480	
Aid to Tribal Government (TPA).....	33,146	33,596	33,195	31,886	30,492	28,441	26,092	
Indian Self-Determination Fund (TPA).....	---	---	2,000	1,996	1,997	2,000	1,000	
New Tribes (TPA).....	311	311	311	310	314	320	480	
Small & Needy Tribes (TPA).....	---	---	---	---	1,947	1,947	1,947	
Tribal Government Program Oversight.....	7,500	8,000	8,851	---	12,115	7,974	8,033	
<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>	<b>276,844</b>	

**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**

**Snapshot:** The Department did not meet its FY 2012 target for percent of projects completed in support of water management, planning, and pre-development.

**Bottom Line:** The program failed to achieve its goal for FY 2012. While six of the twelve regions did achieve their individual regional targets, the remaining six failed to calculate their targets appropriately and therefore, failed to achieve under this measure. Leading factors are increased competition for scarce water resources, extensive numbers of water rights claims and issues to resolve, and the inability of some projects to acquire data from certain Tribes, and a dependency on data from outside agencies or subcontracts. Steps have already begun to improve monitoring plans to keep better track of progress that should be made on tribal water management projects and to prompt tribes to be mindful of their contractual commitments. Additionally, the program will encourage the regional natural resource branch to work with the awarding officials to streamline the processes of getting award money to the field and then getting contracts awarded as soon as possible thereafter. Out-year targets will be adjusted accordingly to ensure the proper level of tracking and achievement for this measure.

The denominator for this measure is going to change from year to year based on how many projects are funded and how many of those projects are actually expected to be completed during the year. The majority of projects will be funded in one fiscal year and project completion will be achieved in out years. The additional projects that could potentially be funded in FY 14 as a result of increased funding will likely not be completed in FY14 but will be counted towards the denominator in the out year in which they are expected to be completed.

**Status:** Challenged performance, due to funding increasing significantly in comparison to a very moderate increase in performance.

**Public Benefit:** 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.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	79.0%	89.7%	73.2%	75.0%	75%	
		N/A	N/A	N/A	49	61	52	51	51	
		N/A	N/A	N/A	62	68	71	68	68	

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013 and FY 2014**

**Bureau of Indian Affairs**

- Provide technical assistance to Tribes and coordinates with local, state, and Federal agencies that are engaged in managing, planning, and developing non-Indian water resources that may impact Indian water resources and other treaty-protected natural resources dependent on water.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
BIA Water Management, Planning and Development.....	5,583	5,803	5,624	5,613	5,789	5,728	6,740	

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**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**

**Snapshot:** Improving key quality of life indicators for the insular area communities are an ongoing challenge. For example, the U.S. EPA has issued between 11.4% and 18% of health-based violation notices to the Community Water Systems (CWS) in the territories for years 2009 through 2012. In addition, program performance for other important indicators, such as the amount of petroleum used by utilities to deliver a megawatt of power, schools in acceptable condition, and patients requiring off-island medical referrals, remain unknown.

**Bottom Line:** The programs under this strategy rely greatly on local governments, contractors and other Federal agencies to collect and validate data for performance metrics, which hinders the timely reporting of data. OIA is working with the territories to improve reporting in these areas. These efforts include:

Status of Petroleum Measure: The National Renewable Energy Lab (NREL), an OIA contractor, has requested but not yet received the data necessary from insular utilities in order to calculate the heat rate in 2012;

Status of Schools Condition Measure: Baseline school inspections have been completed for American Samoa, the Commonwealth of the Northern Mariana Islands and Guam. The baseline school inspections for the U.S. Virgin Islands are underway and will be completed in fiscal year 2013; and

Status of Medical Referrals Measure: OIA is awaiting 2012 data from the CNMI and U.S. Virgin Islands healthcare systems.

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

*Metric 1- Community Water System Violations:* EPA released the Fiscal Year 2011 Drinking Water and Ground Water Statistics report in March 2013. OIA uses the data in EPA’s report as the basis for its performance metric. OIA has extracted preliminary FY 2012 data from EPA’s database. However, EPA has not released its FY 2012 report.

*Metric 2- Efficiency of Power Generation:* The baseline for the quality of life energy metric being collected by NREL. Heat rates have been calculated for 2010; however, NREL has yet to obtain 2011 heat rates from the insular utilities. This data is needed to calculate how efficient electricity is being generated over time. OIA and NREL will continue to work with insular utilities to collect the necessary data.

*Metric 3- School Facility Conditions:* OIA's Insular Schools: Assessment of Buildings and Classrooms project is well underway. School assessments for three of the four territories have been completed and the fourth is currently underway.

*Metric 4- Off-Island Medical Referrals:* OIA is still awaiting medical referral offices in the CNMI and the U.S. Virgin Islands to report the number of patients sent off island in 2012. American Samoa reported that 231 patients were granted off-island medical referrals in 2012; however, no patients were actually sent off island through their program due to budgetary constraints (a similar situation occurred in 2009). The efficacy of this metric will be considered during the next strategic plan revision.

**Status:** Challenged performance, primarily due to difficulties in collecting data from external sources and the scope of the work required to improve quality of life conditions in these areas.

**Public Benefit:** During 2013 and 2014, 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 is working 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 OIA and local resources.

**Energy:** The OIA is working with the insular areas to lessen their dependence on imported oil for power. In 2010, 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. OIA expanded the scope of NREL’s work to the freely associated states with a new inter-agency agreement in 2012.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	15.5%	11.4%	18.1%	13.7%	17.5%	TBD	9.9%	9.9%	
		23	17	28	20	28	TBD	16	16	
		148	149	155	146	160	TBD	161	161	
Change in the amount of petroleum used by utilities to deliver a megawatt of power.	OIA	N/A	N/A	N/A	Baseline Not Established	Establish Baseline		TBD	Developing Baseline	
		N/A	N/A	N/A	Baseline Not Established	Establish Baseline		TBD	Developing Baseline	
		-	-	-	-	-	-	-	-	
Percent of schools in acceptable condition based on specified safety and functionality standards.	OIA	N/A	N/A	N/A	Baseline Not Established	Establish Baseline		TBD	Developing Baseline	
		N/A	N/A	N/A	Baseline Not Established	Establish Baseline		TBD	Developing Baseline	
		N/A	N/A	N/A	Baseline Not Established	Establish Baseline		TBD	Developing Baseline	
Number of patients requiring off-island medical referrals.	OIA	N/A	2,676	N/A	1,279	TBD	TBD	2,606	2,600	

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

### Strategic Actions Planned during FY 2013


- Conduct Insular Schools: Assessment of Buildings and Classrooms (Insular ABC's) initiative.
- Continue to support sustainable energy planning committees in the three Pacific U.S. territories; and, implement action items contained in local sustainable energy plans.
- Create sustainable energy plans for the freely associated states.
- 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.

### Strategic Actions Planned during FY 2014

- Use Insular Schools: Assessment of Buildings and Classrooms (Insular ABC's) initiative data to make targeted improvements in school facilities.
- Support sustainable energy planning committees in the insular areas and implement action items contained in local sustainable energy plans.
- Continue support for water projects that support clean water objectives.
- Make strategic health care investments to expand on-island health care capacity.



Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
Insular Affairs.....								
Assistance to Territories.....	77,819	78,665	85,195	84,182	87,901	88,269	88,976	
Compact of Free Association - Current.....	5,310	5,318	16,465	16,458	16,460	16,480	3,054	
Compact of Free Association - Permanent *.....	204,999	211,484	200,718	203,361	202,163	205,100	281,040	
Fiscal Payments - Permanent *.....	129,349	148,678	187,024	145,000	312,547	339,627	314,627	
<b>Total.....</b>	<b>417,477</b>	<b>444,145</b>	<b>489,402</b>	<b>449,001</b>	<b>619,071</b>	<b>649,476</b>	<b>687,697</b>	

**Note:** OIA does not currently have the capacity to accurately assign spending within budget accounts by strategy. However, OIA is working to gain this ability using the Department’s new Financial and Business Management System (FBMS).

\* Estimate of permanent budget authority

**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**

**Snapshot:** Performance for Percent change in mean real GDP per capita is “to be determined”.

**Bottom Line:** 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 2011 and 2012 and expects to complete this work in summer 2013. However, the newly available GDP data for 2008, 2009 and 2010 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.

**Status:** Challenged performance as a result of BEA not yet having released 2012 data. OIA and BEA continue to break new ground in gathering past GDP data and releasing it as it becomes available. The Bureau of Economic Adjustment is expected to produce 2011 and 2012 estimates by summer 2013.

**Public Benefit:** During 2013 and 2014, 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. OIA is actively supporting local planning and education activities related to tourism, agriculture, and aquaculture.

### Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #2: Create Economic Opportunity										
Percent change in mean real GDP per capita.	OIA	-3.3%	-7.0%	2.0%	N/A	0.8%	N/A	0.8%	0.8%	—
		N/A	N/A	N/A	N/A	0.75	N/A	0.75	0.75	
		N/A	N/A	N/A	N/A	100	N/A	100	100	

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

### Strategic Actions Planned during FY 2013

- Revitalize the Garapan tourist district in Saipan with visual and drainage enhancements.
- Continued work to improve U.S. Virgin Islands’ historic districts.
- 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 attach investment to the insular areas.
- Support educational programs such as Junior Statesman and Close Up which help prepare the next generation of insular leadership.

### Strategic Actions Planned during FY 2014

- Fund public infrastructure projects that attract investment.
- Provide technical assistance for economic development activities.
- Promote Island Business Link as a tool to attach investment to the insular areas.
- Support educational programs such as Junior Statesman and Close Up which help prepare the next generation of insular leadership.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2014 Plan	2008 - 2014 Trend
All funds presently accounted for under "Strategy 1" .....	-	-	-	-	-	-	-	-

**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**

**Snapshot:** The Department did not meet its FY 2012 target for governments with on-time and unqualified single audits.

**Bottom Line:** The Marshall Islands and Palau did not submit their single audits in a timely fashion. 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, still only 3 of the 7 insular areas had on time and unqualified audit opinions in 2012.

**Status:** Challenged performance. The Republic of Palau did not submit their 2012 audit on time as had been anticipated.

**Public Benefit:** During 2013 and 2014, 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.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #3: Promote Efficient and Effective Governance										
Number of insular governments with on-time and unqualified single audits.	OIA	N/A	3	2	2	4	3	4	4	—

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013 and 2014**

- 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).
- Supply professional training and consultation services to insular governments to help improve financial reporting.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Enacted	2013 Request	2014 Plan	2008 - 2014 Trend
All funds presently accounted for under "Strategy 1" .....	-	-	-	-	-	-	-	-

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## **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


**Snapshot:** Customer satisfaction with USGS products and services remains above the 90 percentile threshold. The exceeded 2012 target demonstrates that the USGS is meeting customer and cooperator needs.

**Bottom Line:** Performance tracks at a high level from 2008 through 2012. The measure is 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, some variation is normal from year to year. Consistent funding for a breadth of 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.

**Status:** Sustained Performance with funding and performance at relatively constant levels. With more than 40 percent of USGS work funded by cost sharing or reimbursable efforts, declining budgets for Federal, State and other partners could hamper collaborative efforts.

**Public Benefit:** 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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
Strategy #1: Ensure Overall Customer Satisfaction										
Percent of partners or customers satisfied with scientific, technical, and data products	USGS	93%	93%	93%	92%	90%	91%	90%	90%	
		93	93	93	92	90	91	90	90	
		100	100	100	100	100	100	100	100	

Targets for 2012, 2013, and 2014 are “greater than or equal to” the percent’s displayed in this table, e.g., ≥ 90%.




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**Strategic Actions Planned during FY 2013 and FY 2014**

- Maximize collaborations with State and university partners to leverage resources and provide cost-effective information for stakeholders and decision makers.
- 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.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
U. S. Geological Survey.....	1,006,480	1,183,803	1,111,740	1,083,672	1,068,032	1,074,568	1,166,855	

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

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

Strategy #1: Identify and Predict Ecosystem Change

**Snapshot:** Performance targets were met or exceeded for 2012.

**Bottom Line:** Performance metrics have risen steadily from 2008 through 2012 with USGS providing scientific knowledge and tools to land managers and policy makers for decision making. Consistent performance levels depend on sustained funding to maintain and build upon research, assessment and monitoring capabilities in USGS Ecosystems programs.

**Status:** Positive performance with performance index rising faster than increased funding. Consistent performance levels depend on sustained funding to maintain and build upon research, assessment and monitoring capabilities in USGS Ecosystems programs. Future performance is expected to decrease due to shifting funding priorities.

**Public Benefit:** 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. These programs fill a key role in adaptive management for the Nation's Ecosystems.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
<b>Strategy #1: Identify and Predict Ecosystem Change</b>										
Percent of targeted species for which monitoring and decision support information on their status and trends are available (Status & Trends)	USGS	27.2%	27.2%	27.2%	28.2%	28.5%	28.5%	28.5%	28.5%	
		178	178	178	185	187	187	187	187	
		655	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)	USGS	41.2%	41.2%	41.2%	42.0%	42.9%	42.9%	42.9%	42.9%	
		49	49	49	50	51	51	51	51	
		119	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)	USGS	47.0%	51.6%	54.4%	57.8%	61.2%	61.2%	61.2%	61.2%	
		166	182	192	204	216	216	216	216	
		353	353	353	353	353	353	353	353	
Percent of targeted ecosystems with information products forecasting ecosystem change (Environments)	USGS	11%	11%	22%	22%	33%	33%	33%	44%	
		1	1	2	2	3	3	3	4	
		9	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)	USGS	45%	45%	45%	45%	45%	45%	45%	45%	
		27	27	27	27	27	27	27	27	
		60	60	60	60	60	60	60	60	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 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	83	83	83
Number of systematic analyses and investigations completed (Ecosystems)	USGS	1,211	1,267	1,169	1,273	1,011	1,444	1,031	1,052
Number of formal workshops or training provided to customers (Ecosystems)	USGS	154	112	113	142	85	129	95	118

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Strategic Actions Planned during FY 2013

In 2013, the USGS will continue to conduct research and monitoring, and to 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 for Federal, State, and nongovernmental organizations.

In 2013, priority activities will be aligned with actions identified in the new Ecosystems Strategic Science Plan. These include:


- Promote collaborative partnerships to identify, implement, and resolve regional science issues for priority ecosystems by making observations, conducting research and developing tools for ecological modeling and forecasting.
- Develop technological frameworks for incorporating cost and benefit values into management objectives and inform those objectives through scientific investigations.
- Apply new and existing multidisciplinary data from process-oriented research on ecosystem functions and processes to ecological models, forecasts and assessments.
- Communicate, coordinate and collaborate with Federal and non-Federal partners on the use of the adaptive management approaches for natural resource science, decision-making and management.
- Develop standards for applying adaptive management to ecosystem services to ensure resilient and sustainable practices.

**Strategic Actions Planned during FY 2014**

In 2014 and beyond, 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 needed by Federal, State and nongovernmental organizations.

- Work with partners in the Chesapeake Bay, Columbia River, Puget Sound, California Bay Delta, Klamath Basin, Great Lakes, Upper Mississippi River, and Everglades to address priority issues such as invasive species, ecological flows, natural resource species, and restoration of natural ecological structures and functions.
- Support the Sustaining Environmental Capital initiative for piloting regional and sectorial assessments of ecosystem services with gap assessments of ecosystem services, tests of alternative methodologies, and codification of standards and practices for natural resource decision making.
- Conduct research on existing high priority invasive species and provide information to forecast impacts of the next generation of invaders.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
USGS Ecosystems.....	148,791	154,164	165,587	160,837	158,268	160,768	180,772	

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

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

**Snapshot:** In 2012, the USGS successfully met or exceeded targeted performance and has to date ingested more than 1.5 million scenes of Landsat data from foreign ground stations into its archive at the Earth Resources Observation and Science (EROS) Center in Sioux Falls, SD. Data were delivered from Argentina, Australia, Canada, China, Ecuador, Germany, Indonesia, Japan, South Africa, and Taiwan. These data are important to understanding the impacts of changes to the Earth and ocean systems.

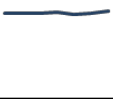

**Bottom Line:** The continued population of the Landsat archive with data from foreign ground stations, combined with the exponential growth of data downloaded by users under USGS's "free data" policy, has transformed the ability of researchers to access and interpret long time series of data at regional and global scales.

**Status:** Challenged performance with flat performance and a slight gain in funding, with an expanded data-gathering and distribution process providing new sources of historical and current information.

**Public Benefit:** Data from Landsat and other land-observing systems operated by the USGS are vital for scientists to understand changes occurring on the Earth's land surface, and to model their impacts for land and resource managers. Socioeconomic data shows a significant return on Landsat investments, with productivity enhancements and cost savings in the public and private sectors. For example, a study demonstrates the potential for approximately \$100 million annual savings by using Landsat-derived applications for better water management for irrigated agriculture in the Western United States. One such product is the National Land Cover Database (NLCD), produced by the USGS in cooperation with a consortium of Federal partners. The NLCD supports thousands of science applications in the private, public, and academic sectors, and offers the only national database portraying land cover change spatially as a comprehensive "wall-to-wall" 30-meter cell database. It also provides a critical data layer in national assessments of biological carbon sequestration, water-quality monitoring, wildfire monitoring and modeling, and biodiversity conservation efforts. The USGS also has an effort underway to rescue historical Landsat scenes collected by ground stations around the world.

**Strategic Plan Performance Measures**

The USGS is actively developing and employing many tools and datasets to understand, analyze, and visualize the causes and consequences of land cover and coastal change. The USGS uses satellite observations at local, regional, and continental scales to detect, analyze, and monitor changes on the land, study connections between people and the land, and provide society with relevant science information for public and private sectors. These data show characteristics and geographic variability of land cover and the dynamic relationships of biologic, geologic and oceanographic structures, and help explain processes of coastal and marine environments. The USGS provides operational land imaging applications to support U.S. economic, environmental, foreign policy, and security interests.

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	81.3%	78.6%	78.6%	80.0%	81.8%	
		24	24	24	26	22	22	20	18	
		30	30	30	32	28	28	25	22	
Percent of U.S. surface area with contemporary land cover data needed for major environmental monitoring and assessment programs (Land Change Science Program)	USGS	99%	46%	95%	100%	15%	15%	59.9%	98.0%	
		298	213	440	463	69	70	272	445	
		300	463	463	463	463	454	454	454	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 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	0.5	0.44	0.39	0.34	0.31	0.53	0.35	0.25
Number of gigabytes of LIDAR data collected annually (CMGP)	USGS	NA	100	555	300	300	100	2,000	4,250
Number of systematic analyses and investigations completed (CMGP)	USGS	200	200	214	152	190	190	178	160
Number of terabytes managed cumulatively (Land Remote Sensing)	USGS	3,840.60	3,010.90	2,873.40	3,723.00	4,734.00	5,073.20	6,655.10	8,510.60
# of remote sensing products distributed (LRS)	USGS	417,029	3,127,040	5,600,000	4,710,757	4,852,080	5,923,825	6,101,540	6,284,568
Percent of critical milestones successfully reached to support the Landsat 8 (LDCM) launch schedule (LRS)	USGS	35%	52%	70%	67%	83%	83%	100%	NA
Number of systematic analyses and investigations completed (Land Use Change)	USGS	93	90	79	92	85	84	82	82

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#### Strategic Actions Planned during FY 2013


- In 2012, Land Change Science completed the accuracy assessment of the 2006 product, while finalizing the 2011 methodology and prepping the Landsat imagery. In 2013, the USGS is beginning the production of the 2011 land cover, using highly automated procedures that streamline and speed-up the production process.
- During 2012, development of the NLCD 2011 product began, which included selecting the Landsat 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 land change has been occurring on the national landscape, supporting research in climate change and natural resource management.
- During 2013, Landsat 5 will be decommissioned starting in January 2013 after 28 years and ten months in service. Landsat 5 has set the Guinness World Record title for the “Longest operating Earth observation satellite”.
- During 2013, Landsat 7 operations will continue for collecting, archiving, processing, and making Landsat available through the Internet. In 2012, approximately 3 million Landsat scenes were used by scientists and other customers worldwide. Since October 1, 2008, the USGS has distributed more than 10 million Landsat scenes to users in 189 countries.
- In 2012 and 2013, the Land Remote Sensing Program will complete ground systems network and mission operations readiness leading up to the NASA launch of Landsat 8 on February 11, 2013. After a NASA post-launch check-out the USGS will assume operational responsibility of the Landsat 8 mission. Landsat 8 data are expected to be made available to the public via the USGS in spring 2013.
- The Land Remote Sensing Program achieved 100 percent of milestones for the Landsat 8 launch. The last major action was achieved in March 2013 with the deployment of the Earth shield for Thermal Infrared Sensor (TIRS).
- Continue its responsibility to preserve, manage, and make available the complete USGS archive of Earth observational aerial and satellite data.
- Continue efforts began in 2012 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.



Strategic Actions Planned during FY 2014

- The USGS Land Remote Sensing Program will reduce procurements under the North American Data Buy activity and operations costs of the Civil Applications Committee (CAC) and National Civil Applications Program (NCAP). The CAC, managed by the USGS, serves as the Federal coordinating body for civil agency participation in the NCAP and parallel activities.
- In 2014, the USGS will continue to work closely with NASA to collect users' requirements and define a Landsat 8 successor mission.
- The Land Change Science Program will increase activities in the Chesapeake Bay, ecosystem services, and Rapid Disaster Response.
- Eliminate data collection and research for environmental vulnerabilities in Pacific Island population centers within the Science for Coastal and Ocean Stewardship initiative.
- USGS will end all interpretive seafloor mapping (about 50 percent) that is not cost shared with partners. While real-time coastal vulnerability assessment associated with forming hurricanes will continue, long-term regional assessment will focus on only one region (out of 9) at a time rather than three or four regions nationally. USGS will eliminate field mapping activities supporting efforts to provide environmental mapping to meet management needs within Marine Sanctuaries, National Parks, Fish and Wildlife Refuges, Marine Monuments, fisheries and other living marine resources in State and Federal Waters.
- USGS will eliminate field mapping activities supporting efforts to provide environmental mapping to meet management needs within Marine Sanctuaries, National Parks, Fish and Wildlife Refuges, Marine Monuments, and for management of fisheries and other living marine resources in State and Federal Waters.
- New technology (EARRL-B) is anticipated to increase data per flight line and the number of gigabytes of LIDAR data collected in 2013 and 2014.
- Coastal and Marine Geology will decrease the number of systematic analyses and investigations in 2014 to ensure timely publication of Hurricane Sandy data and findings, which will precede other research products.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>U.S. Geological Survey</b>								
Land Change Science.....	16,266	10,598	11,135	11,420	11,137	11,273	13,607	
Land Remote Sensing.....	61,457	61,718	63,707	62,387	72,077	72,077	70,644	
Coastal and Marine Geology .....	40,646	44,657	46,188	44,727	42,821	42,221	48,954	
<b>Total.....</b>	<b>118,369</b>	<b>116,973</b>	<b>121,030</b>	<b>118,534</b>	<b>126,035</b>	<b>125,571</b>	<b>133,205</b>	

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

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

Strategy #3: Assess and Forecast Climate Change and Its Effects


**Snapshot:** All performance targets were met except for the performance measure on the national biological carbon sequestration assessment. Interior and the USGS reviewed assessment plans and consolidated the six regional reports into four. This re-scoping resulted in a postponement of the Western U.S. assessment to the first quarter of 2013.

**Bottom Line:** Performance improved from 2008 through 2012. Improvements reflect critical climate change research developed for resource managers and policy makers. The Interior Climate Science Centers (CSCs) support multiple resource management interests, including the Department of the Interior's Landscape Conservation Cooperatives (LCCs); in particular the CSCs provide climate change research tailored to supporting the LCCs and other resource management interests as they develop climate adaptation plans. For example, the Alaska CSC is developing, in coordination with the four Alaska LCCs, an integrated model that projects the effects of climate change on vegetation, wildfire regimes, permafrost and hydrology. Once completed, it will allow managers to integrate projected climate-change impacts in their long term management strategies for fish and wildlife in arctic ecosystems. To address management goals of partner agencies at Federal, State, and local levels, the Climate Research & Development (R&D) Program gathers important information on the causes, patterns, and impacts of climate change that complements other Federal and academic research. Two programs in the Climate and Land Use Change Mission Area (the National Climate Change and Wildlife Science Center(NCCWSC)/CSCs Program and the Climate R&D Program), as well as programs in the Natural Hazards, Ecosystems, and Water Resources Mission Areas contribute to Interior's Climate Change Adaptation Agency Priority Goal.

**Status:** Positive performance as performance increases about six-fold over increased funding.

**Public Benefit:** The USGS provides scientific research on the impacts of climate and land use change on Earth and human systems. The understanding of these impacts is communicated through vulnerability assessments, resource assessments, forecasts, models and maps to support land and resource managers and policymakers in their decision making to manage and mitigate the impacts of climate change.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	10	16	18	20	

Supporting Performance Measures

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
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%	92.2%	90%	90%
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	100% 5/5	NA	NA
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	40% 120/300	75% 225/300	100% 300/300
Number of systematic analyses and investigations completed (Climate Variability)	USGS	7	93	121	130	100	177	137	148
Number of masters' and doctoral level students supported at CSC consortium universities (NCCWSC/CSC)	USGS	NA	NA	NA	NA	NA	NA	Baseline is 20 for 2013	20

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

Strategic Actions Planned during FY 2013

- In 2012, the NCCWSC and the CSCs established the final three CSCs (Northeast, South Central, and Pacific Islands). This completed the initial phase of the network of eight CSCs which was created to provide natural and cultural resource managers with tools and information to help them design successful climate adaptation strategies. During 2013, the NCCWSC and the CSCs will research partner needs for LCCs, Federal agencies, States, tribes and other partners.

- Publish 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.
- The Climate R&D Program will continue to conduct fundamental and applied research on patterns, causes, and impacts of climate and land-cover to support decision making and adaptive management of natural ecosystems, Federal lands, and infrastructure.
- The NCCWSC/CSCs Program will continue to conduct scientific climate research to support the Department of the Interior LCCs, fish and wildlife managers, other natural resource partners, and scientists to ensure management decisions are informed by sound science.
- The geologic carbon sequestration assessment will be completed and 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.
- The biological carbon sequestration project issued a study of carbon storage and sequestration in the Western U.S. in December 2012, the second in a series of studies mandated by Congress comprising a national assessment of carbon storage and sequestration capacities by ecosystems. The study confirms the important role of the nation's natural landscapes in absorbing carbon and helping to counter-balance the nation's carbon emissions.
- 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. 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.
- CSC research priority documents completed target for 2013 was changed to 8 due to funding shifts. Measure is expected to be completed in early 2013 and tracking will discontinue at that time.
- For the percent of the baseline, reference projection, and mitigation evaluation units completed for a national biological carbon sequestration assessment is changed in 2013 to 75 percent (225/300) due to adding Hawaii and Alaska assessments.


#### Strategic Actions Planned during FY 2014

- The geologic carbon sequestration program will finalize the assessment methodology (developed during 2012 and 2013) for assessing the technically recoverable hydrocarbons resulting from carbon dioxide (CO<sub>2</sub>) sequestration associated with enhanced oil/gas recovery (EOR). Once the methodology is complete, start a three-year national assessment of technically recoverable hydrocarbons resulting from CO<sub>2</sub>-EOR.
- The Climate R&D Program will focus on research for the regional and national syntheses of baseline levels of natural climate variability, historical hydrological extremes including drought and flooding, and the impacts of anthropogenic change on our Nation's ecosystems. The Climate R&D Program also will facilitate collaboration of research on processes that influence the carbon

cycle in Arctic and wetland habitats to improve capabilities to forecast impacts of climate and land use change, including sea level rise.

- Ongoing investigations into the potential for induced seismicity related to carbon dioxide injection and subsurface storage will be conducted in collaboration with Federal agencies, State geological surveys, and universities.
- Due to a decrease in funding, the geologic carbon sequestration program will scale back the following activities: 1) a three-year assessment of recoverable oil and gas resources from carbon dioxide sequestration associated with enhanced oil and gas recovery will be delayed one year; 2) economic assessment methodologies to evaluate the national geologic carbon sequestration assessment will be delayed until 2015; and 3) ongoing investigations into the potential for induced seismicity related to carbon dioxide injection and subsurface storage will reduce the number of sites studied and data collected.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
USGS Climate Variability.....	20,725	40,628	63,117	64,334	58,189	58,189	71,741	

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

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

Strategy #4: Monitor and Assess Water Availability and Quality

**Snapshot:** Almost all performance targets were met or exceeded.

**Bottom Line:** Performance shows gradual improvement from 2008 through 2012 toward long term, cumulative targets. This level of performance indicates that programs are effectively applying stable to declining funds for needed research, monitoring and assessments to inform decision makers about water availability and quality.

**Status:** Positive with significant performance trend improvement despite a modest increase in funding. However, aging, yet increasing numbers of stream gages will require more maintenance to ensure consistent delivery of information.

**Public Benefit:** Water science actively promotes the use of information by decision makers 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 surface water 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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
<b>Strategy #4: Monitor and Assess Water Availability and Quality</b>										
Percent of U.S. with groundwater availability status and trends information (Groundwater Resources Program)	USGS	8%	13%	15%	18%	20%	20%	20%	23%	
		3	5	6	7	8	8	8	9	
		40	40	40	40	40	40	40	40	
Percent of U.S. with current streamwater quality status and trends information (National Water Quality Assessment Program)	USGS	34%	52%	69%	86%	100%	103%	3%	5%	
		1,707	2,575	3,409	4,273	4,956	5,109	1,559	3,118	
		4,956	4,956	4,956	4,956	4,956	4,956	60,390	60,390	
Percent of U.S. with current groundwater quality status and trends information (NAWQA)	USGS	56.33%	67.46%	77.87%	89.11%	91.24%	100.2%	8.68%	18.23%	
		476	570	658	753	771	847	1,650	3,464	
		845	845	845	845	845	845	19,000	19,000	
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%	8.8%	9.7%	8.8%	9.3%	12.2%	
		500	349	349	421	460	421	442	581	
		4,756	4,757	4,757	4,758	4,758	4,758	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	0%	0%	0%	5.0%	
		n/a	n/a	n/a	n/a	-	-	-	105	
		n/a	n/a	n/a	n/a	2,112	2,112	2,112	2,112	
Number of water monitoring sites supported jointly with State, local, or Tribal cooperators (Cooperative Water Program)	USGS	21,800	20,600	20,000	17,850	17,500	18,655	18,000	18,500	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures, and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 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	35	20	20
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	69	30	50
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	123	120	120
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	11	9	7
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	387	300	300
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	314,369,456	301,000,000	301,000,000

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.

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013**

- As part of the WaterSMART effort, the Groundwater Resources Program began in 2012 to develop plans and begin 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 2016.
- The National Groundwater Monitoring Network will update the national framework report in 2013.




- The National Water Information System 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.
- Assessment and research of low and high hydrologic conditions in streams and groundwater, at monitored and unmonitored sites, to inform responsible management of building infrastructure, managing water supplies, and sustaining ecological health.
- The USGS will continue to focus on water availability by supporting thousands of stream gages and groundwater observation wells that define the availability of surface and groundwater, and conduct hydrologic investigations to evaluate quantity and use of available surface and groundwater.
- The USGS will continue to research more efficient methods for evaluating groundwater resources at various scales with 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 and begin implementation in 2013.
- The denominator for the percent of U.S. with completed, consistent water availability products was changed in 2012 due to a reduced number of units and reduced funding. The new denominator for 2012 is 2,112.
- Current appropriations are sufficient to support the same amount of water quality monitoring of streams and groundwater in 2013 and 2014 as was accomplished in 2012. However, USGS plans to increase the amount of monitoring to address recommendations from USGS stakeholders and the National Research Council to develop a more robust water-quality assessment Program.
- Due to enhanced reporting and a new process for counting the number of fully funded NSIP stream gages in 2012, the 2013 Target is adjusted to reflect this process. The 2013 Target is now 9.3 percent (442/4758).
- For the Groundwater Resources Program, 2013 performance remains flat for the percent of U.S. with groundwater availability status and trends information, and number of knowledge products on the water availability of the Nation's water resources provided to support management decisions because funding for regional groundwater availability was significantly reduced in the 2013 President's Request, curtailing further progress.

#### Strategic Actions Planned during FY 2014

- Modeling work for WaterSMART activities will be curtailed. National knowledge products on water availability and quality will be reduced from 12 to 10 per year.
- Reduce National Water-Quality Assessment (NAWQA) support, including one-third of funding for foundational modeling (for example, SPARROW) which predict nutrient and contaminant concentrations in unmonitored watershed streams for the Chesapeake Bay and Gulf of Mexico. Scientific support to stakeholders will be limited.
- Cancel 5-10 knowledge products per year and limit support for the National and Principal Aquifer program, particularly in scale mapping groundwater quality, both at surface levels and levels used for public supplies.

- The Cooperative Water Program will maintain monitoring and assessments, particularly those that address WaterSMART, NAWQA, and Tribal issues.
- The NAWQA programs redirection of funds will support national monitoring of sediment, nutrients, and contaminants at 28 additional sites in the NAWQA Stream Water Quality Monitoring Network and approximately 150 wells.
- In the NAWQA program a shift in emphasis to restore monitoring, plus feasibility testing at the beginning of this new cycle of work subsequently required an adjustment to the number of knowledge products on the water availability and quality of the Nation’s water resources provided to support management decisions.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
USGS Water Resources .....	207,004	201,597	221,223	212,423	209,614	211,664	222,869	

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

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

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

**Snapshot:** All performance targets were met or exceeded with more publications released and products accessed than anticipated. A supporting measure, the number of mineral commodity reports available for decisions was reduced due to 2012 budget reductions in the Mineral Resources Program, resulting in fewer monthly and annual mineral commodity reports by the National Mineral Information Center.

**Bottom Line:** Performance has been stable or gradually improving from 2008 to 2012. 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.

**Status:** Positive performance with a significant performance rise along with stable funding.

**Public Benefit:** 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.

**Strategic Plan Performance Measures**

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%	80.0%	80.0%	93.0%	93.0%	
		7	20	53	73	80	80	93	93	
		100	100	100	100	100	100	100	100	
Number of USGS energy products accessed online (Energy Resource Program) (number in millions)	USGS	5.08	8.24	6.89	5.02	4.50	5.00	5.00	4.80	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Number of systematic analyses and investigations delivered to customers (MRP)	USGS	3	3	4	3	3	3	2013 is the year of baselining	TBD
Number of formal workshops or training provided to customers (MRP)	USGS	6	6	8	6	5	5	Discontinued	Discontinued
Number of outreach activities provided to customers (MRP)	USGS	NA	NA	NA	NA	NA	NA	2013 is the year of baselining	TBD
Number of mineral commodity reports available for decisions (MRP)	USGS	649	707	748	705	680	729	730	680
Number of megabytes collected annually (ERP)	USGS	1,201	18,702	1,707	2,323	1,126	2,147	1,500	1,425
Number of systematic analyses and investigations delivered to customers (ERP)	USGS	5	6	5	205	150	149	150	143
Number of outreach activities provided to customers (ERP)	USGS	8	8	9	1,570	1,500	2,482	2,000	2,100

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013**

- Undertake a collaborative pilot study to develop a methodology and plan for conducting a national assessment of domestic uranium resources. This effort will also shape a complementary assessment of the environmental impacts associated with uranium occurrence and development. Both pilot efforts are ongoing, with resource assessment activities commencing in 2013 and continuing. During the same period, the project will begin the development of an assessment methodology for environmental impacts.


- Research and assessment activities will continue on a broad spectrum of energy resources within the ERP, but particularly focus on assessing continuous (unconventional – shale gas, coal bed 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 and water produced from development of these 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 on permitting, implementation, and operation of wind facilities on public lands. Planning and data gathering efforts commenced in 2012 continue in 2013.
- The USGS Mineral Resource Program (MRP) will:
  - Eliminate research on the relationship between minerals and human health, and reduce support for other mineral environmental research on the processes that occur at sites of mined and unmined mineral deposits.
  - Reduce support for collection, analysis, and dissemination of international minerals information and materials flow studies.
  - Reduce mineral resource field and research studies in Alaska.
  - Delay new domestic mineral resource assessments until funds are available. Eliminate Mineral Resources External Research Program grants to States and other non-Federal entities. In 2012, this program focused on rare earth element resources.
- Continue the interdisciplinary Science and Decisions Center’s pilot study on the development of a multi-disciplinary resource assessment to align ecosystem services evaluations with existing mineral and energy resource assessments.
- A 10-year science vision for USGS energy and mineral resource activities will be delineated in a Strategic Science Plan which will begin implementation in 2013.
- 2013 target for number of megabytes collected annually was changed to 1,500; 2013 target for number of systematic analyses and investigations delivered to customers for ERP was changed to 150; the 2013 target for number of outreach activities provided to customers was changed to 2,000 due to significant progress made in 2012.
- The 2013 target for number of USGS energy products accessed online was changed to 5.0M due to progress in 2012.
- The MRP is redefining (expanding) what it counts as systematic analysis and investigations. 2013 is a year of base lining, so targets for out years are still being developed.
- The MRP is redefining (expanding) the number of formal workshops or training measure and changing this language to "Number of outreach activities provided to customers". 2013 is a year of base lining, so targets for out years are still being developed.

#### Strategic Actions Planned during FY 2014

- The MRP will eliminate all remaining research on mineral environmental health, eliminate domestic mineral and environmental assessments, and further reduce minerals research in Alaska. The ERP will eliminate the Alaska Rural Energy project.

- The USGS ERP will reduce funding for the USGS Science and Decisions Center by more than 10 percent.
- The MRP will further reduce support for collection, analysis, and dissemination of international minerals information and material flow studies.
- The ERP will continue some of the State Cooperative Project, focusing on the collection of coal resource data.
- The ERP will reduce its contribution to the Mendenhall Post Doc Program, and curtail ERP’s funding of internal USGS publications.
- ERP will conduct research that supports understanding the exploration potential for additional geothermal resources, especially on Federal lands, and build upon current ERP efforts to develop an assessment methodology for wind energy impacts.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
U.S. Geological Survey								
Minerals Resources.....	50,830	52,427	53,780	52,168	48,760	48,760	46,357	
Energy Resources.....	26,381	25,749	27,237	27,750	27,570	28,820	31,001	
<b>Total.....</b>	<b>77,211</b>	<b>78,176</b>	<b>81,017</b>	<b>79,918</b>	<b>76,330</b>	<b>77,580</b>	<b>77,358</b>	

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

**Snapshot:** All performance targets were met or exceeded except the target for the measure related to the number of systematic analyses and investigations for the Earthquake Hazards Program. The lower number reflects several delayed Open File Reports for the California earthquake rupture hazard project. These have been rescheduled for publication in 2013.

**Bottom Line:** Performance shows gradual improvement from 2008 through 2012. This level of performance indicates that critical natural hazard knowledge and tools are being developed and provided to land managers and policy makers to inform decision making.

**Status:** Positive performance with performance rising while funding decreased.

**Public Benefit:** 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.

**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 Trend
<b>Strategy #1: Monitor and Assess Natural Hazards Risk and Resilience</b>										
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%	34.0%	36.6%	36.9%	38.0%	39.5%	
		53	57	62	68	73	73.7	76	79	
		200	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%	29.5%	29.6%	32.9%	29.9%	29.9%	
		48	49	52	59	59	65.8	60	60	
		200	200	200	200	200	200	200	200	

**Supporting Performance Measures**

Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Number of monitoring stations operated by Volcanoes Hazard Program (VHP)	USGS	734	743	743	765	773	785	785	785
Number of systematic analyses and investigations completed (EHP)	USGS	132	146	146	146	146	101	135	125
Number of systematic analyses and investigations completed (VHP)	USGS	71	99	75	124	75	80	75	70
Number of systematic analyses and investigations completed (Landslide Hazard Program)	USGS	15	15	15	15	15	15	15	14
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	36.1% 2,564/7,100	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	29.7% 2,610/8,800	29.6% 2,604/8,800	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	89.8% 91.55/102	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	85.8% 25.76/30	83.3% 25/30	83.3% 25/30

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

**Strategic Actions Planned during FY 2013**

- The Volcano Hazard Program (VHP) will complete 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.




- The Earthquake Hazard Program (EHP) will release for public comment a draft update to the National Seismic Hazard Map.
- 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.
- 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.
- Build on current work to improve understanding of induced seismicity related to hydraulic fracturing.
- The Landslide Hazard Program (LHP) set up a citizen-science website called "Did You See It?" for citizens to report landslides witnessed in their neighborhoods. This effort is intended to educate citizens throughout the country on the hazards and costs of landslides, and improve the national inventory of landslides.
- The LHP scientists worked closely with scientists in several Water Science Centers in the western United States to evaluate areas affected by major wildland fires for debris flow susceptibility, and to work with local and State emergency managers on communicating the potential hazard.
- During Hurricane Sandy, the LHP evaluated the potential for landslide hazards as the storm came on land to assist State emergency managers in the mid-Atlantic and New England States during this event. Fortunately, the amount of rain did not reach the necessary thresholds to cause major damage, but establishment of communication links was vital during this event.
- Maximize 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, earthquake and other potential hazards.

#### Strategic Actions Planned during FY 2014

- The EHP will deliver updated National Seismic Hazards Maps and to the Building Seismic Safety Council and American Society of Civil Engineer's building codes committees to inform standards for building design across the United States.
- Reduce funding for research that contributes to understanding of volcanic eruption behavior and interpretation of data from monitored volcanoes.
- Conclude multidisciplinary studies of the 2011 Mineral, Virginia earthquake, which caused extensive damage to key structures in Washington, DC; and will defer a broader suite of work to advance the understanding of earthquakes in the Eastern United States, including refining earthquake hazard assessments and incorporating knowledge into building codes and other public safety measures.
- The EHP, in partnership with the California Geological Survey and the Southern California Earthquake Center, will publish an updated Uniform California Earthquake Rupture Forecast for use in assessing earthquake hazards, establishing earthquake insurance rates, and designing earthquake planning and mitigation strategies.

- The VHP will defer maintenance on existing volcano monitoring network sites with difficult access. The Volcano Hazards Program will continue with improvements to monitoring networks at Mount Hood, in Oregon, and at Pagan Volcano in the Commonwealth of the Northern Mariana Islands under the National Volcano Early Warning System initiative.
- Reduce cooperative efforts with university volcano observatory partners.  
LHP will work closely with the USGS Southwest Region and Pacific Region offices to coordinate communicating with State and local emergency managers about debris flow susceptibility in areas of the western U.S. affected by major wild-land fires.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
USGS Natural Hazards.....	85,651	135,242	92,763	91,237	88,324	88,824	93,608	

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

**Goal #3: Provide Scientific Data to Protect and Inform Communities**

**Strategy #2: Identify the connection between the natural environment and wildlife and human health**


**Snapshot:** Performance has been stable or gradually declining from 2008 through 2012. Partner funding is being leveraged to continue development of the critical environment and wildlife knowledge and tools needed by natural resource managers and policy makers to respond to disease outbreaks. The gradual decrease in performance reflects declining funding levels.

**Bottom Line:** Performance targets were met in 2012. State and Federal partners recognize that emerging diseases remain a significant problem and have continued to request assistance from USGS even in the face of declining budgets.

**Status:** Challenged performance with decreasing performance and increasing funding. Declines in partner funding are expected in 2014; however, USGS will continue to leverage funding in an attempt to improve performance.

**Public Benefit:** 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 decision making made by industry and the public, and helps 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.

Strategic Plan Performance Measures

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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	581	503	593	550	550	

### Supporting Performance Measures

Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
Number of knowledge products on environmental contamination provided to support management decisions (Toxics)	USGS	149	128	115	146	115	139	120	130

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

### Strategic Actions Planned during FY 2013


- 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.
- Continue to expand its engagement with other DOI bureaus, the White House Office for Science Technology and Policy, the Department of Homeland Security (DHS), 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.
- Continue research and reporting on emerging contaminants for 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.
- Continue to identify the highest priority contaminants of emerging environmental concern in our Nation's water sources, determine how they enter the environment, define the levels at which they occur in susceptible environmental settings, characterize potential human and ecological exposures, and identify potential ecological health effects.
- Continue 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.
- 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.
- Continue the collaborative effort to plan and conduct a national assessment of domestic uranium resources. This effort will include an assessment of environmental impacts on human and ecological health associated with uranium occurrence and development. This effort is linked to Mission Area 4, Goal #2, Strategy #5, Assess National and International Energy and Mineral Resources.

- A 10-year science vision for USGS Environmental Health science activities is delineated in the Strategic Science Plan published in 2013. Implementation will begin in late 2013.
- Support assessments on the effects of combined exposure to infectious agents and contaminants. Exposure to some environmental contaminants can suppress immune function, making animals more susceptible to infectious agents and potentially increasing transmission and spread of infectious diseases. Activities will assess the impact of environmental contaminants on disease susceptibility in fish and wildlife species.
- Continue to co-lead an effort with DHS to assess the role of fish and wildlife as reservoirs for “high consequence infectious and toxicological diseases”. High consequence diseases are those that have the potential to have significant public health, economic or environmental impacts; they can be introduced naturally or intentionally (e.g. bioterrorism). Activities include identifying national research priorities and data gaps, developing necessary tools and methodologies for prevention and control.

#### Strategic Actions Planned during FY 2014

- USGS funding for the environmental health activities will be increased for the Toxic Substances Hydrology and the Contaminant Biology Program and will be used to coordinated studies to address emerging environmental contaminants (e.g., including endocrine disrupting chemicals, pharmaceuticals, new pesticides, and other priority industrial, household and chemical contaminants). The data will also be used to inform policy and regulatory decision making, including efforts to protect drinking water under the Safe Drinking Water Act.
- A portion of funding from the Contaminant Biology Program will be used to expand 2013 pilot studies designed to assess health effects from combined exposure to infectious pathogens and environmental contaminants and to expand support of interagency efforts to develop tools for predicting, identifying, and responding to chemical and biological threats that involve fish and wildlife populations. The data will be used by federal agencies (DHS, HHS, USDA, etc.) to inform management and policy decisions to protect human and animal health in the event of a chemical or biological disaster. These activities will also help to ensure that DOI is prepared to fulfill its Emergency Support Function responsibilities.
- New and understudied pesticides will continue to be a priority in 2014, with a focus on the environmental fate and effects of fungicides on early life stage zebra fish 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.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>U.S. Geological Survey</b>								
Contaminant Biology.....	8,658	9,201	9,411	9,216	9,180	9,180	13,955	
Toxic Substance Hydrology.....	13,516	10,767	11,084	10,778	10,580	10,580	16,134	
<b>Total.....</b>	<b>22,174</b>	<b>19,968</b>	<b>20,495</b>	<b>19,994</b>	<b>19,760</b>	<b>19,760</b>	<b>30,089</b>	

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

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

**Snapshot:** Performance increased in 2012 meeting or exceeding targets.

**Bottom Line:**

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

Performance has been stable or gradually improving from 2008 through 2012. This indicates that critical natural resources knowledge and tools are being developed for land managers and policy makers to inform decision making.

All performance targets were met or exceeded. The measure that was exceeded was the number of metadata records. This was due to many 2011 grant awards requiring metadata creation as a major component. In 2012, the performance measure percent of online natural resource products available via NBII is being discontinued due to funding decreases.

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

Performance shows gradual improvement from 2008 through 2012. This level of performance indicates that national coverage is increasing for baseline geological maps, research, and assessments and that the products are informing land manager and policy maker decision making.

All performance targets were met except for the percent of the Nation covered by at least one geologic map and publicly available in the National Geologic Database. This was due to shifting resources to re-map high-priority areas with more detailed and modern geoscience information rather than mapping new lower priority areas. The decisions to re-map high-priority areas were made under advisement from the Federal Advisory Committee for Geologic Mapping. Moreover, the cumulative nature of the metric lends to a decreasing growth rate as

greater resources are required for maintenance of a growing volume of existing data. Although the target was not met, the program continues to gradually increase geologic map coverage and improve existing coverage.

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

Performance shows gradual improvement from 2008 through 2012, as recent capabilities enabled the USGS to update all topographic maps for the conterminous States on a 3 year cycle. A new interagency effort is making progress on the replacement of 50-year-old topographic maps and related information for Alaska. This level of performance indicates that high quality and up-to-date baseline geospatial data layers and tools are available to inform a wide array of scientific and decision making needs.




The performance target was exceeded. The performance target for the area of the continental United States published as high-resolution base geospatial databases and topographic map images was exceeded due to a more stable production system and a workforce with more technical experience.

**Status:** Challenged performance with decreasing performance and increasing funding.

**Public Benefit:** The Department of the Interior, through the USGS, is leading 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.



**Strategic Plan Performance Measures**

Strategic Plan Performance Measures	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target	2008 - 2014 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%	19.8%	0.0%	0.0%	0.0%	Measure Discontinued	
		21	21	22	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	47.7%	48.9%	49.4%	50.0%	50.8%	50.6%	51.6%	52.6%	
		1,687,637	1,729,771	1,746,550	1,767,763	1,797,019	1,789,944	1,825,318	1,860,692	
		3,537,438	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%	33%	35%	67%	100%	
		N/A	13,203	32,013	50,515	17,895	18,546	35,789	53,684	
		N/A	50,414	50,414	50,414	53,684	53,684	53,684	53,684	

**Supporting Performance Measures**

Outputs, Supporting Performance Measures and/or Milestones	Bureau	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Plan	2012 Actual	2013 Plan	2014 Plan
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%	98%	100%	100%
Number of metadata records (Data Preservation)	USGS	NA	600,000	1,052,038	741,545	1,341,545	2,019,866	2,819,866	3,519,866
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%	1.80%	1.80%
Percent of records available through core science national products who's utility is validated by user access or downloads.	USGS	NA	NA	NA	NA	3-year Baseline to be Established	3-year Baseline to be Established	Baseline to be Established	TBD

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

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### Strategic Actions Planned during FY 2013

- Begin to implement actions across the USGS and with partners to enable understanding of Earth systems in new and innovative ways, and transform research results into usable, relevant science based on the Science Strategy Plan for the Core Science Systems mission completed in 2012.
- Continue to improve digital infrastructure by converting paper documents to digital formats and updating digital formats started in 2012.
- Create an official Facebook group for all university students trained through the EDMAP component of the National Cooperative Geologic Mapping Program (NCGMP) to communicate and share information. This also will allow the program to conduct its annual customer satisfaction survey more effectively by reaching a higher percentage of trainees.
- Work with the Association of American State Geologists (AASG) and the American Geosciences Institute (AGI) to kick off the first ever "Geologic Mapping Day" as part of Earth Science Week in October. Through this effort, provide teaching materials related to geologic mapping to over 16,000 earth science teachers across the Nation. A customer survey conducted by AGI shows that these geologic mapping materials are highly effective and appreciated by the teachers.
- Partner with the Virginia Division of Mines and Minerals and James Madison University to provide the first ever Federal Science, Technology, Engineering and Mathematics (STEM) experience in geologic field and laboratory work for a group of Virginia high school students. In addition to the summer experience, each student is matched up with a USGS mentor to help with science projects during the school year.
- Based on the 2012 National Enhanced Elevation Assessment, a study of customer requirements for detailed elevation data from LIDAR and other modern data acquisition techniques, the National Geospatial Program (NGP) is working with partners to design the 3D Elevation Program (3DEP) initiative to meet needs identified in the study. The current approach, in which multiple agencies and States acquire data as needed and as funding partnerships allow, meets only 10 percent of the needs identified in the study and will not lead to national data coverage. Through the 3DEP initiative, more economical project design and economies of scale will reduce unit costs of data acquisition by 25 percent. A fully funded effort would yield national coverage in eight years. The resulting data will meet 58 percent of needs identified in the study. Data will be acquired through contracts with the private sector.
- The NGP is adding site-specific water use data to the National Hydrography Dataset, which encodes the Nation's hydrographic network of streams and lakes. This water use information includes places where water is withdrawn, diverted, transferred, or returned to the network. The integration of these data will allow managers to view and model the downstream and interbasin effects of water use in support of WaterSMART and other Federal and State agency water monitoring programs.
- The NGP is working with the State of Alaska and Federal partners to replace the more than half-century-old topographic maps and to provide current geospatial data for Alaska. New and accurate geospatial data are needed to improve aviation safety; understand and mitigate the effects of coastal erosion and storm surge; plan infrastructure for Arctic shipping and resource extraction; and protect biodiversity and habitats. The highest priority need identified by the partners is for elevation data. Approximately

35 percent of the elevation coverage for the State has been replaced since 2010; the USGS and its partners plan to complete replacement coverage by 2018.


- In 2013, the NGP is continuing the second 3-year production cycle of the US Topo electronic topographic map coverage for the conterminous 48 States. It also is completing new coverage for Hawaii, Puerto Rico, and the Virgin Islands, and is beginning to replace the topographic maps for Alaska.
- Under the Science Synthesis, Analysis and Research (SSAR) subactivity, a new supporting measure is being added for percent of records available through core science national products whose utility is validated by user access or downloads. Data are being collected for three years beginning in 2012 to establish a baseline.
- Under the SSAR subactivity, continue to inventory geological and geophysical data collections, create metadata for collection items, create or update digital infrastructure, and expose data through the National Digital Catalog.

#### Strategic Actions Planned during 2014

- Continue development and implementation of consistent data formats and new delivery tools for oceanographic and biological information, and integrating these data into scientific and resource management tools.
- Significantly reduce planned increases in the quantity of ocean data and information such as changing sea level and conditions, which are used by resource manager decisions for public safety, environmental health, and food and water security. The USGS will end development of new Web maps, products and tools for coastal and marine spatial planning, and end plans for some data delivery portals, such as the National Information Management System and the Alaska Ocean Observing System for coastal and marine spatial planning.
- Continue to execute the recommendation of the President's Committee of Advisors on Science and Technology (PCAST) to develop EcoINFORMA by implementing and populating the resource hubs. This will afford decision makers nation-wide geospatial (bounding box) discovery of high quality Federal and non-Federal ecosystems, biodiversity, and ecosystem services data.
- 2014 will mark the second year that NCGMP partners with the Virginia Department of Mines and Minerals and James Madison University to provide a STEM Youth Intern Program for Virginia high school students. An evaluation of the program's effectiveness will be conducted through customer survey/interviews with the students.
- NCGMP will evaluate the effectiveness of using Facebook to communicate with university students who have been trained through the EDMAP program.
- Begin implementation of the 3DEP initiative to acquire enhanced elevation data, with initial emphasis on places susceptible to flooding and sea level rise.
- For the State of Alaska, increase the rate of acquisition of modern elevation data, develop more efficient means of updating hydrography data, and increase the rate of topographic map production.

- Continue the enhancement of the National Hydrography Dataset by adding water use information, including places where water is withdrawn, diverted, transferred, or returned to the network, in support of WaterSMART and other Federal and State agency water monitoring programs.
- Continue the 3-year cycle of replacing topographic maps for the conterminous United States. Use the new enhanced elevation data to improve the quality of the topographic maps.
- Partner with Federal, State, and local agencies in the Columbia River basin and Puget Sound priority ecosystem areas to develop detailed elevation, hydrography, and other geospatial data needed to support scientific activities, and better plan mitigation and restoration efforts.
- Continue to inventory and create metadata for the massive geological and geophysical data collections.
- Continue to improve digital infrastructure by converting paper documents to digital formats and updating digital formats.
- Create and implement geoscience collections management policy and procedures.

**Key Funding Sources**

Key Funding Sources (dollars in thousands)	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 CR	2014 Plan	2008 - 2014 Trend
<b>U.S. Geological Survey</b>								
Science Synthesis, Analysis and Research.....	22,422	21,965	24,946	18,563	25,388	25,888	36,143	
Nat'l Geological & Geophysical Data Preservation Program .....	1,000	1,000	1,000	998	---	---	---	
National Cooperative Geologic Mapping .....	26,626	27,724	28,163	27,713	25,901	25,901	28,259	
National Geospatial Program .....	69,082	69,816	70,748	65,755	62,988	63,188	72,772	
<b>Total.....</b>	<b>119,130</b>	<b>120,505</b>	<b>124,857</b>	<b>113,029</b>	<b>114,277</b>	<b>114,977</b>	<b>137,174</b>	

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

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

During FY 2013 and 2014, 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 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**

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- 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 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
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	12.2% 2,658	16.6% 2,988	15.6% 3,002	17.6% 3,200	19% 3,420
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	3.98% 703	6.9% 1,242	5.3% 1,027	7.0% 1,260	8.0% 1,440
Percentage of employees hired within 80 calendar days where a JOA was posted	PHR	New Measure	New Measure	56%	58%	70%	67%	75%	75%
Average number of calendar days per hire where a JOA was posted	PHR	New Measure	190	125	109	98	80	80	80
Percent of FTP workforce that is representative of persons with disabilities*	PHR	New Measure	New Measure	New Measure	7.6% (4,097)	8.4% (4,911)	9.4% (4,993)	11% (5,411)	12% (5,800)
Percent of FTP workforce that is representative of persons with targeted disabilities	PHR	New Measure	New Measure	New Measure	1% (553)	1.2% (705)	1.04% (555)	1.4% (823)	1.6% (928)

\*Includes 30% or more disabled veterans

**Performance Assessment through FY 2012**

Building on its prior successes, the Office of Human Resources worked on providing policy and direction in implementing the new human capital priorities across Interior. In 2012, the Office of Human Resources made significant progress in a number of key areas. The effort to streamline the hiring process department-wide achieved a reduction in the time to hire to 80 days, thus meeting OPM’s target four years

early. This explains why the FY2013 and FY2014 targets have been changed to “maintain”. 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 Strategic 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.

The Department now is taking proactive steps to be ready to implement the new, Federal government-wide SES appraisal system for 2014.

Selected recommendations from the Workman’s Compensation Program are planned for implementation in 2013 and 2014. The Department will continue to improve its return-to-work effort and work to meet the President’s Protecting Our Workers and Ensuring Reemployment (POWER) initiative.

Interior achieved total veteran hiring of 15.6% and total disabled veteran hiring of 5.3% in FY 2012. Interior achieved noteworthy progress hiring veterans into permanent positions with a ~6% increase to 35% of permanent hires veterans and 14.4% disabled veterans (~3% increase). Activities that supported the initiative in FY 2012 included focus groups, webinars and other venues 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 2013, 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 2012, Interior increased FTP workforce representation of people with disabilities to 9.4% and persons with targeted disabilities representing 1.04% of the FTP workforce. This marks forward progress ensuring our workforce reflects this segment of society. Interior’s strategy drives to increase persons with disabilities (including 30% or more disabled veterans) to 14% by end of 2016, which more accurately resembles the Nation’s population. Interior also set goals to increase FTP workforce representation of persons with targeted to reach 2% by end of 2016. 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 2012 included: Project SEARCH, a program that brings high school students to DOI offering them internship opportunities that develop work skills, expanded to Denver; 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 2013 and FY 2014

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- 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.
- Provide current information to potential candidates through a variety of media that highlight Interior's employment opportunities and programs.
- 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.
- 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 2013 and beyond.
- Leverage workplace flexibilities to attract and retain a highly skilled workforce for the 21st Century.
  - Percent of employees who telework: FY 2011 4% (actual); FY 2012 10.7% (actual); 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 \$0.7M; FY 2016 \$0.7M

- Utilize a standard methodology to extract information from the Federal Personnel Payroll System (FPPS) in order to calculate time to hire.
- RE-evaluate and execute 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.
- Create local partnerships 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.
- Increase organizational awareness of reasonable accommodation and Assisted Technology Center resources.
- Continue to develop awareness education and organizational understanding on recruitment and retention practices, which enhance diversity and inclusion goals.

**Mission Area 5: Building a 21st 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, Partnerships, and Service, 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 young people 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**

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- Since a significant proportion of youth employees are 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 employment.
- 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.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
Percent increase in youth employment over 2009 baseline	PYGO	N/A	N/A	35%	31%	35%	20%	35%	35%
Percent of DOI youth employees converted to new job assignments, promotions, and permanent positions	PYGO	N/A	12%	15%	16%	17%	17%	18%	18%
Percent of youth employment programs facilitated through DOI partners	PYGO	N/A	16%	31%	34%	36%	34%	38%	39%

Performance Assessment through FY 2012

Although the Department has been engaging more youth (individuals age 15 to 25) than in the FY 2009 baseline year over the past three years, the total level of engagement decreased from 2010 and 2011 levels in FY 2012 to reflect a 20% increase over FY 2009. The Department will continue its 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 2013 and FY 2014

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- Establish and implement recommendations from the 21<sup>st</sup> Century Conservation Service Corps (21CSC). This program will be designed to connect youth to Federal employment opportunities and educational experiences.
- 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 the Federal Inter-Agency Team on Volunteerism to consolidate the Take Pride in America website into the Volunteer.gov and provide training, technical assistance, and common metrics to enhance service and service-learning on public lands and waters.
- Support the bureaus in implementing DOI's STEM (Science, Technology, Engineering, and Mathematics) Education and Employment Pathways Strategic Plan.
- Implement America's Great Outdoors Education Work Group action items through inter-agency coordination with the Environmental Protection Agency (EPA), Advisory Council on Historic Preservation (ACHP), National Oceanic and Atmospheric Administration (NOAA), US Department of Agriculture (USDA), US Army Corps of Engineers (USACE), US Department of Education, US Department of Health and Human Services (HHS), Council on Environmental Quality (CEQ), Corporation for National and Community Service (CNCS), and Office of Management and Budget (OMB), to promote healthy activity outdoors and connect formal education with place-based, experiential service learning on public lands.
- Support the bureaus in implementing the Memorandum of Understanding with the U.S. Department of Education, especially to build, develop, and formalize programs that use public lands as outdoor classrooms and to support educator professional development and well-rounded education—including civic engagement and STEM fields of study.
- Continue collaborating with federal partners on interagency education committees, such as the National Science Foundation-led Interagency Informal Science Education Group and the Committee on STEM Education (CoSTEM) Federal Investment Task Force (FI-STEM) and Evaluation Assistance Task Force.
- Help guide implementation of OMB's PATHWAYS hiring authorities, which will keep the Department on pace to continue its youth employment goals, as well as create new opportunities for employment through the new Recent College Graduates program.
- Continue to expand and strategically communicate the Public Land Corps Non-Competitive Hiring Authority, utilizing an innovative, interagency tracking system and communications plan.
- Expand the YouthGO.gov Web Portal to improve usability and interface to ensure public and partner access to information about natural and cultural resource employment, education and engagement opportunities on public lands, waterways and cultural heritage sites.
- Continue and broaden the scope of work with the Departments of Labor and Agriculture in leveraging Workforce Investment Act and Civic Justice Corps funding to increase opportunities for youth employment on public lands and waters.
- Provide coordination and leadership for interagency youth hiring programs like the Youth Conservation Corps and Public Land Corps; Develop mechanisms to organize policy implementation and best practices for such programs.

**Mission Area 5: Building a 21st 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 were to be measured. However, in 2012, new departmental Organizational Assessment metrics were developed. These comprehensive metrics assess the bureau and office's status in meeting each sustainability goal as well as the progress they are making to meet each goal in the future. The Organizational Assessment metrics will be used for the "Supporting Performance Measures" in FY 2013 and FY 2014.

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 (Btu) 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; 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**

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- 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 goals 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 and mission performance requirements.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
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%	22%	24.6%	28%	28.5%	29%
Increase alternative fuels use by 10% annually relative to the FY 2005 baseline	PAM	94%	94%	99%	81%	95%	102.7%	114.4%	135.7%
Percent of square footage (> 5,000 sq ft) that meets EO 13514 sustainable building goals.	PEP	-	1.2%	0.8%	1.0%	1.2%	1.6%	5.0%	10.0%

### Performance Assessment through FY 2012

The Department's Annual Greenhouse Gas and Sustainability Data Report for FY 2012 was submitted on January 31, 2013. The Department is also rated annually on its progress in meeting sustainability and greenhouse gas emission reduction goals in the OMB Sustainability/Energy Scorecard. The Department expects to meet all of the FY 2012 OMB Scorecard goals, except for the sustainable buildings goal. The Department is developing strategies to address the sustainable buildings goal and expects to see an increase in the percent of sustainable buildings in the inventory in FY 2013 and 2014. The "Supporting Performance Measures" that reference Sustainability Action Plans are no longer tracked and will be changed to the same metrics used for the Department's Organizational Assessment. The Organizational Assessment sustainability metrics measure the Department's status and progress in meeting the sustainability goals.

The Department has conducted energy and water evaluations in 97 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 moving toward compliance through the course of regular operations and maintenance. Additionally, Interior is working to find solutions to challenges it 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 2012, approximately 8% 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 2012, DOI reduced its potable water intensity by 11% relative to FY 2007. This exceeds the FY 2012 goal of 10%.
- **Increase alternative fuels use** - In FY2012, DOI increased its use of alternative fuels and anticipates exceeding the FY 2012 goal of 95% relative to the 2005 baseline.



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.

In tracking the amount of sustainable square footage in buildings, the value for 2009 is higher than the 2010 and 2011 values because it was based on an annual sustainable buildings program evaluation data set while data for 2010 and beyond is based on the Federal Real Property Profile (FRPP), the Department's data base of record for building assets in accordance with OMB practice.

### Strategic Actions Planned during FY 2013 and FY 2014

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- Focus on completing the action plan targets/milestones planned to make progress toward meeting the sustainability goals.
- Use the Department's Organizational Assessment sustainability metrics for the supporting performance measures
- Conduct energy and water evaluations in covered facilities to identify potential energy and water efficient technologies and renewable energy systems
- Award \$5 million in energy savings performance contract projects to fulfill the Department's commitment towards the Presidential Memorandum of December 2, 2011
- 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 EPCA 2005.
- Ensure that renewable energy consumption goals are in compliance with Section 203 of EPCA 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

- Implement fleet performance metric to place alternative fuel vehicles in locations where the alternative fuel is available
- Develop a partnership with GSA/DOE to place vehicles in locations where the alternative fuels are available
  - DOI's goal is to reduce the number of Section 701 waiver requests in the Federal Automotive Statistical Tool system (FAST).
  - Use the VAM tool to assist DOI to make informed decisions on fleet composition i.e., vehicle type, vehicle number, fuel, as well as to determine vehicle justifications and allocations
  - DOI will fully implement the VAM and make fleet portfolio decisions on
    - Size
    - Composition
    - Location
    - Number
    - Strategic placement
- Develop plans to install renewable fuel pump/station(s)
- 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
- Ensure the 2013 supporting performance measures indicate status and or progress made towards meeting the sustainability goals
- Move to the goal of 100 percent of light-duty vehicle acquisition are AFV by the end of 1<sup>st</sup> Qtr FY 2016, December 31, 2015
  - Develop DOI plan to meet this goal by the beginning of FY 2016, October 1, 2015
- Develop DOI internal goal to meet the goals and milestones
- Partner with GSA/DOE to ensure the acquisition of the most fuel-efficient, low-GHG vehicle
- Implement Bureau level VAMs with performance metrics and elements for tracking

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 Target</b>	<b>2012 Actual</b>	<b>2013 Target</b>	<b>2014 Target</b>
Percent of adequate Sustainability Action Plans completed	PEP	N/A	N/A	N/A	90%	97%	N/A	N/A	N/A
Percent of Action Plan items completed as planned*	PEP	N/A	N/A	N/A	N/A	60%	N/A	N/A	N/A

\*Measure has been discontinued

**Mission Area 5: Building a 21st 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**

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- Geographically dispersed and independent IT infrastructures in ten bureaus and multiple offices;
- Lack of centralized control over IT spending and development;
- Internal organizational resistance to change.

Strategic Plan Performance Measures

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
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	No Report	No Target	No Actual	No Target	No Target
Percent change in the number of DOI data centers to 115 from FY2010 base of 210.  (New Measure: Percentage of DOI committed 95 data centers consolidated)	PIO	UN-KNOWN	UN-KNOWN	210  0% 0/95	-6.2% 197/210  17.8% 17/95	-13.8% 181/210  28.4% 27/95	No Actual  44.2% 42/95	No Target  55.8% 53/95	No Target  69.5% 66/95
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	12%  10,000/ 82,000	90%	3.12%  2,400/ 76,972	100%  76,972	No Target

Performance Assessment through FY 2012

In March 2012, OMB updated the definition of a data center to remove any language that excluded sites less than 500sq ft. Based on this definition update, DOI re-baselined its current Data Center inventory to 406 sites from the original metric of 210 data centers. As a result, the original metric has been updated and DOI is now committed to consolidating 95 data centers.

DOI’s Unified Messaging effort experienced a significant re-base lining in FY 2012 following the resolution of Federal Claims Case Number 10-743C, which prohibited the agency from acting on a planned procurement of cloud email services. With resolution of the lawsuit, DOI shifted its focus from implementing a Unified Messaging model predicated on delivering an on-premise, "interim" solution to instead conducting new market research, determining that cloud-based email services best met the agency's need, and issuing a new RFP. Interior

awarded a new contract for cloud-based email services in April 2012, rebaselined its Unified Messaging project, and began migrations to the cloud-based system in late FY 2012. As a result, prior-year reporting and metrics for the agency's Unified Messaging project do not apply. Despite the significant change in scope these efforts suggest, at the close of FY 2012 DOI had migrated 2,400 of its key IT staff to the new cloud-based solution and the agency remains on target to complete migrations of its entire employee base in early FY2013 as originally planned.

### Strategic Actions Planned during FY 2013

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- 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.

### Strategic Actions Planned during FY 2014

- Execute the detailed IT Transformation plan
- Continue establishing an IT workforce plan that positions the Department to effectively deliver IT services in a consolidated IT environment.
- Operate the Tier III email support which has been integrated with the OCIO's service delivery organization
- Implement selected 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
- Continue reduction of redundancies and duplicative services at 18 collocated sites, including telecom data circuits

- Continue engagement of commercial and government service providers to provide consolidated infrastructure services, such as asset management and other services
- Operate published service catalog IT services which have been placed into production, using established cost models

**Mission Area 5: Building a 21st 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 42,500 buildings and 73,500 structures, with a replacement value of more than \$240 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**

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- 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 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
Percent savings compared to relevant GSA Federal Supply Schedule prices for contracts awarded through Strategic Sourcing.	PAM	20%	5%	23%	No Report	New baseline to be established	Range from 10% to 28%	TBD	TBD
Percent of contract dollars awarded through competitive procurements.	PAM	--	--	--	66%	75%	76%	75%	75%
Percent reduction in high-risk contracts.	PAM	--	--	--	+11.5%	4%	16%	6%	TBD

DOI Strategic Plan Performance Measures	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
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	0.10	0.11	0.10	0.10
Percent of assets targeted for disposal that were disposed during the fiscal year.	PAM	66%	109%	138%	187%	100%	113%	100%	100%

**Performance Assessment through FY 2012**

DOI continued progress toward implementing significant change in the agency’s approach to acquisition by focusing on four overarching priorities for its acquisition functions: transparency, competition, integrity, and a skilled acquisition workforce. The Department continued its efforts to promote efficient processing of purchases including the use of electronic procurement tools and techniques, charge card processing, undelivered order management, prompt pay, and improving the capability of the acquisition workforce. DOI also continued its focus on centralized purchasing to reduce labor costs and shipping expenses and reduce costs through quantity discounts.

The Office of Federal Procurement Policy stopped tracking the acquisition savings plan at the end of FY 2011. It was replaced by other things such as reducing management support services and the Campaign to Cut Waste.

In FY 2012, DOI achieved a 16% reduction in spending for high risk contracts, which includes modifications, Blanket Purchase Agreements, and delivery and task orders against IDIQ contracts. The Department also realized savings between 10% and 28% by utilizing DOI Strategic Sourcing contracts for IT hardware, multi-function printing devices, and domestic delivery; and increased utilization of government-wide Federal Strategic Sourcing Initiatives for office supplies. The Department continues to explore additional strategic sourcing opportunities to further increase

Interior's buying power Department-wide. The Department actively promotes participation in government-wide Federal Strategic Sourcing Initiative acquisitions, and will participate in other planned Federal initiatives.

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 2013

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

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.
- Advance the use of the reverse auction program for commodity purchases above the micro-purchase threshold up to the simplified acquisition threshold.
- Increase the savings achieved through strategic sourcing initiatives including multi-functional print devices, heavy equipment, and uniforms.
- Advance the use of Federal Strategic Sourcing Initiatives for Office Supplies and various Smart Buy procurements.
- Develop training on the use of Indefinite Delivery contract vehicles to include the appropriate use of Time-and-Material contracts.

The Department will continue to implement actions in support of the Real Property Cost Savings and Innovation Plan to improve program effectiveness, efficiency and identify ways to better utilize limited Operations & Maintenance funds. In accordance with OMB Memorandum M-12-12, the Department will update the Cost Savings Plan in support of the "No Net New" initiative, freezing the footprint of real property across DOI. The initiative establishes baselines, requires offsets for certain proposed expansions, and mandates continuous monitoring of related actions across the Department. Actions planned for improving the real property portfolio include:

- Eliminating the growth of the DOI footprint by placing a moratorium on construction of new facilities, consolidating space and disposing of unneeded assets
- Implementing internal controls for appropriate screening of proposed real property actions such as space requisitions, internal transfers, determination of excess, etc.
- Utilizing energy efficient technologies when implementing building retrofits and routine maintenance
- Leveraging industry standard processes, metrics and applications to monitor portfolio performance and implement corrective actions

### Strategic Actions Planned during FY 2014

The Department will continue its focus on acquisition savings and efficiencies to promote best value decisions in the acquisition of goods and services through the following actions:

- Building on the success of current strategic sourcing initiatives by identifying new opportunities to further increase Interior's buying power Department-wide
- Examining opportunities to participate in Federal Strategic Sourcing Initiatives for commodities such as Microsoft products and Wireless services
- Monitoring compliance with Contractor Performance and Integrity Data Quality reporting

The Department will continue to achieve improvements in efficiencies across the real property portfolio by implementing the following additional actions in FY 2014:

- Executing an integrated, Department-wide approach to evaluate and consolidate Land Mobile Radio (LMR) sites, thereby eliminating potential health and safety risks, redundant infrastructure, and the associated maintenance and upgrade costs
- Implementing a Department-wide condition assessment application to provide a consistent, defensible process and data repository based on industry standards and to generate cost savings through process efficiencies

**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 the last bureau to the Financial and Business Management System (FBMS), and implement improved policies and procedures that achieve the goals of Sequestration, the Campaign to Cut Waste, prudent conference activity, 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 seek to achieve closure rates of 85 percent or more for OIG and GAO audit findings and corrective action plans.

**Challenges and Risks**

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- In fiscal year 2013, there is a new requirement to report a liability for the amount of funding that would be required to address asbestos in Federal buildings and structures. This liability is estimated at \$571 M. Given the significant amount, the fact that it is new, and the untested nature of the property data supporting this liability, there is strong potential for a new significant deficiency.
- 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.
- Repeat audit findings on single audit act reporting and IT controls over financial management systems will require extraordinary effort to eliminate.
- Proposed efficiencies and reorganizations will 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 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
Number of Significant Deficiencies Reported in Auditor’s Report on Internal Controls	PFM	6	6	4	4	2	3	1	1

Performance Assessment through FY 2012

While the Department successfully addressed two deficiencies in FY 2012 (i.e., the material weakness relating to Controls Over Contingencies and the significant deficiency relating to Controls Over Undelivered Orders) a new and unanticipated deficiency arose. The new deficiency was not considered material and relates to accurate disclosure of future payments for operating leases. The Department continued to carry two other deficiencies in FY2012 as follows:

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

Corrective action plans for each deficiency have been drafted. We anticipate efforts to address Grant Monitoring Controls and Lease Disclosures will be successfully implemented in FY 2013 which puts the Department on track to reach its 2013 performance goal of one deficiency.

DOI did not reach a Department-wide performance goal of closing 85% of all open audit recommendations with corrective actions scheduled to occur in 2012. 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. As a result, PFM is now highlighting bureaus and offices at risk for not closing 85% of their open audit recommendations with red and green “scores” in their weekly audit status report.

### Strategic Actions Planned during FY 2013 and FY 2014

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- 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 2013 and FY 2014.

**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 Disaster Recovery Framework (NDRF)*, the National Incident Management System (NIMS), and the *National Oil and Hazardous Substances Pollution Contingency Plan (NCP)* 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. In FY 2012, OEPC reviewed the recommendations from an FY 2011 assessment of its internal control review program and incorporated these findings to develop new plans and protocols to be used in future internal control reviews. These new protocols focus more specifically on employee and visitor safety, compliance with environmental laws and regulations, as well as monitoring the close-out of sites.

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 \$63.9 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 closes 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;

### 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 its responsibilities for its own lands and programs, challenges persist regarding the Department's preparedness and ability to support interagency homeland security missions as identified in the *Quadrennial Homeland Security Review Report: A Strategic Framework for a Secure Homeland*.

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

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- 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

hazard recognition and prevention; evaluation and analysis; training and awareness; and program implementation and operation.

#### Performance Assessment through FY 2012

- **Emergency Management:** The I-READ Index underwent a revision in FY 2012 to establish a new baseline of data making prior scores obsolete in terms of trend analysis beyond FY 2011. This is in line with the updated DOI Strategic Plan effort. As such, no numerical targets were set for FY2012; targets are listed as “Establish Baseline”. Trends will be analyzed again after FY 2013 reporting.
- **Emergency Preparedness:** Updates to the Departmental ES Plan were initiated in FY2012 and will be completed in FY 2013; the revisions to the Bureau ES Plans are on hold until 2013 to be consistent with the updated Departmental plan. In FY2012 three events occurred that precipitated the need for updating the Departmental ES Plan—the National Response Framework (NRF) was revised and the National Disaster Recovery Framework (NDRF) and Deep Water Horizon (DWH) After-Action Report (AAR) were finalized. The NRF and NDRF have significant responsibilities for DOI and its bureaus for protecting Natural & Cultural Resources. Thus, the ES Plan is being revised in coordination with the bureaus to ensure the evolving responsibilities from each of these documents are incorporated into the Department’s policy for environmental response. The Departmental ES Plan will be finalized in FY2013 and the bureaus will initiate revisions to their ES plans based on the departmental policy.
- **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:** During FY2012, DOI experienced a total of 4,215 injury and illness cases; 1,482 of which resulted in lost time, and five were fatalities. The Total Case Rate (TCR) and Lost Time Case Rate (LTCR) for FY2012 were 5.22 and 1.83 respectively.

#### Strategic Actions Planned during FY 2013

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

#### **Emergency Management**

- Ensure compliance with Presidential Policy Directive 8, including the development of operational plans to address protection, prevention, mitigation, response and recovery.
- Implementation 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).

### **Law Enforcement**

- Complete update of 6 DM 446 chapters which provides policy and oversight for Departmental law enforcement programs.
- Complete one Serious Incident Review Group (SIRG) every other quarter and implement recommendations through training or policy.
- Implement, 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.
- Initiate DOI Insider Threat/Counterintelligence program.
- Install and operate updated Security Operations Center in the Main Interior Building.
- Complete 2012 Annual Drug Report by June 1st.
- Coordinate one Personnel Security Policy Compliance Inspection 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**

- Implement select recommendations of the Deepwater Horizon Oil Spill Response After Action Report (AAR) based on priorities endorsed by senior management.
- Revise DOI Environmental Safeguard Plan to incorporate recommendations made in the Deepwater Horizon Oil Spill Response After Action Report and the new responsibilities for Recovery under the National Disaster Recovery Framework (NDRF).
- Bureau ES Plans will be updated incorporating lessons learned from Deepwater Horizon Oil Spill Response and the new responsibilities for Recovery under the National Disaster Recovery Framework (NDRF).
- 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**

- Incorporate third part assessments to enhance the program prior to conducting future 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 12 internal control reviews of CHF funded projects 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.

### **Strategic Actions Planned during FY 2014**

#### **Emergency Management**

- Encapsulate the requirements from the Federal Interagency Operational Plans required by Presidential Policy Directive 8 into the I-READ Index and create appropriate targets to address protection, prevention, mitigation, response and recovery.
- Establish the final dispatch architecture for an integrated single-point ordering system through the Resource Ordering Status System (ROSS) based upon the Department-wide implementation of the Incident Qualification Certification System (IQCS) to qualify and certify personnel to respond to all-hazard incidents. These activities will continue to 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).

#### **Environmental Safeguards Plan**

- Finalize all updates and improvements to Bureaus' ES 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 and recovery resources are updated annually to ensure the information can be accessed efficiently and promptly during all-hazards emergencies.

### **Central Hazardous Fund**

- Evaluate the effectiveness and potential impacts of the changes to the internal control review process and incorporate any improvements or enhancements to the process prior to conducting FY 2014 reviews;
- Conduct 12 internal control reviews of CHF funded projects in FY 2014.

Supporting Performance Measures

Outputs, Supporting Performance Measures and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
I-READ Index scores (percentage of compliance with performance standards established to ensure readiness for response to emergencies)	OEM								
AS/IA		47.06	-	-	-		-	-	-
BIA		-	74.48	84.84	86.01	Establish baseline	88.97	92.00	95.00
BIE		-	-	89.30	88.05	Establish baseline	71.00	78.75	82.50
BOEM		82.70	92.38	93.13	95.84	Establish baseline	64.79	70.00	72.00
BSEE						Establish baseline	77.04	85.54	90.81
BLM		84.4	89.89	92.17	89.08	Establish baseline	83.26	93.00	95.00
BOR		84.04	88.95	95.83	95.83	Establish baseline	97.50	98.75	100.00
FWS		78.53	96.67	87.71	90.86	Establish baseline	94.38	95.00	96.00
NPS		85.19	90.54	91.1	92.45	Establish baseline	94.78	96.00	97.00
OSM		88.44	87.5	86.8	89.50	Establish baseline	91.70	92.00	95.00

USGS		78.47	81.14	82.95	84.95	Establish baseline	75.45	86.75	91.00
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Outputs, Supporting Performance Measures and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
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	12	6	6
Develop, in coordination with FLETC and BIA, a new basic law enforcement training program to meet the critical needs of IC.	OLES	N/A	N/A	N/A	N/A	1	completed	1	1
Complete <u>1</u> SIRG each quarter and implement recommendations through training or policy	OLES	2	1	1	1	3	4	4	2
Conduct policy review of <u>3</u> Bureau Internal Affairs Programs	OLES	2	2	2	3	3	3	2	3
Review the security of at least <u>4</u> key DOI Facilities	OLES	1	2	9	10	4	12	4	4
Ensure NIBRS implementation and electronically reportable NIBRS incidents are entered	OLES	N/A	N/A	N/A	N/A	4	completed	4 (1 per 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	N/A	N/A	N/A	0	2	2	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	3 <sup>rd</sup> 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	3	2	1	1

Outputs, Supporting Performance Measures and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
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	4	4
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%	TBD	70%	75%
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%	No Report	75%	75%
Central Hazardous Fund (CHF):	OEPC								
CHF Internal Control Reviews Conducted	OEPC	3	8	10	9	9	TBD	12	12
CHF Number of New Findings Identified	OEPC	0	9	7	0	0	TBD	0	0
CHF Number of New Findings Closed	OEPC	0	6	7	0	0	TBD	0	0
CHF Number of Open Findings from previous fiscal years	OEPC	-	0	3	1	0	TBD	0	0
CHF Number of findings closed from prior fiscal years	OEPC	-	0	2	0	1	TBD	0	0
CHF Percent of Open Findings Closed	OEPC	N/A	66.6%	90%	50%	100%	TBD	70%	70%
Total Case Rate	PSH	N/A	6.03	-	5.26	5.56	5.22	5.34	TBD
Lost Time Case Rate	PSH	N/A	2.08	-	1.85	1.92	1.83	1.84	TBD

**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	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
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%	100%	100%

Performance Assessment through FY 2012

During FY 2012, the Office developed a comprehensive plan to serve as a model for Federal Agencies working with the Native Hawaiian community on burial issues covered under the Native American Graves Protection and Repatriation Act. By using the comprehensive plan as a model it helps to bring consistency in the rules and the relationships between Federal Land Managers and the Native Hawaiian community. This consistency is especially needed in Hawai'i where the majority of Federal Land Managers rotate out of the islands every two to four years. The Office also created policies and procedures for the review of land exchanges involving Hawaiian Home lands and amendments to the Hawaiian Homes Commission Act of 1921. By authoring the new procedures, the Department provided the Native Hawaiian Beneficiaries with valuable tools in managing their lands and also helped carry out the original intent of the Hawaiian Homes Commission Act to rehabilitate the Native Hawaiian community by returning the people to their land.



### Strategic Actions Planned during FY 2013 and FY 2014

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- 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 2014 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 small disadvantaged businesses to result in a high level of contracts with small businesses and businesses that are located in HUBZones and are women-owned and service-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.

Performance Assessment through FY 2012

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 with developing strategic sourcing initiatives that do not exclude small businesses.

Supporting Performance Measures

Outputs, Supporting Performance Measures and/or Milestones	Office	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual	2013 Target	2014 Target
Percent of contracts issued to Small Business	PSD	54.4	56.8	50.5	54.6	51.5	55.6	51.5	51.5

Strategic Actions Planned during FY 2013 and FY 2014

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

The program is focused on key strategies for FY 2013 and 2014 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.

**Mission Area 5: Building a 21st 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**

- Sequestration and the resulting reduction of resources directly impacts our ability to meet our financial goals. While the exact impacts are yet to be determined, they pose a direct challenge and risk.
- 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 increase Interior brand awareness on college campuses

### Performance Assessment through FY 2012

During FY 2012, 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 Franklin Covey® 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 2013 and FY 2014

The 2013 planned actions do not reflect downward adjustments based in enactment of the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6) or those required under the March 1, 2013 Sequester Order required by the Balanced Budget and Emergency Deficit Control Act as amended by the Budget Control Act of 2011. Thus, the funding and performance information is overstated as compared to expected actuals.

- 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.
- Partner with other Federal agencies to conduct interagency diversity change agent courses to reduce travel costs and build synergies by leveraging resources and capabilities, and using best practices to cultivate inclusivity. The courses will be conducted across the nation, in locations that have a high concentration of Federal agencies and Federal employees.

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## **GAO High Risk List**

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## 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 Secretaries for Land and Minerals Management and Policy, Management and Budget 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 on several occasions to 1) gain a better understanding of the concerns that led to Interior's high risk designation and 2) discuss Interior's status in implementing outstanding recommendations.
- 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.



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- 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*.

In response to GAO's recommendations, the Department of Interior's Bureau of Land Management (BLM), Bureau of Ocean Energy Management (BOEM), Bureau of Safety and Environmental Enforcement (BSEE), and Office of Natural Resources Revenue (ONRR) have taken steps to improve the consistency and timely updating of measurement regulations and policies, clarify jurisdictional authority over gas plants and pipelines, and provide appropriate and timely training for key staff.

Actions Completed in FY 2012 include:

- Closed two 2 GAO High-Risk recommendations related to accuracy of company-reported data by implementing: 1) a program to analyze key royalty variables to ensure they fall within expected ranges, and 2) automated adjustment line monitoring tools to identify net negative adjustments, repetitive reporting, and statute of limitation violations as defined by the Royalty Simplification and Fairness Act of 1996 (RSFA). Data mining processes have resulted in additional revenue collections of approximately \$24 million as of September 30, 2012, accompanied by hundreds of amended reports from energy companies to clean up prior incorrect reporting.
- Finalized the interagency agreement between BSEE and ONRR, providing dedicated measurement inspectors in Gulf of Mexico Region to ensure that the government receives fair share of royalties.
- Selected and engaged a contractor to complete a feasibility study on automated production metering systems in addition to short and long term solutions for improving efficiencies in production accounting verification.
- Initiated a rigorous recruiting program to significantly bolster the offshore oil and gas oversight workforce.
- Implemented a salary increase for qualified petroleum engineers in the Gulf of Mexico to improve retention. Bureaus will continue to evaluate the challenges in filling vacant positions for skilled engineers and inspectors in other regions, both onshore and offshore, for Oil and Gas activities on Federal lands and waters.
- Approved an onshore Inspection and Enforcement Workforce Strategy Plan to improve hiring, training and retention of Petroleum Engineers (PEs) and Petroleum Engineer Technicians (PETs).
- Initiated the development of a risk based strategy module for weighing factors for onshore leases in development of the Annual Strategy matrix for the High Priority Goal for Oil and Gas Management and for workload planning.
- Piloting college student training program in Bakersfield, CA field office to serve as a recruiting tool model to fill critical positions.
- Developed Corrective Action Plans for 10 BLM field offices with major onshore oil and gas activity as a follow up from the 2011 internal program review in those offices. Implementation will begin in FY 2013; if program capacity permits, the review will be expanded to 2-3 additional offices.

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- Identified data and workflow diagrams for data entry and case establishment for the tracking database of the 92,000 active onshore wells in order to migrate to the new IT system that is being developed with tighter management oversight. Development started on the first module of the system and will be completed in FY 2013.

Actions Scheduled for Completion in FY 2013 include:

- Direct all managers of oil and gas operations to complete the newly developed training modules for oversight and management of oil and gas operations on Federal lands and waters.
- In follow up to the completed feasibility study on automated production metering systems, develop draft report to Congress concerning the pilot program “Remote Data Acquisition of Well Production”.
- In follow up to the guidance to address standardized and consistent measurement methods where oil and gas is commingled, develop and issue clear and consistent national beneficial use guidance and requirements.
- Establish a separate production measurement inspection unit in the Gulf of Mexico region.
- Implement a credentialing program for offshore oil and gas inspectors.
- Develop a strategic workforce plan for offshore oil and gas regulatory personnel.
- Complete implementation of the Inspection and Enforcement Workforce Strategy plan developed in FY2012.
- Continue to develop a Pilot program in Colorado and in Wyoming in partnership with the Veteran’s Administration. The Veteran’s Apprenticeship Program provides salary and training to develop apprentice PETs for BLM. The first veterans started work in January 2013. Continue the Bakersfield student training program if it appears to be effective at recruiting students into the BLM workforce.
- Identify subject matter material and develop a refresher program for maintaining PET certification skills and safety in BLM.
- Complete 95% of planned high risk inspections as identified by the Risk Based Strategy.
- Identify and develop a Major Undesirable Event tracking system to determine safety concerns and trends that will inform guidance to field office operations.
- Complete feasibility study on automated production metering systems.
- Develop solutions for improving efficiencies in production accounting verification.

Actions Scheduled for Completion in FY 2014 include:

- Complete the revision of the onshore regulations regarding oil and gas operations; the measurement and storage in a secure facility to better detect potential theft and mishandling of production (Orders 3, 4 and 5); and emission reduction (Order 9).
- Evaluate the success of the Bakersfield student hire program and the Veteran Apprenticeship program. If these programs have been effective in filling critical vacancies their use will be expanded.
- Continue the PET certification refresher course to ensure skills and safety are maintained.
- Continue development of the IT upgrade for onshore leases.

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## **Agency Priority Goals**

## Agency 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. Following the results achieved through Interior's first 5 Priority Goals initially referred to as High Priority Performance Goals for FY 2010-2011, for FY 2012 and 2013 Interior expanded some of the goals 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 FY 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.
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 Through 4 <sup>th</sup> Quarter FY 2012	Since its start in FY 2010 through the end of FY 2012, 7,863 mw of capacity utilizing renewable energy resources has been enabled toward the goal of 11,000 mw by the end of FY 2013. New projects are continuing through the NEPA environmental assessment process and presently appear to be on track for achieving the goal on time, expanding our ability to utilize renewable energy. The ability to approve proposed capability for power generation and/or transmission depends significantly upon the viability of the proposer and environmental suitability which is challenging in this emerging field and often causes delays to approval and possible withdrawal of proposals. Assistance from the National Park Service and the Fish and Wildlife Service has been an important addition to the success of this endeavor.
Goal for FY 2014	Increase approved capacity authorized for renewable solar, wind, and geothermal energy resources affecting Interior-managed lands, while ensuring full environmental review, to reach over 15,000 megawatts.

<b>Priority Goal Table 2</b>	<b>Water Conservation</b>
Goal for FY 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.
Overview	Reclamation is working closely with non-federal, state and local governments, water districts, other entities, and individuals to

## Agency Priority Goals

	identify practices and select projects that will gain water conservation capacity in western states.
Progress Through 4 <sup>th</sup> Quarter FY 2012	The Bureau of Reclamation has completed final assessments of the proposals received this year through its water conservation related programs (e.g. WaterSMART, Title XVI, CALFED, and Water Conservation Field Services). With a higher quality of proposals this year over prior years, BOR has approved 616,000 acre feet of water conservation capability toward its 730,000 acre-feet goal through the end of FY 2013. BOR continues to make progress in seeking 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; revising funding criteria to identify projects that most effectively stretch water supplies and contribute to water supply sustainability and produce energy savings; and investigating phased project approvals to assess where additional water savings could result.
Goal for FY 2014	By September 30, 2014 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 790,000 acre-feet, cumulatively since 2009.

<b>Priority Goal Table 3</b>	<b>Safe Indian Communities</b>
Goal for FY 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.
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 Through 4th Quarter FY 2012	The strategy employed with this Priority Goal has been very effective, achieving an overall 55% reduction in violent crime incidents across four tribal communities relative to the baseline. These experiences have been documented in a "Crime-Reduction Best Practices Handbook" ( <a href="http://www.bia.gov/cs/groups/xojs/documents/text/idc-018678.pdf">http://www.bia.gov/cs/groups/xojs/documents/text/idc-018678.pdf</a> ). An additional two communities were added to the goal in FY 2012. These two newly added communities have much higher violent crime rates and are different from three of the previous communities as their law enforcement is managed and implemented fully by the tribal government. While some reduction in violent crime has been achieved in one of the newly added communities, the other has experienced an increase in violent crime, hampered by the limited housing resources available for public safety officers and staff, limited communications and IT capabilities, and issues involving securing a police chief. These challenges are sizeable considering that the tribal government is directly responsible for law enforcement in the community while BIA performs more of an advisory and facilitator role vs. the more direct role for BIA in the other tribal communities.
Goal for FY 2014	By the end of 2014, the reduced level of violent crime achieved in the initial four communities is expected to be maintained and a five percent reduction in violent criminal offenses from 2011 is targeted to be achieved in the two communities added in 2012.

## Agency Priority Goals

<b>Priority Goal Table 4</b>	<b>Climate Change Adaptation</b>
Goal for FY 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.
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 Through 4th Quarter FY 2012	In pursuit of better informed and coordinated climate adaptation response strategies being implemented, all eight CSCs and 22 LCCs are now "formed" with most already advising participating Federal, State, tribal, and local resource managers. Over 400 vulnerability assessments are underway and at least one adaptation response strategy has been initiated across regions that cover an equivalent of nearly 70% of the nation. While the Department has achieved the goal, the Department is considering the extent to which the goal could be used to promote incorporating climate change assessment into agency program management plans, which would institutionalize climate change adaptation as an ongoing, long-term approach to the management of land, water, and species for the Nation.
Goal for FY 2014	

<b>Priority Goal Table 5</b>	<b>Youth Stewardship of Natural and Cultural Resources</b>
Goal for FY 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.
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 Through 4th Quarter FY 2012	Although the Department has been engaging more youth (individuals age 15 to 25) than in the FY 2009 baseline year over the past three years, the total level of engagement decreased from FY 2010 and 2011 levels in FY 2012 to reflect a 20% increase over FY 2009. The Department will continue its focus on employing, educating, and engaging young people from all backgrounds in exploring, connecting with, and preserving America's natural and cultural heritage.
Goal for FY 2014	In 2014, Interior will continue its focus on engaging youth and young adults in land stewardship, recreation, and conservation. The budget requests an increase of \$12.6 million across the Department for the Youth in the Great Outdoors initiative.

## Agency Priority Goals

Priority Goal Table 6	Oil and Gas Resources Management
Goal for FY 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.
Progress Through 4 <sup>th</sup> Quarter FY 2012	As a part of efforts to address weaknesses identified in Interior’s oil and gas programs as highlighted by identification on GAO’s High Risk list, a more risk-based strategy has been developed for determining the high-risk oil and gas cases that should be inspected in a year. This risk-based strategy is providing managers in the field the means by which to better determine where inspections are most needed through scoring using pre-defined criteria including production, record verification, previous violations, time since last inspection, consistency with Oil and Gas Operating Report, etc. While 2,300 oil and gas cases were initially estimated to be classified as high-risk for this year, by the end of FY 2012 a higher number of high-risk cases had been identified with a slightly higher than anticipated percent of those high-risk cases being inspected. With the experience gained this year in implementing this revised approach, the Department expects to inspect 95% of these high-risk oil and gas cases in FY 2013. Funding proposed for the budget will be used to hire and train additional inspectors, the further benefits of which will be realized after they complete the approximate year-long training and apprentice program.
Goal for FY 2014	In fiscal year 2014, BLM is targeting to maintain inspections of the potential high-risk cases.

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# Program Evaluations



## Program Evaluations

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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 2012 follow.

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
BIA	Historic Structures Inventory	Provide Natural and Cultural Resource Protection and Experiences	<p>IA conducted an Internal Control Review (ICR) in 2011 to determine if IA had policies and procedures in place to meet its responsibilities under the National Historic Preservation Act. No ICR was conducted in 2012.</p> <p>IA completed a risk assessment in 2012, to evaluate the program's inherent and controlled risks.</p>	<p>The 2011 ICR identified no program deficiencies.</p> <p>The 2012 Risk Assessment rated the inherent and controlled risks as "low".</p>	<p>Marvin Keller, <a href="mailto:marv.keller@bia.gov">marv.keller@bia.gov</a>; Tel: 703-390-6470</p>
BIA	National Environmental Policy Act (NEPA)	N/A	<p>IA conducted an ICR in 2012 to determine if IA had the policies and procedures in place to meet its responsibilities under NEPA.</p> <p>IA completed a risk assessment in 2012, to evaluate the program's inherent and controlled risks.</p>	<p>The 2012 ICR identified no program deficiencies.</p> <p>The 2012 Risk Assessment rated the inherent and controlled risks as "low".</p>	<p>Marvin Keller, <a href="mailto:marv.keller@bia.gov">marv.keller@bia.gov</a>; Tel: 703-390-6470</p>

# Program Evaluations

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
BIA	Road Maintenance	Making Communities Safer	The FY 2012 Internal Control Review assesses all of the administrative, direct service, and contract operations of three (3) regional field programs in accordance with OMB Circular A-123 and Appendices, which include the Federal Managers Financial Integrity Act (FMFIA)	Tested Internal Controls which resulted in No Significant Findings	LeRoy Gishi 202-513-7711
BIA	Loan Guaranty, Insurance and Interest Subsidy Program, 25 U.S.C. § 1481 et seq. and 25 CFR Part 103	Advance Government-to-Government Relationships with Indian Nations and Honor commitments to Insular Areas	The OIG issued a Recovery Oversight Advisory as part of their ongoing effort  to oversee and ensure the accountability of funding appropriated to the U.S. Department of the Interior (DOI) in the American Recovery and Reinvestment Act of 2009 (Recovery Act).	The Recovery Oversight Advisory made five recommendations.  Two have been implemented, the Department's Recovery Act Coordinator has agreed to implement another, and the remaining two are in the final stages of development and implementation by Division of Capital Investment staff. Completion is expected by November 15, 2012.	Robert A. Knox, Assistant Inspector General for Recovery Oversight, U.S. Department of the Interior  Recovery Oversight Advisory-Indian Loan Guaranty Program  Report No. RO-C-BIA-066-2011  <a href="http://www.doioig.gov">http://www.doioig.gov</a>

# Program Evaluations

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
BOEM/ BSEE	<p><i>Oil and Gas Management – Interior’s Reorganization Complete, but Challenges Remain in Implementing New Requirements</i></p> <p>(GAO-12-423)</p>	Sustainably Manage Energy, Water, and Natural Resources	<p>GAO’s 3 objectives were to examine (1) Interior’s reorganization of its oversight of offshore oil and gas activities in the Gulf of Mexico since the <i>Deepwater Horizon</i> incident; (2) how key policy changes Interior has implemented since this incident have affected Interior’s National Environmental Policy Act (NEPA) analyses, plans reviews, and drilling permit reviews; (3) the extent to which Interior’s inspections of Gulf of Mexico drilling rigs and production platforms identified violations or resulted in civil penalty assessments, and how key policy changes since this incident have affected Interior’s inspection and civil penalties program; (4) when stakeholders have provided input to Interior about proposed offshore oil and gas activities, and the extent to which stakeholders believe Interior considered such input from approximately 2002 through January 2012; and (5) key challenges, if any, affecting Interior’s oversight of offshore oil and gas activities in the Gulf of Mexico following its reorganization.</p>	<p>The evaluation resulted in 11 recommendations for DOI, assigned to BOEM and/or BSEE.</p>	<p>BOEM:</p> <p>Deanna Meyer-Pietruszka</p> <p>202-208-6352</p> <p><a href="mailto:Deanna.Meyer-Pietruszka@boem.gov">Deanna.Meyer-Pietruszka@boem.gov</a></p> <p>BSEE:</p> <p>John Keith</p> <p>202-208-3236</p> <p><a href="mailto:John.Keith@bsee.gov">John.Keith@bsee.gov</a></p>

# Program Evaluations

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
BSEE	<i>Oil Dispersants: Additional Research Needed, Particularly on Subsurface and Arctic Applications (GA GAO-12-585)</i>	Sustainably Manage Energy, Water, and Natural Resources	The GAO's objectives were to review (1) what is known about the use of chemical dispersants and their effects; and any knowledge gaps or limitations; (2) the extent to which federal agencies and other entities have taken steps to enhance knowledge on dispersant use and its effects; and (3) what, challenges, if any, that researcher and federal agencies face in their attempts to enhance their knowledge.	The evaluation resulted in 3 recommendations, one of which was directed the Secretary of Interior and assigned to BSEE.  BSEE is working closely with the Coast Guard, EPA and NOAA to implement this recommendation.	John Keith; (202) 208-3236; <a href="mailto:John.Keith@bsee.gov">John.Keith@bsee.gov</a>
BSEE	<i>Oil and Gas: Interior Has Strengthened Its Oversight of Subsea Well Containment, But Should Improve Its Documentation (GAO-12-244.)</i>	Sustainably Manage Energy, Water, and Natural Resources	The GAO's objectives were to determine (1) what are the new oil spill technologies and to what extent are they effective?; (2) what other oil spill response technologies exist (?); (3) to what extent do DOI and other agencies evaluate and approve new or innovative technologies for sub sea oil spill control and containment, and (4) what operational and policy factors could impact the effective implementation of such technologies?	Based on its review, GAO made one recommendation which BSEE is in the process of implementing.	John Keith; (202) 208-3236; <a href="mailto:John.Keith@bsee.gov">John.Keith@bsee.gov</a>
BSEE	<i>Macondo Well– Deepwater Horizon Blowout: Lessons for Improving Offshore Drilling Safety</i>	Sustainably Manage Energy, Water, and Natural Resources	National Academy of Engineering and the National Research Council	Based on its review, the National Academy provided over 60 recommendations.  BSEE has added these recommendations to its tracking database of approximately 400 recommendations resulting from independent reviews and analyses conducted by external organizations.	John Keith; (202) 208-3236; <a href="mailto:John.Keith@bsee.gov">John.Keith@bsee.gov</a>

# Program Evaluations

Bureau	Title of Program	Strategic Plan Mission Area	Purpose of Program Evaluation	Actions Taken/Planned in Response to Evaluation	For Copy Contact
BSEE	<i>Evaluating the Effectiveness of the Offshore Safety and Environmental Management System</i>	Sustainably Manage Energy, Water, and Natural Resources	The objective of Transportation Research Board's evaluation was to identify potential methods for assessing the effectiveness of BSEE's Safety and Environmental Management System (SEMS) program	Based on its review, the TRB provided 15 conclusions about the SEMS program and a recommended approach for ensuring the effectiveness and continuous improvement of SEMS.  BSEE has added this recommendation to its tracking database of approximately 400 recommendations resulting from independent reviews and analyses conducted by external organizations.	John Keith; (202) 208-3236; <a href="mailto:John.Keith@bsee.gov">John.Keith@bsee.gov</a>
BOR	Bureau of Reclamation's Safety of Dams: Emergency Preparedness	Sustainably Manage Energy, Water, and Natural Resources	The objective was to review the emergency preparedness of the Bureau of Reclamation's National Critical Infrastructure (NCI) and Major Mission Critical (MMC) dams to determine whether they have up-to-date emergency plans and capabilities.	The five recommendations are considered resolved but not implemented. OIG is referring these recommendations to Interior's Assistant Secretary for Policy, Management and Budget to track implementation.	Elaine Ferrari Audit Liaison Coordinator <a href="mailto:referrari@usbr.gov">referrari@usbr.gov</a> 303-445-2788
FWS	Endangered Species	Provide Natural and Cultural Resource Protection and Experiences	FY2012 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, 2012	Gary Frazer, Assistant Director for Endangered Species <a href="mailto:gary_frazer@fws.gov">gary_frazer@fws.gov</a>  202-208-4646

# Program Evaluations

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 24 recommendations to strengthen the capacity of the NWRS to deliver conservation benefits.	An overall implementation plan was completed on January 20, 2012. Implementation teams were formed to develop follow-up actions for each of the 24 recommendations. Nine implementation teams were chartered; and each developed approved work plans. Currently, each of the nine teams is working on draft products according to their work plans.	Anna Harris Vision Implementation Coordinator, <a href="mailto:Anna_Harris@fws.gov">Anna_Harris@fws.gov</a> (703)-358-2320
FWS	National Wildlife Refuge System Law Enforcement	Provide Natural and Cultural Resource Protection and Experiences	GAO reviewed law enforcement programs for the four primary land management entities in the federal government (one of which is the National Wildlife Refuge System). Their report recommends development of a risk based approach to focus efforts (see "Adopting a Formal, Risk-Based Approach Could Help Land Management Agencies Better Manage Their Law Enforcement Resources" GAO-11-144, Dec 17, 2010	The FWS/NWRS is responding to GAO's call for improved risk analysis by strengthening a model completed by the International Association of Chiefs of Police (IACP) in 2005. We contracted with the IACP for a three phase contract including: (1) research and development, (2) focus groups, and (3) the completion and implementation of the Risk Assessment Tool (RAT) to the current staffing deployment model. The IACP has completed the first phase and are currently working on the second focus group phase, which will be completed in November, 2012. The Risk Assessment Tool will be completed and applied to the staffing deployment model in December 2012.	Jim Hall, Chief, Division of Refuge Law Enforcement, <a href="mailto:James_Hall@fws.gov">James_Hall@fws.gov</a> (703) 358-1895

# Program Evaluations

FWS	Law Enforcement	Provide Natural and Cultural Resource Protection and Experiences	FY 2012 Annual Assurance Statement on Internal Control over Financial Reporting	Based on results of this evaluation, OLE provided reasonable assurance that internal controls over financial reporting were effective as of June 30, 2012.	Edward Grace, Deputy Chief, Office of Law Enforcement <a href="mailto:Edward_Grace@fws.gov">Edward_Grace@fws.gov</a> 703-358-1949
FWS	Division of Fisheries and Aquatic Resource Conservation  Fish Technology Center (FTC) Evaluation Program	1. Provide Natural and Cultural Resource Protection and Experiences  2. Building a 21st Century Department of the Interior	The purpose of the FTC evaluation program is to ensure the quality and relevance of FTC activities; to maintain quality control of FTC products; and to ensure that FTCs are productive and address priority aquatic resource issues.	The Bozeman FTC Evaluation was conducted Nov 2011.  Final report completed March 2012.  Priority recommendations have been incorporated into Bozeman FTC 5-Year Strategic Plan.  Progress Report due March 2013.	Linda Andreasen <a href="mailto:Linda_Andreasen@fws.gov">Linda_Andreasen@fws.gov</a> 703-358-2458
FWS	Aviation Program	Provide Natural and Cultural Resource Protection and Experiences	To conduct a comprehensive aviation risk evaluation and review associated with the FWS aviation program	A FWS Aviation Implementation Team was formed to review, make corrective action recommendations, and develop follow-up actions. An overall implementation plan was presented to the Service's Aviation Executive and is under review.	Anthony Lascano <a href="mailto:Anthony_Lascano@fws.gov">Anthony_Lascano@fws.gov</a> 703-358-2059
NPS	Interpretation & Education	Provide Natural and Cultural Resource Protection and Experiences	FY 2012 Internal Control Review for the Interpretation & Education Associateship	Based on the results of this evaluation, the Interpretation & Education Program provided reasonable assurance that internal controls over the effectiveness and efficiency of operations and compliance with applicable laws and regulations were operating effectively and no material weaknesses were found as of June 30, 2012.	Liz Withers, NPS Internal Control Coordinator <a href="mailto:elizabeth_withers@nps.gov">elizabeth_withers@nps.gov</a> 703.487.9073

# Program Evaluations

NPS	Park Planning, Facilities, & Lands – Park Facility Management Division – Facilities Operations	Provide Natural and Cultural Resource Protection and Experiences	FY 2012 Internal Control Review for the Park Planning, Facilities, & Lands Associateship	Based on the results of this evaluation, the Park Facility Management Division provided reasonable assurance that internal controls over the effectiveness and efficiency of operations and compliance with applicable laws and regulations were operating effectively and no material weaknesses were found as of June 30, 2012.	Liz Withers, NPS Internal Control Coordinator <a href="mailto:elizabeth_withers@nps.gov">elizabeth_withers@nps.gov</a> 703.487.9073
ONRR	Production Reporting and Verification (PRV)	Sustainably Manage Energy, Water, and Natural Resources	ONRR conducted an Internal Control Review (ICR) in 2012 on ONRR's PRV section to ensure ONRR meets DOI's Integrated Internal Control Program requirements and the Office of Management and Budget's Circular A-123 requirements. ONRR also utilized DOI's Integrated Risk Rating Tool (IRRT) to evaluate PRV's inherent and controlled risks.	The 2012 ICR identified no program deficiencies.  The IRRT indicates PRV's inherent risk is "high" while the controlled risk is "medium."	David Sheff, <a href="mailto:david.sheff@onrr.gov">david.sheff@onrr.gov</a> Tel: 303-231-3332
OSM	Federal Program – Indian Lands	Sustainably Manage Energy, Water, and Natural Resources	The purpose was to determine whether the Indian Lands regulatory program has adequate internal controls. Indian Lands Program activities consist of permitting, inspection, enforcement and bond release for coal mining operations; and the administration of grant funding for active coal mines and abandoned mine lands.	No material weaknesses were identified.	Robert Postle, Chief Program Support Division Western Region <a href="mailto:bpostle@osmre.gov">bpostle@osmre.gov</a> 303-293-5041



# Program Evaluations

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 the OST IA program received a score of 'GREEN' in OCIO's program compliance review, Plans of Action and Milestones were created to address perceived deficiencies relating to the DOI-wide mandatory use of PIV cards and to the implementation of a Continuous Monitoring Program.	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)	Ensured program managers performed annual self-assessments, tested internal controls at OST locations, and ensured corrective action plans were developed as necessary.	Harvey Gates (202) 208-4518
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 2012 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.	Rob Winter (505) 816-1142

## 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