

# UNITED STATES DEPARTMENT OF THE INTERIOR

# CITIZENS REPORT

SUMMARY OF PERFORMANCE & FINANCES FOR FY 2012



## MISSION

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



## TABLE OF CONTENTS

- About Interior . . . . . 1
- Our Performance . . . . . 2
- Finances . . . . . 5
- Bureau Highlights . . . . . 6
- What's Ahead . . . . . 7

## About Interior

Measured in economic terms the Department of the Interior (DOI) supports over \$385 billion in economic activity each year. DOI's work is performed by multiple bureaus and departmental offices that take place at 2,400 locations throughout the Nation.

### Economic Contributions

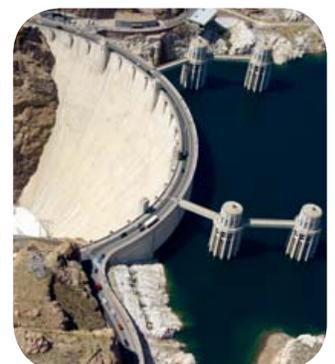
Americans and foreign visitors made nearly 437 million visits to parks, refuges, monuments and other DOI managed lands. These visits supported about 388,000 jobs and contributed \$47.9 billion in economic activity.

Oil, gas, coal, hydropower, wind power, geothermal power, solar power, and other mineral activities on Federal lands supported over 1.5 million jobs and around \$275 billion in economic activity.

Use of water, timber, and forage produced from Federal lands supported nearly 290,000 jobs and nearly \$41 billion in economic activity.

Grants and payments, supporting programs across the country ranging from reclaiming abandoned mines to building coastal infrastructure supported about 83,000 jobs and \$10 billion worth of economic contributions.

The DOI's support for tribal governments represents an important mechanism to facilitate economic development, improve Indian education, and improve the safety of Indian communities. This funding contributed about \$1.2 billion to economic output and supported about 9,500 jobs.



## Our Performance

The DOI's 2011-2016 Strategic Plan provides the framework for the programs and activities that are performed by ten bureaus and multiple offices and include over 70,000 employees and 300,000 volunteers. The DOI's stewardship responsibilities are captured in five mission areas that define our long term areas of focus, including six priority goals. The Strategic Plan is available at [www.doi.gov/bpp/upload/DOI\\_FY2011-FY2016\\_StrategicPlan.pdf](http://www.doi.gov/bpp/upload/DOI_FY2011-FY2016_StrategicPlan.pdf).

The measures highlighted below are reflective of the progress that is being made in each of the five programmatic mission areas. A more extensive set of key performance indicators and supporting performance measures, including discussions of trends in progress and plans are included in the DOI's *Annual Performance Plan and Report*, which will be posted at [www.doi.gov/bpp](http://www.doi.gov/bpp) once an updated version can be completed in accordance with the Fiscal Year (FY) 2013 appropriations and FY 2014 budget request.

Mission Area & Supporting Measures	2009 Actual	2010 Actual	2011 Actual	2012 Target	2012 Actual
<b>Mission Area One, Provide Natural and Cultural Resource Protection and Experiences</b>					
Percent of DOI acres that have achieved desired conditions where condition is known and is specified in management plans.	69%	74%	84%	77%	77%
Percent of migratory bird species that are at healthy and sustainable levels.	62%	72%	72%	72%	72%
Percent of historic structures in DOI inventory in good condition.	53%	52%	54%	55%	56%
Percent of visitors satisfied with the quality of their experience.	92%	92%	91%	92%	94%
Percent of acres treated [for wildland fire], which are moved toward the desired condition class.	85%	75%	71%	80%	67%
<b>Mission Area Two, Sustainably Manage Energy, Water, and Natural Resources</b>					
Number of megawatts (mw) of approved capacity for renewable energy development while ensuring full environmental review.	1,526	1,610	7,551	11,998	9,389
Percent of water infrastructure in good condition as measured by the Facility Reliability Rating.	98%	98%	72%	62%	76%
Percent of allowable sale quantity timber offered for sale consistent with applicable resource management plans.	31%	86%	70%	69%	85%
<b>Mission Area Three, Advance Government-to-Government Relationships with Indian Nations and Honor Commitments to Insular Areas</b>					
Percent of Bureau of Indian Education schools achieving Adequate Yearly Progress or comparable measure.	24%	32%	29%	30%	31%
Violent crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services.	479	413	454	454	412
Percent of [Insular area] community water systems that receive health-based violation notices. [EPA has not yet provided the results for FY 2012 and is not likely to do so until much later into FY 2013.]	11%	18%	14%	10%	TBD
<b>Mission Area Four, Provide a Scientific Foundation for Decision Making</b>					
Percent of partners or customers satisfied with scientific, technical, and data products.	93%	93%	92%	90%	91%
Percent of targeted ecosystems with information products forecasting ecosystem change.	11%	22%	22%	33%	33%
Percent completion of earthquake and volcano hazard assessments for moderate to high hazard areas.	28%	31%	34%	37%	37%
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.	49%	49%	50%	51%	51%
<b>Mission Area Five, Building a 21st Century Department of Interior</b>					
Percentage of acquisitions that are contracted with small businesses.	57%	51%	55%	52%	56%

## Our Performance (continued)

While many of DOI's efforts reflect on-going responsibilities in natural and cultural resources management, science, and honoring commitments with native communities, DOI is increasing its emphasis on new activities that will provide improved benefits for the public. These efforts are captured in six priority goals outlined in the table below.

Overview	Progress	Goal for 2012 - 2013
<b>Priority Goal - Renewable Energy Development</b>		
The Bureau of Land Management (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.	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 National Environmental Policy Act environmental assessment process and presently appear to be on track for achieving the goal on time.	By September 30, 2013, DOI will increase approved capacity authorized for renewable (solar, wind, and geothermal) energy resources affecting DOI managed lands, while ensuring full environmental review, by at least 11,000 mw.
<b>Priority Goal - Water Conservation</b>		
The Bureau Of Reclamation (BOR) is working closely with non-Federal, state, and local governments, water districts, other entities, and individuals to identify practices and select projects that will gain water conservation capacity in Western states.	The BOR 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.	By September 30, 2013, DOI will further enable the capability to increase the available water supply for agricultural, municipal, industrial, and environmental uses in the Western United States through BOR water conservation programs to 730,000 acre-feet, cumulatively since 2009.
<b>Priority Goal - Safe Indian Communities</b>		
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.	The strategy employed with this Priority Goal has been very effective, achieving an overall 55 percent reduction in violent crime incidents across four tribal communities relative to the baseline. 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 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 information technology capabilities, and issues involving securing a police chief.	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 of at least 5 percent within 24 months on 2 additional targeted tribal reservations by implementing a comprehensive strategy involving community policing, tactical deployment, and critical interagency and intergovernmental partnerships.
<b>Priority Goal - Climate Change Adaptation</b>		
The DOI is addressing the impacts that climate change is having on America's natural resources and identifying strategies to ensure that the Nation's resources remain resilient in the face of changes. Bureaus are utilizing the Climate Science Centers (CSC) and Landscape Conservation Cooperatives (LCC) to assist in management decision making and optimize the use of scientific information and adaptive management to effectively manage lands and resources. The DOI is working with its partners to use LCC's as an organizing framework to improve collaboration at the landscape level and leverage activities conducted by Federal, state, and local entities and partner efforts.	In pursuit of better informed and coordinated climate adaptation response strategies, 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 percent of the Nation.	By September 30, 2013, for 50 percent of the Nation, DOI will identify resources that are particularly vulnerable to climate change, and implement coordinated adaptation response actions.

## Our Performance (continued)

Overview	Progress	Goal for 2012 - 2013
<b>Priority Goal - Youth Stewardship of Natural and Cultural Resources</b>		
<p>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 become motivated to seek careers in the environmental field; and help develop a generation of environmentally-conscious adults.</p>	<p>Decreases in the funding investment for DOI's youth programs has made it challenging to replicate the FY 2010 levels achieved for employing individuals between the ages of 15 and 25 in the conservation mission of DOI. The Interior has been engaging more youth (individuals ages 15 to 25) in 2010 and 2011 than in the FY 2009 baseline year and demonstrating an increased hiring of 35 percent. The total level of engagement decreased in FY 2012 to reflect a 20 percent increase over FY 2009. These FY 2012 results are revised from those reported for the end of FY 2012 following a review of the status of the individuals included in the personnel database.</p>	<p>By September 30, 2013, DOI 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 DOI's mission of natural and cultural resource management.</p>
<b>Priority Goal - Oil and Gas Resource Management</b>		
<p>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.</p>	<p>A more risk-based strategy has been developed for determining the oil and gas cases that should be inspected in a year. This risk-based strategy is providing managers in the field with the means by which to better determine where inspections are most needed through scoring using pre-defined criteria. 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 inspected (88 percent).</p>	<p>By September 30, 2013, 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.</p>

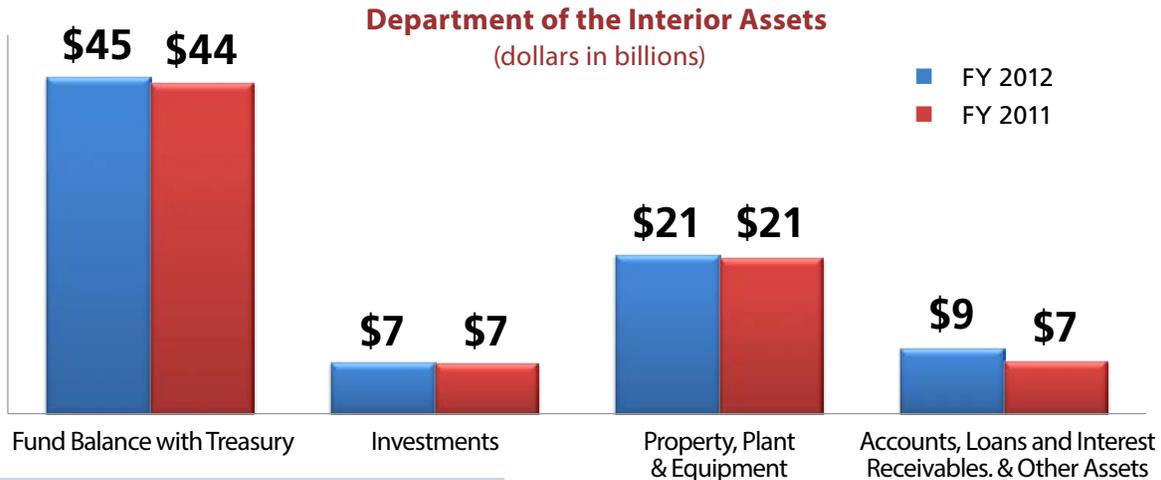


# Finances

This summary of financial information provides a concise snapshot of DOI's most critical financial elements. The DOI's mission is vast in both economic and physical terms, and we embrace the fact that sound financial management is a cornerstone of effective and efficient stewardship over the resources for which we are responsible. Only with effective financial management can DOI ensure it accomplishes its mission and goals, and ensure the American public that we are effectively utilizing the resources provided.

## Assets

The DOI is steward of greater than \$81 billion in assets. The DOI manages more than 500 million acres of land area, and 700 million acres of subsurface minerals. The following graph depicts the major categories of assets that we report.

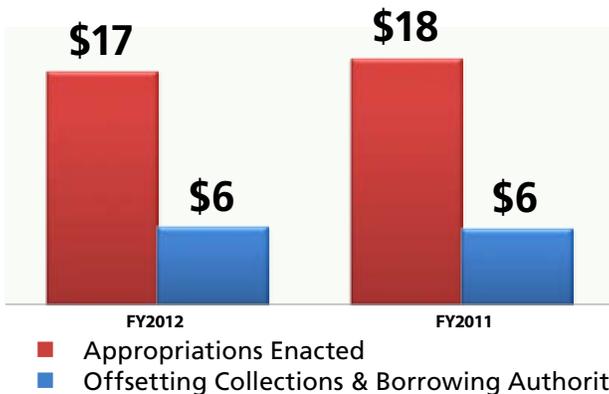


## Budget by Source

Most of DOI's funding comes from general government funds administered by the U.S. Treasury and appropriated by Congress. The DOI budgets emphasize constraint and as a result there is a focus on identifying efficiencies and cutting costs. The DOI's FY 2012 budget included \$11 billion in discretionary appropriations and \$6 billion in permanent appropriations. Additional spending authority is provided through offsetting collections, cost recovery, fees and borrowing activity.

### Budget by Source

(dollars in billions)

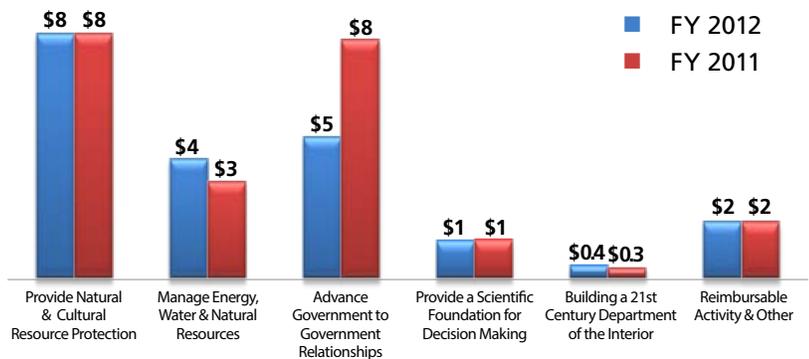


## Net Costs

Most of DOI's costs are directly related to providing services to the public. The DOI's net cost of operations for FY 2012 was \$19 billion. The DOI's net cost by mission area is depicted in the chart below.

### Net Cost by Mission Area

(dollars in billions)



In FY 2012, an audit was conducted, with no material weaknesses resulting in a clean audit opinion. Complete financial information can be found at [www.doi.gov/pfmlafr/2012/index.cfm](http://www.doi.gov/pfmlafr/2012/index.cfm).



## Finances – Bureau Highlights

The DOI is committed to meeting or exceeding stakeholder expectations as it fulfills its mission responsibilities, including providing good value for the activities we perform, being publicly accountable for the monies spent, and ensuring operations are both efficient and effective. DOI's activities contribute significantly to the nation's current and future well being. The schedule below highlights the net cost for each of the bureaus and offices, along with a few of the most significant contributions made by each.

### Bureau of Land Management

**Net Cost** \$ 1,788,583

- Managed over 245 million acres of public land, over 11 percent of the U.S. land mass, supporting multiple use and sustainment.
- Managed 3,650 recreation sites, 380 special recreation sites, 16 national conservation areas, and 17 national monuments hosting 57.8 million visitors annually.
- Managed 794 geothermal leases, generating more than 40 percent of U.S. geothermal capacity, enough to power 1.3 million homes.

### Bureau of Safety and Environmental Enforcement

**Net Cost** \$ 80,991

- Oversaw operations on more than 3,000 offshore oil and natural gas facilities and nearly 27,000 miles of pipeline on the U.S. OCS.
- Conducted 23,000 compliance inspection of offshore oil and natural gas operations.
- Approved more than 900 total drilling permits for offshore oil and natural gas operations.

### National Park Service

**Net Cost** \$ 3,112,534

- Managed 397 park units, including the Grand Canyon and the Washington Monument, comprising nearly 85 million acres of land in 49 states, U.S. insular areas, and Territories.
- Hosted over 279 million visits throughout the National Park system.
- Maintained over 71,000 fragile and irreplaceable archeological sites, preserving links to our country's cultural and historical past.

### U.S. Fish and Wildlife Service

**Net Cost** \$ 2,896,893

- Managed 560 fish and wildlife refuges and thousands of small wetlands, comprising over 150 million acres of land and water.
- Hosted over 47 million visitors to the Service's various refuges and wetlands.
- Managed and maintained ecosystems critical to the sustainability of over 1,000 migratory bird species, 200 fish species, and 1,200 endangered animal and fish species.

### Bureau of Ocean Energy Management

**Net Cost** \$ (8,467)

- Offered over 60 million acres for oil and gas exploration and development, resulting in over \$2 billion in bonus bids.
- Finalized the Outer Continental Shelf (OCS) Oil and Gas Leasing Program for 2012-2017, which makes all areas with the highest-known resource potential available for oil and gas leasing in order to further reduce America's dependence on foreign oil.
- Completed an Environmental Assessment for commercial offshore wind leases in the Mid-Atlantic, setting the stage for leasing offshore New Jersey, Delaware, Maryland, and Virginia.

### U.S. Geological Survey

**Net Cost** \$ 1,158,747

- Provided scientific information in ecosystems, climate change, land use change and energy and mineral assessments.
- Produced information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.
- Conducted research on oil, gas and alternative energy potential, production, consumption and environmental effects.

### Indian Affairs

**Net Cost** \$ 4,213,051

- Managed 55 million surface acres and 57 million acres of subsurface mineral estates held in trust by the U.S. for individuals and tribes.
- Provided education services to approximately 42,000 Indian students through 183 schools and dormitories.
- Worked in partnership with the more than 566 federally recognized Indian Tribes to build stronger economies and safer Indian communities.

*Note: Includes, the Bureau of Indian Affairs and Indian Education*

### Office of Surface Mining Reclamation and Enforcement

**Net Cost** \$ 722,370

- Reclaimed 17,821 abandoned mined acres (or equivalents) to eliminate hazards to the public and abate environmental degradation.
- Conducted inspections and site visits on 7,731 coal mining sites and found 6,749 free of offsite impacts or 87 percent.
- Provided funding to states and tribes for implementation of regulatory and abandoned mine land programs and to the United Mine Workers of America retirees for health benefit plans.

### Bureau of Reclamation

**Net Cost** \$ 880,197

- Managed 476 dams and 348 reservoirs with the capacity to store 245 million acre-feet of water.
- Delivered water to 1 in every 5 western farmers, farming over 10 million acres of irrigated land, and supplied water to over 31 million citizens.
- On average, generated 40 billion kilowatt hours of energy annually, enough to power 3.56 million households per year.

### Departmental Offices

**Net Cost** \$ 4,472,330

- Provided executive level leadership, policy, guidance, and coordination needed to manage the diverse, complex, and nationally significant programs that are DOI's responsibility.
- Coordinated Federal policy, and administered U.S. Federal assistance within the United States Insular areas.
- Collected and distributed approximately \$11 billion in royalties.



## What's Ahead?

The DOI works to ensure that America's spectacular landscapes, unique natural life, and cultural resources and icons endure for future generations; tells and preserves the American story; and maintains the special places that enable the shared American experience. At the same time, DOI manages minerals development on public lands and waters including oil, gas, coal, gold, and uranium. The DOI manages and delivers water, arbitrates long-standing conflicts in water allocation, and actively promotes water conservation. As one of the Nation's primary natural and cultural resource stewards, DOI makes decisions regarding potential development on the public lands and offshore coastal areas that can greatly impact the Nation's energy, future, and economic strength. Factored in this balance is DOI's unique responsibility to American Indians, Alaska Natives, and Insular Areas. The DOI supports cutting edge research in the earth sciences (geology, hydrology, and biology) to inform resource management decisions at DOI and organizations across the world and in earthquake, volcano, and other hazards to protect communities across the Nation. The DOI's activities are guided by a Strategic Plan and a set of Priority Performance Goals. The following initiatives exemplify how DOI will maintain and build the capacity to carry out these responsibilities on behalf of the American people in the future.

**Powering America's Economy** – The DOI estimates that conventional and renewable energy produced on DOI lands and waters results in approximately \$250 billion in economic benefits each year. The DOI is moving aggressively to put the President's energy strategy, *Blueprint for a Secure Energy Future*, into action and expand secure energy supplies for the Nation – a strategy that includes the responsible development of renewable energy sources on the public lands. The economic benefits could be particularly significant in America's remote and rural places near public lands. The BLM has identified 20.6 million acres of public land with wind energy potential in 11 Western states, 30 million acres with solar energy potential in 6 Southwestern states, and 111 million acres of public land in Western states and Alaska as open for geothermal leasing. The DOI has a goal to increase approved capacity for solar, wind, and geothermal energy resources on DOI-managed lands, while ensuring full environmental review, by at least 11,000 mw by the end of FY 2013. This would provide sufficient energy to power over 2 million homes each year.

**Growing the Economy Outdoors** – The DOI is at the forefront of a comprehensive effort to spur job creation by making the United States the world's top travel and tourism destination. The DOI manages iconic destinations in the national parks, wildlife refuges, cultural and historic sites, monuments, and other public lands that attract travelers from around the country and the globe. More than 12 million Americans hunt; more than 30 million Americans fish; and three out of four Americans engage in some kind of healthy outdoor activity. One in twenty U.S. jobs is in the recreation economy. The DOI continues to expand opportunities for recreation through the promotion of America's parks, refuges, and public lands. By encouraging innovative partnerships in communities across the Nation, DOI is expanding access to rivers and trails, creating wildlife corridors, and promoting conservation while working to protect historic uses of the land including ranching, farming, and forestry.

### **Protecting and Renewing America's Rivers**

As part of the America's Great Outdoors initiative, DOI and its bureaus will undertake DOI-led river restoration and recreation projects in all 50 states; develop a National Blueways System to recognize communities that rediscover, restore, and reconnect with rivers; and work with partners to develop a National Rivers Atlas and other online river restoration and recreation tools. The FY 2013 budget supports this initiative by strategically focusing funding on several large scale river projects. A clear example of the spirit of this initiative is DOI's restoration of the Elwha River in Washington, the largest dam removal project in American history. Led by the National Park Service (NPS), in coordination with BOR, U.S. Fish and Wildlife Service (FWS), Bureau of Indian Affairs (BIA), the U.S. Army Corps of Engineers, and the Lower Elwha Klallam Tribe, the Elwha River restoration will reopen more than 70 miles of pristine spawning and rearing habitat in the Elwha River and its tributaries. Salmon populations are predicted to swell from 3,000 to nearly 400,000 as all five species of Pacific salmon return to one of the Pacific Northwest's most productive salmon streams. The return of salmon to the largest watershed in the Olympic National Park will return marine-derived nutrients to the watershed, restoring a vital food source for the range of life that inhabits it. For the Lower Elwha Klallam Tribe, this project will bring cultural, spiritual, and economic healing as salmon returns after a century's absence and flooded sacred sites are restored.

### **Encouraging Economic Development in Indian Country**

The DOI has a unique responsibility to American Indians and Alaska Natives, which is upheld by DOI's support for a robust government-to-government relationship as demonstrated by a new comprehensive and transparent consultation policy that ensures there is a strong, meaningful role for tribal governments. The DOI conducts extensive consultation with Indian Tribes in order to gain insight into the alignment of the budget with tribal priorities. The Tribes, through the FY 2013 budget discussions with the Tribal Interior Budget Council, identified funding

for contract support as their top priority.

This funding is a key factor in the decisions made by Tribes to assume responsibilities for operating a broad array of Federal programs and will reduce the need for Tribes to use program funds or their own funds to fulfill administrative requirements. Adequate funding for contract support also ensures Tribes have sufficient resources to oversee program implementation and allows Tribes to deliver services more effectively. The *Claims Resolution Act of 2010* settled the *Cobell v. Salazar* lawsuit and four additional settlements that will provide permanent water supplies and economic security for the Taos Pueblo of New Mexico and Pueblos of New Mexico named in the Aamodt case, the Crow Tribe of Montana, and the White Mountain Apache Tribe of Arizona. The agreements will enable construction and improvement of reservation water systems, irrigation projects, a regional multi-pueblo water system, and codify water-sharing arrangements between Indian and neighboring communities. The primary responsibility for constructing water systems associated with the settlements was given to BOR and BIA is responsible for the majority of the trust funds.

### **Honoring Trust Responsibilities**

A key responsibility for BIA is ensuring and improving the safety of Indian communities. Some Indian reservations experience violent crime rates that are twice the national average. The high crime rates are a key issue for tribal leaders as they degrade the quality of life for residents, attract organized crime, and are a real disincentive for businesses to consider these communities for economic development. The year 2011 was the second year of a two-year pilot at four reservations to conduct expanded community policing, equip and train the law enforcement cadre, partner with the communities to organize youth groups and after school programs, and closely monitor results. The results exceeded expectations with a 35 percent overall decrease in violent crime in the four communities. By September 30, 2013, in addition to continued efforts at the four targeted tribal reservations, DOI's goal is to achieve significant reduction in violent

## What's Ahead? (continued)

crime offenses of at least 5 percent on 2 additional reservations designated in FY 2012 by implementing a comprehensive strategy involving community policing, tactical deployment, and critical interagency and intergovernmental partnerships.

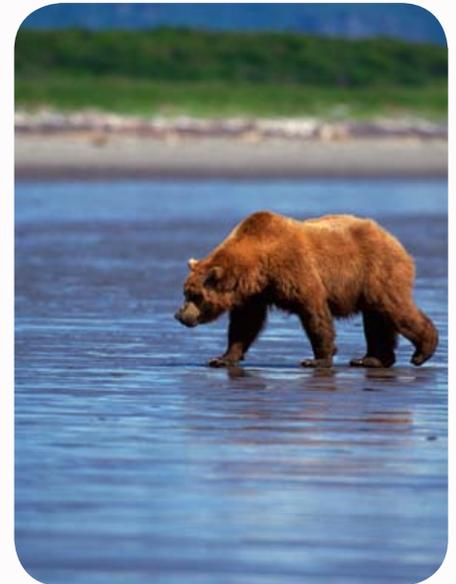
**Spurring Growth and Innovation Through Science** – Investments in research and development promote economic growth and innovation, ensure American competitiveness in a global market, and are critical to achieving the mission of DOI. Investments in DOI's research and development will improve U.S. strategic mineral supplies, water use and availability, and natural hazard preparedness. Recent technology and operational improvements have led to increased use of hydraulic fracturing in developing natural gas resources. To ensure the prudent and sustainable development of this important source of domestic energy, economic development, and job creation, the FY 2013 budget invests in research and development that proactively addresses concerns about the potential impacts of hydraulic fracturing on air, water, ecosystems, and seismicity or earthquakes. Sustainable stewardship of natural resources requires strong investments in research and development in the natural sciences. As a result of these investments, DOI will address critical challenges in energy production and the management of ecosystems, invasive species, public lands, and water.

**Delivering Sustainable Growth through Water**  
The DOI has a significant role in managing water resources in the western United States. These efforts involve providing capability for the collection, storage, and distribution of water resources. The BOR maintains 476 dams and 337 reservoirs with the capacity to store 245 million acre-feet of water. The Bureau manages water for agricultural, municipal, and industrial use, and provides flood control and recreation for millions of people. These facilities deliver water to

one in every five western farmers to irrigate approximately ten million acres of land, and provide water to over 31 million people for municipal and industrial uses and other non-agricultural uses. The water managed by DOI irrigates an estimated 60 percent of the Nation's vegetables each year. By September 30, 2013, DOI will further enable the capability to increase the available water supply for agricultural, municipal, industrial, and environmental uses in the western United States through water conservation programs to 730,000 acre-feet.

**Service First** – The DOI operates out of over 2,400 locations and manages over 165,000 physical assets, second only to the Department of Defense. While effective program delivery relies on close coordination at the local level and a field level presence, alignment of operational models, standardization of administrative and support functions, centralization of common services, and other actions can be taken to improve efficiency, cut costs, and avoid future cost increases. The objective of the Service First transformation initiative is to identify opportunities to integrate and leverage resources used by DOI bureaus and offices and to shrink DOI's footprint, maximize efficiency, and identify savings while maintaining the level of mission delivery. Service First began as a partnership authority among four agencies including BLM, FWS, NPS, and the U.S. Forest Service. The authority allows these agencies and bureaus to conduct projects, planning, permitting, leasing, contracting and other activities, either jointly or on behalf of one another. Service First has effectively demonstrated that leveraging and taking a more strategic approach to operations can save costs and result in more seamless service to the public. In conjunction with Service First, DOI has implemented cost savings and efficiencies that achieved \$127 million in savings that were redirected into important program activities.

**Hurricane Sandy** – The DOI anticipates receiving \$829 million in emergency funding to help repair national parks, lands and facilities that sustained damage during Hurricane Sandy. This includes funding for immediate repair and recovery needs for national wildlife refuges and national fish hatcheries along the East Coast, and National Parks, including the Statue of Liberty and Ellis Island.



## We would like to hear from you!

Do you like this report? Do you believe it should include different or additional information? Please contact DOI's Financial Reporting Division Chief, Paul McEnrue, at [PFM@ios.doi.gov](mailto:PFM@ios.doi.gov) or (202) 208-4701.

More information is available on Interior's website, [www.doi.gov](http://www.doi.gov).

The Citizen's Report may also be viewed at [www.doi.gov/pfm/department-reports.cfm](http://www.doi.gov/pfm/department-reports.cfm) or by scanning the below QR code with your mobile device.



*Note: All Years are Fiscal Years*

