U.S. DEPARTMENT OF THE INTERIOR

Bureau of Indian Affairs

Pacific Region

Strategic Plan for Fiscal Years 2015—2019

United States Department of the Interior
BUREAU OF INDIAN AFFAIRS
Pacific Regional Office
2800 Cottage Way
Sacramento, California 95825

JUL 29 2015

Memorandum

TO: All Employees

FROM: Regional Director, Pacific Region

SUBJECT: Regional Director's Strategic Priorities Fiscal Years (FY) 2015-2019

On July 28, 2015 I approved the Pacific Region's Strategic Plan for Fiscal Years (FY) 2015-2019. In February of 2014, I began a consultation process with Tribes and Tribal Staff throughout the Pacific Region. As a result of this consultation, I have incorporated comments and issues from both Tribal and Bureau of Indian Affairs (BIA) employees to improve the delivery of services. This Plan lays the foundation to: (1) strengthen the Region's support of Self-Determination; (2) build unity of effort among the entire Pacific Region; (3) meet the needs of Tribes and effectively support tribal communities; (4) build, sustain, and improve BIA's mission support and workforce capabilities; and (5) achieve business and management excellence.

PURPOSE

My priorities are intended to inform program planning, budget development, and the identification of performance outcomes. Furthermore, these priorities are intended for policy and planning purposes for the Region's FY 2015-2019 budgets, and are a key part of the strategic planning process that will inform future revisions to the Strategic Plan. My priorities for FY 2015-2019 continue to support the Department of Interior's FY 2014-2018 Strategic Plan (http://www.doi.gov/pmb/ppp/upload/DOI-Strategic-Plan-for-FY-2014-2018-POSTED-ON-WEBSITE-4.pdf).

The priorities outlined provide a strategic narrative to frame and guide the Pacific Region's future year resource requirements over the five fiscal years from FY 2015-2019. As such, they should be fully incorporated into future Regional Office and Agency planning, programming, budget, and execution efforts. Additionally, it is expected that program execution in FY 2015 and program planning for FY 2016 will be adjusted to reflect and support these priorities. Our operating environment has changed. Globalization, technological development, and the changing roles of individuals in society have reshaped the context within which we operate. As such, the BIA's activities are diminishing. This is unlikely to change; we can expect to see further contraction in our resource base, challenging our ability to deliver effectively on our mission.

To succeed in this environment, we must embrace it as a new normal. We will continue to exercise tighter fiscal controls and oversight over discretionary spending, and we will seek out opportunities to consolidate or reorient functions in a manner that can deliver greater value with fewer resources. Our historically fragmented investment in information technology systems is a notable example of such an opportunity. In addition, we must abolish lower priority or unnecessary activities in order to better concentrate our efforts on actions that can have the greatest impact. Furthermore, we must make room for initiatives that can transform how we do business and position us to continue to enhance our delivery of programs, services and support in a manner that can meaningfully change outcomes for Tribes and tribal communities. The strategic priorities articulated in our Strategic Plan scope the areas Pacific Region will focus on for such improvement over the next five years.

The Pacific Region is committed to leveraging our authorities and focusing our policies, programs, and budget choices to best support Tribes and our staff as they work together to build our government-to-government relationship. To deliver on this commitment, I have developed five strategic priorities to frame our thinking, guide our decisions, and shape our approach to mission and program execution.

PRIORITY 1: A Government-Wide Approach

We recognize that it takes all aspects of federal, state and local governments to improve tribal communities and foster economic development opportunities on tribal lands. BIA must therefore sustain and further strengthen its already strong partnerships and relationships and effectively mobilize our support, resources, expertise, and capabilities from all levels of government. It is critical that we work together with partners from every federal and state agency to enable tribal communities to develop collective, mutually supportive local capabilities in a way that sustains or improves the community's overall well-being. The principles of this foundation for how BIA will approach its activities include; understanding and meeting the actual needs of the tribal community; engaging and empowering all parts of the community; and strengthening what works well in tribal communities on a daily basis. This approach will further enhance tribal self-determination on a government-wide level.

PRIORITY 2: Foster Innovation and Learning

In a time of growing challenges and fiscal constraint, we must advance a culture that better fosters improvement, innovation, invention, and learning, both within the BIA and at the Tribal level. The Pacific Region will place a premium on developing our organizational capacity to encourage new ideas, learn from past experience, rapidly orient and apply that learning in current contexts, and quickly adapt to changing conditions. Through an implementation team and other innovative efforts at all levels of the organization, we must expand our efforts to bring together leading entrepreneurs, technologists, academics, stakeholders, and subject matter experts from diverse fields to offer fresh perspectives and new approaches that will better allow BIA and our partners to achieve desired outcomes. Innovation and learning are the essential tools that allow us to be forward leaning and embrace more effective processes that will lead to better mission

outcomes while still living within our fiscal means. This approach will build unity of effort among the entire Pacific Region.

PRIORITY 3: Be Tribal Centric in Mission and Program Delivery

The Pacific Region will reorient its activities and improve its programs so they are "tribal centric," ensuring they support the delivery of services focused on improving economic opportunities for tribal communities. This means redesigning programs maximizing program efficiency and flexibility for individual employees to assist tribal employees in the redevelopment of the delivery of services to each individual tribe. The BIA will achieve a timely presence on the ground to assist in the impact on tribal priorities. This approach will meet the needs of Tribes and effectively support tribal communities.

PRIORITY 4: Create an Expeditionary Workforce

We will transform BIA into an expeditionary organization that understands implicitly, at every level, that engagement is a mission. The Pacific Region's goal is to inspire the motivation to learn and transform our employees to be actively engaged and innovative enough to deliver this mission effectively. We will structure resources that meet high standards and respect creativity and judgment, catalyzing improvement in new and veteran employees. Strategies organized around authentic, meaningful work in which employees do research and create high-quality work products will be emphasized. We will employ strategies that spark employee motivation and engagement through high-level tasks and active roles in all levels of the organization. We will structure and develop a culture of learning that builds employee persistence, engagement, and independence.

PRIORITY 5: Achieve Business and Management Excellence

If we are to deliver effectively on our mission, BIA must field a motivated, quality workforce supported by business functions that are capable in the face of our greatest challenges. We will recruit, hire, train, and retain a quality workforce that meets our mission needs – both now and in the future. We will leverage technology to drive us forward in our capabilities and employ information technology systems that support a mobile workforce, enabling critical analysis and information sharing. Through workplace transformation we will enhance the ability of employees to move beyond a traditional office environment and into a range of mobile work settings for additional flexibility to achieve the mission. We will continue to exercise enhanced, effective fiscal management and oversight. We will support a culture within BIA that encourages and rewards creative thinking and experimentation.

CONCLUSION

My priorities provide guidance that should be reflected in all four Agency's budget submissions, serving as an important baseline for designing strategies, tactics, policies, programs, and processes. As a Region, we will focus our efforts and our resources on advancing my Strategic

Priorities; and we will adhere to the strategic priorities as foundational concepts for everything we do.

In order to achieve my priorities, I have assembled an Implementation Team who will provide recommendations and summaries to me on a quarterly basis. Innovation and creativity will be the foundation for our successes. The Implementation Team will be responsible for looking at each and every performance standard in the Region and ensuring that our standards are designed to encourage employees to be forward thinking and engaged in our priorities.

Lastly, I would like to invite anyone who is interested in being on my Implementation Team to write a brief essay of no more than four paragraphs describing how you would change the BIA if given the opportunity. I will choose two essay writers to join the Implementation Team. In order to be considered your essay must be received by me via email no later than close of business August 31, 2015.

Amy L. Clutschke

Pacific Region

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Overview and Purpose of the PRO Strategic Plan

In 2013, the Department of the Interior unveiled it's Strategic Plan for Fiscal Year 2015 - 2019. The plan had been updated and revised from Interior's FY 2011-2016 plan, and for the first time the mission included honoring trust responsibilities and special commitments to American Indians. Outreach for comments to tribes, citizens and federal employee's alike resulted in a more robust and comprehensive plan for the department.

The Interior's plan provides the department with a clear vision of success. This vision guides us in measuring our performance which in turn results in our continued success. The Pacific Region will strive to incorporate this vision of success while continuing to meet the mission and goals of the department.

Although the bureau is currently working towards completion and implementation of its own strategic plan, the Pacific Region is moving forward under the guidance of the departments plan to ensure its map for the future is set in motion to better serve tribes within the Region.

The 2015 - 2019 Pacific Region Strategic Plan will focus on results in contrast to work activities and will include results that are tangible and attainable. The Pacific Region will work in conjunction with its federal counter parts in achieving success while providing accountability at the highest levels. Further, the Pacific Region will be cognizant of management and its changing emphasis on program measures and outcomes, all the while without sacrificing service or performance.

The result will be the reinforcement of accountability, transparency and ethics with a presentation of core principles that guide the actions of the Pacific Region cadre of skilled, committed individuals.

Pacific Region

I. The Department of Interior Strategic Plan Context

The Government Performance and Results Act of 1993

In implementing the departments strategic plan, the Secretary instilled departmental goals to provide for the future in part through the mission statement of the department. Further, the department's plan guides and implements the framework for effective program performance across all departments and agencies within Interior.

This is accomplished by active implementation of key business principles that demonstrate the mission oriented results outlined in the departments plan, and are driven by such factors as the Government Performance and Results Act (GPRA). These GPRA factors (mission areas and outcome goals) are embodied within the Strategic Design of the departments plan, and encompasses seven primary mission areas:

#1 Celebrating and Enhancing America's Great Outdoors
#2 Strengthening Tribal Nations and Insular Communities
#3 Powering Our Future and Responsible Use of the Nation's Resources
#4 Engaging the Next Generation
#5 Ensuring Healthy, Sustainable, and Secure Water Supplies
#6 Building a Landscape Level Understanding of Our Resources
#7 Building a 21st Century DOI

As Interior's initial plan changed over time, many of the primary objectives were sustained and carried over to the revised plan.

Two of these objectives continue to be vital to the plan:

1. a plan that broadly encompasses the full range of Departmental missions, programs, and organizations, and;
2. a plan that focuses on results

The core business objectives of the Pacific Region Strategic Plan are aligned with the key business principles of Interior's plan while maintaining these vital objectives.

Pacific Region

I. The Department of Interior Strategic Plan Context

Strategic Design

Embedded within this structure are eight key business principles to ensure fulfillment of Interior's commitment to providing services:

>> 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
>> Increasing Climate Change preparedness and Resilience

Pages 12 though 21 are taken from Interior's strategic plan and visualize the seven core areas essential to the Pacific Regional plan.

One of the Regional Director's goals is strategic alignment, whereby the Pacific Region seeks to develop, prioritize, and align strategies, objectives, and goals, while taking into account key influences on organizational performance. PRO looks to successfully lead organizational change to achieve Secretarial initiatives and high priority goals, and effectively communicate the organization's mission, core values, and strategic goals to employees and stakeholders. PRO will engage stakeholders and employees in change efforts, problem solving, streamlining and/or reengineering of processes or procedures to improve organizational effectiveness.

Managing Interior's plan for success requires increased accountability for results. This is accomplished by successful management practices needed to meet the public's increasing demand for service, products and accountability within limited budget constraints.

In order to move forward with Interior's plan, a continual stream of innovation must produce viable increases to realize efficiency and effectiveness while continually improving on process and procedure.

STRATEGIC PLAN FRAMEWORK

Mission Area 1: Celebrating and Enhancing America's Great Outdoors

Goal 1: Protect America's Landscapes

- Improve land and water health by managing wetlands, uplands and riparian areas
- Sustain fish, wildlife and plant species
- Manage wildland fire for landscape resiliency, strengthen the ability of communities to protect against fire, and provide for public and firefighter safety in wildfire response

Goal 2: Protect America's Cultural and Heritage Resources

- Protect cultural and historical assets and related resources

Goal 3: Provide Recreation and Visitor Experience

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

Priority Goal: Protecting the cultural heritage of all Americans

Mission Area 2: Strengthening Tribal Nations and Insular Communities

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

- Protect Indian treaty and subsistence rights
- Fulfill fiduciary trust
- Strengthen tribal judicial systems
- Manage and develop resource assets
- Create economic opportunity
- Strengthen Indian education
- Make communities safer
- Support self-governance and self-determination
- Manage for protection of water rights

Goal 2: Empower Insular Communities

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

Priority Goal: Safe Indian communities

Mission Area 3: Powering Our Future and Responsible Use of the Nation's Resources

Goal 1: Secure America's Energy Resources

- Ensure environmental compliance and safety of energy development activities
- Develop renewable energy potential
- Manage conventional energy development
- Account for energy revenue

Goal 2: Sustainably Manage Timber, Forage, and Non-Energy Minerals

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

Priority Goal: Renewable energy resource development

Priority Goal: Oil and gas resource management

Mission Area 4: Engaging the Next Generation

Goal 1: Connect Young People with the Land and Inspire Them to Play, Learn, Serve and Work on our Public Lands and Waters

- Leverage public-private partnerships to increase opportunities for youth to play, learn, serve and work on our public lands and waters

Priority Goal: Youth stewardship of natural and cultural resources

Mission Area 5: Ensuring Healthy, Sustainable, and Secure Water Supplies

Goal 1: Manage Water for the 21st Century

- Conserve water
- Improve reliability of water delivery
- Improve infrastructure and operational efficiency of tribal water facilities

Priority Goal: Water conservation

Mission Area 6: Building a Landscape Level Understanding of Our Resources

Goal 1: Provide Shared Landscape-Level Management and Planning Tools

- Share resources in the Geospatial Platform to support partner agencies' policy and decision making needs

Goal 2: Provide Science to Understand, Model and Predict Ecosystem, Climate and Land Use Change

- Identify and predict ecosystem changes at targeted and landscape levels (biota, land cover and Earth and ocean systems)
- Assess and forecast climate change and its effects

Goal 3: Provide Scientific Data to Protect, Instruct, and Inform Communities

- Monitor and assess natural hazard risk and resilience
- Provide environmental health to guide decision making

Goal 4: Provide Water and Land Data to Customers

- Monitor and assess water availability and quality
- Generate geologic maps
- Advance targeted and landscape level Earth science applications of geospatial information
- Assess national and international energy and mineral resources

Mission Area 7: Building a 21st Century Department of the Interior

Goal 1: Build a 21st Century Workforce

- Improve employee satisfaction

Goal 2: Sustainability of Interior's Operations

- Increase the use of alternative fuels
- Reduce energy intensity of DOI operations
- Improve the sustainability of DOI managed and owned buildings

Goal 3: Dependability and Efficiency of Information Technology

- Consolidate IT infrastructure
- Decrease operational expense

Goal 4: Improve Acquisition and Real Property Management

- Reduce high-risk acquisitions
- Reduce unneeded property assets
- Improve the overall condition of DOI owned buildings

Goal 5: Promote Small and Disadvantaged Business

- Ensure high levels of small business contracting

Department of the Interior Principles

Ensuring High Ethical Standards • Making Interior the Best and Most Inclusive Place to Work in America • Financial Integrity and Transparency • Safety, Security, and Preparedness • Promoting Small and Disadvantaged Business • Respecting Indian Cultures • Empowering Native Hawaiian Communities • International Engagement and Leadership • Increasing Climate Change Preparedness and Resilience

MISSION AREA 2: STRENGTHENING TRIBAL NATIONS AND INSULAR COMMUNITIES

The Department of the Interior has a solemn responsibility to uphold the Federal Government's unique government-to-government relationships with federally recognized American Indian Tribes, Alaska Natives, and Insular Areas. Through the White House Council on Native American Affairs, the Department will improve interagency coordination and help break down silos to leverage Federal programs and resources available to tribal communities during these tight fiscal times. This mission is accomplished through coordinated efforts between the Department's bureaus and offices, other Federal agencies, and relationships with tribes.

The Department also carries out the Secretary's responsibilities for U.S. affiliated insular areas. The DOI empowers insular communities by improving the quality of life, creating economic opportunity, and promoting efficient and effective governance.

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

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

With self-governance and self-determination as our North Star, the Department will work to restore tribal homelands, settle Indian water rights claims, increase renewable and conventional energy on Indian lands, expand educational opportunities for Native American youth, and protect natural and cultural resources in the face of climate change.

STRATEGY #1 Protect Indian treaty and subsistence rights.

The Department will assist American Indian tribes and Alaska Natives in developing the most effective practices for responsible and successful use of subsistence resources. For the purposes of this measure, subsistence means the gathering and harvest, processing, consumption, and use of all wild resources – birds, mammals, fish, and plants – from all the varied environments found throughout tribal communities.

For American Indians and Alaska Natives, subsistence use embodies a culturally significant lifestyle and is an important component of Indian communities. Subsistence resources are important to these economies and for the continuation of traditions and practices that are a part of these diverse cultures. The term "customary and traditional" is included In the Code of Federal Regulations to describe the historic and current use of wildlife and fisheries resources for subsistence by residents of rural communities.

Bureau Reporting	Supporting Performance Measures	2018 Target
BIA	Percent increase in the number of federally-recognized American Indian Tribes and Alaska Native organizations involved with studies and projects to improve Federal and tribal management of subsistence resources.	7.9%

STRATEGY #2: Fulfill Fiduciary Trust

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

Bureaus Reporting	Supporting Performance Measures	2018 Target
BIA	Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations.	97.9%
OST	Percent of financial information initially processed accurately in trust beneficiaries' accounts.	99.0%
OST	Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt.	99.0%
OST	Percent of timeliness of financial account information provided to trust beneficiaries.	100%

STRATEGY #3 Strengthen tribal judicial systems.

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

Bureau Reporting	Supporting Performance Measures	2018 Target
BIA	Percent of BIA funded tribal judicial systems receiving an acceptable rating under independent tribal judicial system reviews.	79.2%

STRATEGY #4 Manage and develop resource assets.

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

Bureau Reporting	Supporting Performance Measures	2018 Target
BIA	Number of fractionated interests acquired.	TBD
BIA	Percent of grazing permits monitored annually for adherence to permit provisions, including permittee compliance with requirements described in conservation plans.	32.4%
BIA	Percent of active agricultural and grazing leases monitored annually for adherence to lease provisions, including lessee compliance with responsibilities described in conservation plans.	37.3%
BIA	Percent of range units assessed during the reporting year for level of utilization and/or rangeland condition/trend.	37.4%
BIA	Percent of sustainable harvest of forest biomass utilized for energy and other products.	49.8%

STRATEGY #5 Create economic opportunity.

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

Bureau Reporting	Supporting Performance Measures	2018Target
BIA	Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement employment, training, and related services funding, in accordance with P.L. 102-477.	$7.27
BIA	Loss rates on DOI guaranteed loans.	4.0%
BIA	Fee to trust: Increase in the percentage of submitted applications with determinations.	36.5%

STRATEGY #6 Strengthen Indian education.

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

Bureau Reporting	Supporting Performance Measures	2018 Target
BIE	Percent of BIE schools achieving AYP (or comparable measure).	32.8%
BIE	Percent of BIE school facilities in acceptable condition as measured by the Facilities Condition Index.	81.9%

STRATEGY #7 Make communities safer.

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

Bureau Reporting	Supporting Performance Measures	2018 Target
BIA	Percent of law enforcement facilities that are in acceptable condition as measured by the Facilities Condition Index (FCI).	96.0%
BIA	Percent of miles of road in acceptable condition based on the Service Level Index.	12.4%
BIA	Percent of bridges in acceptable condition based on the Service Level Index.	62.9%
BIA	Part I violent crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services.	437

PRIORITY GOAL

SAFE INDIAN COMMUNITIES: By September 30, 2015, achieve a significant reduction in recidivism of adult offenders incarcerated of at least 8 percent within 24 months on three targeted tribal reservations by implementing a comprehensive strategy involving alternatives to incarceration through critical interagency and intergovernmental partnerships.

Bureau Reporting	Supporting Performance Measures	2015Target
BIA	Reduction in recidivism of adult offenders incarcerated.	8%

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

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

Bureau Reporting	Supporting Performance Measures	2018 Target
BIA	Percent of Indian Affairs programs executed by Indian tribes through contract and compact agreements.	TBD
BIA	Percent of P.L. 93-638 Title IV contracts with clean audits.	65.2%
BIA	Percent of Single Audit Act reports submitted during the reporting year for which management action decisions on audit or recommendations are made within 180 days.	85.0%

STRATEGY #9 Manage for protection of water rights.

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

Bureau Reporting	Supporting Performance Measures	2018 Target
BIA	Annual percent of projects completed in support of water management, planning and pre-development	75%

MISSION AREA 5: ENSURING HEALTHY, SUSTAINABLE, AND SECURE WATER SUPPLIES

As the largest supplier and manager of water in the 17 western states, the Department takes a leadership role working with states, who have a primary role in managing water resources, to secure sustainable and quality water supplies, promote efficiency, conservation, and economic development and protect and restore rivers, streams, wetlands and other resources for wildlife and tribal communities.

GOAL #1 Manage Water for the 21st Century

We will deliver water in the 17 western states while managing water for agriculture, municipal and industrial use, and providing flood control and recreation for millions of Americans. To achieve these goals, BOR balances water supply demands, promotes water conservation, improves water management, and protects the environment through the safe and effective performance of our facilities. The Department has a role in developing innovative approaches to meet water needs and anticipate future challenges.

STRATEGY #1 Conserve water.

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

Impacts of climate change, as evidenced by increases in temperature, decreases in precipitation and snowpack, extended droughts, and depleted aquifers and stream flow in several Reclamation river basins are reducing water supplies. Water is vital for the environment and the economies of rural and urban communities in the west. The Department will "increase" water supplies through BOR's Priority Goal conservation programs.

Office Reporting	Supporting Performance Measures	2018 Target
BOR	Acre feet of water conservation capacity enabled through Reclamation's Priority Goal conservation programs.	990,000 acre-feet

PRIORITY GOAL

WATER CONSERVATION: **By September 30, 2015, 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 840,000 acre-feet, cumulatively measured since the end of FY 2009.**

Bureaus Reporting	Supporting Performance Measure	2015 Target
BOR	Acre feet of water conservation capacity enabled through Reclamation's Priority Goal conservation programs.	840,000 acre feet

STRATEGY #2 Improve reliability of water delivery.

The BOR operates and maintains its water facilities in a safe, efficient, economical, and reliable manner, and assures that systems and safety measures are in place to protect the facilities and the public. The BOR's Facility Reliability Rating (FRR) system was established to score and provide a general indication of BOR's ability to maintain the reliability of its facilities. The BOR uses FRR data to focus on activities that help ensure water storage and delivery for its customers.

Bureau Reporting	Supporting Performance Measures	2018 Target
BOR	Percent of water infrastructure in good condition as measured by the Facility Reliability Rating.	75.4%

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

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

Bureau Reporting	Supporting Performance Measures	2018 Target
BIA	Number of linear miles of functional BIA irrigation project canals servicing irrigated lands.	98.2% (4,570)
BIA	Annual percentage improvement in the mean BIA Dam Facility Reliability Rating.	0.5%

INTERIOR PRINCIPLES

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

Ensuring High Ethical Standards

Department of the Interior Headquarters, Washington, DC

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

Making DOI the Best and Most Inclusive Place to Work in America

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

Financial Integrity and Transparency

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

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

Safety, Security, Preparedness, Response, and Recovery

One of the Department's top priorities is to focus on safety, security, and preparedness activities.

As the steward of the Nation's natural resources and cultural heritage, and as trustee for American Indians and Alaska Natives, DOI will uphold its responsibilities for protecting lives, resources, property, and the environment through a wide variety of program areas, including law enforcement, health and safety, security, aviation, environmental compliance and emergency management. The Department provides significant technical expertise and capabilities for interagency preparedness, response and recovery activities as defined in Presidential Policy Directive 8 and the five National Frameworks (Protection, Prevention, Response, Recovery, and Mitigation), and as required by other interagency plans such as the *National Oil and Hazardous Substance Pollution Contingency Plan* (NCP). The DOI resources are frequently called upon for wildland fire and oil spill response, public works and engineering activities, search and rescue operations and law enforcement missions, to name a few.

The Department has the third largest contingent of Federal law enforcement officers in the Executive Branch. Approximately 3,500 officers patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities to ensure the safety of visitors and employees, and protect natural, cultural, and heritage resources from illegal activities. The Department is responsible for protecting critical infrastructure including dams, national monuments, and memorials. 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.

To ensure the Department is prepared to meet its safety, security, preparedness, response, and recovery obligations, DOI and bureaus develop, maintain, and implement plans for all-hazards response activities and safeguarding the environment. As a whole, these programs ensure that employees are trained and equipped to respond and provide assistance to communities, protect natural and cultural resources, and provide leadership in restoration activities.

Respecting Indian Cultures

The Department's new Strategic Plan recognizes the importance of the government-to-government relationship with tribes with the creation of a new mission goal to focus on Indian-related issues and programs. The Department will continue to encourage tribal management of resources and self-determination; consultation and support for effective management of the tribal trust; and the need to uphold commitments to tribes and Indian communities. Building coalitions will be an important aspect of these principles, including respect for Indian cultures of the 566 Indian tribes and the importance of the subsistence lifestyle practiced by Indians.

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

Pacific Region

II. The Pacific Region Organizational Setting

Indian Affairs / Assistant Secretary

Indian Affairs is the oldest bureau of DOI. Established in 1824, Indian Affairs currently provides services (directly or through contracts, grants, or compacts) to approximately 1.9 million American Indians and Alaska Natives who are members of 566 federally recognized tribes. Ninety percent of funding allocations for the operation of programs are expended at the local level, with approximately 50 percent of appropriations provided directly to Tribes and tribal organizations through grants, compact and contract agreements.[1]

Line authority as established by the Congress and the Executive Branch begins at the Assistant Secretary level. Primary responsibilities of the Assistant Secretary are to advise the Secretary on Indian Affairs policy issues, communicate policy, provide leadership in consultation with Tribes, oversee programs within the Bureau of Indian Affairs and serves as the departmental official for intra– and interdepartmental coordination and liaison within the Executive Branch on Indian matters.

The Assistant Secretary is supported by the Deputy Assistant Secretary as well as the following organizational units:[2]

The *Director of the Bureau of Indian Affairs* has line authority over all regional, agency, field station, and irrigation project offices.

The Director provides program direction and support to Indian Services, Trust Services, Justice Services, and Field Operations.

The *Director of the Bureau of Indian Education* supervises 22 education line officers stationed throughout the country and two post-secondary schools. The Bureau of Indian Education supports the operation of day schools, boarding schools, and dormitories housing Indian school children who attend public schools.

The *Deputy Assistant Secretary for Management,* through the Chief Financial Officer, Chief Information Officer, the Office of Planning and Policy Analysis, the Office of Human Capital and the Office of Facilities, Environmental and Cultural Resources, has direct line authority over information technology, planning, and human resource.

The Deputy Assistant Secretary for Policy and Economic Development, through the Office of Indian Energy and Economic Development, the Office of Indian Gaming Management, and the Office of Self-Governance, is responsible for all economic development and self-governance activities.

[1] Department of the Interior, Indian Affairs, Budget Justification FY2013, Pg. IA-OVW-2
[2] Department of the Interior, Indian Affairs, Budget Justification FY2013, Pg. IA-OVW-3

Pacific Region

II. The Pacific Region Organizational Setting

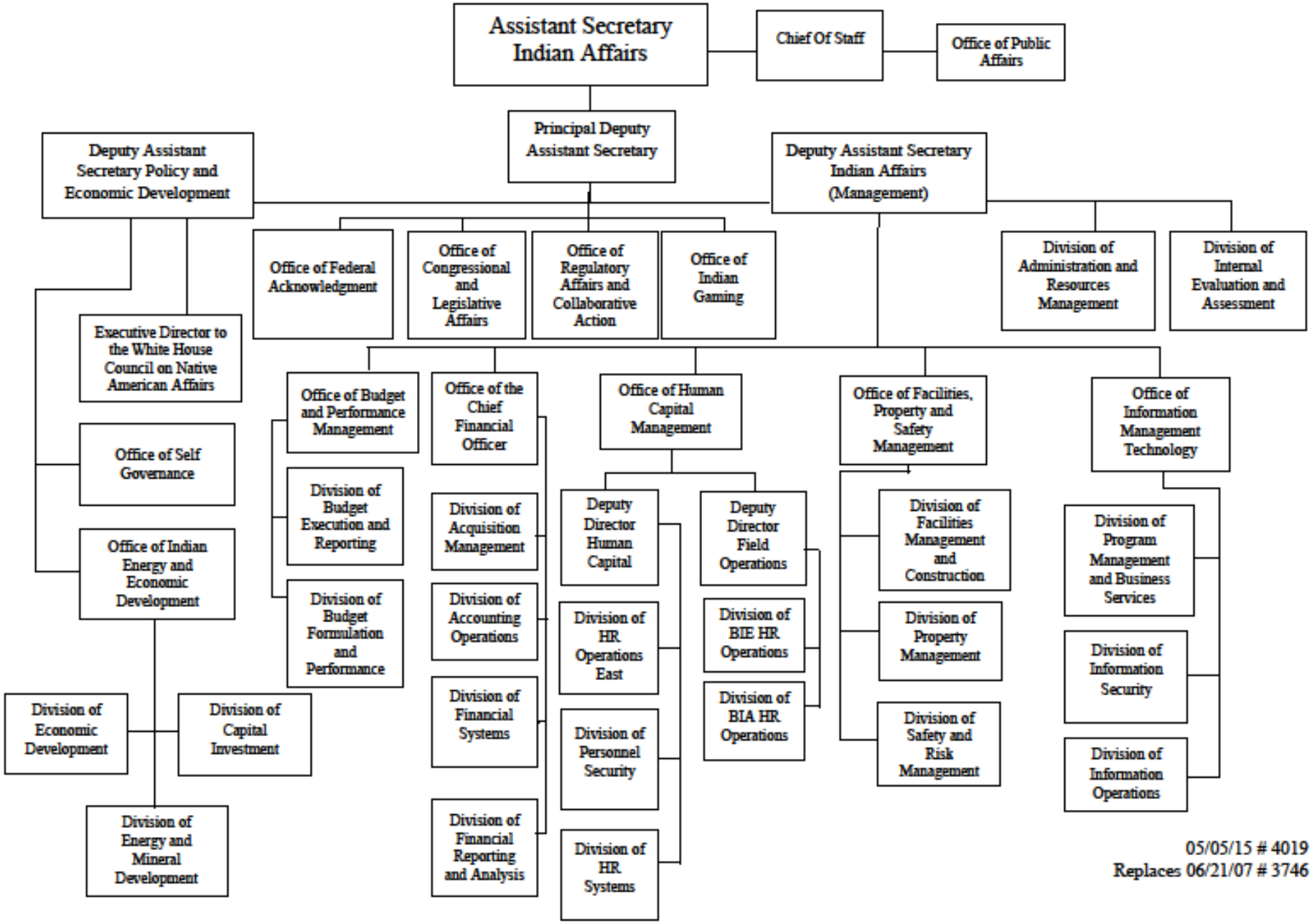
Indian Affairs / Assistant Secretary

The *Land Consolidation Center* also reports directly to the Assistant Secretary. This center receives allocated funding for land consolidation services from the Office of the Special Trustee for American Indians (OST).

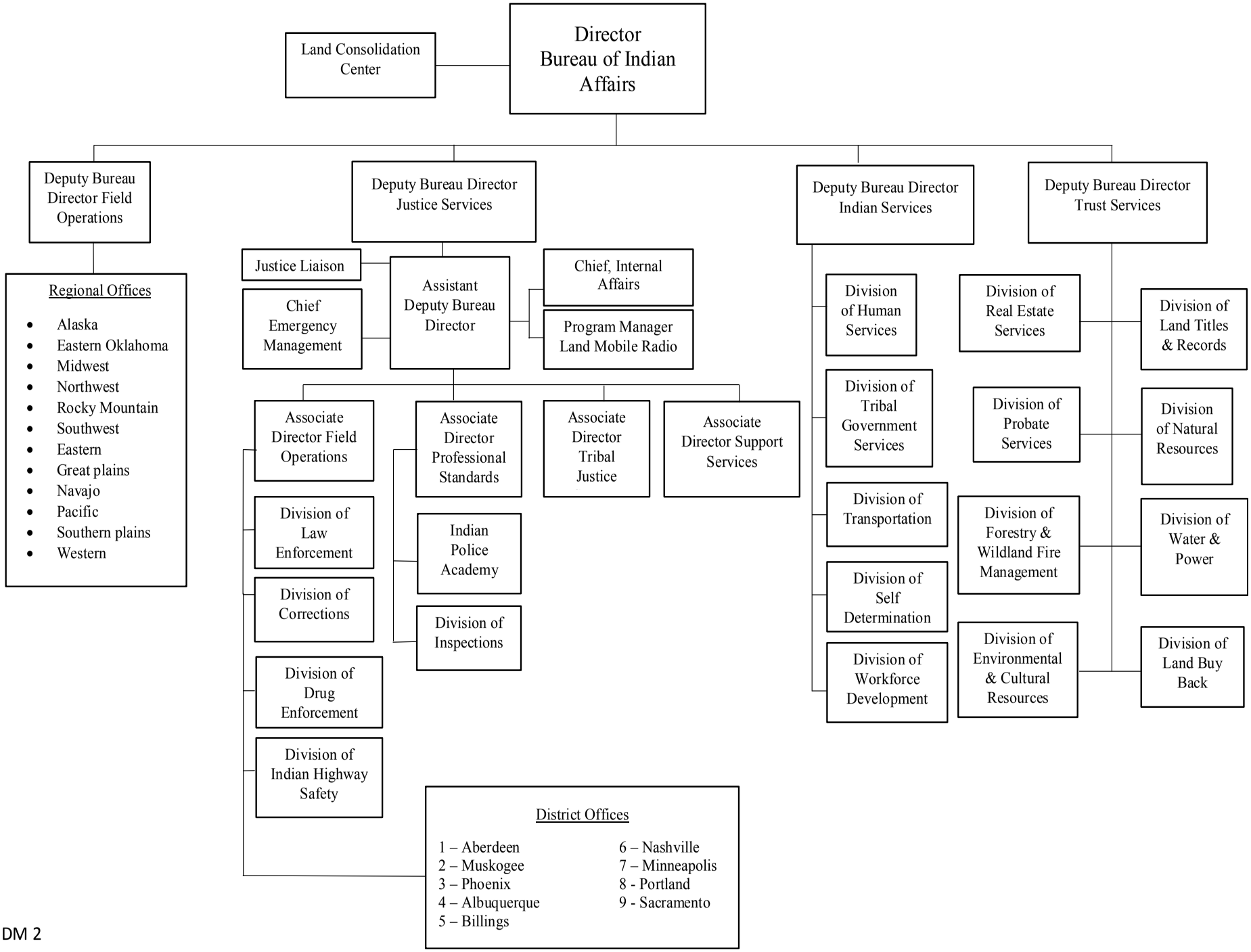
The organization provides function managers line authority to direct standardization in policy and procedure development and implementation. The function manager can achieve operational efficiencies by redirecting workloads during various operating conditions, as well as creating centers of excellence where feasible and cost effective. This enhances Indian Affairs' ability to serve all customers in a more standardized and effective manner.

The current organizational chart as depicted in the 2015 "Department of Interior, Indian Affairs, 110 Departmental Manual (DM) 8" for the Assistant Secretary—Indian Affairs, the Bureau of Indian Affairs and the Bureau of Indian Education is shown on pages 24-25:

Office of the Assistant Secretary – Indian Affairs



05/05/15 # 4019
Replaces 06/21/07 # 3746


Director
Bureau of Indian Affairs
Land Consolidation Center
Deputy Bureau Director Field Operations
Regional Offices
Alaska
Eastern Oklahoma
Midwest
Northwest
Rocky Mountain
Southwest
Eastern
Great plains
Navajo
Pacific
Southern plains
Western
Deputy Bureau Director Justice Services
Justice Liaison
Chief Emergency Management
Assistant Deputy Bureau Director
Chief, Internal Affairs
Program Manager Land Mobile Radio
Associate Director Field Operations
Division of Law Enforcement
Division of Corrections
Division of Drug Enforcement
Division of Indian Highway Safety
Associate Director Professional Standards
Indian Police Academy
Division of Inspections
Associate Director Tribal Justice
Associate Director Support Services
District Offices
1 – Aberdeen
2 – Muskogee
3 – Phoenix
4 – Albuquerque
5 – Billings
6 – Nashville
7 – Minneapolis
8 - Portland
9 - Sacramento
Deputy Bureau Director Indian Services
Division of Human Services
Division of Tribal Government Services
Division of Transportation
Division of Self Determination
Division of Workforce Development
Deputy Bureau Director Trust Services
Division of Real Estate Services
Division of Probate Services
Division of Forestry & Wildland Fire Management
Division of Environmental & Cultural Resources
Division of Land Titles & Records
Division of Natural Resources
Division of Water & Power
Division of Land Buy Back

Pacific Region

II. The Pacific Region Organizational Setting

Bureau of Indian Affairs

The department is in part guided by the various missions applicable to each bureau or office's individual function. For the BIA, the Office of the Assistant Secretary has defined the Mission of the BIA as:

MISSION:

The (BIA) is responsible for administering Federal Indian Policy; fulfilling its Federal trust responsibilities to American Indians, Tribal Governments, and Alaska Natives; and promoting tribal self-determination and self governance.

To accomplish its mission, the BIA provides tribes with the resources to exercise authority as sovereign nations by contracting or compacting bureau programs, fosters strong and stable tribal governments, and improves the quality of life in tribal communities by providing financial assistance to individual Indians residing on or near reservations who do not qualify for other financial assistance provided by the State and providing improvements to existing substandard housing for eligible needy Indians.

The Bureau provides investigative and police services and technical expertise to Indian tribes, provides tribes with the resources to aid in developing a self-sustaining economic base, assists in developing conservation and management plans to protect and preserve natural resources on trust lands and shared off-reservation resources, fulfills its trust responsibilities to protect and preserve trust lands, and provides educational programs from early childhood through post-secondary and adult education[4].

[4] DOI Departmental Manual, Part 130 DM 1, dated 4/21/03 #3573

Pacific Region

II. The Pacific Region Organizational Setting

Bureau of Indian Affairs

For close to two centuries, the Bureau of Indian Affairs (BIA) has been the primary provider of trust and social services to American Indians and Alaska Natives. The scope of the BIA is extensive and includes a range of services comparable to those provided by state and local governments, e.g., education, Indian child welfare, general assistance, law enforcement, economic development, gaming management, tribal court services, forestry, agriculture and range management, real estate services, and trust asset management.

Presently, BIA specialists work with tribal managers to protect, develop and manage tribal trust assets and resources, and assist tribes on developing ways to enhance the quality of life in their communities. The BIA also continues to serve individual Indians with trust lands and assets.

In 1975, the Congress enacted the Indian Self-determination and Education Assistance Act and in 1994, enacted the Tribal Self-governance Act. Together, these laws authorized tribes to directly administer BIA programs and services for their tribal members. Some tribes are unable or prefer not to undertake this responsibility. In such cases, the BIA continues to administer these programs and services for them.

Pacific Region

II. The Pacific Region Organizational Setting

Pacific Region

The Pacific Region of the Bureau of Indian Affairs is one of 12 Regional Offices located across the country. These 12 Regional Offices make up the field portion of the Bureau. A Regional Director who reports to the Director, Bureau of Indian Affairs, heads each Regional Office. Each Region is made up of several agency or field offices, located near reservations. Each agency/ field office reports to the Regional Director. The Regional Director has a staff that provides advice on administrative and program matters. The staff also advises and assists the field offices.

The Pacific Regional Office is under the direction of the Regional Director who is responsible to the Director, Bureau of Indian Affairs, for all non-education related Bureau programs, functions, and activities assigned to the Region. The Regional Director represents the Bureau in dealings with other governmental entities and serves as the representative of the Director, Bureau of Indian Affairs, with responsibility to work toward strengthening intergovernmental assistance to the 104 federally recognized tribes in the Region's service area and improving interagency and intergovernmental cooperation and coordination within the Region. The Office of the Regional Director provides program direction and supervision to four agencies responsible for formulation and promulgating Region applications of national policies; for monitoring and evaluating operating programs and offices to ensure program effectiveness, efficiency, and conformance with established policies; and for obtaining adequate technical advice and assistance to support field operations.

Pacific Region

II. The Pacific Region Organizational Setting

	No. of Tribes
NORTHERN CALIFORNIA AGENCY:	
Geographically located:	18
Direct Services:	12
CENTRAL CALIFORNIA AGENCY:	
Geographically located:	56
Direct Services:	51
SOUTHERN CALIFORNIA AGENCY	
Geographically located:	29
Direct Services:	26

PALM SPRINGS AGENCY:
Agua Caliente Band of Cahuilla Indians

Services Provided by Pacific Region:
Guidiville Rancheria
Big Lagoon Rancheria

SELF-GOVERNANCE TRIBES

1. Bishop Paiute Tribe (CCA)
2. Cabazon Band of Mission Indians (SCA)
3. Dry Creek Rancheria (CCA)
4. Ewiiaapaaya Band of Kumeyaay Indians (SCA)
5. Graton (CCA)
6. Hoopa Valley Tribe (NCA)
7. Karuk Tribe (NCA)
8. Koi Nation of Northern California (CCA)
9. Manzanita Band of Mission Indians (SCA)
10. Morongo Band of Mission Indians (SCA)
11. North Fork Rancheria (CCA)
12. Pinoleville Reservation (CCA)
13. Redding Rancheria (NCA)
14. Smith River Rancheria (NCA)
15. Susanville (NCA)
16. Yurok Tribe (NCA)

OTHER TRIBES IN CALIFORNIA UNDER SERVICE JURISDICTION OF WESTERN REGION

1. Chemehuevi Indian Tribe
2. Colorado River Indian Tribe
3. Fort Mojave Indian Tribe
4. Quechan Tribe of the Fort Yuma Indian Reservation
5. Washoe Tribe of Nevada and California

Pacific Region

II. The Pacific Region Organizational Setting

Pacific Region Cont.

The Pacific Region is made up of four agency offices: Northern California, Central California, Southern California, and Palm Springs. The Four Agency offices provide services at the local level. There are approximately 200 employees within the Pacific Region providing services to the 104 federally recognized tribes.

To begin to discuss why and how the Pacific Regional Office is unique you must first review some of the history of California and California Tribes. While the history of the Federal-Indian relationship in California shares some common characteristics with that of Native people elsewhere in the United States, it is different in many aspects. It includes the unprecedented magnitude of non-native migration into California after the discovery of gold in 1848, nine days before the signing of the Treaty of Guadalupe Hidalgo; the Senate's refusal to ratify the 18 treaties negotiated with California tribes during 1851-52; and the lawless nature of California's settlement after the Treaty of Guadalupe Hidalgo, including State sanctioned efforts to "exterminate" the indigenous population.

Under pressure from the California Congressional delegation, the United States Senate not only refused to sign the 18 treaties that had been negotiated, but they also took extraordinary steps to place the treaties under seal. Between the unratified treaties and the Land Claims Act of 1851, most California Indians became homeless.

Major shifts in federal Indian policy at the national level during the late 19th century exacerbated the Indian problems in California. Passage of the General Allotment Act in 1887 opened part of the limited lands in California to non-Indian settlement. In 1905 the public was finally advised of the 18 unratified treaties. Citizens sympathetic to the economic and physical distress of California Indians encouraged Congress to pass legislation to acquire isolated parcels of land for homeless California Indians. Between 1906 and 1910 a series of appropriations were passed that provided funds to purchase small tracts of land in central and northern California for landless Indians of those areas. These land acquisitions resulted in what has been referred to as the Rancheria System in California.

Pacific Region

II. The Pacific Region Organizational Setting

Pacific Region Cont.

In 1934, with the passage of the Indian Reorganization Act (IRA), the reconstituting of tribal governments included the BIA's supervision of elections among California tribes, including most of the Rancheria groups. Although many tribes accepted the provisions of the IRA, few California tribes benefited economically from the IRA because of the continuing inequities in funding of Federal Indian programs.

Beginning in 1944, forces within the BIA began to propose partial liquidation of the Rancheria system. Even the limited efforts to address the needs of California Indians at the turn of the century and again through passage of the IRA were halted by the federal government when it adopted the policy of termination. California became a primary target of this policy when Congress slated forty-one (41), California Rancherias for termination pursuant to the Rancheria Act of 1958. Thirty-six (36) of the forty-one (41) were terminated and seven (7) additional Tribes were terminated under the 1964 Amendment to the Act.

During the past quarter century judicial decisions, settlements and legislation have restored all but ten (10) of the terminated Rancherias and several of the remaining terminated Rancherias are actively pursuing restoration.

This brief history just begins to explain why the Pacific Regional Office is unique. California tribes today continue to develop their tribal infrastructure as a result of not having the same opportunities that have been provided to other native groups throughout the Country. California has a large number of aboriginal native populations who are not currently recognized by the United States which presents it's own list of problems.

Pacific Region

II. The Pacific Region Organizational Setting

Rancherias Terminated under the 1958 Terminations Act	Rancherias Terminated under the 1964 Amendment
1. Alexander Valley (Sonoma)	1. Colfax (Placer)
2. Auburn (Placer)	2. Likely (Modoc)
3. Big Valley (Lake)	3. Lookout (Modoc)
4. Blue Lake (Humboldt)	4. Mission Creek (Riverside)
5. Buena Vista (Amador)	5. El Dorado (El Dorado)
6. Cache Creek (Lake)	6. Strathmore (Tulare)
7. Chicken Ranch (Tuolumne)	7. Taylorsville (Plumas)
8. Chico (Butte)	
9. Cloverdale (Sonoma)	
10. Elk Valley (Del Norte)	
11. Graton (Sonoma)	
12. Greenville (Plumas)	
13. Guidiville (Mendocino)	
14. Indian Ranch (Inyo)	
15. Lytton (Sonoma)	
16. Mark West (Sonoma)	
17. Mooretown (Butte)	
18. Nevada City (Nevada)	
19. North Fork (Madera)	
20. Paskenta (Tehama)	
21. Picayune (Madera)	
22. Pinoleville (Mendocino)	
23. Potter Valley (Mendocino)	
24. Quartz Valley (Siskiyou)	
25. Redding (Shasta)	
26. Redwood Valley (Mendocino	
27. Robinson (Lake)	
28. Rohnerville (Humboldt)	
29. Ruffeys (Siskiyou)	
30. Scotts Valley (Lake)	
31. Smith River (Del Norte)	
32. Strawberry Valley (Yuba)	
33. Table Bluff (Humboldt)	
34. Table Mountain (Fresno)	
35. Upper Lake (Lake)	
36. Wilton (Sacramento)	

Pacific Region

II. The Pacific Region Organizational Setting

Pacific Region Cont.

In spite of the fact that there are large numbers of tribes within Agency jurisdictions and large geographic areas that encompass those agency jurisdictions, employees within the Pacific Regional Office do what they can to provide services. There are many issues in California that have yet to be addressed with regard to California Indians tribes. One major example is Water Rights. Water within the State of California today is as valuable as gold in the 1800's. The review by the United States of Indian water rights and quantification has just begun. The United States has not yet determined what its obligations are to California Indians.

As we move forward, California Indians are no longer willing to sit back and wait to see what will happen. Tribes have become progressive in the development of their governments as well as development of their tribal economies. Although most tribes are small and have huge tasks ahead, they will no longer just accept what is handed to them.

As a result, the Pacific Regional Office has had to move forward in a progressive manner along with tribes. The Pacific Regional Office continues to provide services and complete tasks that are required at the national level with limited staff and funding. As we move into the next decade we can be assured that we will need to

develop our workforce to meet the changing needs of California. Our workforce plan will become a means of reviewing program needs as well as tribal needs while managing within congressional and administrative requirements[1].

The current Organizational Charts for the Pacific Region are shown on pages 34-38:

BUREAU OF INDIAN AFFAIRS
PACIFIC REGIONAL OFFICE

OFFICE OF THE REGIONAL DIRECTOR			POS #
J00101	REGIONAL DIRECTOR	SES-0340-00	1010001
J00101	Staff Assistant - Water Rights	GS-0301-15	1010027
J00101	Supervisory Secretary	GS-0318-09	1010064
J00101	Secretary	GS-0318-06	1010021

DIV. ENVIR. CULTURAL RES MGMT & SAFETY			POS #
J00620	Supervisory Environ Specialist	GS-0401-14	6200001
J00620	Regional Archeologist	GS-0193-13	6200234
J00620	Archeologist	GS-0193-11	6200221
J00620	Environ Protection Specialist	GS-0028-12	6200195
J00620	Environmental Compliance Coordinator	GS-0401-12	6200215
J00620	Environ Protection Specialist	GS-0028-12	6200200
J00620	Environ Protection Specialist (V)	GS-0028-11	6200004A

DEPUTY REGIONAL DIRECTOR - INDIAN SERVICES			POS #
J00300	Deputy Regional Director - Indian Servs	GS-0034-15	3000001

TRIBAL OPERATIONS			POS #
J00360	Tribal Operations Officer	GS-0301-13	3600610
J00360	Tribal Operations Specialist	GS-0301-12	3600950
J00360	Tribal Government Specialist (V)	GS-0301-5/9	3600005A

SELF-DETERMINATION			POS #
J00303	Self-Determination Specialist	GS-1101-13	3030007
J00303	Assistant Self-Determination Specialist	GS-1101-5/7	

SOCIAL SERVICES			POS #
J00330	Regional Social Worker	GS-0185-13	3300198

DIVISION OF TRANSPORTATION			POS #
J00370	Division Chief - Highway Eng.	GS-0810-14	3700197
J00370	Progam Analyst	GS-0343-11	3700013
J00370	Office Automation Assistant	GS-0326-05	3700181
J00370	Clerk (OA)	GS-0326-04	3700011
J00370	Engineering Tech.	GS-0802-09	3700016
J00372	Highway Engineer	GS-0810-12	3720010
J00372	Highway Engineer	GS-0810-12	3720083
J00372	Highway Engineer (V)	GS-0810-12	3710002A
J00371	Civil Engineer (Highway)(V)	GS-0801-11	3710003A
J00371	Civil Engineer Tech.	GS-0802-09	3720257
J00373	Engineering Equipment Operator (V)	WG-5716-08	3730009A
J00373	Engineering Equipment Operator	WS-5716-11	3730008
J00373	Engineering Equipment	WG-5716-08	3730006
J00373	Engineering Equipment	WG-5716-08	3730007

HOUSING IMPROVEMENT PROGRAM			POS #
J00300	Housing Program Officer (V)	GS-1101-12	3900006A

Regional Director, Pacific Region Date

DEPUTY REGIONAL DIRECTOR - TRUST SERVICES			POS #
J00400	Deputy Regional Director - Trust Servs	GS-0340-15	4000804

DIVISION OF NATURAL RESOURCES			POS #
J00400	Natural Resources Officer (V)	GS-0401-14	4600809A
J00440	Administrative Officer	GS-0341-11	4400218
J00400	Secretary	GA-0318-07	4600179
J00440	Forester (FMO)	GS-0460-13	4400312
J00440	Forester - Timber Sales	GS-0460-12	4400208
J00440	Forester	GS-0460-12	4400027
J00440	Forester (AFMO)	GS-0460-12	4400170
J00440	Forester	GS-0460-11	4400303
J00440	Regional Fuels Mgmt. Spec.	GS-0401-12	4400030
J00440	Wildland Fire Prevention Tech.	GS-0462-09	4400528
J00440	Office Assistant (STEP)	GS-0303-01	440036T
J00440	Office Assistant (STEP)	GS-0303-01	440029T
J00440	Office Assistant (STEP)	GS-0303-01	440029T
J00440	FMO (Tule River) (V)	GS-0401-11	4400014A
J00440	Range/Forestry Tech. Fuels Crew	GS-0462-7/8	4400028
J00440	Range/Forestry Tech - Fuels Crew	GS-0462-3/5	4400020
J00440	Natural Resource Specialist	GS-0401-12	4400033
J00440	Natural Resource Specialist	GS-0401-12	4400026
J00461	Hydrologist	GS-1315-13	4610132
J00461	Water Rights Specialist	GS-0301-12	4610001
J00462	Civil Engineer	GS-0810-13	4620220
J00463	Rangeland Mgmt. Spec.	GS-0454-12	4630226

DIVISION OF REAL ESTATE SERVICES			POS #
J00420	Realty Officer	GS-1170-14	4200813
J00420	Realty Specialist (Conveyances)	GS-1170-12	4200040
J00420	Realty Specialist (Conveyances)	GS-1170-12	4200044
J00420	Realty Specialist (Probate)	GS-1170-09	4200010
J00423	Supervisory Realty Specialist	GS-1170-13	4230231
J00423	Realty Specialist (Conveyances)	GS-1170-12	4230238
J00423	Realty Specialist	GS-1170-12	4230214
J00423	Realty Specialist (Conveyances)	GS-1170-11	4230240
J00420	Program Analyst (V)	GS-0343-12	4200318A
J00420	OA Assistant (V)	GS-0326-05	4230201A
J00420	Cartographer GIS (V)	GS-1130-11	4200014A

LAND, TITLE, AND RECORDS			POS #
J00422	Supervisory Realty Specialist	GS-1170-12	4220112
J00422	Legal Instruments Examiner	GS-0963-09	4220016
J00422	Legal Instruments Examiner	GS-0963-08	4220022
J00422	Legal Instruments Examiner	GS-0963-08	4220021
J00422	Supervisory Realty Specialist	GS-1170-11	4220222
J00422	Legal Instruments Examiner	GS-0963-08	4220018
J00422	Legal Instruments Examiner	GS-0963-08	4220564
J00422	Legal Instruments Examiner	GS-0963-5/8	4220026
J00422	Legal Instruments Examiner	GS-0963-5/8	4220020
J00422	Legal Instruments Examiner	GS-0963-5/8	4220017
J00422	Legal Instruments Examiner (V)	GS-0963-5/8	4220023A
J00422	Legal Instruments Examiner (V)	GS-0963-5/8	4220024A
J00422	Legal Instruments Examiner (V)	GS-0963-5/8	4220025A

PROBATE			POS #
J00490	Legal Administrative Specialist	GS-0901-13	4900008

LOCKBOX			POS #
J00400	Program Analyst (Trust Coordination)	GS-0343-12	4000005

BUREAU OF INDIAN AFFAIRS
CENTRAL CALIFORNIA AGENCY
FY-2013

OFFICE OF THE SUPERINTENDENT			POS #
J51101	SUPERINTENDENT	GS-0340-14	1010249
J51101	Secretary-Vacant	GS-0318-07	1010250A

ADMINISTRATION			POS #
J51101	Administrative Officer	GS-0341-12	1010251
J51101	Administrative Support Assistant	GS-0303-06	1010006
J51101	Accounting Technician	GS-0525-07	1010602
J51101	Information Receptionist	GS-0304-03	1010254

TRIBAL OPERATIONS			POS #
J51320	Tribal Operations Officer	GS-0301-12	3200214
J51320	Tribal Operations Specialist	GS-0301-11	3200294
J51320	Tribal Operations Specialist	GS-0301-11	3200012
J51320	Tribal Operations Specialist	GS-0301-07	3200009
J51320	Tribal Operations Specialist	GS-0301-07	3200010
J51320	Tribal Enrollment Assistant	GS-0301-06	3200279
J51320	Secretary	GS-0318-05	3000014

SOCIAL SERVICES			POS #
J51330	Social Services Assistant	GS-0186-07	3300306

SELF-DETERMINATION			POS #
J51303	Self-Determination Officer	GS-1101-12	3030296
J51303	Self-Determination Specialist	GS-1101-11	3030265
J51303	Self-Determination Specialist	GS-1101-11	3030005
J51303	Self-Determination Specialist	GS-1101-11	3030265
J51303	Self-Determination Specialist	GS-1101-11	3030309
J51303	Self-Determination Specialist	GS-1101-09	3030006
J51303	Secretary-Vacant	GS-0318-07	3030263A

TRANSPORTATION			POS #
J51101	Civil Engineer Technician	GS-0802-11	1010020

REAL ESTATE SERVICES			POS #
J51420	Realty Officer	GS-1170-12	4200241
J51420	Realty Specialist	GS-1170-11	4200037
J51420	Realty Specialist	GS-1170-11	4200020
J51420	Realty Specialist	GS-1170-11	4200043
J51420	Realty Specialist	GS-1170-11	4200019
J51420	Realty Specialist-Vacant	GS-1170-11	4200029
J51420	Realty Clerk-Assistant	GS-0318-05	4200041A

PROBATE			POS #
J51490	Legal Administrative Specialist	GS-0901-11	4900004
J51490	Legal Administrative Specialist	GS-0901-09	4900009
J51490	Legal Administrative Specialist	GS-0901-09	4900013
J51490	Legal Administrative Specialist	GS-0901-09	4900005

ENVIRONMENTAL QUALITY SERVICES			POS #
J51460	Environmental Protection Specialist	GS-0028-12	4600305

DIVISION OF NATURAL RESOURCES			POS #
J51460	Natural Resources Officer (V)	GS-0401-12	4600295
J51460	Hydrologist	GS-1315-11	4600005
J51460	Range Management Specialist	GS-0454-11	4600006

Recommended: _____ Date

Troy Burdick, Superintendent
Central California Agency

Approved: _____ Date

Amy Dutschke, Regional Director
Pacific Region

BUREAU OF INDIAN AFFAIRS
NORTHERN CALIFORNIA AGENCY
FY-2013

OFFICE OF THE SUPERINTENDENT			POS #
J52101	Superintendent	GM-0340-14	1010350
J52101	Secretary (V)	GS-0318-4/5	1010750F

SELF-DETERMINATION			POS #
J52303	Self Determination Officer	GS-1101-12	3030753
J52303	Self Determination Specialist	GS-1101-11	3030707

NATURAL RESOURCES			POS #
J52420	Natural Resources Officer	GS-0401-12	4600738

TRANSPORTATION			POS #
J52370	Civil Engineering Technician	GS-0802-11	3799914

ADMINISTRATION			POS #
J52101	Administrative Officer	GS-0341-5/9	1010022

REAL ESTATE SERVICES			POS #
J52420	Realty Specialist	GS-1170-5/9	4200045
J52420	Realty Specialist	GS-1170-11	4200334

TRIBAL OPERATIONS			POS #
J52320	Tribal Operations Specialist (V)	GS-0301-11	3200730
J52320	Tribal Operations Assistant	GS-0301-5/7	3200005

PROBATE			POS #
J52490	Legal Adminstrative Specialist	GS-0962-11	4900016
J52490	Contact Representative (V)	GS-0962-5/7	4900018A

Recommended: _____ Date

Virgil Akins, Superintendent
Northern California Agency

Approved: _____

Amy Dutschke, Regional Director
Pacific Region

BUREAU OF INDIAN AFFAIRS
PALM SPRINGS AGENCY
FY-2013

	OFFICE OF THE SUPERINTENDENT		POS #
J53101	SUPERINTENDENT	GS-0340-14	1010406
J53101	SECRETARY (O/A)	GS-0318-06	1010427

	TRUST SERVICES		POS #
J53400	DEPUTY SUPERINTENDENT-TRUST SERVICES (V)	GS-0340-13	4000003
J53415	SUPERVISORY ACCOUNTANT	GS-0510-12	4150001
J53415	ACCOUNTING TECHNICIAN	GS-0525-05	4150006
J53415	ACCOUNTING TECHNICIAN	GS-0525-05	4150007
J53420	REALTY OFFICER	GS-1170-12	4200401
J53420	REALTY SPECIALIST	GS-1170-11	4200402
J53420	REALTY SPECIALIST	GS-1170-11	4200033
J53420	REALTY SPECIALIST	GS-1170-11	4200402
J53420	REALTY SPECIALIST	GS-1170-11	4200402
J53420	REALTY SPECIALIST	GS-1170-11	4200402

BUREAU OF INDIAN AFFAIRS
SOUTHERN CALIFORNIA AGENCY
FY 2013

OFFICE OF THE SUPERINTENDENT			POS #
J54101	SUPERINTENDENT	GS-0340-14	1010563
J54101	Secretary	GS-0318-5/7	1010584

ADMINISTRATION			POS #
J54101	ADMINISTRATIVE OFFICER	GS-0341-11	1010607
J54101	Administrative Support Assistant	GS-1105-5/7	1010609

TRIBAL OPERATIONS			POS #
J54320	TRIBAL OPERATIONS OFFICER	GS-0301-12	3200505
J54320	Tribal Operations Specialist	GS-0301-11	3200604
J54320	Tribal Operations Assistant	GS-0303-5/7	3200008

DEPUTY SUPERINTENDENT FOR TRUST SERVICES			POS #
J54400	DEPUTY SUPERINTENDENT	GS-0340-13	4000004

SELF-DETERMINATION			POS #
J54303	SELF-DETERMINATION OFFICER	GS-1101-12	3030488
J54303	Self-Determination Specialist	GS-1101-5/11	3030011
J54303	Self-Determination Specialist	GS-1101-5/11	3030010
J54303	Self-Determination Specialist (V)	GS-1101-11	3030588-004

NATURAL RESOURCES			POS #
J54460	NATURAL RESOURCES OFFICER	GS-0401-12/13	4600601
J54460	Hydrologist	GS-1315-9/12	4600578
J54460	Environmental Protection Spec. (V)	GS-0401-9/11	4600009A
J54460	Environmental Comp. Coord.	GS-0401-9/11	4600611
J54440	Forester	GS-0460-5/9	4400031
J54440	Fire Management Officer	GS-0401-11/12	4400032
J54460	Fire Mgmt. Specialist (Prev. & Maint.)	GS-0401-7/9	4400035

HUMAN SERVICES			POS #
J54330	SOCIAL WORKER	GS-0185-12	3300591
J54330	Social Services Assistant	GS-0186-6/7	3300007
J54330	Social Services Representative	GS-0187-9	3300009T

REAL ESTATE SERVICES			POS #
J54420	REALTY OFFICER	GS-1170-12	4200530
J54420	Realty Specialist	GS-1170-5/11	4200012
J54420	Realty Specialist	GS-1170-5/11	4200310
J54420	Realty Specialist	GS-1170-5/11	4200039

TRANSPORTATION			POS #
J54370	Civil Engineer Technician	GS-0802-11	3700015

PROBATE AND ESTATE SERVICES			POS #
J54490	Legal Administrative Specialist	GS-091-11	4900012
J54490	Contact Representative (V)	GS-962-07	490015A

Recommended: _____

Robert Eben, Superintendent — Date
Southern California Agency

Approved: _____

Amy Dutschke, Regional Director — Date
Pacific Region

Pacific Region
Office of Indian Services

II. The OIS Organizational Setting

Introduction

In the past 237 years, Congress has passed more Federal laws affecting American Indians than any other group of people in the United States. More recently, The Tribal Law and Order Act of 2010 (TLOA), enacted on July 29, 2010, amended the Indian Alcohol and Substance Prevention and Treatment Act of 1986, 25 U.S.C. 2401-2416. In enacting the TLOA, Congress identified, among other things, that "alcoholism and alcohol and substance abuse is the most severe health and social problem facing Indian tribes and people today and nothing is more costly to Indian people than the consequences of alcohol and substance abuse measured in physical, mental, social, and economic terms".

While the Federal trust obligation is central to this specialized relationship, the responsibilities of the United States to American Indians and Alaska Natives extends further than basic trust obligations and includes a wide range of services. This invigorating commitment towards Native communities has further exemplified the mission statements that guide the principles for the Office of Indian Services.

Department of the Interior Mission

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

Pacific Region Mission

Empowering employees to inspire change and creativity to facilitate a continual stream of innovation; enabling us to be the most progressive organization within the Interior.

Indian Services Mission

To facilitate support for tribal people and tribal governments by promoting safe and quality living environments, strong communities, self sufficient and individual rights, while enhancing protection of the lives, prosperity, and well being of American Indians and Alaska Natives.

Office of Indian Services

II. The OIS Organizational Setting

Division of Self-Determination

The Division of Self-Determination Mission is to promote and advocate maximum Indian participation in the programs and services conducted by the Federal Government for Indians; and to encourage and support the development of tribal capacity to better manage the opportunities and responsibilities of self-determination.

In 1975, the United States Congress enacted the Indian Self-Determination and Education Assistance Act (the Act), Pub. L. 93-638. The Act allowed for Indian tribes to have greater autonomy and to have the opportunity to assume the responsibility for programs and services administered to them on behalf of the Secretary of the Interior through contractual agreements. The Act assured that Indian tribes had paramount involvement in the direction of services provided by the Federal government in an attempt to target the delivery of such services to the needs and desires of the local communities. In the Act, Congress declared its commitment to maintaining the unique and continuing relationship with Indian tribes through the new policy of self-determination. The strengthening of this relationship provided a methodical evolution of federal dominance to an improved and effective Indian involvement in the development and management of programs.

The Division of Self-Determination Services within the Bureau of Indian Affairs (BIA), the Office of Indian Services (OIS) serves as the primary contact on policy affecting the unique contractual relationship between the Secretary of the Interior and Indian tribes or tribal entities. In addition to developing policy and providing program direction at a national level, the Division focuses its efforts on training and technical assistance to meet the increasing demand for modernization and professional growth by BIA employees and tribal contractors.

Office of Indian Services

II. The OIS Organizational Setting

Division of Human Services

The mission of the Division of Human Services is to promote the safety, financial security and social health of Indian communities and individual Indian people.

Human Services consists of direct funding and activities related to social services, welfare assistance, Indian child welfare, and program oversight. The objective of this activity is to improve the quality of life for individual Indians that live on or near Indian reservations and to protect the children, elderly and disabled from abuse and neglect. The activity also provides child abuse and neglect services and protective services to Individual Indian Monies (IIM) supervised account holders who are minors, adults in need of assistance, adults under legal disability, and adults found to be non compos.

The Pacific Region Social Services program provides services to local eligible Indians as well as coordinate all Human Services activities at the Reservation level. The social workers work with tribal courts, state courts, and Indian families for the placement and adoption of Indian children in Indian homes. The social workers serve as the contact point for numerous social service agencies that are responsible for child protection, placement, and adoption of Indian children.

This program also supports the Department's Strategic Goal to Fulfill Indian Fiduciary Trust Responsibilities by providing for the management of IIM accounts for minors, adults in need of assistance, adults under legal disability, and adults found to be non compos mentis. The staff works with families and guardians in the development of distribution plans, and completes assessments and evaluations in support of these plans. The outcome of these actions results in accurate payments from trust accounts.

Office of Indian Services

II. The OIS Organizational Setting

Division of Transportation

The mission if the Division of Transportation is to assist tribes in developing their capacity to plan, construct, and maintain safe and efficient transportation networks; and to promote tribal tourism.

The Division of Transportation oversees the road maintenance and road construction programs for the Indian Reservation Roads in Indian Country. Transportation related activities are provided directly and through contracts, grants, and compacts to American Indians and Alaska Natives.

The BIA road system is part of the Indian Reservation Roads system. As public roads, BIA roads and bridges serve as major access for tribal communities through which services are provided or delivered to tribal members and the general public. As public roads, BIA roads are public corridors through which much of the services (educational, medical, commercial and recreation) are provided. In addition, Indian Reservation Roads also provide access to Indian communities, trust and fee lands. As a public authority, the BIA assumes the responsibility for the maintenance and improvement of BIA roads and bridges. The broad definition of BIA roads includes all transportation related facilities used in surface transportation (roads, bridges, ferry terminal, ferry boats, trails, boardwalks, primitive roads and administrative roads to BIA agency offices).

This program also supports the Department's Strategic Goal of making communities safer by improving the Service Level Index of roads and bridges within the Indian Reservation Roads system.

Office of Indian Services

II. The OIS Organizational Setting

Division of Tribal Government

The mission of the Division of Tribal Government is to promote awareness of tribal governmental responsibilities and processes, and to provide tribes with the resources they need to foster strong and stable tribal governments in exercising their rights as sovereign nations.

Tribal Government funds are used to provide staff at the Bureau of Indian Affairs (BIA) agency office, or hire staff under a tribal Indian self-determination contract to perform tribal government services at the tribal/agency level. Support provided includes review of tribal resolutions, liquor ordinances, proposed governing documents requiring action by the BIA line officials, preparation of membership rolls for special (Secretarial) elections or for per capita distributions, and administration of special elections per 25 C.F.R. 81. The staff also meets with tribal enrollment offices or committees on enrollment/disenrollment matters and appeals. In some cases, the Aid to Tribal Government (ATG) funds directly support the activities of the tribal contractor/tribal officials in carrying out contracted activities on behalf of the Bureau and the tribe.

Pacific Region
Office of Trust Services

II. The OTS Organizational Setting

Introduction

During the last two centuries, Congress ratified numerous treaties and enacted dozens of laws that dealt directly with the lives and property of American Indians and Alaska Natives. While federal trust obligations lie at the heart of the Federal-Indian relationship, the scope of the United States' responsibilities to Indian people extends beyond basic trust obligations to include a wide range of services delivered in concert with the principle of Indian self-determination.

More recently, the HEARTH Act of 2012, H.R. 205 (Act), allows Indian tribes to enter into certain leases without approval from the Secretary of the Interior. Another step toward true Indian Self-Determination.

The Act amended 25 U.S.C. § 415, more commonly referred to as the Long-Term Leasing Act, approved August 9, 1955, provides authority for tribes to negotiate and approve leases on tribally owned and tribal interests in allotted lands without Bureau of Indian Affairs (BIA) approval.

Although the role of the BIA has changed significantly over the last three decades in response to a greater emphasis on Indian self-determination, tribes still look to BIA for a broad spectrum of services.

Bureau of Indian Affairs Mission

To enhance the quality of life, to promote economic opportunity, and to carry out the responsibility to protect and improve the trust assets of American Indians, Indian tribes, and Alaska Natives.

Trust Responsibility

The federal trust responsibility is not only a legal relationship between the federally recognized tribes and the U.S. government, it is also a unique relationship between "trustee" and "beneficiary". U.S. Supreme Court decisions describe the Federal-Indian relationship as a guardian-ward relationship which has evolved into the trust relationship doctrine.

Office of Trust Services

II. The OTS Organizational Setting

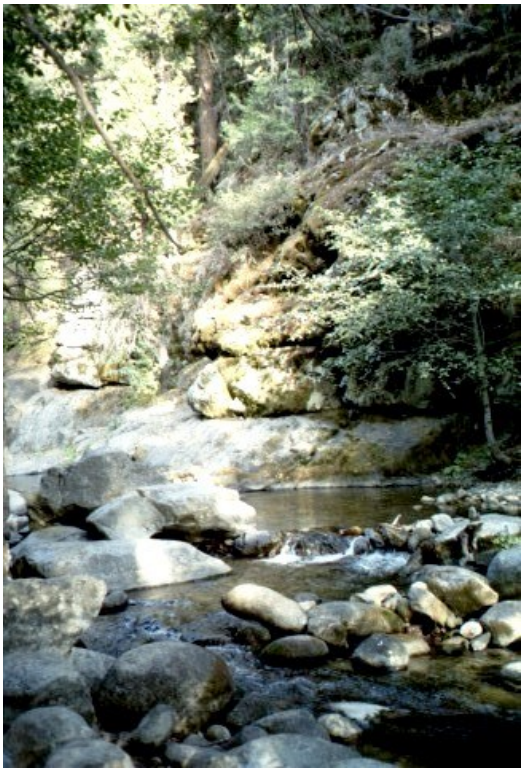
Division of Real Estate Services

Real Estate Services protect and maintain the integrity of trust lands and trust resources through preservation of these resources. The Pacific Regional Office provides policy direction, technical assistance, training, administrative review, and monitoring in the evaluation of the Agency's property operations.

Regional office responsibilities include, but are not limited to: deciding appeals of agency actions; assisting the negotiation of P.L. 93-638 contracts for realty related functions; litigation support; review of real property initiatives; and review and approval of numerous real estate services transactions, e.g., acquisition, disposal, surface and sub-surface lease and land use planning proposal transactions for Indian Tribes who have contracted and compacted the program.

In addition, the Regional offices coordinate environmental studies, rights-of-way, easements, exchanges, partitions, patents in fee, removal of restrictions, permits, and initiation of rights protection issues such as trespass and land damages; perform technical reviews of real estate transactions; and approve real estate transactions for contract and self-governance tribal transactions.

The Regional office combined with the agencies and tribal contracted/compacted real estate program offices ensure that the Indian owners have the ability to benefit from the resources on approximately 479,294.773 acres of surface and 43,519.73 acres of subsurface Indian land.



Office of Trust Services

II. The OTS Organizational Setting

Division of Real Estate Services: Fee to Trust Consortium

This program focuses on expeditious processing fee-to-trust applications. The Pacific Region has been operating under a Memorandum of Understanding (MOU) that sets forth, in writing the understanding of the relationship between the BIA and the California Fee-to-Trust Consortium Tribes. The original MOU was in effect for 3 years, beginning with fiscal year (FY) 2000 with fifty-five (55) tribes. Currently, we have sixty-four tribes in the FTT Consortium. The FTT program is funded through each tribe's respective Tribal Priority Allocation (TPA) funds.

The mission of the FTT program is to process fee-to-trust applications in a timely manner and provide services that are accurate, timely, accountable and efficient, which include: acknowledging receipts of applications for fee-to-trust land acquisitions; define timeframes with regard to gathering of information to complete fee-to-trust applications on a timely basis; define timeframes associated with administrative and legal challenges to decisions to accept land into trust; implement reporting requirements for pending fee-to-trust cases; and to identify how employee time working all aspects of fee-to-trust will be recorded. All references to "days" within this policy are calendar days, not business days. All references to "written correspondence to applicants" within this policy are to be made via certified-return receipt mail.

Requests are handled based on location. On reservation acquisitions may be delegated to the Superintendent level and can be processed by staff at the agency level. Off reservation are processed in the regional office. Applications are generally processed on a first in first out basis. You need to understand that as applications process some may move ahead of others based on environmental issues, public comments, etc.

This program also supports the Department's Strategic Goal to Fulfill Indian Fiduciary Trust Responsibilities by providing assistance to Tribal and Individual Indians for the purposes of bring land into trust. The staff works with tribes, tribal entities, consultants and individuals in the development of a complete application. The outcome of these actions results in land into trust.

Office of Trust Services

II. The OTS Organizational Setting

Division of Real Estate Services: Land Titles and Records Office

This program improves ownership information and protects and preserves trust lands and trust resources through efficient and accurate processing of land titles. 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 timely processing of all trust land title conveyance and encumbrance transactions supports upholding the trust responsibility, the examination and certification of Indian land titles for accuracy, and the verification of each owner's interest in the tract and the encumbrances on such ownership. The average time to prepare a Title Status Report (TSR), depending upon the number of owners and documents and the complexity of the title issues, may range from as little as one hour to several days.

Over 900+ land and resource management transactions are conducted by the Pacific Region each year and each requires some form of title service or product to complete the transaction. The timely delivery of title services and products facilitates the collaborative effort between Indian Affairs, Tribes, Indian landowners and prospective investors to conserve, develop, or maintain Indian trust lands.

Office of Trust Services

II. The OTS Organizational Setting

Division of Probate

The primary mission of the Division of Probate is to compile inventories of Indian Trust assets and family information, and to coordinate the timely distribution of trust assets with the Office of Hearings and Appeals, Land Titles and Records Office and the Office of the Special Trustee.

The Division of Probate gathers information regarding decedent's family and property and prepares it for adjudication by the Office of Hearings and Appeals (OHA). After OHA issues a probate order the Division works with other trust offices, such as the Office of the Special Trustee for American Indians and the Land Titles and Records Office to distribute the assets.

Passage of the Indian Land Consolidation Act (ILCA) of 2000 allowed the DPES and the probate function improvement for proper beneficiary management of trust and restricted property.

The American Indian Probate Reform Act of 2004 (AIPRA), as amended, changed how trust property, or Indian lands, are distributed and managed by the federal government.

The AIPRA had significant amendments that drastically changed how the Federal government operated the DPES program. One major purpose of AIPRA was to preserve the trust status of Indian lands and to reduce the number of small fractionated landowner interests.

Both laws have had a major influence over how Interior administers its fiduciary trust obligation in the management of trust lands on behalf of trust beneficiaries.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources

The primary function of the Trust - Natural Resources Management program is to assist Tribes in the management, development, and protection of Indian Trust land and natural resource assets. The resource management activities undertaken provide many benefits to the landowner such as revenue, jobs, and the protection of cultural, spiritual, and traditional resources.

A significant part of the Natural Resources activity is executed under contracts and grants with Tribes, particularly in the Fish, Wildlife, and Parks subactivity. The project-related portions of agriculture are also chiefly contracted with Tribes. Other programs related to natural resources are split between the Tribes and Indian Affairs.

Natural Resources Management is comprised of the following subactivities: Natural Resources; Irrigation O & M; Rights Protection Implementation; Tribal Management/Development Program; Endangered Species; Cooperative Landscape Conservation; Climate Change; Integrated Resource Info Program; Agriculture and Range; Forestry; Water Resources; Fish, Wildlife and Parks; and program oversight.

The overall Trust - Natural Resources Management program fulfills Indian trust responsibilities through the strategy of improved management, protection, and development of Indian land and natural resource assets. The Natural Resources sub-activity supports this strategy by allowing Tribes to manage their own natural resources and compliance with various regulations and requirements related to their natural resource assets.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources—Climate Change

Status of climate change adaptation at the Bureau of Indian Affairs
The Bureau's approach to climate change adaptation is underscored by Secretarial Order 3289, issued September, 2009 (amended February, 2010). The Bureau is actively engaged in an effort to understand and address climate change impacts, and has begun to engage Tribes to support the integration of adaptation management into operations, programs, planning, and policies.

The Bureau recognizes collaboration as fundamental to success in climate change adaptation. The Bureau has tasked the Climate Change Coordinator, in the Office of Trust Management to participate in a variety of partnerships at the national, regional, and local levels to deliver technical support to tribes and build cooperative pilot projects to support tribes and trust land managers in addressing adaptation on the local level. The Bureau supports tribal participation in the Department's Climate Science Centers and the network of Landscape Conservation Cooperatives to ensure both collaborative efforts to address climate change and to inject a tribal perspectives and concerns, including traditional ecological knowledge into the efforts of collaborators.

The Bureau also encourages collaborative climate change adaptation efforts that support trust and managers and tribal governments. Current cooperators that support tribal engagement include; the Tribes, Tribal coalitions, and tribal professional societies themselves, the Department of Interior Bureaus, the National Oceanographic and Atmospheric Agency, High Plains Regional Climate Center, the National Aeronautics and Space Administration, The USDA, Forest Service & Natural Resource Conservation Service, Environmental Protection Agency, the Department of Energy, the Corps of Engineers, non-Government Organizations like the Institute for Tribal Environmental Professionals, the Pacific Northwest Tribal Climate Change Project at Oregon State University, the National Wildlife Foundation, the Association of Fish and Wildlife Agencies, and many others.

In addition to those described here, the Bureau has initiated and supported numerous climate change adaptation activities at the regional and Agency offices.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources—Climate Change

Implementation
Implementation happens at the field level in cooperation with Tribes. The near-term climate change actions suggested here are the start of the Bureau's effort to integrate climate change adaptation into relevant operations, plans, designs, programs, and policies for trust land resources and for areas of concern for Tribes. Field managers must take the broad concepts, evaluate options based on professional judgment and local conditions and design effective projects and monitoring protocols.

No Bureau action will be successful without the Tribes' agreement and participation. Trust land managers and non-trust support staff for non-trust functions rely on Tribal input and approval for implementation. In order to integrate climate change adaptation across all the possible impact areas, the Bureau and Tribes must work together at all levels of the organizations.

Further, climate science and the decision support tools are constantly changing and updating. The Bureau seeks to improve data and tools for decision makers as they address implementation challenges. The climate itself is undergoing rapid change and our monitoring systems and techniques must keep pace with sound baseline data and evolving data needs to improve future projections of conditions and challenges.

The Bureau will annually revisit this plan and make revisions and updates, as appropriate.

<u>Bureau Climate Change Adaptation Actions for Fiscal Year 2014 and Beyond</u>

Enable tribal and trust land managers to incorporate climate change adaptation management into all appropriate Bureau functions by:

Implementation of a training program for tribal and Bureau staff to enable adaptation planning at the reservation or field unit level (subject to funding).

Implementation of a competitive grant program for tribal and trust land managers to enable participation at technical sessions and collaborative bodies, to update monitoring systems, vulnerability assessments, adaptation planning, and to initiate limited implementation pilots (subject to funding).

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources—Climate Change

Implementation of a competitive grant program for tribes with marine and coastal resources, or treaty rights to enable participation on Regional Planning Boards, attend technical sessions, to update monitoring systems, perform vulnerability assessments, and/or coordinate tribal adaptation plans (subject to funding).

Coordination of the delivery of climate change policy, impact adaptation technical support and tools for trust land managers, technical specialists and tribal governments and managers.

Conclusion

Climate change impacts are not well defined at the local level and will take place over a long time span. Adaptation management will require continuous training, monitoring, assessment, and planning to support climate resiliency. This climate change adaptation plan describes, at a high level, the current recognition of the Bureau's and Tribes' challenges and a path to address those challenges in support of Tribal goals. The Bureau is committed to working with Tribes and other partners to support adaptation planning and adaptation in trust land management in support of tribal goals and in keeping with the federal trust responsibility.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources -Forestry

The Pacific Regional Office performs functions associated with the administration of the Forestry program in support of established goals for forest resources, employment, plus recreation, aesthetic, cultural, and other traditional values supporting the development & implementation of land management plans while coordinating agricultural goals and objectives. Active working relationships are maintained with other Federal, state, industry, and private forestry organizations on forestry issues of mutual concern. Indian Affairs staff support the planning and scheduling of Bureau-wide forestry activities by providing program oversight to ensure regulations, policy requirements, and technical standards are met for sound trust management.

Additionally, Regional staff also provide forestry assistance to Tribes with Indian land where Agency forestry staff are not available, thus becoming the primary BIA technical support to Indian beneficiaries (53 BIAM 1.3-PAA). Regional Office forestry staff provide services directly to an increasing number of Tribes that operate their own forestry programs. The forestry branch promotes landscape scale management to protect & improve the Indian Trust providing tribal values in resource management (16 USC 1712B, 16 USC Chpt. 92, 25 USC 450 et. Seq. & 25 USC Chpt. 33 & 39).

Technical assistance is provided to Tribes and Agency Offices. Technical functions performed include: formulation and implementation of policies for the appraisal of forest products; technical assistance for forest and log measurements; preparation and revision of forest management or integrated resource management plans; forest inventories, analysis of forest inventory data; forest development projects; forest protection; and other forestry related activities. The forestry staff recognizes the need to gain outside investments to protect and improve the Indian Trust, promoting Indian self-determination (25 USC 3109 & 25 USC 450 et. Seq.)

The Forestry Program undertakes forest land management activities on Indian forest land to develop, maintain, and enhance the forest resources in accordance with the principles of sustained yield and with the standards and objectives set forth in forest management plans. This program supports the protection and enhancement of Indian forestland and natural resource assets by managing or assisting Tribes with the management of their forests, consistent with tribal goals and objectives identified in forest management plans or integrated resource management plans.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources -Forestry

In the State of California, Indian forests cover over 200,000 acres of land, with a commercial timber volume with an annual allowable harvest of 15 million board feet and a minimum target of 10 million. Indian forests are located on 66 reservations. The Forestry sub-activity consists of the following areas:

Forest Product Sale Preparation and Administration: The sale of forest products is a key source of tribal revenues and employment on many reservations. The preparation of timber sales allows for the continuation of Indian Affairs efforts to promote self-sustaining communities and the sustainable development of Indian forest resources. To assist Tribes with identifying and accessing markets for their forest products, the forestry program will partner with the Intertribal Timber Council and commercial timber owning tribes in a multi-year marketing and branding study for Indian forest products. The harvesting of forest products is an integral component of protecting Indian forest resources from wildfires, insect, and disease infestations. The forest product sale component of the program encompasses all elements of the preparation, administration, and supervision of forest product harvesting contracts and permits. In addition to generating revenue for Tribes and individual Indian owners, this activity creates employment for both tribal and non-Indian communities on and adjacent to Indian reservations. Forestry staff maintains forest product volume and value records and provide resource accountability.

Forest Program Management: This component includes forestry program oversight and administrative activities such as audit reviews, performance reviews, internal control reviews, strategic planning, activity based costing, and recommendations for follow-up, if needed, based on findings; management of funds at the agency and tribal level; and program management to ensure that the program complies with the applicable laws, procedures, and regulations. In addition to annual audits and reviews, the Forestry program will undertake the periodic independent assessment of the condition of Indian forests and the forest management programs.

Forest Protection: This component includes the protection of Indian forest resources from insect and disease infestations, and trespass including fire (16 USC 594 & 25 USC 3115A). Tribes develop insect and disease control projects with Indian Affairs. The proposed projects are submitted to the Department of Agriculture (U.S. Forest Service) for funding decisions. Funds for approved projects are then transferred to Indian Affairs for distribution to the agencies and Tribes.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Forestry

Forest Development: The main activities of this component are tree planting and pre-commercial thinning of overstocked forested areas. Pre-commercial thinning of overstocked forested areas, in addition to reducing the number of trees per acre, favors preferred tree species and protects young stands from damage caused by wildfire, insects, and disease. Associated activities include site preparation, seed/cone collection, greenhouse operations, protection of young stands, species conversion, and scheduled periodic silvicultural treatments. Over half of these activities are performed under existing self–determination contracts and self-governance compacts.

Woodland Management: This program includes all forestland management activities on lands that are classified as woodlands. By definition, woodlands are forest lands that are less productive than commercial forestlands. Woodlands are less productive but possess significant values in cultural, spiritual, and traditional resources. Indian woodlands encompass over 73,000 acres.

Integrated Resource Management Plans (IRMPs): As in Forest Management Planning above, FMPs that are contained within IRMPs are a key long-term performance measure. The goal of this program is to support the prudent management of natural & agricultural resources on Indian lands by providing IRMP grants, training, and technical resources to assist Tribes in developing IRMPs. The development of IRMPs addresses the serious deficit of tribal strategic natural resource goals and objectives. It is Indian Affairs' policy to assist Tribes in ascertaining and documenting the goals of Indian owners through an interdisciplinary, integrated approach, which is adaptable to local needs and conditions. By using an integrated approach, coordination of the wide range of resource management activities can be undertaken effectively with each resource program taking into account the impact of its management actions on other resources.

Timber Harvest Initiative: This activity is used to increase the harvest of forest products on reservations that are unable to meet their annual allowable cut. The timber scheduled for harvest under this initiative is a portion of the annual allowable cut identified in an approved FMP. Indian Affairs and tribes work together to develop environmental compliance documents, prepare sales, and administer contracts and permits.

Watershed Restoration: A joint habitat recovery project, being carried out by the Northwest Indian Fisheries Commission and the state of Washington, is funded under this program.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Wildland Fire Management

The Regional Fire Management Officer, as the head of the Wildland Fire Management Program:

- Develops policies and standards for fire-fighting safety and training, and for the prevention, suppression and use of wildland fires on Indian trust lands.
- Provides guidance to Regional Directors on the use of wildland fire policy, prescribed fire and fuels management to achieve hazardous fuel reduction and resource management objectives.
- Integrates wildland fire procedures into natural resource management.
- Establishes position competencies, standards and minimum qualifications for fire management officers, wildland fire specialists and leaders based on federal interagency standards recommended by the California Wildland Coordination Group (CWCG).
- Implements the interagency Fire Program Analysis (FPA) process and develops procedures and standards for the distribution of program resources.
- Reviews and evaluates regional Wildland Fire Management (WFM) programs.
- Represents the Bureau in the coordination of overall wildland fire management activities at NIFC and on intra- and interagency wildland fire committees, groups and working teams.
- In conjunction with other National Directors, establishes priorities for assignment of critical resources during wildfire emergencies.
- Regional Fire Management Officer serves as BIA representative on the CWCG, Executive Board.
- Initiates or participates in Boards of Review concerning actions taken on selected wildland fires.
- Negotiates agreements and/or modifications of existing national agreements to improve wildland fire management activities on Indian trust lands.
- Reviews funding requests for hazardous fuel reduction, wildland fire prevention, community assistance, fire facilities and deferred maintenance construction, and rehabilitation. Makes determinations on funding levels to Agencies and Tribal preparedness programs.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Wildland Fire Management

The Branch of Wildland Fire Management's four primary programs for the Pacific Region are:

Preparedness/Readiness
Prevention
Suppression
Fuels Management

The Branch of Wildland Fire Management executes its fiduciary responsibility by protecting lives, property, and resources while maintaining healthy ecosystems through cost-effective and creative fire-management programs, collaboration, and promotion of Indian self-determination.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Water Resource/Water Rights

The Regional Office and local Agency water program functions are carried out by the professional staff primarily at the Regional Office. Of the four Agency offices, one has a full time water program staff and another has one with additional collateral duties. The regional water staff provides technical assistance to tribes and coordinates the process of soliciting water-related funding proposals from tribes and identifying funding needs for studies required in ongoing Indian water rights litigation cases and for advancing water rights negotiations for tribes under the Region's jurisdiction. Determining funding needs for water rights negotiations/litigation requires consultation with the DOI/Solicitor's Office and the Department of Justice attorney assigned to the case. In addition, the regional water staffs are utilized as BIA representative members of appointed Federal Indian Water Rights Negotiation Teams. Regional staffs also often participate in various federal, state, and local water program activities in support of the United States' trust responsibilities for protecting Indian water rights.

Water Rights Negotiation/Litigation Program:

The BIA manages the Water Rights Negotiation/ Litigation Program for the purpose of defining and protecting Indian water rights and settling 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. This may include preparing hydrographic survey reports, including the determination of surface and ground water supplies, identification of arable lands, including, and especially, a practicably irrigable acreage (PIA) assessment, determining the exact owner and priority of the water right, source of water, whether surface or underground, determining point and means of diversion, purpose of use, amount of water diverted or depleted by the use, determining the place of use, studies conducted to determine the water needs of fish and wildlife, and the engineering and economic requirements for water delivery.

Funding any duplication of these efforts by tribes is not possible.

Water Rights Negotiation/Litigation Program funds may also be used to provide similar documentation and other materials as necessary to facilitate State and Federal Indian water rights adjudications and other active Indian water rights negotiations undertaken by the Secretary of the Interior.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Water Resource/Water Rights

The Water Rights Negotiation/Litigation program (Water Rights) is a Real Estate Services program, and funds are used to defend and assert Indian water rights. The need to resolve water rights claims is particularly important for tribes, states, and other stakeholders as population growth and climate change affect the water resources supply and demand.

Water Management, Planning, and Pre-Development Program:

The BIA manages the Water Management, Planning, and Pre-Development Program for the purpose of assisting tribes in managing, conserving and utilizing trust water resources. The primary priority of these program funds is to provide the necessary technical research, studies and other information for Indian tribes to serve as informed and prudent managers of adjudicated, decreed or water otherwise appurtenant to tribal and/or Indian trust lands, including public domain allotments. This may occur through partnerships and coordination and cooperation with other governmental entities by obtaining information describing the quantity and quality of water through surface and ground water assessments, inventories, monitoring, modeling and gauging.

Additionally, the funds are used for the preparation of comprehensive Reservation water management and development plans, use surveys, interagency drought management planning, and necessary assessments to appropriately characterize tribal water resources. Resource management, water rights, mitigation, and all that goes along with water from forestry to fishing, are very important to Native Peoples, and any increase in knowledge of those water sources, watersheds and waterways is invaluable.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Water Resource/Water Rights

The BIA Water Management, Planning and Pre-development program (Water resources) is a trust natural resources program, and funds are used to assist tribes in protecting and managing their water resources. From FY2003 to FY2010, funding for Water Resources at the national level has declined 33 percent from $8.298 million to $5.624 million. Each year there are a significant number of tribal water resource proposals that go unfunded.

The Water Rights Negotiation/Litigation program and the Water Management, Planning and Pre-development program also support many other programs in DOI. The water program is an essential and integrated part of many strategic goals and programs in both BIA and DOI.

Integrated Resource Management Planning – IRMP:

A key component of the Integrated Resource Management Planning (IRMP) program is water rights and water resource planning. A Tribal IRMP is a long-range, strategic level, comprehensive plan which integrates the water resource management actions applied to a tribe's natural resources and other resources of value. It is a tribal policy document, based on the vision the tribe has for its resources. The IRMP describes the types of water management activities which are to be undertaken by tribal and BIA water resource personnel, and serves as a basic building block under which all resource planning and management activities are conducted.

Ecosystem Management:

The principles of ecosystem management existed long before the term was accepted and recognized by the scientific community. These principles can be expressed in simple terms: food, clothing, shelter; water, spirit, culture; seven generations before us, seven generations after us, with all things being connected. Additionally, sustainable ecosystems provide many benefits for wildlife and humans such as habitat for fish and wildlife, clean drinking water for communities, wood, fiber, forage, recreational, and economic opportunities. The role of regional staff is to provide technical assistance to protect, enhance, and sustain tribal trust assets through sound resource management decisions involving water.

Water Resources Technical Training Program for American Indians:

The Regional Water Rights and Resource staff supports the program through outreach, technical assistance, and contracting. BIA recognizes the need for trained individuals to identify and

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Water Resource/Water Rights

manage water issues within tribal lands. The increase in population, land development and industrial growth in urban areas has increased the demand for quality water. Tribal officials are challenged to preserve and manage limited water resources and to promote maximum economic and cultural growth as well as Tribal self-sufficiency. To meet this need, a four-week intensive course in Water Resources Technical Training was developed under the direction of now retired water rights engineer, Mr. Mo Baloch, P.E., at the Bureau of Indian Affairs Central Office, Washington, D.C. This program has been enacted every summer from 1992-2012. Ms. Christina Mokhtarzadeh is now the Water Resources Division Chief.

The goal of the Program is to enable tribal governments to become self-sufficient and increase economic growth through better management and utilization of their water resources. The Program covers diverse aspects of water resources, including groundwater, surface water, water and waste water treatment, water law and regulations, dam operations, dam maintenance and safety, hydropower, flood control structures, irrigation, and climate. In addition, students are introduced to technical writing, computer skills, giving Power Point presentations and developing proposals.

Programs involving other Federal and State Agencies:

California is unique in its number and complexity of tribal lands. This presents a challenge for effective and equitable management of our water resources. There also is recognition that the physical and political circumstances related to water resources are different in many respects in California in comparison to the rest of the United States. In addition to the issues PRO faces while implementing the BIA water resource programs, multiple other Federal and State Agencies have programs that directly and indirectly affect tribal lands. Indirect affects through actions or actions reviewed by these other agencies were identified as serious issues treating tribal trust water resource assets.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Irrigation, Power, and Safety of Dams Program (IPSOD) Operations of Non-Federal Dams Program (FERC)

The Pacific Region maintains an Irrigation, Power, and Safety of Dams (IPSOD) program whose mission is to promote self-determination, economic opportunities and public safety through the sound management of irrigation, dam and power facilities owned by the Bureau of Indian Affairs. In support of this mission, IPSOD is committed to:

- Hiring, training, and retaining highly qualified personnel to manage, operate, maintain and construct/rehabilitate IPSOD infrastructure and to conduct financial matters that support these activities.
- Providing our stakeholders with quality services and improved accountability, including protecting and preserving life, property and trust resources.
- Promoting the transfer of management, administration, operation, maintenance and/or rehabilitation of irrigation, dam and power facilities to the tribes.
- Fostering communication, cooperation, and consultation among federal, state, tribal and local organizations related to IPSOD activities.
- Ensuring natural resources and tribal interests are protected and supported during the FERC re-licensing process.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Branch of Agricultural and Range Management

The Bureau of Indian Affairs' mission is to fulfill its trust responsibilities and promote self-determination on behalf of Tribal Governments, American Indians and Alaska Natives. In order to protect, conserve, utilize, and manage Indian agricultural and grazing lands, BIA must inventory and monitor agricultural resources; develop agricultural resources management and conservation plans for the trust Indian assets; and conduct lease and permit administration, compliance, and enforcement.

It is the policy of the Bureau of Indian Affairs to:

- Comply with the American Indian Agricultural Resources Management Act of December 3, 1993, as amended.
- Comply with applicable environmental and cultural resources laws.
- Comply with applicable sections of the Indian Land Consolidation Act, as amended.
- Unless prohibited by federal law, recognize and comply with tribal laws regulating activities on Indian agricultural land, including tribal laws relating to land use, environmental protection, and historic and/or cultural preservation.
- Facilitate tribes in the management of Indian agricultural lands either directly or through contracts, compacts, cooperative agreements, or grants under the Indian Self-Determination and Education Assistance Act, as amended.
- Administer land use as set forth by 25 CFR 162 - Leasing and Permitting and 25 CFR 166 - Grazing Permits.
- Seek tribal participation in BIA agricultural and rangeland management decision-making.
- Integrate environmental considerations into the initial stage of planning for all activities with potential impact on the quality of the land, air, water, or biological resources.
- Investigate accidental, willful, and/or incidental trespass on Indian agricultural land.
- Provide leadership, training, and technical assistance to Indian landowners and permittees/lessees.

Office of Trust Services

II. The OTS Organizational Setting

Division of Natural Resources - Branch of Agricultural and Range Management

- Keep records that document the organization, functions, conduct of business, decisions, procedures, operations, and other activities undertaken in the performance of federal trust functions.
- Restrict the number of livestock grazed on Indian range units to the estimated grazing capacity of such ranges, and develop such other rules and regulations as may be necessary to protect the range from deterioration, prevent soil erosion, assure full utilization of the range, and like purposes.
- Ensure farming and grazing operations be conducted in accordance with recognized principles of sustained yield management, integrated resource management planning, and sound conservation practices.
- Facilitate and administer the BIA's Invasive Species Program.

Office of Trust Services

II. The OTS Organizational Setting

Division of Environmental, Cultural Resources Management & Safety

The mission of the Division of Environmental and Cultural Resources Management is to provide expert assistance and advice on all matters involving environmental and cultural resources laws which apply to, or might affect Indian trust lands or restricted lands and federal facilities owned or operated by Indian Affairs.

The Division provides leadership, guidance, policy and support for the protection of environmental and cultural resources. The Division assures compliance with applicable environmental and cultural resource statutes such as National Environmental Policy Act, Comprehensive Environmental Response, Compensation and Liability Act, National Historic Preservation Act, Archeological Resources Protection Act, and the Native American Graves Protection and Repatriation Act. The Division also manages the Museum Property Program.

Pacific Region

III. Strategic Plan 2015 — 2019

Pacific Region

III. Regional Director's Performance Measures

The Pacific Regional Director has developed the following goals for the Pacific Regional Office:

Element 1: Leadership, Employee Perspective, and Collaboration

Leadership, Integrity and Effective Supervision: Create and sustain a positive workplace that promotes employee engagement to support Interior's high priority performance goals and Secretarial initiatives. Exhibit leadership style that demonstrates integrity and high ethical standards of public service. Motivate others to achieve high performance through open and honest communication. Promote a learning organization through feedback and coaching; required employee development plans; access to training; and timely completion of all mandatory training (ethics, security, etc.). Establish and maintain a culture of professionalism and integrity where employees are treated with dignity and respect. Foster inclusion, creativity, innovation, initiative, risk-taking, and trust among employees and peers. Implement recruitment, retention and developmental strategies that support organizational objectives, agency hiring goals and successful transition of highly qualified employees into Federal service, and workforce and succession planning to develop the next generation of leaders. Set effective workforce performance standards aligned with organizational goals and engage in accountable performance management of subordinates. Use feedback, coaching and timely evaluations of performance to promote teamwork and goal accomplishment. Provide appraisals that make meaningful distinctions in performance of subordinates. Appropriately recognize and reward performance of subordinates. Advocate a safe and healthy workplace by promoting awareness of appropriate policies, practices and procedures to avoid preventable injuries and loss of work.

Diversity Advocacy and EEO: Promote an inclusive workplace, recognizing differences and varied perspectives; is a role model for inclusion, acceptance, and accountability; provides fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination. Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals. Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason. Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Element 2: Business Acumen

Internal Controls and Business Results: Achieve the goals of the acquisition improvement plan, advance strategic sourcing, advance asset management through improved FCI/ increased disposition/reducing backlogs, take steps to reduce travel and administrative costs, improve internal controls and audit results, ad-

Pacific Region

III. Regional Director's Performance Measures

vance transparency and accountability. Contribute substantially to improving energy conservation, sustainability, and environmental justice.

IT: Ensure awareness of and compliance with applicable IT security, records management, FOIA and privacy laws, regulations and policies. Implement technical, managerial and operational controls commensurate with risks and values to be protected; identify and protect sensitive information; complete required training; produce quality certification and accreditation packages; ensure timely and effective response or remediation of IT security weaknesses or privacy incidents. Identify opportunities to reduce IT complexity and cost.

Small Business: DOI set the SB goal at 57.5%; included in that SB goal is a goal of 5% for Small Disadvantaged Business, HUBZone 3 %, Women-owned businesses with a goal of 5 % and Service Disabled Veteran at 3 %.

Employee and Customer Feedback: Listen to employees, colleagues, customers, and labor organizations with exclusive employee representation to identify needs and expectations. Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions. Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility. Understand and use organizational realities, networks, and accepted practices to achieve desired business results. Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration. Build trust and cooperative working relationships with stakeholders within and outside the organization. Promote openness, transparency and collaboration, observing the open government initiative.

Element 3: Position Specific Elements

Create Economic Opportunity

The Regional Director will ensure 90% cases identified in the Fee-to-Trust system (sharepoint) are advanced to the performance action designated, subject to the review and cooperation of the Tribe and any entities identified in the performance action. The Regional Director will ensure 90% of the F2T cases received are processed according to 52 IAM Chapter 12, "Processing Discretionary Fee-to-Trust Applications" is fully implemented meeting all time frames identified in the policy. The Regional Director will ensure, on a monthly basis, the fee-to-trust data entered into the system is accurate, complete and reflects the status of each fee-to-trust acquisition package in my region. The Regional Director will provide quarterly reports, to the Tribal leader that provide the status of each F2T application received, meeting the due dates and ensure the reports are accurate, with certification of the reports being sent and the accuracy of them to the Deputy Director, Trust Services.

Pacific Region

III. Regional Director's Performance Measures

The above commitments are linked to the organization's strategic goals in the following ways:

- Fee-to-Trust - Serving Communities/Fulfill Indian Fiduciary Trust Responsibilities
- Secretary Salazar's Fee-to-Trust Initiative and Treasured Landscapes Initiative

Element 4: Position Specific Elements:
Support Self-Governance and Self-Determination

Within 14 days of receiving the Single Audit Report, executive will notify the Tribe of any additional information needed or if the Corrective Action Plan does not sufficiently address the audit findings; 90% of the notification will be completed within 14 days. Executive shall issue and submit a Management Decision letter for 90% of the Single Audit Report within 90 days of receipt of financial audit findings. To prevent questioned cost from becoming time-barred, executive will submit a Management Decision within 365 days for 100% of unresolved audit findings that contain disallowed costs. Executive will develop and implement performance standards for the Awarding Officials within the region adhering to the same standards as the Executive. Executive will issue a Management Decision letter for 100% of the Single Audit Report(s) within 90 days of receipt. Executive will ensure as outlined in IAM, Part 5, Chapter 2, 1.8, 100% of recipients who fail to submit a Single Audit Report will be notified and placed on sanctions, adhering to appropriate timelines.

Element 5: Position Specific Elements:
Climate Change Adaptation

The Regional Director will submit Quarterly Climate Change HPPG progress reports and will define a strategy for mainstreaming climate change adaptation per Executive Order 13653 by creating an action plan including an inventory of relevant Regional policy and guidelines to be updated as well as timelines and communications strategy for the Pacific Region. Milestones and progress reports on the action plan include identification of the action plan team, inventory of application policy and guidance.

Pacific Region

III. Regional Director's Performance Measures

Element 6: Position Specific Elements:
Financial Integrity and Transparency; Security and Preparedness
The Regional Director will ensure all regional responsibilities in the SLAs are completed by the proposed due dates and will provide accurate monthly reports of accomplishments 85% of the time and will resolve issues and services to be provided within two weeks of notification or elevate to Central Office immediately with accurate accounting and documentation of issues quarterly. The Regional Director will also provide quarterly reviews of SLAs and make the necessary changes as needed for improved customer service, accountability and efficiency.

The Regional Director will ensure 95% of data calls will be responded to, meeting due dates 95% of the time with accurate information that can be supported by documentation. Weekly reports, FOIAs Controlled Correspondence and Inspector General (OIG) inquiries will be responded to/submitted 95% of the time meeting the due date with current and accurate information in the correct format. The Regional Director will reduce spending by 12% using 2010 as the base in the areas of, but not limited to travel, IT devices, PCS, Printing, Fleet Management and Promotional items by 9/30/2015. The Regional Director will monitor charge card delinquencies and meet the Department's goal of 1% or less of 60+day delinquencies in my Region.

The above commitments are linked to the organization's strategic goals in the following ways:

- Managing for Excellence; Strategic Management of Human Capital. Improve Financial Management and Accountability
- DOI Strategic Plan

Office of Indian Services

III. Division of Self-Determination 2015 - 2019 Strategic Plan

Core Business Principles

Technical Assistance: Provide technical assistance and guidance to contracting and management officials regarding self-determination.

Training: Provide training to enhance the knowledge base of the Act in supporting Self-Determination, i.e. Self-Determination Specialist Awarding Official Certification System.

Effective Communication: Ensure effective communications to allow verification that the self-determination community is current on related policy matters and initiatives that support and strengthen self-determination.

Timeliness: Ensure that all deadlines are met on related self-determination reports and issues in support of BIA obligations and objectives.

Guidance: Provide oversight and review of regulations and policy of the BIA relevant to self-determination. Provide guidance to the Delegated Agencies, Tribes and Tribal Organization offices regarding analysis and establishment of self -determination goals in a timely manner.

Office of Indian Services

III. Division of Self-Determination 2015 — 2019 Strategic Plan

Means and Strategies

The Indian Self-Determination staff throughout the Region vary depending upon signature authority (Level I non-Construction and Level II Construction). These individuals have the applicable training, knowledge and experience with the self-determination activities and are well versed in PL 93-638 contracting, regulations and procedures. The Regional and Agency Self-Determination Specialists' and Officers responsibilities encompass the following objects:

- Serve as the liaison between the Bureau and/or Regional Office or Agency for contracting Tribes and Tribal Organizations,
- Provide technical assistance and guidance to their respective Tribes and Tribal Organizations contracting within the Regional jurisdiction.
- Ensure pertinent self-determination applications and documents are processed properly within the required time frames.
- Issue determinations as to appropriate awarding authority, type of contract, cost disallowances, equitable adjustments, and claims and/or disputes.
- Provide coordinated and comprehensive reports and other information to include data calls as requested or required by Central Office Division of Indian Self-Determination.
- Review A-133 audit compliance and issue Management Decisions derived from the Tribe/Tribal Organizations annual audit report in a timely manner.
- Represent the Bureau of Region at meetings with their respective contracting Tribes/Tribal Organizations.
- Coordinate self-determination activities within their respective contracting Tribes/Tribal Organizations.
- Support National, Regional and local self-determination outreach events coordinated or supported by the Bureau of Department.

Office of Indian Services

III. Division of Self-Determination 2015 — 2019 Strategic Plan

Means and Strategies

Within its jurisdiction, the Pacific Region serves 104 Federally recognized Tribes and various Tribal Organizations with a staffing level of nine (9) full-time employees. In 1995, the Regional Office delegated the authority to approve or decline all non-Procurement and non-Construction Agreements under P.L. 93-638 to the three (3) respective Agencies;

Regional Office: Serving 2 Tribes; (1) Senior Awarding Official, Level II; (1) ISD Assistant;

Northern California Agency: Serving 13 Tribes and 5 Organizations; (1) Level I AO;

Central California Agency: Serving 56 Tribes and 8 Organizations; (2) Level I AO's; (1) ISD Specialist;

Southern California Agency: Serving 29 Tribes (including Agua Caliente) and 11 Organizations; (1) Level I AO; (2) ISD Specialists.

Office of Indian Services

III. Division of Self-Determination 2015 — 2019 Strategic Plan

Goals and Measures

Strategic Plan #1: Produce clean audits per OMB A-133 Single Audit Act to remove sanctions from those tribes whose programs may be in jeopardy.

The Act authorizes Congress to appropriate funds for the Bureau to provide services to Indian Tribes and Tribal Organizations. P.L. 93-638, as amended, allows tribes to contract BIA activities for themselves in lieu of the BIA providing the services. The Congressional appropriations are divided among the Tribes and Tribal Organizations to pay for the operations of programs through self-determination contracts and compacts. Although the Act requires the Federal Government to 100% of Tribal contract support funds (CSC), the distribution of the funds are subject to the availability of funding appropriated for contract support, hence, the appropriations of CSC funds vary from year to year. Also, there is a limitation that the Bureau must ensure against, which is that each Tribe cannot receive over 100% of its total contract support cost requirements, as could happen, if the Tribe experienced a large reduction in its indirect cost rate.

GOAL 1: The Indian Self-Determination staff is responsible for making certain this responsibility is managed successfully and ensuring the contract support funds are distributed appropriately and efficiently.

- Increase the accuracy in distributing the contract support funds to each Awardee.
- Ensure the contract support funds are distributed to the Awardee in a timely manner.
- Decrease the number of Awardees receiving in excess of their 100% contract support need.

GOAL 2: The Indian Self-Determination staff has an ongoing responsibility for accurate and timely reporting of the Contract Support Cost Shortfall Report (CSC/SFR) to Congress and to the Tribes and Tribal Organizations (i.e., Awardees) contracting or compacting under the Act, as amended. Indian Self-Determination will make certain this responsibility is managed efficiently.

- Agency staff shall submit a draft CSC/SFR to the Regional Office; DUE September 30th.
- The Region shall provide a draft CSC/SFR to Central office that includes those data elements for the previous fiscal year ended September 30; DUE November 15th.
- A copy of the Regions' data shall be provided to the Awardees with the Region; DUE November 15th.

Office of Indian Services

III. Division of Self-Determination 2015 — 2019 Strategic Plan

Goals and Measures

- Any corrections or changes to the data resulting from the Awardees review shall be certified by the Regional Accounting Management Office, respectively and submitted to Central Office; DUE December 15th.
- The Central Office shall consolidate all reports and shall, in consultation with the Bureau's Federal-Tribal CSC Workgroup, provide a projection of the CSC shortfall for the current and subsequent fiscal year, together with a recapitulation of the shortfall for the most recently concluded fiscal year. DUE annually.
- The Central Office shall finalize the Bureau's CSC/SFR and shall forward the report to the Assistant Secretary for Indian Affairs for approval; DUE February 1st.
- After the CSC/SFR is approved by the Assistant Secretary for Indian Affairs, the Division of Self-Determination shall provide copies to the 12 Regions and OSG. Each Region shall be responsible for providing a copy of the report to all Awardees contracting within that Region; PRO will ensure the Yearly CSC/SFR is posted on the website.
- Consistent with Section 106(c) of the Act, the Bureau shall also forward the CSC/SFR to Congress; DUE May 15th.

The Division of Self-Determination has identified the following goals in accordance with the Regional Director's strategic goals:

- Within 14 days of receiving the Single Audit Report, executive will notify the Tribe of any additional information needed or if the Corrective Action Plan does not sufficiently Address the audit findings: 90% of the notification will be completed within 14 days.
- Executive shall issue and submit a Management Decision letter for 90% of the Single Audit Report within 90 days of receipt of financial audit findings.
- To prevent questioned cost from becoming time-barred, executive will submit a Management Decision within 365 days for 100% unresolved audit findings that contain disallowed costs.

The division will utilize IAPMS and internal tracking systems to monitor and track the progress of these goals.

Office of Indian Services

III. Division of Self-Determination 2015 — 2019 Strategic Plan

Goals and Measures

In addition, the Division of Self-Determination will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Division will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Division will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Indian Services

III. Division of Self-Determination 2015 — 2019 Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Division will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Indian Services

III. Division of Human Services 2015 - 2019 Strategic Plan

Core Business Principles

Effective Communication: Ongoing communication with the tribes in California ensures consistent and excellent quality of service delivery to all eligible clientele. Communications with other Regional Social Workers present an opportunity for transfer of ideas, technical assistance and training.

Collaboration: Legislation requires that child service be effectively collaborated and coordinated with other related programs.

Consistency: The program continuously addresses management deficiencies to ensure regulatory compliance. Clients experience same level or type of service regardless of Agency office providing services.

Integrity & Respect: The program strives to treat our team members, customers, partners and suppliers with mutual respect and sensitivity, while recognizing the importance of diversity.

Professionalism: Social Workers employed by the program are to conduct themselves in a manner that conforms to the highest standards of ethical behavior, integrity, honesty and professionalism.

Excellence: The program is dedicated to satisfying customer needs and honoring commitments that we have made to them.

Cooperation: Laws, regulations or other arrangements provide a framework for cooperation and collaboration with our clientele. These arrangements reflect the need to protect confidential information with Individual Indian Money (IIM) Accounts and Child Protection Services information.

The eight core business principles addressed above are consistent with the Interior's and Pacific Regional plan for commitment to providing services to customers.

Office of Indian Services

III. Division of Human Services 2015 — 2019 Strategic Plan

Program Staffing and Activities Report:

The Pacific Region Social Services program supports one Regional and four Agency Staff:

- Regional Social Worker at the Pacific Region Office
- Social Service Assistant at the Central California Agency
- Supervisory Social Worker, Social Service Representative and a Social Service Assistant

There are over 50 tribal staff that have been hired by the contracting tribes to run their own human services programs.

DOI STRATEGIC PLAN MISSION AREA: Advance Government-to-Government Relationships with Indian Nations

OUTCOME GOAL: Meet our Trust, Treaty and other Responsibilities to American Indians

Under the mission area of Advance Government-to-Government Relationships with Indian Nations, the Human Services Activity supports the Department's Strategic goal to meet our Trust, Treaty and other Responsibilities to American Indians by improving welfare systems for those individuals. Human Services includes four core program components that are aimed at providing human services to federally recognized tribal members: 1) Welfare Assistance program; 2) Supervision of Individual Indian Money (IIM) Accounts; 3) Child Services, and 4) Housing Improvement Program. All four programs areas have defined goals and purposes briefly outlined below:

Office of Indian Services

III. Division of Human Services 2015 — 2019 Strategic Plan

Welfare Assistance: The Synder Act and 25 CFR Part 20, Financial Assistance & Social Service Programs establishes the purpose for welfare assistance. Services under this program include general, emergency, and burial assistance. Pursuant to 25 CFR Part 20, general assistance recipients are required to achieve self-sufficiency by complying with goals identified in an Individual Self-Sufficiency Plan (ISP). However in California, only unemployables are served, so an ISP is not always possible and not required. Those who are employable are referred to the state for General Assistance.

Supervision of Individual Indian Money (IIM) Accounts: 25 CFR Part 115, Trust Management Reform on Leasing/Permitting, Grazing, Probate and Funds Held in Trust. The supervision of Individual Indian Money Accounts program consists of the Individual trust fund in supervised status for minors and adults who require assistance in managing their accounts.

Child Services: As Authorized under Public Law 95-608, and the Indian Child Welfare Act of 1978, Indian Child Welfare Act expresses the need to protect Indian and Alaskan Native children. The law specifies that when child protective services remove an Indian child that placement should be in a tribal culture whenever possible. To be covered under ICWA, the child must be a tribal member or the biological child of a member and eligible for membership. Only the tribe can make this determination.

Housing Improvement Program: (HIP) is a home repair, renovation and replacement grant program administered by the Bureau of Indian Affairs (BIA) and federally-recognized Indian tribes for American Indians and Alaska Native individuals and families who have no immediate resource for standard housing. HIP was established under The Snyder Act of 1921 as one of several BIA programs authorized by Congress for the benefit of Indian people. The program funding is available to federally recognized Tribes and tribal organizations for use in providing program services to Indian applicants who meet the eligibility criteria in 25 CFR, part 256.

Office of Indian Services

III. Division of Human Services 2015 - 2019 Strategic Plan

Means and Strategies

Consistent communication with other Regional social workers, agencies and local tribal agencies. Inform relevant parties of the need to create, develop and plan to seek primary resources for child assistance;

Issuance of Policy Directive for clarification and to support the new trend (seeking other primary resources) for children;

Maintaining frequent contact with Regional Human Services staff across the region to maintain consistency in service delivery so quality of service provision is guaranteed;

Involve Tribal entities to offer technical assistance and training;

Continue to improve methods of gathering accurate and consistent data on child abuse and neglect across the Bureau, Indian Child Welfare Act notices; conduct program reviews to assure compliance with existing regulations and to the tribe's contracts, promote the Bureau's trust responsibility and to facilitate overall support for tribal children, families, and tribal governments by endorsing quality living environments.

Office of Indian Services

III. Division of Human Services 2015 - 2019 Strategic Plan

Goals and Measures

The long-term goal of this program is to improve the living conditions of families and individuals of Indian Tribes and Alaska Natives. The program has a limited number of specific annual performance measures that demonstrates progress toward achieving the program long-term goals.

- The long-term goal performance measure for general assistance is to support recipients in achieving self-sufficiency. This regulatory requirement is monitored and documented by annual quality reviews. The annual performance goal is to increase the number of general assistance recipients that complete the goals identified in the Individual Self-Sufficiency plans (ISP). Because California only serves unemployables, the ISP is not required in California; however, when possible the ISP is still done.

- The long-term goal for the Individual Indian Money (IIM) program is to improve and continue to fulfill Indian trust responsibility of supervision of Individual Indian Money (IIM) accounts for minors and adults who need assistance in handling their financial affairs. Government Performance Results Act (GPRA) data tracks the progress of active supervised Individual Indian Money Account (IIM) reviews completed in accordance with 25 CFR 115.

  2019 Targets: 100%
  Evidence: US Department of the Interior FY2012 Organizational Assessment

- The long-term goal performance measure for Indian Child Welfare Act (ICWA) is to minimize the potential harm to Indian and Alaskan Native children. By regulation, the state is required to ensure that tribes receive notice of child custody proceedings if the family indicates that they may be descended from that tribe. Government Performance Results Act (GPRA) tracks the number of Indian Child Welfare Act (ICWA) notices processed and responded to within 15 days and the goal is to improve processing time for ICWA notices.

  2019 Targets: 99%

The division will utilize IAPMS and internal tracking systems to monitor and track the progress of these goals.

Office of Indian Services

III. Division of Human Services 2015 - 2019 Strategic Plan

Goals and Measures

- The Housing long-term goal ensures that the percentage of eligible Housing Improvement Program (HIP) applicants whose need for safe and sanitary housing in Indian Country is met. However, this current statement is impossible to achieve at the Pacific Region due to funding constraints. Current funding levels only service 0.7% of the actual need for Pacific Regional HIP applicants. The Bureau has established two efficiency measures for the housing program which only represent the efficiency of funds received to service 0.7% of the need. The true housing measure should illustrate "what percentages of eligible HIP applicants are actually receiving HIP services".

  2019 Target = 73% of construction schedules met within the established project timeframe.

  2019 Target = 76% of program funding going to actual construction or repair of housing.

The program's long-term goal performance measure supports the Department's Goal of Developing Quality Communities and Interior's Strategic Plan, Mission Area #3, Advance Government –to-Government Relationships with Indian Nations and Honor commitments to Insular Areas.

In addition to the above goals, the Division of Human Services will strive to reach the Regional Director goals identified below.

Office of Indian Services

III. Division of Human Services 2015 - 2019 Strategic Plan

Goals and Measures

In addition, the Division of Human Services will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Division will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Division will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Indian Services

III. Division of Human Services 2015 - 2019 Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Division will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan

Core Business Principles

Effective Communication: Ongoing communication with the tribes in California ensures consistent and excellent quality of service delivery to all eligible clientele. Communications with other stakeholders presents an opportunity for transfer of ideas, technical assistance and training.

Collaboration: Legislation requires that child service be effectively collaborated and coordinated with other related programs.

Consistency: The program continuously addresses management deficiencies to ensure regulatory compliance. Clients experience same level or type of service regardless of Agency office providing services.

Integrity & Respect: The program strives to treat our team members, customers, partners and suppliers with mutual respect and sensitivity, while recognizing the importance of diversity.

Professionalism: Staff employed by the program is to conduct themselves in a manner that conforms to the highest standards of ethical behavior, integrity, honesty and professionalism.

Excellence: The program is dedicated to satisfying customer needs and honoring commitments that we have made to them.

Cooperation: Laws, regulations or other arrangements provide a framework for cooperation and collaboration with our clientele.

Office of Indian Services

III. Division of Transportation 2015 — 2019 Strategic Plan (Transportation Planning and Road Construction)

The Pacific Regional Office Division of Transportation (PRODoT) is responsible for the formulation, implementation, and oversight of the TTP program within the Pacific Region, through its Division of Transportation. In this process, the Division collaborates and partners with the California Tribal governments, Pacific Region, Central Office and all other federal and non-federal stakeholders to conduct the planning, development, coordination, construction, and maintenance of transportation facilities identified by tribal priorities and needs. Throughout this process, the Division strives to maintain its responsibility to all tribes, whether contracted or direct service.

This includes providing program support in the implementation of program regulations; 25 CFR 170 and a new funding authorization; the MAP-21, the Moving Ahead for Progress in the 21st Century Act (P.L. 112-141) to those tribes who elected the TTP program under Self-Determination agreements.

STRATEGIC GOAL:
Make communities safer: provide safe efficient transportation systems to and within Indian reservations, lands, and communities.

OUTCOME:
In partnership and collaboration with all stakeholders, successfully formulate, implement, and administer the TTP program.

Office of Indian Services

III. Division of Transportation 2015 — 2019 Strategic Plan (Transportation Planning and Road Construction)

Means and Strategies

PRODoT is settling into major changes resulting from the June 2010 Federal Highway Administration (FHWA) Program Review. The major outcome of the FHWA Program Review revolves around fully implementing the tribal shares distribution process and a mandated right of first refusal process which changes the TTP program from one ostensibly controlled by the Regional Directors to one controlled by Tribal Councils. The right of first refusal process and the restated TTP Program policy encouraging Self Determination significantly increased the number of tribes assuming the TTP program. Balancing the encouragement for tribes to assume more direct control of the TTP Program against the expression of self-determination by tribes to remain direct service tribes continuing to receive direct services, has proven a complex organizational challenge. A price doubling of energy and petroleum based products combined with shrinking budgets due to a new funding formula will require management strategies to leverage and partner with States and other federal agencies to expand opportunities for Tribes.

The recent changes in the TTP Program have been unprecedented. The new regulations and Statute have brought about a completely different approach to delivery of the TTP program. Although the PRODoT has initiated a realignment of its organization to meet its responsibilities with fewer positions, it will continue to assess its performance and manage new risks. Some of the factors that may affect implementation of the strategic plan and accomplishment of the performance goals are:

- The recent extraordinary increases in energy and petroleum based products will impact the TTP construction program since it relies heavily on energy and petroleum based products to achieve its goals. Sustained recent price increases and/or continued increased prices in energy and petroleum based products will make rehabilitation and preservation of the paved road system very difficult.
- The role of the road inventory in determining tribal shares. The recent uncontrolled implementation of the TTP inventory at the national level left California tribes at a severe disadvantage. Additionally, the recent legislation MAP-21 uses a formula that severely disadvantages California tribes. Continued implementation of the national formula will negatively impact the funding for California tribes. Significant fund reductions to the Region will seriously affect the Region's ability to preserve the existing infrastructure and prohibit most new tribal projects, and will affect the ability of the Region to properly staff the program to provide technical assistance and oversight of the TTP program.

Office of Indian Services

III. Division of Transportation 2015 — 2019 Strategic Plan (Transportation Planning and Road Construction)

Means and Strategies

- The inability to adjust the investment strategy of TTP program funds using a project scoping or value-based priority setting system will perpetuate the current method of choosing projects based on pure politics. Implementing a system based on total relative value and one that focuses on pavement rehabilitation and pavement preservation will yield more realistic projects and is absolutely critical with the 100% increase in oil / petroleum based products. Failure to heavily invest in pavement rehabilitation within the next 5 years will result in a loss of pavements.
- The inability to implement a transportation code and business plan as the basis for tribes to conduct the TTP program may cause material weaknesses in the TTP program. A continual cycle of internal control reviews will be needed to establish the proper technical assistance and oversight to maintain tribal programs in compliance with all TTP program requirements.
- The inability to implement an effective strategy taking advantage of the SAFETEA-LU provision that allows Tribes to use up to 25% of their construction funds or $500,000 for Road Maintenance activities and equipment purchases. Increased energy/oil prices create a need to become more efficient by concentrating on maintenance activities that preserve pavements. If set asides from the highway construction funds are not used significantly toward pavement rehabilitation, it will be difficult to maintain the paved road system within the region.
- A significant source of leveraging resources beyond the TTP program rests with CalTrans. There are various earmarked highway projects on or near Indian lands that could provide opportunities for tribes and State Highway Departments to cooperate on, benefiting both parties. However, due to historic relationships, there remains a fragile coordination amongst the California Tribes and CalTrans. Recent work with the Department has not yielded meaningful government-to-government relationships and has prevented noteworthy coordination on highway projects. Improvements in this relationship must come about if the tribes hope to expand their reservations programs.

Office of Indian Services

III. Division of Transportation 2015 — 2019 Strategic Plan (Transportation Planning and Road Construction)

Goals and Measures

Performance goals and measures developed to successfully formulate, implement, administer and maintain the public value of the TTP program in this challenging environment are:

Human Capital Management – Collaboration Capacity – Percent of employees developed and trained in collaboration and partnering competencies: 5 year goal – 100%
Budgets have stayed flat and will decrease for Pacific Region Tribes during the latest highway authorization, MAP-21. This will leave most tribes with a tremendous backlog of unmet needs. Considering this, potential growth for tribes lies in improved leveraging of State, County, and other federal program funds which demands PRODoT organize and train staff to successfully collaborate, partner and initiate teamwork between any entities with a potential interest in tribal transportation to ultimately grow opportunities for tribes. Maximizing collaboration capacity will involve organizing PRODoT to provide total transportation services by creating one line of authority for all staff to enhance overall teamwork while streamlining communications for tribes. Organizing PRODoT to assure there is a liaison position to work with the various federal, state, and county organizations that have funds earmarked for tribal programs will also be crucial to help tribes navigate the difficult paperwork in order to capitalize on these various grants.

Coordinate Comprehensive Transportation Planning/Public Relations and Outreach - Percent of Long Range Transportation Plans updated: 5 year goal – 100%
Maintaining accurate conditions of Indian reservation roads and bridges is critical since budget improvement needs are quantified based on road and bridge inventory needs. Without accurate planning information, the magnitude of the problems cannot be understood and conveyed to others; nor can needs be quantified and/or progress made in addressing backlogs. Most critically, without updated Long Range Transportation Plans, Pacific Region Tribes will miss opportunities to partner and share costs of tribal projects with County, CalTrans, and other regional metropolitan planning organizations.

Communicating and coordinating with other public agencies/external customers will require a public relations and outreach plan capable of sharing Pacific Region Tribal Transportation Improvement Programs and Long Range Transportation Plans to promote resource leveraging with CalTrans, the Counties, the MPO/RPTA organizations, and the other federal agencies.

Office of Indian Services

III. Division of Transportation 2015 — 2019 Strategic Plan (Transportation Planning and Road Construction)

Goals and Measures

Stewardship of TTP Construction and Maintenance Programs - Percent of Service Providers operating under a Business Plan and Transportation Code: 5 year goal – 100%
Employing high standards during performance of all program requirements is critical to producing well-built transportation facilities which require less maintenance and last longer. To assure consistency in applying high standards and processes, a Business Plan which documents all TTP program requirements and policies will be implemented and serve as a MOA with tribes receiving the TTP program as a direct service. The Business Plan will be included in all current and new Tribal Transportation Program agreements based on the requirement that any entity/ service provider delivering the TTP program must follow the same rules as if BIA or FHWA were delivering the Program. A transportation code which identifies the TTP program within the framework of the overall tribal government will also be implemented to reassure legitimacy of the TTP program as part of the tribal government's mission.

Increased Accountability - Percent of Service Providers in compliance with all Program Agreement requirements: 5 year goal – 100%
Establishment and maintenance of an effective, risk-based OMB Circular A-123 internal control environment will be crucial to assure tribal staffs are managing the program in accordance with TTP program laws and regulations. Statements of work for the Program agreements must be clear in specifying the need for complying with all program requirements, including those of the Business Plan. Close communication and coordination between tribal governments and BIA, who retains inherent federal responsibility to oversee the program, will be critical for successful administration of the TTP program.

Office of Indian Services

III. Division of Transportation 2015 — 2019 Strategic Plan (Transportation Planning and Road Construction)

Goals and Measures

Infrastructure Preservation - Percent of pavement miles rehabilitated and sealed: 5 year goal – 100%
Recent price increases of 100% for energy and petroleum based products demand wiser investment of shrinking construction budgets. Aggressive efforts must begin immediately to undertake safety improvement/rehabilitation projects instead of total reconstruction projects which cost many times more to build. All involved in prioritizing needs must depart from a pure political process often times yielding cost prohibitive and unfeasible projects, instead basing decisions on a process which considers economic, safety and land user benefits. Additionally, all stakeholders in tribal transportation issues must be brought into the process to assure common projects are elevated to the top of lists in order to leverage combined funding from the various agencies. Part of the overall project prioritization process must include a comprehensive pavement sealing program which significantly reduces road maintenance program costs.

In addition, Transportation Planning and Road Construction will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Division will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Office of Indian Services

III. Division of Transportation 2015 — 2019 Strategic Plan (Transportation Planning and Road Construction)

Goals and Measures

Internal Controls and Business Results:

The Division will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Employee and Customer Feedback:

The Division will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Road Maintenance)

The PRODoT is responsible for preserving, repairing, and restoring the BIA system of roadways, transit, and transportation facilities in accordance with Federal, State, Tribal, and Local laws, as applicable. The BIA is mandated to maintain roads, transit and transportation facilities constructed with Highway Trust Funds. Providing road maintenance services on Indian Reservations is accomplished through a complex system of ownership jurisdictions which is further complicated by a lack of coordination of the road maintenance needs prioritization among jurisdictional program partners (states, tribes and local municipalities). The Road Maintenance program has been impacted by recent highway legislation MAP-21 that funds the construction of roads. MAP-21 increases eligibility of roads and facilities owned by others and allows a portion of the construction funds to be used for road maintenance. However, using the set aside funds is based on tribal approval, and the tribes are not required to spend the funds on BIA roads; they may spend the funds on any roads that provide access to, or are within, the Reservations. The BIA must work to assure that BIA roads are prioritized in the funding formulas and provisions are in place to maintain BIA roads before non-BIA roads on the reservations.

The purpose of the Road Maintenance program is to "maintain" roads in their current condition or to the standards in which they were originally built. The BIA Roads Maintenance Program is not a road improvement program. The goal is to preserve the roads in their as-constructed condition and/or restore the roads up to their as-constructed condition. Thus, the goal is keep the Service Level Index the same each year.

STRATEGIC GOAL:

Provide safe and efficient maintenance on BIA public roads within Indian reservations, lands, and communities.

OUTCOME:

Percent of bridges and roads in acceptable conditions based on service level indexes and cost per mile of road maintained.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Road Maintenance)

Means and Strategies

The recent extraordinary increases in energy and petroleum based products will impact the Road Maintenance program since it relies heavily on energy and petroleum based products to achieve its goals. Sustained recent price increases and/or continued increased prices in energy and petroleum based products will cause declines in the percentages of roads and bridges in acceptable condition.

Because the road maintenance program cannot refuse otherwise eligible roads coming into the system which may be in unacceptable conditions or have unacceptable design standards, limited road maintenance budgets are further strained as resources are spent to assure these roads are minimally safe, which may lower the percentage of roads and bridges in acceptable condition.

Based on recent directions from the Central Office, the data producing the Surface Level Index must be updated. Said update will likely show that the level of service on most BIA roads has deteriorated, which will lower the percentage of roads and bridges in acceptable condition.

BIA roads in poor condition continue to deteriorate because they are considered a low Tribal priority for reconstruction under the highway legislation SAFETEA-LU. Without a national policy that produces a workable collaboration process aimed at prioritizing limited resources towards BIA roads over non-BIA roads, BIA roads will receive fewer funds and the percentages of roads and bridges in acceptable condition will decline.

As tribes contract BIA programs, tribal staffs must be capable of managing the program in accordance with relevant laws and regulations. A continual cycle of internal control reviews will be needed to establish a proper balance of technical assistance and oversight to maintain tribal programs in compliance with all Maintenance Program requirements. The inability to establish this system to correct any material weaknesses will lower the percentages of roads and bridges in acceptable condition.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Road Maintenance)

Goals and Measures

The performance goals set for the Road Maintenance program are wholly dependent on funding for any given year, e.g. the final outcome of the 2009 and subsequent program budgets. They are part of the Department of Interiors strategic plan, specifically improving communities/Advance Quality Communities for Tribes and Alaska Natives. The performance goals and measures are expressed in terms of a Service Level Index which indicates what amount of the total amount of BIA's road and bridge system is in an acceptable condition.

The following refers to the percent of roads and bridges in "acceptable" condition. The percentages are:

- Percent of bridges in acceptable condition based on the Service Level Index: 5 year goal – 76%
- Percent of miles of road in acceptable condition based on the Service Level Index: 5 year goal – *18%*
- Increased Accountability - Percent of tribal contractors in compliance with all Self-Determination agreement requirements: 5 year goal – 100%

Establishment and maintenance of an effective, risk-based OMB Circular A-123 internal control environment will be crucial to assure tribal staffs are capable of managing the program in accordance with Road Maintenance program laws and regulations. Self Determination agreements must be clear in specifying the requirement for complying with all program requirements, especially for Deferred Maintenance and GPRA reporting requirements. Close communication and coordination between tribal contractors and BIA who retains the inherently federal responsibility to oversee the program and Report GPRA data to Congress will be critical for successful administration of the Road Maintenance program.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Road Maintenance)

Goals and Measures

In addition, Road Maintenance will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Division will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Division will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Road Maintenance)

Goals and Measures

Employee and Customer Feedback:

The Division will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Equipment Pool Operations)

The PRODoT manages an Equipment Pool which is an equipment management system designed to provide an efficient system for assuring the safety, availability, and utilization of all government owned motor equipment. It is managed under the BIA's Property Management and Safety Management Regulations and is authorized to use reimbursement authority and collect rents under the economy Act, 31 U.S.C. 1535. The Equipment Pool operation includes the issues of equipment inventory, utilization, pool operations, safety, preventive maintenance and repairs, planning, inspection programs, work request/order systems, equipment acquisition and disposal. Participants in the Equipment Pool expend a significant portion of their Road Maintenance Budgets on the equipment pool since it provides the necessary equipment needed to accomplish the road maintenance program on California tribal lands. The strategic goal will be to expand this proven and efficient Road Maintenance Pool to accommodate TTP Program projects to accomplish the various smaller construction and pavement rehabilitation and deferred maintenance projects on the isolated reservations and Rancherias.

STRATEGIC GOAL:

Provide safe and efficient heavy equipment for not only road maintenance program projects, but for all BIA and tribal TTP programs and projects.

OUTCOME:
Availability of BIA equipment pool resources to all equipment pool participants.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Equipment Pool Operations)

Means and Strategies

There will invariably be 'transition' issues as tribes continue to assume the TTP program. These transition issues involve trying to determine who is responsible for current environmental problems and how they will be cleaned up or mitigated and who will pay for the clean up measures.

- Environmental management issues have been historically difficult, and there could be difficulties for new contracting tribes to develop environmental management systems and spill prevention plans. There may be issues of who is responsible for funding the development and maintenance of spill prevention plans and an environmental management system. Assuring contracting tribes and BIA agencies follow their standard operating procedures as contained in the TTP program Business Plans for spill prevention plans and environmental management systems will require substantial oversight.
- Enforcement of minimum utilization standards has been difficult across the board. BIA agencies and tribes have a tendency to accumulate heavy equipment whether or not it will be used in accordance with minimum utilization standards. Enforcing these standards will be difficult and could pose a significant obstacle to meeting the strategic goal.
- As tribes contract BIA programs, tribal staffs must be capable of managing the program in accordance with the laws and regulations. A continual cycle of internal control reviews will be needed to establish a continual cycle of technical assistance and oversight to maintain tribal programs in compliance with all Maintenance Program requirements. The inability to establish this system to correct any material weaknesses will hinder progress towards the strategic goal.
- Funding a position to provide vigilant oversight of the Environmental Management System may not be possible. Lack of such oversight will make meeting the strategic goal very difficult.

The PRODoT uses the force account methodology to deliver the majority of the Road Maintenance Program and the Equipment Pool is a central part of the process. Because of the incredibly difficult logistics the California tribes face, an equipment pool that provides equipment to smaller projects in isolated locations could benefit them greatly. Newly implemented G-2-G agreements make provisions for retained services which would be the opportunity for tribes to participate in the BIA's equipment pool which most often is the best value in terms of price and availability.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Equipment Pool Operations)

Goals and Measures

The recent Executive Order (EO) 13423 directs all Federal agencies to develop and implement environmental management systems. EO 13423 immediately impacts the Equipment Pool operations, as well as impacting the operation in the long term. The PRODoT has recognized this and created dedicated staff support to manage all transportation related environmental issues. Also, the new Tribal Shares budgeting process within the TTP program has limited the number, size, and type of projects now being undertaken by the tribes. Due to funding constraints, the projects are more focused on smaller rehabilitation projects rather than very large new or reconstruction projects; therefore, the make up of the existing equipment in the Equipment Pool must reflect these realities. Performance goals and measures developed to successfully implement, administer, and maintain the public value of the Equipment Pool are:

Increased Accountability – Facilities Improvement - Percent change in the total number of Equipment reported as "Under Utilized" or "Not Utilized" in the Property Management system in the current fiscal year compared to the previous fiscal year: 5 year goal - 10% per year

Although the makeup of the equipment pool must change, this is a difficult task since some of the equipment is underutilized due to the nature of the work. Extensive studies will be conducted to assure purged equipment will not have to be reacquired again. Nonetheless, minimum utilization standards must be adhered to which will aid in reducing green house gas emission through replacement/elimination of older equipment that does not meet current emission standards.

Address Environmental Stewardship Concerns - Percent of environmental audit findings and reviews addressed: 5 year goal – 75%

Primary in this effort will be implementing an Equipment Management System and enforcing it. This will include updating Performance Plans for all employees with responsibilities to comply with and manage the EMS. The requirements of EO 13423 must also be included in all statements of work for the P.L. 93-638 agreements clearly communicating compliance with all environmental requirements. Aggressively pursuing findings during A-123 internal control reviews will be essential in meeting this performance goal.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Equipment Pool Operations)

Goals and Measures

Increased Accountability - Percent of tribal contractors in compliance with all Self-Determination agreement requirements: 5 year goal – 100%

Establishment and maintenance of an effective, risk-based OMB Circular A-123 internal control environment will be crucial to assure tribal staffs are capable of managing the program in accordance with Road Maintenance program laws and regulations. Self Determination agreements must be clear in specifying the need for complying with all program requirements, especially minimum utilization and Environmental Management System reporting requirements.

In addition, Equipment Pool Operations will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Division will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Division will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Indian Services

III. Division of Transportation 2015 - 2019 Strategic Plan (Equipment Pool Operations)

Goals and Measures

Employee and Customer Feedback:

The Division will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Indian Services

III. Division of Tribal Government 2015 - 2019 Strategic Plan

Core Business Principles

Effective communication and responsiveness: Maintain ongoing and open communications and dialogue between Regional and Agency staff and tribal people by utilizing all methods of communication available such as e-mails, official correspondence, conference calls, meetings, etc. Provide regular status updates on requests and projects when appropriate.

Support tribal governments in its efforts to strengthen self-determination and self-governance: Provide support by working cooperatively with tribal governments and staff. Serve as a resource to offer guidance upon request. Avoid being involved in internal tribal matters or disputes and encourage the use of tribal remedies to settle internal tribal matters.

Advance our fiduciary trust responsibility: Many duties mandatory under federal and tribal law go to the heart of effective tribal governance and integrity of the government-to-government relationship. Completion of our duties advances our fiduciary trust responsibility.

Office of Indian Services

III. Division of Tribal Government 2015 - 2019 Strategic Plan

Means and Strategies

To achieve our mission and demonstrate our commitment to our core business principles the Division of Tribal Government will work to improve communication and interaction between Agencies, Central Office and the region. Regular sharing of information will be achieved through monthly conference calls and meetings when necessary. Sharing of best practices will be encouraged throughout the Region to communicate issues, problems or concerns to upper management and convey recommendations for changes to operating procedures when applicable. The Division of Tribal Government regional and agency staff will use the IACT to provide updates and status logs on ongoing projects and requests.

The Division of Tribal Government faces several obstacles such as the lack of consistency between agencies and staff which reduces effectiveness. Tribal Government staff has varying skill sets and could do better to provide training internally to prepare and share the specialized skills utilized by the less experienced tribal government staff.

Regional and Agency staff can provide technical assistance to tribal governments and tribal committees upon request of the Tribe. Assessments by Tribal Government staff can be completed and shared over the phone or in writing in order to still provide services to the Tribes while being conscious of budgetary constraints.

The Division of Tribal Government faces challenges when carrying out our functions. Federal laws and tribal laws demand significant effort related to the four primary Tribal Government function areas that are halted or delayed as a result of a tribal dispute which also could cause disruption to tribal activities and services. The Division of Tribal Government meets with tribal factions when disputes occur and attempts to encourage the Tribe to resolve its issues by exhausting tribal remedies and resolving dispute in the proper tribal forum. Often California tribes do not have mechanisms such as a tribal court in which to resolve its issues. The Division of Tribal Government will encourage Tribes to enact dispute resolution or arbitration ordinances, or to enact a tribal court so there are tribal remedies available to settle the dispute.

Office of Indian Services

III. Division of Tribal Government 2015 - 2019 Strategic Plan

Means and Strategies

Division of Tribal Government faces obstacles when attempting to establish or measure benchmarks due to the fact that work we do is often tribally driven. The number and frequency of requests from tribal governments and individuals fluctuates. To better measure outcomes the creation of logs to track and monitor success and progress will be maintained. Also, staff shortages cause difficulties and result in slower processing times as there are not adequate staff to meet the needs of the Division.

Office of Indian Services

III. Division of Tribal Government 2015 - 2019 Strategic Plan

Goals and Measures

The Division of Tribal Government supports the following goals:

Goal: Update website to use as referrals for general public inquiries.
Measure: Completion of update to website.

Goal: Support self-governance and self-determination.
Measure: This can be achieved by avoiding federal interference in internal tribal matters and disputes. This can be measured by using an administrative appeals log and counting the number of pending appeals before the Region.

Goal: Encourage updating tribes' organic governing documents. There are a number of Tribes operating with outdated tribal governing documents. This would entail meeting with the tribes and providing technical assistance and may require Secretarial Elections.
Measure: This can be measured by the number of Tribes that request technical assistance or update governing documents, or enact dispute, arbitration or mediation ordinances to avoid or minimize tribal disputes.

Goal: Updating and creating "how-to" guides as resource materials, guidance, and handbooks for Tribal Government staff, tribal governments and tribal committees.
Measure: This can be measured by the number of "how-to" guides updated or created for use.

Goal: Be responsive and timely when processing tribal requests.
Measure: This can be measured by having updated logs as a mechanism to perform internal monitoring to assess our responsiveness with the aim of reducing delays and processing tribal requesting within 30 days of receipt.

Office of Indian Services

III. Division of Tribal Government 2015 - 2019 Strategic Plan

Goals and Measures

In addition, the Division of Tribal Government will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Division will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Division will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Indian Services

III. Division of Tribal Government 2015 - 2019 Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Division will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Core Business Principles

Communication: Conduct the program strategies and implementation through effective communication with Agency Staff and Tribes under the jurisdiction of the Pacific Region. Provide clear communication to keep Agency Staff and Tribes up to date on elements affecting the implementation of the Real Estate Services programs.

Collaboration: Work effectively and efficiently together with external governmental agencies and organizations in implementing the elements of the Real Estate Services program on behalf of tribes and individual Indians.

Consistency: Work diligently with Agency staff to ensure implementation of the program is conducted in a consistent manner, both on a Regional and National basis. Provide uniform assistance to tribes and individual Indian landowners.

Integrity/Professionalism: Operate the Real Estate Services program with the utmost integrity and professionalism consciously representing the Regional Director and Assistant Secretary. Each team member conducting themselves appropriately with Indian clients, tribal representatives, fellow employees, inter-governmental agencies and external governmental agencies and organizations.

Excellence: Strive to operate the Real Estate Services program in a manner of seeking excellence. Program staff working together as a team, in collaboration with tribal clients to achieve excellence in all facets of the program, seeking to improve and streamline the functions of the program.

Training/Technical Oversight: Deliver exceptional services to constituents, including essential training and technical assistance in all aspects of the Real Estate Services program.

Regulatory/Policy/Directives: Laws, Regulations, Litigation and Congressional actions mandate the legal requirements of the program. The Pacific Region's Real Estate Services program is dedicated to staying up-to-date on the existing and changing regulatory and policy requirements affecting the services provided under the program, safeguarding all changes are communicated to team members, customers and partners.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Means and Strategies

To achieve our mission and demonstrate our commitment to our core business principles the Division of Real Estate Services is committed to improve communication and collaboration with Agency staff, working together to build a team to develop a consistent and streamlined method of providing excellent services to Indian landowners. Our team will work to improve commitment and confidence in all team members, focusing on delivery of quality services in conjunction with upholding the trust responsibility to our Tribal constituents.

The Division of Real Estate Services consists of 6 employees at the Region level: Realty Officer and 3 Realty Specialists and a Realty Specialist – Probate (Vacant). Under the direct supervision of the Region are 6 Tribes that have compacts with the Secretary, approval authority for all long term leasing, all wind and solar leasing, mortgages, off reservation fee to trust acquisition, disposal of trust status, administrative appeal process and oversight/technical assistance to 4 Agencies including the Palm Springs Agency, Southern California Agency, Central California Agency and Northern California Agency.

The Palm Springs Agency has Bureau side of operations covering agency actions for all leasing activity except Residential leasing. There is a compact the Agua Caliente Tribe has that operates all Residential lease functions. The Agency has a Real Estate Services staff of 4 Realty Specialists, the Realty Officer is Vacant and 1 Realty Specialist position is vacant. The Tribal Residential Leasing staff includes a Realty Officer, a Director of Realty, 1 Vacant Realty Specialist II, 3 Realty Specialists, 2 Realty Assistants and a vacant Residential Leasing Manager.

The Southern California Agency Branch of Real Estate Services Realty Officer position is currently vacant. There are 2 Realty Specialists. Other vacant positions include a Realty Specialist and a Lease Compliance Technician.

The Central California Agency Branch of Real Estate Services Realty Officer position is also currently vacant. There are 5 Realty Specialists, with a vacant Realty Clerk position.

The Northern California Agency Branch of Real Estate Services Realty Officer position is also currently vacant. There are 2 Realty Specialists and no other positions exist.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Means and Strategies

In an effort to protect and maintain the integrity of trust lands and trust resources, improved communication between Region and Agency staff will be accomplished by conducting quarterly conference calls to provide for sharing of information, sharing of best practices, discussion of concerns and/or problems, encouraging recommendations for changes in operating procedures to improve the delivery of quality services.

The Pacific Regions Division of Real Estate Services is committed to providing policy direction, technical assistance, training, administrative review, and monitoring in the evaluation of the Agency's operations.

As such, we will create a team consisting of Regional, Agency and Tribal Subject Matter Experts (SME's). This team will develop the curriculum to build a 21st Century Workforce within the Division of Real Estate Services. In addition, this team will engage the Next Generation of Native American youth in order to create learning opportunities and work experience.

The team will work diligently to communicate and advise Agency staff and tribal constituents on existing and changing regulatory requirements through training and information sharing opportunities as they arise. While continued budget constraints exist, we will endeavor to take advantage of all opportunities which exist or become available to conduct mini-worshops for information sharing and technical assistance. Furthermore, the team will develop information packets and/or pamphlets that can be provided as a means of technical assistance to our tribal clients, partners and constituents.

The Pacific Region team will conduct administrative review, monitoring and evaluation of Agency programs to ensure consistency and excellence in service provided to our customers. We are dedicated to improving the delivery of quality services, while being mindful of not entering in to a micro-management scenario, enabling our team to apply their skills and knowledge to streamline and improve the delivery of quality services. We recognize the obstacles and increased insufficiencies that are a direct result of the lack of consistency between agencies which reduces our effectiveness; we will work towards improving the consistency and efficiency of the Division of Real Estate Services.

In an effort to improve the overall performance of the Division of Real Estate Services, the Pacific Region will develop an internal training mechanism for staff development. The team will work in conjunction with Agency staff to provide workshops and training through an online media to eliminate the requirements for travel. We will develop training modules for all components of the program. We will utilize the best business practices developed by our staff.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Means and Strategies

A program review revealed an increased error rate in the documents submitted by the Division of Real Estate Services to the Land Title and Records Office (LTRO) for recording. In coordination with the LTRO the Pacific Region Division of Real Estate Services will develop and conduct quarterly sessions to review the progress of reducing the error rate on Realty documents completed within the Region. We will ensure all recordation and review of Realty documents completed by the Agency and Region staff are conducted consistently, and that all requirements by the LTRO are accomplished. We will endeavor to strive for complete submissions to the LTRO eliminating the requirement for follow up and requests for additional information. We will work in coordination with the LTRO to provide staff with standards and requirements for recording and maintain consistency throughout the Region.

We will work together with the LTRO to provide TAAMS training for all agency and regional staff to ensure clean up and reconciliation efforts of all Realty documents in the TAAMS system is accomplished. We realize the TAAMS system is not being utilized to the greatest extent possible, which is a direct result of staff not fully understanding the system's capacity. We will make every effort to train, advice, and provide technical assistance to staff to enable them to use the TAAMS system to the greatest extent possible. As a result of understaffing, the information in TAAMS has not been properly cleaned up and reconciled. We will make a concentrated effort to ensure clean up and reconciliation efforts are conducted by Agency and Regional staff. We will strive to appropriately update and reconcile the records in TAAMS to ensure requests for Title Status Reports can be accomplished in a timely manner. This will allow for the development and utilization of trust and restricted Federal Indian owned lands. Additionally, TAAMS is capable of being used as a tracking system, we will implement this element of TAAMS. The ability and effectiveness of the TAAMS system and implementation is reliant on TAAMS Business Rules. In collaboration with Agency and Regional staff, the TAAMS Business Rules for the Pacific Region will be updated, revised and implemented.

To facilitate the ability to adequately and sufficiently manage the trust land resources for the Tribes in California, we will require each Agency and the Fee to Trust Consortium submit annual Acreage Reports to the Region for consolidation into a Regional Report. The Division of Real Estate Services will work in collaboration and cooperation with all the Divisions within the Region to ensure quality services relevant to the use, protection, preservation and development of trust and restricted land are delivered to the Tribes within the Pacific Region's jurisdiction.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Goals and Measures

Goal: Conduct quarterly conference calls with Agency staff to provide for sharing of information, best practices, discussion of concerns and/or problems, encouraging recommendations for changes in operating procedures.

Measure: Increase in team building evidenced by accomplishing quarterly meetings, documented evidence of change and/or improvements in business practices.

Goal: Provide policy direction, training and technical assistance to tribal clients on existing and changing regulatory requirements.

Measure: This will be evidenced by the sessions held throughout the year.

Goal: Develop information packets and/or pamphlets that can be provided as a means of technical assistance and answers to frequently asked questions to our tribal clients, partners and constituents.

Measure: Production of pamphlets.

Goal: Provide administrative review, monitoring and evaluation of Agency operations.

Measure: This will be evidenced by the production of a report on each evaluation created by the Regional team.

Goal: Solicit input from Agency staff on business practices they need trained on. We will also use the evaluation of the staff to address any training needs.

Measure: Generate a list of subjects and develop training workshops.

Goal: Conduct training workshops for staff, ensure all procedures and practices across the Region are done consistently.

Measure: Staff attendance and participation in workshops, increased production and reduced error rates.

Goal: Conduct quarterly meetings with LTRO to review progress and error rate of Realty staff. We will include discussion on procedure and recording requirements to improve overall performance.

Measure: This will be evidenced by reduction of error rates and improved timely recordings.

Goal: Train Agency and Region staff on TAAMS. Implement TAAMS to the fullest extent of its capability.

Measure: This will be evidenced by the production of automated forms, letters, reports and documents created by the TAAMS system.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Goals and Measures

Goal: Clean up and reconcile data in TAAMS.

Measure: This will be evidenced by the decreased required time to complete a Certified Title Status Report and recordation time frames in TAAMS.

Goal: Modify and update TAAMS Business Rules for the Pacific Region.

Measure: Implementation of new TAAMS Business Rules.

Goal: Complete and keep current a Regional Acreage Report. Each Agency and the Region will be required to compile an annual acreage report for consolidation by the Region.

Measure: This will be evidenced by completion of an Annual Regional Acreage Report.

Goal: Hire youth interns in Real Estate Services.

Measure: This will be a performance element with all Supervisors of Real Estate Services Programs.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Goals and Measures

In addition, Real Estate Services will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy and EEO: The Division of Real Estate Services will accomplish the Regional Director's goal by inclusion of Regional and Agency staff in the implementation of improved procedure and streamlining process for the Division. The Division will work proactively in gathering and implementing staff suggestions for change in process and procedure, while adhering to regulatory requirements. Supervisors will work together to promote communication and interpersonal skills and will promote a diverse workforce. Supervisors within the Division of Real Estate Services will be required to implement the EEO and affirmative employment goals. Supervisors will promote inclusion of all employees, recognizing the differences in opinions and perspectives, and will work towards full inclusion, acceptance and accountability. We will adhere to the requirement under EEO and strive for elimination of any harassment in the workplace.

Internal Controls and Business Results: To achieve the goals of the acquisition implementation plan, advance strategic sourcing, advance asset management through improved FCI/ increased disposition/reducing backlogs the Division of Real Estate Services will take steps to reduce travel by implementing use of internet capabilities conducting Division meetings and staff training through WebEx formats, limit travel to only Mission Critical travel. We will reduce administrative costs by cost comparison shopping to ensure small business and disadvantaged businesses; Indian owned businesses; woman owned businesses and disabled veterans businesses are used for acquisition at the lowest cost to the Government. We will improve internal controls and audit results by implementing increased evaluation and supervision of the Division through comprehensive streamlining and implementation of consistent processes and procedure. Through the implementation of an evaluation and streamlining process we will increase transparency and accountability to upper management and our Tribal clients. We will work diligently to improve energy conservation, sustainability and environmental justice by ensuring implementation of the Paper Reduction Act, recycle paper and paper type products and use energy saving equipment.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan

Goals and Measures

Employee and Customer Feedback: The Division of Real Estate Services is committed to listening to our employees, colleagues, customers and labor organizations with regard to identifying needs and expectations. We will work to implement quarterly meetings with our staff to gain input and collaboration. We will work to build alliances with our stakeholders in making decisions and gain cooperation to achieve mutually satisfying solutions.

We remain committed to consulting with Tribes and Tribal organizations to promote and enhance communications, emphasizing trust, respect and shared responsibility in accomplishing the goals of the Division of Real Estate Services.

As budget constraints exist we will take advantage of other scheduled meetings with Tribes to collaborate and gain input in regards to the Division of Real Estate Services business practices, processes and procedure in an effort to achieve desired business results.

In implementing a streamlined process for review and approval of Real Estate documents and economic development projects for our tribal constituents we will use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making.

Through open communication with our tribal constituents the Division of Real Estate Services is committed to building trust and cooperative working relationships with stakeholders within and outside the organization, promoting openness, transparency and collaboration.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan Fee-To-Trust Consortium

Core Business Principles

Effective Communication: Ongoing communication with the tribes in California ensures consistent and excellent quality of service delivery to all eligible clientele. Communications with other Realty Specialists present an opportunity for transfer of ideas, technical assistance and training.

Consistency: Ensure applications are reviewed and processed using the same consistent standards, resulting in effective business practices between tribes, title companies, attorneys, consultants and agencies for faster services.

Integrity & Respect: The program strives to treat our team members, customers, partners and suppliers with mutual respect and sensitivity, while recognizing the importance of diversity.

Professionalism: The Fee-to-Trust staffs are to conduct themselves in a manner that conforms to the highest standards of ethical behavior, integrity, honesty and professionalism.

Customer Service Excellence: Dedication in satisfying tribes, and individual Indians in providing excellent service and honoring commitments that we have made to them

Cooperation: Laws, regulations or other arrangements provide a framework for cooperation and collaboration with our clientele.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan Fee-To-Trust Consortium

Means and Strategies

Guidance and policy for the Fee-to-Trust Program can be found in the "Fee-to-Trust Handbook Version II", issued by the Department of Interior, Bureau of Indian Affairs, Division of Real Estate Services dated July 13, 2011.

The FTT program currently has four staff members, which consists of one (1) Supervisory Realty Specialist, two (2) Realty Specialists and one (1) Environmental Specialist.

Responsibilities

Supervisory Realty Specialist

Supervisory/Managerial duties are effectively carried out in order to support the Department's capacity to manage its programs in a results-oriented, customer-focused, and efficient manner.

Communicates and works with beneficiaries and clients to assess their needs; provides accurate information or assistance and addresses problems; knows about and provides available services with options; is committed to providing quality services; seeks to meet or exceed expectations.

Provides recommendations that include a thorough analysis of all concerns and provides sound recommendations on approval or disapproval of the land acquisition request.

Prepare internal memos for GIS land description review and Solicitor review of title, contracts, and contiguous determination, etc.

Input new cases and updates pending cases into the Fee-To-Trust SharePoint System and the status log.

Realty Specialist

Processing of fee-to-trust applications – reviewing applications package for completeness and notifying applicants of receipt, and if necessary, include in the letter a comprehensive list of what is needed to complete the application package.

Solicitor and GIS Reviews - : prepare internal memos for GIS land description review and Solicitor review of title, contracts, and contiguous determination, etc.

Fee to Trust SharePoint System and reports - Input new cases and updates pending cases into the Fee-To-Trust SharePoint System and the status log.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan Fee-To-Trust Consortium

Means and Strategies

Customer Service - Communicates and works with beneficiaries and clients to assess their needs; provides accurate information or assistance and addresses problems; knows about and provides available services with options; is committed to providing quality services; seeks to meet or exceed expectations.

Decision Analysis - Provides recommendations that include a thorough analysis of all concerns and provides sound recommendations on approval or disapproval of the land acquisition request.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan Fee-To-Trust Consortium

Means and Strategies

The FTT is responsible for various major functions. They are as follows:

Step 1 – Review of Written Request or Application
Step 2 – Encode Fee-to-Trust System
Step 3 – Respond to Incomplete Request/ Application
Step 4 – Site Visit and Certificate of Inspection & Possession (CIP)
Step 5 – Preparing Preliminary Title Opinion (PTO)
Step 6 – Preparing Notice of Application (NOA)
Step 7 – Environmental Compliance Review
Step 8 – Comments to Notice of Application
Step 9 – Clearance of PTO objects before Notice of Decision (NOD)
Step 10 – Prepare Analysis & Notice of Decision (NOD)
Step 11 – Preparing the Publication Notice

Step 12 – Preparing Final CIP
Step 13 – Acceptance of Conveyance
Step 14 – Final Title Opinion and Recordation
Step 15 – Recording at Land Titles and Records Office
Step 16 – Completed Application Packet

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan Fee-To-Trust Consortium

Goals and Measures

The Strategic goals of the Pacific Region FTT for FY 2015 - 2019:

The Regional Director will ensure 100% cases identified in the Fee-to-Trust system (sharepoint) are advanced to the performance action designated, subject to the review and cooperation of the Tribe and any entities identified in the performance action. The Regional Director will ensure 100% of the F2T cases received are processed according to 52 IAM Chapter 12, "Processing Discretionary Fee-to-Trust Applications" is fully implemented meeting all time frames identified in the policy. The Regional Director will ensure, on a monthly basis, the fee-to-trust data entered into the system is accurate, complete and reflects the status of each fee-to-trust acquisition package in my region. The Regional Director will provide quarterly reports, to the Tribal leader that provide the status of each F2T application received, meeting the due dates and ensure the reports are accurate, with certification of the reports being sent and the accuracy of them to the Deputy Director, Trust Services.

The above commitments are linked to the organization's strategic goals in the following ways:

Fee-to-Trust - Serving Communities/Fulfill Indian Fiduciary Trust Responsibilities

Secretary Salazar's Fee-to-Trust Initiative and Treasured Landscapes Initiative

Currently, we have 129 applications with 91 workable. Out of the 91 applications, there are 15 Notice of Decisions that have been made. Therefore, the baseline is 17%.

By 2019 our goal is to increase the number of Notice of Decisions issued by percentage 25.0%.

In order to meet our 2019 goal, we will need at least one (1) Realty Assistant.

Additionally, we would assist in the development of a web based training for each step in the fee-to-trust process.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan Fee-To-Trust Consortium

Goals and Measures

In addition, the Fee-To-Trust Consortium will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Consortium will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Consortium will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Trust Services

III. Real Estate Services 2015 — 2019 Strategic Plan Fee-To-Trust Consortium

Goals and Measures

Employee and Customer Feedback:

The Consortium will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Land Titles and Records Office 2015 — 2019 Strategic Plan

Core Business Principles

Expediency: To provide timely examination and recordation of documents affecting tribal trust lands and individually Indian owned trust and restricted lands.

Consistency: Ensure documents are reviewed using the same consistent standards, resulting in effective business practices between Agencies for faster services

Quality: Examine and Ensure Compliance and Accuracy of Title Information with Federal, State Statutes, Tribal Statutes, Policies and Mandates

Partnership and Communication: To develop and maintain an on-going working relationship with the BIA Agency to provide accurate and timely services to Tribes, Lenders, HUD, and Indian individuals.

Customer Service Excellence: Dedication in satisfying tribes, Agencies, and Indian landowners in providing excellent service and honoring commitments that we have made to them

Office of Trust Services

III. Land Titles and Records Office 2015 — 2019 Strategic Plan

Means and Strategies

Program efficiency and automation of the recording process will reduce the time required to record conveyance title documents. By the end of FY 2015, all four of the agency offices are expected to have automated recording processes with the deployment of local scanning stations for the Trust Asset and Accounting Management System (TAAMS) and Title Image Repository (TIR), which will electronically transmit a title document in a digital image format to the LTRO from the agency. As the agency offices become automated and submit title documents to the LTRO using the TIR, recording efficiency will further increase.

In FY 2012, the business leasing module was added to TAAMS, which enhanced the leasing module with the uniqueness of business leasing activities and add efficiencies to the business leasing process.

Currently, the average number of days from document approval by the authorized Federal Official (i.e., the Agency Superintendent or Administrative Law Judge) to recording is 11 days, a 31 percent improvement over FY 2009 levels. The recording of a conveyance document within one week has improved by 17 percent compared to 2009 and by 20 percent for recording within two weeks when compared to 2009.

In order to improve efficiency, customer service, and meet or exceed targets, the LTRO will be concentrating on improvements in the following areas:

Communication and Inquires: The LTRO will work to ensure open communication between LTRO staff and Agency staff and continue to ensure each office's expectations are met to provide faster, better service. This will be done by providing responses to inquiries within 24 hours, talking with each other and maintaining and/or establishing written directives for staffs to follow.

Training: Ensure Legal Instrument Examiners receive appropriate and necessary training to accurately process the vast types of legal documents received in the LTRO. Individual Development Plans will be developed for each employee. Cross training in department details and internal mentor programs are available within the Region, in accordance with the Regional Director's recommendation. These types of training are afforded due to lack of funding for paid training sessions and to ensure employees are afforded training, even if funding does not permit paid training. In addition, paid training is available to staff when funding permits and the training is essential to the employees' job development. Staffs also continually receive on-the-

Office of Trust Services

III. Land Titles and Records Office 2015 — 2019 Strategic Plan

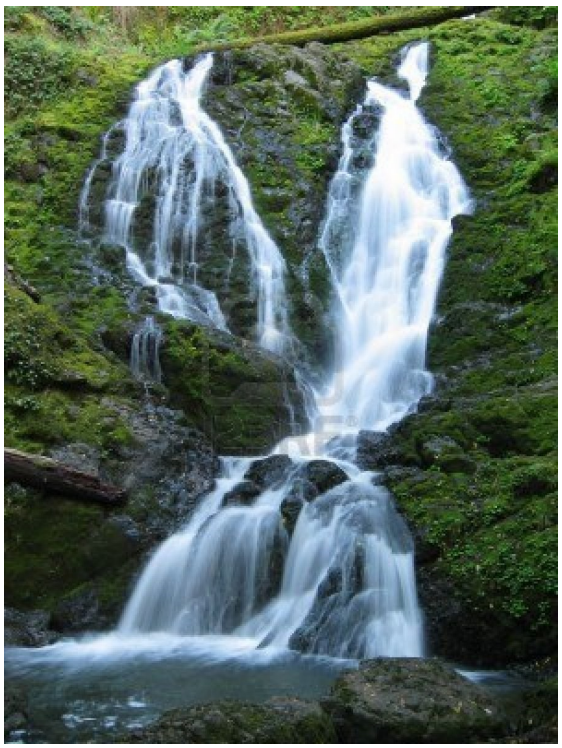
Means and Strategies

job training within the Office.

Compliance: Ensure review and processing of all documents are in compliance with current regulations and policies/directives. The LTRO currently has written processes for staff to follow to remain consistent in the processing of documents, as well as other written and Regional policies and directives.

Recordation: Ensure documents are quickly recorded and conveyed in accordance with existing time frames, by monitoring workload and keeping up with established goals and measures. GPRA goal measures are established within the LTRO that track the recordation, completion, and certification of title functions within the LTRO. Currently the LTRO is tracked to ensure recordation and processing of non-probate conveyance documents, probate documents and certification of tract changes effecting ownership. TAAMS tracts the dates of receipt, dates due, and dates processed which the LTRO must report in Indian Affairs Performance metrics quarterly, with the annual end result of percentages which are estimated at the beginning of the fiscal year.

Staffing: The LTRO currently staffs one Supervisory Realty Specialist, eight Legal Instrument Examiners, and one Legal Instrument Examiner who serves as the Recorder. There is one vacant Supervisory Realty Specialist position which was recently vacated due to the VERA/VSIP offer. It is anticipated that that position will be filled when the hiring freeze is lifted, or the position will re-established at a lower grade level. There are also two vacant Legal Instrument Examiner positions, which are anticipated to be filled when the hiring freeze is lifted.



Office of Trust Services

III. Land Titles and Records Office 2015 — 2019 Strategic Plan

Means and Strategies

TSR System: TAAMS now has a TSR Module which allows Agency staff to electronically request a TSR. LTRO receives the electronic request, and it is assigned to an Examiner who reviews the tract and documents attached to the tract. After a thorough review, it is submitted for Certification. The System allows all parties to review who is working the request, and see what stage the request is in. Updating in the system is immediate, and when a TSR is certified, an image of signed TSR is generated and stored on the tract which can immediately be downloaded by Agency staff for disbursement to the requesting party(ies). In addition, in 2012 the Region established a TSR tracking system which all Agency staff and LTRO staff are required to utilize. The system tracts the request from receipt at the Agency level, processing of the request at the Agency level, receipt of the request at the LTRO level, and processing of the request at the LTRO level. The system allows Agency and Regional staff an at glance look at pending requests, and the time frames in which requests are processed.

Office of Trust Services

III. Land Titles and Records Office 2015 — 2019 Strategic Plan

Goals and Measures

The Strategic goals of the Pacific Region LTRO for FY 2015 - 2019:

60 percent of all conveyance documents, such as deeds and probate documents, will be recorded and processed by the Land Title and Records program within one day of the document's approval by the authorized Federal Official.

Percent of Complete and Non-Defective Final Probate Orders Encoded within 48 Hours After the Expiration of Appeal Period.

Percent of Complete and Non-Defective Deeds Recorded within 72 Hours of Receipt at the Land Titles and Records Office.

Percent of Land Titles Certified within 48 Hours After a Complete and Non-Defective Conveyance of Title Ownership.

In addition, the Land Titles and Records Office will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

Land Title and Records will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

Land Title and Records will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Office of Trust Services

III. Land Titles and Records Office 2015 — 2019 Strategic Plan

Goals and Measures

Employee and Customer Feedback:

Land Title and Records will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Probate & Estate Services 2015 - 2019 Strategic Plan

Core Business Principles

The primary mission of the Division of Probate is to compile inventories of Indian Trust assets and family information, and to coordinate the timely distribution of trust assets with the Office of Hearings and Appeals, Land Titles and Records Office and the Office of the Special Trustee.

The Division of Probate gathers information regarding decedent's family and property and prepares it for adjudication by the Office of Hearings and Appeals (OHA). After OHA issues a probate order the Division works with other trust offices, such as the Office of the Special Trustee for American Indians and the Land Titles and Records Office to distribute the assets.

Passage of the Indian Land Consolidation Act (ILCA) of 2000 allowed the DPES and the probate function improvement for proper beneficiary management of trust and restricted property.

In addition to this, the Division of Probate and Estate Services upholds the highest integrity in implementing all the identified area's shown to the right.

- *Effective Communication*
- *Collaboration*
- *Consistency*
- *Integrity & Respect*
- *Professionalism*
- *Excellence*
- *Cooperation*

Office of Trust Services

III. Division of Probate & Estate Services 2015 — 2019 Strategic Plan

Means and Strategies

To achieve the DOI mission and demonstrate our commitment to our core business principles the Division of Probate & Estate Services is committed to improve communication and collaboration with Agency staff, working together to build a team to develop a consistent and streamlined method of providing excellent services to Indian landowners.

In coordination with Real Estate Services and the LTRO, Probate staff will work as part of an improvement team. All team members will be focusing on delivery of quality services in conjunction with upholding the trust responsibility to our Tribal constituents.

The Division of Probate & Estate Services consists of the Regional Legal Administrative Specialist that provides oversight/technical assistance to 4 Agencies including the Palm Springs Agency, Southern California Agency, Central California Agency and Northern California Agency.

The Palm Springs Agency Division of Probate & Estate Services consists of one collateral duty Realty Specialist.

The Southern California Agency Division of Probate & Estate Services consists of one (1) Legal Administrative Specialist and (1) Contact Representative (Vacant).

The Central California Agency Division of Probate & Estate Services consists of four (4) Legal Administrative Specialist.

The Northern California Agency Division of Probate & Estate Services consists of one (1) Legal Administrative Specialist and (1) Contact Representative.

Office of Trust Services

III. Division of Probate and Estate Services 2015 — 2019 Strategic Plan

Goals and Measures

The Division of Probate and Estate Services strategic plan is based on the DOI strategic plan.

Within this mission are the measures identified as:

1. End Outcome Goal - Fulfill Indian Fiduciary Trust Responsibilities;
2. End Outcomes—Beneficiary Services, Trust Accountability, and Natural Resource Trust Asset Management;
3. Intermediate Outcomes —Ownership Information and Maximizing Returns.

These mission goals and outcomes are fulfilled by the functions of the Division of Probate and Estate Services and are "standard" to all aspects of the division. These functions - technical assistance, policy development, procedures, Protrac system of record, and contract-based probate related work - constitute the framework of accomplishing the goals and objectives of the strategic plan.

The DPES Functions

- *Pre Case Prep*
- *Case Prep*
- *Adjudication*
- *Case Closing*
- *Protrac system*
- *Procedures*
- *Technical Assistance*

Office of Trust Services

III. Division of Probate & Estate Services 2015 — 2019

Goals and Measures

The Strategic goals of the Pacific Region Division of Probate and Estate Services for FY 2015 - 2019:

The American Indian Probate Reform Act of 2004 (AIPRA), as amended, changed how trust property, or Indian lands, are distributed and managed by the federal government.

The AIPRA had significant amendments that drastically changed how the Federal government operated the DPES program. One major purpose of AIPRA was to preserve the trust status of Indian lands and to reduce the number of small fractionated landowner interests.

Both laws have had a major influence over how Interior administers its fiduciary trust obligation in the management of trust lands on behalf of trust beneficiaries.

In addition, Division of Probate & Estate Services will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

Probate & Estate Services will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

Probate & Estate Services will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Office of Trust Services

III. Division of Probate & Estate Services 2015 — 2019 Strategic Plan

Goals and Measures

Employee and Customer Feedback:

Probates and Estates Services will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Core Business Principles

Effective Communication

- Ensure that decisions made in response to climate change impacts are informed by science and traditional ecological knowledge and where appropriate are included in the documents supporting the decision.
- Where appropriate, ensure representation of Tribes and the Bureau on the Stakeholder Advisory Committee for each DOI CSC, and the Steering Committee for each Landscape Conservation Cooperative (LCC).

Collaboration

- Build or access regional and local capacity to interpret climate science for adaptation plans prepared for infrastructure and natural and cultural resources.
- Coordinate with partners to promote achievement of Bureau and tribal goals for adaptation management.

Integrity & Respect

- Consider and incorporate Traditional Ecological Knowledge as data sources.
- Facilitate and support integration of a broad use of scientific information for management decisions, while protecting sensitive Traditional Ecological Knowledge according to the Tribe's official guidance.
- Adjust or initiate monitoring and data collection to identify trends related to climate change impacts.

Consistency

- Ensure that scientific activities conform to appropriate laws and regulations (e.g., Information Quality Act) and apply best scientific practices (e.g., peer review).

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Means and Strategies

Climate Change Impacts to the Tribal Nations and Bureau Operations.

Issues and Challenges: The impacts of climate change have the potential to have a greater effect on Tribes because of their strong ties to the land, and to its natural and cultural resources. Trends in climate-related environmental conditions (such as temperature, precipitation, frequency of extreme weather events, and sea level change can have secondary impacts on natural resources, fish and wildlife migration, infrastructure, economic bases, and other resources. These all have the potential to undermine tribal communities and their management goals. Addressing these potential impacts, setting goals and objectives, and prioritizing management response are all critical to minimize negative effects of rapid climate change

The Bureau, in partnership with Tribes, is responsible for Trust resource management on over 59 million acres, and provides technical support for non-trust programs such as transportation, human services. In addition, the Bureau serves an informal role as a liaison with other federal agencies supporting Tribes.

Climate change impacts have broad reach across programs and responsibilities requiring the attention of leaders, planners, and managers. Over time the Bureau will integrate adaptation planning and management into the processes and decision support tools across the diverse operations, programs, plans and policies. Bureau will strive to support and promote the following:

- Implement adaptive management, for all natural, cultural, and infrastructure (built resources owned or managed by the Bureau),
- Encourage and support tribal commitment to do the same for their resources;
- Account for changing conditions and threats with respect to human and built assets;
- Work with tribes to support tribal adaptation efforts; and provide scientific information and tools to support the range of activities and programs that may be affected by climate change.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Means and Strategies

Policy Foundation: The Bureau's overall approach is underscored by the November 1, 2013 Executive Order Preparing the United States for the Impacts of Climate Change, Secretarial Order 3289, issued in September, 2009 (and amended February, 2010), "Addressing the Impacts of Climate Change on America's Water, Land, and Other Natural and Cultural Resources," that establishes a Bureau-wide approach for applying scientific tools to "increase understanding of climate change and to coordinate an effective response to its impacts on tribes and on the land, water, ocean, fish and wildlife, and trust assets (a subsequent section in this plan describes the status of the Bureau's climate adaptation efforts). This plan also is in compliance with Departmental Manual 523 Climate Change Adaptation.

Coordination: Successful implementation will require an integrated approach within the applicable programs and, for some natural resource strategies, across borders as well. Some tribes have Integrated Resource Management Plans (IRMPs) that set goals for programs working toward similar goals and objectives in the natural resource areas. Incorporating climate change adaptation into the IRMP and following the broad tribal goals as adaptation issues are scaled down to the program specific management plans will ensure the best possible outcomes and efficiencies. In some cases ecosystems will be transitioning more slowly than the climactic conditions are changing, and coordinated management will be needed to maintain critical ecosystem benefits (water. subsistence resources, etc.) as identified by the Tribe.

Vulnerabilities to climate change impacts vary widely across the Bureau's mission areas. Bureaus' climate change adaptation priorities depend on the particular vulnerabilities of their mission and assets. This adaptation plan focuses on actions in FY 2013 and beyond. The actions are framed by the Bureau's Guiding Principles for climate change adaptation, described below. Climate change adaptation plans and strategies developed by Regions, Agencies, Tribes, and management programs will identify and prioritize vulnerabilities particular to their particular mission and/or operations. Depending on the needs for a Tribe, Agency or Region, additional adaptation plans that are overarching and cohesive may be needed to ensure coordination and efficiency. management and include best management practices that come to light.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Means and Strategies

Natural Resources

The Bureau's key mission areas under this category are protecting the trust assets through management of functioning ecosystems. Ecosystems provide resources that maintain clean water, sustaining subsistence hunting and gathering opportunities that include fish, wildlife and culturally important plants, and supporting spiritual and tribal identity. Maintaining a functioning ecosystem also includes protection from wildfire and invasive species that will require a coordinated effort to ensure that risks are minimized and opportunities to improve resilience, including cooperative efforts that cross boundaries are addressed.

At a general level, major potential climate change impacts to natural resources, ecosystems and tribal concerns include the following considerations:

- *Increased volatility in the transitions between seasons*
- *Changes in precipitation patterns*
- *Sea level rise and higher storm surge*
- *Increased temperature and*

The Bureau has responsibility for the resources and technical support to Tribes and the management of their communities, both on and adjacent to trust land. The Bureau must cooperate with Tribes to understand and address the impacts of climate change on people and communities. In addition, Tribes have off-reservation membership that, due to declining resource availability or other climate stressors, may become "climate refugees", returning to the reservations and adding to current populations. The Bureau, either through trust responsibly or due to requested technical support to tribes, must consider impacts to tribal populations on both natural resources and community support systems and infrastructure. Example areas of concern include:

- *An increase in temperature and changes in precipitation patterns*
- *Changes in frequency and intensity of weather-related events, such as heat-waves, precipitation events, and floods*
- *Sea level rise and higher storm*
- *Changes in migration patterns and ecosystems*
- *Impacts to human support networks*
- *Air quality health impacts*
- *Melting permafrost and reduced sea ice,*
- *Decreased habitat for traditional plants and animals*

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

Guiding Principles
It is the goal of the Bureau to anticipate and adapt to challenges posed by climate change to its mission, programs, operations, and personnel, and to support Tribes in addressing potential impacts that they identify. The Bureau, in its actions and in support of the Tribes, uses the following guiding principles for climate change adaptation.

Science and Traditional Ecological Knowledge: The Bureau will use the best available science and appropriate traditional ecological knowledge (as identified by the Tribe) to increase understanding of climate change impacts. The Bureau, working with the Tribe and appropriate partners, will identify priorities to inform decision making and create an effective management response to climate change impacts on land, water, wildlife, cultural, and tribal trust resources.

To include climate science and services in decision-making, the Bureau will:

- Ensure that decisions made in response to climate change impacts are informed by science and traditional ecological knowledge and where appropriate are included in the documents supporting the decision.
- Build or access regional and local capacity to interpret climate science for adaptation plans prepared for infrastructure and natural and cultural resources.
- Coordinate with partners to promote achievement of Bureau and tribal goals for adaptation management.
- Where appropriate, ensure representation of Tribes and the Bureau on the Stakeholder Advisory Committee for each DOI CSC, and the Steering Committee for each Landscape Conservation Cooperative (LCC).
- Consider and incorporate Traditional Ecological Knowledge as data sources.
- Facilitate and support integration of a broad use of scientific information for management decisions, while protecting sensitive Traditional Ecological Knowledge according to the Tribe's official guidance.
- Adjust or initiate monitoring and data collection to identify trends related to climate change impacts.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

- Ensure that scientific activities conform to appropriate laws and regulations (e.g., Information Quality Act) and apply best scientific practices (e.g., peer review).

Ecosystem-Based Management: The Bureau will seek to improve ecosystem resiliency and thereby support the resiliency of component species and traditional uses and cultural practices. Through monitoring and reevaluation, periodically revisit projects and objectives to reconsider adaptation management.

Considerations include:

- Climate change amplifies current stressors that inhibit successful management and adds complexity to existing impacts and the interactions among them.

- Management of ecosystem components continues whether or not there is sufficient information to identify best practices to minimize climate change impacts, therefore consideration of climate change adaptation actions wait for a complete understanding of direct benefits under all climate scenarios. The Bureau will use, and support the Tribes' use of adaptive management that promotes ecosystem resiliency, as appropriate, for managing resources in the face of uncertainty.

- Bureaus should employ scenario planning to allow planners and managers to explore the effectiveness of various strategies across a range of plausible futures.

- Risk management tools provide an effective approach to address uncertainty when the likelihood and nature of specific climate risks are difficult to predict (for example: fire, flood, and disease outbreaks) and can aid in understanding the potential consequences of inaction as well as options for risk reduction.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

Ecosystems and Wildlife: Bureaus should implement the following general approaches to enhance the ability of ecosystems and wildlife populations to absorb change and maintain key qualities and services:

- Protect diversity of habitat, communities, and species (see ecosystem-based management above).
- Protect and restore contiguous blocks of unfragmented habitat and enhance connectivity among habitat blocks, working across boundaries to support the largest areas possible.
- Identify and protect resilient ecosystems (i.e., places that can absorb change and maintain healthy community structure and function) and climate "refugia" (refuges, i.e., places that do not exhibit as much change as surrounding landscapes and can support the specific habitat or species of concern).
- Monitor invasive species (defined as alien species whose introduction does or is likely to cause economic or environmental harm or harm to human health) and coordinate with other agencies to prevent new introductions and stop the spread of such species.
- Consider the landscape context of adaptation actions: Bureaus should work together and with other partners to jointly identify large landscape features (specific corridors, etc.) and mutual conservation goals for their protection.
- Reduce non-climate stressors that interact with climate change impacts, e.g., pollution, invasive species, habitat fragmentation, and human activities contributing to resource scarcity or degradation of natural resources.
- These general approaches reflect "best practices" at the present time; they should be tailored to specific locations and issues and informed by climate-related studies to ensure maximum benefits.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

Refuges for Cultural and Traditional Species: Climate change impacts may preclude management's ability to maintain key ecosystems or habitats that support species important for traditional or cultural use. Bureau and Tribal managers may have to consider adaptation options such as:

- Identification of specific locations on reservations that have specific ecological conditions, are more resilient, or ecologically stable to serve as refuges
- Protection of potential refuge areas through zoning (tribes), management Plans, or other measures.
- Perform assisted relocation of cultural species to refuges,
- Collection and storage of important species in seed banks or other long term biological storage systems
- In extreme cases where no suitable ecosystem is projected to remain on the Reservation, work with cooperators or other Tribes to protect, or relocate cultural species to off-reservation ecological refuges.

Water: In addition to the water outputs from ecosystem management of natural areas, the Bureau is responsible for managing irrigation systems, water supplies, and leasing areas for mining and development of renewable and nonrenewable energy sources while maintaining working ecosystems in those lease areas. To ensure the sustainability of water supply and delivery systems, managers will consider the following approaches:

- Employ a basin-wide approach, working with cooperators, to promote and implement sustainable water management to address current and future water issues, including the potential for decreased water availability due to drought, and exacerbated by increased drought frequency.
- Focus development activities in ecologically disturbed areas when possible, and avoid ecologically sensitive landscapes, culturally sensitive areas, and crucial wildlife corridors.
- Strengthen and enhance assessments of the vulnerability of water resources to climate change.
- Work with stakeholders to encourage and expand efficiency measures for water and energy use.
- Evaluate and design irrigation systems to consider future conditions to minimize or eliminate delivery issues due to variability in water volumes.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

Energy Development: The Bureau is responsible for trust management of mineral resources and technical support for the identification of renewable energy opportunities, (the Bureau of Land Management and the Office of Surface Mining are responsible for drilling permits, mine and reclamation plans and required mining permits on Indian Trust lands). The Bureau's leasing function further extends responsibility to technical and resource assessment, economic evaluation, and compliance with federal environmental laws for development of renewable and nonrenewable energy sources. Managers will ensure the climate resiliency of these efforts by adopting the following approaches:

- Evaluate climate impacts on energy development proposals early in the process to allow for design phase mitigation or changes.
- Focus development activities in ecologically disturbed areas when possible, and avoid ecologically sensitive landscapes, culturally sensitive areas, and crucial wildlife corridors.
- Strengthen and enhance assessments of the vulnerability of energy infrastructure to climate change and extreme events and thereby avoid infrastructure failures that cascade into secondary impacts on non-energy resources.
- Expand and encourage efficiency measures for energy use.

Cultural Resources: In addition to sovereign rights, Tribes have strong cultural ties to the land and ecosystems. Many ecosystems, landscapes, plants, fish, and wildlife species hold cultural significance. On and off reservation cultural sites, traditional practices, and landscapers may be integral to Tribal identity. To address climate change impacts to traditional and cultural resources within the context of vulnerable ecosystems or environments, managers responsible for federal actions will ensure that all federal environmental and historic preservation laws are followed.

- Where appropriate, identify cultural resources, values and concerns in planning studies and documents.
- Integrate Tribal cultural values, priority resources and Traditional Ecological Knowledge (TEK, with appropriate protection) into climate change vulnerability assessments, adaptation plans, and implementation projects as appropriate.
- Promote open communication between resource managers and Tribal cultural resource staff to share resource monitoring information when there is potential for environmental effects under altered climate regimes to adversely affect cultural resources, ecosystems or habitat that may contain traditional resources.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

Technical Support of Tribal Governments and Trust Land Managers: To promote self-determination, both in a government to government relationship and at the program staff levels, the Bureau, in coordination with other federal agencies, will seek and provide technical support to enable Tribes to prepare for climate change impacts to their lands, communities, and ways of life. To do so, the Bureau should:

- Offer Tribes support to obtain and use the most recent climate change information and adaptation guidance.
- Encourage Tribes to participate in research and monitoring, climate science collaborative forums (LCCs, ocean policy bodies, and non-governmental collaborative forums), and other management science providers (Climate Science Centers, USDA research hubs, college and university technical support programs) to:

  Access research, evaluate best practice recommendations, and provide appropriate traditional ecological knowledge to influence other land manager's practices in support of effective adaptation management.

  Avoid management actions that reduce resiliency, increase vulnerabilities or otherwise impart system functions, sectors, or social infrastructure or communities.
- Support tribal consortium and staff capacity building to enable Tribes and the Bureau managers to evaluate and address adaptation at the local level.
- Provide training and coordinate the delivery of adaptation management tools to tribal and Bureau trust land planners and managers.
- Promote collaborative strategies that complement or directly support other related tribal management goals, such as efforts to improve disaster preparedness, promote resiliency for sustainable resources and ecosystems, human health, built environment, and reduce greenhouse gas emissions.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

Human Health and Safety:

To protect the health and safety of individual Tribal members and communities, the Bureau will work with Tribes to enhance their efforts in preparing for, protecting against, mitigating, responding to, and recovering from the direct and indirect effects of climate change. To do this we will:

- Enhance emergency management support by the following:

  Work with Tribes with existing climate adaptation plans to provide models for other Tribes to develop their own.

  Team with higher education institutions offering climate change programs to enhance awareness of climate change issues and solutions

- Support the need for greater incident and disaster response and recovery capabilities, necessary due to an increase in the intensity and frequency of extreme weather events. Risks due to these events including those to life safety, and property (Tribal infrastructure such as buildings, utilities, dams, levees, seawalls, roads, bridges, water control facilities; residential dwellings).

- Provide technical expertise and administrative support to work with FEMA and other partner agencies to meet the needs of implementing federal disaster recovery programs

- Assist Tribes in disaster preparedness activities (plans, training, exercises) to enable Tribes to be able to respond to these extreme weather events

- Query Tribes regarding unmet needs, and assemble federal, state, local, and nongovernmental partners to bridge the gaps

- Team with Tribes and partners such as the Indian Health Service, Health and Human Services, and the Environmental Protection Agency regarding how to respond to the potential for increased disease incidence and exacerbation of health conditions such as breathing problems due to greater numbers of dust storms, wildland fires, and flooded homes (mold), which are more severe in sensitive populations (children, elders).

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

In addition, the Division of Natural Resources will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Division will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Divisoin will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Climate Change Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Division will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Forestry Strategic Plan

Core Business Principles

Effective Communication

- Forestry is the Coordinator for the BIA Programs DVD.
- Forestry is the Coordinator of the Quarterly Natural Resources Request for Proposal/ Request for reports that utilizes BIA Programs DVD for both.
- Forestry is the Coordinator on the Pacific Region's Natural Resources *What's Hot* Newsletter.
- Forestry is the Coordinator of the Pacific Region's Indian Affairs Collaboration Tool Natural Resource Program Site.
- Forestry is the Coordinator of the Pacific Region's Indian Affairs Collaboration Tool Planning Site "PRO Plans".
- Forestry Coordinates the Indian Natural Resource Contacts in California database in the Inter-Tribal Timber Council's format.

Collaboration

- It is the intent of the Pacific Regional Forestry staff to promote investments in Indian Natural Resources and has encouraged the Transfer of funds to Tribes and Tribal Organization without burden rates.
- The Pacific Regional Forestry Staff encourages Tribes to work together in inter-tribal organizations or to form focused intra-tribal organizations within the Tribe.
- The Pacific Regional Forestry Staff in the Pacific Region provides technical assistance to Tribes, Tribal Organizations, Individual Indian Owners, Superintendents, the Regional Director and partners in compliance with 53 BIAM Supplement 1 § 1.3-PAA.

Consistency

- Quality Control measures have been established by 53 BIAM Supplement 1 for "forestry quality control" and associated Regional Addendums.
- Other forestry manuals and handbooks attempt to establish consistency.
- The BIA programs Disk is the primary way our Forestry Department has attempted to standardize our business practices.

Integrity & Respect

- The Forestry Branch has attempted to provide information as the Primary tool to show respect to our partners in assisting the BIA in fulfilling our Mission.
- The Forestry Branch has encouraged the use of tools such as the Indian Forest Land Assistance Accounts and Indian Self Determination Awards to engage Indian people with the integrity and respect that they deserve. We have encouraged our partners to utilize these unique Indian Tools that were developed for and by Indians to promote Indian self-governance.

Office of Trust Services

III. Division of Natural Resources 2015 - 2019 Forestry Strategic Plan

Core Business Principles

Professionalism

- The Forestry Branch's Regional Addendum regarding forestry professionalism has been provided as an addendum to the quality control handbook (53 BIAM Supp. 1 § 1.3-PAA.
- The Forestry Branch has been the Coordinator for the Co-Op/SCEP and the Pathways (formerly STEP) program.
- The Forestry Branch has funded the establishment of an Indian Consortium for the development and placement of Indian Natural Resources Professionalism.

Excellence

- Tribes, Tribal Organizations, Agency and Regional Forestry staff within the Pacific Region have been recognized by the Inter-Tribal Timber Councils as leaders in our field
- The Indian Forestry Management Assessment Teams have consistently reflected the excellence in forest management
- Our Forestry staff in California is consistently requested to lead or be a contributor to national efforts in Indian forestry

Cooperation

- Our Forestry Branch promotes the anchor forest concept presented by the Inter-Tribal Council to Congress in March 2012.
- The Forestry Branch promotes cooperation with partners to invest in Indian Trust.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Forestry Strategic Plan

Means and Strategies

Utilize existing laws to promote the use of indigenous knowledge for active management of resources across the landscape. Continue to engage Forest Service, Interior, Indian Fee, and other land managers/owners to provide this access and management authorities to Indian people.

Provide technical assistance to Indian Investors at no cost to invest in Tribal Trust accounts to provide employment which can be utilized to protect and improve Indian forest assets and promote projects that directly affect Indian forest assets.

Provide guidance and tools to make compliance easier to free up resources for on the ground beneficial projects. Continue to promote the distribution of information to benefit the Indian Trust.

Due to fluctuation in markets, lack of markets, limited land bases, and funding levels it is very important to be able to be flexible in our approaches in the harvest and distribution of forest resources. We will continue to try and offer "BIA loan equipment" and support the distribution of excess equipment in support of beneficial forestry programs conducted by Tribes and Tribal Organizations. In addition, landscape scale management, partnering and diversification all will assist in keeping these Indian forestry protection and improvement programs viable.

The Forestry Branch would like to continue its support of Indian Natural Resource Consortiums and Intra-Tribal natural resource focus groups to meet our mission. These groups are vital for meaningful consultation and for the advancement of Indian natural resource management across the landscape. These groups provide the leverage that is required to move these issues in a meaningful way.

Forestry would like to continue to employ Indian students keeping with the spirit of the National Indian Forest Resources Management Act and the Indian Self-Determination Act. The exposure of these students to the BIA forestry programs, Tribes and Tribal Organizations is crucial to meeting our mission. Our Forestry Branch will also continue our efforts to assist in the development of an Inter-Tribal Consortium to support Indian Natural Resources Student promoting Indian self-determination.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Forestry Strategic Plan

Goals and Measures

The Forestry Branch's primary goal is to assist in meeting the Federal Indian Trust Obligation to Indian people and their land based assets with all the challenges presented in the Indian Forestry Management Assessment Team and the Government Accountability Office's 1975 report. In addition, the Forestry Branch wishes to provide Indian people assistance befitting of a responsible fiduciary to meet the BIA's mission and maximizing values while minimizing risks/ liabilities. Promoting partnerships to assist in meeting this larger goal.

Promote sustained-yield forest and wildland management in order thereby, (a). to stabilize communities, forest industries, employment, and taxable forest wealth; (b) to assure a continuous and ample supply of forest products/resources; and (c) to secure the benefits of forests in regulation of water supply and stream flow, prevention of soil erosion, amelioration of climate, and preservation of wildlife. Promoting the anchor forest concept as described by the Inter-Tribal Timber Council to meet these goals.

Encourage Indian Self-Determination/self-governance. This includes the promotion of Indian Trust accounts and Indian Self Determination. Promote access to and protection of Indian wildland assets.

Promote harvest in accordance with existing rules, including promoting free use for Indians thereby avoiding trespass.

Promote the responsible management and protection of Indian forest lands, other wildland, and agricultural lands for yields and other resource values, plus recreation, aesthetic, cultural and other traditional values.

Continue to improve the distribution of information and tools needed to provide for self-determination and partnerships. Continue to provide quarterly request for proposals and requests for reports and newsletters directly to Tribes, and Tribal Organizations receiving direct forestry services from PRO forestry and to Agency forestry programs for redistribution. In addition, our office will continue our efforts to engage investors in the Indian Trust. Continue to conduct an annual forestry meeting.

Meet the 2015 target date to meet minimum forest management planning standards. In addition the forestry branch would like all Indian trust and restricted (wildland and agriculture) lands to have an Integrated Resource Management Plan in place by 2025. Step up efforts to keep approved plans active and current.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Forestry Strategic Plan

Goals and Measures

Establish at minimum one landscape scale management unit per year.

Utilize the Forest Development planning device to schedule backlog of needs for natural resources. Have 20 percent of Indian land with wildland utilizing this Excel management tool to schedule beneficial projects and improve this standard by 5 percent each year until 100 percent compliance is reached.

Harvest at minimum 60 percent of the annual allowable harvest in any given year.

Continue to provide support for access and use of Indian assets on Indian and Public Trust.

In addition, the Forestry Branch will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Forestry Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Core Business Principles

Bureau of Indian Affairs (BIA), National Fire Management Mission Statement:

The Branch of Wildland Fire Management executes its fiduciary responsibility by protecting lives, property, and resources while maintaining healthy ecosystems through cost-effective and creative fire-management programs, collaboration, and promoting Indian self-determination.

Communication: Communication efforts will be conducted between the Pacific Regional Office, Agency offices, and Tribes to ensure adequate information sharing and effective operation of the Fire Management Program at all levels. Also, communication efforts will be conducted with interagency partners to ensure effective information sharing to assist with effective Fire Management operations.

Collaboration: Interagency efforts will be emphasized between the BIA, Tribes, the State of California, local Government agencies and other federal agencies to ensure fuels management benefits in reducing threats to multiple landowners. Collaborative efforts are crucial to provide for more effective pre-suppression and suppression efforts and to meet the requirements of the National Fire Management Plan.

Professionalism: The Pacific Region's Fire Management Program staff will provide professional and expert knowledge, guidance, and technical assistance on Fire/Fuels Management, pre suppression, suppression, prescribe fire and collaborative efforts with interagency partners for all Tribes in the Pacific Region.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Means and Strategies

Management and Policy Guides for Fire Management: Guidance and policy for the Fire Management Program can be found in the "Bureau of Indian Affairs Fuels Wildland Fire and Aviation Program Management and Operations Guide 2013 (Blue Book), the Interagency Incident Business Management Handbook 2012 NWCG publication PMS 310-1 National Interagency Incident Management System Wildland Fire Qualifications System Guide. The 310-1 may be found at http://www.nwcg.gov/pms/docs/docs.htm. Certain firefighters must meet standards identified in the Interagency Fire Program Management Qualifications Standards and Guide. The Interagency Fire Program Management Qualification Standards and Guide may be found at http://www.ifpm.nifc.gov

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

The BIA National Interagency Fire Center (NIFC) instructs Regions to implement an effective Fire Management Program that focuses on reducing the risk and threat of wildland fire to the public, property, infrastructure, and trust resources on tribal lands and meets multiple resource objectives.

The following are components of the Regional Fire Management Program:

Fire Management Plans: Each Fire Management Plan (FMP) should be updated as new information becomes available, as conditions on the ground and changes are made to the Landscape or Resource Management Plan (LRMP). The LRMP identifies and integrates all wildland fire management (both planned and unplanned ignitions) and associated activities within the context of the approved LRMP.

The FMP is supplemented by operations plans, including but not limited to preparedness plans, preplanned dispatch plans, fuels treatment plans, and prevention plans. FMPs assure that wildland fire management goals and objectives are coordinated.

Interagency Agreements: At the regional level the following agreements will need to be drafted and/or renewed with cooperating agencies:

- California Fire Assistance Agreement (Agreement for Local Government Fire and Emergency Assistance to the State of California And Federal Fire Agencies) expires December 31, 2013.
- California Master Cooperative Wildland Fire Management and Stafford Act Response Agreement expire 12/31/2017.

Annual Operations: Agencies: Tribal fire departments need to update and renew annual operating plans (AOP) and keep them on file with their local cooperators. The AOP will be reviewed, updated, and approved prior to the Western fire season. The plan may be amended after a major incident as part of a joint debriefing and review.

Reimbursement Agreements: BIA and Tribal incident reimbursement agreements are only valid for five years and need to be updated periodically. The agreements will begin to expire in September of 2014. The Government Accounting Office has asked the BIA to produce and implement a single reimbursement agreement nationwide which NIFC is currently in the process of completing.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

Program Preparedness/Readiness Reviews: Reviews are conducted annually before the start of Fire Season. The National Wildfire Coordinating Group has published the Agency Administrator's Guide to Critical Incident Management (PMS 926, NFES 1356). The guide is designed as a working tool to assist Agency Administrators with the chronological steps in managing a critical incident. This document includes a series of checklists which outlines Agency Administrator's and other functional area's oversight and responsibilities. The guide is not intended to replace local emergency plans or other specific guidance that may be available, but should be used in conjunction with existing SOPs. Local units should complete the guide and review and update at least annually. This guide is only available electronically at: http://www.nwcg.gov/pms/pubs/pms926.doc.

Compacted (Hoopa Valley Tribe) and contracted programs (Tule River Tribe) conduct their own readiness reviews for individual fire fighters, engines, and dozers.

The Regional Office conducts readiness reviews for the Sycuan Interagency Hotshot Crew (IHC) and Karuk Hand Crew (Non-IHC).

All host units are required to ensure that the IHC crew has completed and document readiness reviews annually prior to seasonal availability. Documentation then has to be forwarded to the BIA-NIFC office and geographical area coordination center (GACC). There will be no exception to this requirement for the BIA Host Units or BIA IHCs.

Administratively Determined Causal Pay Program: The BIA Administratively Determined Causal Pay program for emergency firefighters (EFF) program is a high risk program requiring active management oversight by the Regional Director. Appropriation language is very specific for the use of suppression funds for emergency hire. The DOI Administratively Determined (AD) Pay Plan for Emergency Workers specifically outlines the hiring authority. All AD/EFF are required to submit drug test results before an Incident.

Qualifications Card can be generated out of IQCS and signed. All AD/EFF are required annually to have their Motor Vehicle Operator's License and Driving Record reviewed for any violations. This requirement is to ensure that only qualified drivers are operating vehicles for the United States Government.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

Training and Qualifications: BIA Required Training; Fire Management Leadership (FML), offered by the National Advanced Fire and Resource Institute (NAFRI) is required for all Bureau Agency Administrators/Line Officers including Agency Superintendents; Agency Foresters or Natural Resource Managers; and Regional Foresters. Regional Directors, Deputy Directors in natural resource program areas, and Tribal Natural Resource Program Administrators are also encouraged to attend this course.

Training need analyses are developed each year at unit, zone, regional and national levels. The assessment process provides information needed to determine which courses will be required, which employees will attend them, and how many slots will be available. Course offerings should be based upon identified unit needs, and reflect goals established in individual employee development plans.

Firefighters must meet standards identified in the NWCG publication PMS 310-1 National Interagency Incident Management System Wildland Fire Qualifications System Guide. The 310-1 may be found at http://www.nwcg.gov/pms/docs/docs.htm

Course requests are needed in April of each year. Requests are in put into IQCS before Novemeber1 for the next winter training cycle.

All incident qualifications are updated annually through refresher training and other annual courses depending on the position being performed on incidents.

Regional Directors are responsible for ensuring that qualified personnel take immediate charge of wildfire suppression activities. Agency Superintendents and Line Officers of Tribal fire programs are considered Certifying Officials pursuant to the definition in the NWCG Wildland Fire Qualification System Guide (PMS 310-1).

As such, they are responsible for ensuring that agency fire management personnel develop and maintain fire management job qualifications and meet physical fitness standards in accordance with policy and assign personnel to fire suppression, prescribed fire, and wildland fire use activities according to qualifications and demonstrated ability. They are responsible for entering and maintaining employee fire qualifications in the Incident Qualification Certification System (IQCS).

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

Agency Superintendents and Line Officers of Tribal Fire Programs who choose to Delegate the Authority (DOA) of the Certifying Official role must do so in writing, utilizing the DOA form which can be found on the IQCS web site at: http://iqcs.nwcg.gov/

Administratively Determined (AD) Program: The agency administrator (or delegate) is responsible for annual certification of all agency and Administratively Determined personnel serving on wildfire, prescribed fire, and all hazard incidents. This responsibility includes monitoring medical status, fitness, training, performance, and ensuring the responder meets all position performance requirements.

Incident Qualification Cards: Training, medical screening, and successful completion of the appropriate Work Capacity Tests (WCT) must be properly accomplished. All Incident Qualification Cards issued to agency employees, with the exception of Emergency Firefighter (EFF-paid or temporary employees at the FFT2 level), will be printed using the IQCS. Incident Qualification Cards issued to EFF or temporary employees at the FFT2 level may be printed at the local level without use of the IQCS.

Each agency will designate employees at the national, regional/state, and local levels as Fire Qualifications Administrators, who ensure all incident experience, incident training, and position Task Books for employees within the agency are accurately recorded in the IQCS. All records must be updated annually or modified as changes occur.

Incident Qualification Card positions requiring (WCT) are valid through the fitness

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

expiration date listed on the card. Incident Qualification Card positions that do not require WCT for issuance are valid for 12 months from the date the card was signed by a certifying official.

Annual Fire Line Safety Refresher Training is required for all positions as identified in the Wildland Fire Qualifications System Guide (NWCG 310-1) Annual Fire Line Safety Refresher Training must include the following core topics:

- Avoiding Entrapments,
- LCES,
- Standard Firefighting Orders,
- Eighteen Watch Out Situations,
- Wildfire Decision Support System (WFDSS) direction,
- Fire Management Plan priorities,
- Review and discuss "hot topics" as found on the current Wildland Fire Safety Training Annual Refresher (WFSTAR) website. Review forecasts and assessments for the upcoming fire season and discuss implications for firefighter safety,
- Fire Shelter - Review and discuss last resort survival including escape and shelter deployment site selection. Conduct "hands-on" fire shelter inspections. Practice shelter deployments in applicable crew/module configurations,
- Other Hazards and Safety Issues - Choose additional hazard and safety subjects, which may include SAFENET, current safety alerts, site/unit specific safety issues and hazards.

These core topics must be sufficiently covered to ensure that personnel are aware of safety concerns and procedures and can demonstrate proficiency in fire shelter deployment. The minimum refresher training hour requirements for the BIA is 4 hours. Delivery of refresher training to ADs will not exceed 8 hours.

Work Capacity Testing: Under the DOI-MSP the Health Screen Questionnaire (HSQ) will only be required for arduous duty AD/EFF hires less than 45 years of age. If the AD/EFF answers "yes" to a HSQ question and is determined to be "agency mission critical" (e.g., single resource boss) an annual exam may be requested through the medical standards program. The HSQ is not required prior to taking the WCT at the arduous level for all other employment categories (e.g. permanent, seasonal/temporary, term).

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III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

Employees or applicants who fail to meet the Federal Interagency Wildland Firefighter Medical qualification Standards as a permanent, seasonal/temporary, or term employee may not perform as an AD/EFF for arduous duty positions.

Prior to participation in the WCT, all participants must complete and sign the Work Capacity Test: Informed Consent Form and provide the form to the WCT Administrator prior to WCT participation, http://www.fs.fed.us/fire/safety/wct/wct_index.html.

WCTs are administered annually to all employees, including AD/EFF who will be serving in wildland fire positions that require a fitness level. The currency for the WCT is 12 months.

Those who do not pass the WCT will be provided another opportunity to retest. Employees will have to wait at least 48 hours before retaking the WCT. If an employee sustains an injury (verified by a licensed medical provider) during a test, the test will not count as an attempt. Once an injured employee has been released for full duty, the employee will be given time to prepare for the test (not to exceed 4 weeks). The numbers of retesting opportunities that will be allowed include:

- An individual will not be allowed to take the WCT more than twice in a twelve month period. If an individual fails the first test, and a second test is requested, no more than two weeks shall lapse between the first and second tests. If extenuating circumstances exist, the FMO may determine if an additional attempt is warranted. In such cases, the extenuating circumstances must be documented and approval received through the Regional FMO before the test is administered.

Incident Reporting: All incidents must be entered into the Wildland Fire Decision Support System (WFDSS). A fire report must be generated and entered into WIFM.

CalFire needs to be contacted annually to ask for the GIS records of all fires in the Stare to determine if any fires on trust land have not been reported. If incidents are found a fire report will be generated by the Regional Office and the incident will be reported in WIFM.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

In addition, the Wildland Fire Management Branch will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Preparedness/Readiness)

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Cooperative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Fuels Management)

Bureau of Indian Affairs (BIA), National Fuels Management Mission Statement:

The BIA National Fuels Management Program provides leadership, executive direction, technical assistance and guidance to regional, tribal and agency hazardous fuels management programs. Our aim is to support fuels projects that:

- Create a safe environment for fire fighters and those who live and recreate in fire prone ecosystems.
- Meet tribal resource management goals.
- Involve collaborative efforts with stake holders to reduce risks to communities, restore and maintain healthy ecosystems, and protect our cultural and natural resources.
- Restore fire as a natural and managed process in fire dependent ecosystems.
- Develop and maintain a competent and skilled work force.
- Integrate fuels reduction with other natural resource program activities.
- Support biomass utilization and promote healthy economies.
- Incorporate fire monitoring to measure fire effects and assure desired conditions are met.

We will accomplish these goals by developing and maintaining policy and guidance, allocating funds to high priority projects, providing technical assistance, distributing information, participating in national interagency initiatives and working groups, and conducting regional program reviews and evaluation. We are committed to work with regions, tribes, agencies and those living in fire-prone ecosystems in a collaborative working environment using sound social, economic and ecological management principles and effective communication.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Fuels Management)

Core Business Principles

Communication: Communication efforts will be conducted between the Pacific Regional Office, Agency offices, and Tribes to ensure information is adequately shared to ensure effective operation of the Fuels Management Program at all levels. Also, communication efforts will be conducted with interagency partners to ensure effective information sharing to assist with effective Fuels Management operations.

Collaboration: Interagency efforts will be emphasized between the BIA, Tribes, the State of California, Cal Fire, and other federal agencies to ensure fuels management benefits in reducing threat to multiple landowners. Collaborative efforts are crucial to provide for more effective project designs, possible costs sharing, and to meet the requirements of the National Fuels Management Program.

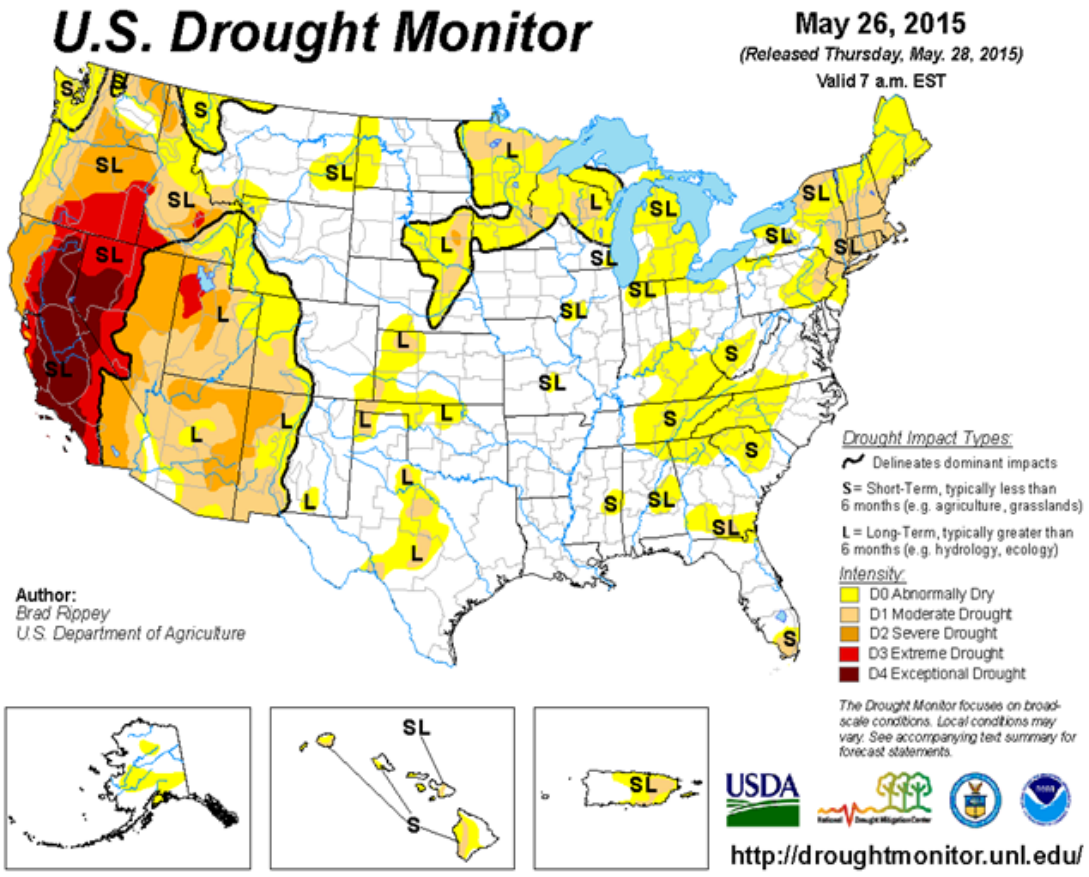
Professionalism: The Pacific Region's Fuels Management Program staff will provide professional and expert knowledge, guidance, and technical assistance on Fire/Fuels Management, prescribed fire use, and collaborative efforts with interagency partners for all Tribes in the Pacific Region.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Fuels Management)

Means and Strategies

Management and Policy Guides for Fuels Management:
Guidance and policy for the Fuels Management Program can be found in the "Bureau of Indian Affairs Fuels Management Program, Business Rules Handbook, 2008"; "Interagency Prescribed Fire Planning and Implementation Procedures Guide, July 2008"; and "Bureau of Indian Affairs Fuels Management Program Supplement to the Interagency Prescribed Fire Planning and Implementation Procedures Reference Guide".



Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Fuels Management)

Goals and Measures

Follow direction from the BIA National Interagency Fire Center (NIFC) on planning and implementation of an effective Fuels Management Program that focuses on reducing the risk and threat of wildland fire to the public, property, infrastructure, and trust resources on tribal lands and meets multiple resource objectives.

Continue to update and improve the Pacific Region's Fuels Management Program Risk Analysis on an annual basis.

Work in coordination with the Pacific Region's Fire Prevention Program to ensure project level Community Assistance projects are developed, planned, and coordinated with proposed fuels projects. Also, ensure Regional level Community Assistance projects are developed and planned that will benefit multiple locations (Tribes/ Agencies). Ensure all Community Assistance Projects are included in the Pacific Region's Four Year Program of Work (POW) for 2015 - 2019.

The Pacific Region Fuels Management Program has completed a POW that plans fuels projects and Community Assistance Projects for 2015 - 2019. The POW was developed by requesting needs from all the Tribes and the Southern California Agency in the Pacific Region. This POW will be used to request fuels management funds for fuels projects/Community Assistance projects from BIA NIFC on an annual basis. As authorized by BIA NIFC, the Pacific Region will ensure that appropriate modifications are made to the POW to meet the needs of each fiscal year.

For any additional projects, or currently planned projects, we will ensure they are planned/ developed to be cost effective, effective at reducing risk from wildland fire, and maximize their ability to obtain high scores to be considered high priority projects as determined by HFPAS. The Pacific Region's Fuels Management staff will provide technical assistance and guidance in the development of projects to ensure the above mentioned criteria.

All planned projects will be populated in the National Fire Plan Operations and Reporting System (NFPORS). NFPORS is used nationally to request funding on an annual basis for fuels projects and Community Assistance projects. NFPORS is also used to track accomplishments for all approved and funded projects.

Approve and fund fuels projects/project level Community Assistance projects based on the results of HFPAS each fiscal year. Make appropriate project substitutions annually based on the emergency/critical situations.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Fuels Management)

Goals and Measures

Track approved/funded fuels projects/ Community Assistance projects to ensure completion of each project funded by the end of the fiscal year that it is funded. Update NFPORS will all project accomplishments. Emphasize the completion of projects by the end of the fiscal year they are funded.

Ensure Fuels Treatment monitoring is conducted on each approved/funded project as required by BIA NIFC and required to determine the effectiveness of each treatment in reducing the threat of wildland fire. A Fuels Treatment Monitoring Protocol has been approved for the Southern California Agency. A Regional Fuels Treatment Monitoring Protocol will be developed and approved by no later than the second quarter of fiscal year 2013. Ensure that all fuels treatment monitoring meets or exceeds the approved protocols. Ensure all monitoring is completed by the end of each fiscal year each project is funded.

Tracking of wildland fires and their intersection with previously completed fuels treatments will be conducted to evaluate the effectiveness of the treatments in mitigating the threat of wildland fire and to ensure objectives are being met with treatments. Reports, supporting documentation, and supporting photographs will be collected and populated into the Fuels Treatment Effectiveness Monitoring (FTEM) system on an annual basis. Access to the database will be solely with the Regional Fuels Management Specialist, Southern California Agency Fire/Fuels NEPA Coordinator, and Bi-Regional (Pacific and Western Regions) Fire Ecologist.

Support and improve the Incident Qualifications and Certification System (IQCS) qualifications as they relate to Prescribed Fire Implementation with BIA and Tribal personnel. This will help promote and improve the use of Prescribed Fire as a tool to manage wildland fuels, improve ecosystems, and reintroduce fire back into fire dependent ecosystems.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Fuels Management)

Goals and Measures

In addition, the Wildland Fire Management Branch will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability,

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Management Strategic Plan (Fuels Management)

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Prevention Strategic Plan

Core Business Principles

Wildland Fire Prevention is funded through the National Interagency Fire Center (NIFC). Wildfire regimes that have been altered from historic levels pose a greater wildland fire threat to life, property, and our natural and cultural resources. Human ignition poses the greatest risk of wildfires in Indian Country. Fire prevention education and mitigation can saves lives, loss of property and reduces suppression costs.

(90 IAM 1.4C(6)-H National Wildfire Prevention Handbook)
The mission of the wildfire prevention program is to reduce the frequency of human caused wildfires across Indian Country. BIA initiated a prevention program to deal with these human caused fires. It is a basic element of our fiduciary responsibility; a responsibility independent of funding considerations.

Wildfire prevention must be "proactive." Through education, enforcement, engineering and administrative actions it is possible to reduce human caused wildfires. The Wildland Fire Prevention Plan (WFPP) must be developed collaboratively in accordance with the agency/tribal and overall fire management goals as described in their Fire Management Plan (FMP).

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Prevention Strategic Plan

Means and Strategies

It is the Bureau of Indian Affairs fiduciary responsibility to prevent wildland and arson fires on Trust Lands. The Plan is a proactive living document which provides for:

- Wildfire Prevention Education, Mitigation and Campaigning.
- Wildland Fire Investigation and Enforcement.
- Engineering and administrative actions.
- Strategies to reduce 10% of human caused wildfires.
- Track accomplishments; monitor fire danger, fire occurrence and cause trends.

Education:
Development of Educational materials that are culturally sensitive to the local area. Attend and provide fire prevention informational booth/ exhibit at multiple Tribal and interagency events.

BIA input at the California Wildfire Coordinating Group (CWCG) Fire Prevention Committee to coordinate training opportunities.

Educational Projects:

- Interagency State-Wide fire prevention campaign(s)
- Tribal Burn Permit Notifications Systems
- Community Wildland Fire Protection Plans (CWPP)
- Firewise recognition
- Juvenile Fire Setters Coalition at the Tribal level
- Provide one (1) interagency fire prevention training each year

Investigation and Enforcement:
Wildland fire occurring on trust lands should be investigated. For frequent fires reported on Trust land, WFPP recommendations should be considered:

- Delegation of Authority for short and long term severity - between Tribes/Agencies and Bureau of Indian Affairs
- BIA Standard Operating Procedure (SOP), to be made known to the Tribes and responding suppression agencies.
- BIA assists Tribe to develop a Youth Fire Setter Coalition to educate youth involved in these activities.

Engineering and Administrative Actions:
During high fire danger communications and collaboration with State, County, and Federal Agencies should be followed as set in the WFPP. Also request severity funds for Wildland Fire Prevention Teams to provide with a Tribal Council signed Delegation of authority, wildland fire prevention education information, and organize Tribal community meetings to keep the public informed:

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Prevention Strategic Plan

Means and Strategies

- Evacuation Plans
- Emergency Communications Plans
- Patrolling Plan
- Fire Danger Status

Prevention Strategies:
Wildfire Prevention Strategies: The National Wildfire Coordinating Group (NWCG) Handbook has sections that include fire prevention campaigns that will promote raising the awareness, and reduce human caused ignitions by category. Other interagency/tribal resources which can be implemented by the Pacific Region are:

- Fire Prevention information posted on Fire Safe Council Website, Television, radio, newspaper.
- During Fire trespass/arson Investigation – post BIA "WeTip" Arson Reporting Hotline.
- Public Education booth/exhibit on safe fire use practices at State and County Events.
- Attend Tribal request for presentations/ booths at Community events, Youth Summer Programs.
- California Wildfire Coordination Group (CWCG) Interagency Fire Prevention Committee posting on Fire Prevention Websites.

Accomplishment Reporting
To develop a sound fire prevention program, fire investigation must be included with fire reporting to support the development of education and mitigation strategies. Other reporting activities include:

- Monitor fire danger and weather trends in Central and Northern Agency trust responsibility.
- Update activities calendar – working with several Tribes, State, Federal and local agencies when attending community events.
- Monitor fire reports of suppression actions on Trust lands.
- Monitor Juvenile Fire Setter Coalition and progress of program.
- Identify number of Smokey Bear Appearances and lesson plans for the location.
- Follow and update WFPP Activity Calendar.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Prevention Strategic Plan

Goals and Measures

Annual operating plans should describe processes for conducting agency specific reviews and wildland fire investigations. WFPP is a living document and should be flexible when monitoring fire danger, campaigning on human ignition trends and teachable moments.

Plan of Action:
The FY2015 - 2019 target is to implement and follow the WFPP for the Northern, Central, and Southern California Agencies. The mission and vision for the program is to reduce the frequency of human caused wildfire across Indian Country. It is the Bureau of Indian Affairs' fiduciary responsibility to prevent wildland and arson fires on Trust Lands.

In addition, the Wildland Fire Prevention branch will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Wildland Fire Prevention Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Water Resources/Water Rights Strategic Plan

Core Business Principles

Effective Communication: Ongoing communication with the tribes in California ensures consistent and excellent quality of service delivery. Communications with tribal and agency staff provide an opportunity for transfer of ideas, technical assistance and training.

Collaboration: Funding collaboration involves the deliberate coordination and targeting of available funding sources to achieve maximum efficiency and derive the most benefit from each dollar spent. Efficient use of available funds can stretch the impact of dollars spent and maximize the long-term performance of water projects and quantification efforts.

Consistency: The program continuously addresses management deficiencies to ensure regulatory compliance. Tribes should be able to experience same level or type of service regardless of Agency office providing services.

Integrity & Respect: The program strives to treat our team members, customers, and partners with mutual respect and sensitivity, while recognizing the importance of diversity.

Excellence: The program is dedicated to satisfying tribal needs and honoring commitments that we have made to them.

Cooperation: Laws, regulations or other arrangements provide a framework for cooperation and collaboration with tribes and other partners.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Water Resources/Water Rights Strategic Plan

Means and Strategies

BIA Supported Goals from DOI Strategic Plan:

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

Protect America's Landscapes:

PRO water right and water resource programs will strive to improve land and water health by asking its programs to "maintain the condition of lands and waters that are healthy, and we will restore the integrity of natural areas that have been damaged. We will strive to retain abundant and sustainable habitat for our diverse fish and wildlife resources, and we will reduce or eliminate threats to at-risk plant and animal species."

PRO water right and water resource programs will identify water resources that are particularly vulnerable to climate change and support the Department's development of the means by which better coordinated science-based decisions can be made for managing our natural resources using climate science centers and multi-bureau conservation cooperatives across the country.

Secure America's Energy Resources:

PRO water right and water resource programs will strive to promote responsible development of renewable energy and ensure safe, sustainable, and environmentally responsible access to water resources on tribal lands.

Manage Water for the 21st Century:

Climate change, extended droughts, and depleted aquifers are impacting water supplies and availability in California. PRO water right and water resource programs will support and promote new approaches and creative efforts in water management including water conservation, water supply and quality required to sustain the tribal economies, environment, and culture in California. PRO water right and water resource programs will strive to promote sustainable water resources through BOR's WaterSMART and Title XVI grants.

PRO water right and water resource programs will support and promote improved reliability of water supply to tribes. Water supplies are often operated and maintained by entities other than

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Water Resources/Water Rights Strategic Plan

Means and Strategies

the tribes and outside the boundaries of the reservation. The delivery of water needs to be accomplished in a safe, efficient, economical, and reliable manner to tribes.

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

Sustainably Manage Timber, Forage, and Non-energy Minerals:

PRO water right and water resource programs will support and promote BIA Forestry programs that manages forage and timber/forest product resources on tribal lands. Tribal forests or woodlands are managed for the benefit of the tribe. The goals of these forestry programs are maintain a permanent source of timber supply, which supports the production of products such as lumber, plywood, and paper, while also protecting watersheds, regulating stream flow, contributing to the economic stability of local communities and industries, and providing recreational opportunities.

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

PRO water right and water resource programs will support and promote scientific research to assess, understand, model, and forecast the impacts of climate change and other environmental drivers on tribal ecosystems, natural resources, and communities. We will incorporate strategies for adapting to climate change based on scientific analysis. PRO water right and water resource programs will support and promote monitoring water quality and quantity; analyzing energy and mineral resources potential and environmental effects of their extraction and use; and analyzing and monitoring changes to the land and ocean environments that affect the water resources of tribal entities.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Water Resources/Water Rights Strategic Plan

Goals and Measures

GPRA Performance Measure: Annual percent of projects completed in support of water management, planning, and pre-development.

2019 Target: developing baseline.

In addition, the branch will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Water Resources/Water Rights Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Irrigation, Power, and Safety of Dams Program (IPSOD) Operations of Non-Federal Dams Program (FERC) 2015 — 2019 Strategic Plan

Core Business Principles

Communication: The Tribes entrust us to protect their lands and resources. In order to serve them well, we must work hard to communicate and coordinate IPSOD and FERC activities openly throughout the Agencies, Regions, and Tribes. We encourage a positive working environment and open communication on all IPSOD and FERC matters with the Tribes.

Collaboration: Team work is critical to the Region's success. The complex nature of the IPSOD and FERC programs requires that we actively collaborate with all parties involved so challenges can be resolved and success can be achieved. Challenges can be overcome when they are resolved collaboratively through a process that encourages constructive solutions.

Professionalism: Regional IPSOD and FERC staff represent the Region and the Tribes with integrity. We conduct business with the highest standards of ethical behavior and honesty. In providing technical guidance and assistance to the Tribes, we pursue our professional activities with vigor and responsibility.

Office of Trust Services

III. Irrigation, Power, and Safety of Dams Program (IPSOD) Operations of Non-Federal Dams Program (FERC) 2015 — 2019 Strategic Plan

Means and Strategies

The Region's ability to provide expert technical services have direct short-term and long-term impact on the Region's ability to meet: (1) agency and tribal objectives for the protection, management and utilization of Indian natural resources, and (2) the federal trust responsibility as set forth or mandated by Treaties, Executive Orders, Congress and Federal Courts. Utilization of the Region's IPSOD and FERC resources yields income and other direct economic benefits to the tribes. Technical expertise is essential for ensuring that activities and projects are accomplished in the most efficient and effective manner.

California has more than 400 hydroelectric projects, and the re-licensing activities are always on-going. Some of these project operations do affect the various tribes, and it is imperative that trust resources of those affected tribes and reservations be safeguarded in the interests of the tribes and the Region.

The IPSOD program's main function is to provide technical assistance to four California BIA Agencies and up to 104 tribes as part of the Bureau's trust responsibility to tribes for IPSOD and FERC activities of their lands.

Most of the Region's agencies do not have staff dealing with IPSOD and FERC projects, and the tribes and the agencies have been relying on the Regional Office for supports and assistance.

The Region's Safety of Dams engineer is currently responsible for all IPSOD and FERC related projects for the Region.

Safety of dams:
The main functions of the Safety of Dams (SOD) program are as follows:

- On-site surveys and Downstream Hazard Classification.
- On-site examinations and analyses of potential SOD deficiencies.
- Corrective actions including: Deficiency Verification Analysis, Issue Evaluation, Value Engineering, Design, and Construction.
- Manage design and construction of dams;
- Operation and Maintenance program.
- Emergency management including Emergency Action Plan and Early Warning System.
- Instrumentation and monitoring.
- Reports preparation.
- Budget planning.

Office of Trust Services

III. Irrigation, Power, and Safety of Dams Program (IPSOD) Operations of Non-Federal Dams Program (FERC) 2015 — 2019 Strategic Plan

Means and Strategies

Irrigation/Power:
Irrigation technical supports to the Tribes include assistance in maintenance and repair activities, specifically as they pertain to legal matters, construction/right of way, funding agreement, O&M guidelines/funds, and emergency events such as wildfire, floods, and major storms. The Pacific Region's irrigation program funding base is currently none except for the mandatory payments that the Region receives annually for the Coachella Valley Water District, Last Chance Water Ditch Company, and Escondido Water District. Most of the Region's irrigation systems are less than 2000 acres, dilapidated and in need of repair/rehabilitation.

FERC:
Assist and advise Regional, Agency, and Tribal staff on all matters that pertain to re-licensing of non-federal dams regulated by FERC that impact reservations and rancherias. Coordinate the Region's reviews and responses to the FERC on re-licensing of hydroelectric power facilities that may have an effect on cultural heritage and resources, reserved fishing and water rights, and other tribal interests within the Region.

Office of Trust Services

III. Irrigation, Power, and Safety of Dams Program (IPSOD) Operations of Non-Federal Dams Program (FERC) 2015 — 2019 Strategic Plan

Goals and Measures

The Region's IPSOD program goal is to have all BIA irrigation, power, and dam infrastructure maintained at a level comparable to facilities in the non-federal sector; where we keep stakeholders informed, and water and power is delivered as required; where dams on Indian lands do not present an unacceptable risk to downstream lives and property; and where all operations of FERC projects activities are performed in an environmentally and culturally sound manner, and are in the interests of the tribes and the Region.

To meet the Department and OMB reporting requirement for the IPSOD program, the Region has to prepare and submit the following reports to the Central Office:

- Government Performance and Results Act (GPRA) Report
- Capital Planning & Investment Control (CPIC) report
- Construction Project Quarterly Status and Reconciliation (CPQSR) report
- Construction Reconciliation report
- Consolidated Annual Performance and Evaluation (CAPER) report

The Facility Reliability Rating from 0 to 100 reflects the overall reliability of the facility. Certain variables in the overall rating are directly related to Dam Safety and reflect the status of dam safety issues.

The score will be affected if there is a reservoir and operating restriction for dam safety reasons, and if dam safety recommendations and decisions are not addressed, including a structural modification, in a timely manner. Tracking this measure will showcase program effectiveness in identifying and resolving dam safety issues.

Each Dam receives a FRR score. This score is derived by assigning points to various categories listed on the FRR Form for each dam. The points are objectively assigned depending on whether or not the dam has certain action items performed: status of maintenance of the dam and early warning systems, when last inspection was performed, training of operators, etc. This measure is calculated by taking the total FRR rating during the reporting year minus total FRR rating during the prior year and dividing that figure by the total FRR rating during the prior year.

Office of Trust Services

III. Irrigation, Power, and Safety of Dams Program (IPSOD) Operations of Non-Federal Dams Program (FERC) 2015 — 2019 Strategic Plan

Goals and Measures

In addition, IPSOD will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice

Office of Trust Services

III. Irrigation, Power, and Safety of Dams Program (IPSOD) Operations of Non-Federal Dams Program (FERC) 2015 — 2019 Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Agriculture and Range Management Strategic Plan

Core Business Strategies

Communication: Communication efforts will be conducted between the Pacific Regional Office, Agency offices, and Tribes to ensure information is adequately shared to ensure effective operation of the Agriculture and Range Management Program at all levels. Also, communication efforts will be conducted with interagency partners to ensure effective information sharing to assist with effective agriculture and range management operations.

Collaboration: Interagency efforts will be emphasized between the BIA, Tribes, and other federal agencies. Collaborative efforts are crucial to provide for more effective project designs and possible costs sharing.

Professionalism: The Pacific Region's Agriculture and Range Management Program staff will provide professional and expert knowledge, guidance, and technical assistance to all Tribes in the Pacific Region.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Agriculture and Range Management Strategic Plan

Means and Strategies

The Bureau of Indian Affairs' mission is to fulfill its trust responsibilities and promote self-determination on behalf of Tribal Governments, American Indians and Alaska Natives. In order to protect, conserve, utilize, and manage Indian agricultural and grazing lands, BIA must inventory and monitor agricultural resources; develop agricultural resources management and conservation plans for the trust Indian assets; and conduct lease and permit administration, compliance, and enforcement.

It is the policy of the Bureau of Indian Affairs to:

- Comply with the American Indian Agricultural Resources Management Act of December 3, 1993, as amended.
- Comply with applicable environmental and cultural resources laws.
- Comply with applicable sections of the Indian Land Consolidation Act, as amended.
- Unless prohibited by federal law, recognize and comply with tribal laws regulating activities on Indian agricultural land, including tribal laws relating to land use, environmental protection, and historic and/or cultural preservation.
- Facilitate tribes in the management of Indian agricultural lands either directly or through contracts, compacts, cooperative agreements, or grants under the Indian Self-Determination and Education Assistance Act, as amended.
- Administer land use as set forth by 25 CFR 162 - Leasing and Permitting and 25 CFR 166 - Grazing Permits.
- Seek tribal participation in BIA agricultural and rangeland management decision-making.
- Integrate environmental considerations into the initial stage of planning for all activities with potential impact on the quality of the land, air, water, or biological resources.
- Investigate accidental, willful, and/or incidental trespass on Indian agricultural land.
- Provide leadership, training, and technical assistance to Indian landowners and permittees/lessees.
- Keep records that document the organization, functions, conduct of business, decisions, procedures, operations, and other activities undertaken in the performance of federal trust functions.
- Restrict the number of livestock grazed on Indian range units to the estimated grazing capacity of such ranges, and develop such other rules and regulations as may be necessary to protect the range from deterioration, prevent soil erosion, assure full utilization of the range, and like purposes.
- Ensure farming and grazing operations be conducted in accordance with recognized principles of sustained yield management, integrated resource management planning, and sound conservation practices.
- Facilitate and administer the BIA's Invasive Species Program.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Agriculture and Range Management Strategic Plan

Means and Strategies

Maintain consistent communication with other Regional agriculture and range specialists, agencies and local tribal agencies and inform them of the need to create, develop and plan to seek primary resources for ag/rangeland conservation and planning.

Issuance of Policy Directive for clarification and to support the trending management practices related to ag/rangelands.

Maintain frequent contact with natural resources staff across the region to maintain consistency and diversity in service delivery so quality of service provision is guaranteed.

Involve Tribal entities to offer technical assistance and training; also involve pertinent agencies to provide TA and training to Tribes and agency staff.

Conduct program reviews to assure compliance with existing regulations and to the tribe's contracts; promote the Bureau's trust responsibility to facilitate overall support and input for tribal ag/rangeland planning and program administration.

Develop conservation and resource management plans that ensure sustainable use of trust land.

Income is derived from leasing the land for timber and forest biomass harvests, grazing, and farming. These plans are reviewed by BIA to help safeguard the income-generating assets that sustain the economy of communities.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Agriculture and Range Management Strategic Plan

Goals and Measures

The Department of the Interior's Bureau of Indian Affairs (BIA) holds primary responsibility for the stewardship of Indian trust lands, specifically, the conservation and protection of the land. The Ag/Range program reports on three specific annual performance measures that demonstrates progress toward achieving the program long-term goals. The following measures are as follows:

- Percentage of grazing permits monitored annually for adherence to permit provisions, including permittee compliance with requirements described in conservation plans. This measure is accounting for the total number of active grazing permits. The key term is monitoring which means to visit the permitted area to investigate adherence to, or completion of, one or more of the provisions of the permit and/or the responsibilities of the permittee under the conservation plan.

  2019 Targets: 76.9%

  Evidence: Bureau certifies that it has in place for this measure appropriate data verification processes, per Department data validation and verification policy, to provide results data as defined in this template.
- Percentage of active agricultural and grazing leases monitored annually for adherence to lease provisions, including lessee compliance with responsibilities described in conservation plans. This measure is accounting for the total number of active agriculture and grazing leases monitored during the reporting year for compliance with lease provisions and conservation plan requirements. For reporting, the number of individual leases is counted, not the number of compliance investigations. The key term is monitoring which is to visit the leased area to investigate adherence to, or completion of, one or more of the provisions of the lease and/or the responsibilities of the lessee under the conservation plan.

  2019 Targets: 75%

  Evidence: Bureau certifies that it has in place for this measure appropriate data verification processes, per Department data validation and verification policy, to provide results data as defined in this template.

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Agriculture and Range Management Strategic Plan

Goals and Measures

- Percent of range units assessed during the reporting year for level of utilization and/or rangeland condition/trend. This measure accounts for all trust lands included in established range units for all Regions. A range unit is a management unit created by consolidating a number of trust land tracts into a single permitting entity in order to facilitate the management and administration of domestic livestock grazing.

  2019 Targets: 76.9%

Evidence: Data verification derived from agency reports and grazing records in TAAMS. The program's long-term goal performance measure supports the Department's Goal of Developing Quality Communities and Interior's Strategic Plan, Mission Area #3, Advance Government–to-Government Relationships with Indian Nations and Honor commitments to Insular Areas.

In addition, the Agriculture and Range Management branch will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.

Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice

Office of Trust Services

III. Division of Natural Resources 2015 — 2019 Agriculture and Range Management Strategic Plan

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Office of Trust Services

III. Division of Environmental, Cultural Resource Management and Safety Strategic Plan 2015 — 2019

Core Business Principles

DECRMS will strive for **Excellence** in moving forward to achieve these mission goals.

DECRMS will promote **Effective Communication, Collaboration** and **Cooperation** among tribal members, Bureau staff, and partners in a manner which ensures **Consistency, Integrity, Respect** and **Professionalism.**

Office of Trust Services

III. Division of Environmental, Cultural Resource Management and Safety Strategic Plan 2015 — 2019

Means and Strategies

Provide consistent and timely advice and technical assistance to Regional, Agency and tribal management entities.

Provide annual training in the DECRM 12 program areas to Regional, Agency and tribal entities.

Ensure readiness of Regional and Agency BAER team members.

Continue to improve the Region's performance of its numerous unfunded Emergency Management mandates using training, available staff and limited resources.

Continue to provide fire investigative services, investigation instruction and fire prevention support as requested.

Provide assistance and guidance in the management and administration of a Region-wide Safety Program which includes; occupational health, employee injury claims, motor vehicle operator program policy, Indian highway safety program, safety management information reporting requirements and safety and health inspections.

Maintain open and clear communication with all BIA divisions served by the DECRMS cultural resources program at both the Region and Agency level.

Prioritize project review to ensure that timelines are met and the needs of the tribes and individual Indians are served. Collaborate with State or Tribal Historic Preservation Offices (SHPO/THPO) to expedite the review process when needed.

Provide timely response to the review of requests for the determination of the need for a permit under the ARPA or for the issuance of an ARPA permit.

Conduct cultural resource surveys for those missions where it is most effective to employ DECRMS staff or when requested by tribes.

Produce reports and correspondence that are clear and concise while maintaining the highest degree of professionalism.

Ensure that all databases/spreadsheets relating to the DECRMS program areas be kept current.

Office of Trust Services

III. Division of Environmental, Cultural Resource Management and Safety Strategic Plan 2015 — 2019

Goals and Measures

Ensure that BIA is in full compliance with NEPA and NHPA for all undertakings within the service jurisdiction of the Pacific Region.

Ensure that all BIA actions which qualify as categorically excluded from further review under NEPA be considered for their potential to adversely affect properties listed or eligible to be listed on the National Register of Historic Places.

Ensure all requirements under ARPA are met.

Implementation of internal control reviews to measure effectiveness, identification of findings and corrective actions.

Implementation of NEPA Tracker.

Ensure a safe and healthy work environment as required by the U.S. Occupational Safety and health Administration (OSHA).

Eliminate all unsafe working conditions through identification and resolution, as well as through immediate corrective actions. Ensure proper reporting in the Facility Management Information System (FMIS).

Track facility safety inspections within FMIS.

Track personnel accident and injury cases within Safety Management and Information System (SMIS).

Ensure all employees have reported their driving record on an annual basis and determine their suitability to drive a government vehicle or rental vehicle on government business.

Report environmental disposal liabilities in the EDL database and certify on a quarterly basis.

Complete an updated Occupant Emergency Plan and Continuity of Operations Annex for each of the five BIA offices in the Pacific Region every two years.

Regional and Agency BAER Teams respond to all major fires affecting trust lands and perform initial assessments and emergency stabilization plans for approval and enter into the National Fire Plan Operations & Reporting System database for funding.

Office of Trust Services

III. Division of Environmental, Cultural Resource Management and Safety Strategic Plan 2015 — 2019

Goals and Measures

Provide assistance and/or deployment of staff in support of the Regional Fire Prevention Specialist to satisfy at least 50% of the requests.

Improve biological resources capability to better interface with the US Fish and Wildlife Service in Section 7 consultation by filling the vacant Regional biologist position;

Ensure communication between BIA and tribes is effective and continual.

In addition, DECRMS will seek to accomplish the following Regional Directors performance measures.

Diversity, Advocacy, and EEO:

The Branch will:

Promote an inclusive workplace, recognizing differences and varied perspectives.
Provide fair and equitable recognition and equal opportunity, and promptly and appropriately addresses allegations of harassment or discrimination.

Demonstrate a commitment to equal employment opportunity and implement the EEO and affirmative employment goals.

Make employment decisions without regard to sex, race, color, national origin, religion, age, disability, sexual orientation or identification, prior participation in the EEO process, or any other non-merit reason.

Ensure subordinate supervisors have effective managerial, communication and interpersonal skills to supervise and promote a diverse workforce. Actively support policies on anti-harassment and reasonable accommodation.

Internal Controls and Business Results:

The Branch will:

Advance strategic sourcing,

Take steps to reduce travel and administrative costs,

Improve internal controls and audit results,

Advance transparency and accountability.

Contribute to improving energy conservation, sustainability, and environmental justice

Office of Trust Services

III. Division of Environmental, Cultural Resource Management and Safety Strategic Plan 2015 — 2019

Goals and Measures

Employee and Customer Feedback:

The Branch will:

- Listen to employees, colleagues, and customers to identify needs and expectations.
- Build alliances, involve stakeholders in making decisions, and gain cooperation to achieve mutually satisfying solutions.
- Pursuant to Executive Order 13175, actively engage, where appropriate, with Tribes in consultation to promote enhanced communication to emphasize trust, respect and shared responsibility.
- Understand and use organizational realities, networks, and accepted practices to achieve desired business results.
- Use collaborative techniques and tools such as alternative dispute resolution, adaptive management or structured decision-making to foster partnering and collaboration.
- Build trust and cooperative working relationships with stakeholders within and outside the organization.
- Promote openness, transparency and collaboration, observing the open government initiative.

Pacific Region

IV. Appendix

Pacific Region

IV. Appendix

A. Implementation, Monitoring, and Evaluation

IMPLEMENTATION TEAM

This team will be comprised of subject matter experts with extensive knowledge. The Pacific Region is charged with establishment and follow through of the team to begin implementation of this portion of the strategic plan.

TIMELINE FOR MONITORING

Although, inherent within the strategic plan is the five year timeframe for implementation, additional review at three years is suggested. Any timelines established should also correlate with the plan.

MEASURING OUTCOMES

In chapter III., we discussed the goals and measures of the GPRA. As we progress towards distinguishing between the performance measures and the outcome goals, the PRO has established and incorporated collection measures for use in data collection by each of its programs at the region and agency levels.

This is utilized by all region and agency offices in the collection of GPRA data. Once collected, data validation and verification is completed by the BIA.

Collection of data as defined by the performance measures for the BIA, its regions and agencies, contribute highly to the success of the strategic plan and its outcomes.

QUARTERLY PROGRESS UPDATES

Quarterly progress reports will be provided to the Regional Director and the Deputy Regional Directors.

The Division Chiefs shall communicate issues, problems or concerns to upper management and convey recommendations and changes to the field. These reports have proven to be valuable to both management and field staff alike and fulfill the core business principle of effective communication.

FEDERAL EMPLOYEE VIEWPOINT SURVEY IMPROVEMENT PLAN

In addition to implementation of the strategic plan, the implementation team will be responsible for distribution and implemention of the Federal Employee Viewpoint Survey Improvement Plan identified as Appendix B, pages 203-207.

Pacific Region

IV. Appendix

A. Implementation, Monitoring, and Evaluation

IMPLEMENTATION TEAM

Dale Morris, Pacific Region

Gerald Jones, Pacific Region

Travis Britton, Pacific Region

Troy Burdick, Central California Agency

Mervel Harris, Pacific Region

John Mosely, Pacific Region

Kimberly Yearyean, Central California Agency

Kevin Bearquiver, Pacific Region

Kim Revilla , Southern California Agency

Directors Selection

Directors Selection

Pacific Region

IV. Appendix

B. Federal Employee Viewpoint (FEV) Survey Improvement Plan

Federal Employee Viewpoint (FEV) Survey Improvement Plan

ISSUE: The Bureau of Indian Affairs (BIA) was ranked 256 of 315 federal agency subcomponents in the 2014 Best Places to Work in the Federal Government (BPTW) results. BIA has been on a downward trend since 2010 (when BPTW/BIA records started).

OBJECTIVE: Each BIA region/office is to: 1) increase employee participation to meet or exceed the federal FEV survey participation rate of 46.3 percent and 2) develop regional/office plans to improve the five lowest scoring areas for their region/office. Questions regarding telework (#'s 62, 72, 73 and 79) are NOT to be included in the regional/office plans as those will be addressed at the headquarters level.

OUTCOME: The expected outcome is improvement of each region's/office's standing and the overall standing of the BIA in future FEV surveys and the overall improvement of the BIA as an organization.

FORMAT: The format on the attachment is to be used for each submission.

MILESTONE: Each region's/office's plan is to be submitted to the BIA Director no later than July 15, 2015.

Federal Employee Viewpoint (FEV) Survey Improvement Plan
Region/Office: Pacific Regional Office
Submitted By: Amy Dutschke, Regional Director

QUESTION # 2
ISSUE: I have enough information to do my job well. (56.2%)
PLAN FOR IMPROVEMENT:
Organizations don't run well if the employees who work there don't feel valued and aren't positioned to contribute their best. Staff typically desires some level of self-actualization (e.g., self-esteem, problem solving, and creativity) from their work. It is the job of Supervisors to facilitate and foster this level of engagement where they can. Thus, one of the most important jobs of a manager is to create the professional atmosphere, the time, and the mental and administrative space for staff to do their best work.
This can include:

- Encouraging a sense of accomplishment by making sure employees understand their priorities and have enough but not too much work to do;

- Letting employees have the authority as well as the responsibility for getting their work done; encouraging them to contribute their ideas for what the unit should accomplish and how;

- Providing employees appropriate professional development opportunities to the extent the organization can. The job of a manager is to make it easy for employees to do their jobs well.

A manager can't control everything about the organizational culture in which they work, but they can and should be responsible for the work culture of the departments they run. Managers should know if their staff is frustrated or feeling hampered by something that can be fixed. Managers need to know if their doing enough to help employees be productive and keep them learning. Employees need to feel like their work and their ideas are valued.

Employee Satisfaction Survey. Each manager will ask their employees these twelve questions once per quarter using a 5-point scale (5 for "strongly agree," 1 for "strongly disagree"). This list of questions is a good gauge of the quality of a manager's professional relationship with their staff, as well as their integration within the organization.

1. *Do I know what is expected of me at work?*
2. *Do I have the materials and equipment I need to do my work properly?*
3. *At work do I have the opportunity to do what I do best every day?*
4. *In the last seven days have I received recognition or praise for good work?*
5. *Does my supervisor or someone at work seem to care about me as a person?*
6. *Is there someone at work who encourages my development?*
7. *At work do my opinions seem to count?*
8. *Does the mission of my company make me feel like my work is important?*
9. *Are my coworkers committed to doing quality work?*
10. *What does the agency's values and mission mean to you?*
11. *In the last six months have I talked with someone about my progress?*
12. *This last year have I had opportunities to learn and grow?*

Supervisor's **Employee Performance Appraisal Plans** will include a performance element that requires them to conduct quarterly Employee Satisfaction surveys. Supervisors will be required to document the administration of the surveys, they results, and actions taken to improve individual employee satisfaction.
MILESTONES:
October 15, 2015: All Supervisors have performance element requiring quarterly administration of Employee Satisfaction Survey added to their Employee Performance Appraisal Plan.
January, 2016: Employees take Employee Satisfaction Survey. Results of survey and actions taken to improve employee satisfaction documented.

April, 2016: Employees take Employee Satisfaction Survey. Results of survey and actions taken to improve employee satisfaction documented.
July, 2016: Employees take Employee Satisfaction Survey. Results of survey and actions taken to improve employee satisfaction documented.
October, 2016: Employees take Employee Satisfaction Survey. Results of survey and actions taken to improve employee satisfaction documented.
RESPONSIBLE STAFF: Agency Superintendents, Regional Director, All Supervisors

QUESTION # 30
ISSUE: Employees have a feeling of personal empowerment with respect to work processes (36%)
PLAN FOR IMPROVEMENT:

- Program managers will provide examples of successful ideas that are implemented to the Regional Director or Agency Superintendents who will give recognition and/or awards at bi-monthly staff meetings.

- Provide opportunities for collaboration (e.g. periodic brainstorming sessions, time to reflect, specially designed meeting areas) so that people will work together to come up with new ideas.

- Advise people to provide data in support of their ideas. This will promote speaking from fact, and employees will be in a better position to distinguish good ideas from bad ones.

- Solicit suggestions and respond quickly to them so people will see management is truly serious about receiving them.

- Subject suggestions to limited levels of review. The larger the number of channels a suggestion has to go through, the less likely it is to be approved and implemented.

- Celebrate and publish all instances where successful ideas were implemented.

- Reward people for ideas that saved organization money or made it more productive.

- Do not punish an employee who tried something creative that did not work. The only rule here is that the employee should learn from the mistake and not repeat it.

- Where possible, try to obtain funds to support particularly promising ideas.

- If a good idea goes beyond Regional or Agency office or is inconsistent with an established policy or procedure, obtain political support before implementing it.

- When interviewing candidates for either jobs or promotions within the organization, use the capacity for innovation and creativity as one of the rating and ranking factors.

MILESTONES:
September 1, 2015: Regional Director/Agency Superintendents meet with program managers to emphasis importance of increasing personal empowerment with respect to work processes. Provide written direction to a manager that clarifies their responsibilities to implement the Plan for Improvement.
October 2015: Hold first bi-monthly all-staff meetings to celebrate all instances where successful ideas were implemented and reward people for ideas that saved organization money or made it more productive.

December 2015: Hold bi-monthly all-staff meetings to celebrate all instances where successful ideas were implemented and reward people for ideas that saved organization money or made it more productive.

February 2016: Hold bi-monthly all-staff meetings to celebrate all instances where successful ideas were implemented and reward people for ideas that saved organization money or made it more productive.

April 2016: Hold bi-monthly all-staff meetings to celebrate all instances where successful ideas were implemented and reward people for ideas that saved organization money or made it more productive.

June 2016: Hold bi-monthly all-staff meetings to celebrate all instances where successful ideas were implemented and reward people for ideas that saved organization money or made it more productive.

August 2016: Hold bi-monthly all-staff meetings to celebrate all instances where successful ideas were implemented and reward people for ideas that saved organization money or made it more productive.

October 2016: Hold bi-monthly all-staff meetings to celebrate all instances where successful ideas were implemented and reward people for ideas that saved organization money or made it more productive.

RESPONSIBLE STAFF: Regional Director, Agency Superintendents, Program Managers.

QUESTION # 32
ISSUE: Creativity and innovation are rewarded (11.3%)
PLAN FOR IMPROVEMENT:

- **Create awards programs for employees' innovative accomplishments:** Use monetary and non-monetary awards programs that honor innovation in addition to traditional small monetary prizes. For many employees, receiving recognition for their creative solutions may be just as important as a monetary award. Create non-monetary awards that recognize the innovative accomplishments of employees as well as awards for supervisors who encourage their employees to be creative.

- **Promote learning and coordination between business units or program offices:** Due to the large number of demands placed on employees, it may be hard for them to find time to learn about the work of their colleagues across the organization, and to find ways to collaborate. Hold regular sessions to brief employees on what is taking place in different parts of the organization. When employees learn more about the similar work going on across the agency, it can spark creativity and collaboration.

- **Provide a forum for employees to collaborate and share creative ideas:** Establish internal platforms that host challenges for users to solve. Allow employees to solicit ideas and answer challenges submitted by other employees. Participation will be voluntary, but employees who provide the best answers receive recognition and non-monetary prizes from the organization. However, agency leadership must act on the workforce's creative solutions. If employees don't see follow-through from leaders, these platforms could cease to be a useful tool for harvesting creative ideas.

MILESTONES:
Bi-Monthly: Present awards or recognition to employees who have helped implement successful innovations at the Bi-Monthly staff meetings. October 2015, December 2015, February 2016, April 2016, June 2016, August 2016, October 2016.
Bi-Monthly: Use Bi-Monthly staff meetings to brief staff on what is taking place in the Agency, Region and the Bureau.
November 1, 2015: Establish internal platform to host challenges for users to solve. Use Bi-Monthly staff meetings to give recognition.
RESPONSIBLE STAFF: Regional Director, Agency Superintendents, Program Managers.

QUESTION # 39
ISSUE: My Agency is successful at accomplishing its mission (51.2%)
PLAN FOR IMPROVEMENT:
Ensure that employees understand how their jobs apply and contribute to the agency's mission.

- Line Officers and Senior Managers live and work by the agency's values.
    - Show accountability by being willing to accept responsibility for your actions.
    - Show integrity by matching your behavior to the principles advocated by the organization.
    - Treat employees fairly and consistently.
    - Ensure that performance objectives are tied to the mission so that employees see their contributions.
- Make the agency's values and mission visible.
    - Post them in highly visible places.
    - Reinforce them by incorporating them into bi-monthly staff meetings.
    - Supervisors ask their direct reports what the agency's values and mission mean to them in quarterly Employee Satisfaction Surveys. Use their responses to relate the values and mission to the work they do; strengthen their understanding of the alignment, contributions, and importance of their work to the agency's mission and goals.
    - Communicate to employees how the agency is accomplishing its mission at Bi-Monthly staff meetings.
    - Share the executive's performance plan with employees.
    - Use social media sites to help employees connect to the agency's work and its impact on the country and society.

Enhance Communication.
Supervisors will share information about what is going on in the organization with direct reports. They want to know what is going on and how their jobs might be affected. Sharing this information will build trust.

- Hold meetings with direct reports soon after management meetings. If they do not hear it from their supervisor, they will hear it through other sources.
- Talk with direct reports, individually or as a group, when new policies or procedures are implemented to help them understand the impact and the rationale behind them and how they contribute to the Agency mission.
- Provide ongoing informal and formal feedback about Agency performance in the context of performance management.

MILESTONES:
Bi-Monthly Staff Meetings: October 2015, December 2015, February 2016, April 2016, June 2016, August 2016, October 2016.
RESPONSIBLE STAFF: Regional Director, Agency Superintendents, Program Managers.

QUESTION # 41
ISSUE: I believe the results of this survey will be used to make my agency a better place to work. (24.2%)
PLAN FOR IMPROVEMENT:
Take action on the Employee Viewpoint Survey data.

- Form action teams that analyze the survey data, develop recommendations to act on the results, and then put together detailed action plans to implement approved recommendations.
- The action team will develop a plan that includes identifying priorities, maintaining strengths and improving on weaknesses. The plan will identify who is responsible for specific actions and include milestones to assess progress.
- Sustain employee engagement in improvement of Employee Viewpoint Survey results by regularly measuring employee viewpoint through surveys. Periodic surveying makes the entire organization—including leaders, managers, and supervisors—accountable for employee engagement in agency improvement.
- Communication should be a unifying force in the journey to improved employee engagement. Agencies must communicate frequently and candidly, before, during, and after the survey process, including throughout action planning and implementation.

MILESTONES:
May 15, 2015: Regional Director and Agency Superintendents meet to analyze survey data and recommend areas to improve.
July, 2015: Develop detailed Action Plan to implement recommended actions.
Starting October 2015: Bi-Monthly Staff Meetings
January 2016, April 2016, July 2016, October 2016: Quarterly Employee Satisfaction Surveys administered by Supervisors.
RESPONSIBLE STAFF: Regional Director, Agency Superintendents, Program Managers

/////

Pacific Region

IV. Appendix

C. Trust Reform and Evaluation

TRUST REFORM TEAM

This team will be comprised of subject matter experts with extensive knowledge and expertise in all areas of trust. The Trust Reform Team is charged with establishment and follow through of the implementation of this portion of the strategic plan.

TRAINING

The trust reform team will identify subject matter expert's for creating lesson plans and materials for all real estate transactions as well as establishing training and development pertinent to all trust staff, including our tribal counterparts who manage their trust programs. Standardized Employee Individual Development Plans will include trust training as a vital part of each employee's development as defined in the strategic plan and will help strengthen capacity at both the region and agency level.

MEASURING OUTCOMES

All region and agency staff will be scheduled to attend three (3) trust trainings per year to meet or exceed the trust training requirements as established by the Trust Reform Team.

The Trust Reform Team will determine annual goals by developing a tracking system that will ensure a decrease in errors and discrepancies in trust documents as well as to entries and transactions entered and recorded in the Trust Asset and Accounting Management System (TAAMs).

QUARTERLY PROGRESS UPDATES

Quarterly progress reports will be provided to the Regional Director and the Deputy Regional Directors.

The Trust Reform Team shall communicate issues, problems or concerns to upper management and convey recommendations and changes to the field. These reports will prove to be valuable to both management and field staff alike and will fulfill the training requirements established in the strategic plan.

Pacific Region

IV. Appendix

C. Trust Reform and Evaluation

TRUST REFORM TEAM

Mervel Harris, Pacific Region

John Mosely, Pacific Region

Kimberly Yearyean, Central California Agency

Kevin Bearquiver, Pacific Region

Kim Revilla, Southern California Agency

JoAnn Koda, Southern California Agency

Michael Ngo, Pacific Region

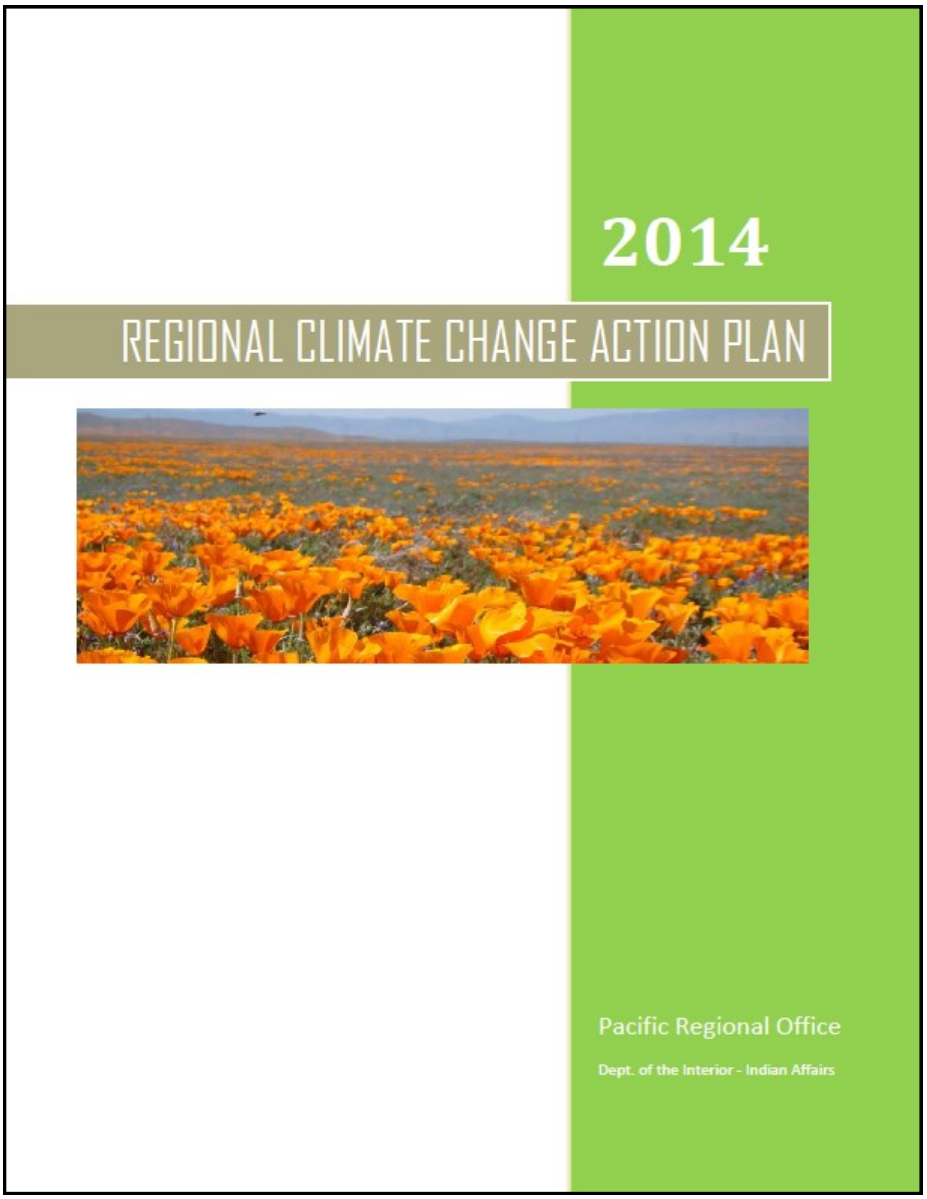
Virgil Akins, Northern California Agency

Karen Woodard, Morongo Land Department

Pacific Region

IV. Appendix

D. Regional Climate Change Action Plan



2014

REGIONAL CLIMATE CHANGE ACTION PLAN

Pacific Regional Office

Dept. of the Interior - Indian Affairs

CLIMATE ACTION PLAN

BUREAU OF INDIAN AFFAIRS

PACIFIC REGIONAL OFFICE

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CLIMATE ACTION PLAN

BUREAU OF INDIAN AFFAIRS

PACIFIC REGIONAL OFFICE

Approval

This first edition of the BIA Pacific Region Climate Action Plan is approved as of the date of the signature below and effective until expiration on December 31, 2015.

_____ _____

Amy Dutschke, Pacific Regional Director Date

EXECUTIVE SUMMARY:

The Department of Interior is fully dedicated, through its mission, to conserve and protect the nation's natural and cultural resources now and for future generations. The Bureau of Indian Affairs' (BIA) mission is to manage trust resources and support tribal self-determination. Climate change has significant potential to impact tribal and BIA operations and will force tribal communities and the BIA to employ adaptation strategies to cope. Adaptation refers to efforts by society or ecosystems to prepare for or adjust to future climate change. These adjustments can be protective (i.e., guarding against negative impacts of climate change), or opportunistic (i.e., taking advantage of any beneficial effects of climate change).

Adaptation to changes in climate is nothing new. Throughout history, human societies have repeatedly demonstrated a strong capacity for adapting to different climates and environmental changes--whether by migration to new areas, changing the crops we cultivate, or building different types of shelter. However, the current rate of global climate change is unusually high compared to past changes that society has experienced. In an increasingly interdependent world, negative effects of climate change on one population or economic sector can have repercussions around the world.

Ecosystems will also be faced with adaptation challenges. Some species will be able to migrate or change their behavior to accommodate changes in climate. Other species may go extinct. Society's ability to anticipate some of the impacts of climate change on ecosystems can help us develop management programs that help ecosystems adapt.

Even if current climate changes seem readily absorbed today, governments and communities are beginning adaptation planning. Many greenhouse gases remain in the atmosphere for 100 years or more after they are emitted. Because of the long-lasting effects of greenhouse gases, those already emitted into the atmosphere will continue to warm Earth in the 21st century, even if we were to stop emitting additional greenhouse gases today. Earth is committed to some amount of future climate change, no matter what. Therefore, steps can be taken now to prepare for, and respond to, the impacts of climate change that are already occurring, and those that are projected to occur in the decades ahead.

There are limits to the ability to adapt, so actions to mitigate climate change must continue. For example, the relocation of communities or infrastructure may not be feasible in many locations, especially in the short term. Over the long term, adaptation alone may not be sufficient to cope with all the projected impacts of climate change. Adaptation will need to be continuously coupled with actions to lower greenhouse gas emissions.

The Pacific Regional Climate Change Action Plan maps out a strategy to address this challenge. Climate Change will bring new challenges to Indian Country. We hope to be successful in

supporting tribes as they address this challenge.

The following document is a plan to prepare for the effects of Climate Change and plan for the changes we must make and the actions to be taken in the Pacific Regional Office's (PRO) jurisdiction. Partnership and collaboration is the key to developing and implementation Climate Change Adaptation Strategies. The diverse missions of all branches of the BIA that have joined together to address climate change are the strength of the Pacific Region's strategy. Through a sustained commitment on the part of these partners, the actions and tasks described in the Action Plan will bring PRO closer to achieving the Region's Objectives.

The Challenge

As climate change accelerates over the coming decades, the effects on species, ecosystems, and their functions will become more evident. Climate change will exacerbate the impacts of other stressors like human population growth, invasive species, habitat loss and fragmentation, and altered water regimes. Adaptation strategies could improve conservation success in the face of climate change and other stressors by improving resilience and adaptability of vulnerable species and ecosystems. Amid these challenges and changes, improved understanding about ecosystem vulnerabilities and climate adaptation strategies will be critical for successfully sustaining biodiversity and well-functioning ecosystems within the Pacific Region.

The Pacific Region includes high levels of biological diversity and varied landscapes in a Mediterranean climate where most precipitation falls during the winter and spring. Along with diverse habitats, California supports more species than any other state and has the greatest number of endemic species, that is, species that occur nowhere else. Its 5,047 native plant species represent 32 percent of all vascular plants in the United States. Much of the Pacific Region contains intensive agriculture and a highly urbanized landscape that includes the urban centers of the San Francisco Bay Area, Sacramento, Los Angeles, and San Diego area. Many of California's native species have very narrow distributions and are highly vulnerable to land use and environmental change. Oak woodlands, one of the richest wildlife species habitats in California, occur along the north coast and surrounding foothills of the Central Valley.

The north coast also contains coastal redwoods, vineyards and rangelands. The Central Valley historically supported Tulare Lake, the largest freshwater lake west of the Mississippi. It also supported extensive wetlands, grasslands, vernal pools, and major river systems with associated riparian forests. Only 2-10 % of these historic habitats remain, and their remnants are critically important to wildlife. Two-thirds of all

Californians (approximately 38 million people), and over 7 million acres of farmland that produce 45% of the nation's fruits and vegetables rely upon water from the Sacramento and San Joaquin Rivers. The San Francisco Bay and Sacramento/San Joaquin River Delta, the nation's second largest estuary, support economically important commercial fisheries and provide essential habitat for a great diversity and number of migratory water birds and several endangered species. Monterey Bay, occurring along the central coast of California supports one of the world's most diverse marine ecosystems and is home to numerous mammals, seabirds, fishes, invertebrates, and plants in a productive coastal environment. To the east the Sierra Nevada mountain range dominates the landscape running 400 miles north to south. It supports a multitude of ecosystems including the notable giant sequoia groves, old growth mixed conifer forests, aspen groves, montane meadows, and riparian areas. Chaparral is the most wide spread interior vegetative type in southern California. Other main habitats include coastal dunes, intertidal communities, tidal wetlands, sage scrub, isolated native grasslands and vernal pools. Southern California also includes coastal islands that are home to numerous pelagic birds, marine mammals, and endemic plant and animal species.

Environmental Stressors

The biodiversity and ecosystems within the Pacific Region have been significantly altered as California's population has increased. Today, rapid urban growth and development threaten native wildlife and ecosystems across the California landscape. Examples of plant communities in the path of urban expansion include oak woodland, native perennial grasslands, coastal prairie and intertidal communities and coastal sage scrub. Chaparral is being fragmented by development and also by vegetative conversion as a result of human induced wildfires. Additionally, rural residential development is increasingly fragmenting forest communities, including mixed evergreen and conifer forests. Water diversions and intensive water management have had a significant impact on the State's salmonid populations. Highly water-dependent plant communities not only suffer from the pressure of land conversion but are also are experiencing water diversions and degraded water quality. Such changes pose especially significant risks to highly water-dependent plant communities, such as riparian areas, wetlands, and vernal pools. Climate change stressors are escalating the threats to the Region's biological diversity and ecosystems. Fundamental aspects of environmental regimes are shifting. Winter and spring ambient temperatures are rising, as are night minimum temperatures (Lenihan et al. 2008; Loarie et al. 2008). Current projections show ambient temperatures rising up to

4.9°C above present averages by 2050 and 7.4 – 15.5°C by 2100 (OCFVA 2012). Projected warmer conditions by the mid-to-late 21st century for the Central and Southern California region will alter precipitation patterns and increase summer temperatures, resulting in heat waves and extended drought (Knowles et al. 2006; Cayan et al. 2008). In addition, warmer temperatures will reduce Sierra Nevada snowpack levels and alter the timing of snowmelt (Stewart et al. 2005). Decreased snowpack will further reduce freshwater availability for ecosystems and water delivery throughout the Pacific Region. The reduced snowpack, higher temperatures, and longer dry periods, will elevate wildfire risks and result in cascading effects to water availability (Hayhoe et al. 2004; Westerling et al. 2006). Coastal ecosystems in the Region will be subject to rising sea levels, changing ocean chemistry, storms, and other climate-related environmental shifts. Surface water temperatures and thermal stratification are expected to increase offshore, while, closer to the shore, enhanced upwelling due to strengthening of alongshore winds may sustain colder temperatures (Doney et al., 2011). Ocean waters generally will become more acidic due to greater absorption of atmospheric carbon dioxide, potentially impairing calcification of many marine organisms that form the base of food webs (Feely et al. 2004; Denman et al. 2011). Projected sea-level rise from thermal expansion and glacier runoff will flood the coastline (Vermeer and Rahmstrof 2009). Sea-level rise for the coastline south of Cape Mendocino is projected to rise 4–30 cm by 2030 relative to 2000, 12–61 cm by 2050, and 42–167 cm by 2100 (National Research Council 2012). Shifts are also expected in coastal fog along California's coastline (Johnstone and Dawson 2010). Yet, over the near term the greatest threat from climate change may be the extreme events that are impacting our wild and urban areas at a level that may not lead to recovery. Floods, droughts, and storms are all more severe and frequent are predicted to increase in frequency and intensity (Cayan, et. al., 2008).

REGIONAL INTRODUCTION:

The Pacific Region encompasses the jurisdictional areas of 104 federally recognized tribes scattered throughout California. Table 1 provides a listing of the 104 federally recognized Tribes in the Pacific Region.

Table 1- Federally Recognized Tribes in the Pacific Region

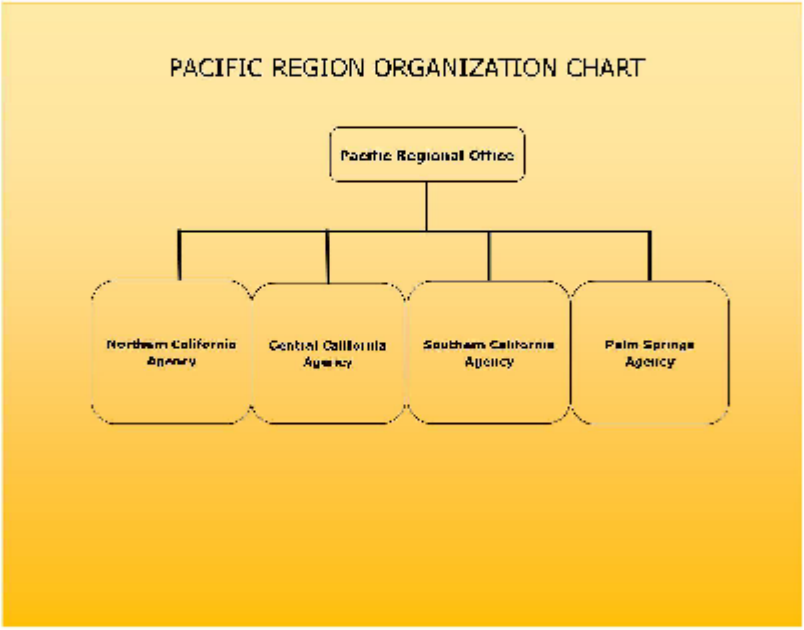
Tribe
Agua Caliente Band of Cahuilla Indians of the Agua Caliente Indian Reservation
Alturas Indian Rancheria
Augustine Band of Cahuilla Indians
Bear River Band of the Rohnerville Rancheria
Berry Creek Rancheria of Maidu Indians of California
Big Lagoon Rancheria
Big Pine Paiute Tribe of the Owens Valley
Big Sandy Rancheria of Western Mono Indians of California
Big Valley Band of Pomo Indians of the Big Valley Rancheria
Bishop Paiute Tribe
Blue Lake Rancheria
Bridgeport Indian Colony
Buena Vista Rancheria of Me-wuk Indians of California
Cabazon Band of Mission Indians
Cachil DeHe Band of Wintun Indians of the Colusa Indian Community of the Colusa Rancheria
Cahto Tribe of the Laytonville Rancheria
Cahuilla Band of Mission Indians of the Cahuilla Reservation
California Valley Miwok Tribe
Campo Band of Diegueno Mission Indians of the Campo Indian Reservation
Capitan Grande Band of Diegueno Mission Indians of California (Barona Group of Capitan Grande Band of Mission Indians of the Barona Reservation
Capitan Grande Band of Diegueno Mission Indians of California: Viejas (Barona Long) Group of Capitan Grande Band of Mission Indians of the Viejas Reservation
Cedarville Rancheria
Cher-Ae Heights Indian Community of the Trinidad Rancheria
Chicken Ranch Rancheria of Me-wuk Indians of California
Cloverdale Rancheria of Pomo Indians of California

Cold Springs Rancheria of Mono Indians of California
Cortina Indian Rancheria of Wintun Indians of California
Coyote Valley Band of Pomo Indians of California
Death Valley Timbi-sha Shoshone Tribe
Dry Creek Rancheria Band of Pomo Indians
Elem Indian Colony of Pomo Indians of the Sulphur Bank Rancheria
Elk Valley Rancheria
Enterprise Rancheria of Maidu Indians of California
Ewiiaapaaypa Band of Kumeyya Indians
Federated Indians of Graton Rancheria
Fort Bidwell Indian Community of the Fort Bidwell Reservation of California
Fort Independence Indian Community of Paiute Indians of the Fort Independence Reservation
Greenville Rancheria
Grindstone Indian Rancheria of Wintun-Wailaki Indians of California
Guidiville Rancheria of California
Habematolel Pomo of Upper Lake
Hoopa Valley Tribe
Hopland Band of Pomo Indians
Iipay Nation of Santa Ysabel
Inaja Band of Diegueno Mission Indians of the Inaja and Cosmit Reservation
Ione Band of Miwok Indians of California
Jackson Rancheria of Me-Wuk Indians of California
Jamul Indian Village of California
Karuk Tribe
Kashia Band of Pomo Indians of the Stewarts Point Rancheria
Koi Nation of Northern California
La Jolla Band of Luiseno Indians
La Posta Band of Diegueno Mission Indians of the La Posta Indian Reservation
Lone Pine Paiute-Shoshone Tribe
Los Coyotes Band of Cahuilla & Cupeno Indians
Lytton Rancheria of California
Manchester Band of Pomo Indians of the Manchester Rancheria
Manzanita Band of Diegueno Mission Indians of the Manzanita Reservation
Mechoopda Indian Tribe of Chico Rancheria
Mesa Grande Band of Diegueno Mission Indians of the Mesa Grande Reservation
Middletown Rancheria of Pomo Indians of California
Mooretown Rancheria of Maidu Indians of California
Morongo Band of Mission Indians
Northfork Rancheria of Mono Indians of California
Pala Band of Luiseno Mission Indians of the Pala Reservation
Paskenta Band of Nomlaki Indians of California

Pauma Band of Luiseno Mission Indians of the Pauma & Yuima Reservation
Pechanga Band of Luiseno Mission Indians of the Pechanga Reservation
Picayune Rancheria of Chukchansi Indians of California
Pinoleville Pomo Nation
Pit River Tribe
Potter Valley Tribe
Quartz Valley Indian Community of the Quartz Valley Reservation of California
Ramona Band of Cahuilla
Redding Rancheria
Redwood Valley or Little River Band of Pomo Indians of the Redwood Valley Rancheria
Resighini Rancheria
Rincon Band of Luiseno Mission Indians of the Rincon Reservation
Robinson Rancheria Band of Pomo Indians
Round Valley Indian Tribes, Round Valley Reservation
San Manuel Band of Mission Indians
San Pasqual Band of Diegueno Mission Indians of California
Santa Rosa Band of Cahuilla Indians
Santa Rosa Indian Community of the Santa Rosa Rancheria
Santa Ynez Band of Chumash Mission Indians of the Santa Ynez Reservation
Scotts Valley Band of Pomo Indians of California
Sherwood Valley Rancheria of Pomo Indians of California
Shingle Springs Band of Miwok Indians, Shingle Springs Rancheria (Verona Tract)
Smith River Rancheria
Soboba Band of Luiseno Indians
Susanville Indian Rancheria
Sycuan Band of the Kumeyaay Nation
Table Mountain Rancheria of California
Tejon Indian Tribe
Torres Martinez Desert Cahuilla Indians
Tule River Indian Tribe of the Tule River Reservation
Tuolumne Band of Me-Wuk Indians of the Tuolumne Rancheria of California
Twenty-Nine Palms Band of Mission Indians of California
United Auburn Indian Community of the Auburn Rancheria of California
Utu Utu Gwaitu Paiute Tribe of the Benton Paiute Reservation
Wilton Rancheria
Wiyot Tribe
Yocha Dehe Wintun Nation
Yurok Tribe of the Yurok Reservation

Figure 1- Map of Pacific Region

The Pacific Regional Office operates with 4 Agencies within our jurisdiction to more closely work with the tribes in our region. The Structure below illustrates the current Structure for the Pacific Region.



NATIONAL POLICY:

An Inventory of Current National BIA Policy regarding Climate Change:
Note: PRO is unable to directly change national BIA policy but will provide suggestions to Central Office programs on elements, barriers, or issues that need to be addressed in current policy to ensure that PRO is successful.

Policy/ SOP Date	Policy Title
1/24/2007	Executive Order 13423 Strengthening Federal Environmental , Energy, and Transportation Management
09/14/2009	Secretarial Order No 3289 Addressing the Impacts of Climate Change on America's Water, Land, and Other Natural and Cultural Resources. Establishes a science and Adaptation strategy for DOI to consider and analyze climate change impacts in planning/ decision making.
10/5/ 2009	Executive Order 13514 Federal Leadership in Environmental, Energy, and Economic Performance.
August 2012	NEPA handbook Section 6.4.5 Environmental Impacts
1/09/2013	New Departmental Climate Change Adaptation Policy
2/7/2013	Transmittal of DOI National Climate Change Adaptation Policy, 523 DMI
10/31/2013	Secretarial Order No 3330 Improving Mitigation Policies and Practices of the Department of the Interior
11/1/ 2013	Executive Order 13653, Preparing the United States for the impacts of Climate Change

REGIONAL POLICY/ PLANS:

An Inventory of Current PRO Policy regarding Climate Change:

Policy/ SOP Date	Policy Title	Schedule to address/ Change Policy to include consideration of Climate Change or to remove Barriers that may inhibit PRO's ability to address climate change.
4/25/2012	Dry-Cell Batteries SOP	Q1 2015
1/23/2009	Policy on Dismissal and Leave During Hazardous Weather Conditions	Q1 2015
4/23/2012	Green Purchasing Training & SOP	Q1 2015
11/23/2011	Clean up of Broken Fluorescent Lamp(s) and Disposal of Hazardous Waste	Q3 2015
4/11/2012	Energy and Water Conservation Policy	Q3 2015
4/24/2012	Fluorescent Lamps	Q1 2016
5/25/2012	Toner Cartridge Recycling SOP	Q1 2016
4/25/2012	Scrap Electronic Equipment	Q3 2016
7/18/2012	Recycling SOP	Q3 2016

Note: Semi Annual Review by end of Q1 and Q3 2015 and Q1 and Q3 2016

An Inventory of Current PRO Plans regarding Climate Change:

Policy/ SOP Date	Plan Title	Schedule to reassess and revise PRO plans to mainstream management consideration of climate change or to remove barriers that may inhibit PRO's ability to address climate change issues.
3/29/2007	Open Burning Notification Plan and Permit System	Q1 2015
	Ag Resource Management Plan	Q1 2015
	Fire Management Plan	Q3 2015
	Wildland Fire Prevention Plan	Q3 2015
	Forest Management Plan	Q1 2016
	Hazardous Fuels Program Operating Plan	Q1 2016
	Fire Monitoring Plan- PRO	Q3 2016
	Continuity of Operations Plan (COOP)	Q1 2015

Note: Semi Annual Review by end of Q1 and Q3 2015 and Q1 and Q3 2016

Objectives, Strategies, and Actions

The following objectives, strategies, and actions were developed by the **Regional Action Plan Team** to address the climate science needs expressed by resource managers throughout the Region.

Objective 1

Conduct and coordinate information exchange between scientists and managers to advance decision-making and conservation at a landscape scale.

PACIFIC REGION'S ROLE & APPROACH

The Pacific Region promotes partners working together to build a shared conservation vision, combine and leverage their individual efforts, and improve the delivery of relevant science. It achieves this by engaging key audiences and facilitating communication, collaboration, information sharing, and science synthesis and translation.

STRATEGY 1:

Identify key science needs and improve delivery of usable scientific information to enable effective implementation of conservation strategies.

ACTIONS

1. Collaborate and coordinate with Landscape Conservation Cooperatives (LCC) and USGS Climate Science Centers and partner Universities to encourage scientific research and development that addresses the science priorities.

2. Working with the LCCs within the boundaries of the Pacific Region, ensure science partners successfully translate scientific information into a form that can be used by resource managers, using online content, reports, workshops and in-person training.

3. Request relevant web-based presentations from the LCCs and archive them online for long-term accessibility.

4. Support increased participation in relevant scientific events by Tribes and BIA managers that can improve adaption strategies.

STRATEGY 2:

Expand and enhance engagement of key audiences within the Pacific Region. Communicating the risks related to climate change and the value of adapting policies and practices to become more resilient is critical to successfully mainstreaming climate considerations into all BIA management, and supporting tribes as they identify and face similar challenges.

ACTIONS

1. Convene a Communication Team to help develop and implement a Communication Strategy in coordination with LCCs in the Region.

2. Identify representatives from relevant entities that use and develop scientific information and tools in landscape level conservation, including: federal, state, tribal and local agencies, NGOs, Joint Ventures, Fish Habitat Partnerships, and scientific institutions.

3. Develop and schedule a periodic process for assessing information sharing needs and common management issues at multiple ecological, geographic, and temporal scales

4. Highlight the crosscutting nature of climate adaptation such that we come to understand it as a normal part of doing business.

5. Encourage managers to take every opportunity to educate ourselves about the effects and explore options for action.

6. Design a communication process that works within the limits of existing staff and funding to achieve results.

7. Design a long-term, robust capacity to manage for climate change, including identification of additional staffing and funding needs.

STRATEGY 3:

Identify and facilitate efficient ways to engage partner collaboration to achieve shared vision and goals

ACTIONS

1. Assess collaboration opportunities across stakeholder groups and partnerships that can improve natural resource conservation.

2. Identify and apply criteria to prioritize the needs for collaboration identified by partners.

3. Facilitate effective collaboration among partners that address high-priority needs for atmospheric, aquatic and landscape conservation.

4. Facilitate shared conservation visions, plans and actions among partners.

5. Take advantage of professional and public venues (e.g., conferences, workshops and meetings) to improve and increase the frequency of communication within and among collaborating groups.

STRATEGY 4:

Develop and deliver relevant training and information products for key audiences using climate smart principles

ACTIONS

1. Develop and/or promote trainings and curricula that meet key management needs related to successfully achieving landscape scale conservation and emphasizing climate smart conservation processes.
2. Deliver a curriculum to a wide audience for establishing a general understanding of climate change science, ecosystem impacts, and the implications for resource management and conservation.
3. Work with science partners to promote useful products for resource managers that emphasize climate smart conservation.

Objective 2

Enhance Climate Smart Conservation* (nature-based adaptation and mitigation) on a landscape scale.

PACIFIC REGION's ROLE & APPROACH

The Pacific Region encompasses a diverse landscape with many types of ecosystems. The Pacific Region will support projects that are specific to these geographies and ecoregions, as well as projects that address issues related to ecosystem processes and services that are common to many places and conservation efforts.

*

CLIMATE SMART CONSERVATION

Climate smart conservation strategies and actions specifically address impacts of climate change in concert with other threats and promote nature-based solutions to:

- Sustain vibrant, diverse ecosystems.
- Reduce climate change impacts on wildlife and people, and enhance the ability to adapt.
- Reduce greenhouse gas (GHG) emissions and enhance carbon sinks.

Climate Smart Principles

(Adopted from NWF Quick guide, 2013, Cohen 2012, and others)

- Focus goals on future conditions.
- Prioritize actions using climate information and design them in ecosystem context.
- Employ adaptive and flexible approaches.
- Collaborate and communicate across sectors.

STRATEGY 1:

Promote, support, and coordinate cross-sectorial understanding of ecosystem processes and services to advance climate-smart conservation at a landscape scale. Building a workforce that is knowledgeable about climate change effects and response options is fundamental to ensuring that managers can address climate change as part of routine operations.

ACTIONS

1. Work with BIA and Tribal managers to identify information gaps and define priority issues related to understanding or managing ecosystem processes and services of importance for the Pacific Region.
2. Work with BIA and Tribal managers to develop criteria for selection of projects that include high priority ecosystem processes and services.
3. Initiate at least one integrative project to implement within the first two years.
4. Share project results with tribes and land management agencies annually.
5. Engage Youth (Potential Future Employees) and their families. Engaging young people brings diversity, energy, and inspiration to the issue of climate change, encouraging innovative thinking and problem-solving. Investing in youth and their families provides a tremendous multiplier effect by fostering a life-long connection to Indian culture and heritage and instills a stewardship ethic in the next generation.

SPECIFIC ACTIONS / TIMELINE FOR ACTION PLAN IMPLEMENTATION:

As part of PRO- BIA's commitment and responsibilities under Executive Order – 13653 Preparing the United States for the Impacts of Climate Change, we have taken the following climate change adaptation planning steps:

- Designation of a Regional Climate Change Point of Contact
- Identification of a Climate Change Regional Action Plan Team

PRO-BIA will take 5 actions in CY15 to better understand and address the risks and opportunities brought on by climate change. Action Items for these strategies should be accomplished prior to the dates below, if all items work out as planned:

The Specific Actions recommended for PRO to take in CY 2015 and CY 2016 and the Timelines for each are:

Task #1 - Create a folder within the Region's Climate Change Sharepoint site to be used as a repository for training and general reference materials for employees to find information about climate change. All employees have access to this site.

Responsible Party: Regional Climate Change Coordinator
Timeline for Implementation: Q2 2015

Task #2 - Create a team to address/ change policy and guidance (contained on page 12) to include consideration of climate change or to remove barriers that may inhibit PRO's ability to address climate change issues.

Responsible Party: Regional Climate Change Coordinator
Timeline for Implementation: Semi Annual Review by end of Q1 and Q3 2015 and Q1 and Q3 2016

Task #3 – By policy memo, the Region will instruct all employees to select E85 fuel for any Government E85 approved vehicle when the option is available.

Responsible Party: Regional Climate Change Coordinator Timeline for Implementation: Q1 2015

Task #3 - Programs with existing management plans will follow the schedule listed on page 12 of this document to mainstream management consideration of climate change or to remove barriers that may inhibit PRO's ability to address climate change issues.

Responsible Party: Program in which Plan was created
Timeline for Implementation: Semi Annual Review by end of Q1 and Q3 2015 and Q1 and Q3 2016

Task #4 – Train Regional Office Supervisors/ Managers on Climate Change and ways to mainstream considerations for climate change into all decisions.

- Create/Update IDPs to ensure that employees have access to climate change adaptation information and recommendations appropriate to their program needs.

- Encourage managers to seek out program specific webinars and training opportunities.
- Organize workshops and technical sessions within program meetings to address programmatic climate adaptation issues.

Responsible Party: Regional Climate Change Coordinator
Timeline for Implementation: Q2 2015

Task #5 – Train Regional Office Program Staff on Climate Change

- Update all IDPs to ensure that employees have access to climate change adaptation information and recommendations appropriate to their program needs.
- For those individuals that are involved in the NEPA process, specialized training that will address the NEPA / Climate Change relationship will be held.

Responsible Party: Regional Climate Change Coordinator / RES
Timeline for Implementation: Q3 2015

Task #6 – Train Agency Staff on Climate Change

- Update all IDPs to ensure that employees have access to climate change adaptation information and recommendations appropriate to their program needs.

Responsible Party: Regional Climate Change Coordinator
Timeline for Implementation: Q4 2015

Task #7 – Increasing telework capacity by 10% over previous year. (as measured by quicktime reports of hours charged to Telework for the Region). First Goal will be an increase in FY 2015 numbers over FY 2014.

Responsible Party: Deputy Regional Director - Trust
Timeline for Implementation: Q1 2016 for report

Task # 8 - The Region will update its guidance to, and duties for, the Safety Officer position to include the responsibility to monitor public health guidance and recommendations for employee health and safety and to, at least annually, review, and when necessary, update employee health and safety policy, procedures, and guidance as well as make recommendations to leadership regarding implementation of specific safety protocols or preventative measures.

Responsible Party: Deputy Regional Director – Indian Service
Timeline for Implementation: Q2 2015

Task #9 : The Regional COOP will update the following Regional Policy and Guidelines and make recommendations to Central Office that the indicated national policies be updated:

COOP, will at a minimum address

- Heat Stress, Extreme Cold
- Infectious Disease procedures.
- Dangerous storm notification for employees working in exposed situations and hazardous travel conditions.
- Employee Handbook/Field Operations Guidelines, including protective measures. Personal Protective Equipment (PPE).

Responsible Party: Regional COOP Coordinator
Timeline for Implementation: Q3 2015

Task #10: Agencies will be directed by memo to update Agency COOP Plans to incorporate climate change by 01/31/2015.

Responsible Party: Regional Director
Timeline for Implementation: Q1 2015

Task #11 - By policy memo, the Region will instruct the Superintendents to appoint an employee (Agency Safety Officer or other collateral duty officer) to be responsible for monitoring employee health recommendations made by local and state public health officers, and interpret national health and safety guidance to address local conditions and human health risks when applicable, update Agency policy, incidence, and or procedures as appropriate.

Responsible Party: Regional Director
Timeline for Implementation: Q1 2015

Task #12 – Hold a digital photo contest for all youth age groups to illustrate climate change effects that directly impact them. Many youth now have cell phones and can take a photo easily and email directly via phone. Possibly awarding small cash awards for winners and printing the winning essay in the tribal newspaper of the winning participant. (details of contest to be decided upon by responsible party)

Responsible Party: Regional Forester
Timeline for Implementation: Q3 2015

Task #13 – Update PRO's Facebook page and webpage to include Climate Change information.

Responsible Party: Regional Forester, Fire Management Officer and Climate Change Coordinator
Timeline for Implementation: Q3 2015

Re-evaluation of Climate Action Plan:

We are learning more about the impacts of climate change as well as management and adaptation strategies all the time. This action plan is a tool to support the PRO as employees and tribes address those changing challenges. As such this action plan will be reviewed and revised to adjust to new information, partnerships, and management needs.

The Regional Action Plan set forth spans the timeline of FY 2015 and FY 2016. PRO will review this action plan in the last quarter of FY16 and either set a date for action plan revision, or the reset a timeline for review to span the next 2 fiscal years.

CONCLUSION

The Bureau of Indian Affairs has an important leadership role to play in understanding and communicating about climate change and in responding with effective adaptation and mitigation actions. The PRO- Climate Change Action Plan provides guidance to fulfill that role in both the near and long term. It is designed to focus near-term efforts on a coordinated set of actions while promoting flexibility to incorporate new knowledge, new initiatives, and changing circumstances as the future unfolds.

Pacific Region

IV. Appendix

E. Other Performance Considerations (FTM)

The Fiduciary Trust Model

The American Indian Trust Fund Management Reform Act of 1994 directed the Department of Interior (DOI) to accurately account for Indian trust funds and reform the operation of the Indian Fiduciary Trust. OST was created by the Act to oversee and coordinate reforms within DOI of practices relating to the management and discharge of such responsibilities.

The FTM is designed to enhance beneficiary services for Tribes and individuals, ownership information, land and natural resources assets, trust funds assets, Indian self-governance and self-determination, and administrative services.

Once implemented, the FTM transformed the previous trust business processes into more efficient, consistent, integrated and fiscally responsible business processes that meet the needs and priorities of the beneficiaries and improved the working environment of our employees.

There were several major objectives identified in the FTM which include operating with standardized procedures, utilizing automatic tracking and accountability for trust funds, providing accountability and protection of trust lands and natural resources, developing partnerships with beneficiaries, and migrating from fragmented data systems to one integrated system.

In order to meet the objectives, the FTM was comprised of five major business processes: Beneficiary Relationship Development Management (BRDM), Financial Operations, Ownership, Land and Natural Resources Planning, Land and Natural Resources Use and Management. Ownership comprises four sub-processes: Conveyance, Survey, Probate and Title.

One of DOI's primary strategic goals is to "serve as a dependable trustee and fulfill our special commitment to American Indians, Alaska Natives and affiliated Island Communities."

In order to meet these responsibilities, Interior undertook a comprehensive reengineering effort using a collaborative approach between Bureaus with trust responsibility.

The reengineering effort included an "As-is" project to gain a comprehensive understanding of the way major trust processes are performed today. The next phase of the effort was the "To-be" project to redesign these processes where appropriate.

FIDUCIARY TRUST MODEL

Pacific Region

IV. Appendix

E. Other Performance Considerations (CTM)

The Comprehensive Trust Management (CTM) Plan

The CTM provides the overall trust business goals and objectives for DOI to achieve its fiduciary trust responsibilities.

The CTM identifies three business lines:

- Beneficiary Trust Representation
- Trust Financial Management
- Stewardship and Management of Land and Natural Resources

Each business line represents a distinct group of products for comprehensive trust management and encompasses related processes, products, and services within its scope.[1]

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E. Other Performance Considerations (PMA)

The President's Management Agenda (PMA) outlines the strategy for improving the management of the federal government.

These nine PMA initiatives comprise key areas that are scored on a set criteria by the OMB.

This "balanced scorecard" includes the "status," or, the overall achievement of a standard, and "progress," which informs management of challenges or successes in achieving the standard.

The Pacific Region, in accordance with Interior's and its own strategic plan, will focus on the PMA initiatives in regard to the overall program goals and initiatives ensuring it has exceeded the standards for success.

The President's Management Agenda (PMA)

- ✓ ***Strategic Management of Human Capital***
- ✓ ***Competitive Sourcing***
- ✓ ***Improved Financial Management***
- ✓ ***Expanded Electronic Government***
- ✓ ***Budget and Performance Integration***
- ✓ ***Transportation***
- ✓ ***Real Property Management***
- ✓ ***Energy Management***
- ✓ ***Environmental Management***

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E. Other Performance Considerations (PAR)

In 2007, the Assistant Secretary—Indian Affairs, released the **2007 Performance and Accountability Report (PAR)**

This report provides performance and financial information that enables the Congress, the President, and the general public to assess the performance of the IA organization relative to its mission and stewardship of entrusted resources. [1]

Included in the report are the highlights of IA's mission, strategic goals and organization. It also includes key performance indicators and results; President's Management Agenda initiatives; financial statements; compliance with controls, systems, laws and regulations; and a discussion of demands, events, conditions and trends impacting IA and Indian Country.[2]

[1] U.S. Department of Interior, Indian Affairs, 2007 Performance and Accountability Report, Page 5
[2] U.S. Department of Interior, Indian Affairs, 2007 Performance and Accountability Report, Page 4

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E. Other Performance Considerations (ABC)

One of the major key components of Budget Performance Integration (BPI) is **Activity Based Costing (ABC).**

BPI is a presidential initiative that requires all federal programs to estimate the cost of achieving different levels of performance.

ABC measures the cost and performance of process related activities, assigns cost to activities based on the use of resources, and breaks out programs into activities.

Based on individual response, time spent on activities and the outputs produced directly impact the quality of cost and performance results.[1]

Business lines for the Pacific Region are defined in the ABC Activity dictionary under Indian Services, Self-Determination, Tribal Government, BIA Roads, Real Estate Services, etc. These ABC codes are presently the only codes available to the field staff for capturing time spent on BIA activities.

As the plan is implemented, the Pacific Region implementation team will explore the possibility of expanding the ABC Activity Dictionary to establish standardized Quicktime time and attendance defaults.

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E. Other Performance Considerations (IA-PMS)

Indian Affairs-Performance Management System (IA-PMS) is the system of record for reporting and analyzing data collected on Indian Affairs (IA) programs. The system consists of: performance measures as defined by the 1993 Government Performance & Results Act (GPRA); definition templates for measures to ensure reporting in a consistent manner; and targets for monitoring of performance measures and overall program success.

Indian Affairs' role in quarterly reporting includes six steps:

1. Agencies input their data into IA-PMS by a specified due date and the data is then certified by the Agency Superintendent.

2. Regional program managers review the data, enter any regional data into IA-PMS, and indicate the data is "final." Data is then reviewed during a conference call with Central Office program managers and upon completion of recommended changes; the data is finalized by the Regional program manager in preparation for the Regional Director to certify.

3. After the data has been finalized at the regional level, the Regional Director reviews the data for accuracy and completeness, and then certifies the data.

4. Agency, Regional, and Central Office program managers should maintain a file that documents the performance data reported for audit purposes.

5. The Bureau of Indian Affairs, Bureau of Indian Education, and the Assistant Secretary for Indian Affairs (ASIA) program managers review the consolidated regional performance data submitted in the IA-PMS for accuracy and completeness then certifies the data.

6. Upon completion of all the above steps, the ASIA, BIA, and BIE Directors review and certify the data. The performance reporting process plays a major role as it:

- Aligns to the mission, budget, and future strategic direction of the Department and IA;
- Allow programs to enter and track performance results used to gauge program success;
- Measures the critical activities of the program office; and
- Includes all levels of the organization

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E. Other Performance Considerations (A-123)

OMB Circular A-123 Internal Audit Controls

Each year, programs across the bureau take part in internal control reviews of each of their programs. Major to this effort is the Office of Management and Budget's (OMB) Circular A-123 internal audit.

The A-123 internal audits assist programs in meeting the objectives of the Federal Manager's Financial Integrity Act of 1982.

This assessment ensures programs achieve their intended results; resources are used consistent with the agency's mission; resources are protected from waste, fraud and mismanagement; laws and regulations are followed; and reliable and timely information is maintained, reported and used for decision making.

Risk Assessment

Once the Pacific Region has affirmed the goals and objectives herein described, the implementation team will identify the risks that could hinder the effective achievement of the objectives outlined in the plan from both internal and external sources.
Once risks have been identified, they will be analyzed for possible effects and an approach identified to mitigate any risks and achieve efficient and effective operation.

Use of the GAO Internal Control and Evaluation Tool, August 2001, or other like tools, will be important in reviewing internal controls of the Pacific Region.

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IV. Appendices

E. Other Performance Considerations (Annual Performance Review)

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 of the Interior's updated Priority Goals through FY 2014 can be found in the U.S. Department of the Interior 2013/2014 Annual Performance Plan & 2012 Report (APP&R). 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 following list shows the BIA's responsibilities as defined in the U.S. Department of the Interior 2013/2014 Annual Performance Plan and 2012 Report:

- 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.

The Pacific Regional Office will continue to conduct annual performance reviews in addition to its quarterly progress reviews to ensure that all divisions are on track towards their 2016 goals, and that all divisions are in compliance with the above-stated responsibilities.

In addition to this, as of April, 2013 the BIA has implemented the following procedures to ensure effective identification and correction of internal control deficiencies:

- All managers will ensure that all deficiencies are reported to the appropriate personnel and management responsible for the area.
- Corrective action plans will be developed to correct the deficiencies and will include a target date for completion of action(s).
- Documentation to support that the corrective actions were completed and implemented will be provided to the Director, OIEA for review and submission to the appropriate senior official(s).
- The OIEA will submit, at a minimum, a quarterly report on the progress of completed/implemented corrective actions to all ASIA senior managers to include the BIA and BIE Directors.

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E. Other Performance Considerations (Annual Performance Review)

- The OIEA will also continue to report the status of corrective actions to the appropriate DOI and/or audit officials.

Additionally, the OIEA will conduct reviews as suggested by the OIG to provide assurance that Indian Affairs has fully implemented the recommendations and corrected the deficiencies as reported.

Pacific Region

V. Summary/Next Steps

With this document, the Pacific Region is taking steps to develop, implement and integrate the federal initiatives facing the federal workforce today through development of a solid strategic plan.

These initiatives, lined out here in the Pacific Region strategic plan, hold the key to the future success of the PRO goals for the coming years.

This strategic plan, as a living document, will integrate change, and mold accordingly to the federal government's initiatives, and continue to provide the excellence most needed from this office.

As stated earlier, the first six months of FY 2015 have been to review, compile, research and develop the base document for a strategic plan for the Pacific Region. The remaining six months of FY2015 will be to:

- develop the next steps for initiation of this plan including developing the implementation team;
- hammering out each performance measure and outcome goal identified here in the strategic plan;
- drilling down to the level of identifying program processes, removing archaic procedures, and implementing a more streamlined business process utilizing the strategies developed here.

This approach will establish the footing needed to anchor the plan to the Region.

To this end, the Pacific Region asserts itself to accomplish its goals and objectives by providing excellent services to tribal beneficiaries and its stakeholders alike.

Pacific Region

VI. Acknowledgements

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THE REGIONAL DIRECTOR AND THE DEPUTY DIRECTORS OF BOTH TRUST AND INDIAN SERVICES, PACIFIC REGION, AGREE TO THE COMMON OBJECTIVES HEREIN DEFINED IN THE 2015-2019 PACIFIC REGION STRATEGIC PLAN, TO ENSURE THE HIGHEST AND BEST STANDARDS OF SERVICE, INTEGRITY AND RESPONSIBILITY ARE BEING PROVIDED BY PACIFIC REGION STAFF, AND ITS AGENCIES, THROUGHOUT THE STATE OF CALIFORNIA.

WITH THE 2015-2019 STRATEGIC PLAN SERVING, IN PART, AS THE BASIS AND FOUNDATION TO ACCOMPLISH OUR FUTURE GOALS AND OBJECTIVES, WE HEREBY SET OUR HANDS, APPROVE, AND AGREE TO THE EXTENT MADE POSSIBLE, TO DO OUR UTMOST TO SUPPORT AND ASSIST IN THE IMPLEMENTATION OF OUR STRATEGIC PLAN IN ORDER TO CARRY OUT OUR TRUST RESPONSBILITIES TO THE NATIVE AMERICAN COMMUNITY, INDIVIDUAL TRIBES AND LANDOWNERS, AND THE PEOPLE WE SERVE AS PART OF THE PACIFIC REGION.

THEREFORE, THE 2015-2019 PACIFIC REGION STRATEGIC PLAN IS HEREBY APPROVED THIS 28TH DAY OF JULY, 2015.

Amy L. Dutschke, Regional Director

Kevin Bearquiver, Deputy Director-Trust Services

Dale Risling, Deputy Director-Indian Services

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