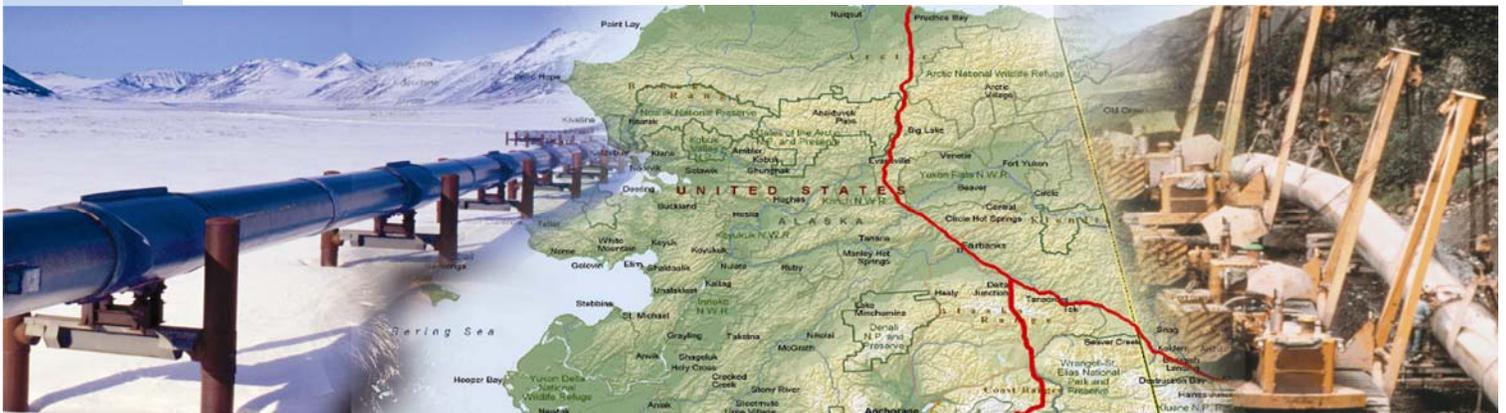


# STRATEGIC PLAN

## 2012 - 2014



*Working to Advance Our Nation's  
Energy, Environmental and Economic Security  
by Expediting the Delivery of Clean Natural Gas from the  
North Slope of Alaska to Northern American Markets*



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## ABOUT THE OFFICE OF THE FEDERAL COORDINATOR

The Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects (OFC) is an independent agency in the Executive Branch. Congress created the OFC when it enacted the Alaska Natural Gas Pipeline Act of 2004 (Public Law 108-324).

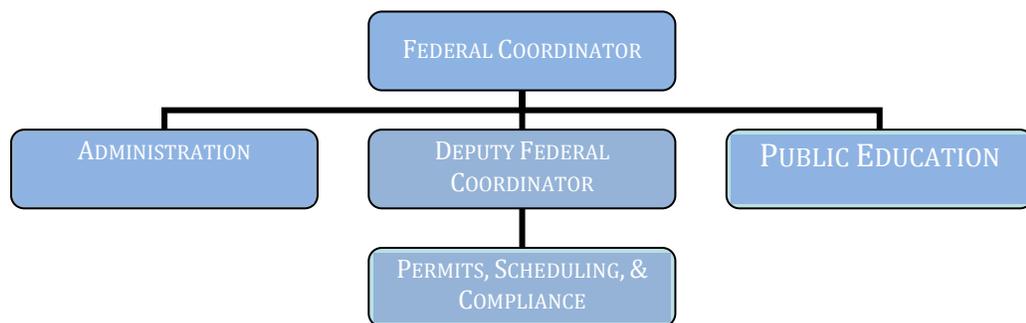
### RESPONSIBILITIES OF THE OFC

1. Coordinate the expeditious discharge of all activities by federal agencies with respect to a Project and ensure that agency implementation or enforcement actions do not exceed the limitations established by law;
2. Ensure timely and responsive communication about the Project with the Administration, the Congress, the State of Alaska, U.S federal agencies, Canadian agencies, applicants and stakeholders including Alaska Native tribes and NGOs; and
3. Develop a joint surveillance and monitoring agreement with the State of Alaska for the Project.
4. Apply the responsibilities and authorities of the Federal Inspector, in the event the project proceeds under the Alaska Natural Gas Transportation Act of 1977.

A project of this size, complexity, cost, and geographic scope requires effective alignment among numerous stakeholders including Project applicants, government agencies, Alaska Native tribes, non-governmental organizations (NGOs) and the public. Delivery of accurate, timely information is a key consideration for agency decision-makers in order to minimize regulatory delays and effectively engage stakeholders in the process.

## ORGANIZATION

As of January 2012, prompted by a significant reduction in our congressional appropriation, the OFC was reorganized into three divisions overseen by the Federal Coordinator who conducts legislative and liaison activities in Washington, DC and a Deputy Federal Coordinator who oversees operations in Anchorage, AK. The three restructured divisions include Permits, Scheduling and Compliance; Public Education; and Administration. Based on the progression of the Project, the functions once performed by a General Counsel will be performed on a part-time or contracted basis.



**Permits, Scheduling, and Compliance:** Managed by the Deputy Federal Coordinator and located in Anchorage, AK, the assigned staff oversees federal agencies' compliance with applicable laws and ensures that no discretionary terms or conditions are imposed by participating federal agencies that would delay or impair the expeditious completion of the project. In addition, the Alaska staff provides liaison functions with state interests including regulatory authorities, local Federal participating offices, the Alaska public, tribal interests, conservation groups, and applicant offices in Alaska. The permits, scheduling and compliance staff also conducts interagency coordination and technical discussions relevant to the project and the joint surveillance and monitoring agreement with the State of Alaska.

**Public Education:** Develops outreach presentations, create educational newsletters, and maintain the OFC website and other information portals within the organization

**Administration:** Manages all human resource and personnel matters, financial management, procurement, contract management, facilities management, program travel, security, and IT-related functions. The administrative division also maintains active liaison with the Office of Personnel Management and Office of Management and Budget.

## OUR MISSION

The Office of the Federal Coordinator advances our Nation's energy, environmental, and economic security by expediting the delivery of clean, natural gas from the North Slope of Alaska to North American markets.

## OUR VISION

Alaska natural gas to North American markets.

## OUR VALUES

Integrity ■ Innovation ■ Teamwork ■ Respect

## OUR COMPASS FOR PERFORMANCE

We honor the public trust by acting with integrity, transparency and accountability with unrelenting focus on our mission.

We apply our knowledge, skills, and expertise to coordinate efforts and deliver reliable, comprehensive and accurate information about the Project.

We focus on effective stewardship of America's natural resources and prudent management of assets provided to us.

## OUR STRATEGIC THEMES

### **WE COORDINATE:**

We bring the right people together and resolve issues.

### **WE COMMUNICATE:**

We communicate and foster an understanding of the Project components, opportunities and requirements.

### **WE ENSURE COMPLIANCE:**

We provide effective oversight as required by law.

### **WE LEVERAGE AND MANAGE ASSETS EFFECTIVELY:**

We are resourceful and efficient.

## HIGH PRIORITY PERFORMANCE GOALS

### GOAL ONE

Ensure that actions by key stakeholders and relevant agencies are coordinated to expedite the Project's permitting, construction and completion.

### GOAL TWO

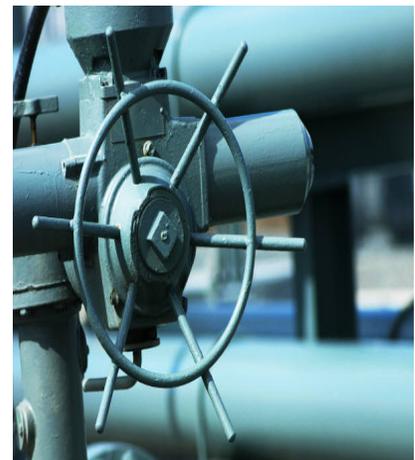
Provide in a transparent manner, timely, reliable and comprehensive information about the Project to inform and educate.

### GOAL THREE

Ensure compliance with applicable laws, including monitoring agency activities to prevent any unnecessary conditions or requirements from delaying the Project, and provide for effective monitoring and inspection of design and construction.

### GOAL FOUR

Rigorously execute fiscal and human capital management and planning to effectively meet agency mission.



# HIGH PRIORITY PERFORMANCE GOALS

## GOAL ONE

Ensure that actions by key stakeholders and relevant agencies are coordinated to expedite the Project's permitting, construction and completion.

## OUR STRATEGY

Ensure expeditious action is taken by agencies involved in the permitting and approval for all phases of the Project. Foster communication and appropriate coordination of activities between the applicants, federal and state agencies and Canadian government agencies to prevent regulatory delays.

## OUR OBJECTIVES



1. Regularly engage all stakeholders in early coordination to identify engineering, environmental and regulatory issues and help resolve them in advance.
2. Establish a technical review team comprised of agency experts to help identify and promote early resolution of technical issues associated with the Project.

3. Coordinate permitting agencies in development of a phased implementation plan for each applicant to provide an agreed upon roadmap for each applicant and the agencies to follow as they move through the permitting process.
4. Maintain the permit/authorization matrix to assist applicants and agencies gain a common understanding of requirements; coordinate data and timelines; and eliminate duplication as the agencies prepare, review and issue necessary permits, licenses and certifications.

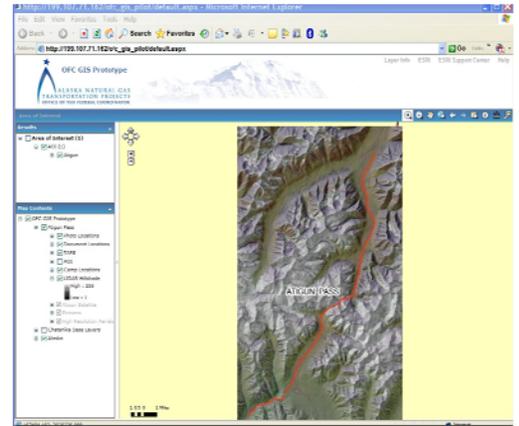


## HIGH PRIORITY PERFORMANCE GOALS

- Continue to identify pipeline related workforce development and mobility issues and opportunities.

### PERFORMANCE MEASURE

Complete all OFC actions consistent with timelines established for the Project by law, the applicants and oversight agencies.



# HIGH PRIORITY PERFORMANCE GOALS

## GOAL TWO

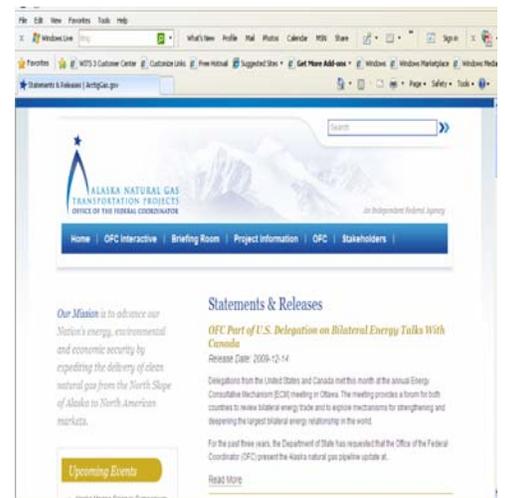
Provide in a transparent manner, timely, reliable, and comprehensive information about the Project to inform and educate.

### OUR STRATEGY

Regularly disseminate timely and reliable information, prepare Project factsheets, speak to stakeholder groups, provide Project and programmatic updates and maintain an informative website.

### OUR OBJECTIVES

1. Collect, prepare and distribute information about the Project by various means including briefings, fact sheets, speeches, newsletters, presentations, website, website blogs and news releases.
2. Actively respond to requests for information about the Project from the Administration, agencies, stakeholders, the Congress and other interested parties.
3. Coordinate communication protocols with federal and state agencies involved in permitting to promote timely understanding of Project requirements, deadlines and milestones to more effectively engage stakeholders.
4. Provide organized and accessible information for use by all interested parties.



### PERFORMANCE MEASURES



Measure website traffic using established metrics to capture web visits, length of stay on the site and the number of subscribers.

Respond within seven days to all incoming requests for information and systematically tracks requests for trends.

## HIGH PRIORITY PERFORMANCE GOALS

### GOAL THREE

Ensure compliance with applicable laws, including monitoring agency activities to prevent any unnecessary conditions or requirements from delaying the Project; and provide for effective monitoring and inspection of design and construction.

### OUR STRATEGY

Review and analyze proposed agency permits and approvals to ensure no unnecessary requirements are imposed.

### OUR OBJECTIVES

1. Monitor and develop the project implementation plans and the permit and authorization matrix to identify any potentially unnecessary or unlawful conditions and resolve them.
2. Establish a joint monitoring and surveillance agreement between the federal government and the State of Alaska. Draft a Memorandum of Understanding laying out the process for working together from the permitting phase through construction.
3. Ensure a robust government-to-government consultation exists with Alaska Native tribes and engage them appropriately over the lifetime of the Project.
4. Promote early and comprehensive consultation under Section 106 of the National Historic Preservation Act (1966). Assist agencies as they prepare appropriate federal Memorandum of Understandings or Programmatic Agreements as necessary.
5. Apply authorities of the Office of the Federal Inspector as necessary.



### PERFORMANCE MEASURE

Conditions not required by law that delay or add unnecessary cost are not imposed.

## HIGH PRIORITY PERFORMANCE GOALS

### GOAL FOUR

Rigorously execute fiscal and human capital management and planning to effectively meet agency mission.

### OUR STRATEGY

Ensuring fiscal and human capital resources effectively support the OFC mission, and that the necessary controls are in place to support programs and objectives and ensure accountability.

### OUR OBJECTIVES

1. Personnel are properly assigned to functions that effectively use their knowledge, skills, and abilities.
2. Fiscal resources are appropriately identified to support human capital needs of the agency.
3. Internal controls are in place to detect and prevent fraud, waste and abuse.
4. Reimbursable Work and Service Agreements (RWSA) with Project Sponsors are implemented.
5. Fees, charges and commissions are collected timely and accurately deposited into the appropriate Treasury accounts.
6. Annual Office of Management and Budget (OMB) requirements are met in a timely and efficient manner.

### PERFORMANCE MEASURES

Annual audits of financial statements and reviews of internal controls result in clean opinions with no discrepancies or material weaknesses noted. Appropriate RWSAs are established.

All managers and employees jointly develop annual performance plans and conduct mid-year assessments incorporating agency goals and objectives.

## OFC FEDERAL PARTNERS

- Advisory Council on Historic Preservation
- Council on Environmental Quality
- Department of Agriculture
  - Forest Service
- Department of Defense
  - U.S. Army Corps of Engineers
- Department of Commerce
  - National Marine Fisheries Service
  - National Oceanic and Atmospheric Administration
  - National Ocean Service
- Department of Energy
- Department of Homeland Security
  - U.S. Coast Guard
  - Customs and Border Patrol
  - Office of Infrastructure Protection
  - Transportation Security Administration
- Department of the Interior
  - Bureau of Indian Affairs
  - Bureau of Land Management
  - Fish and Wildlife Service
  - National Park Service
  - U.S. Geological Survey
- Department of Labor
- Department of State
- Department of Transportation
  - Federal Aviation Administration
  - Federal Highway Administration
  - Pipeline and Hazardous Materials Safety Administration\
- Department of Treasury
- Environmental Protection Agency
- Federal Communications Commission
- Federal Energy Regulatory Commission

◆ Includes both signatories to the MOU and other agencies that have Project authorization responsibilities

