

U.S. Department of the Interior

2020-2021 Annual Performance Plan and 2019 Report (APP&R)



August 30, 2021

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Introduction

The Department of the Interior (DOI) conserves and manages the Nation's natural resources and cultural heritage for the benefit and enjoyment of the American people, provides scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people, and honors the Nation's trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper.

The Department manages the Nation's public lands and minerals, including managing more than 480 million surface acres of public lands (BLM – 246M; FWS – 96M; NPS – 85M; BIA – 56M), 700 million acres of subsurface minerals, and 1.7 billion acres of the Outer Continental Shelf. The Department is the steward of 20 percent of the Nation's lands, including national parks, national wildlife refuges, and the public lands. It manages resources providing approximately 20 percent of the Nation's energy; delivers and manages water in the 17 Western states and supplies 15 percent of the Nation's hydropower energy; and upholds Federal trust responsibilities to 574 federally recognized Indian tribes, Alaska Native communities, and insular areas. The Department also partners with states to manage wildlife, promote healthy forests and suppress fire, manage energy resource development (oil, gas, coal, hydro, geothermal, wind, and solar) on its lands and offshore areas, promote outdoor recreation (including hunting, fishing, bird watching, boating, hiking, and biking) and provide mapping, geological, hydrological, and biological science for the Nation.

This Annual Performance Plan and Report (APP&R) is prepared in compliance with the requirements of the Government Performance and Results Act (GPRA) Modernization Act of 2010, P.L. 111-352. The APP&R provides an assessment of the Department's progress toward achieving its Strategic Plan goals using a collection of key performance indicators, including the results over the past five years and targets for the next two years. As part of this program performance assessment, the APP&R also displays corresponding funding investments and strategic actions planned for the next two years. This information is used for planning and provides transparency and accountability to the public.

Bureau and Office Summaries



Bureau of Land Management (BLM)

- ▶ Manages public lands for the benefit of all Americans under the dual framework of multiple use and sustained yield on nearly 250 million surface acres, as well as 700 million acres of subsurface mineral estate. Priorities include:
 - ▷ Making full use of the Nation's domestic energy and mineral sources, including conventional and renewable energy sources;
 - ▷ Serving American families by providing outdoor recreation opportunities that are key to the Nation's heritage and its economy;
 - ▷ Managing working landscapes to support sustainable livestock grazing operations; and timber and biomass production; and
 - ▷ Developing and maintaining strong partnerships with state, local, and private stakeholders in shared conservation stewardship.



Office of Surface Mining Reclamation and Enforcement (OSMRE)

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



Bureau of Ocean Energy Management (BOEM)

- ▶ Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS).
- ▶ Administers 2,600 active fluid mineral leases on almost 14 million OCS acres;
- ▶ Oversees roughly 3 percent of the natural gas and 16 percent of the oil produced domestically;
- ▶ Oversees lease and grant issuance for offshore renewable energy projects; and
- ▶ Manages leasing for marine mineral resources such as sand to facilitate beach replenishment and coastal nourishment projects.



U.S. Geological Survey (USGS)

- ▶ Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.
- ▶ Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, consumption, and environmental effects.
- ▶ Conducts reliable scientific research in land resources, mineral assessments, and water resources to inform effective decision making and planning.
- ▶ Provides science information that supports natural resource decisions.
- ▶ Produces topographic, geologic, hydrographic, and biogeographic data and maps.



Fish and Wildlife Service (FWS)

- ▶ Manages the lands and waters of the 836-million-acre National Wildlife Refuge System, primarily for the benefit of fish and wildlife.
- ▶ Manages 70 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries.
- ▶ Protects and conserves:
 - ▷ Migratory birds;
 - ▷ Interjurisdictional fisheries;
 - ▷ Threatened and endangered species; and
 - ▷ Certain marine mammals.
- ▶ Hosts about 50 million visitors annually at more than 566 refuges located in all 50 states and 38 wetland management districts.



National Park Service (NPS)

- ▶ Maintains and manages a network of 418 natural, cultural, and recreational sites for the benefit and enjoyment of the American people.
- ▶ Manages and protects nearly 27,000 historic and prehistoric structures, nearly 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.
- ▶ Provides outdoor recreation to nearly 331 million visitors at National Park units.
- ▶ Provides technical assistance and support to state, tribal and local natural and cultural resource sites and programs and fulfills responsibilities under the National Historic Preservation Act of 1966.



Indian Education (BIE)

- ▶ Supports 183 elementary and secondary schools and dormitories, providing educational services to approximately 46,000 students in 23 states.
- ▶ Supports 33 community colleges, universities, post-secondary schools, and technical colleges.



Indian Affairs (BIA)

- ▶ Fulfills Indian trust responsibilities.
- ▶ Promotes self-determination on behalf of 574 federally recognized Indian tribes.
- ▶ Funds self-governance compacts and self-determination contracts to support all Federal programs including education, law enforcement, and social service programs that are delivered by Tribal Nations.



Insular and International Affairs

- ▶ Coordinates federal policy for the territories of American Samoa, Guam, the U.S. Virgin Islands and the Commonwealth of the Northern Mariana Islands.
- ▶ Oversees the Department's involvement with oceans policy.
- ▶ Manages the Department's involvement in international affairs.
- ▶ Responsible for administering and overseeing U.S. federal assistance to the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association, as well as providing technical and financial assistance to all the Insular Areas.

Note: Includes Office of Insular Affairs and Office of International Affairs



Departmental Offices

- ▶ Immediate Office of the Secretary, Deputy Secretary, and Assistant Secretaries
- ▶ Office of the Solicitor
- ▶ Policy, Management and Budget provides leadership and support for the following:
 - ▷ Budget, Finance, Grants, and Acquisition;
 - ▷ Public Safety, Resource Protection, and Emergency Services;
 - ▷ Natural Resources Revenue Management;
 - ▷ Human Capital and Diversity;
 - ▷ Information Management and Technology;
 - ▷ Civil Rights;
 - ▷ Policy and Environmental Management;
 - ▷ Natural Resource Damage Assessment and Restoration;
 - ▷ Wildland Fire Management; and
 - ▷ Native Hawaiian Relations
- ▶ Office of Inspector General
- ▶ Office of the Special Trustee for American Indians

Data Accuracy and Reliability

The Department ensures the accuracy and reliability of the performance data in its Annual Performance Plan and Report (combined) and in measuring progress towards its Agency Priority Goals, in accordance with the five data quality specifications in the GPRA Modernization Act of 2010 for:

- Means used to verify and validate measured values: All performance data reported in the Annual Performance Plan & Report and on <http://www.performance.gov/> by the Department is subject to the data verification and validation standards initially published in 2003 and reissued in 2007 (see <https://www.doi.gov/performance/data-validation-and-verification>). Implementing organization heads or chief officials confirm in writing the validity of the data. In the case of Agency Priority Goals, senior officials in the Department personally present the data on a quarterly basis to the Deputy Secretary.
- Sources for the data: Program managers provide performance data based on their observations that can include extrapolations of selected representative samples or history adjusted for estimates of changing conditions. These data are tracked and maintained in separate systems. Following review by the providing bureau or office, data are collected, reviewed, integrated, and maintained by the Department's Office of Planning and Performance Management in its Annual Performance Plan & Report (APP&R) that is available at the Department's Budget and Performance Portal (www.doi.gov/bpp), and on the www.performance.gov website.
- Level of accuracy required for the intended use of the data: Performance data reported in the Annual Performance Plan & Report and on <http://www.performance.gov/> are used for management purposes, as a representative indicator of progress in relation to a target or goal established by the corresponding implementing organization. The accuracy of the information is that which is considered necessary to provide a reasonable representation of the progress made relative to a target or goal for discussion purposes, to help:
 - determine if the progress is considered adequate;
 - provide understanding of the ability for the processes and methods being implemented to achieve the goal;
 - indicate if any further exploration or evaluation is needed to better ensure achievement of the goal; and
 - whether alternative action, including adjusting funding levels, facilities, workforce, IT capabilities, etc., is needed to help better ensure achievement of the goal.
- Limitations to the data at the required level of accuracy: Performance data are subject to potential errors from the use of estimations and extrapolations (especially where direct measurement is impractical and/or too costly), individual observation, miscommunication, and/or failure to effectively employ the guidance described in the performance measure template or the "Indicator" description in <http://www.performance.gov/>. However, based on multiple review levels and accuracy certifications, these limitations are not significant.
- How the agency has compensated for such limitations if needed to reach the required level of accuracy: The measurement procedures for each performance measure used in the

Annual Performance Plan and Report are described and documented in data measurement templates posted on the OMB MAX website, or described in the “Indicator” block for each Agency Priority Goal on <http://www.performance.gov/>. Along with the implementing organization’s official assurance of faithfully employing the data verification and validation standards, submitted data are reviewed within the context of the scope and nature of the activity, plans, and experience to help confirm accuracy. Following review and verification by the submitting bureau or office, the data are reviewed again (within corresponding trends and programmatic context) by the Department’s Office of Planning and Performance Management to determine if further consultation with the data provider is necessary to adjust or correct the reported data before publication. Senior management and leadership consider this level of accuracy to be acceptable in their use of the data. Experience in using the data, historical trend and programmatic context assessments, and bureau data quality certifications indicate that the limitations are considered minor and compensating measures are not considered necessary.

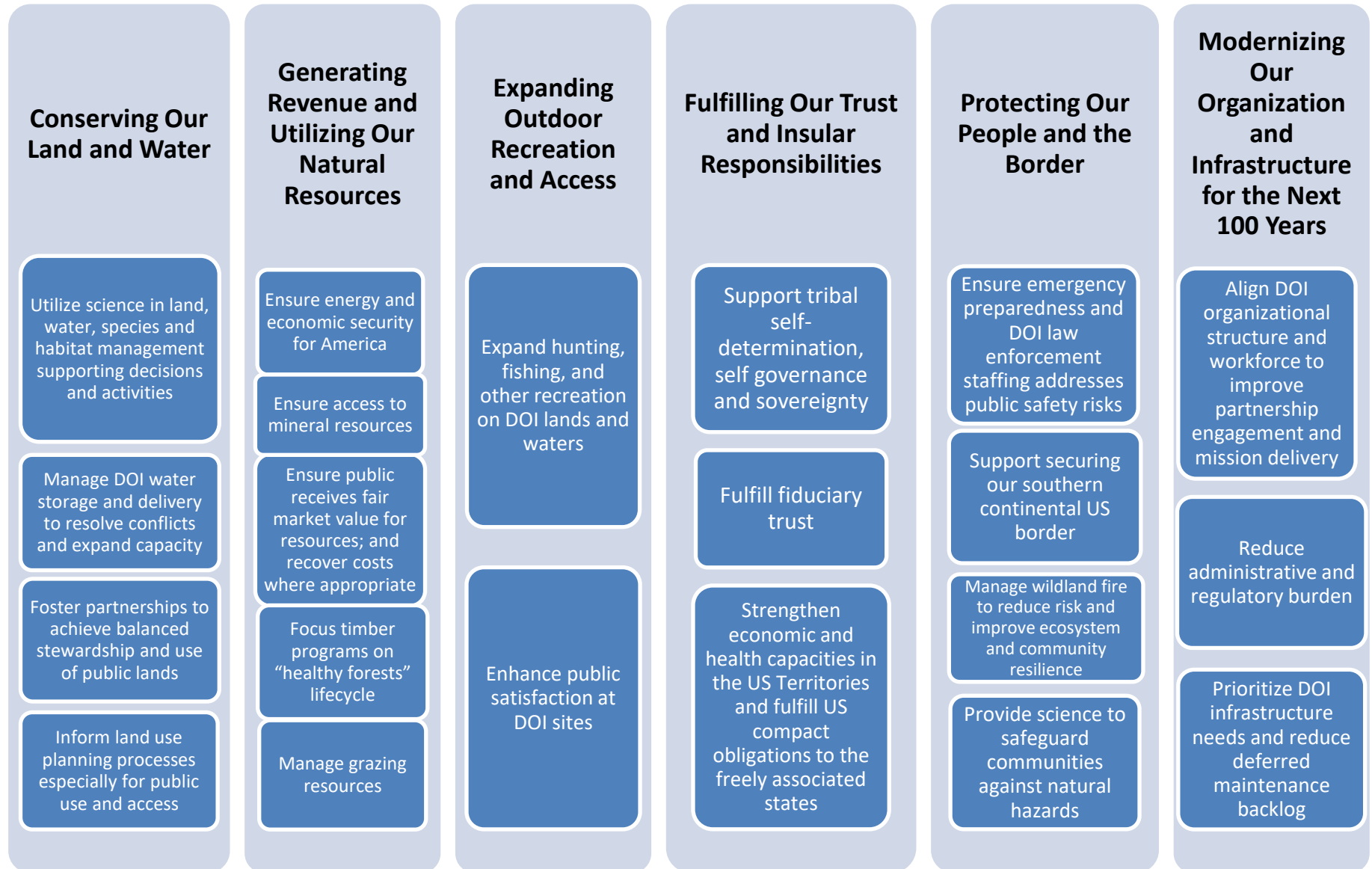
- In addition to employing the Department’s data validation and verification standards, and internal reviews of submitted data, the best “test” of the data’s accuracy is in its use. Agency Priority Goal updates are reviewed during quarterly status reviews where senior officials report their data directly to the Deputy Secretary and are made publicly available through <http://www.performance.gov/>. Annual performance plan and report information is provided with historical, organizational, and supporting context to provide the reader with a fuller perspective of the data and is reviewed annually at the “strategic objective” level.

How to Use the Annual Performance Plan & Report

The Annual Performance Plan and Report is organized by the Mission Areas, Goals, and Strategic Objectives of the Department's FY 2018-2022 Strategic Plan. The APP&R provides the performance and funding details of each contributing bureau and program to present the progress made and plans for achieving each goal. Each section contains seven components:

1. Identification of the relevant Mission Area, Goal, and Strategic Objective.
2. Program Performance Overview – a concise explanation of the progress made in implementing the strategic objective and attaining the related strategic goal. This section also includes, where applicable, a summary of FY 2019 accomplishments, risks, and major management challenges.
3. Public Benefit – a review of what the public gains from our efforts.
4. DOI Strategic Plan Performance Measures – this section reports on the performance measures for achieving the goals in the Strategic Plan. For each performance measure, actual performance is reported for FY 2015 through FY 2019. In addition, performance targets are provided for fiscal years 2019, 2020, and 2021.
5. Bureau Supporting Performance Measures and/or Milestones – this section contains bureau-specific performance measures and/or milestones that support achievement of the goals and strategies. For each measure or milestone, actual data are provided for FY 2015 through FY 2019. Target data are provided for fiscal years 2019, 2020, and 2021.
6. Strategic Actions planned through FY 2021 – this section contains a bulleted list of strategic actions that highlight some of the key, significant activities planned through the budget year of FY 2021 to attain the performance targets associated with the Department's FY 2021 budget request.
7. Key Funding Sources – this section contains estimates of funding budgeted for programs that support the goals and strategies. Funding estimates are based on actual enacted amounts for FY 2015 through FY 2019. Amounts for FY 2019, 2020, and 2021 are based on the Department's 2019 appropriations, 2020 budget, and 2021 budget request, respectively.

FY 2018-2022 Strategic Plan Framework



Crosscutting principles: Senior executives provide leadership in achieving Presidential and Secretarial goals and are expected to: ensure cost-effective operations and quality service to the public; facilitate organizational cooperation and conflict resolution; ensure workplace environment conducive to employee productivity and safety; and hold individuals accountable for their actions.

Mission Area 1: Conserving Our Land and Water

Mission Area 1: Conserving Our Land and Water

Goal #1: Utilize Science in Land, Water, Species, and Habitat Management for Decisions and Activities

Strategy #1: Apply science to land and species management

Program Performance Overview: Overall, performance improved from FY 2018 to FY 2019, with three of eight strategic plan measures improving performance and four remaining level. Water measure data improved between FY 2018 and FY 2019. The USGS National Water Census exceeded its target due to an acceleration of progress in modeling ungaged streamflow nationally. This progress will allow the National Water Census, through the Water Availability and Use Science Program, to focus more resources on developing methods to estimate daily water withdrawal associated with irrigation, thermoelectric, and public supply. USGS will maintain the core functions of its missions and prioritize its activities to ensure the most essential scientific knowledge and tools are delivered to land managers, policy makers, and the public to inform decision-making.

Performance in the monitoring and assessing of the Nation's water availability and quality shows steady improvement from FY 2015 through FY 2019. This level of performance indicates programs are effectively applying funding toward needed research, monitoring, and assessments to inform decision makers about water availability and quality.

Public Benefit: The USGS conducts scientific monitoring and research to support management strategies that address the impacts of land use and environmental change on the availability and sustainability of resources. The USGS supports management agencies by identifying conservation measures designed to preclude the need for listing species as endangered or threatened; recover listed species; and prevent or control invasive species and wildlife disease outbreaks.

The USGS conducts monitoring, assessments, and research to understand and predict changes in the quality and quantity of water resources in response to land-use and management scenarios. Through advanced understanding and integrated modeling of processes that determine water availability, the USGS informs the balanced management of water resources for multiple purposes, including energy production, the sustainability of fish and other aquatic communities valued by society, and public enjoyment.

Strategic Plan Performance Measures

Strategy: Apply science to land, water, and species management

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent completion of targeted land and water management research actions	USGS	N/A	100%	100%	100%	100%	100%	100%	100%
Number of completed research actions		N/A	1	7	7	8	7	6	1
Number of planned research actions		N/A	1	7	7	8	7	6	1
Percentage of people living in targeted watersheds covered by completed water quality models	USGS	N/A	N/A	N/A	N/A	51%	51%	100%	100%
Number of people covered by SPARROW model (in Millions)		N/A	N/A	N/A	0	157	157	307	307
Total population (in Millions)		N/A	N/A	N/A	0	307	307	307	307
Percent completion of planned water quality sampling and studies for the Nation's groundwater, streams, and rivers	USGS	22%	35%	47%	53%	69%	67%	79%	85%
Percent completion of the USGS National Water Census baseline	USGS	N/A	N/A	0%	22%	37%	37%	60%	90%
Percent completion of U.S. aquifer groundwater availability baseline studies	USGS	25%	28%	30%	35%	40%	40%	42%	45%
Number of aquifer assessments completed		10	11	12	14	16	16	17	18
Total number of aquifers		40	40	40	40	40	40	40	40
Percent completion of targeted species management research actions	USGS	N/A	N/A	100%	100%	100%	100%	100%	N/A
Number of completed research actions		N/A	N/A	5	5	5	5	8	N/A
Number of planned research actions		N/A	N/A	5	5	5	5	8	N/A
Percent completion of targeted biological threats research actions	USGS	N/A	100%	100%	100%	100%	100%	100%	100%
Number of completed biological threat actions		N/A	9	11	11	11	11	16	11
Number of planned biological threat actions		N/A	9	11	11	11	11	16	11
Percent completion of collaborative research projects on effects to fish and wildlife habitat from changing conditions	USGS	100%	100%	90%	187%	100%	100%	67%	100%
Number of collaborative projects completed		41	55	45	56	30	30	20	4
Number of targeted collaborative projects completed		41	55	50	30	30	30	30	4

Supporting Performance Measures

Strategy: Apply science to land, water, and species management

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of water withdrawals from Public Supply, Thermoelectric, and Irrigation reported to USGS from our partners of a defined quality level	USGS	N/A	9%	18%	20%	20%	22%	23%	23%
Number of water withdrawals of defined quality		N/A	15	30	33	34	37	39	39
Total number of water withdrawals		N/A	168	168	168	168	168	168	168
Percent of Cooperative Research Units fully operational	USGS	78%	79%	71%	68%	71%	68%	80%	N/A
Number of operational CRUs		93	94	84	81	84	81	95	N/A
Total number of CRUs		119	119	119	119	119	119	119	N/A

Strategic Actions Planned through FY 2021

U.S. Geological Survey

Ecosystems (ECO):

- Deliver data to Federal and State managers and the public on distribution of aquatic invasive species through a Web-based platform that serves as an early warning and alert system for new invasions with tools to identify potential invaders after large storm events.
- Provide data, technical expertise, and capacity to facilitate rapid response by states to new invasions of invasive plants and animals and develop species-specific controls to minimize application costs and ecological effects of treatments including targeted chemicals for Asian carp and zebra and quagga mussels, pheromones (chemical substances) for sea lamprey, and microbes to control mosquitoes, common reed, and cheatgrass.
- Test and refine new molecular and remote sensing technologies including environmental DNA (eDNA), drones, and infrared remote sensing to identify invasive species early in an invasion when chances of eradication success are highest.
- Support early detection and rapid response for invasive reptiles such as Burmese pythons and Argentine black and white tegus in Florida, boa constrictors in the U.S. Virgin Islands, and brown treesnakes in Guam, including the Brown Treesnake Rapid Response Team. Improve the power of early detection tools and develop containment and control methods as part of the intergovernmental team preventing the spread of Asian carp into the Great Lakes and reducing their effects elsewhere in the Nation.

- Conduct population assessments for the following: Great Lakes forage fish used by states, tribes, and provinces to manage a \$7 billion commercial and recreational fishing industry; migratory birds used by National Flyway Councils to manage waterfowl hunting in the United States in cooperation with Canada and Mexico; and North American bats to understand impacts of the invasive fungal disease white-nose syndrome on control of insects that threaten agriculture and human health.
- Provide maps of real-time and forecasted plant and animal activity used by resource managers to predict and manage invasive species, insect pests, wildlife disease, recreational opportunities, and habitats within and across protected areas.
- Develop scientific information and tools for use by Interior bureaus and other federal, state, and tribal agencies to design and site energy, transportation, and other infrastructure to reduce conflict with wildlife and comply with laws and regulations.
- Provide research and decision support tools to address the science needs of the U.S. Fish and Wildlife Service's 7-year work plan for species listing decisions.
- Develop science and tools to identify habitat required to maintain target populations of federally listed species, candidate species, migratory species, and other species of management concern.
- Provide surveillance, diagnostics, source tracking, and management tools including vaccine development for nationally significant wildlife diseases such as avian influenza in birds, white nose syndrome in bats, and chronic wasting disease in large game species such as deer and elk.
- Provide science to inform decisions about planning, managing, and using coastal areas for purposes as varied as resource management, economic development, and hazard mitigation.
- Provide research and decision support tools to manage Interior lands to reduce the risks of fire, invasive species, wildlife disease, and harmful algal blooms. Provide information on the most cost-effective and successful land and water conservation and restoration practices to support Interior lands and trust responsibilities.
- Provide integrated science to improve degraded large-scale ecosystems which provide surrounding communities with services such as clean water, flood control, and natural resources for multi-faceted economies based on outdoor recreation, commercial seafood harvest, and tourism.

Water Resources:

- Conduct research on water availability; synthesizing, predicting, and reporting information at regional and national scales; enhancing the Nation's water modeling and prediction capability; and compiling and reporting water information in ways that are useful to States.
- Develop and deliver the National Integrated Water Availability Assessment (IWAA), a near-real time census of water resources that will evaluate water availability for human and ecological use, infrastructure, security, and economic optimization.

- Work on a pilot Regional IWAA in the Delaware River Basin focused on the impacts of severe drought on water availability for human and ecological uses.
- Implement the first full regional IWAA in the headwaters of the Colorado and Gunnison River Basin in collaboration and coordination with the Next-Generation Water Observing System (NGWOS) and the Integrated Water Prediction (IWP) program.
- Continue support for completion of the National Water Census water budget component baseline estimates by 2022.
- Integrate water quality models, such as those that look at changes in nutrients, water reuse, sediment, pesticides, and emerging toxins like those produced by harmful algal blooms (HABs), into national and regional IWAAs.
- Evaluate water availability indicators and trends, inclusive of both quantity and quality, and the factors driving observed trends in water availability.
- Develop and apply models that estimate withdrawal related to water use.
- Operationalize field-scale evapotranspiration (ET) estimation techniques; develop new techniques to evaluate ecological flows in headwater streams; and continue to focus on drought research, including determining the changing importance of snowmelt in the hydrologic cycle.
- Support long-term, nationally consistent monitoring of sediment, nutrients, and pesticides at 113 stream sites located on large inland and coastal rivers, as well as in small agricultural, urban, and minimally disturbed reference watersheds.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
U.S. Geological Survey							
Species Management Research	---	---	---	---	---	---	40,057
Land Management Research	---	---	---	---	---	---	37,976
Biological Threats Research	---	---	---	---	---	---	28,426
Status and Trends	20,473	20,473	20,473	20,473	20,473	16,706	---
Fisheries Program	20,886	20,886	21,136	20,136	20,136	22,136	---
Wildlife Program	45,257	45,757	46,007	46,007	46,007	45,957	---
Environments Program	36,224	38,415	37,415	36,415	36,415	38,415	---
Invasive Species	16,830	17,330	17,330	17,330	17,330	23,330	---
Climate Adaptation Science Center	---	---	---	---	---	---	20,627
Cooperative Research Units	17,371	17,371	17,371	17,371	17,371	24,000	---

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
National Climate Change and Wildlife Science Center/DOI Climate Science Centers (CSCs)	26,735	26,435	25,335	---	---	---	---
National and Regional Climate Adaptation Science Centers	---	---	---	25,335	25,335	38,335	---
Water Resources Availability Program	---	---	---	---	---	34,045	46,230
Water Observing Systems Program	---	---	---	---	---	47,459	14,097
Water Availability and Use Science Program	22,360	22,360	24,360	30,045	31,646	---	---
National Water Quality Program	50,772	50,722	50,722	50,753	50,753	---	---
Total	256,908	259,749	260,149	263,865	265,466	290,383	187,413

Mission Area 1: Conserving Our Land and Water
 Goal #1: Utilize Science in Land, Water, Species, and Habitat Management for Decisions and Activities
 Strategy #2: Provide stewardship of land, surface water, stream, and shorelines
 Strategy #3: Provide stewardship of wildlife, bird, fish, and plant species

Program Performance Overview: The Department of the Interior has determined that performance toward this objective is making noteworthy progress. Stewardship of land, water, species, and habitat performance measures showed generally stable trends over the past several years. Programs that were able to sustain performance generally did so because of a focus of resources on high priority activities, multi-year efforts coming to fruition, or sustained results from prior-year efforts remaining intact. The Department met or exceeded the 2019 targets for 10 of the 14 Strategic Plan performance measures in these two strategies to improve land and water health and recover and sustain species. Favorable weather, the ability to direct funds to priority projects, additional partner support, and the deployment of invasive species strike teams and volunteers led to better-than-expected performance in many areas.

Public Benefit: The Department provides stewardship for more than 480 million surface acres of public lands, together with associated waterways and plant and animal species. Land in desired condition is valued for recreational opportunities (including fishing and hunting), and vast open spaces, which contribute to public enjoyment and health. Maintaining or improving the condition of stream and shoreline miles benefits fish populations, enhances wildlife habitat, and contributes to a balanced ecology. The Nation’s forests, mountains, wetlands, grasslands, and deserts host biological diversity that is critical to overall ecosystem health, and species survival and well-being. The Department is working to compile more information on critical habitat, estimated costs of recovery and the economic impact of its threatened and endangered species listings to provide a more complete picture to states, tribes, and the public.

Strategic Plan Performance Measures

Strategy: Provide stewardship of land, surface water, streams, and shorelines

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of DOI acres that have achieved desired conditions where condition is known and as specified in management plans	DOI	78.1%	78.2%	82.5%	91.7%	89.6%	89.6%	91.6%	90.2%
		360,116,825	361,651,952	472,556,098	1,060,738,238	1,061,461,256	1,060,151,545	1,059,640,592	1,067,816,432
	BLM	461,325,882	462,520,691	572,940,348	1,156,277,363	1,185,116,953	1,183,580,602	1,157,008,367	1,183,580,678
		62.8%	63.1%	63.4%	64.0%	64.1%	64.4%	64.1%	64.1%
Acres		155,861,568	156,434,421	157,120,885	158,731,000	159,000,000	159,650,000	159,000,000	159,000,000

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Acres		248,000,000	248,000,000	248,000,000	248,000,000	248,000,000	248,000,000	248,000,000	248,000,000
	FWS	97.3%	97.7%	98.7%	100.0%	96.7%	96.6%	99.7%	97.6%
Acres		145,791,353	145,948,626	246,396,015	830,510,725	830,653,676	830,546,759	830,640,592	838,766,432
Acres		149,889,237	149,426,338	249,712,459	830,510,725	859,350,315	859,350,315	832,778,080	859,350,391
	NPS	92.2%	91.1%	91.8%	91.9%	92.3%	91.8%	91.8%	91.9%
Acres		58,463,904	59,268,905	69,039,198	71,496,513	71,807,580	69,954,786	70,000,000	70,050,000
Acres		63,436,645	65,094,353	75,227,889	77,766,638	77,766,638	76,230,287	76,230,287	76,230,287
Percent of DOI riparian (stream/shoreline) miles that have achieved desired conditions where condition is known and as specified in management plans	DOI	89.4%	89.6%	89.6%	89.2%	89.2%	89.3%	93.4%	90.0%
		443,433	443,890	444,391	443,778	443,791	444,259	443,923	447,886
		495,764	495,584	495,721	497,430	497,512	497,512	475,155	497,512
	BLM	85.9%	86.2%	86.5%	85.1%	85.1%	85.4%	85.2%	85.2%
Miles		133,070	133,579	134,010	133,350	133,350	133,777	133,692	133,692
Miles		154,976	154,976	154,976	156,697	156,697	156,697	156,861	156,861
	FWS	91.1%	91.1%	91.1%	91.1%	91.1%	91.1%	97.5%	92.3%
Miles		310,363	310,311	310,381	310,428	310,441	310,482	310,573	314,536
Miles		340,788	340,608	340,745	340,733	340,815	340,815	318,458	340,815
Percent of baseline acres infested with target invasive plant species that are under control	DOI	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%	0.4%	0.4%
		246,678	222,779	241,723	283,450	281,026	324,260	313,323	317,651
		83,246,310	82,914,580	83,020,208	83,024,508	83,067,483	83,658,996	83,664,398	83,610,076
	BLM	0.2%	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%
Acres		149,743	141,103	161,482	200,948	199,500	225,510	199,500	210,000
Acres		79,236,079	79,236,079	79,236,079	79,236,607	79,236,607	79,236,607	79,236,607	79,236,607
	BOR	100.0%	97.7%	100.0%	100.0%	94.7%	100.0%	92.8%	93.5%
Acres		2,620	1,916	2,181	6,552	4,462	5,908	4,453	4,409
Acres		2,620	1,961	2,181	6,552	4,712	5,908	4,800	4,713
	FWS	2.7%	2.0%	1.4%	1.3%	1.3%	1.3%	1.8%	1.4%
Acres		59,696	46,836	33,751	31,668	31,659	31,689	44,370	33,242
Acres		2,245,244	2,337,279	2,345,638	2,450,769	2,461,848	2,461,848	2,422,991	2,338,756
	NPS	2.0%	2.5%	3.1%	3.3%	3.3%	3.1%	3.2%	3.4%
Acres		34,619	32,924	44,309	44,282	45,405	61,153	65,000	70,000
Acres		1,762,367	1,339,261	1,436,310	1,330,580	1,364,316	1,954,633	2,000,000	2,030,000
Percent of invasive animal species populations that are under control	DOI	11.2%	8.7%	9.5%	9.8%	10.0%	9.1%	9.5%	9.9%
		337	279	309	320	328	295	311	319
		2,999	3,189	3,256	3,278	3,296	3,240	3,270	3,208
	FWS	7.5%	5.6%	5.6%	5.2%	5.3%	5.4%	5.8%	6.0%
Populations		127	97	95	92	93	94	101	99
Populations		1,699	1,745	1,700	1,771	1,745	1,745	1,745	1,658
	NPS	16.2%	12.6%	13.8%	15.1%	15.2%	13.4%	13.8%	14.2%
Populations		210	182	214	228	235	201	210	220
Populations		1,300	1,444	1,556	1,507	1,551	1,495	1,525	1,550

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent completion of abandoned coal mine lands restored by eliminating health, safety, and environmental concerns.	OSMRE	49%	50%	51%	53%	54%	54%	56%	57%
Acre		463,118	475,250	487,569	503,707	517,507	519,107	534,107	548,107
		954,290	954,290	954,290	954,290	954,290	954,290	954,290	954,290
Percent of active coal mining sites that are free of off-site impacts	OSMRE	89%	91%	90%	90%	90%	89%	90%	90%
Inspectable Units		6,034	5,995	5,785	5,596	5,530	5,390	5,386	5,359
Inspectable Units		6,775	6,608	6,414	6,190	6,128	6,045	5,985	5,955
Percent of coal mine acreage reclaimed to beneficial post-mining land use	OSMRE	38%	39%	40%	41%	42%	42%	43%	44%
Acres		1,419,963	1,459,792	1,505,975	1,542,877	1,580,869	1,583,356	1,617,404	1,654,291
Acres		3,712,704	3,715,854	3,738,306	3,777,619	3,741,080	3,748,611	3,775,611	3,801,611

Strategy: Provide stewardship of wildlife, bird, fish, and plant species

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of Threatened or Endangered species listed for 2.5 years or more with a final recovery plan	FWS	81%	78%	76%	75%	74%	74%	73%	78%
Species		1,112	1,124	1,129	1,128	1,144	1,145	1,150	1,230
Species		1,379	1,449	1,479	1,496	1,553	1,553	1,575	1,574
Percent of five-year Threatened or Endangered species five-year status review recommendations to downlist or delist acted on within five years (prior to next status review)	FWS	N/A	N/A	N/A	22%	24%	24%	25%	27%
Recommendations		N/A	N/A	N/A	19	21	21	17	35
Recommendations		N/A	N/A	N/A	86	87	87	69	131
Percent of listed species with current five-year reviews (completed in the last five years)	FWS	48%	47%	49%	41%	40%	46%	68%	77%
Species		723	713	782	654	641	735	1,072	1,231
Species		1,503	1,530	1,580	1,587	1,588	1,588	1,588	1,591
Percent of rules and findings completed based on Threatened or Endangered Species Status Assessments (SSAs)	FWS	N/A	N/A	N/A	79%	94%	58%	76%	75%
Rules & Findings		N/A	N/A	N/A	37	58	36	35	83
Rules & Findings		N/A	N/A	N/A	47	62	62	46	111
Percent of Threatened and Endangered species listings with proposed critical habitat	FWS	N/A	N/A	N/A	20%	80%	16%	95%	63%
Listings		N/A	N/A	N/A	1	20	4	20	26

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Listings		N/A	N/A	N/A	5	25	25	21	41
Percent of migratory bird species that are at healthy and sustainable levels	FWS	72.8%	72.8%	72.8%	72.8%	72.8%	72.8%	72.8%	72.8%
	Species	747	747	747	747	747	747	747	747
	Species	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026
Percent of fish species of management concern that are managed to self-sustaining levels, in cooperation with affected States, Tribes, and others, as defined in approved management documents	FWS	24.3%	23.0%	23.0%	23.0%	23.5%	23.5%	23.2%	22.3%
	Species	45	42	42	42	42	42	42	40
	Species	185	183	183	183	179	179	181	179

Supporting Performance Measures

Strategy: Provide stewardship of land, surface water, streams, and shorelines

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Wild Horse and Burro Management Areas: Percent of Herd Management Areas (HMAs) achieving appropriate management levels	BLM	15%	16%	18%	15%	11%	18%	16%	14%
		26	29	32	27	20	31	28	25
		179	177	177	177	177	177	177	177
Percent of Resource Management plans completed within four years of start	BLM	32%	36%	36%	35%	44%	35%	45%	45%
		30	40	42	42	56	42	59	59
		95	110	116	119	128	119	131	131
Number of acres where reclamation goals are achieved as evidenced by release from Phase III Performance Bonds	OSMRE	42,394	40,709	46,183	36,902	37,992	40,479	34,048	36,887

Strategy: Provide stewardship of wildlife, bird, fish, and plant species

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Number of threatened or endangered species recovery activities implemented	DOI	1,830	1,900	1,761	1,513	1,469	1,783	1,891	719
	BLM	1,740	1,816	1,660	1,410	1,350	1,664	1,772	600
	BOR	90	84	101	103	119	119	119	119
# of acre feet of optimum refuge water supply delivered	BOR	13,548	37,073	96,021	49,937	52,250	51,218	52,250	52,250

Strategic Actions Planned through FY 2021

Fish and Wildlife Service

- Collaborate with private landowners and other conservation partners to voluntarily protect, conserve, and restore their lands to keep working lands in traditional uses while improving habitat, and water quality to benefit species.
- Work with state and federal partners, using early detection, rapid assessment, containment, rapid response, and control efforts, to prevent the spread of Asian Carp into the Great Lakes and the expansion of Asian Carp's range in the upper Mississippi, Ohio and Missouri River basins.
- Conduct the environmental review of Gulf Coast restoration projects funded by Deepwater Horizon and RESTORE Act funds so that projects can move through the review process in a timely fashion.
- Combat illegal wildlife trafficking through strengthening law enforcement, reducing demand for illegally traded wildlife, and expanding international cooperation and commitment to address the threat.

Bureau of Land Management

- Develop and conduct science-based strategic and essential conservation actions to maintain sustainable populations of wildlife.
- Restore and maintain habitats to support populations of native wildlife and plants.
- Work with states, tribes, and other partners to conserve big game winter range and migration corridors.
- Implement on-the-ground conservation in priority areas in partnership with others while providing access to energy resources and minerals.
- Work closely with state fish and wildlife agencies on wildlife resource issues, including support for implementation of State Wildlife Action Plans, which establish broad-scale wildlife priorities and identify the species and habitats of greatest conservation need.
- Address the population of wild horses and burros above the appropriate management level by increasing adoptions and sales, including incentivizing adoptions, seeking authority to transfer animals to local, state, and other federal agencies for use as work animals, as well as extending the use of contraceptives and spaying and neutering animals before returning them to the range.
- Work with leading universities and U.S. Geological Survey scientists to better refine wild horse and burro population growth suppression methods and overall herd management techniques.

National Park Service

- Conduct natural resources conservation and protection and complete a strategic selection of projects to focus resources toward the National Park Service's most critical high-priority natural resource needs in parks. Projects may include preservation of air

and water quality and geological, paleontological, and marine resources; addressing invasive plants and animals; and the restoration of disturbed lands and riparian areas.

- Protect bats by conducting measures to control and manage White-Nose Syndrome and protect cave ecosystems.
- Dedicate special effort to the management of invasive quagga and zebra mussels, which threaten delicate aquatic ecosystems, renewable energy generation, and recreational opportunities including fishing and boating.

Bureau of Reclamation

- Evaluate strategies to continue efficient management of invasive species and their impact to project operations and address increasing concerns of quagga and zebra mussels in reservoirs.
- Collaborate with the California Department of Food and Agriculture to target invasive species infestations in the Redding, Calaveras, Chowchilla, and Tulare areas that could be a threat to resources near conveyance systems of the Central Valley Project.
- Implement riparian restoration on non-Department lands in partnership with other agencies.
- Reassess and monitor the implementation of the Platte River program's Land, Adaptive Management, and Integrated Monitoring and Research plans.
- Assess and monitor water quality parameters at the Palo Verde Diversion Dam on the lower Columbia River, in accordance with National Pollutant Discharge Elimination System permit plan and aquatic application plan.
- Refine and implement long-term water reliability strategies to meet optimum refuge water supply, ensuring that each year the 19 Central Valley Project refuges receive water of specified quantity, timing, and suitable quality to support their wetland and aquatic environments.
- Focus effort to maintain the Long-Term Experimental and Management Plan Environmental Impact Statement operation of Glen Canyon Dam in cooperation with NPS, USGS, and the Department of Energy Argonne National Lab.
- Re-assess and advance the Middle Rio Grande Collaborative Program agreement to provide funds for the purchase of water and support Rio Grande silvery minnow during periods of low flow in the Middle Rio Grande River.

Office of Surface Mining Reclamation and Enforcement

- Restore abandoned mine lands to improve environmental quality and reduce the potential for exposure of hazards to the public.
- Sustain training and technical assistance to states and tribes for area-wide reclamation planning.
- Provide technical support and assistance to states and tribes to help develop and support best practices in mining and reclamation.
- Ensure prompt problem identification and resolution at mine sites to prevent off-site impacts.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Soil, Water, and Air Management	43,239	43,609	43,609	27,034	---	---	---
Rangeland Management	39,500	39,500	39,500	33,877	58,196	59,316	53,003
Riparian Management	21,321	21,321	21,321	20,222	---	---	---
Wild Horse and Burro Management	77,245	80,555	80,555	70,719	80,555	101,555	116,810
Wildlife Habitat Management	---	---	---	---	126,848	130,848	83,469
Aquatic Habitat Management	---	---	---	---	55,656	55,656	31,695
Wilderness Management	18,264	18,264	---	---	18,264	18,264	16,639
Resource Management Planning – Resource Protection	38,125	48,125	52,125	38,437	63,125	67,125	48,129
Abandoned Mine Lands - old structure	16,987	19,946	20,036	9,062	---	---	---
Hazardous Materials Management	15,612	15,612	15,463	10,780	---	---	---
Abandoned Mine Lands and Hazardous Materials Management	---	---	---	---	38,500	38,500	27,812
Western Oregon Resources Management	---	---	---	---	---	6,306	6,510
Resource Management Planning – Western Oregon	7,140	3,985	3,985	2,010	3,985	---	---
Range Improvements	9,270	9,320	10,000	10,000	10,000	10,000	10,000
Subtotal	286,703	300,237	286,594	222,141	455,129	487,570	394,067
Bureau of Reclamation							
Water and Related Resources	32,519	31,848	31,693	29,934	52,254	45,043	1,015
Fish and Wildlife Service							
Resource Management	1,109,372	1,138,840	1,136,692	1,149,582	1,034,268	582,609	542,628
Construction	14,275	21,555	21,514	16,825	14,329	12,088	11,509
Land Acquisition	47,060	67,815	67,685	58,992	11,833	12,799	12,690
Cooperative Endangered Species Conservation Fund	49,594	52,960	52,859	52,601	---	---	---
North American Wetlands Conservation Fund	34,145	35,145	35,078	37,886	33,600	40,000	40,000
Multinational Species Conservation Fund	9,061	11,061	11,039	10,986	6,000	---	---
Neotropical Migratory Bird Conservation	3,660	3,910	3,903	3,883	3,900	---	---
State Wildlife Grants	27,587	28,468	28,414	29,209	14,704	14,704	---
Subtotal	1,294,754	1,359,754	1,357,184	1,359,964	1,118,634	662,199	606,827

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
National Park Service							
Operation of the National Park System	261,619	270,344	271,354	322,796	322,796	315,322	332,706
Centennial Challenge	1,000	1,500	2,000	2,300	2,300	---	---
National Recreation and Preservation	15,801	15,624	15,627	12,081	12,081	3,883	4,021
Construction (and Major Maintenance)	3,753	16,164	8,810	31,880	31,880	20,359	14,819
Land Acquisition and State Assistance	39,016	72,917	70,008	78,237	78,237	4,707	4,657
Subtotal	321,189	376,549	367,799	447,294	447,294	344,271	356,203
Office of Surface Mining Reclamation and Enforcement							
Regulation and Technology	122,753	123,293	121,017	115,804	101,298	117,768	93,102
Abandoned Mine Reclamation Fund	195,190	280,453	161,888	393,693	285,396	268,313	159,864
Subtotal	317,943	403,746	282,905	509,497	386,694	386,081	252,966
Total	2,253,108	2,472,134	2,326,175	2,568,830	2,460,005	1,925,164	1,611,078

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Reclamation							
Water and Related Resources	---	---	---	---	---	---	27,429
Fish and Wildlife Service							
Resource Management	---	---	---	---	---	590,932	562,809
Multinational Species Conservation Fund	---	---	---	---	---	6,000	5,827
Neotropical Migratory Bird Conservation	---	---	---	---	---	3,900	3,900
Subtotal	---	---	---	---	---	600,832	572,536
Total	---	---	---	---	---	600,832	599,965

Mission Area 1: Conserving Our Land and Water

Goal #2: Manage DOI Water Storage and Delivery to Resolve Conflicts and Expand Capacity

Strategy #1: Manage water resources and delivery

Program Performance Overview: The Department is providing a much-needed capability in the West to deliver water through its reservoirs and dams, and support water supplies through new water storage and conservation activities. Performance is trending upward for the number of acre-feet of water conservation capacity enabled through the Bureau of Reclamation's (BOR) priority goal conservation programs, though construction for improving water storage takes years to be completed.

Reclamation strives to keep its facilities in good condition, ensuring a reliable supply of water and stretching existing water supplies that can be made available for other uses. In 2019, 85% of Reclamation's facilities were evaluated as being in good condition, an increase of one percent from the previous fiscal year. Reclamation prioritizes infrastructure assets based on detailed design criteria, including engineering need, a consequence of failure, financial considerations, efficiency opportunities, scheduling, and others.

Many rural communities face significant challenges in financing the cost of replacing or upgrading aging and obsolete facilities and systems. The water conservation programs - WaterSMART, Title XVI, CALFED, Yakima River Basin Water Enhancement, and Upper Colorado River Recovery Implementation - contribute by increasing the available water supply and contribute to the Department's broader objective of achieving a more sustainable, secure water supply. In FY 2019, Reclamation funded projects that will enable additional water savings of 118,902 acre-feet. Cumulatively, projects funded from 2010-2019 have contributed 1,352,679 acre-feet of water conservation capacity.

Bureau of Indian Affairs performance for the Division of Water and Power (DWP) exceeded 2019 national goals for the maintenance of water projects and the number of functional irrigation canal miles. Improved weather conditions increased the amount of activity completed as maintenance crews were able to deploy to field locations to perform planned projects within established timelines. The program continues to expand collaboration between the central office and regions to secure data in a timelier manner.

DWP promotes self-determination, economic opportunities, and public safety through the sound management of irrigation, dam, and power. Additionally, this program funds tribal water projects to provide Tribes the necessary technical research, studies, and other relevant information to serve as informed and prudent managers of water resources.

Public Benefit: Reclamation is the largest supplier and manager of water in the 17 Western states, bringing water to more than 31 million people. Reclamation also provides 140,000 Western farmers with irrigation water for 10 million acres of farmland which produces 60 percent of the Nation’s vegetables and 25 percent of its fruits and nuts. Reclamation’s facilities also provide substantial flood control, hydropower, recreation, and fish and wildlife benefits. The Western U.S. is one of the fastest growing regions of the country, and urbanization has created demands for water, power, and recreational facilities. Changes in water supplies, water demands, and the increased duration and frequency of droughts have the potential to affect Reclamation’s ability to fulfill its mission.

DWP provides stakeholders with quality services and improved accountability, including the protection and preservation of life, property, and trust resources. Furthermore, the program fosters communication, cooperation, and consultation among Federal, state, tribal, and local organizations related to water resources, irrigation power, dam safety, security, and emergency management activities. Water resources staffs serve as liaisons to regional offices, agencies, and American Indian and Alaskan Native governments on issues involving water rights and negotiations, and pre-development projects.

Strategic Plan Performance Measures

Strategy: Manage water resources and delivery

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]	BOR	79%	81%	80%	81%	75%	85%	75%	76%
High- and significant-hazard dam and reserved works associated facilities		272	279	272	277	257	290	257	260
High- and significant-hazard dam and reserved works associated facilities		344	344	342	342	343	343	344	344
Acre feet of water conservation capacity enabled through Reclamation's Priority Goal conservation programs (cumulative since 2010)	BOR	977,454	1,144,822	1,182,599	1,233,777	1,338,331	1,352,679	1,368,594	1,384,509
Annual percent of projects completed in support of water management, planning, and pre-development	BIA	88%	83%	87%	76%	74%	81%	77%	74%
Number of projects		68	71	76	64	59	130	62	62
Number of projects		77	86	87	84	80	160	81	84

Supporting Performance Measures

Strategy: Manage water resources and delivery

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
% of annual water facility condition assessments completed	BOR	90%	99%	94%	100%	100%	100%	100%	100%
		179	181	175	201	182	197	200	202
		198	183	187	201	182	197	200	202
Annual acre feet of water reclaimed and delivered	BOR	369,414	387,648	388,416	435,787	458,809	411,143	449,436	454,889
Installed capacity of water conveyance systems in CFS-Miles (nominal flow rate (CFS) per pipe size times installed length (miles))	BOR	4,821	663	876	6,490	677	964	981	415
Number of linear miles of functional BIA irrigation project canals servicing irrigated lands	BIA	99%	99%	99%	99%	99%	100%	99%	98%
	Miles	5,326	5,312	5,309	5,372	5,607	5,426	5,403	5,250
	Miles	5,358	5,354	5,350	5,421	5,679	5,443	5,443	5,353
Percentage of maintenance projects that are completed within established timeframes	BIA	90%	96%	92%	94%	94%	90%	90%	90%
		1,178	1,110	1,083	1,188	1,195	1,464	1,143	900
		1,313	1,154	1,178	1,270	1,275	1,627	1,271	1,000
% of formal reviews completed (Includes Periodic Facility Reviews and Comprehensive Facility Reviews on high and significant hazard dams, and Reviews of Operation and Maintenance examination at reserved works associated facilities)	BOR	97%	94%	95%	100%	100%	100%	100%	100%
		89	76	79	87	84	86	74	78
		92	81	83	87	84	86	74	78

Strategic Actions Planned through FY 2021

Bureau of Reclamation

- Utilize ranking systems for prioritizing maintenance, environmental, conservation, and planning activities to meet all of Reclamation's water challenges; address aging infrastructure maintenance needs and ensure the delivery of water and power.
- Assess the energy-saving benefits resulting from water conservation and the use of renewable hydroelectric energy.
- Seek new WaterSMART grant proposals and provide cost-shared funding for water conservation and efficiency projects.
- Issue WaterSMART grants funding opportunity for water marketing activities.

- Launch WaterSMART grants funding opportunity for Small-Scale Water Efficiency Projects.
- Advance the implementation of section 4009(c) of the Water Infrastructure Improvements for the Nation Act (P.L. 114-322) through the Title XVI Program.
- Monitor safety and implement required modifications with state-of-the-art design upgrades to ensure safety of dams.
- Verify and validate data used to report facility operations and maintenance (O&M) information, including major rehabilitation and replacements data and annual O&M costs.
- Install wide-head turbines to improve efficiencies.
- Issue grants and/or interagency agreements for threatened and endangered species recovery activities to provide significant benefits to the impacted species of California’s Central Valley Project.

Bureau of Indian Affairs

- Continue to provide administrative cost support for tribes who are engaged in the protection of Indian water rights; maintain records as required by P.L. 93-638 (Indian Self-Determination and Education Assistance Act, as Amended) and track individual contracts that provide annually funded projects managed by tribes
- Maintain and expand a managerial environment with tribes that promote healthy watersheds and sustainable, secure water supplies
- Prioritize maintenance and rehabilitation activities to increase the irrigated acreage served by improving project canals
- Continue to increase the number of maintenance projects completed and tracked through the Facilities Maintenance Management System (Maximo)
- Continue to ensure compliance with operating guidance and provide training opportunities to improve project operations

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Affairs							
Irrigation Operations and Maintenance	11,539	11,398	12,905	14,018	14,023	14,017	14,017
Water Mgmt., Planning & Predevelopment	6,452	6,469	6,478	4,612	6,519	6,511	6,511
Irrigation Project Construction	6,000	6,004	6,006	13,097	28,695	13,098	13,098
WIN Act (Indian Irrigation Project Fund) Construction	---	---	---	---	---	13,000	35,000
Subtotal	23,991	23,871	25,389	31,727	49,237	46,626	68,626

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Reclamation							
Water and Related Resources	643,494	706,172	679,808	976,331	1,001,670	719,112	672,570
Total	667,485	730,043	705,197	1,008,058	1,050,907	765,738	741,196

Mission Area 1: Conserving Our Land and Water**Goal #3: Foster Partnerships to Achieve Balanced Stewardship and Use of Public Lands****Strategy #1: Build and maintain partnership programs**

Program Performance Overview: Performance in FY 2019 was fair on average except for work hours worked in a national park unit, which is down 12% due primarily to the government shutdown, continued challenges with hiring and staffing positions to manage volunteer activities, and changes in field unit application of reporting guidelines. The measures for non-DOI lands vary widely from year to year depending on the projects that finish that year and partner support and engagement. In 2019, targets for these measures are different from past years due to internal reorganizations and reallocation of resources, but in some cases show positive results over some prior years. On DOI lands, the acres restored or improved using partnerships are tabulated in the measure for acres in desired condition within Goal 1, Strategy 2 “Provide stewardship of land, surface water, streams and shorelines.” Many other activities with partners also bring benefits to both DOI and non-DOI lands, waters, and species and other metrics throughout the Department capture these activities. Working closely and cooperatively with state and local governments and private landowners is a proven tool for achieving resource management objectives.

Public Benefit: Public-private partnerships provide opportunities for greater engagement of people and organizations in caring for and managing the natural, historical, cultural, and physical resources across the Department’s 480 million surface acres of public lands. This can be especially beneficial for our national park units, National Wildlife Refuges, wildlife management areas, and national conservation lands. Support can come from other federal or state agencies, tribal nations, volunteers, non-profit organizations, educational institutions, corporations or foundations through sponsorship or philanthropy. Some programs within the Department also work on stewardship of non-DOI lands providing technical and financial assistance to private landowners, tribes, and schools on a voluntary basis to help meet the habitat needs of federal trust species. For example, since 1988, the Partners for Fish and Wildlife program within FWS has worked with more than 45,000 landowners and thousands of conservation partners to successfully restore over four million acres of wetland and upland habitat and over ten thousand miles of streams to benefit numerous fish and wildlife species.

Strategic Plan Performance Measures

Strategy: Build and maintain partnership programs

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target	
Number of estimated work hours in a national park unit, National Wildlife Refuge, or Bureau of Land Management unit that are performed or sponsored by a private citizen, National Service participant or non-federal entity	DOI	9,460,324	9,544,385	9,575,243	9,665,686	9,565,176	8,634,110	9,271,569	9,401,364	
	BLM	N/A	N/A	940,359	981,251	900,000	889,584	900,000	900,000	
	FWS	1,539,142	1,480,590	1,444,306	1,450,885	1,431,626	1,383,584	1,371,569	1,501,364	
	NPS	7,921,182	8,063,795	7,190,578	7,233,550	7,233,550	6,360,942	7,000,000	7,000,000	
Number of non-DOI acres restored, including through partnerships, as specified in plans or agreements that involve DOI	DOI	408,405	636,918	544,144	659,866	621,448	611,819	660,468	578,225	
	Acre	BOR	3,126	2,634	2,744	2,815	3,342	3,342	3,131	3,131
	Acre	CUPCA	N/A	N/A	83	323	325	240	325	175
	Acre	FWS	405,279	634,284	541,317	656,728	617,781	608,237	657,012	574,919
Number of non-DOI acres managed or protected to maintain desired condition, including acres restored through partnerships, as specified in management plans or agreements that involve DOI	FWS	495,206	835,027	310,720	574,790 (E)	1,125,737	1,040,079	258,437	387,228	
Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships, as specified in plans or agreements that involve DOI	DOI	727	413	309	258	176	217	461	656	
	Mile	CUPCA	N/A	N/A	1	4	4	4	N/A	4
	Mile	FWS	727	413	308	254	172	213	461	652

Strategic Actions Planned through FY 2021

Fish and Wildlife Service

- The National Wildlife Refuge System will recruit and mobilize more than 38,000 volunteers that contribute nearly 1.4 million hours annually to conservation and recreation programs.
- Collaborate with private landowners and other conservation partners to voluntarily protect, conserve, and restore their lands to keep working lands in traditional uses while improving habitat, and water quality to benefit species.

- Work with state and federal partners, using early detection, rapid assessment, containment, rapid response, and control efforts, to prevent the spread of Asian Carp into the Great Lakes and the expansion of Asian Carp’s range in the upper Mississippi, Ohio, and Missouri River basins.
- Work with local partners on ecosystem restoration efforts in the Klamath Basin, Chesapeake Bay, Everglades, and California Bay Delta.

National Park Service

- Cultivate partnerships with federal and non-federal entities to support resource management. Examples include NPS coordination of the Cooperative Ecosystem Studies Unit (CESU) national network for research, technical assistance, education, and capacity building, as well as administration of the Rivers, Trails, and Conservation Assistance (RTCA) and National Natural Landmarks (NNL) programs to support conservation and recreation.
- Foster interest in volunteerism through volunteer.gov, NPS.gov, and social media channels.

[Key Funding Sources](#)

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
National Park Service							
Operation of the National Park System	---	---	---	61,890	61,890	59,707	63,236
Centennial Challenge	---	---	---	2,300	2,300	---	---
National Recreation and Preservation	---	---	---	3,881	3,881	2,668	2,735
Land Acquisition and State Assistance	---	---	---	11,234	11,234	2,207	2,157
Total	---	---	---	79,305	79,305	64,582	68,128

Mission Area 1: Conserving Our Land and Water

Goal #4: Inform Land Use Planning Processes Especially for Public Use and Access

Strategy #1: Assess land use planning process for public access and use of DOI lands

Program Performance Overview: The Department is undertaking the challenge to redesign and improve its planning processes in ways that can best meet the sometimes-conflicting uses for public lands. The improved land use planning processes will engage our state and local government partners and provide the public with the maximum possible input into the planning process and result in the best possible public access to public lands and waters.

Public Benefit: The Department’s land use and management plans ensure that the public lands are managed in accordance with the intent of Congress as stated in several authorities including, but not limited to: the Federal Land Policy and Management Act (FLPMA), the National Environmental Policy Act (NEPA), the Endangered Species Act, the National Wildlife Refuge System Administration and Improvement Acts, the Organic Act of 1916 (National Park Service), and the Alaska National Interest Lands Conservation Act (ANILCA).

A common thread through all three bureaus’ (BLM, FWS, NPS) missions is the need to accommodate and promote the use and enjoyment of the public lands for both present and future generations. There are lands deemed important for their scenic, recreational, hunting, fishing, scientific, historical, archaeological, or wildlife conservation values. Other lands are made available for multiple use and sustained yield that recognizes the Nation’s need for domestic sources of minerals, food, timber, and fiber.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Cadastral, Land and Realty Management	---	---	---	---	48,290	51,328	55,050
Western Oregon Resources Management	---	---	---	---	---	3,548	3,688
Subtotal	---	---	---	---	48,290	54,876	58,738
National Park Service							
Operation of the National Park System	25,150	26,060	26,208	37,636	37,636	36,789	39,163
National Recreation and Preservation	217	217	217	217	217	195	201

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Construction (and Major Maintenance)	1,764	1,764	1,764	1,586	1,586	1,601	853
Subtotal	27,131	28,041	28,189	39,439	39,439	38,585	40,217
Total	27,131	28,041	28,189	39,439	87,729	93,461	98,955

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Cadastral, Land and Realty Management	---	---	---	---	48,290	51,328	55,050
Western Oregon Resources Management	---	---	---	---	---	3,548	3,688
Subtotal	---	---	---	---	48,290	54,876	58,738
National Park Service							
Operation of the National Park System	25,150	26,060	26,208	37,636	37,636	36,789	39,163
National Recreation and Preservation	217	217	217	217	217	195	201
Construction (and Major Maintenance)	1,764	1,764	1,764	1,586	1,586	1,601	853
Subtotal	27,131	28,041	28,189	39,439	39,439	38,585	40,217
Total	27,131	28,041	28,189	39,439	87,729	93,461	98,955

Mission Area 1: Conserving Our Land and Water**Goal #4: Inform Land Use Planning Processes Especially for Public Use and Access****Strategy #2: Inform land use planning with mapping and land imaging**

Program Performance Overview: The USGS conducts national-focused Earth-system science, along with its many partners, to deliver an understanding of the Earth’s complex geologic structure, biology, and hydrology. Products include geologic maps, three-dimensional geologic models, interpretive studies, and scientific publications, all of which are essential for informed public policy decision making and economic development. Overall, performance improved from FY 2018 to FY 2019, with most strategic plan performance measures improving. Mapping is expected to improve through FY 2021 due to modest increases in funding. This improvement in performance indicates that national coverage is increasing for baseline geological maps, research, and assessments for informing land manager and policymaker decision making.

The USGS’s Three-Dimensional Elevation Program (3DEP) provides up-to-date topographic information and precise three-dimensional representations and models of natural and man-made features. In 2019, the measure exceeded its target due to Target exceeded due to unexpected hurricane and wildfire supplemental funds, higher than anticipated funding levels from non-federal partners, and an increase in the amount of lidar data acquired by others and contributed to 3DEP compared to previous years. By FY 2021, the USGS plans to acquire 3DEP-quality topographic information for over 81 percent of the Nation.

Public Benefit: The USGS is the lead civilian mapping agency for the Nation and supports the conduct of detailed surveys and the resulting distribution of high-quality and highly accurate topographic, geologic, hydrographic, and biogeographic maps and data. Remote sensing satellites and aircraft monitor the Earth providing information that is broad, precise, impartial, and easily available. For more than 45 years, Landsat satellites have collected data over the planet’s land surface to support global research studies. These data constitute the longest continuous record of the Earth’s land surface as seen from space. High-resolution elevation information in geologic maps and geospatial products enable precise planning of civil engineering and transportation infrastructure, versatile urban planning, improved flood projection, timely and accurate emergency response, effective hazard identification and mitigation, and detailed environmental analyses.

Strategic Plan Performance Measures

Strategy: Inform land use planning with mapping and land imaging

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of land-area coverage available to the public through the National Geologic Map Database	USGS	52.47%	53.01%	53.52%	53.93%	54.29%	54.26%	54.55%	54.82%
Number of square miles mapped		1,856,018	1,875,026	1,893,157	1,907,806	1,920,447	1,919,270	1,929,694	1,939,369
Total US square miles		3,537,438	3,537,438	3,537,438	3,537,438	3,537,438	3,537,438	3,537,438	3,537,438
Percent of foundational topographic information services updated quarterly to support on-demand mapping	USGS	N/A	N/A	N/A	25%	50%	50%	75%	100%
Number of on-demand services refreshed		N/A	0	0	2	4	4	6	8
Total number of on-demand services		N/A	0	0	8	8	8	8	8
Percent completion of research efforts related to land resource management	USGS	100%	92%	100%	218%	240%	128%	100%	100%
Number of research actions completed		268	245	281	316	300	398	265	228
Number of research actions planned		268	265	281	145	125	310	265	228
Terabytes of remotely sensed data managed	USGS	12,582	14,997	18,536	21,850	22,506	24,887	25,634	26,403
Percent increase of scientific research enhanced with Advanced Research Computation	USGS	18%	28%	46%	65%	75%	81%	85%	93%
Number of additional scientists using ARC		165	254	412	583	675	727	765	840
Baseline number of scientists using ARC (2015)		900	900	900	900	900	900	900	900

Supporting Performance Measures

Strategy: Inform land use planning with mapping and land imaging

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of the Nation with National Hydrography Dataset Plus High Resolution produced	USGS	N/A	N/A	43%	72%	79%	80%	84%	86%
Acres with National Hydrography Datasets		N/A	N/A	1,593,480	2,656,265	2,921,628	2,930,159	3,088,273	3,161,804
Total acres in the nation		N/A	N/A	3,676,516	3,676,516	3,676,516	3,676,516	3,676,516	3,676,516
Number of remotely sensed data products distributed to partners and stakeholders	USGS	19,553,000	27,621,000	44,358,000	57,496,000	55,196,160	67,504,000	69,529,120	66,747,955
Percent of the Nation with 3DEP quality data acquired	USGS	N/A	N/A	37%	53%	63%	67%	77%	81%
Acres with 3DEP		N/A	N/A	1,342,721	1,908,121	2,268,669	2,409,558	2,782,841	2,915,906

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Total Acres		N/A	N/A	3,592,762	3,592,762	3,592,762	3,592,762	3,592,762	3,592,762
Percent of planned Landsat 9 ground station development actions completed	USGS	N/A	100%	100%	100%	100%	91%	111%	100%
Number of Landsat 9 actions completed		N/A	4	7	10	11	10	10	6
Total number of Landsat 9 actions		N/A	4	7	10	11	11	9	6
Percent completion of planned U.S. Surface Area Coverage mapping via the National Land Cover Database	USGS	N/A	100%	100%	100%	100%	100%	100%	100%
Number of maps via NLCD completed		N/A	78	100	90	100	100	78	100
Total number of maps via NLCD		N/A	78	100	90	100	100	78	100

Strategic Actions Planned through FY 2021

U.S. Geological Survey

Ecosystems (ECO):

- Conduct research and national-scale synthesis of natural patterns of drought and extreme events on terrestrial and aquatic communities, providing data to improve capabilities of resource managers and Interior bureaus to anticipate future changes in water availability and impacts on society, agriculture, and natural resources
- Conduct analysis of long-term drivers, patterns, and impacts of sea-level change on coastal regions and infrastructure in support of natural resource management.

Core Science Systems (CSS):

- Continue to collect high-resolution light detection and ranging (lidar) elevation data to achieve the first-ever cycle of nationwide lidar coverage by 2027 to support topographic map production.
- Revise 95 percent of topographic maps for Alaska by the end of 2021 using the updated elevation and hydrography data. These new maps and data are used in a broad range of applications including infrastructure planning, recreation, navigation safety, hazards mitigation, and Arctic wildlife assessments.
- Continue acquisition of high-resolution hydrography data (NHDPlus HR) for the Nation to support flood risk management; infrastructure improvements; and energy resource management and complete 86 percent of the Nation's NHDPlus HR data by the end of 2021.
- Make available, through the National Geologic Map Database, detailed geologic maps covering an additional 20,000 square miles of the continental United States above the 2019 coverage and not previously covered by such detailed maps, in partnership with State Geological Surveys, to support the objectives of Secretarial Order 3359 for national energy and mineral exploration.

- Design, build, and interpret an integrated three-dimensional geologic framework for the Nation based on new and prior geologic mapping at regional to local scales to improve mineral, energy, earthquake and landslide hazards assessments, ground water analyses, and infrastructure development.
- Enhance the USGS's high performance computing capabilities to support USGS and Interior computational and management challenges, and enable more timely data transfer, analysis, and delivery of completed research results to support smart decisions on Secretarial priorities related to natural resource assessment and use.
- Support the use and development of field-based technology and related standards for purposes of expediting and expanding digital field data capture and real-time interpretation, data preservation, and dissemination.
- Continue development of the USGS's National Biogeographic Map to provide analytical tools for the examination of selected species, habitats, protections, and habitat conditions.
- Prioritize efforts to preserve, expose, and reuse valuable physical geoscience samples (e.g., drilling cores and rock and sediment samples) and data (e.g., borehole logs, GIS databases, and maps). NNGDPP would provide support for approximately 15 state data preservation projects.
- Reach the goal of 840 total scientists using the USGS advanced research computing (ARC) capabilities through intensive outreach and training. This represents an increase of nine percent from 2020 in the number of scientists using ARC to improve scientists' capabilities to model, simulate, and predict changes to complex natural systems at regional and national scales. The ARC program has also begun limited cooperation with other DOI bureaus, providing high performance computing services to them, and expects this partnership to expand over the next several years.
- Work to make detailed geologic maps publicly available for 54.8 percent of the U.S. through the National Geologic Map Database by optimizing the use of geological and geophysical surveys and national digital geospatial datasets to expand opportunities for the development of subsurface geologic interpretations, increase the interpretive resolution of surface mapping and boost geologic mapping productivity.
- Continue efforts on the Earth Mapping Resources Initiative (Earth MRI) to improve knowledge of the geologic framework in the United States and to identify areas that have the potential to contain undiscovered critical mineral resources.
- Update the National Land Cover Database to track land cover change from 1992 through 2019. Currently, the database identifies changes through 2016. (The 2016 database was released in FY 2019). This provides land managers information to support resource management plans and assessments.
- Conduct research and applications designed to understand and reduce risk from natural disasters, including developing evacuation response scenarios to tsunamis and characterizing and monitoring the wildland urban interface risk from wildfire.
- Continue to develop the Landsat 9 ground and flight systems in close collaboration with the National Aeronautics and Space Administration (NASA) with a target launch in fiscal year 2021 to replace Landsat 7 which is running out of fuel.

- Continue operation of Landsat 8 satellites to monitor water use, moisture content in soil and vegetation, and provide valuable insight on changing terrestrial surface conditions.
- Investigate and adapt unmanned aircraft technology to support many science needs (e.g., surface water dynamics, groundwater surveys, coastal erosion, fault line surveys, microclimate studies, wildlife surveys, coal mine reclamation, and harmful algal blooms) in difficult to access areas, at lower human risk and at lower cost than traditional methods.
- Support volcano monitoring and wildland fire response; work with the Intelligence and Defense Communities to improve wildland fire detection; provide high resolution, commercial data from Department of Defense contracts to Federal Civil Agencies; and support the USGS Director in his role as Chair of the Civil Applications Committee.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
U.S. Geological Survey							
Climate Adaptation Science Center	---	---	---	---	---	---	10,815
Climate Research and Development	21,495	21,495	19,295	---	---	---	---
Land Remote Sensing	67,894	72,194	85,794	---	---	---	---
Land Change Science	10,492	10,492	9,892	29,045	16,220	29,045	---
National Land Imaging Program	---	---	---	93,094	93,094	98,894	85,999
Science Synthesis, Analysis, and Research Program	24,299	24,299	24,299	24,051	24,501	24,051	24,292
National Cooperative Geological Mapping Program	24,397	24,397	24,397	24,397	24,397	34,397	21,711
National Geospatial Program	58,532	62,854	67,354	67,854	67,854	79,454	68,496
Total	207,109	215,731	231,031	238,441	226,066	265,841	211,313

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources

Goal #1: Ensure Energy and Economic Security for America

Strategy #1: Promote safe and robust oil, gas, coal, and renewable energy resource development

Program Performance Overview: The Department is modernizing policies and leveraging science and technology to strengthen America’s energy security, promote development of our Nation’s vast energy resources, and expand production of both offshore and onshore conventional and renewable U.S. energy resources consistent with the National Outer Continental Shelf Oil and Gas Leasing Program, the America First Energy Plan, and the Executive Order on Promoting Energy Independence and Economic Growth. To elevate this effort during the next two years, the Department has selected the BLM for an Agency Priority Goal (APG), “By September 30, 2021, the Bureau of Land Management will process 90 percent of fluid minerals Applications for Permits to Drill (APDs) within 90 days.” In addition, the Department has selected BSEE for an Agency Priority Goal, “By September 30, 2021, the Bureau of Safety and Environmental Enforcement will conduct 12 facility-based risk inspections and 6 performance-based risk inspections.”

In 2019, the BLM made 18,497,904 acres of public lands available for federal oil and gas leasing, which is almost 1.7M over the target. The BLM issued a new policy in 2018 which streamlined the federal leasing process and set new timelines for expressions of interest; these changes are expected to enhance the number of future federal oil and gas leases that the BLM plans to issue. In Fiscal Year 2019, the BLM Coal Program, held 3 successful coal lease sales (Alabama, North Dakota, and Utah) containing 2,429.53 acres and 33.7 million tons receiving a total bid of \$12.74 million. In addition to the 3 coal leases sales, the BLM offered two lease modification in Utah consisting of 790 acres and 5.7 million tons for total bonus of \$2.4 million. Federal coal sold from BLM administered leases in Fiscal year 2019 resulted in the collection of over \$504 million from over 302 million tons. BLM has scheduled additional LBA sales and LMA offers in FY 2020.

The BOEM met its FY 2019 performance target by conducting two oil and gas lease sales pursuant to the 2017-2022 National Outer Continental Shelf (OCS) Program: Region-wide Gulf of Mexico Sale 252 (March 2019), and Region-wide Gulf of Mexico Sale 253 (August 2019). In FY 2019, BOEM also held a highly competitive offshore wind lease sale that generated over \$405 million dollars and issued three additional renewable energy leases located offshore Massachusetts.

The Department utilizes science to inform safe and environmentally responsible domestic energy development; this includes the USGS Energy Resources Program, BOEM’s extensive offshore research program, and BSEE’s risk-based inspections, all of which support safe energy resource discovery, responsible development, and a fair market return for the nation’s resources. Strong performance in this area was bolstered by the collaborative work between BSEE and BOEM to establish appropriate permitting and oversight processes to ensure safety of offshore operations, implementation of BSEE's Risk-Based Inspection Program, and BLM’s focus on high priority inspections.

Public Benefit: The Department oversees vast resources that expand the production of energy in the U.S., promote energy security, and help drive job growth and the economy. Six Department bureaus (BLM, BOEM, BSEE, USGS, FWS and BOR) play key roles in our work to promote safe and reliable domestic energy exploration, development, and production.

Strategic Plan Performance Measures

Strategy: Promote oil, gas, coal, and renewable energy resource development

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of pending fluid minerals Applications for Permits to Drill (APDs) which are processed	BLM	57.2%	56.5%	57.0%	68.0%	73.2%	57.2%	67.0%	75.6%
		4,913	3,093	3,322	4,527	4,800	4,217	5,000	5,000
		8,596	5,477	5,826	6,658	6,554	7,369	7,465	6,617
Percent of high-risk production facility and operations inspected	BSEE	N/A	N/A	N/A	109%	90%	98%	90%	95%
Number of recordable injuries per 200,000 Offshore Man Hours Worked (or 100-man years)	BSEE	0.385	0.273	0.245	0.350	0.400	0.300	0.400	0.400
Percent of high risk well operations (e.g., drilling) inspections completed	BSEE	N/A	N/A	N/A	111%	90%	97%	90%	95%
Percent of oil royalty meters (identified using a risk-based methodology) where meter provings are observed	BSEE	N/A	N/A	N/A	13.5%	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	92	N/A	N/A	8	N/A
		N/A	N/A	N/A	679	N/A	N/A	N/A	N/A
Percent of high priority fluid mineral cases that have completed inspection during the year	BLM	N/A	N/A	100%	100%	100%	100%	100%	100%
		N/A	N/A	13,215	13,371	13,500	11,745	13,500	13,500
		N/A	N/A	13,215	13,369	13,500	11,745	13,500	13,500
Percent of coal lease applications processed.	BLM	23%	9%	20%	4%	13%	26%	19%	16%
		9	3	6	1	4	5	5	4

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Applications and Tracts		39	32	30	28	30	19	27	25
Number of acres of public lands made available for oil and gas leasing	BLM	4,017,062	1,983,887	2,408,536	12,836,231	16,800,000	18,497,904	24,500,000	26,500,000
Number of megawatts of approved capacity authorized on public land and the OCS for renewable energy development while ensuring full environmental review	DOI	1,007	447	210	128	2,800	518	2,020	2,890
megawatts	BLM	977	435	210	128	2,000	518	2,000	2,000
megawatts	BOEM	30	12	0	0	800	0	20	890
Percentage of Exploration and Development Plan reviews completed within statutory timelines	BOEM	N/A	N/A	N/A	100%	100%	81%	100%	100%
Percentage of offshore lease sale processes completed, pursuant to the Secretary's National Oil and Gas Leasing Program	BOEM	100%	100%	100%	100%	100%	100%	100%	100%
Sales		2	3	3	2	2	2	2	3
Sales		2	3	3	2	2	2	2	3
Percent completion of targeted energy resource assessments and research (Index; 2022 target = 119 assessments completed)	USGS	100%	95%	100%	135%	100%	118%	100%	100%
Amount (in barrels) of operational offshore oil spilled per million barrels produced	BSEE	3.420	3.660	0.065	26.130	2.900	0.070	2.900	2.900

Supporting Performance Measures

Strategy: Promote oil, gas, coal, and renewable energy resource development

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Number of completed publications in support of energy resource assessments and research	USGS	238	291	321	305	160	292	250	250
Achieve utilization rate of X% at Ohmsett (The Ohmsett facility provides independent and objective performance testing of full-scale oil spill response equipment and marine energy systems (wave energy conversion devices) and helps improve technologies through research and development.)	BSEE	96%	91%	91%	69%	85%	45%	65%	65%

Strategic Actions Planned through FY 2021

Bureau of Land Management

Oil and Gas Management

- Advance the Administration's priority of Generating Revenue and Utilizing Our Natural Resources by streamlining a variety of processes, such as Applications for Permits to Drill (APDs), which will simultaneously address concerns over permitting backlogs.
- Update the National Fluid Lease Sales System (NFLSS) to simplify and streamline the leasing process, alleviate unnecessary impediments and burdens, and expedite the offering of lands nominated for lease.
- Improve and streamline land-use planning, increasing efficiencies and decreasing time for completion allowing for a reduced APD backlog, streamlined permitting process, and a fair return to the taxpayer through stronger inspection and enforcement.
- Build upon ongoing activities to implement an overall strategy that includes refining and updating the Automated Fluid Minerals Support System, creating Right-of-Way Strike Teams, establishing APD targets, and increasing interagency coordination.
- Coordinate cadastral survey, lands, and realty programs to enhance efficient processing of oil and gas activities.

Coal Management

- Advance the Administration's priority of Generating Revenue and Utilizing Our Natural Resources by streamlining permitting for Federal coal development and rights-of-way, which will simultaneously address concerns over backlogs.
- Provide assistance from the BLM Energy and Minerals Task Force to BLM State and Field offices to expedite the leasing and permitting of energy minerals including updating surface and sub-surface data layers and Public Lands Survey System data.
- Process Lease by Application, Lease Modification Applications, and trespass cases to ensure that the public receives fair market value for its non-renewable coal resources.
- Inspect Federal and Indian leases to ensure compliance with the use authorizations, regulations, and ensure maximum or ultimate economic recovery of the public's non-renewable resources.
- Take appropriate action when Federal or Indian coal has been mined without approvals (coal trespass actions).

Renewable Energy

- Process pending applications for new wind, solar and geothermal projects.
- Focus on streamlining review processes.

Bureau of Ocean Energy Management*Oil and Gas Management*

- Support the Administration’s America-First Offshore Energy Strategy and seek opportunities to minimize unnecessary regulatory burdens.
- The 2019-2024 National Outer Continental Shelf Oil and Gas Leasing Program is currently on hold. Until the new National OCS Program is approved, BOEM will continue to implement the 2017-2022 Outer Continental Shelf Oil and Gas Leasing Program – region-wide Gulf of Mexico Sales 254, 256, 257, 259 and Cook Inlet Sale 258.
- Effectively process exploration and development plans, meeting the established timelines of the Outer Continental Shelf Lands Act.
- Continue to fund data collection efforts, baseline and impact studies in support of planning, decision-making, and identifying best practices for offshore oil and gas, exploration and development and long-term monitoring efforts.
- Continue to engage with Federal, academic, and other partners on environmental studies.
- Fund studies to examine actual and potential effects of offshore activities to support NEPA reviews and development of mitigation measures.
- Continue to develop resource assessments to inform OCS conventional energy leasing decisions, including the planned *2021 National Assessment of Undiscovered Oil and Gas Resources of the U.S. Outer Continental Shelf*.
- Continue to conduct economic analyses to inform conventional energy fiscal term decision-making for the sales included in the 2017-2022 National OCS Oil and Gas Leasing Program.

Renewable Energy

- In consultation with intergovernmental task forces, continue to identify additional areas that appear suitable for renewable energy development on the Atlantic and Pacific OCS.
- Conduct thorough environmental reviews and consultations of potential OCS leasing areas offshore the Atlantic and Pacific coasts, adjusting as necessary depending on funding availability.
- Continue noncompetitive lease and rights-of-way (ROW) grant processes to support lease and grant issuance.
- Continue to contract environmental studies and fund data collection efforts that identify best practices and inform the Bureau’s decision-making.
- Continue providing intergovernmental task force support and opportunities for public involvement in Atlantic and Pacific coastal states.
- Continue to develop and publish refinements to the offshore renewable energy regulations, as well as guidelines for their interpretation.

- Conduct comprehensive engineering, geotechnical, and environmental reviews of Renewable Energy site assessment and project plans.
- Conduct post-lease review and monitoring of leased offshore renewable energy projects and activities.
- Continue to engage in active outreach efforts with key stakeholders, including other Federal agencies, the fishing and maritime communities.

Bureau of Safety and Environmental Enforcement

- Undertake technical assessments and sponsor research on new technologies to stay current with expanding operations and evaluating technological advances that allow for production from high pressure/high temperature formations and other frontier areas.
- Review existing standards, regulations and permitting, with a focus on reforming overly burdensome regulations while sustaining or increasing safety and environmental protection and eliminating processes and regulations that no longer serve their purpose in supporting safe development given innovations in technology and attendant changes in industry project planning processes.
- Institutionalize transparency and engagement with the regulated community through standards development, and continuous improvement to the SEMS program, Offshore Energy Safety Institute, Safe OCS and BAST-Best Available and Safest Technologies.
- Minimize financial and environmental liabilities from offshore energy exploration and development by ensuring that operators timely decommission wells and facilities that have no future use.
- Strengthen our inspection program by implementing an inspection strategy that is based on annual planning and incorporates regulatory compliance, risk assessments, management systems and performance-based techniques or methodologies.
- Keep pace with technological innovations that enable development and production in frontier areas and resolve technological challenges such as development in high pressure/high temperature environments.
- Maintain diligent oversight of end-of-life facilities and reservoirs to ensure maximum resource recovery, safe operations and strengthened decommissioning/idle iron compliance.
- Champion oil spill preparedness principles and practices including the verification of current industry capabilities and the advancement of oil spill response research and technologies.
- Refine permitting review strategies to support timely development and accurately reflect the risks and phases of development of the Outer Continental Shelf (OCS).
- Foster active engagement with renewable energy stakeholders with a goal of supporting a safe, robust, and technically innovative offshore wind energy industry on the OCS.

Fish and Wildlife Service

- Work with all federal and other partners to design energy projects that will facilitate energy development while protecting the environment.
- Invest funds to streamline energy project consultation and permitting with public and private partners.

U.S. Geological Survey – Energy Resources Program

- Release additional USGS assessments of undiscovered, technically recoverable oil and gas resources in U.S. and non-U.S. basins, including in strategic areas of national interest, including the Section 1002 Area of ANWR. Continue the underlying geological, geophysical, and geochemical research that underpins the assessments.
- Expand unconventional oil and gas research efforts on the geologic causes of variability in the recovery of petroleum and water and studies of baseline water quality.
- Research geothermal resources aimed at improving the viability of Enhanced Geothermal Systems (EGS) and studying environmental impacts of geothermal energy development on Federal lands.
- Support gas hydrate studies with the Coastal-Marine Hazards and Resources Program and contribute to Department of Energy (DOE) and industry-sponsored cooperative gas hydrate projects.
- Develop priorities and plans to increase access to geology, energy and minerals data through a national data repository, as recommended by the National Academies of Science, Engineering and Medicine’s 2018 strategic review of ERP, and in close coordination with MRP, other USGS programs, and State Geological Surveys.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Oil and Gas Management	53,183	59,671	67,574	75,927	88,947	90,947	89,560
Oil and Gas Permit Processing	32,500	7,125	6,365	5,737	5,737	---	---
Oil and Gas Inspection and Enforcement	41,126	48,000	48,000	48,385	48,385	48,925	49,613
Coal Management	9,595	10,868	10,868	19,015	14,868	15,868	18,895
Renewable Energy	29,061	29,061	29,061	16,292	24,320	29,061	29,471
Subtotal	165,465	154,725	161,868	165,356	182,257	184,801	187,539
Bureau of Ocean Energy Management							
Conventional Energy	107,845	137,327	135,344	55,395	49,559	48,896	45,011

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Offsetting Collections - Conventional Energy	---	---	---	---	9,512	12,562	15,476
Renewable Energy	23,104	24,278	23,887	21,676	16,179	15,384	20,123
Offsetting Collections - Renewable Energy	---	---	---	---	4,541	5,941	6,254
Marine Minerals	---	---	---	---	---	3,879	---
Offsetting Collections - Marine Minerals	---	---	---	---	---	1,850	---
Environmental Programs	7,500	6,600	7,700	73,085	47,507	51,911	41,633
Offsetting Collections - Environmental Programs	---	---	---	---	31,518	33,199	33,986
Executive Direction	---	2,652	2,629	17,367	12,728	14,194	11,903
Offsetting Collections - Executive Direction	---	---	---	---	4,245	2,945	5,387
Subtotal	138,449	170,857	169,560	167,523	175,789	193,426	180,082
Bureau of Safety and Environmental Enforcement							
Environmental Enforcement	3,027	3,027	4,262	1,568	2,179	2,070	1,967
Offsetting Collections - Environmental Enforcement	5,287	5,287	4,052	2,885	2,945	2,688	3,168
Operations, Safety and Regulation	51,833	72,913	86,544	83,892	84,128	87,180	86,515
Offsetting Collections - Operations, Safety, and Regulation	81,764	72,041	58,410	56,479	53,975	56,102	58,870
Oil Spill Research	14,899	14,899	14,899	14,899	14,899	14,899	12,700
Subtotal	156,810	168,167	168,167	159,723	157,676	162,939	163,220
U.S. Geological Survey							
Energy Resources	24,895	24,695	24,695	30,872	30,872	30,172	26,208
Total	485,619	518,444	524,290	531,557	546,287	569,139	545,582

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources
Goal #1: Ensure Energy and Economic Security for America
Strategy #2: Provide hydropower

Program Performance Overview: The Bureau of Reclamation is the second largest producer of renewable hydropower in the United States and operates 52 hydroelectric power facilities, with 14,700 megawatts of capacity. Reclamation generates an average 40 billion kilowatt-hours of electricity each year. In 2019, 94% of Reclamation’s hydropower facilities were evaluated as being in good condition, an increase of six percentage points from the previous fiscal year. Also, the amount of hydropower capability in megawatts installed increased from 37 in 2018 to 44 in 2019. Reclamation employees identified previously existing deficiencies contributing to low Facility Reliability Rating (FRR) scores and successfully corrected the most significant deficiencies using a risk-based prioritization methodology.

Reclamation administers a comprehensive power operations and maintenance program to ensure hydropower facilities are reliable, safe, economical, and efficient. Reclamation coordinates with Department of Energy and power customers to strategically identify, fund, and implement capital and technological investments that deliver operational benefits and reduce risk. Program performance is measured by hydropower facility availability during peak electricity demand periods.

Public Benefit: The Bureau of Reclamation works to promote domestic energy production by enabling new energy generation from hydropower, facilitating the construction of new or upgraded transmission networks, helping to create new industries and supply chains, driving economic growth and job creation, and helping provide more energy from domestic sources.

Strategic Plan Performance Measures

Strategy: Provide hydropower

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Amount of hydropower capability, in megawatts (MW), installed from 2018 through 2022	BOR	N/A	N/A	4.5	37.0	20.0	44.0	30.0	40.0
Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating	BOR	81%	87%	85%	88%	75%	94%	77%	77%
Hydropower Facilities		42	45	44	46	39	49	40	40
Hydropower Facilities		52	52	52	52	52	52	52	52

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of time that Bureau of Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods	BOR	83%	82%	81%	81%	81%	81%	81%	81%
Hours		83	82	81	81	81	81	81	81
Hours		100	100	100	100	100	100	100	100

Supporting Performance Measures

Strategy: Provide hydropower

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Number of Annual, Periodic and Comprehensive Reviews Completed	BOR	50	52	52	49	52	52	52	52
Percent of generating capacity that has a major generator/turbine related component rated in poor condition.	BOR	29%	21%	20%	15%	30%	24%	30%	30%
powertrain component		4,195	3,147	2,976	2,239	4,412	3,526	4,390	4,390
components		14,719	14,719	14,729	14,729	14,738	14,738	14,738	14,738
Forced outage factor lower than or equal to the industry average of 2.2%	BOR	3.6%	1.6%	2.6%	0.5%	2.2%	1.1%	2.2%	2.2%

Strategic Actions Planned through FY 2021

Bureau of Reclamation

- Collaborate with the Department of Energy and the Army Corps of Engineers through the Memorandum of Understanding for Hydropower framework to help meet the Nation’s need for reliable, affordable, and environmentally sustainable hydropower.
- Support the development of non-federal hydropower through the Lease of Power Privilege and Federal Energy Regulatory Commission licensing processes.
- Leverage Reclamation’s Hydropower Efficiency Research Systems initiative to improve operational efficiencies at Reclamation power plants.
- Assess opportunities for federal and non-federal hydrokinetic, conventional, and pumped storage hydropower development.
- Collaborate with stakeholder groups and regulatory agencies to improve and streamline non-federal hydropower permitting processes.

- Provide power operations and maintenance-related support services and collaboration with other Federal, tribal, state, and local governments, power industry constituencies, and other interested parties.
- Support hydropower data acquisition, analysis, and archiving initiatives to improve operational performance, asset management, and regulatory compliance at Reclamation power plants.
- Assess progress of initiatives in deferred maintenance reporting, power related security, and risk-based asset management studies.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Reclamation							
Water and Related Resources	49,620	54,081	56,358	46,141	52,205	58,252	59,329

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources**Goal #2: Ensure Access to Mineral Resources****Strategy #1: Manage non-energy mineral development**

Program Performance Overview: The Department promotes economic development and environmental protection through responsible, science-informed management of mineral resources. The BLM conducts environmental analysis of complex issues necessary to authorize use on BLM public lands to meet the increasing demand for non-energy solid leasable minerals, especially potash and phosphate. The science provided by the USGS Mineral Resources Program (MRP) facilitates resource discovery and provides essential information and analyses for strategic, evidence-based economic and geopolitical decisions. BOEM's Marine Minerals Program provides sand and gravel resources to protect and improve coastal infrastructure and the environment. To date, BOEM has conveyed the rights to nearly 165 million cubic yards of Outer Continental Shelf (OCS) sediment by executing 58 negotiated agreements for projects in eight states that have restored over 360 miles of coastline. BLM will continue to explore efficiencies for non-energy mineral exploration and development to ensure the Nation is able to meet the demand.

To achieve the President's Executive Order 13817 and Secretarial Order 3359, the Department's budget includes funding to help spur critical mineral resource development in the United States. Efforts will include developing advanced topographic, geologic, and geophysical data as well as mineral resource assessments generated by USGS into BLM land-use planning. The data is needed to locate U.S. critical mineral resources, inform private-sector domestic development, reduce dependence on foreign sources, and support job creation and technological innovation. Inclusion of this data in land use planning will improve decisions that increase the ability of the private sector to develop these resources, particularly critical mineral resources.

Public Benefit: Non-energy minerals, including potassium, phosphorus, sodium, potash, lead, and zinc, clay, sand, gravel, and building stone, are vital components of basic industry and life in the United States and support local infrastructure and economic development. As the Nation continues to depend on minerals to manufacture products we rely on every day, from our cell phones and laptops to our cars, the Department will continue to leverage research and assessments to understand and maximize the use of national and global mineral resources while balancing the Nation's mineral needs with the protection of the human, terrestrial, marine, and coastal environments.

Strategic Plan Performance Measures

Strategy: Manage non-energy mineral development

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of non-energy mineral exploration and development requests processed	BLM	12%	19%	35%	27%	22%	22%	22%	22%
Requests processed		58	81	174	135	91	91	91	91
		482	432	493	492	415	415	415	415
Number of sand and gravel requests processed for coastal restoration projects	BOEM	5	5	7	7	7	7	8	8
Percent completion of targeted non-fuel mineral resource assessments and research (Index; 2022 target = 5,240 research, assessment, and minerals information reports)	USGS	92%	100%	100%	110%	100%	89%	100%	100%
Percent completion of targeted Critical Mineral Early Warning System (CMEWS) analyses and evaluations	USGS	N/A	N/A	17%	33%	50%	50%	N/A	N/A
Number of actual analyses completed		N/A	N/A	4	8	12	12	16	20
Total number of CMEWS analyses		N/A	N/A	24	24	24	24	N/A	N/A

Supporting Performance Measures

Strategy: Manage non-energy mineral development

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Number of Non-energy Solid Mineral (potassium, gypsum, etc.) Inspections and Production Verifications.	BLM	1,651	1,367	1,161	1,254	1,400	1,320	1,350	1,350
Number of Mineral Material (sand, gravel, clay, etc.) Inspections and Production Verifications	BLM	2,899	2,991	2,781	2,584	2,700	2,278	2,600	2,600

Strategic Actions Planned through FY 2021

Bureau of Land Management

- Continue program reform efforts by improving alignment of staffing resources, work prioritization, and partnerships with the Department's Division of Mineral Evaluation to successfully achieve corrective actions to ensure that mineral materials are sold at fair market value.
- Issue Records of Decision for the two FEISs recently released for new phosphate mines in Idaho that will sustain current production. Assist another phosphate mining company with submittal of another mine application and begin preparing an EIS.
- Expand the appropriate use of categorical exclusions and other federal or state agency environmental assessments to reduce the need for BLM to prepare new and duplicative environmental assessments needed for permitting decisions.
- Continue to work on the Mineral Tracking System which will be used to support the automation and tracking of licenses, leases, permitting and inspection capabilities of the solid minerals program.
- Continue to incorporate the latest advancements in technology for management of all mineral programs, including appropriate use of Unmanned Aerial Vehicles.
- Provide updated training and guidance for BLM mineral professionals and managers. Gain efficiencies through the collection of baseline data earlier in the Mining Law Administration (locatable) permitting process. Currently the BLM is undergoing regulation updates for 3809 that is intended to include protocols for early communications prior to plan submittals, that may allow early initiation of long-term studies, such as baseline data.
- Seek opportunities in the Mining Law Administration program to centralize and focus resources through the development of strike teams to work on the review and processing of large-scale mineral authorizations. As the BLM cooperates with the USFS as they update their regulations, which will provide better consistency between the agencies, the BLM continues to review USFS protocols, such as strike teams, that may have application to the BLM. Such teams may address large, controversial projects, in whole or in part, to maintain a consistent application of policy and regulation.

Bureau of Ocean Energy Management

- Respond to every request for the use of OCS sand and gravel for coastal restoration and beach nourishment.
- Conduct thorough environmental reviews of potential uses of sand borrow areas through NEPA and other environmental consultations.
- Fund cooperative agreements in collaboration with coastal states as appropriate to identify, analyze and distribute OCS sand related data supporting the use of OCS sand for beach nourishment and coastal restoration.

- Continue to develop a comprehensive National OCS Sand Inventory and Marine Minerals Information System (MMIS), along the Atlantic, Pacific and in the Gulf of Mexico that will inform the Bureau's decision-making and long-term response for coastal restoration.
- Continue to develop a BOEM Critical Minerals Strategic Plan and begin to develop a National Offshore Critical Mineral Inventory.

U.S. Geological Survey – Mineral Resources Program

- Conduct research to understand the genesis and distribution of the critical mineral resources throughout the Nation by collecting, preserving, and disseminating geological, geochemical, and geophysical data and initiating qualitative and quantitative mineral assessments.
- Implement Executive Order 13817, Secretarial Order 3359, and the interagency Critical Minerals Strategy by conducting critical mineral assessments, updating the list of critical minerals on a biannual basis, and implementing a prioritized nationwide program of topographic, geologic, and geophysical mapping to enhance understanding of the Nation’s mineral resource potential to better manage the supply of critical minerals.
- Continue implementation of a Quality Management System (QMS) for Mineral Resources Program-funded laboratories.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Other Mineral Resources Management	10,586	11,879	10,978	12,043	12,167	12,303	11,771
Bureau of Ocean Energy Management							
Conventional Energy	---	---	---	2,728	2,728	---	---
Marine Minerals	---	---	---	---	---	3,879	6,781
Offsetting Collections - Marine Minerals	---	---	---	---	---	1,850	1,952
Environmental Programs	---	---	---	749	749	---	---
Subtotal	---	---	---	3,477	3,477	5,729	8,733
U.S. Geological Survey							
Mineral Resources	45,931	48,371	48,371	49,371	49,371	59,869	59,228
Total	56,517	60,250	59,349	64,891	65,015	77,901	79,732

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources

Goal #3: Ensure Public Receives Fair Market Value for Resources; and
Recover Costs Where Appropriate

Strategy #1: Ensure accurate and timely accounting of energy revenues

Program Performance Overview: The Department collects, disburses and verifies Federal and Indian energy and other natural resource revenue collected from issuing leases on Federal lands (and offshore on the outer continental shelf). These resources include oil, gas, coal, and access to renewable energy resources such as solar, wind, and geothermal. To ensure the appropriate accountability and compensation to the American public for the extraction and use of these resources, it is important that a fair and appropriate amount of funds are collected and that such transactions are implemented accurately, responsibly, and in a timely manner.

The Office of Natural Resources Revenue (ONRR) maintains a high level of achievement for timely disbursement of federal and Indian revenues. Over the last five years, ONRR averaged a timely disbursement rate of nearly 99 percent. ONRR also performs compliance activities to ensure the Department collects revenue due from oil and gas produced on federal lands and water.

The Bureau of Ocean Energy Management (BOEM) supports timely collection and disbursement of mineral and renewable energy revenues. Data driven procedures help to ensure bid adequacy by using a two-phased review system for offshore leasing. Similarly, the Bureau of Safety and Environmental Enforcement (BSEE) uses risk-based methodologies to help ensure metering accuracy at higher risk hydrocarbon sites, i.e. those that experience high volumes of throughput and/or have a history of noncompliance.

Public Benefit: The Department employs data driven procedures to verify, collect, and disburse energy and natural resources revenue and ensure that appropriate financial benefit is obtained on behalf of the American people. Revenues collected from leases on Indian lands directly benefit members of Indian communities. Distributions to the Land and Water Conservation Fund, the Historic Preservation Fund, and the Reclamation Fund all help ensure that America's natural resources, landscapes, and rich history are available and enjoyed by current and future generations. States use the distributed funds to support large capital projects such as schools, roads, and public buildings. The Administration's proposed Public Lands Infrastructure Fund would dedicate, over a 5-year period, a portion of energy revenues to address deferred maintenance in national parks, national wildlife refuges, public lands, national forests, and Indian schools. Revenues not allocated to specific purposes remain in the U.S. Treasury and serve to reduce Federal deficits.

Strategic Plan Performance Measures

Strategy: Ensure accurate and timely accounting of energy revenues

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of federal and Indian revenues disbursed on a timely basis per statute	ONRR	99.3%	99.2%	99.4%	96.5%	98.0%	99.2%	98.0%	98.0%
\$Billions		2.659	1.910	1.989	2.703	2.450	3.670	2.450	2.450
\$Billions		2.679	1.926	2.001	2.802	2.500	3.700	2.500	2.500
Percent of oil royalty meters (identified as high-risk using a risk based methodology) where meter provings are observed	BSEE	N/A	N/A	N/A	13	7	9	8	9

Strategic Actions Planned through FY 2021

Office of Natural Resources Revenue

- Provide geospatial analysis capability to ONRR employees to ensure accurate collection of mineral and leasing revenues.
- Award the Information Technology Systems contract and continue operations and maintenance of ONRR’s mission critical Minerals Revenue Management Support System (MRMSS), which supports all ONRR efforts in the collection, analysis, disbursement and verification of revenues.
- Continue to develop and share energy data with the Department’s Business Integration Office and the Bureau of Land Management.
- Continue business process reengineering by defining business and functional requirements that will support future system development.

Bureau of Ocean Energy Management

- Continue to implement, refine and update BOEM’s fair market value evaluation processes to ensure the government receives the fair market value for outer continental shelf resources.

Bureau of Safety & Environmental Enforcement

- Prioritize inspection and verification activities to ensure accurate accounting of oil and gas from facilities with high production volumes.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Safety and Environmental Enforcement							
Operations, Safety and Regulation	---	---	---	8,083	8,237	8,529	8,691
Office of Natural Resources Revenue	121,631	125,519	126,487	137,757	137,505	147,330	148,474
Natural Resources Revenue 2 Year Fund	---	---	---	---	---	96,679	97,823
Natural Resources Revenue No Year Fund	---	---	---	---	---	50,651	50,651
Subtotal	121,631	125,519	126,487	137,757	137,505	147,330	148,474
Total	121,631	125,519	126,487	145,840	145,742	155,859	157,165

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources

Goal #3: Ensure Public Receives Fair Market Value for Resources; and
Recover Costs Where Appropriate

Strategy #2: Ensure effective collection and application of recreation fees

Program Performance Overview: The National Park Service established fee structure guidelines in 2006 to standardize rates across the country. The resulting tier system assigns each park unit to a tier and associated entrance fee schedule based on the type of site and the amenities provided for the public. As part of its commitment to improve the visitor experience, the NPS updated its entrance fee pricing model in June 2018. The NPS plans for all entrance fee parks to be in line with the new pricing structure by January 1, 2020.

Public Benefit: The nation's public lands offer many excellent locations for public recreation in the outdoors at national parks and monuments, National Wildlife Refuges, BLM public lands and other locations, in historic sites and buildings and at national treasures such as the Statue of Liberty. Facilities, including roads, visitor centers, bathrooms, historic buildings, and museums enable visitors to enjoy their public lands and sites. All the land management bureaus have backlogs of deferred maintenance. The Department will continuously review its fee structure to determine how best to accommodate visitors' enjoyment while collecting fees that help to offset some of the maintenance costs required to keep visitor-facing infrastructure in good shape. All such reviews of fees and changes will remain consistent with Congressional direction that has been provided through a series of laws including the Federal Lands Recreation Enhancement Act.

Strategic Actions Planned through FY 2021**National Park Service**

- Support positive visitor experiences by providing enhanced outdoor recreation opportunities and visitor services, managing visitor-facing facilities, engaging in habitat restoration to improve wildlife-related recreation, and providing public safety services.
- Implement new technologies to ensure financial integrity of collections.
- Continue to engage stakeholders in efforts to evaluate, update, and standardize fees with the goal of setting fair and equitable rates.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
National Park Service							
Operation of the National Park System	37,110	36,530	36,726	35,834	35,834	34,979	39,309

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources**Goal #4: Focus Timber Programs on “Healthy Forests” Lifecycle****Strategy #1: Manage sales of timber and forest product resources**

Program Performance Overview: Over the past four years, performance has varied between a high of 100% and a low of 49% of timber resources made available for sale due to litigation stemming from environmental issues and fluctuations in the housing market and transportation costs, affecting the BLM’s ability to sell timber and utilize the by-products. The Department is working to employ sound forestry practices that address the increased risk of wildfire exacerbated by damage from invasive insects.

In 2019, the BLM exceeded its target for Allowable Sale Quantity (ASQ) - Oregon offered 212 Million Board-feet (MMBF) was from lands designated for sustained-yield harvest and the Allowable Sale Quantity. In addition to exceeding the ASQ target, the total combined ASQ and non-ASQ offered sale volume increased in 2019.

The Bureau of Indian Affairs’ Forestry program exceeded 2019 national goals for the percent of the sustainable harvest of forest biomass and timber sales prepared and offered for sale or free use. This is the second full year for this measurement. The percentage of allowable cut prepared and offered in 2019 is comparable to 2018. This is consistent with projections and can be attributed to comparable timber markets and a willingness on the part of Tribes to sell timber. Management activities within forestlands are governed by forest management plans which outline ecologically and biologically sustainable forest management practices commensurate with tribal goals and objectives. Forest management activities include timber sales, timber stand improvement (thinning), prescribed burning, and reforestation.

Public Benefit: Timber and by-product sales contribute to the economic stability of local communities and industries. Timber and by-product sales also lead to increased forest health through restoration and fire resiliency. Forests and woodlands provide timber and other forest products, create recreational opportunities that support local economies, serve as valuable wildlife habitat, play an important role in carbon storage and clean water and air, provide an essential source of revenue and jobs for tribes, and play an important role in sustaining tribal cultures and traditions.

Strategic Plan Performance Measures

Strategy: Manage sales of timber and forest product resources

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of allowable sale quantity timber offered for sale consistent with applicable resource management plans (O&C--Oregon and California--only)	BLM	80%	62%	57%	49%	95%	103%	100%	100%
MMBF (millions of board feet)		162	126	116	100	194	212	205	205
MMBF (millions of board feet)		203	203	205	205	205	205	205	205
Volume of wood products offered consistent with applicable management plans.	BLM	251	228	231	253	272	303	290	300
Percentage of Annual Allowable Cut Prepared and Offered for Sale or Free Use	BIA	N/A	N/A	N/A	73%	62%	72%	55%	58%
		N/A	N/A	N/A	748,432,086	438,443,075	477,481,684	418,180,000	418,180,000
		N/A	N/A	N/A	1,019,550,468	712,735,150	666,904,681	721,000,000	721,000,000

Strategic Actions Planned through FY 2021

Bureau of Land Management

- Ensure the health and resilience of the Nation’s public forest lands as well as the availability of traditional forest products, such as timber through responsible land management.
- Continue to seek strategies to improve efficiency, especially in issuing forest product permits, acres of forest restored through sales, biomass utilization, and timber volume offered.

Bureau of Indian Affairs

- Create career development paths to improve employee skills and enhance retention.
- Increase timber sale layout capacity through the Timber Strike Team, a mobile team of highly trained foresters that assists local units which are unable to meet harvest preparation targets due to insufficient workforce and lack of expertise.
- Promote active forest management through the support of SO 3372; Indian Energy Act/Tribal Biomass Demonstration Project.
- Improve forest health, reduce wildland fire risk, and create tribal employment through the further deployment of Portable Infrastructure Projects.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Affairs							
Forestry	45,895	51,914	54,155	52,974	48,872	27,022	54,759
Bureau of Land Management							
Public Domain Forest Management	9,838	9,980	10,076	10,135	10,135	10,135	10,280
Western Oregon Resources Management	---	---	---	---	---	88,686	91,779
Forest Management	33,447	33,752	32,942	33,872	32,942	---	---
Other Forest Resources Management	36,985	33,495	33,495	25,385	33,495	---	---
Reforestation and Forest Development	23,851	24,023	24,023	20,086	24,023	---	---
Subtotal	104,121	101,250	100,536	89,478	100,595	98,821	102,059
Total	150,016	153,164	154,691	142,452	149,467	125,843	156,818

Mission Area 2: Generating Revenue and Utilizing Our Natural Resources**Goal #5: Manage Grazing Resources****Strategy #1: Provide for sustainable forage and grazing**

Program Performance Overview: The process of monitoring grazing permits is returning to previous levels of performance, following years of litigation which led to a backlog in renewals. The return to a slightly higher permit/lease processing rate is due to the Department's increased focus on more complex grazing permit processing requirements and making greater use of the authority provided under section 402(c) of the Federal Land Policy and Management Act, which allows expiring permits to be renewed without being fully processed. In 2019, the BLM exceeded its grazing target by improving and streamlining the grazing permit process, thereby achieving greater efficiencies and service to permittees while striving to meet land condition objectives, including continuing or expanding recent demonstration projects for Outcome-Based Grazing Authorizations.

Under the Bureau of Indian Affairs, the Division of Natural Resources exceeded the national target for percent of grazing permits monitored, with the assistance of the regional staff who provided technical support to agency staff in the management of permits. Cooperative efforts with tribes as well as the collaboration between seasonal and regional staff, led to positive performance results.

Public Benefit: Livestock grazing contributes to food production and adds to local economic stability, and it can be used in certain areas to maintain and improve land health by reducing hazardous fuels, treating invasive weeds, and minimizing the impact of catastrophic wildfires. The Bureau of Indian Affairs, Division of Natural Resources, provides coordination, management, planning, oversight, and monitoring for the development and protection of trust natural resources, as well as proving the direction and guidance for all activities related to the planning and management, conservation, development, and utilization of soil, water, farmland, and rangeland. The diversity is also responsible for the bureaus' national resources damage assessment and restoration program.

Strategic Plan Performance Measures

Strategy: Provide for sustainable forage and grazing

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of grazing permits and leases processed as planned consistent with applicable resource management plans.	BLM	18%	13%	13%	16%	10%	13%	13%	10%
permits/leases		1,213	862	917	1,157	1,100	1,250	1,500	1,100
permits/leases		6,900	6,800	6,800	7,400	10,500	9,600	11,600	11,400
Percent of range units assessed during the reporting year for level of utilization and/or rangeland condition/trend.	BIA	44%	42%	49%	58%	44%	57%	52%	40%
Number of range units		1,547	1,377	1,498	1,765	1,417	3,556	1,739	1,320
Number of range units		3,539	3,252	3,050	3,027	3,233	6,230	3,345	3,280

Supporting Performance Measures

Strategy: Provide for sustainable forage and grazing

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percentage of grazing permits monitored annually for adherence to permit provisions, including permittee compliance with requirements described in conservation plans.	BIA	40%	41%	37%	45%	36%	37%	37%	38%
Number of grazing permits		5,670	5,558	5,093	6,020	4,679	10,062	4,998	5,320
Number of grazing permits		14,058	13,523	13,792	13,292	13,130	26,968	13,527	14,030

Strategic Actions Planned through FY 2021

Bureau of Land Management

- Continue to streamline the grazing permit process and provide greater flexibility to the American rancher.
- Process Outcome-Based Grazing Authorizations, which allow livestock operators more flexibility to make livestock use adjustments in response to changing conditions such as drought or wildland fire.
- Work with ranchers to address excessive fuels buildup. Targeted grazing, which focuses on intensive grazing in a limited, strategic area, has been useful in influencing wildland fire behavior by breaking up large expanses of relatively homogeneous fuels that burn uniformly with strategically placed buffers of reduced fuels.

- Continue to utilize an integrated vegetation management approach using multiple tools, e.g. mechanical, biological, cultural, chemical and fire to control noxious weeds and invasive plant species, reduce fuels, and improve rangelands for livestock, recreation, and wildlife habitat.

Bureau of Indian Affairs

- Coordinate with Agencies and regions to outline agriculture and resources infrastructure improvement needs.
- Assist regions in the completion of noxious plant inventories and control plans.
- Focus invasive species funding on the protection of tribal resources, and on partnerships that include Tribes in landscape-level planning.
- Promote agriculture and rangeland protection & enhancement through a Bureau of Indian Affairs and USDA's Natural Resources Conservation Service and Farm Service Agency Memorandum of Understanding.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Affairs							
Agriculture and Range	30,494	30,751	30,769	22,640	31,251	25,101	25,101
Bureau of Land Management							
Rangeland Management	39,500	39,500	39,500	33,876	45,725	46,605	41,645
Total	69,994	70,251	70,269	56,516	76,976	71,706	66,746

Mission Area 3: Expanding Outdoor Recreation and Access

Mission Area 3: Expanding Outdoor Recreation and Access**Goal #1: Expand Hunting, Fishing, and Other Recreation on DOI Lands****Strategy #1: Promote hunting, fishing, and other recreation on DOI lands**

Program Performance Overview: This Strategic Plan strategy supports and highlights Secretarial Orders 3356 and 3366, to further expand public access to lands and waters administered by the Department, for hunting, fishing, recreational shooting, and other forms of outdoor recreation. The Department met or exceeded the 2019 targets for all performance measures related to hunting, fishing, and other recreation on DOI lands.

To elevate this effort during the next two years, the Department has selected the FWS for an Agency Priority Goal (APG), “By September 30, 2021, the U.S. Fish & Wildlife Service will expand hunting and fishing opportunities on 2.25 million acres of National Wildlife Refuges and National Fish Hatcheries, and open or expand an estimated 1,200 opportunities.” In 2019, the FWS expanded hunting, fishing, and other recreation opportunities on an additional 1.4 million acres of National Wildlife Refuges and National Fish Hatcheries, surpassing the target by more than 1 million acres. As practiced on refuges, hunting and fishing do not pose a threat to wildlife populations, and in some instances, are necessary for sound wildlife management. For example, deer populations will often grow too large for the refuge habitat to support. If some of the deer are not harvested, they destroy habitat for themselves and other animals and die from starvation or disease. The harvesting of wildlife on refuges is carefully regulated to ensure an appropriate balance between population levels and wildlife habitat. In addition, the National Fish Hatcheries continue to be a valuable tool in managing fisheries and providing outdoor recreation opportunities to America’s 58 million recreation anglers who spend \$46 billion annually in pursuit of their favored pastime.

The Bureau of Land Management estimates that over 95 percent of the nearly 250 million acres of BLM-managed public lands are open to hunting. In 2019, the BLM completed 8 legal public access transactions to facilitate additional access to recreation opportunities on its public land.

There are 76 areas managed by the National Park Service that permit hunting. A total of 51,097,000 acres, representing approximately 60% of the total acreage of the NPS system, are open to hunting at various times during the year. Of the 246 NPS units with fish living in surface water, 213 (over 85%) have waters open to fishing.

The recreation areas developed because of Bureau of Reclamation water projects are among the Nation's most popular for water-based outdoor recreation. There are 289 Reclamation project areas that have developed recreation facilities and opportunities available for

public use. Reclamation has approximately 6.5 million acres of land and water, most of which are available for public outdoor recreation. The 187 developed recreation areas managed by Reclamation or a non-federal recreation partner draw over 24 million visits annually. These recreation areas provide 549 campgrounds, 454 boat launch ramps, and more than 5,500 miles of shoreline.

Public Benefit: Outdoor recreation is integral to a healthy lifestyle for millions of Americans. Visitors to the Department’s public lands and waters take advantage of the physical, mental, and social benefits that outdoor recreational experiences provide. Americans can hunt and fish on public lands managed by the Department as part of its multiple-use policy which also includes hiking, camping, climbing, boating, wildlife viewing, and other outdoor pursuits. Hunting, fishing and other outdoor activities contributed \$156 billion in economic activity across the United States according to the FWS [National Survey of Fishing, Hunting and Wildlife-Associated Recreation](#). More than 101 million Americans, or 40 percent of the United States’ population 16 and older, pursue wildlife-related recreation, which supports 480,000 American jobs.

Strategic Plan Performance Measures

Strategy: Promote hunting, fishing, and other recreation on DOI lands

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Expand hunting and fishing opportunities by X acres on National Wildlife Refuges and National Fish Hatcheries	FWS	1,078	2,435	71,769	251,000	250,000	1,432,625	2,000,000	250,000
Number of legal public access transactions completed that facilitate open access to recreation opportunities	BLM	N/A	N/A	N/A	23	8	8	12	12
Number of individuals participating in outdoor recreation activities at special events	DOI	1,481,817	1,626,423	1,928,389	4,375,241	2,476,972	2,273,537	2,238,097	3,234,731
	BLM	N/A	N/A	N/A	73,000	73,000	86,904	73,000	73,000
	BOR	N/A	N/A	N/A	1,404,533	292,800	674,717	719,335	819,336
	FWS	1,481,817	1,626,423	1,928,389	2,897,708	2,111,172	1,511,916	1,445,762	2,342,395

Strategic Actions Planned through FY 2021

Fish and Wildlife Service

- Increase activities that support conservation stewardship in alignment with Secretarial Order 3356 that calls for improving game and habitat management and increasing outdoor recreation opportunities, particularly for hunters, anglers, and sportsmen. Such activities include opening acres of national wildlife refuges to hunting and fishing opportunities while aligning regulations with the states to better increase access and strike a regulatory balance.

- Foster recreational fishing through sustained hatchery production in support of enhancing opportunities for the 58 million recreational anglers in the U.S.
- Welcome more than 55 million visitors to the Refuge System to enjoy educational and interpretive programs, hunting, fishing, wildlife observation, and photography.

National Park Service

- Support outdoor recreation opportunities through collaborative and community-driven efforts and outcome-focused investments to preserve and enhance rural landscapes, urban parks and rivers, important ecosystems, cultural resources, and wildlife habitat. These activities incorporate the best available science, a landscape-level understanding, and stakeholder engagement.

Bureau of Land Management

- Provide recreation opportunities for tens of millions of visitors, including but not limited to hiking, biking, camping, hunting, fishing, skiing, horseback riding, snowmobiling, and off-highway vehicle usage.
- Collaborate with public and private partners to provide recreation opportunities.
- Implement and support Secretarial Orders 3356 and 3366, which support and expand hunting and fishing access and opportunities, enhance conservation stewardship, improve wildlife management, ensure that public lands and waters are open for hunting, fishing and recreational access, and increase outdoor recreation opportunities for all Americans.
- Implement and support Secretarial Order 3376, Increasing Recreational Opportunities through the use of Electric Bikes, for the purpose of increasing recreation opportunities for all Americans, especially those with physical limitations, and to encourage the enjoyment of lands and waters managed by the BLM.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Recreation Resources Management	24,348	25,598	26,732	23,617	27,733	28,733	29,519
National Monuments and National Conservation Areas	15,909	18,409	18,409	13,847	19,910	21,910	18,817
National Monuments and National Conservation Areas	370	383	389	348	390	390	390
Subtotal	40,627	44,390	45,530	37,812	48,033	51,033	48,726
Bureau of Reclamation							
Water and Related Resources	---	---	---	10,886	11,643	12,421	12,042
Fish and Wildlife Service							
Resource Management	92,118	93,686	93,494	94,380	90,300	99,898	93,460
Construction	1,255	1,895	1,891	1,479	1,260	1,063	1,012
Land Acquisition	475	685	684	596	120	129	128
Cooperative Endangered Species Conservation Fund	501	535	534	531	---	---	---
State Wildlife Grants	31,108	32,103	32,042	32,937	16,582	16,582	---
Subtotal	125,457	128,904	128,645	129,923	108,262	117,672	94,600
National Park Service							
Operation of the National Park System	110,153	113,938	115,260	179,836	179,836	171,847	182,045
Centennial Challenge	1,500	2,250	3,000	2,300	2,300	---	---
National Recreation and Preservation	14,455	14,335	14,338	14,503	14,503	6,180	6,350
Construction (and Major Maintenance)	2,211	2,211	2,211	2,455	2,455	1,885	1,020
Land Acquisition and State Assistance	36,769	72,417	69,509	77,737	77,737	4,457	7,407
Subtotal	165,088	205,151	204,318	276,831	276,831	184,369	196,822
Total	331,172	378,445	378,493	455,452	444,769	365,495	352,190

Mission Area 3: Expanding Outdoor Recreation and Access
 Goal #2: Enhance Public Satisfaction at DOI Sites
 Strategy #1: Enhance the enjoyment and appreciation of our natural and cultural heritage

Program Performance Overview: Visitor satisfaction with the quality of experiences on public lands remains very high. In 2019, the Department continued its high level of performance in the recreation and visitor experience measure. Survey results show that almost all (about 95%) visitors are satisfied with their experiences at parks, refuges and other public lands and waters. Collectively, satisfaction is 98 percent for visitors served by facilitated programs.

Public Benefit: Outdoor recreation is integral to a healthy lifestyle for millions of Americans. Visitors to the Department’s public lands and waters take advantage of the physical, mental, and social benefits that outdoor recreational experiences provide. Heritage and cultural sites provide insights into our past and the background of our Nation.

Strategic Plan Performance Measures

Strategy: Enhance the enjoyment and appreciation of our natural and cultural heritage

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of visitors satisfied with the quality of experience	DOI	95%	95%	93%	94%	94%	95%	90%	90%
	BLM	96%	96%	91%	95%	95%	96%	92%	92%
	BOR	N/A	N/A	N/A	N/A	N/A	N/A	80%	81%
	FWS	90%	90%	90%	90%	90%	90%	90%	90%
	NPS	98%	98%	98%	98%	98%	98%	98%	98%
Percent of visitors satisfied with facilitated programs	DOI	96%	96%	96%	96%	96%	98%	94%	94%
	BLM	94%	94%	95%	95%	95%	98%	92%	92%
	NPS	97%	97%	97%	97%	97%	97%	97%	97%

Supporting Performance Measures

Strategy: Enhance the enjoyment and appreciation of our natural and cultural heritage

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of visitors understanding and appreciating the significance of the park they are visiting	NPS	74%	80%	79%	82%	82%	82%	82%	82%

Strategic Actions Planned through FY 2021

Fish and Wildlife Service

- Develop visitor programs, materials, and services that generate interest in natural, cultural, and historical structures and artifacts.
- Support innovative community engagement at 14 priority urban refuges and 30 urban partnerships to encourage city dwellers to enjoy the outdoors and connect them with nature.
- Maintain the visibility of Refuge System as an inexpensive, family-friendly place for Americans to reconnect with America’s natural and cultural resources.
- Engage communities in meaningful, collaborative ways to create “stepping stones of engagement” for new audiences to connect with outdoor experiences both on Service lands (Wildlife Refuges) and partner lands.
- Continue maintenance and improvements to visitor facilities, including parking areas, kiosks, interpretive signs, trails, and boardwalks.

Bureau of Land Management

- Provide recreation opportunities for tens of millions of visitors, including but not limited to hiking, biking, camping, hunting, fishing, skiing, horseback riding, and snowmobiling and off-highway vehicle usage.
- Collaborate with public and private partners to provide recreation opportunities.
- Increase use of realty acquisition tools (such as easements, donations, fee simple acquisition, and exchanges) to provide access to public lands for recreational opportunities.
- Assess and improve the Bureau’s recreation-related websites to identify local opportunities for families to access and enjoy public lands, streamline trip planning and reservation services, and offer updated, engaging, and relevant visitor information.
- Implement and support the requirements of the John D. Dingell, Jr. Conservation, Management, and Recreation Act.
- Distribute Every Kid Outdoor passes to 4th graders at outdoor education events and schools to encourage visits to public lands.
- Partner with youth conservation corps to improve access and recreational opportunities on public lands.

- Increase use of realty acquisition tools (such as easements, donations, fee simple acquisition, and exchanges) to provide access to public lands for recreational opportunities.
- Assess and improve the Bureau’s recreation-related websites to identify local opportunities for families to access and enjoy public lands, streamline trip planning and reservation services, and offer updated, engaging, and relevant visitor information.
- Continue implementation of the National Scenic and Historic Trails (NSHT) Inventory, Assessment, and Monitoring (IAM) methodology and field guide, including data management plan actions.

National Park Service

- Provide visitor services and protection, including but not limited to interpretive services and facilitated programs, interpretive media such as brochures and wayside exhibits, educational programs, volunteer services, recreational opportunities, visitor facilities, and management of and coordination with commercial services and concessions to enhance the visitor experience.
- Supply visitors with up-to-date interpretive, logistical, and safety information.
- Respond to GAO findings regarding the need for improvements to customer service, which will include exploring potential improvements to survey methods to better understand visitor expectations and experiences.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Recreation Resources Management	24,349	25,599	26,733	23,617	27,732	28,732	29,518
National Monuments and National Conservation Areas	15,910	18,410	18,410	13,848	19,909	21,909	18,817
Challenge Cost Share	2,413	2,413	---	---	---	---	---
Recreational Access	2,000	8,000	8,000	---	---	---	---
National Monuments and National Conservation Areas - old structure	383	384	390	348	389	389	389
Subtotal	45,055	54,806	53,533	37,813	48,030	51,030	48,724
Fish and Wildlife Service							
Resource Management	6,167	6,245	6,231	6,252	6,076	6,648	6,190
Construction	157	237	236	185	157	133	126
Subtotal	6,324	6,482	6,467	6,437	6,233	6,781	6,317

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
National Park Service							
Operation of the National Park System	418,101	434,841	443,050	425,546	425,546	407,686	414,826
Centennial Challenge	1,500	2,250	3,000	2,300	2,300	---	---
National Recreation and Preservation	10,775	10,574	10,574	10,728	10,728	782	1,079
Historic Preservation Fund	23,962	31,963	46,463	60,963	60,963	13,467	21,467
Construction (and Major Maintenance)	13,004	13,004	13,004	13,339	13,339	9,744	6,446
Land Acquisition and State Assistance	12,711	15,418	12,506	13,734	13,734	3,457	3,407
Subtotal	480,053	508,050	528,597	526,610	526,610	435,136	447,225
Total	531,432	569,338	588,597	570,860	580,873	492,947	502,266

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities**Goal #1: Support Tribal Self-Determination, Self-Governance, and Sovereignty****Strategy #1: Support self-governance and self-determination**

Program Performance Overview: The Office of Self-Governance (OSG) under the Office of the Assistant Secretary – Indian Affairs is responsible for the implementation of the Tribal Self Governance Act of 1994, including the development and implementation of regulations, policies, and guidance in support of self-governance initiatives. The staff negotiates annual funding agreements with eligible tribes and consortia, coordinates the collection of budget and performance data from self-governance tribes, and resolves issues identified in financial and program audits of self-governance operations. The national goals for support of self-determination and self-governance exceeded the percent of single audit act reports submitted by the Assistant Secretary – Indian Affairs. The OSG issued two findings and determination memorandums in the 4th quarter of 2019. One tribe had one audit finding related to Indian Affairs programs; the other had two Indian Affairs program audits findings that were resolved by OSG. The Division of Internal Evaluation and Assessment (DIEA) received fifty single audit reports from OSG Compact Tribes in the 4th quarter. However, there were no findings identified nor did DIEA detect any other issues that would impact the accountability of Indian Affairs program funds. The Office 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.

The NPS manages public land with a wide range of traditional associations and cares for collections containing human remains, funerary objects, sacred objects, and objects of cultural patrimony. The NPS supports the goals of the Indian Self-Determination Education and Assistance Act through annual funding agreements with tribes for whom parks hold cultural, historical, or geographical significance. Under these agreements, tribes carry out a variety of programs, functions, and activities within NPS units including facilities, trail and road maintenance, natural and cultural resources inventories, and cultural heritage interpretation. More generally, NPS field and program managers interact with American Indian tribes and Alaska Natives on a government-to-government basis to reconcile NPS programs, policies, and regulations with traditional uses and to achieve common natural resource and cultural heritage preservation goals. The NPS also supports the responsibility of the Secretary of the Interior for the national administration and implementation of the Native American Graves Protection and Repatriation Act (NAGPRA). This includes planning for the discovery of sensitive items; appropriately returning certain items to lineal descendants, tribes, and Native Hawaiian Organizations; and making grants to fund museum and tribal projects for consultation and identification in support of NAGPRA notices and repatriation. The NPS also provides grants to support Tribal Historic Preservation Offices in meeting legislatively-required preservation responsibilities based on their understanding of local needs and priorities.

Public Benefit: Self-governance and self-determination strengthen the government-to-government relationship between the Federal Government and tribal nations. Together, these programs support and strengthen tribal self-governance, sovereignty, self-determination, and self-reliance, applying local expertise and knowledge to managing tribal functions and services.

Strategic Plan Performance Measures

Strategy: Support self-governance and self-determination activities

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of Self-Governance Single Audit Act reports submitted during the reporting year for which management action decisions on audit or recommendations are made within 180 days	AS-IA	N/A	N/A	N/A	100%	99%	100%	99%	99%
		N/A	N/A	N/A	20	19	14	19	19
		N/A	N/A	N/A	20	20	14	20	20
Percent of Self-Determination Single Audit Act reports submitted during the reporting year for which management action decisions on audit or recommendations are made within 180 days	BIA	N/A	N/A	N/A	95%	95%	98%	93%	93%
		N/A	N/A	N/A	75	78	56	84	84
		N/A	N/A	N/A	79	82	57	90	90

Strategic Actions Planned through FY 2021

Bureau of Indian Affairs - Division of Self Determination

- The Division of Self Determination will continue to provide technical assistance and support to the Division of Internal Evaluation and Assessment and report to the Regional Senior Awarding Officials.

Indian Affairs - Office of Self-Governance

- Negotiate funding agreements with tribes
- Offer planning and negotiation meetings through teleconference and in-person visits
- Conduct information meetings with tribes considering self-governance
- Provide curriculum-based self-governance training to BIA Regional Directors, Line Officers, and staff
- Update the Program Formula Matrix Report and produce an analysis of the methodologies, policies, and procedures behind identified program formulas to determine potential deficiencies and propose recommendations

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Affairs							
Indian Self-Determination Fund (TPA)	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Small and Needy Tribes (TPA)	1,845	1,845	4,448	4,448	4,448	---	4,900
Tribal Government Program Oversight	8,181	8,273	8,377	8,432	8,616	5,000	8,745
Subtotal	15,026	15,118	17,825	17,880	18,064	10,000	17,870
National Park Service							
Operation of the National Park System	6,940	7,209	7,249	7,257	7,257	6,980	7,224
National Recreation and Preservation	3,445	3,476	3,476	3,992	3,992	1,690	1,912
Historic Preservation Fund	8,985	9,985	10,485	11,485	11,485	5,738	5,738
Subtotal	19,370	20,670	21,210	22,734	22,734	14,408	14,874
Total	34,396	35,788	39,035	40,614	40,798	24,408	32,744

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities**Goal #2: Fulfill Fiduciary Trust****Strategy #1: Ensure accurate and timely management of fiduciary trusts**

Program Performance Overview: The Department's performance in fulfilling fiduciary trust responsibilities to American Indians and Alaska Native continues to perform within ranges from 90 to 100 percent as the Department reviews, processes, and carries out trust responsibilities in a timely and accurate manner.

Public Benefit: By fulfilling fiduciary trust responsibilities, the Department provides timely reposting of Indian trust ownership information to beneficiaries and ensures adherence to Indian law and litigation settlements.

Responsibility for fiduciary trust oversight of tribal lands and assets rests with several Departmental offices and programs.

- **Probate Services:** The Probate Services program compiles inventories of Indian trust assets and family information and coordinates 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 for American Indians.
- **Land Buy-Back Program:** The Land Buy-Program for Tribal Nations was established to implement the land consolidation aspects of the Cobell Settlement Agreement. As of 2019, the Land Buy-Back Program:
 - Contributed to over 34% of the Bureau of Indian Affairs' processing and recordation of land conveyances that involved paying nearly \$160 million of dollars to landowners to acquire almost 94,000 fractional interests (333,000 equivalent acres consolidated);
 - Conveyed the 94,000 acres of fractional interests in the trust of the tribe with jurisdiction;
 - Paid landowners approximately \$1.4 billion since its inception in 2013;
 - Processed land conveyances that created or increased tribal ownership in more than 46,000 tracts of allotted land, with over 1,700 of those tracts reaching 100 percent tribal trust ownerships;
 - Consolidated nearly 877,000 interests, which is a 29 percent reduction in total purchasable fractional interests that are associated with the approximately 150 locations identified by the Program in 2013;
 - Restored the equivalent of more than 2.5 million acres of land to tribal trust ownership; and,
 - Ensure cost-effective use of funds identified from the Cobell Settlement to manage approximately \$7.70 for every \$100 paid to landowners.
- **Human Services:** The Human Services activity promotes the safety, financial security, and social health of Indian communities, by providing some direct funding and overseeing operations related to social services to include welfare

assistance and Indian child welfare. The objective is to improve the quality of life for individuals that are part of the tribe as well as to protect the children, elderly and disabled from abuse and neglect.

- **Division of Land Titles and Records (DLTR):** The 18 Land Titles and Records Offices under DLTR is the official Federal offices-of-record for all documents affecting title to Indian lands, and for the determination, maintenance, and certified reporting of land title ownership and encumbrance on Indian trust and restricted lands. All title documents affecting Indian land are to be recorded in the Indian Land Record of Title.
- **Real Estate Services:** The Real Estate Services program conducts activities and processes transactions to protect, manage, develop, and utilize trust and restricted Federal Indian-owned lands. This includes:
 - Conducting cadastral surveys to designate legal land boundaries;
 - The acquisition and disposal of tribal lands;
 - Leasing, permitting, and compliance for surface and sub-surface mineral and non-energy mineral development on tribal land;
 - Issuing rights-of-way on tribal lands; and,
 - Addressing unresolved Indian trust rights.
- **Fee-To-Trust:** The Fee-to-Trust program ensures that the acquisition of land-in-trust is an essential element of tribal self-determination. Tribes are sovereign governments, and trust lands are a primary locus of tribal authority. Many federal programs and services are available only on reservations or trust lands. The current federal policy of tribal self-determination is built upon the principles that Congress outlined in the Indian Reorganization Act and reaffirmed in the Indian Self-Determination and Education Assistance Act.
- **Workforce Development:** The Division of Workforce Development, under the Bureau of Indian Affairs, is the lead agency for implementing the Demonstration Project created by Public Law 102-477, the Indian Employment, Training, and Related Services Act, 25 U.S.C. section 3401 et seq. Under this public law, tribes have the authority to integrate Federal employment, training, and related services that they provide to their members. Federal-wide workforce development programs are integrated into Department of the Interior, Department of Health and Human Services, Department of Labor, Department of Education, Department of Justice, Department of Agriculture, Department of Commerce, Department of Energy, Department of Homeland Security, Department of Housing and Urban, Development, Department of Transportation and Department of Veteran Affairs.

Strategic Plan Performance Measures

Strategy: Ensure accurate and timely management of fiduciary trusts

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training programs for tribes submitting P.L. 102-477 related reports	BIA	\$10.20	\$9.69	\$9.54	\$8.76	\$9.50	\$11.05	\$9.50	\$9.50
Hourly Wage		\$24,330	\$31,861	\$34,172	\$24,339	\$32,300	\$17,260	\$34,200	\$34,200
Participants		2,385	3,288	3,582	2,777	3,400	1,562	3,600	3,600
Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations	BIA	97%	97%	100%	100%	95%	98%	95%	96%
IIM Case Records		699	665	665	611	595	626	609	632
IIM Case Records		720	686	667	614	627	639	641	660
Increase in the percentage of submitted land-into-trust applications with determinations (Fee to Trust)	BIA	29%	38%	22%	21%	9%	37%	18%	46%
Number of on time decisions		299	263	158	83	35	79	53	121
Total number of decisions		1,029	697	705	395	387	213	297	262
Percent of financial information initially processed accurately in trust beneficiaries' accounts.	DOI	99.99%	99.99%	99.99%	100.00%	99.00%	100.00%	99.00%	99.50%
		10,723,816	10,261,456	10,673,067	11,073,004	9,900,000	11,036,423	9,900,000	10,447,500
		10,724,403	10,262,924	10,673,871	11,073,333	10,000,000	11,036,789	10,000,000	10,500,000
	BTFA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
US Dollars		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
US Dollars		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	OST	99.99%	99.99%	99.99%	100.00%	99.00%	100.00%	99.00%	99.50%
US Dollars		10,723,816	10,261,456	10,673,067	11,073,004	9,900,000	11,036,423	9,900,000	10,447,500
US Dollars		10,724,403	10,262,924	10,673,871	11,073,333	10,000,000	11,036,789	10,000,000	10,500,000
Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt	DOI	100.00%	100.00%	100.00%	100.00%	99.00%	100.00%	99.00%	99.00%
		570,897,122	381,372,922	473,425,865	772,192,566	693,000,000	943,389,048	693,000,000	693,000,000
		570,897,122	381,372,922	473,425,865	772,192,566	700,000,000	943,389,048	700,000,000	700,000,000
	BTFA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
revenue		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
revenue		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	OST	100.00%	100.00%	100.00%	100.00%	99.00%	100.00%	99.00%	99.00%
revenue		570,897,122	381,372,922	473,425,865	772,192,566	693,000,000	943,389,048	693,000,000	693,000,000
revenue		570,897,122	381,372,922	473,425,865	772,192,566	700,000,000	943,389,048	700,000,000	700,000,000
Percent of timeliness of financial account information provided to trust beneficiaries	DOI	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		895,984	877,759	884,303	876,835	880,000	853,272	880,000	850,000
		895,984	877,759	884,303	876,835	880,000	853,272	880,000	850,000

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
	BTFA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
statements		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
statements		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	OST	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
statements		895,984	877,759	884,303	876,835	880,000	853,272	880,000	850,000
statements		895,984	877,759	884,303	876,835	880,000	853,272	880,000	850,000

Supporting Performance Measures

Strategy: Ensure accurate and timely management of fiduciary trusts

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of title encumbrances requested during the reporting year that are completed by the end of the reporting year	BIA	80%	74%	82%	95%	92%	83%	79%	88%
		5,548	5,023	10,137	6,390	3,222	2,848	2,696	2,946
		6,911	6,827	12,302	6,731	3,515	3,415	3,410	3,345
Percent of Estates Closed	BIA	94%	97%	98%	98%	93%	98%	93%	93%
		4,356	4,095	4,512	3,785	4,497	2,872	3,761	4,115
		4,642	4,221	4,603	3,853	4,835	2,931	4,048	4,419
Percent of qualifying probate orders encoded within 72 hours	BIA	90%	91%	95%	95%	90%	92%	91%	90%
		4,009	4,630	6,190	4,377	9,299	4,083	4,640	4,781
		4,472	5,079	6,512	4,601	10,292	4,453	5,122	5,284
Percent of qualifying non-probate conveyance documents, including deeds, recorded within 48 hours	BIA	98%	98%	97%	98%	87%	96%	89%	92%
		22,359	18,119	24,817	10,034	18,711	59,150	15,692	8,437
		22,922	18,464	25,476	10,212	21,446	61,416	17,606	9,122
Percent of land titles certified within 48 hours	BIA	46%	71%	95%	93%	88%	96%	90%	91%
		194,243	122,797	284,058	69,422	53,775	345,677	45,959	50,329
		418,881	173,420	299,601	74,510	60,931	359,481	51,217	55,301
Percent of recipients who complete the goals identified in the Individual Self-sufficiency Plans (Welfare Assistance Program)	BIA	88%	85%	75%	88%	75%	871%	74%	75%
		29,326	24,896	17,374	20,470	17,384	18,573	14,815	19,855
		33,490	29,338	23,317	23,167	23,056	2,132	20,073	26,473
Percent of Indian Child Welfare Act notices processed within 15 days of receipt	BIA	95%	98%	100%	100%	97%	98%	97%	951%
		21,715	22,442	26,368	25,317	24,590	15,420	12,199	233,568
		22,821	22,900	26,411	25,321	25,302	15,786	12,609	24,551

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
The number of jobs created by the job placement services program (JPT) from tribes that submitted PL 102-477 reports.	BIA	N/A	N/A	N/A	822	712	1,113	750	850

Strategic Actions Planned through FY 2021

Office of the Special Trustee for American Indians

- Prioritize the management, reporting, and disbursement of tribal and individual Indian financial trust asset funds (\$4.1B in approximately 3,500 tribal trust fund accounts and about \$8.7M in 404,000 open Individual Indian Money accounts).
- Continue to process trust account transactions accurately and timely.
- Record at least 99% of Oil and Gas royalty revenues from the Office of Natural Resources Receipts in beneficiary accounts within 24 hours of receipt.

Land Buy-Back Program for Tribal Nations

- Implement a streamlined process that facilitates tribal purchases of fractional interests. The process leverages the technology proven successful by the Land Buy-Back Program, which automates the steps required to generate purchase offers and for those offers accepted, the steps to approve, record, and certify each land acquisition.
- Employ standard operating procedures that support the streamlined acquisition process.
- Continue implementation of the Land Buy-Back Program, consolidating fractional interests and restoring them to tribal trust.

Indian Services

Division of Human Services

- Will continue to partner with the regions and agencies to provide on-going training on the Native American Children’s Safety Act Guidance.
- Expand the TAP Kiosk Project that provides federally recognized Tribal communities the ability to access and exchange data with national crime information databases for both civil and criminal purposes;
- Continue its partnership with the U.S. Department of Justice to address the requirements of the Native American Children’s Safety Act, and expand the usage of the Tribal Access Program (TAP) Kiosks at BIA Direct Social Services Agencies and the tribes served by the BIA Agency, provides access to critical criminal justice information used in the placement of Indian children in and out-of-home care to reduce risk when installation occurs and ensure the safety and well-being of the children and families.

- Improve the percentage of Bureau of Affairs' regions and agencies, and tribes that receive updates to new policy guidance.
- The U.S. Department of Homeland Security will continue its work under the Financial Assistance and Social Services - Case Management System Modernization Initiative and the Center for Excellence with a focus on training on the Child and Family Services portion of the system. During FY 2019, the system was enhanced to electronically integrate the Bureau of Indian's Indian Child Welfare Act Designated Agents list with the Tribal Leader's Directory Map that is published on the Bureau of Indian's website and updated regularly and compare to that of Federally recognized tribes. The Federal Register publication is frequently out-of-date and becomes inaccurate the moment it published due to the frequent changes in staff at tribal locations. The enhanced system will improve accountability for the Indian Child Welfare Act and give states, counties, and private organizations with the most current information.
- Continue working to build partnerships with universities and other organizations to recruit and increase the number of master level social workers to fill Child Welfare and IIM Specialist positions across the nation.
- Provide policy oversight, technical assistance, and procedural training to the Bureau of Indian Affairs' region and Agency staff on managing and monitoring supervised Individual Indian Monies accounts.
- Review active supervision of the Individual Indian Monies case records for compliance with 25 CFR Part 115.427
- Develop an Individual Indian Monies core competency training for online usage to accessibility to Tribal and caseworkers across the nation.
- Develop electronically based methods to monitor and support the Bureau of Indian Affairs' Regional Human Services Offices to ensure the annual review of supervised IIM accounts conducted within the required yearly timeframe.

Division of Workforce Development

- Work to improve program efficiencies at the tribal level in service delivery and case management
- Ensure that all targets are identified and negotiated and provide technical assistance at the regional and agency levels

Trust Services

Division of Real Estate Services (DRES)

- To continue to improve and monitor the timeliness of processing leases utilizing the realty tracking system that identifies locations with untimely processing.
- Develop automated solutions to transfer the realty tracking system to the Trust Asset and Accounting Management System for increased efficiency and data integrity by one record system.
- Update the Leasing Handbook to assist, standardize, and streamline leasing processes and approvals.
- To create and implement systemized training on a national, regional, and agency level.

Division Fee to Trust (DRES)

- Continue designing and enhancing the automated solutions in the processing of Fee-To-Trust applications in the Trust Asset and Accounting Management System.
- Enhancing services and supports by conducting outreach efforts to state, local, and tribal governments
- Implement guidance for the new policy regarding Fee-To-Trust off-reservation cases.

Division of Land Titles and Records (LTRO)

- Work to improve program efficiencies at the tribal level in service delivery and case management.
- Ensure that all targets are identified and negotiated and provide technical assistance at the regional and agency levels.
- Continue to develop standardized business processes across LTRO's.
- Update DLTRO Handbook to reflect the standardized business processes across LTRO's.
- Update LTRO 51 IAM chapters 2, 3 & 4, reflecting the Bureau of Indian Affairs' new automated processes.
- Continue to improve and monitor the timeliness and accuracy of processing recorded documents.
- Work with LTROs to continue to address legal land description discrepancies for mapping in the Trust Asset and Accounting Management System.

Division of Probate (DPS)

- Report all deaths into the system of records to ensure that a probate case is created to begin the probate process.
- Conduct research of family data to validate the decedent's trust assets to ensure the OHA-7 is accurate before submission to the Office of Hearing and Appeal for proper adjudication.
- Verify that Probate staff is reviewing the OHA-7 for accuracy to avoid the probate case being dismissed/remanded back to Probate, causing delays.
- Probate staff will continue to review the Decision Order to ensure the accuracy of the distribution of trust assets. If corrections are needed, then Probate staff will request a rehearing during the appeal period to ensure the accurate distribution of trust assets.
- Probate staff is facilitating the probate case through the closing process by forwarding the probate case to Land Title and Records Office for title update and then on to the Office of Special Trustee for IIM Account distribution.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Affairs							
Tribal Government Program Oversight	8,181	8,273	8,377	---	8,616	8,422	8,422
Social Services (TPA)	40,871	45,179	52,343	50,997	53,084	51,548	51,548
Welfare Assistance (TPA)	74,809	74,791	74,773	76,000	276,000	74,734	---
Indian Child Welfare Act (TPA)	15,433	15,641	18,946	19,128	19,154	13,357	13,357
Probate (TPA)	12,043	11,928	12,039	12,668	12,724	12,676	12,676
Land Title and Records Offices	13,981	13,905	13,891	14,839	14,906	14,803	14,803
Real Estate Services	36,435	36,837	37,070	37,892	38,059	37,753	37,753
Job Placement and Training (TPA)	11,463	11,445	12,504	12,568	12,577	12,497	12,497
Economic Development (TPA)	1,706	1,794	1,801	1,834	1,838	1,779	1,779
Subtotal	214,922	219,793	231,744	225,926	436,958	227,569	152,835
Office of the Special Trustee for American Indians							
Executive Direction	3,214	3,421	3,035	2,897	1,697	2,452	1,697
Program Operations and Support	135,815	135,608	135,994	116,503	105,370	102,691	109,843
Subtotal	139,029	139,029	139,029	119,400	107,067	105,143	111,540
Total	353,951	358,822	370,773	345,326	544,025	332,712	264,375

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities
 Goal #2: Fulfill Fiduciary Trust
 Strategy #2: Strengthen Indian Education

Program Performance Overview: The Bureau of Indian Education (BIE) provides funding to 183 elementary and secondary schools and dormitories serving approximately 46,000 students, across 23 states, with over two-thirds of the schools operated by tribes and the remainder operated directly by BIE. Additionally, BIE funds 33 tribal colleges, universities, tribal technical colleges, and post-secondary schools. In 2019, the program continued to track the high school graduation rate and attendance data. While both measures did not meet the national goal, BIE increased resources to improve data collection and reporting. With these improvements, BIE is evaluating what factors impact both graduation rates as well as attendance to develop and implement appropriate intervention strategies to improve performance.

Public Benefit: Providing quality education opportunities starting in early childhood by tribally identified strategies and needs. Tribal communities need an educated citizenry to lead their governments, develop reservation economies, contribute to the social well-being of the community, and sustain Indian cultures.

Strategic Plan Performance Measures

Strategy: Strengthen Indian Education

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of students attending BIE-funded schools completing high school with a regular diploma within four years of their 9th grade entry date	BIE	51%	49%	63%	64%	67%	67%	67%	69%
		1,626	1,520	1,761	1,863	1,962	1,962	1,962	2,021
		3,209	3,119	2,803	2,929	2,929	2,926	2,929	2,929

Supporting Performance Measures

Strategy: Strengthen Indian Education

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of student's at Bureau of Indian Education (BIE) funded schools attending 93% or more of enrolled days	BIE	N/A	55%	50%	43%	53%	53%	55%	55%
		N/A	24,127	23,594	20,738	25,708	25,708	26,678	26,678
		N/A	43,837	47,326	48,505	48,505	48,505	48,505	48,505

Strategic Actions Planned through FY 2021

Bureau of Indian Education

- Continue implementation of the BIE Strategic Direction to improve services to students through better data management, reporting, and data-informed decision making

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Education	810,531	852,367	891,513	914,413	904,557	867,359	826,310

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

Goal #3: Strengthen Economic and Health Capacities in the US Territories, and Fulfill US Compact Obligations to the Freely Associated States

Strategy #1: Bolster Healthcare Capacity

Program Performance Overview: Performance metrics for this strategy focus on health issues directly impacting insular area residents.

Community Water System (CWS) Improvement: Availability of clean water serves as a key indicator of the quality of life, and, for this goal, performance is indicated by CWS violation notices from the U.S. Environmental Protection Agency. Continued economic challenges and aging infrastructure impact the insular area residents' ability to maintain water system conditions and ensure that more than 90 percent of the 131 water systems in the insular areas are free of health-based violation notices each year.

Tuberculosis Eradication: The Office of Insular Affairs (OIA) will work to promote health and quality of life by preventing, controlling, and eventually eliminating tuberculosis (TB), a chronic problem, from the islands. To do this, OIA collaborates with the Territories, Freely Associated States (FAS) and Federal partners, to identify new cases, transmission, and treatment completion of the communities. Having one of the worst rates of TB in the Pacific, the Republic of the Marshall Islands has been working in close collaboration with the U.S. Centers for Disease Control and Prevention (CDC) to eradicate the disease with OIA compact health sector grant support. In FY 2018, OIA spent \$1.1 million was used to conduct mass TB screening with an 85 percent screening completion rate, finding, 307 active TB cases, 4,897 latent TB cases, and 54 new cases of leprosy. To date, nearly 100 percent of patients with latent TB cases and 30 percent of those with active TB cases have completed treatment. In FY 2019, another \$1.1million was used to complete the treatment for those screened and remove TB as a public health concern in the RMI.

Challenges remain, however, in treating latent and active TB cases, especially in the state of Chuuk in the Federated States of Micronesia, where known TB cases stood at 77 in 2018. OIA provided \$1.6 million in 2019 to focus on early detection and treatment with the goal of a tuberculosis-free and leprosy-free Chuuk.

Infant Mortality: Infant mortality is considered a primary measure of public health for countries around the world. Over the past decade, the overall infant mortality rate in the United States has improved, declining 15 percent from 6.9 infant deaths per 1,000 live births in 2005—a recent high—to 5.8 infant deaths per 1,000 live births in 2014. The infant mortality rate in the insular areas is more

than double that of the entire United States. Infant mortality continues to be an extremely complex health issue with many medical, social, and economic factors, including race/ethnicity, maternal age, education, smoking, and health status.

Health Infrastructure: In 2019, OIA invested in assessment of aging hospital facilities in American Samoa and Guam, using results to make determinations on improving or replacing facilities. OIA is also contracting an insular health facility maintenance initiative, which will begin in 2020. A team of medical professionals will assess the facility maintenance status and requirements for insular hospitals in the U.S. Territories and Freely Associated States. The team will conduct interviews and group meetings to determine the local capabilities, perceived shortfalls, and local recommendations for solutions. The team will gather data on facility maintenance staffing (number and current qualifications), facility maintenance requirements, identify failed and failing building systems, identify unique challenges to performing routine maintenance, and maintenance budget and procurement issues. This data will be used as a road map to embed someone at the facility to establish a locally sustainable plan for addressing the root cause(s) of issues and need to embedded facility maintenance staff.

Public Benefit: The Territories and the Freely Associated States experience significant healthcare challenges. The Department of the Interior will work with insular area partners to improve the quality of healthcare across the insular areas. The Department will make investments to implement corrective action plans to address chronic operational and facility shortcomings at hospitals that serve their U.S. citizens and residents and focus on those factors identified by OIA-funded assessments, the Department of Health and Human Services/U.S. Centers for Medicare/Medicaid Services and local elected officials. Additional investments will be made to combat non-communicable and communicable diseases impacting the Pacific and Caribbean such as obesity, diabetes, and tuberculosis.

Strategic Plan Performance Measures

Strategy: Bolster Healthcare Capacity

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of Community Water Systems (CWS) that receive health-based violations notices from the US Environmental Protection Agency.	OIA	13%	8%	11%	8%	10%	9%	10%	9%
Number of notices		19	11	14	11	13	12	13	12
Total number of inspections		147	131	132	139	132	139	132	139
Number of new and relapse tuberculosis cases occurring during the calendar year on the islands (per 100,000 people in the population)	OIA	72	77	91	104	80	59	75	70
Percent of patients with newly diagnosed tuberculosis disease for whom 12 months or	OIA	89%	93%	81%	81%	88%	78%	90%	90%

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
less of treatment is indicated, who complete treatment within 12 months									
		299	339	257	257	280	302	285	286
		336	365	317	317	317	389	317	317
Infant mortality rate per 1,000 live births (number of deaths to infants from birth through 1 year of age per number of live births)	OIA	12	12	15	12	13	14	12	12

Strategic Actions Planned through FY 2021

Office of Insular Affairs

- Continue water infrastructure projects that support clean water objectives.
- Enhance water system monitoring in partnership with the U.S. Environment Protection Agency.
- Invest in healthcare infrastructure and operations.
- Target financial assistance to combat non-communicable and communicable diseases

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Office of Insular Affairs							
American Samoa Operations	---	7,900	7,900	8,053	7,900	7,900	7,900
Capital Improvement Project Grants	---	5,400	---	4,115	5,000	5,000	5,000
Technical Assistance	---	1,012	456	1,763	1,000	1,000	1,000
Maintenance Assistance Fund	---	100	---	---	---	1,000	250
Marshall Islands Compact	---	9,188	9,202	9,608	8,767	9,858	9,858
Federated States of Micronesia Compact	---	22,053	23,509	23,312	23,754	23,079	23,079
Compact Impact	---	15,020	12,610	13,579	12,610	12,610	12,610
Total	---	60,673	53,677	60,430	59,031	60,447	59,697

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

Goal #3: Strengthen Economic and Health Capacities in the US Territories, and Fulfill US Compact Obligations to the Freely Associated States

Strategy #2: Strengthen Island Economies

Program Performance Overview: Performance metrics for this strategy focus on economic issues directly impacting insular area residents. The economic prosperity of the insular areas is essential to the United States for national security, diplomatic, and humanitarian purposes.

Average per capita Gross Domestic Product (GDP): In the four U.S. territories (American Samoa, the Commonwealth of the Northern Mariana Islands (CNMI), Guam, and the U.S. Virgin Islands, American Samoa, and Commonwealth of the Northern Mariana Islands (CNMI)), GDP per capita is 44% of the GDP per capita for the U.S. The Office of Insular Affairs (OIA) provides technical assistance to the insular areas to assist with economic development planning and execution and supports local planning and education activities related to tourism, agriculture, and aquaculture. Also, OIA funds infrastructure projects related to economic development, such as fiber optic connectivity, port improvements, and renovations to tourist districts.

Cost of electricity: Without indigenous fossil fuels, insular areas face significant challenges in achieving reliable, affordable, and secure energy. The resulting increased costs can have severe economic effects on the island communities, which depend almost entirely on imported petroleum products for energy. The residential cost per kilowatt-hour for power in the territories directly impacts the quality of life in the insular areas and remains approximately two times higher than the national average. To try to address electricity costs, OIA provides technical assistance in reviewing and implementing energy projects which would lower the cost of electricity. The OIA, through its Energizing Insular Communities grant program, continues to provide funding for the highest priority projects identified in the energy plans, including more efficient traditional generation and transmission, photovoltaic, wind, and geothermal development projects.

Public Benefit: Strong local economies provide employment and a viable tax base for citizens in the insular areas. The Department will assist the insular areas to strengthen their economies through strategic investments in infrastructure, public services, and technical assistance, which will attract and retain private sector investment. The Department will promote policies and improve federal coordination on issues to enhance insular economies.

Strategic Plan Performance Measures

Strategy: Strengthen Island Economies

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Difference in the mean GDP per capita in the 4 US territories compared to the mean GDP per capita in the US	OIA	44%	43%	45%	47%	46%	44%	48%	48%
GDP per capita		22,205	22,159	23,388	24,476	24,000	23,485	25,000	25,405
GDP per capita		50,051	51,241	51,737	52,490	51,737	53,765	51,737	52,490
Difference in the residential cost per kilowatt hour for power from the national average	OIA	3.0	2.4	1.9	2.4	2.4	2.5	2.0	2.0
Cost per kilowatt hour		\$0.39	\$0.31	\$0.25	\$0.29	\$0.31	\$0.30	\$0.26	\$0.24
Cost per kilowatt hour		\$0.13	\$0.13	\$0.13	\$0.12	\$0.13	\$0.12	\$0.13	\$0.12

Strategic Actions Planned through FY 2021

Office of Insular Affairs

- Support energy planning committees in the insular areas and implement action items/projects contained in local energy plans.
- Fund public infrastructure projects that attract investment and provide technical assistance for economic development activities.
- Supply professional training and consultation services to insular governments to help improve financial reporting.
- Equip insular area leadership with the statistical tools necessary for informed decision-making.
- Supply professional training and consultation services to insular governments to help improve financial reporting.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Office of Insular Affairs							
American Samoa Operations	---	14,852	14,852	14,949	13,629	16,220	13,629
American Samoa Direct Loan Program Account	---	115	---	---	---	---	---
Capital Improvement Project Grants	---	---	---	23,605	22,720	22,720	22,720
Office of Insular Affairs	---	9,448	9,448	9,448	9,430	9,491	9,553
Technical Assistance	---	14,492	16,328	16,237	13,671	19,800	13,671
Maintenance Assistance Fund	---	981	4,000	4,000	1,023	3,375	773

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Brown Tree Snake Control	---	3,500	3,500	3,500	2,837	3,500	2,837
Coral Reef Initiative & Natural Resources	---	1,000	1,250	2,200	946	2,625	946
Energizing Insular Communities	---	2,971	3,471	5,000	2,811	6,250	2,811
Compact Impact - Discretionary	---	3,000	3,000	4,000	---	4,000	---
Assistance to American Samoa Direct Loan Financing Account	---	-489	-469	-65	---	---	---
Compact Impact	---	14,980	17,390	16,421	17,390	17,390	17,390
Guam Section 30 Income Taxes	---	79,238	85,712	77,047	78,000	78,000	78,000
VI Rum Excise Taxes	---	211,851	242,099	254,026	224,000	224,000	224,000
Total	---	355,939	400,581	430,368	386,457	407,371	386,330

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

Goal #3: Strengthen Economic and Health Capacities in the US Territories, and Fulfill US Compact Obligations to the Freely Associated States

Strategy #3: Fulfill US Compact Obligations

Program Performance Overview: Performance metrics for this strategy focus on the economic benefits of Compacts of Free Association annual financial assistance on freely associated states (FAS) residents. Financial assistance is provided through the Office of Insular Affairs (OIA).

Improving Expenditure of FSM Infrastructure Funding: Utilizing OIA Compact funding, the FSM government-contracted technical assistance from the U.S. Army Corps of Engineers (USACE) to establish and fully staff three out of five program management offices at the FSM national government level, Pohnpei, and Yap States. USACE continues to provide technical assistance laying the foundation for the professional management of public infrastructure funding. Their support has also provided independent technical review of projects resulting in better designs, reduced cost overruns, and fewer disputes.

Palau Infrastructure: In 2019, the U.S. Government and Palau mutually agreed to projects utilizing \$20 million of infrastructure funding provided under the 2010 Compact Review Agreement. Road, port, and financial management system improvements will be implemented beginning in 2020.

Marshall Islands Healthcare: Utilizing OIA Compact funding, the RMI is planning the construction to professional standards of a 100-bed hospital facility in Majuro, RMI, and ensuring the maintenance and upkeep of the Ebeye Hospital within the Kwajalein Atoll. The U.S. Army Corps of Engineers (USACE) will provide oversight of design and construction management services to ensure the delivery of sound and safe infrastructure that is built to international standards. The health sector of the Marshall Islands has acute problems in ensuring that professional medical staff positions are filled at both Majuro and Ebeye Hospitals. Compact funding will be used for training purposes and staff development to lessen the reliance upon the expatriate professional medical staff.

Public Benefit: In coordination with the State Department, the Department will implement Compact obligations with three U.S.-affiliated freely associated states: The Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau (Palau). The Department will make direct grants to assist FSM and RMI under their amended Compacts providing assistance to six sectors: education, healthcare, infrastructure, public sector capacity building, private sector development, and environment. The Department is implementing the 2010 Palau Compact Review Agreement with appropriations provided in 2018.

Strategic Plan Performance Measures

Strategy: Fulfill US Compact Obligations

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Ratio of FAS private sector jobs versus total FAS employment	OIA	49%	50%	50%	47%	50%	46%	51%	50%
		18,229	18,803	18,803	18,081	19,100	18,155	19,250	19,326
		36,865	37,844	37,844	38,652	37,844	39,174	37,844	38,652
Ratio of FAS public sector jobs versus total FAS Employment	OIA	51%	50%	50%	53%	50%	54%	50%	50%
		18,636	19,041	19,041	20,572	18,915	21,019	18,800	19,326
		36,865	37,844	37,844	38,652	37,844	39,174	37,844	38,652
Percent of FAS employment attributable to OIA Grants and Programs	OIA	39%	36%	36%	36%	35%	37%	35%	35%
		14,233	13,486	13,486	13,794	13,350	14,453	13,250	13,245
		36,865	37,844	37,844	37,844	37,844	39,174	37,844	37,844
Percent of FAS employee compensation attributable to OIA grants and programs	OIA	30%	30%	30%	37%	30%	40%	29%	30%
		103,086	109,742	109,742	138,579	108,500	158,291	107,000	113,029
		348,882	367,746	367,746	376,764	367,746	393,533	367,746	376,764
Average FAS private sector wage rate as a percentage of average FAS central government wage rate	OIA	42%	42%	42%	46%	42%	39%	42%	45%
		20,963	21,738	21,738	21,289	22,000	20,244	22,100	23,434
		50,284	52,076	52,076	46,788	52,076	52,461	52,076	52,076

Strategic Actions Planned through FY 2021

Office of Insular Affairs

- Execute financial assistance agreements with the Freely Associated States in line with Compacts of Free Association.
- Implement the 2010 Palau Compact Review Agreement.
- Increase the expenditure rate of infrastructure sector grant funding in the Federated States of Micronesia.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Office of Insular Affairs							
Federal Services	---	2,818	2,818	2,813	2,636	7,813	2,636
Enewetak	---	500	500	550	473	650	473
Marshall Islands Tax and Trade	---	---	---	---	---	---	5,000
Palau Compact Extension	---	13,147	13,147	123,824	---	---	---
Marshall Islands Compact	---	65,410	66,625	67,340	69,451	69,572	70,843
Federated States of Micronesia Compact	---	87,123	86,388	88,188	89,590	92,026	93,870
Judicial Training	---	365	370	361	367	373	379
Total	---	169,363	169,848	283,076	162,517	170,434	173,201

Mission Area 5: Protecting Our People and the Border

Mission Area 5: Protecting Our People and the Border

Goal #1: Ensure Emergency Preparedness & DOI Law Enforcement Staffing Addresses Public Safety Risks

Strategy #1: Ensure public safety on our lands

Program Performance Overview: On November 26, 2019, President Donald J. Trump issued an Executive Order establishing the Task Force on Missing and Murdered American Indians and Alaska Natives (Task Force), which will be co-chaired by U.S. Secretary of the Interior David Bernhardt and Attorney General William P. Barr. The E.O. gives a direction and reaffirms the Administration's priority of addressing the concerns of tribal governments and American Indian and Alaska Native communities. The Task Force, in coordination and consultation with American Indians and Alaska Natives, will develop protocols for new and unsolved cases, establish multi-jurisdictional cold cases teams, and establish greater clarity of roles and responsibilities. The Task Force will facilitate better coordination and collaboration with tribal communities, resulting in long term strategies to address complex issues. It will take continued efforts and cooperation among all stakeholders to improve response and investigative challenges and collect and manage data across jurisdictions. Greater clarity on the roles, authorities, and jurisdiction will be helpful for all of those involved with the goal of formal agreements and greater communication between agencies, with communities, and to the public. To elevate this effort during the next two years, the Department has selected Indian Affairs for an Agency Priority Goal (APG), "By September 30, 2021, Indian Affairs, through the BIA Office of Justice Services, will meet and exceed the goals established by Executive Order 13898, emphasizing the coordination of data sharing with federal partners and ensure that 100 percent of BIA active missing and murdered cases are entered into the National Missing and Unidentified Persons System (NamUs)."

The Department's Office of Law Enforcement and Security (OLES) continues work with all DOI bureaus to update current law enforcement staffing plans. Although only 57 percent of the bureaus had a current law enforcement staffing plan in 2019, OLES plans to have 85 percent of the bureaus with a current law enforcement staffing plan by the end of 2020.

The BIA Office of Justice Services (OJS) program continues to focus on efficient use of resources to maintain the quality of law enforcement services provided to tribes. To reduce costs, the program maximized the use of technology such as conference calls and web-hosted meetings to maintain the existing level of technical assistance to tribal programs. Cost and level-of-effort tracking and reporting mechanisms are being utilized by the program to ensure mission objectives can be achieved within the resource levels provided. Among these objectives is improved consistency and effectiveness of program reviews conducted, which in turn is expected to result in higher nation-wide offense clearance rates each year. Since OJS is facing nationwide staffing issues, reviews may be impacted when scheduled.

Public Benefit: Inherent in our management of public lands is the obligation to protect DOI employees and visitors to those public lands. Ensuring employee and public safety is complex and requires the resources of multiple bureaus and offices. The Department’s Law Enforcement Program has the third largest contingent of federal law enforcement officers in the Executive Branch. Depending on the season, approximately 3,500-4,000 law enforcement officers, rangers, and other employees patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities and protect natural, cultural, and heritage resources from illegal activities.

Strategic Plan Performance Measures

Strategy: Ensure public safety on our lands

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of agencies with a current law enforcement staffing plan	OLES	N/A	N/A	N/A	57	70	57	85	85
Percent of criminal offenses solved by arrest (Part 1 Offense Clearance Rate)	BIA	N/A	N/A	N/A	37%	40%	35%	40%	40%
		N/A	N/A	N/A	9,004	8,400	8,225	8,400	8,400
		N/A	N/A	N/A	24,468	21,000	23,345	21,000	21,000

Supporting Performance Measures

Strategy: Ensure public safety on our lands

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of BIA/tribal law enforcement agencies reviewed by OJS through PL-93-638 Contract review or by Corrective Action Support Team (CAST)	BIA	N/A	N/A	N/A	107%	85%	100%	85%	85%
		N/A	N/A	N/A	63	50	58	50	50
		N/A	N/A	N/A	59	59	58	59	59

Strategic Actions Planned through FY 2021

BIA - Justice Services

- Stand up a holistic effort to address missing and murdered Indigenous people, violence against women, human trafficking, and other violent crime occurring in Indian Country by bringing together multiple-agency stakeholders.

- Develop and implement new investigative teams to focus specifically on cold cases, missing persons, violence against women, domestic violence and violent crime occurring in Indian Country.
- Complete 50 annual law enforcement program reviews through appropriate planning and coordination with our tribal programs, which reflects BIA’s commitment to ensuring effective utilization of public safety resources in our service to tribal communities.
- Improve tribal court readiness related to the provisions of the Violence Against Women Act of 2013 (VAWA) and the Tribal Law & Order Act (TLOA)

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Affairs							
Law Enforcement	328,296	347,976	353,556	377,502	411,517	409,159	376,694
Bureau of Land Management							
Resource Protection and Law Enforcement	25,325	25,495	26,616	25,708	27,616	27,616	27,200
Bureau of Reclamation							
Water and Related Resources	110,560	115,760	113,760	115,760	120,310	130,586	130,685
National Park Service							
Operation of the National Park System	329,033	336,676	340,029	349,414	349,414	340,458	346,192
Construction (and Major Maintenance)	7,495	7,495	7,495	9,967	9,967	7,441	3,693
Subtotal	336,528	344,171	347,524	359,381	359,381	347,899	349,885
Total	800,709	833,402	841,456	878,351	918,824	915,260	884,464

Mission Area 5: Protecting Our People and the Border

Goal #1: Ensure Emergency Preparedness & DOI Law Enforcement Staffing Addresses Public Safety Risks

Strategy #2: Prepare DOI to respond to and recover from emergencies and incidents

Program Performance Overview: The Office of Emergency Management (OEM) promotes all-hazard preparedness and response, ensures continuity of the Department to perform essential functions during catastrophic events, assists communities during imminent threats, and plays a vital role in supporting the Federal Emergency Management Agency in its disaster response mission. To assess its readiness to perform its mission, the OEM has established a readiness index measure that assesses each bureau across four components and then averages the result for the Department. Since 2015, the readiness index has remained constant at a high level. The Department’s All-Hazards Baseline Operational Plan provides the baseline guidance for how the Department prepares for and responds to emergencies, regardless of type or cause.

The NPS is required to enforce all pertinent federal laws and regulations within all park units. In addition to regular law enforcement, the NPS provides emergency management, search and rescue, and medical services; enhanced physical security at national icon parks; monitoring and protection of over 44 million acres of designated wilderness; efforts to curtail illegal trade and poaching operations; investigation of archeological and paleontological crimes; and specialized law enforcement and physical security at parks located on the international borders. Proactive law enforcement and protection strategies include counter-drug operations and community outreach programs; applying science and technology to target crime; and participation in interagency task forces. All of these activities enhance visitor and employee safety, natural and cultural resource protection, and homeland security.

Public Benefit: The OEM leads the efforts for preparedness and response, and leads coordination and information sharing among the emergency management, communications, public health, environmental health, wildlife health, integrated pest management, invasive species, and occupational safety and health mission areas across the Department’s bureaus and offices.

Strategic Plan Performance Measures

Strategy: Prepare DOI to respond to and recover from emergencies and incidents

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
DOI average I-READ index	PEM	87.80	88.75	88.52	88.14	90.50	90.30	90.50	90.50

Strategic Actions Planned through FY 2021

Office of Emergency Management

- Support the five National Planning Frameworks (Protection, Prevention, Mitigation, Response, and Recovery) and their related five Federal Interagency Operational Plans, the National Incident Management System, and the National Oil and Hazardous Substances Pollution Contingency Plan while continuing the Department’s mission to protect natural and cultural resources.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
National Park Service							
Operation of the National Park System	85,108	87,663	88,368	89,150	89,150	87,079	91,049
Construction (and Major Maintenance)	745	745	745	670	670	677	401
Total	85,853	88,408	89,113	89,820	89,820	87,756	91,450

Mission Area 5: Protecting Our People and the Border**Goal #2: Support Securing Our Southern Continental US Border****Strategy #1: Support securing our southern continental US border**

Program Performance Overview: The Department supports the Administration’s plan to secure our borders and protect our citizens and resources along the border. The Department continues collaboration efforts by searching for opportunities to share resources and balance efforts. This is accomplished by routine interagency coordination, participating in local Border Management Task Force (BMTF) meetings, interagency training, and law enforcement specific operations.

The U.S. Border Patrol (USBP) is the primary partner agency responsible for patrolling Department lands adjacent to the U.S./Mexico Border. With the border wall construction and talk of U.S. immigration reform, the USBP was inundated with individuals seeking asylum along the southwest border during FY 2019. The Department implemented Operation Border Surge which increased the number of apprehensions and illegal drug seizures made by DOI law enforcement officers. Over 70,000 of those apprehensions occurred at Chamizal National Memorial in El Paso, Texas. This Park is located adjacent to the Border and runs parallel to a major port of entry known for illegal cross border activity.

The Office of Law Enforcement and Security believes the Department will see a reduction in cross border activity in future years if the following tasks are implemented:

- Significant border wall construction across DOI managed lands making it difficult for individuals to enter the U.S.
- DOI bureaus (FWS, NPS, BLM) implement a long-term law enforcement staffing plan on DOI property along the border.
- On DOI lands where the border wall cannot be constructed, the use of emerging technologies to alert law enforcement of illegal cross border entries must be utilized.

Public Benefit: The Department manages lands adjacent to 41 percent of the southwest border of the continental US, 14 percent of its northern border, and 31 percent of the southeast border, totaling 1,900 miles along the three borders. With an estimated 500 million visitors a year and over 480 million acres to manage, the Department’s managers in the field are faced with tough decisions on how to best utilize their law enforcement assets. One strategy is adopting a whole government approach. Through partnering, Federal, State, tribal, and local law enforcement agencies working in proximity to each other have been able to address critical issues like illegal immigration, and the natural resource impacts often associated with it.

Strategic Plan Performance Measures

Strategy: Support securing our southern US continental border

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Number of apprehensions on DOI-managed lands (BLM, FWS, NPS)	OLES	N/A	N/A	51,989	56,874	N/A	157,094	Reduce Annually	Reduce Annually

Strategic Actions Planned through FY 2021

Office of Law Enforcement and Security

- Continue interagency coordination by participating in local Border Management Task Force (BMTF) meetings, interagency training, and law enforcement specific operations.

Mission Area 5: Protecting Our People and the Border**Goal #3: Manage Wildland Fire to Reduce Risk and Improve Ecosystem and Community Resilience****Strategy #1: Assess, protect against, and address risk of wildfire**

Program Performance Overview: On December 21, 2018, President Donald J. Trump issued Executive Order 13855, titled "Promoting Active Management of America's Forests, Rangelands, and Other Federal Land to Improve Conditions and Reduce Wildfire Risk," declaring it to be the "policy of the United States to protect people, communities, and watersheds, and to promote healthy and resilient forests, rangelands, and other Federal lands by actively managing them through partnerships with States, tribes, communities, non-profit organizations, and the private sector." The Department is critical to promoting the policy goals within this E.O. and has established Secretarial Order 3372 to enhance the Department's management of Federal lands. During the past three years, wildfires have covered an average of 3.49 million acres of Department-managed land per year. The serious health risks, safety concerns, tragic loss of life, and economic losses resulting from catastrophic wildfire demonstrate the need for increased attention to active forestland, rangeland, watershed, and wildfire management policies and techniques that reduce irreparable harm to landscapes and the citizens who live and work in neighboring communities.

The Department's Office of Wildland Fire (OWF) strives to achieve a risk-based, cost-effective, technically efficient, and scientifically grounded wildland fire management program that safely meets fire and resource management goals. OWF aligns programs, budgets, and performance to implement the intergovernmental National Cohesive Wildland Fire Management Strategy, a science-based and innovative, collaborative approach to mitigating wildfire risk. The Department sustained its performance at existing levels over the past five years with only minor year-to-year variance for acres in desired condition and initial response strategy success. The measure for treatments has been more variable due to changes in available funding and the set of projects undertaken in a given year.

The Department achieved its targets on all the wildland fire measures in FY 2019 and continues to develop new wildland fire management performance measures to better evaluate program efficacy in achieving resource conditions that reduce the intensity, severity, or negative effects of wildfire. The work entails the application of wildfire risk mitigation concepts and principles, such as the strategic placement of fuels treatments based on risk assessment factors and mitigation plans. To elevate this effort during the next two years, the Department has selected the OWF for an Agency Priority Goal (APG), "By September 30, 2021, the Department of the Interior will undertake at least 85% of all fuels management projects utilizing collaborative risk assessments that identify wildfire likelihood."

Public Benefit: Preparedness activities provide the foundation for a safe and effective strategic response to unplanned ignitions and enable land managers to develop collaborative efforts to achieve fire-adapted communities and landscapes that are resilient to the effect of wildfire. Fuel treatments improve the integrity of the forests and rangelands while reducing the risks of high severity wildfires and the impacts of such fires on people, communities, and natural and cultural resources located near or adjacent to federal or tribal lands. Rehabilitation of the most severely damaged lands from high impact wildfires minimizes future threats to life, property, and natural and cultural resources by stabilizing and preventing unacceptable degradation of these key values. The Department works collaboratively with other federal, tribal, state, and local governments to help protect life and property, limit damages to natural and cultural resources during wildfire response and reduce program and management duplication.

Strategic Plan Performance Measures

Strategy: Assess, protect against, and address risk of wildfire

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of DOI-managed landscape acres that are in a desired condition as a result of fire management objectives	OWF	36.2%	35.8%	35.6%	35.9%	33.9%	37.8%	38.2%	40.4%
Acres		161,982,762	160,224,280	159,635,707	160,717,749	151,728,572	169,192,838	171,239,633	180,771,039
Acres		447,806,489	447,806,489	447,806,489	447,806,489	447,806,489	447,806,489	447,806,489	447,806,489
Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan	OWF	89%	91%	93%	95% ¹	92%	96%	96%	97%
Treatments		1,979	2,508	2,319	2,317	2,188	2,439	2,514	2,968
Treatments		2,234	2,768	2,488	2,428	2,385	2,552	2,619	3,072
Percent of wildfires on DOI-managed landscapes where the initial strategies fully succeeded during the initial response phase	OWF	97.2%	96.7%	96.2%	97.3%	96.6%	98.8%	98.0%	98.0%
Number of Fires		6,182	5,858	7,238	6,640	6,269	6,991	6,830	6,830
Number of Fires		6,362	6,061	7,527	6,826	6,492	7,076	6,970	6,970

¹ Includes Resilient Landscapes projects.

Strategic Actions Planned through FY 2021

Office of Wildland Fire

- Foster a cohesive program that integrates wildland fire management principles and practices in resource management programs throughout the Department.
- Advance the guiding principles of the National Cohesive Wildland Fire Management Strategy and other federal policy to restore and maintain resilient landscapes, create fire-adapted communities, and ensure safe and effective wildfire response.
- Work collaboratively with Federal, Tribal, state, and local entities to ensure a coordinated approach to wildland fire management that work across boundaries to manage wildfire risk at a landscape scale and improve ecosystem and community resilience.
- Facilitate shared stewardship of lands by coordinating protection responsibilities and resources in order to improve firefighter and public safety, gain economic efficiency, reduce duplication, and meet resource management objectives.
- Rehabilitate and restore lands degraded and damaged by wildfire.
- Strengthen accountability and oversight of the wildland fire management program through improved performance and the use of risk management principles to guide decision-making.
- Manage an interagency Information Technology enterprise portfolio of fire applications and systems to improve wildland fire planning, preparedness, and response.
- Implement the Administration's priorities, including Executive Order 13855 and Secretarial Order 3372, to: improve collaboration with Federal, Tribal, state, and local partners; incorporate active fuels management into resource management planning; reduce wildfire risk; and promote sustainable recovery of damaged lands.
- Conduct targeted fuels management efforts along the Southern border that support national security objectives while concurrently addressing the threat of wildfire.
- Promote the use of technological advancements and innovation in wildland fire management activities, including unmanned aircraft systems, thermal imaging, remote resource tracking systems, and mobile technology applications.

National Park Service

- Conduct active forest management work, including fuels reduction, fire effects monitoring, educational outreach, pre-fire preparation of burn units, projects to create defensible space around NPS infrastructure, and participation in prescribed fires in the Western and Southern United States.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Office of Wildland Fire							
Preparedness	318,970	323,685	332,784	332,784	332,784	332,784	368,068
Suppression Operations	291,657	291,673	395,000	389,406	389,406	383,657	383,657
Fuels Management	164,000	170,000	180,000	184,000	184,000	194,000	227,895
Burned Area Rehabilitation	18,035	18,970	20,470	20,470	20,470	20,470	20,470
Joint Fire Science	---	---	---	3,000	3,000	3,000	3,000
FLAME Wildfire Suppression Reserve Fund	29,000	177,000	65,000	---	---	---	---
Total	821,662	981,328	993,254	929,660	929,660	933,911	1,003,090

Mission Area 5: Protecting Our People and the Border**Goal #4: Provide Science to Safeguard Communities from Natural Hazards****Strategy #1: Monitor and assess natural hazards risk and response planning**

Program Performance Overview: Overall, program performance remained relatively flat from 2017 to 2019, with three of five strategic plan performance measures improving performance and two decreasing performance. The actual number of landslide hazard and risk assessments the Landslide Hazards Program (LHP) delivers in a given year is largely a function of the number of wildfires that occur each year in areas prone to debris flows and the number of requests for hazard assessments the program receives. The 2017 and 2018 fire seasons were both very active in areas prone to debris flows which resulted in increased efforts in landslide assessments, but there were fewer major wildfires in 2019. The percent completion of coastal and marine hazards and subsidence research increased from the target largely due to more observations being conducted because of data collection improvements in remote sensing applications. This level of performance indicates that critical natural hazard knowledge and tools continue to be developed and provided to land managers, policy makers, and the public to inform decision-making.

Public Benefit: The USGS provides scientific information to emergency responders, policy makers, and the public to reduce the risk of life and property losses from a wide range of natural hazards, including earthquakes, floods, hurricanes, landslides, magnetic storms, tsunamis, volcanic eruptions, and wildfires.

Strategic Plan Performance Measures

Strategy: Monitor and assess natural hazards risk and response planning

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent completion of targeted natural hazards assessments of very high and high-threat regions of the Nation	USGS	4%	5%	7%	7%	4%	3%	3%	3%
Percent completion of targeted landslide hazard research	USGS	11%	13%	14%	15%	8%	7%	8%	8%
Percent completion of coastal and marine hazards and subsidence research (Index; 2022 target = 96% of targeted coastal and marine hazards and subsidence research completed)	USGS	N/A	94%	94%	94%	93%	96%	96%	84%
Percent progress towards optimal monitoring capability for natural hazards situational awareness (Index; 2022 target = 48% of optimal monitoring network capacity)	USGS	54%	54%	55%	54%	56%	56%	56%	53%
Percent of the National Streamflow Network that is fully operational	USGS	87%	88%	88%	87%	88%	90%	88%	88%
Number of streamgages operational		8,130	8,220	8,230	8,120	8,200	8,400	8,200	8,200
Total number of streamgages		9,360	9,360	9,360	9,360	9,360	9,360	9,360	9,360

Supporting Performance Measures

Strategy: Monitor and assess natural hazards risk and response planning

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent completion of next generation National Data Water Infrastructure (NWDI) strategy	USGS	N/A	N/A	10%	30%	41%	40%	84%	97%
Number of studies and scientific investigations initiated with benefits to Western water management of extreme hydrologic events such as droughts and floods	BOR	N/A	N/A	N/A	3	4	4	3	3
Number of Reclamation activities developing or applying science for water management of extreme hydrologic events (e.g. droughts and / or floods) that involve partnerships or stakeholders	BOR	N/A	N/A	N/A	8	8	8	8	8
Number of high- and significant-hazard dams modified based upon applied science and engineering to reduce risk to the public	BOR	N/A	N/A	N/A	2	1	2	1	1

Strategic Actions Planned through FY 2021

U.S. Geological Survey

Hazards Program (HAZ):

- Monitor and report on the nation's earthquakes via the Advanced National Seismic System (ANSS) and through support to several regional seismic networks operated by State and university partners, provide 24x7 reporting on domestic and global earthquakes, and deliver rapid earthquake impact and situational awareness products to support emergency response.
- Deliver real-time earthquake data to NOAA, supporting tsunami alerting in the Pacific Rim and tsunami warning in Alaska, Hawaii, Washington, California, and U.S. Territories in the Western Pacific and Caribbean.
- Continue to improve the USGS National Seismic Hazard Model, which describes the likelihood and potential impacts of earthquakes nationwide and serves as the basis of seismic provisions in building codes.
- Convert 30 analog seismometers and analog telemetry nodes at Alaska monitoring stations to digital seismometers with digital data telemetry to make progress on compliance of monitoring networks with the National Telecommunications and Information Administration (NTIA) restrictions on radio frequency utilization.
- Deliver proactive monitoring of the nation's active volcanoes at levels matching the threats posed, including effective communication and outreach to land managers, emergency responders and the public about hazardous volcanic activity and effective community preparedness.
- Partner with 3-DEP initiative and other Federal and State agencies to leverage resources towards acquiring high-resolution light distance and ranging (LiDAR) data over Very-High-Threat and High-Threat volcanoes.
- Conduct field, laboratory, and modeling studies of landslide initiation and mobility processes in cooperation with federal, state, academic, and private sector partners to develop, test, and advance tools and methods for landslide monitoring, hazard assessment, and forecasting.
- Provide post-wildfire debris-flow hazard assessments for major wildfires to Burned Area Emergency Response (BAER) Teams, State Geological Surveys, federal, state, and local emergency management and the public.
- Collect observations, conduct studies, and test methods and models to expand the NOAA-USGS partnership for post-wildfire debris-flow early warning beyond the prototype area in southern California to other parts of the western United States.
- In support of Executive Order 13744, Coordinating Efforts to Prepare the Nation for Space Weather Events and the National Space Weather Strategy and Action Plan (NSWSAP), the Geomagnetism Program will focus on operating magnetic observatories and providing real-time geomagnetic data needed for issuing warnings and forecasts of geomagnetic storms.
- In support of the NSWSAP and to mitigate hazards for the electric-power grid, the Geomagnetism Program will develop geoelectric hazard maps, existing data sets needed to estimate Earth surface impedance, and computer-based tools need for real-time mapping of geomagnetic and geoelectric field variation.

- Collect and use magnetotelluric measurements of the earth's crust to improve assessments of geoelectric hazards for the contiguous United States, in response to the priorities of the National Space Weather Strategy and Action Plan.
- Conduct field and laboratory studies with other federal and academic partners to characterize marine methane systems and associated sea-bed processes to enhance understanding of their substantial energy resource potential, the risk they represent to offshore operations, and their role in the global carbon system and marine ecological productivity.
- Contribute analyses and expertise to delineate the U.S. Extended Continental Shelf consistent with international law and apply expertise to understanding the occurrence and potential of deep-sea mineral resources.

Water Resources:

- Collect, manage, and disseminate high quality and reliable integrated hydrologic information in real time and over the long term for flood and drought planning, warnings, and forecasting; designing water infrastructure; operating waterways for power production and navigation; managing water rights issues; and assessing safety conditions for water recreational activities.
- Create a unified National Streamflow Network of more than 8,400 real-time streamgages operated year-round, including 3,470 Federal Priority Streamgages that support strategic Federal responsibilities.
- Complete the full implementation of the Next-Generation Water Observing System (NGWOS) in the Delaware River Basin, continued implementation of NGWOS in the headwaters of the Colorado and Gunnison River Basin, and initial planning for NGWOS in a third basin, likely in the Central U.S.
- Modernize the National Water Information System (NWIS) data storage and delivery system with efforts focused on moving off aging legacy systems.
- Develop, refine, and apply hazard information to minimize loss of life and property, such as Rapid Deployment Gages (RDG's), Storm Tide Sensors, and Wave Height Sensors.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Reclamation							
Water and Related Resources	---	---	---	828	934	750	750
U.S. Geological Survey							
Contaminant Biology	10,197	10,197	10,197	---	---	---	---
Toxic Substances Hydrology	11,248	11,248	11,048	---	---	---	---
Natural Hazards	121,164	123,798	124,675	140,039	140,039	161,716	137,851
Water Observing Systems Program	---	---	---	---	---	64,363	64,363
Groundwater and Streamflow Information Program	62,934	63,434	65,158	67,476	65,049	---	---
Subtotal	205,543	208,677	211,078	207,515	205,088	226,079	202,214
Total	205,543	208,677	211,078	208,343	206,022	226,829	202,964

Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years

Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years

Goal #1: Align DOI Organizational Structure to Improve Partnership Engagement and Mission Delivery

Strategy #1: Ensure effective alignment of DOI organizational structure in the field and with partners

Program Performance Overview: The Department established 12 new unified regions for many of its bureaus (except BIA and BIE) in 2018 and further implemented this approach in 2019. The goal is to improve overall operations, internal communications, customer service, and stakeholder engagement. Aligning geographic areas across the DOI will enhance coordination of resource decisions and policies and will simplify how citizens engage with the DOI.

A common geographic frame of reference means regional executives can be focused on the same resources, constituents, and possibilities. Aligning bureaus with common geographies will allow for more integrated and better coordinated decision making across bureaus. Unified regions will help streamline operations and in doing so, provide better service to the American people. Bureaus within a region will focus on common issues, taking a comprehensive approach versus a bureau-centric approach. This culture shift will help us work better together to accomplish one vision.

In 2018, regional facilitators were selected to lead the reorganization from the field and are building teams of subject matter experts in the primary Mission Areas (Recreation, Collaborative Conservation, and Permitting) and Support Areas (Human Resources Management, Information Technology, and Procurement of goods and services). The unified region teams were comprised of experts from all the participating bureaus present in the region. The unified regions were established in August 2018 and efforts to make the 12 unified regions fully operational were continued through 2019.

Public Benefit: The Department is improving its organizational model to determine how to best achieve its mission of serving the American public, honoring our tribal and fiduciary trust responsibilities, and managing and protecting our land, water and natural resources for the next 100 years.

Strategic Actions Planned through FY 2021

The Office of Human Capital will:

- Relocate staff from major urban areas to the region or field.

- Improve Interior stakeholder engagement through shifting resources (Human Capital) from major urban areas to the region and field locations.
- Implement efficiencies to improve mission delivery and achieve strategic goals.

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Implementation of Unified Regions	---	---	---	---	900	2,700	2,700
Modernize Interior's Business	---	---	---	---	---	1,000	1,000
Relocation and Regional Stand Up	---	---	---	---	5,000	4,000	4,000
Subtotal	---	---	---	---	5,900	7,700	7,700
Bureau of Reclamation							
Implementation of Unified Regions	---	---	---	---	400	1,300	1,300
Modernize Interior's Business	---	---	---	---	---	1,000	1,000
Relocation and Regional Stand Up	---	---	---	---	3,000	---	---
Subtotal	---	---	---	---	3,400	2,300	2,300
Fish and Wildlife Service							
Implementation of Unified Regions	---	---	---	---	900	2,700	---
Modernize Interior's Business	---	---	---	---	---	1,000	---
Relocation and Regional Stand Up	---	---	---	---	5,000	2,000	---
Subtotal	---	---	---	---	5,900	5,700	---
National Park Service							
Implementation of Unified Regions	---	---	---	---	900	2,700	---
Modernize Interior's Business	---	---	---	---	---	1,000	---
Relocation and Regional Stand Up	---	---	---	---	---	2,000	---
Subtotal	---	---	---	---	900	5,700	---
U.S. Geological Survey							
Implementation of Unified Regions	---	---	---	---	500	2,700	2,700
Modernize Interior's Business	---	---	---	---	---	1,000	1,000

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Relocation and Regional Stand Up	---	---	---	---	---	2,500	2,500
Subtotal	---	---	---	---	500	6,200	6,200
Total	---	---	---	---	16,600	27,600	16,200

Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years
 Goal #1: Align DOI Organizational Structure to Improve Partnership Engagement and Mission Delivery
 Strategy #2: Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts

Program Performance Overview: To facilitate strategic human capital planning, the Department will continue to leverage automation to improve employee performance and training opportunities and examine additional data to determine if operational efficiencies can be gained while minimizing redundancies under the current organizational design.

During Fiscal Year 2019, the Department completed a Human Resources (HR) Assessment on Human Resources Service Delivery. As a result of the HR Assessment, the Department established HR Governance through a newly established HR Policy Review Board. The Department also commenced three initiatives: transitioning to a single Talent Management system; establishing Interior Bureau Expert Teams’ (IBET) Executive Resources and Classification models; and, partnering with the Office of Law Enforcement to improve Personnel Security.

Public Benefit: The Department is committed to managing America’s vast natural and cultural resources with a 70,000-strong and 350 occupation-plus workforce that exemplifies high performance, customer service and accountability.

Strategic Plan Performance Measures

Strategy: Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Employee engagement index for DOI in the Federal Employee Viewpoint Survey	PHR	62	63	66	69	70	66	72	72
DOI’s ranking among large agencies in the Partnership for Public Services’ Best Places to Work report	PHR	13	11	9	9	7	10	6	5

Strategic Actions Planned through FY 2021**Office of Human Capital**

The Office of Human Capital will:

- Leverage technology to improve HR operations to recruit and hire employees.
- Leverage Centers of Excellence models to establish Interior Bureau Expert Teams.
- Provide hiring managers and supervisors tools needed to hire quality candidates.
- Leverage technology to provide opportunities to the workforce for career development.
- Streamline the accountability and evaluation review process.
- Leverage the Federal Employee Viewpoint Survey data to improve employee engagement, workplace culture and Best Places to Work in Federal Government ranking.

Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years**Goal #2: Reduce Administrative and Regulatory Burden****Strategy #1: Evaluate and improve the net benefits of regulatory reform initiatives and policies, and identify regulations for repeal, replacement, or modification.**

Program Performance Overview: On February 24, 2017, President Trump signed Executive Order (EO) 13777, entitled “Enforcing the Regulatory Reform Agenda,” to alleviate unnecessary regulatory burdens placed on the American people. The Executive Order provides direction to identify regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. In accordance with Executive Order 13771 entitled, “Reducing Regulation and Controlling Regulatory Costs,” the costs of the regulatory and deregulatory actions are measured as the opportunity costs or cost savings to society, as defined in OMB Circular A-4.

The Department’s Regulatory Reform Task Force is guiding implementation of regulatory reform to alleviate unnecessary burdens placed on the American people. Periodically, the Department will review the written input to the Federal Rulemaking Portal (www.regulations.gov) to determine whether additional regulations should be targeted for review and considered for suspension, revision, or rescission. The DOI achieved cumulative savings of \$5.84B (net present value) from its deregulatory actions for the period FY 2017-FY 2019. .

Public Benefit: The Department strives to be prudent and financially responsible in the expenditure of funds. In addition to the management of the direct expenditure of taxpayer dollars through the budgeting process, it is essential to manage the costs associated with the governmental imposition of private sector costs required to comply with Federal regulations. The Administration’s policy is that for every new regulation issued, at least two prior regulations be identified for elimination, and that the cost of planned regulations be prudently managed and controlled through a budgeting process.

Strategic Plan Performance Measures

Strategy: Evaluate and improve the net benefits of regulatory reform initiatives and policies, and identify regulations for repeal, replacement, or modification.

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions (in millions; includes costs or cost savings carried over from previous fiscal years).	DOI	N/A	N/A	(1,150.3)	(3,669.7)	(4,463.3)	(5,841.0)	(7,899.1)	(8,209.1)

Supporting Performance Measures

Strategy: Evaluate and improve the net benefits of regulatory reform initiatives and policies, and identify regulations for repeal, replacement, or modification.

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Number of evaluations to identify potential deregulatory actions that included opportunity for public input and/or peer review	DOI	N/A	N/A	12	18	51	18	33	11
Number of deregulatory actions recommended by the Regulatory Reform TaskForce to the agency head, consistent with applicable law	DOI	N/A	N/A	12	18	51	18	33	11
Number of deregulatory actions issued that address recommendations by the Regulatory Reform Task Force	DOI	N/A	N/A	12	18	51	18	33	11
Number of deregulatory actions issued	DOI	N/A	N/A	12	18	51	18	33	11
Number of regulatory actions issued	DOI	N/A	N/A	0	0	3	0	0	0

Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years**Goal #2: Reduce Administrative and Regulatory Burden****Strategy #2: Improve transparency and timeliness of the infrastructure permitting process.**

Program Performance Overview: Compliance with permitting requirements is often unnecessarily prolonged and expensive. As outlined in the President’s Executive Order “Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure,” and the corresponding Secretarial Order 3355, a significant opportunity exists to decrease the time required to complete environmental review and authorization for infrastructure projects. The Department believes this can best be achieved through streamlined processing and unified regional boundaries that facilitate resolution of intersecting bureau issues within the same geography.

Secretarial Order 3355 implementation guidance issued in April 2018 identified the Department’s plans to streamline and collaborate on National Environmental Policy Act (NEPA) compliance efforts. In addition to reducing the time and page limits for environmental review documents, the guidance is expected to significantly improve the overall timeliness of major right-of-way applications for water and energy infrastructure projects.

Public Benefit: America needs increased infrastructure investment to strengthen our economy, enhance our competitiveness in world trade, create jobs and increase wages for our workers, and reduce the costs of goods and services for our families. The poor condition of America's infrastructure has been estimated to cost typical American household thousands of dollars each year. Inefficiencies in current infrastructure project decisions, including management of unnecessarily expensive and prolonged environmental reviews and permit decisions or authorizations, have delayed infrastructure investments, increased project costs, and blocked the American people from enjoying improved infrastructure that would benefit our economy, society, and environment. More efficient and effective federal infrastructure decisions can transform our economy, so the Federal Government must change the way it processes environmental reviews and authorization decisions.

Strategic Plan Performance Measures

Strategy: Improve transparency and timeliness of the infrastructure permitting process

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Average amount of time (in days) to process and administratively complete Applications for Permit to Drill	BLM	N/A	N/A	N/A	80	90	86	90	90
Average amount of time (in months) to issue a decision on major right-of-way applications	BLM	N/A	N/A	N/A	38	48	38	48	48
Average amount of time (in days) to process and administratively complete a grazing permit	BLM	N/A	N/A	N/A	657	600	535	575	575
Percent of formal Endangered Species Act Section 7 consultations addressed in a timely manner	FWS	77%	82%	82%	68%	80%	81%	82%	78%
Consultations		737	838	774	618	705	789	539	687
Consultations		959	1,020	948	912	876	970	654	876
Average number of days to complete environmental reviews for infrastructure projects.	DOI	N/A	N/A	N/A	N/A	N/A	745	745	368
		0	0	0	0	0	745	745	1105
		0	0	0	0	0	0	0	0
	BIA	N/A	N/A	N/A	N/A	N/A	N/A	TBD	180
Days		N/A	N/A	N/A	N/A	N/A	N/A	TBD	360
Projects		N/A	N/A	N/A	N/A	N/A	N/A	TBD	2
	BLM	N/A	N/A	N/A	N/A	N/A	N/A	TBD	N/A
Days		N/A	N/A	N/A	N/A	N/A	N/A	TBD	N/A
Projects		N/A	N/A	N/A	N/A	N/A	N/A	TBD	N/A
	BOEM	N/A	N/A	N/A	N/A	N/A	N/A	TBD	N/A
Days		N/A	N/A	N/A	N/A	N/A	N/A	TBD	0
Projects		N/A	N/A	N/A	N/A	N/A	N/A	TBD	0
	BOR	N/A	N/A	N/A	N/A	N/A	N/A	TBD	745
Days		N/A	N/A	N/A	N/A	N/A	N/A	TBD	745
Projects		N/A	N/A	N/A	N/A	N/A	1	TBD	1
	FWS	N/A	N/A	N/A	N/A	N/A	N/A	TBD	N/A
Days		N/A	N/A	N/A	N/A	N/A	N/A	TBD	0
Projects		N/A	N/A	N/A	N/A	N/A	N/A	TBD	0
	NPS	N/A	N/A	N/A	N/A	N/A	N/A	TBD	N/A
Days		N/A	N/A	N/A	N/A	N/A	N/A	TBD	0
Projects		N/A	N/A	N/A	N/A	N/A	N/A	TBD	0

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Land Management							
Cadastral, Land and Realty Management	45,658	51,252	51,480	45,892	---	---	---

Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years**Goal #3: Prioritize DOI Infrastructure Needs and Reduce Deferred Maintenance Backlog****Strategy #1: Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery**

Program Performance Overview: The Department of the Interior has highlighted this objective as a focus area for improvement. Real property assets are integral to the success of the Department's mission. The Department's real property inventory includes approximately 43,000 buildings and 80,000 structures with a replacement value of approximately \$300 billion, across six bureaus. Management of deferred maintenance is a Departmental priority to ensure completion of needed repairs and prevent further deterioration and unsafe conditions. The Administration's Public Lands Infrastructure Fund legislation will go a long way toward addressing the deferred maintenance of our National Parks, National Wildlife Refuges, BLM facilities, and Indian schools. The Department will address deferred maintenance/repair needs with priority given to those that support critical mission activities and manage risk to improve the condition of assets. Across the Department, there are currently 51,000 buildings and structures considered highest priority. The Facility Condition Index (FCI) and Asset Priority Index (API) performance measures are key indicators for managing the portfolio in support of the Department's diverse missions.

A significant factor impacting a sustainable portfolio of constructed assets is the aging infrastructure. Many assets already exceed original design life, and this trend continues to increase maintenance demands. Furthermore, the Department's mission is to maintain heritage assets in perpetuity for the benefit of future generations. The Department must continue to maintain and repair these aging assets and cannot simply divest these assets as is typically done in private industry. These examples illustrate why the backlog of deferred maintenance continues to increase, now estimated at more than \$16 billion.

The Department conserves the Nation's cultural and heritage sites that reflect a rich and diverse history. The Department safeguards our heritage for the generations that follow, to better understand our country's present and learn from our past. Many challenges exist in protecting and maintaining historic and archeological sites, especially with the impacts of weather on fragile sites and structures. Sites are exposed to changing weather conditions that cause damage and deterioration of the structures and sites, and some locations are vandalized or accidentally damaged by visitors to federal lands.

The Bureau of Indian Affairs (BIA) employs a Service Level Index to determine the conditions of the roads and bridges in tribal communities. The overarching goal is to maximize the efficient use of real property and to optimize expenditures on the real property portfolio.

The BIA Road Construction Program maintains and operates the 30,000 miles of BIA-owned roads and bridges. These roads and bridges serve as the primary access points to tribal communities, without which critical resources and services would not reach tribal members. The Department will continue to improve and provide safe, functional, energy efficient, and universally accessible BIA facilities. The Department is also working to improve its Bureau of Indian Education (BIE) funded schools and improve the learning environment of BIE students.

Public Benefit: The Department manages the full life-cycle requirements of nearly every type of constructed asset, including visitor centers, dams, schools, health clinics, power generating facilities, housing, hotels, fire stations, campgrounds, roads, water and wastewater treatment plants, offices, and more. Many of these assets have historic or cultural significance that not only support the Department’s mission, but also are important to our Nation’s heritage. Improving our infrastructure means we can better accomplish our mission for the American people.

Strategic Plan Performance Measures

Strategy: Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of priority assets in acceptable condition (i.e. meet investment objective)	PAM	N/A	N/A	80.6%	84.3%	84.5%	84.1%	84.5	84.5%
Percent of students in BIE school facilities that are in acceptable condition as measured by the Facilities Condition Index (FCI)	AS-IA	N/A	66%	64%	65%	66%	63%	67%	68%
Students		N/A	29,846	29,023	29,347	29,799	27,492	30,250	30,702
Students		N/A	45,095	45,231	45,149	45,149	43,443	45,149	45,149
Amount of priority deferred maintenance (repair) needs/activities addressed (in billions)	PAM	N/A	N/A	N/A	\$1.26	\$1.00	\$1.34	\$1.00	\$1.00
Value of NPS deferred maintenance work orders closed (\$000)	NPS	\$508,000	\$854,000	\$664,000	\$671,000	\$662,000	\$763,000	\$671,000	\$659,000
Percent of historic structures on DOI inventory in good condition	DOI	65%	56%	56%	57%	58%	59%	60%	57%
		16,932	14,370	13,179	13,321	13,371	14,444	15,698	16,765
		26,200	25,685	23,639	23,327	23,097	24,675	25,975	29,351
	BIA	31%	31%	31%	34%	45%	N/A	45%	32%
Structures		90	90	90	97	94	N/A	94	93
Structures		291	288	288	288	208	N/A	208	288
	BLM	51%	51%	50%	49%	49%	48%	48%	48%
Structures		218	216	199	194	194	194	194	194
Structures		429	425	400	399	399	403	403	403
	FWS	12%	11%	11%	10%	10%	10%	11%	7%

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Structures		251	259	263	244	263	266	228	266
Structures		2,171	2,309	2,350	2,555	2,605	2,610	2,125	4,065
	NPS	70%	61%	61%	64%	64%	65%	65%	66%
Structures		16,373	13,805	12,627	12,786	12,820	13,984	15,182	16,212
Structures		23,309	22,663	20,601	20,085	19,885	21,662	23,239	24,595
Percent of museum collections on DOI inventory in good condition	DOI	66%	63%	68%	69%	66%	68%	69%	60%
		664	692	798	802	793	818	808	709
		1,000	1,106	1,179	1,167	1,199	1,200	1,173	1,173
	BIA	73%	75%	80%	82%	68%	83%	83%	65%
Museum collections		117	119	122	126	106	130	130	102
Museum collections		161	159	153	154	156	156	156	157
	BLM	85%	87%	84%	84%	84%	84%	84%	84%
Museum collections		135	144	142	144	144	144	144	144
Museum collections		159	165	170	171	171	171	171	171
	BOR	76%	77%	77%	77%	78%	86%	78%	78%
Museum collections		54	53	53	54	52	59	54	54
Museum collections		71	69	69	70	67	69	69	69
	FWS	41%	36%	55%	57%	55%	56%	58%	58%
Museum collections		115	140	256	255	264	268	263	262
Museum collections		281	384	463	445	476	477	450	449
	NPS	74%	72%	69%	68%	69%	66%	66%	45%
Museum collections		243	236	225	223	227	217	217	147
Museum collections		328	329	324	327	329	327	327	327
Percent of archaeological sites on DOI inventory in good condition	DOI	65%	66%	67%	61%	61%	62%	61%	60%
		117,096	122,883	130,018	97,451	100,414	101,914	100,437	99,876
		179,168	185,927	194,014	158,790	165,676	164,998	164,107	166,598
	BIA	78%	79%	79%	81%	81%	81%	81%	79%
Sites		52	53	53	54	54	54	54	53
Sites		67	67	67	67	67	67	67	67
	BLM	85%	86%	86%	83%	82%	82%	82%	82%
Sites		72,267	77,412	83,942	53,062	54,339	54,339	54,339	54,339
Sites		84,788	90,259	97,063	63,905	66,305	66,305	66,305	66,305
	FWS	24%	23%	23%	12%	22%	22%	25%	22%
Sites		3,660	3,659	3,668	1,545	3,671	3,677	3,663	3,634
Sites		15,504	15,679	15,799	12,510	16,496	16,526	14,635	16,526
	NPS	52%	52%	52%	52%	51%	53%	51%	50%
Sites		41,117	41,759	42,355	42,790	42,350	43,844	42,381	41,850
Sites		78,809	79,922	81,085	82,308	82,808	82,100	83,100	83,700
Maintain a completion rate of 95% for Safety of Dam recommendations	BOR	N/A	N/A	95%	95%	95%	95%	95%	95%

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of BIA miles of road in acceptable condition based on the Service Level Index	BIA	16%	15%	14%	14%	13%	13%	13%	12%
Miles		4,541	4,450	3,942	3,963	3,785	3,833	3,740	3,575
Miles		28,989	29,400	29,047	29,105	29,100	29,057	29,182	29,100
Percent of BIA bridges in acceptable condition based on the Service Level Index	BIA	66%	68%	69%	71%	69%	70%	69%	67%
Bridges		607	639	642	715	697	704	697	670
Bridges		918	937	926	1,010	1,010	1,010	1,012	1,000

Supporting Performance Measures

Strategy: Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery

Supporting Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Cost per mile of BIA owned roads maintained in acceptable condition	BIA	\$5,175	\$6,571	\$7,646	\$8,207	\$8,627	\$8,117	\$9,432	\$9,201
		\$26,286,253	\$27,057,533	\$30,142,239	\$32,525,369	\$32,653,000	\$32,183,243	\$35,272,837	\$32,893,000
		5,079	4,118	3,942	3,963	3,785	3,965	3,740	3,575
Percent of cultural landscapes in DOI inventory in good condition (NPS)	NPS	51%	51%	51%	50%	50%	49%	50%	50%
Landscapes		386	401	417	416	415	426	435	439
Landscapes		762	781	821	826	831	861	875	885
Percent of law enforcement detention facilities that are in acceptable condition as measured by the Facilities Condition Index	BIA	N/A	N/A	N/A	78%	82%	83%	83%	85%
# of facilities		N/A	N/A	N/A	47	49	53	50	51
Total number of facilities		N/A	N/A	N/A	60	60	64	60	60
Percent of funding going to actual construction or repair of housing (HIP)	BIA	89%	87%	90%	91%	87%	91%	87%	87%
		6,730,742	6,738,485	6,527,627	6,700,177	6,512,830	6,819,234	6,472,460	6,523,182
		7,589,958	7,731,557	7,278,564	7,334,729	7,483,284	7,485,727	7,471,998	7,467,131
Percent of construction schedules met within the established project timeframe (HIP)	BIA	N/A	N/A	100%	89%	82%	91%	81%	87%
		N/A	N/A	87	78	74	74	75	76
		N/A	N/A	87	88	90	81	92	87

Strategic Actions Planned through FY 2021

Fish and Wildlife Service

- Complete compliance audits and inspections on dams, bridges, and facilities with seismic risk as required by law. Any deficiencies uncovered are identified for maintenance, deferred maintenance, or line-item construction.
- Provide safe and accessible facilities for visitors to view/photograph/learn about archaeological sites, historic structures, and historical collections.
- Invest in the Service's aviation program to maintain the DOI fleet and improve pilot safety.
- Work on a multi-phased approach to shift from a paper-based permitting system to implementing a modern, web-based permitting system.
- Retain maintenance capacity for the National Conservation Training Center to preserve the campus as the leading facility to engage, educate, and employ conservation professionals.

National Park Service

- Prioritize maintenance on the highest-priority assets in accordance with the NPS Capital Investment Strategy.
- Remove, rehabilitate, and/or replace obsolete employee housing units that are in poor condition.
- Maintain efforts to preserve and protect cultural resources, including but not limited to stabilization and preservation of historic and prehistoric structures, protection of archaeological sites, and preservation of museum objects and archival collections.

Bureau of Land Management

- Ensure that BLM's management approach fully incorporates the Cultural Resource Program. The program is responsible for the diverse, culturally significant, and scientifically important aggregation of archaeological sites, historic structures, and paleontological resources on public lands.
- Prioritize Deferred Maintenance and Capital Improvement projects, emphasizing projects that create jobs in local communities, those that improve recreation access, and those that enhance visitor safety.
- Work closely with the Federal Highway Administration on Federal Lands Transportation Program, Federal Lands Access Programs, and Emergency Relief for Federally Owned Roads to complete high-priority projects to increase public access to BLM lands.
- Protect life, critical infrastructure, and natural and cultural resources through the BLM's Fire and Aviation Program. Utilize mitigation, education, and community assistance programs to partner with local entities, homeowners, and business owners on projects to protect homes and the public. The BLM will partner with Rangeland Fire Protection Associations and rural fire departments to protect livelihoods, working landscapes, and local economies by conducting fuels management projects and

collaborative efforts to create fuel breaks and reduce flammable vegetation to protect homes, communities, and the public in wildland-urban interface areas.

Bureau of Reclamation

- Assess accountability and control issues related to museum property collections. This includes collections of museum properties, natural history, and art that are catalogued, preserved, and inventoried in accordance with Federal statutes and Departmental directives.
- Develop and establish a mitigation strategy for factors that may have negative impacts on the collection's condition.
- Engage law enforcement and install surveillance protections on a continuous basis to prevent theft, destruction, and vandalism of artwork collections and archaeological and cultural resources, especially in facilities not managed by Reclamation.

Indian Affairs

Trust Services – Natural Resources

- Continue to assure compliance with applicable cultural resources statutes such as the National Historic Preservation Act (NHPA), Archaeological Protection Act (ARPA), and the Native American Graves Protection and Repatriation Act (NAGPRA).
- Work with repositories to designate and train staff to be responsible for and improve the day-to-day management of museum collections, to ensure the preservation of the collections in perpetuity.
- Continue to catalog, accession, and assess museum objects in all repositories.
- Perform mandatory annual inventories to assess the condition of collections and provide accountability.

OFPSM - Construction

- DFMC will increase its capacity to directly manage more construction projects, by managing construction projects in excess of \$1M and all new construction regardless of program. The first step in this process is to hire contracted employees as we proceed to advertise for FTEs.
- DFMC will also be creating additional IDIQs and BPAs to support improved A-E planning and design development work and construction site supervision.
- DFMC is also in the preliminary stages of executing their Site Assessment and Capital Improvement Program that seeks to coordinate School Replacement, Facility Replacement, and Education FI&R funds to ensure that the most critical school sites are evaluated first with supporting plans of action developed.

Indian Services – Transportation

- Establish a National Tribal Road Maintenance Conference to discuss topics and prioritize needs
- Development of reliable deferred maintenance cost estimates
- Continue to develop guidance to be provided to BIA regions and tribal contractors that perform level of service road maintenance assessments for deferred maintenance reporting to implement a uniform assessment schedule in the field.
- Support the development of a Road Maintenance Program data collection pilot project

Key Funding Sources

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Bureau of Indian Affairs							
Road Maintenance (TPA)	26,461	26,693	30,307	34,768	35,823	34,893	34,893
EQ Program (TPA)	256	256	256	256	256	256	256
Education Construction	74,501	138,245	133,257	68,855	238,250	68,858	68,858
Public Safety and Justice Construction	11,306	11,306	11,306	10,421	35,310	10,422	10,422
Subtotal	112,524	176,500	175,126	114,300	309,639	114,429	114,429
Bureau of Land Management							
Cultural Resources Management	15,131	16,131	16,131	16,365	17,131	18,631	15,304
Deferred Maintenance and Capital Improvements	26,995	31,387	29,201	26,474	75,000	75,000	45,494
Annual Maintenance and Operations Cost	38,637	38,942	39,125	36,344	40,000	40,000	40,056
Western Oregon Construction and Acquisition	---	---	---	---	335	336	341
Annual Maintenance and Operations	9,517	9,602	9,628	6,087	9,628	10,642	9,712
Subtotal	90,280	96,062	94,085	85,270	142,094	144,609	110,907
Bureau of Reclamation							
Water and Related Resources	---	---	---	1,139	1,424	1,456	1,403
National Park Service							
Operation of the National Park System	718,885	767,804	806,371	789,039	789,039	765,383	803,776
Centennial Challenge	6,000	9,000	12,000	13,800	13,800	---	---
National Recreation and Preservation	18,236	18,237	18,237	18,237	18,237	16,941	17,627
Historic Preservation Fund	23,463	23,462	23,962	74,463	24,463	13,467	13,467

Key Funding Sources (dollars in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted	2021 Request
Construction (and Major Maintenance)	105,614	149,343	173,113	507,406	299,806	204,626	165,418
Subtotal	872,198	967,846	1,033,683	1,402,945	1,145,345	1,000,417	1,000,288
Total	1,075,002	1,240,408	1,302,894	1,603,654	1,598,502	1,260,911	1,227,027

Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years**Goal #3: Prioritize DOI Infrastructure Needs and Reduce Deferred Maintenance Backlog****Strategy #2: Provide dependable and efficient information technology**

Program Performance Overview: Information Management Technology (IMT) supports every facet of the Department's diverse mission. Employees, volunteers, and the public require modern, reliable, secure, and agile IMT services delivered in a cost-effective and transparent manner. The increasing sophistication of cyber-attacks demand increased situational awareness, risk-based implementation of technology, demonstrated resilience in critical technologies, and a dynamically trained cybersecurity workforce. The Department implements many of the capabilities through the Continuous Diagnostics and Mitigation (CDM) program which provides the capabilities and tools that identify, prioritize, and mitigate cybersecurity threats and risks in near real-time. The Department must also implement a multitude of security and privacy controls to protect its mission-critical High Value Assets (HVAs) information systems. Key priorities for the Department will be to strengthen the cybersecurity resiliency of these assets by eliminating vulnerabilities and isolating HVA assets from the rest of the network, modernizing older, legacy information technology (IT) systems, and ensuring proper oversight of privacy compliance activities and risks.

The Department's employees and customers desire a computing experience that allows DOI employees to access, integrate, analyze, and capture data from any location and computing device. Employing common processes and standards across the Department will enable seamless access to computer resources and information from any DOI facility. To promote mobile, Bring Your Own Device (BYOD) solutions, the Department is expanding the number of mobile platforms and devices supported while protecting and securing the data.

The Department also seeks to provide services at a lower cost by consolidating and standardizing IMT services and systems. The OMB's Data Center Optimization Initiative (DCOI) aims to reduce annual costs associated with federal data centers, resulting in significant cost savings and avoidance. Some of these savings will be used to optimize the IMT services provided by the remaining data centers, enabling more cloud computing services and improving public access to information. A primary focus for consolidation is the Department's hosting strategy. The goal is to build a ubiquitous computing environment where IMT and Cloud services are provided seamlessly and on-demand to the customer. The Department will continue to take advantage of federal-wide contracts for optimizing telecommunications and network services.

The Federal Information Technology Acquisition Reform Act (FITARA) was enacted to clarify executive responsibilities and establish accountability for the acquisition and management of resources. Successful implementation of FITARA will lead to more

effective management of IMT assets and, in turn, improve the government's ability to serve the public. It will also increase the number of successful federal technology programs and accountability of trust in using public funds.

In 2019, the Department realized a higher than predicted percentage of appropriately authorized and managed unclassified network hardware and software assets by leveraging alternate solutions from what was previously planned. Process changes and tool upgrades resulted in improvements to the OCIO's asset inventory, configuration security management, and asset reporting capability. The result of these changes and upgrades is a more complete picture of the hardware and software assets deployed across the DOI.

Public Benefit: Implementing the CDM program, ensuring the protection of the Department’s high value assets, and improving privacy controls will greatly enhance the ability to protect any Personally Identifiable Information (PII) that is collected and stored as well as increase the resilience and dependability of the information technology that provides essential services to the public. Allowing seamless access to information and resources and expanding the use of mobile devices will allow our employees to more easily obtain the tools and data they need to efficiently and effectively perform their mission to serve the public. By consolidating data centers, modernizing computer networks, and standardizing common IT services the Department will achieve significant cost savings or avoidance for tax payers and improve delivery of IT services to the public.

Strategic Plan Performance Measures

Strategy: Provide dependable and efficient information technology

Strategic Plan Performance Measures	Bureau	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target	2019 Actual	2020 Target	2021 Target
Percent of unclassified network hardware and software assets appropriately authorized and managed	PIO	N/A	N/A	65%	98%	73%	78%	95%	95%
Assets		N/A	N/A	195,624	251,216	219,850	260,934	318,860	318,860
Assets		N/A	N/A	299,356	255,240	299,356	335,642	335,642	335,642250,957
Percent completion of DOI's Federal Information Technology Acquisition Reform Act (FITARA) Implementation Plan	PIO	N/A	N/A	50%	100%	100%	100%	100%	100%
Key actions		N/A	N/A	11	22	22	22	22	22
Key actions		N/A	N/A	22	22	22	22	22	22

Strategic Actions Planned through FY 2021**Office of the Chief Information Officer**

- Implement Department of Homeland Security Continuous Diagnostics and Mitigation capabilities resulting in automated network monitoring, real-time analysis of critical security-related information, and enhanced risk-based decision-making.
- Protect high value information assets by isolating these assets from the shared computing environment. Modernizing Our Organization and Infrastructure Prioritize DOI Infrastructure Needs and Reduce Deferred Maintenance Backlog Interior Annual Performance Plan and Report
- Improve connectivity, with an emphasis on broadband in remote areas and standardized and streamlined WiFi capabilities.
- Optimize Data Centers by reducing the total number of data centers, using Trusted Internet Connections, and promoting standard services.
- Establish accountability, compliance and risk management functions for improving management of IMT resources.
- Enable DOI employees to easily connect to DOI's network, bureau resources, and local printers at any DOI location, while keeping internal networks secure from non-DOI-managed devices.
- Establish and standardize Department-wide enterprise IT Service Management and Service Desk ticketing system.
- Simplify and streamline ordering processes for all DOI employees and will allow Headquarters and Regional offices to obtain IT components quickly and efficiently.

Appendix A - Major Management Challenges

The following table provides APP&R page references, corresponding action offices, and performance measures that correspond with topics in the DOI Office of Inspector General's (OIG) Report on Major Management Challenges (also referenced in the DOI Agency Financial Report).

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
Energy Management	Revenue collection, verification, and distribution	Ensure accurate and timely accounting and collection of energy revenues	59-61	<ul style="list-style-type: none"> • ONRR • BOEM • BSEE • OST • BLM • BOR 	<ul style="list-style-type: none"> • Percent of federal and Indian oil and gas revenues disbursed on a timely basis per statute (\$ Billions) • Percent of oil royalty meters (identified as high-risk using a risk-based methodology) where meter provings will be observed • Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt • Percent of high priority fluid mineral cases that have completed inspection during the year. • Percent of (offshore) high risk production and facilities operations inspected. • Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating. • Percent of time that Bureau of Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods. • Number of megawatts of approved capacity authorized on public land and the Outer Continental Shelf for renewable energy development while
	Reduced Offsetting Collections	Ensure accurate and timely management of fiduciary trust assets	83-90		
	Aging Offshore and Onshore Infrastructure	Promote safe and robust oil, gas, coal, and renewable energy resource development	44-51		
	Renewable energy development	Provide hydropower	52-54		

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
					<p>ensuring compliant environmental review</p> <ul style="list-style-type: none"> Amount of hydropower capability (in megawatts) installed from 2018 through 2022
Public Safety and Disaster Response	<p>Safety and Security on Public Lands</p> <p>Disaster Response Preparedness and Management</p> <p>Infrastructure Challenges to Safety and Services</p>	<p>Ensure public safety on our lands</p> <p>Prepare DOI to respond to and recover from emergencies and incidents</p> <p>Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery</p> <p>Manage water resources and delivery</p>	<p>102-105</p> <p>106-107</p> <p>131-138</p> <p>27-31</p>	<ul style="list-style-type: none"> OLES BIA BIE BLM BOEM BOR BSEE FWS NPS OSMRE OWF USGS 	<ul style="list-style-type: none"> Percent of agencies with an updated law enforcement staffing plan Percent of criminal offenses solved by arrest (Part 1 Offense Clearance Rate) Average Interior Readiness (I-READ) Index score for emergency preparedness across DOI Bureaus/Offices Percent of DOI-managed landscape acres that are in a desired condition as a result of fire management Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan Percent of wildfire on DOI-managed landscapes where the initial strategy(ies) fully succeeded during the initial response phase Percent completion of targeted natural hazards assessments of very high and high-threat regions of the Nation (Index) Percent completion of targeted landslide hazard research

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
					<ul style="list-style-type: none"> • Percent completion of coastal and marine hazards and subsidence research (Index) • Percent progress towards optimal monitoring capability for natural hazards situational awareness (Index) • Percent of the National Streamflow Network (NSN) streamgages that are fully operational • Percent of priority assets in acceptable condition (i.e. meet investment objective) • Amount of priority deferred maintenance (repair) needs/activities addressed • Maintain a completion rate of 95% for Safety of Dam recommendations • Percent of miles of BIA road in acceptable condition based on the Service Level Index • Percent of BIA bridges in acceptable condition based on the Service Level Index • Percent of students in BIE school facilities that are in acceptable condition as measured by the Facilities Condition Index • Percent of water infrastructure in good condition as measured by the Facility

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
					Reliability Rating (FRR) [high- and significant-hazard dams]
Information Technology	Adoption of Revised Security Standards Resolution of Audit Findings and Recommendations Recurring Findings in Vulnerability Scanning Implementation of Continuous Monitoring and Mitigation Programs Cloud Computing Contingency Planning and Data Backup	Provide dependable and efficient information technology	139-141	<ul style="list-style-type: none"> • PIO • BIA • BLM • BOEM • BOR • BSEE • FWS • NPS • OSMRE 	<ul style="list-style-type: none"> • Progress and plans for effective management of IT is discussed using narrative; includes <i>Federal Information Technology Acquisition Reform Act</i> (FITARA) implementation and addressing cybersecurity. • Percent of unclassified network hardware and software assets appropriately authorized and managed • Percent completion of DOI's Federal Information Technology Acquisition Reform Act (FITARA) Implementation Plan
Water Programs	Extreme Drought Rural Water Systems	Manage DOI water storage and delivery to resolve conflicts and expand capacity	27-31 12-17	<ul style="list-style-type: none"> • BOR • USGS • BIA 	<ul style="list-style-type: none"> • Amount of acre feet of water conservation capacity enabled to help address drought • Percent of projects completed in support of water management, planning, and pre-development.

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
	Expanding Water Demand Rehabilitation and Replacement	Apply science to land, water, and species management			<ul style="list-style-type: none"> • Percent completion of targeted land and water management research actions • Millions of people living in targeted watersheds covered by completed water quality models • Percent completion of water quality sampling of the Nation's groundwater, streams and rivers • Percent completion of the USGS National Water Census baseline • Percent completion of U.S. aquifer groundwater availability baseline studies • Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]
Responsibility to American Indians and Insular Areas	Administration of the Land Buy-Back Program Energy development and management Indian Country schools Financial management in the Insular Areas	Fulfill fiduciary trust Strengthen Indian education Strengthen island economies	83-90 91-92 96-98	<ul style="list-style-type: none"> • AS-IA • OST • BIA • BIE • OIA 	<ul style="list-style-type: none"> • Since its inception, the Land Buy-Back program has paid landowners approximately \$900 million and restored the equivalent of nearly 1.7 million acres of land to tribal trust ownership. • Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training programs for tribes submitting P.L. 102-477 related reports

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
					<ul style="list-style-type: none"> • Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations • Increase in the percentage of submitted land-into-trust beneficiaries' accounts • Percent of timeliness of financial account information provided to trust beneficiaries • Percent of students attending BIE-funded schools completing high school with a regular diploma within four years of their 9th grade entry date • Difference in the mean GDP per capita in the 4 US territories compared to the mean GDP per capita in the US • Difference in the residential cost per kilowatt hour for power from the national average • Percent of Freely Associated States (FAS) employment attributable to Office of Insular Affairs (OIA) grants and programs • Percent of FAS employee compensation attributable to OIA grants and programs
Acquisition and financial assistance	Public Law 93-638 Contracts Staff Training and Retention	Support tribal self-governance and self-determination	80-82	<ul style="list-style-type: none"> • AS-IA • BIA • PAM 	<ul style="list-style-type: none"> • Percent of P.L. 93-638 Title IV contracts (Title IV compact agreements) with clean audits. • Percent of Single Audit Act reports submitted during the reporting year for which management action decisions on

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
					audit or recommendations are made within 180 days.
Climate Effects	<p>Wildland Fire Costs and Strategy</p> <p>Impact on American Indian and Alaska Native Tribes</p> <p>Water scarcity</p> <p>Impact on Insular Areas</p>	<p>Manage wildland fire to reduce risk and improve ecosystem and community resilience</p> <p>Manage DOI water storage and delivery to resolve conflicts and expand capacity</p>	<p>110-113</p> <p>27-31</p>	<ul style="list-style-type: none"> • OWF • BIA • BOR • USGS <p>OIA</p>	<ul style="list-style-type: none"> • Percent of DOI-managed landscape acres that are in a desired condition as a result of fire management objectives • Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan • Percent of wildfire on DOI-managed landscapes where the initial strategy(ies) fully succeeded during the initial response phase • Percent of (tribal water) projects completed in support of water management, planning, and pre-development. • Amount of acre feet of water conservation capacity enabled to help address drought • Percent of projects completed in support of water management, planning, and pre-development. • Percent completion of targeted land and water management research actions • Number of people living in targeted watersheds covered by completed water quality models • Percent completion of water quality sampling of the Nation's groundwater, streams and rivers

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
					<ul style="list-style-type: none"> Percent completion of the USGS National Water Census baseline Percent completion of U.S. aquifer groundwater availability baseline studies
Operational Efficiencies	<p>Hiring, Training, and Retaining Staff</p> <p>Park Fees and Concessions</p> <p>Deferred Maintenance and Repair</p>	<p>Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts</p> <p>Ensure effective collection and application of recreation fees</p> <p>Prioritize DOI infrastructure needs and reduce deferred maintenance backlog</p>	<p>124-125</p> <p>62-63</p> <p>131-138</p>	<ul style="list-style-type: none"> PHR BIA BIE BLM BOEM BOR BSEE FWS NPS OSMRE USGS 	<ul style="list-style-type: none"> Improvement in the employee engagement index for DOI in the Federal Employee Viewpoint Survey Improvement in DOI's ranking among large agencies in the Partnership for Public Services' Best Places to Work report Percent of priority assets in acceptable condition (i.e. meet investment objective) Amount of priority deferred maintenance (repair) needs/activities addressed Value of deferred work orders retired (\$000) Percent of historic structures on DOI inventory in good condition as measured by the Facility Condition Index Percent of museum collections on DOI inventory in good condition Percent of archaeological sites on DOI inventory in good condition Maintain a completion rate of 95% for Safety of Dam recommendations

MAJOR MANAGEMENT CHALLENGE	AREA OF CONCERN	CORRESPONDING GOAL or STRATEGIC OBJECTIVE	PAGES IN APP&R	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
					<ul style="list-style-type: none"> • Percent of miles of BIA road in acceptable condition based on the Service Level Index • Percent of BIA bridges in acceptable condition based on the Service Level Index • Percent of students in BIE school facilities that are in acceptable condition as measured by the Facilities Condition Index Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]
Workplace culture and ethics		Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts	124-125	<ul style="list-style-type: none"> • PHR • BIA • BIE • BLM • BOEM • BOR • BSEE • FWS • NPS • OSMRE USGS	<ul style="list-style-type: none"> • Employee engagement index for DOI in the Federal Employee Viewpoint Survey DOI's ranking among large agencies in the Partnership for Public Services' Best Places to Work report

Appendix B – Program Evaluations

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

Bureau: Bureau of Reclamation

Title of Program Evaluated: Reclamation's Investments in Water Infrastructure

Final Report Title: Bureau of Reclamation: Water Reuse Grant Program Supports Diverse Projects and is Managed Consistently with Federal Regulations

Strategic Plan Mission Area: Conserving Our Land and Water

Purpose of Program Evaluation: The review was part of the Government Accountability Office (GAO) focusing on three objectives:

1. What has been the Bureau of Reclamation's planned and actual investment in water reuse, reclamation, and recycling projects under the Title XVI and WaterSMART programs?
2. How has the Bureau of Reclamation selected and prioritized water reuse, reclamation, and recycling projects?
3. What are the current and anticipated benefits of these projects?

Findings / Actions Taken/Planned in Response to Evaluation: No findings or recommendations in final report (GAO-1-105 & GAO-19- 110).

Recommendation: No findings or recommendations in final report (GAO-19- 110).

Action taken: No findings or recommendations in final report (GAO-19- 110).

Contact: Dorothy Hines (303) 445-2746: dhines@usbr.gov

Bureau: Bureau of Reclamation

Title of Program Evaluated: Tribal Consultation Practices (GAO-19-22)

Final Report Title: Tribal Consultation: Additional Federal Actions Needed for Infrastructure Projects (GAO-19-22)

Strategic Plan Mission Area: Conserving Our Land and Water

Purpose of Program Evaluation: The review was part of the Government Accountability Office (GAO) focusing on the following objectives:

1. Federal agencies' compliance with government-to-government consultation and coordination responsibilities under Executive Order 13175;
2. Tribal consultation practices used by Federal agencies during permitting and development processes;
3. Definition and consistent application of "meaningful tribal consultations" by Federal agencies;
4. Opportunities for tribal input into contiguous, off-reservation developments that may result in pollution or other impacts on their land;
5. Appeal options, if any, available to tribes.

Findings/Actions Taken/Planned in Response to Evaluation: GAO identified key factors that tribes and agencies believe hinder effective consultation on infrastructure projects. Some of the key factors identified by tribes included:

1. Agencies initiating consultation late in project development stages,
2. Agencies not adequately considering tribal input when making decisions about proposed infrastructure projects, and
3. Agencies not respecting tribal sovereignty or the government-to-government relationship between federally recognized tribes and the federal government.

Some of the key factors identified by the agencies included:

1. Challenges in obtaining and maintaining accurate contact information for tribes, which is needed to notify tribes of consultation opportunities;
2. Agency resource constraints to effectively support consultation
3. Difficulties coordinating with other federal agencies when there are multiple agencies involved in particular infrastructure projects.

Recommendation: GAO Recommendation #9: The Commissioner of the Bureau of Reclamation should document in the agency's tribal consultation policy how agency officials are to communicate with tribes about how tribal input from consultation was considered in agency decisions on infrastructure projects (GAO-19-22).

Action taken: Reclamation’s Native American and International Affairs Office will review and modify as appropriate, Reclamation’s “Protocol Guidelines: Consulting with Indian Tribal Governments” about how Reclamation officials are to communicate with tribes about how tribal input from consultation was considered in agency decisions on infrastructure projects.

Contact: **Dorothy Hines** (303) 445-2746: dhines@usbr.gov

Bureau: Bureau of Reclamation

Title of Program Evaluated: Independent Auditors' Performance Audit Report on the US Dept of Interior Federal Information Security Modernization Act for Fiscal Year 2018 (2018-ITA-043)

Strategic Plan Mission Area: Modernizing Our Organization and Infrastructure for the Next 100 Years.

Purpose of Program Evaluation: The review was part of the Government Accountability Office (GAO) focusing on two objectives:

1. Perform the annual independent Federal Information Systems Security Modernization Act of 2014 (FISMA) audit of DOI’s information security programs and practices related to the financial and non-financial information systems in accordance with the FISMA, Public Law 113-283, 44 USC.
2. Assess the implementation of the security control catalog contained in the NIST SP 800-53 Rev 4.

Findings/Actions Taken/Planned in Response to Evaluation: DOI has not fully:

1. Documented, approved, or tested system changes prior to deploying into production environment at BLM, BOR, and OST.
2. Reviewed third-party contractual agreements to ensure system changes were documented at BOR.
3. Implemented high and moderate-risk security patches within the prescribed timelines in accordance with DOI policy at BOR and USGS.
4. Disabled inactive user accounts after 45 days of inactivity at BOR.
5. Documented and implemented procedures to facilitate the implementation of system and communication protection controls at BIA, BOR, BSEE, FWS, NPS, OSMRE, and OST, which would protect data at rest.
6. Ensured personnel with incident response responsibilities complete training at BLM and BOR.

Recommendation: OIG recommends:

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1. BOR update its contractual agreement with its vendor to enforce the documentation of change testing for all changes that the vendor develops for the system. The updated contractual agreement should adhere to the bureau's change.
 2. BOR review and update incident response procedures to require incident response training be completed annually for all personnel with incident response responsibilities. Additionally, it would be beneficial for BOR to integrate this requirement with the DOI learning management system to ensure that completion is being tracked and completion.
 3. BOR document and implement procedures to facilitate the implementation of the SC-28 security control. The procedures should include roles and responsibilities, technical requirements, and exceptions to procedures when appropriate.
 4. Implement a process to periodically and update position risk designations at least every three years. b) Ensure compliance with the processes defined in the BOR Reclamation Manual Directives and Standards SLE 01-01 whereby BOR Human Resources assigns position risk designations within the bureau. The supervisors of the employees being on-boarded should be consulted to ensure there is an adequate understanding of the roles, responsibilities, and level of system access of the employee before assigning a position risk designation, in accordance with the Reclamation Manual

Planned Action:

1. BOR will Update contract verbiage to reflect vendors will not make changes to the system.
2. Review and update the incident response procedures to require personnel with Incident Response (IR) responsibilities to take annual IR training.
3. Follow guidance for protection of information at rest from OCIO when it is provided. Draft OCIO Directive 2018-(PENDING) Encryption Requirement for Moderate and High Systems is under review at DOI.
4. Discuss this finding with all Human Resources Officers at an upcoming meeting and will reaffirm supervisory responsibility for ensuring that all Position Descriptions for personnel under their authority have accurate designations in terms of position risk/sensitivity levels and for informing Human Resources when any of the following occur:
 - a) Changes to the duties of the position require position sensitivity or Public Trust designations to be raised or lowered;
 - b) Changes to the duties of the position require the position to have administrative-level access to Information Technology (IT) systems.
 - c) Changes to the program mission impacts the level of position sensitivity or public trust.

Action taken: Reclamation created Plan of Action and Milestone (POA&M) 37393 and updated the Bureau of Reclamation Cybersecurity Incident Response Procedures for Fiscal Year 2019 to include training requirements. The draft procedures were disseminated to the Regional Information System Security Managers (RISSMs) for comment, and the comments were incorporated

into the procedures. The BOR Cybersecurity Incident Response Procedures document was finalized on April 15, 2019 and contains IR training requirements in section seven.

Draft Corrective Action Plan is in process and being reviewed by HR. IRO Senior management spoke to HR senior management on 5/23/19. Meeting was held in July covering the Position Designation Reviews by July 2020. Received OCIO Directive 2019-001 regarding Encryption Requirement for Moderate and High Systems.

Contact: Dorothy Hines (303) 445-2746: dhines@usbr.gov

Bureau: Bureau of Reclamation

Title of Program Evaluated: The Sacramento County Sheriff's Department Claimed Higher Labor Rates Than Allowed on Contract No. R17PC00051 and Ignored Training Requirements for Contract No. R12PC0015 with the Bureau of Reclamation (Report No. 2017-FIN-066)

Strategic Plan Mission Area: Conserving Our Land and Water

Purpose of Program Evaluation:

1. Determine the interim costs of \$1,266,887 claimed by the SCSD under Contract No. R17PC00051 between July 1, 2017, and September 30, 2017, were allowable and allocable under applicable Federal regulations, BOR policies and procedures, and contract terms and conditions.
2. The SCSD complied with applicable Federal regulations, BOR policies and procedures, and contract terms and conditions on both contracts

Findings/Actions Taken/Planned in Response to Evaluation:

1. We found that the SCSD did not comply with applicable Federal regulations, BOR policies and procedures, and contract terms and conditions in the following areas:
2. Incorrectly charged indirect labor hours to the contract, resulting in questioned costs of \$214,296 on Contract No. R17PC00051
3. Charged hourly rates different from those that were ratified, resulting in questioned costs of \$100,269 on Contract No. R17PC00051

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4. Did not correctly account for labor hours worked on the billed invoices for 5 of the 50 timesheets reviewed for Contract No. R17PC00051
 5. Did not conduct the required annual IT training for Contract No. R12PC20015
 6. Did not conduct the required ethics training for Contract No. R12PC20015
 7. Did not maintain internal controls for ethics procedures for Contract No. R12PC20015

Recommendation: OIG recommends BOR is to improve compliance with applicable Federal regulations, including BOR policies and procedures, and contract terms and conditions.

Action Planned: BOR will review federal regulations, contracts, invoices, policies and procedures for compliance with federal regulations and contract terms.

Action taken: The review of the invoices from July 2017 to November 2017 have been completed, representing 41% completion (5 months / 12 total months = 41%). A final determination on the questioned costs will be completed once all invoices are reviewed.

A contract modification has been submitted to remove paragraph (f) of the security clause (WBR 1452.237-80), covering the IT security training requirement.

The Division Manager and Branch Chiefs have begun discussions towards the development of an ethics training template to roll out to staff. The ethics training clause was not applicable to the 2012, 2017, or current Folsom Security contracts so that item is complete.

Developing internal controls over ethics procedures is implemented by clause 52.203-13 section c. Section c of the clause does not apply to contracts valued less than \$5.5 million or commercial items. R12PC20015 was commercial and the initial award for R17PC00051 was less than \$5.5 million so it was not applicable. The current contract is commercial, so Section c does not apply. The Government will review the applicability in future contracts and enforce when applicable. The Division Manager and Branch Chiefs have begun discussions towards the development of a training template to roll out to employees.

Contact: Dorothy Hines (303) 445-2746: dhines@usbr.gov

Bureau: USGS

Title of Program Evaluated: GAO would like to discuss emergency alerting issues, however, USGS will not be the focus of this review.

Strategic Plan Mission Area: Protecting Our People and the Border

Purpose of Program Evaluation: GAO is beginning this work in response to a request made by several congressional committees. GAO would like to discuss emergency alerting issues but USGS will not be the focus of this review.

Findings / Actions Taken/Planned in Response to Evaluation: GAO's notice to DOI/OFM of the review of emergency alerting is dated April 1, 2019. Entrance interviews have been conducted and the review is ongoing, and findings have not yet been released.

Recommendation 1. n/a

Action taken: n/a

For Copy Contact: (Jonathan Godt, jgodt@usgs.gov, 303-273-8626)

Bureau: USGS

Title of Program Evaluated: Review of the National Earthquake Hazards Reduction Program (NEHRP) and Earthquake Risk Assessment

Strategic Plan Mission Area: Protecting Our People and the Border

Purpose of Program Evaluation: GAO has been mandated to review NEHRP and assess the risks earthquakes pose to the United States.

Findings / Actions Taken/Planned in Response to Evaluation: GAO's notice to DOI/OFM of the review of the National Earthquake Hazards Reduction Program is dated July 31, 2019. Entrance interviews have been conducted and the review is ongoing, and findings have not yet been released.

Recommendation 1. n/a

Action taken: n/a

For Copy Contact: (Jonathan Godt, jgodt@usgs.gov, 303-273-8626)

Bureau: USGS

Title of Program Evaluated: Earthquake Hazards Program (EHP)

Strategic Plan Mission Area: Protecting Our People and the Border

Purpose of Program Evaluation: Semiannual review of program activities by the Scientific Earthquake Studies Advisory Committee (SESAC) Federal Advisory Committee

Findings / Actions Taken/Planned in Response to Evaluation:

Recommendation 1. EHP to develop the ability to dynamically scale web services following large earthquakes.

Action taken: n/a, report was only received in mid-October, 2019.

Recommendation 2. Supports the recommendation of a statewide California rollout [of ShakeAlert Earthquake Early warning] with appropriate protocols for working with adjacent states and nations that might benefit from an alert to a California event.

Action taken: Statewide rollout of ShakeAlert in California occurred on October 17, 2019.

Recommendation 3. Recommends changes in USGS travel policies that will allow EHP members to attend major earthquake science meetings as needed (specifically those of the AGU, SSA and GSA).

Action taken: n/a, report was only received in mid-October, 2019.

Recommendation 4. Reaffirms its belief and recommendation from our 2018 report: the budget for the EHP should be in line with the findings of the National Research Council report that documents a need for nearly quadrupling the EHP budget if the EHP is to fulfill the expectations of the nation.

Action taken: n/a, report was only received in mid-October, 2019.

For Copy Contact: (Jonathan Godt, jgodt@usgs.gov, 303-273-8626)

Bureau: FWS

Title of Program Evaluated: Information Resource Technology Management (IRTM)

Strategic Plan Mission Area: Modernizing Our Organization and Infrastructure for the Next 100 Years

Purpose of Program Evaluation: Independent Auditors' Performance Audit Report on the U.S. Department of the Interior Federal Information Security Modernization Act for Fiscal Year 2018

<https://www.doioig.gov/reports/independent-auditors%E2%80%99-performance-audit-report-us-department-interior-federal-information-0>

Findings / Actions Taken/Planned in Response to Evaluation:

Recommendation 1

- a) FWS document and implement organization-wide personnel security policies and procedures to facilitate the implementation of the PS-2 and PS-3 associated controls. (Recommendation 12)
- b) FWS document and implement procedures to facilitate the implementation of the SC-28 security control. The procedures should include roles and responsibilities, technical requirements, and exceptions to procedures when appropriate. (Recommendation 14)

Action taken:

- a) The FWS's Information Resources and Technology Management (IRTM) leadership will coordinate with the FWS Human Resources Chief of Employee and Management Services Branch and Personnel Security Specialist to implement FWS-wide policies and procedures regarding PS-2 Position Risk Designation and PS-3 Personnel Screening. This is still in progress with a target date for completion of 3/31/2020.
- b) To resolve and implement this audit recommendation, the FWS opened Plan of Action and Milestone (POA&M) ID 37392 in CSAM. The Description of Weakness and Circumstances Unique to the System in Block 5a of the Weakness Completion Verification Form (WCVF) (Attachment 1) reads, "ECOS migrated all production data to IRTM hosted Nimble storage and the ECOS System and Communications Protection Policy and published outlining implementation statements for all SC family controls including SC-28. All volumes are now encrypted." Closed 8/19/2019

For Copy Contact: (Name, Email, Telephone) Paul Gibson, AD IRTM, 703.358.1968, paul_gibson@fws.gov

*Strategic Plan Mission Areas:

1. Conserving Our Land and Water

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2. Generating Revenue and Utilizing Our Natural Resources
 3. Expanding Outdoor Recreation and Access
 4. Fulfilling our Trust and Insular Responsibilities
 5. Protecting Our People and the Border
 6. Modernizing Our Organization and Infrastructure for the Next 100 Years
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Bureau: FWS

Title of Program Evaluated: Division of Policy, Economics, Risk Management, and Analytics (PERMA)

Strategic Plan Mission Area: Modernizing Our Organization and Infrastructure for the Next 100 Years

Purpose of Program Evaluation: FEDERAL RULEMAKING: Selected Agencies Should Clearly Communicate Practices Associated with Identity Information in the Public Comment Process

<https://www.gao.gov/products/GAO-19-483>

Findings / Actions Taken/Planned in Response to Evaluation:

Recommendation 1

a) The Director of the Fish and Wildlife Service (FWS) should create and implement a policy for standard posting requirements regarding comments and their identity information, particularly for duplicate comments, and should clearly communicate this policy to the public on the FWS website.

Action taken:

a) The FWS will update the Service Manual Chapter 202 FW 5 "Federal Docket Management System (FDMS)" to include all standard posting requirements regarding public comments and their identity information. Additionally, FWS will include a statement on the FWS' website to inform the public about posting of public comments and identity information in Regs.gov. Target Date 6/30/2020.

For Copy Contact: (Name, Email, Telephone):

Henry Chang, Chief; Policy, Economics, Risk Management, and Analytics (PERMA), henry_chang@fws.gov, (413) 253-8613

*Strategic Plan Mission Areas:

1. Conserving Our Land and Water
 2. Generating Revenue and Utilizing Our Natural Resources
 3. Expanding Outdoor Recreation and Access
 4. Fulfilling our Trust and Insular Responsibilities
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Bureau: FWS

Title of Program Evaluated: Native American Liaison

Strategic Plan Mission Area: Conserving Our Land and Water

Purpose of Program Evaluation: TRIBAL CONSULTATION: Additional Federal Actions Needed for Infrastructure Projects

<https://www.gao.gov/products/GAO-19-22>

Findings / Actions Taken/Planned in Response to Evaluation:

Recommendation 1

- a) The Director of the Fish and Wildlife Service should establish a time frame for developing or updating policy to implement the statutory requirement to consult with ANCs on the same basis as Indian tribes under Executive Order 13175. (Recommendation 4)
- b) The Director of the Fish and Wildlife Service should document in the agency's tribal consultation policy how agency officials are to communicate with tribes about how tribal input from consultation was considered in agency decisions on infrastructure projects. (Recommendation 15)

Action taken:

- a) The FWS still utilizes and defers to the Department's consultation policy as written (https://www.fws.gov/r7/external/native_american/doi_ancsa_policy.pdf). FWS considers this recommendation implemented.

b) FWS' Tribal Consultation Handbook was updated in October 2018 and describes how FWS officials are to communicate with tribes regarding how tribal input from consultation was considered in agency decisions on infrastructure projects. FWS considers this recommendation implemented.

For Copy Contact: (Name, Email, Telephone):

Scott Aikin, U.S.Fish & Wildlife Service, National Native American Programs Coord. (C) 202-285-3411, scott_aikin@fws.gov

*Strategic Plan Mission Areas:

1. Conserving Our Land and Water
2. Generating Revenue and Utilizing Our Natural Resources
3. Expanding Outdoor Recreation and Access
4. Fulfilling our Trust and Insular Responsibilities
5. Protecting Our People and the Border
6. Modernizing Our Organization and Infrastructure for the Next 100 Years

Appendix C – Acronym List

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
21CSC	21st Century Conservation Service Corps	DOE	Department of Energy
AAR	After Action Report	DOI	Department of the Interior
AGO	America’s Great Outdoors	DOL	Department of Labor
APD	Application for Permit to Drill	DRR	Dam Reliability Rating
API	Asset Priority Index	EHP	Earthquake Hazard Program
APIPA	Association of Pacific Island Public Auditors	EPA	Environmental Protection Agency
APP	Annual Performance Plan	ERP	Energy Resource Program
APP&R	Annual Performance Plan and Report	ESP	Environmental Studies Program
APR	Annual Performance Report	FASS-CMS	Financial Assistance and Social Services – Case Management System
ARPA	Archeological Resources Protection Act	FCI	Facilities Condition Index
ARRA	America Recovery and Reinvestment Act	FELD	Forum on Economic and Labor Development
AS-IA	Assistant Secretary for Indian Affairs	FERC	Federal Energy Regulatory Commission
AS-PMB	Assistant Secretary for Policy, Management, and Budget	FLETC	Federal Law Enforcement Training Center
AYP	Adequate Yearly Progress	FPPS	Federal Personnel Payroll System
BEA	U.S. Bureau of Economic Analysis	FRPP	Federal Real Property Profile
BIA	Bureau of Indian Affairs	FRR	Facility Reliability Rating
BIE	Bureau of Indian Education	FWS	Fish and Wildlife Service
BIMD	Biological Information and Management Delivery	GAM	Geographic Analysis and Monitoring
BLM	Bureau of Land Management	GAO	Government Accountability Office
BOEM	Bureau of Ocean Energy Management	GDP	Gross Domestic Product
BOEMRE	Bureau of Ocean Energy Management, Regulation, and Enforcement	GIS	Geographic Information System
BOR	Bureau of Reclamation	GLAS	Guaranteed Loan Accounting System
BSEE	Bureau of Safety and Environmental Enforcement	GPRA	Government Performance Results Act
CA	Commoditization Agreement	GPS	Geospatial Positioning System
CBRS	Coastal Barrier Resources System	GRP	Groundwater Resources Program
CCS	Cuts, Consolidations, and Savings	GSN	Global Seismographic Network
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act	HHS	Department of Health and Human Services
CFR	Comprehensive Facility Review	HIP	Housing Improvement Plan
CFR	Code of Federal Regulations	HMA	Herd Management Area
CFS	Cubic Foot per Second	HPPG	High Priority Performance Goal
CHF	Central Hazardous Materials Fund	ICQS	Incident Qualification Certification System

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
CLEO	Conservation Law Enforcement Officer	ICWA	Indian Child Welfare Act
CMGP	Coastal and Marine Geology Program	IGFOA	Island Government Finance Officers' Association
CNMI	Commonwealth of the Northern Mariana Islands	IIM	Individual Indian Money
COP	Construction and Operations Plan	ILCO	Indian Land Consolidation Office
CR	Continuing Resolution	ILCP	Indian Land Consolidation Program
CSC	Climate Science Center	IMARS	Incident Management Analysis Reporting System
CTM	Comprehensive Trust Management	I-READ	Interior Readiness
CWP	Cooperative Water Program	JOA	Job Opportunity Announcement
CWS	Community Water Systems	JP&T	Job Placement and Training
LH	Labor Hours	LCC	Landscape Conservation Cooperative
LHP	Landslide Hazard Program	LEO	Law Enforcement Officer
LIDAR	Light Detection And Ranging	OSMRE	Office of Surface Mining Reclamation and Enforcement
LRS	Land Remote Sensing	OST	Office of Special Trustee for American Indians
LTRO	Land Title and Records Office	OWFM	Office of Wildland Fire Management
MCO	Mission Critical Occupation	OMT	Operations Management Tool
MMBF	Million Board Feet	ONRR	Office of Natural Resources Revenue
MR&R	Major Rehabilitations and Replacements	OPM	Office of Personnel Management
MRP	Mineral Resource Program	PAM	Office of Acquisitions and Property Management
MTS	Mineral Tracking System	PEP	Office of Environmental Policy and Compliance
NAGPRA	Native American Graves Protection and Repatriation Act	PFM	Office of Financial Management
NAWQA	National Water Quality Assessment Program	PFR	Periodic Facility Review
NCCWSC	National Climate Change and Wildlife Science Center	PG	Priority Goal
NCGMP	National Geologic Map Database	PHR	Office of Human Resources
NCLB	No Child Left Behind Act of 2001	PIO	Office of the Chief Information Officer
NEPA	National Environmental Policy Act	PNH	Office of Native Hawaiian Relations
NERC	North American Electric Reliability Corporation	PYGO	Office of Youth in the Great Outdoors
NFHS	National Fish Hatchery System	R&D	Research and Development
NHPA	National Historic Preservation Act	REA	Rapid Eco-regional Assessment
NIBRS	National Incident Based Reporting System	RO&M	Review of Operation and Maintenance
NIMS	National Incident Management System	ROW	Right of Way
NLCD	National Land Cover Database	RP	Revised Program
NOAA	National Oceanic and Atmospheric Administration	SMART	Sustain and Manage America's Resources for Tomorrow

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
NPS	National Park Service	SMCRA	Surface Mining Control and Reclamation Act of 1977
NREL	National Renewable Energy Lab	STEM	Science, Technology, Engineering and Mathematics
NSIP	National Streamflow Information Program	T&E	Threatened and Endangered
NTTP	National Technical Training Program	T&M	Time and Materials
NWRS	National Wildlife Refuge System	TAOS	Technical Assessment & Operations Support
O&C	Oregon and California	TFAS	Trust Financial Accounting System
O&M	Operations and Maintenance	TLOA	Tribal Law Enforcement Act
OCS	Outer Continental Shelf	USDA	U.S. Department of Agriculture
OEPC	Office of Environmental Policy and Compliance	USERRA	Uniformed Services Employment and Reemployment Rights Act
OIA	Office of Insular Affairs	USGS	U.S. Geological Survey
OIG	Office of the Inspector General	VHP	Volcano Hazard Program
OJS	Office of Justice Services	VRM	Visual Resource Management
OLES	Office of Law Enforcement and Security	WECC	Western Electricity Coordinating Council
OMB	Office of Management and Budget	WRIA	Water Resource Inventory Analysis
		WUI	Wildland-Urban Interface