

FY 2020 Annual Performance Report



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Introduction

The Department of the Interior (DOI or Department) 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.

The Department manages the Nation's tribal and public lands and minerals, including managing more than 480 million surface acres of public lands (Bureau of Land Management – 246M; U.S. Fish and Wildlife Service – 96M; National Park Service – 85M; Bureau of Indian Affairs – 56M), 700 million acres of subsurface minerals, and 2.5 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, as well as 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), preserve and protect natural and cultural resources, and provide mapping, geological, hydrological, and biological science for the Nation.

In FY 2020, the novel coronavirus (COVID-19) global pandemic presented many challenges and complicated how the Department of Interior accomplishes its mission. Many of the Department's performance goals were not met or data not collected due to interruptions from the pandemic. Congress appropriated \$756 million in Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding for the Department to distribute to tribal governments, safeguard health and safety, ensure delivery of water, and conduct the Department's mission during the pandemic. Department employees had to implement measures to control the spread of the virus while carrying out important work. Telework capability was strengthened and capacity increased, websites and dashboards were created to share COVID-19 updates, human capital management and employee development shifted to online platforms, and virtual coaching sessions were used to help both managers and staff adjust to the remote work environment. Where teams were required to work on site, leaders protected staff by adjusting crew sizes and shift rotations, acquired temporary office and lodging space, and instituted requirements on personal protections and regular cleaning protocols.

This Annual Performance Report (APR) is a look back on FY 2020 and reflects the strategies, goals and objectives of the previous Administration, including those included in the former Administration's Strategic Plan for DOI, a document that has not yet been updated to reflect the vision of the Biden-Harris Administration. This report was prepared and submitted to maintain compliance with the requirements of the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), P.L. 111-352, which mandates an annual assessment of the Department's progress toward achieving existing Strategic Plan goals. DOI is currently in the process of revising its Strategic Plan to more accurately reflect the current Administration's policies and management priorities.

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 resources, 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 after sealing mines; and

Mitigates the effects of past coal mining by reclaiming abandoned coal mine lands.



Bureau of Ocean Energy Management (BOEM)

Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS) in an environmentally and economically responsible way;

Administers 2,680 active fluid mineral leases on almost 2.5 billion OCS acres;

Oversees 3 percent of the natural gas and 16 percent of the oil produced domestically;

Oversees lease and grant issuance for offshore renewable energy projects;

Manages leasing for marine mineral resources such as sand to facilitate beach replenishment and coastal nourishment projects; and

Develops, conducts, and oversees scientific research on the human, marine, and coastal environments to inform policy decisions.



Bureau of Safety and Environmental Enforcement (BSEE)

Fosters safe, environmentally sustainable, and energy production from the 1.7 billion-acre OCS for America's energy future;

Conducts inspections, permitting, incident and equipment failure analysis, oil spill preparedness and enforcement programs all aimed at promoting a culture of safety and environmental stewardship, focused on reducing risk to those who work offshore; and

Supports the technical expertise to engage, collaborate, and innovate, all to tap the full potential of OCS energy resources.



U.S. Geological Survey (USGS)

Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, landslides, coastal hazards, and geomagnetic storms;

Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, consumption, and environmental effects;

Conducts reliable scientific research on land resources, mineral assessments, and water resources to inform effective decision making and planning;

Provides scientific information that supports natural resource decisions; and

Produces remote sensing imagery, topographic, geologic, hydrographic, and biogeographic data and maps.



BUREAU OF RECLAMATION

Bureau of Reclamation (BOR)

Manages, develops, and protects water and related resources in an environmentally and economically sound manner in the interest of the American public;

Largest wholesale supplier of water in the Nation;

Manages 492 dams and 338 reservoirs;

Delivers water to 1 in every 5 western farmers and more than 31 million people; and

America's second largest producer of hydroelectric power.



Fish and Wildlife Service (FWS)

Manages the lands and waters of the 850 million-acre National Wildlife Refuge System, primarily for the benefit of fish and wildlife; and,

Manages 84 National Fish Hatchery System facilities for native aquatic species recovery and restoration, recreational fishing benefits, and tribal trust responsibilities.

Protects and conserves migratory birds, interjurisdictional fisheries, threatened and endangered species, and certain marine mammals; and

Hosts more than 60 million visitors annually at more than 567 refuges located in all 50 states and 38 wetland management districts.



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; and,

Funds self-governance compacts and self-determination contracts to support Federal education programs that are delivered by Tribal Nations.



National Park Service (NPS)

Maintains and manages a network of 423 natural, cultural, and recreational sites for the benefit and enjoyment of the American people;

Manages and protects over 26,000 historic and prehistoric structures, over 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.;

Provides outdoor recreation to approximately 300 million visitors annually; and

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 Affairs (BIA)

Fulfills Indian trust responsibilities;

Promotes self-determination on behalf of 574 Federally recognized Indian tribes and Alaska Natives, as well as insular areas; and

Funds self-governance compacts and self-determination contracts to support Federal programs including natural resource and land management, public safety and justice, human services and economic development programs that are delivered by Tribal Nations.



Insular and International Affairs

Coordinates Federal policy for the territories of American Samoa, The Commonwealth of the Northern Mariana Islands, Guam, the U.S. Virgin Islands;

Oversees the Department's involvement with oceans policy;

Manages the Department's involvement in international affairs; and

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 (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, Acquisition, and Administrative Services;

Public Safety, Resource Protection, and Emergency Services; Natural Resources

Revenue Management; Human Capital and Diversity; Information Management and Technology; Diversity, Inclusion,

Civil Rights; Policy and Environmental Management; Natural Resource Damage Assessment and Restoration; Wildland Fire Management; and Native Hawaiian Relations;

Office of Inspector General; and

Bureau of Trust Funds Administration.

Data Accuracy and Reliability

The Department ensures the accuracy and reliability of the performance data in its APR and in measuring progress towards its Agency Priority Goals (APG), in accordance with GPRAMA's five data quality specifications for:

Means used to verify and validate measured values: All performance data reported in the APR 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 and 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. The data is tracked and maintained in separate systems. Following review by the providing bureau or office, data is collected, reviewed, integrated, and maintained by the Department's Office of Planning and Performance Management (PPP) in its APR available through 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 APR and on <http://www.performance.gov/> is 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, information technology (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 is 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 APR are described and documented in data measurement templates posted on the Office of Management and Budget (OMB) MAX website, or described in the “Indicator” block for each APG 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 is reviewed again (within corresponding trends and programmatic context) by PPP 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 for 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. APG 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/>. APR 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 Report

The APR is organized by the Mission Areas, Goals, and Strategic Objectives of the Department's FY 2018-2022 Strategic Plan. The APR 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 2020 accomplishments, risks, evidence, program management, 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 2016 through FY 2020. In addition, FY 2020 target data is shown for comparison to FY 2020 actual data; and
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 is provided for FY 2016 through FY 2020. FY 2020 target data is shown for comparison to FY 2020 actual data.

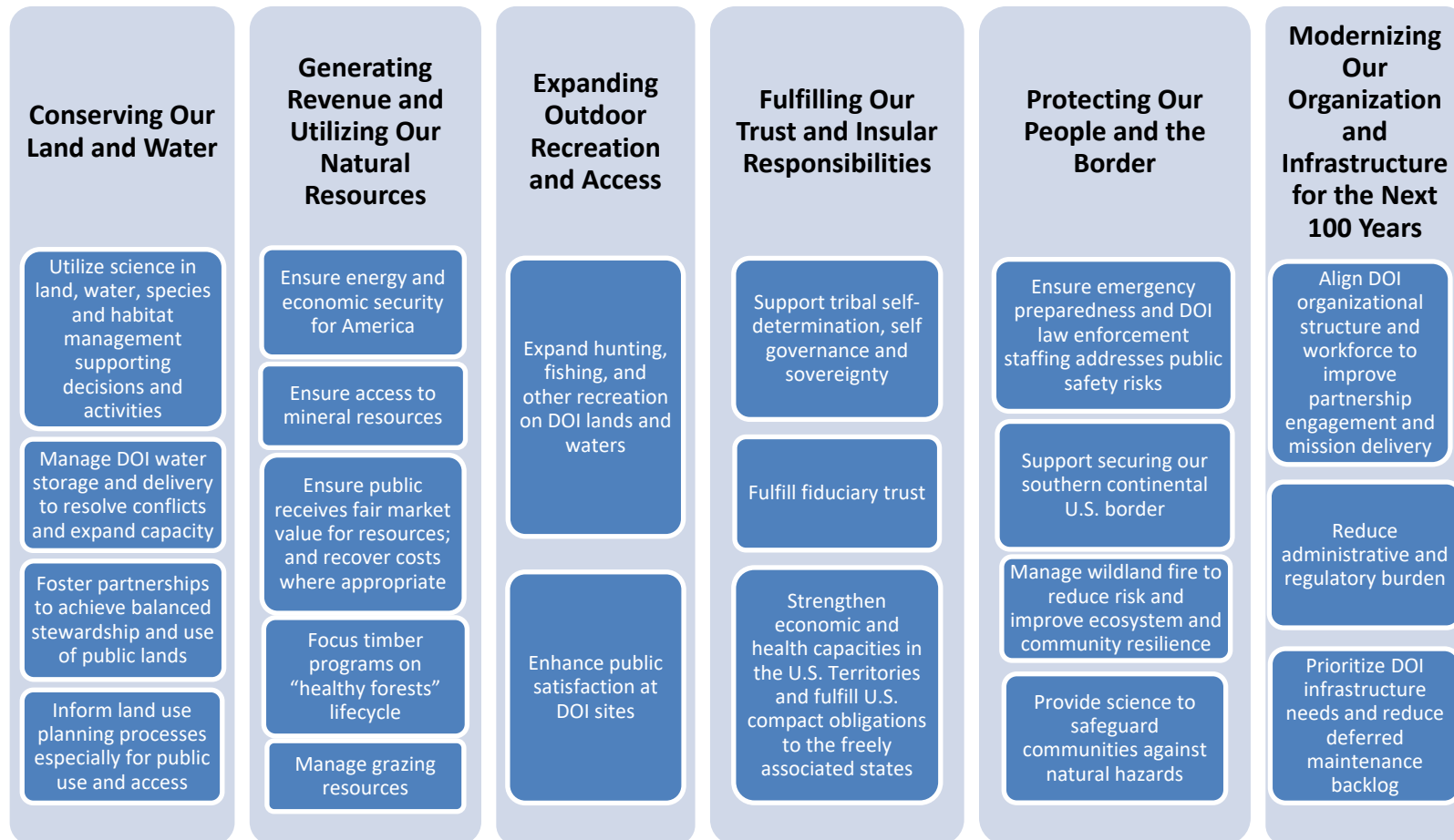
In performance tables, N/A is used to indicate when either there was no measure for a given year or that data was not collected for that measure. In the example below, USGS did not have data in FY 2016-2018 since the measure began in FY 2019. OIA was unable to collect actual data for FY 2020 due to impacts from the COVID-19 pandemic interrupting data collection.

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percentage of people living in targeted watersheds covered by completed water quality models	USGS	N/A	N/A	N/A	51%	100%	100%
Number of people covered by SPARROW model (in Millions)		N/A	N/A	0	157	307	307
Total population (in Millions)		N/A	N/A	0	307	307	307
Ratio of FAS private sector jobs versus total FAS employment	OIA	50%	50%	47%	46%	50%	N/A
FAS Private Sector Jobs		18,803	18,803	18,081	18,155	19,326	N/A
Total FAS employment		37,844	37,844	38,652	39,174	38,652	N/A

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 2016 through FY 2020. N/A is used to indicate no funding for that strategy in that fiscal year.

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
U.S. Geological Survey					
Species Management Research	N/A	N/A	N/A	N/A	53,914
Land Management Research	N/A	N/A	N/A	N/A	56,681

FY 2018-2022 Strategic Plan Framework



Crosscutting principles: Senior executives provide leadership in achieving crosscutting 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: The FY 2020 budget included \$251.5 million for ecosystems programs focused on nationally significant priorities, including detecting and responding to invasive species and wildlife disease, research supporting the conservation and recovery of species at-risk or protected by law, and science supporting biological resource management.

From a performance perspective, progress was made on the USGS National Water Census baseline with 67% completed in FY 2020. Because of project reconfiguration in FY 2019 to achieve several action items outlined in the Action Plan for the Presidential Memorandum on Promoting the Reliable Supply and Delivery of Water in the West, budget increases in FY 2020 allowed the project team to successfully model an additional component in FY 2020. Seven of eight performance measures met or exceed their targets indicating that this strategy continues to perform well. The lone performance measure to not meet its target was “Percent completion of planned water quality sampling and studies for the Nation's groundwater, streams, and rivers.” Water sampling and studies were delayed largely due to restricted access, travel, and safety restrictions related to COVID-19.

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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent completion of targeted land and water management research actions	USGS	100%	100%	100%	100%	100%	100%
Number of completed research actions		1	7	7	7	6	6
Number of planned research actions		1	7	7	7	6	6
Percentage of people living in targeted watersheds covered by completed water quality models	USGS	N/A	N/A	N/A	51%	100%	100%
Number of people covered by SPARROW model (in Millions)		N/A	N/A	0	157	307	307
Total population (in Millions)		N/A	N/A	0	307	307	307
Percent completion of planned water quality sampling and studies for the Nation's groundwater, streams and rivers	USGS	35%	47%	53%	69%	79%	77%
Percent completion of the USGS National Water Census baseline	USGS	N/A	0%	22%	37%	60%	67%
Percent completion of U.S. aquifer groundwater availability baseline studies	USGS	28%	30%	35%	40%	43%	43%
Number of aquifer assessments completed		11	12	14	16	17	17
Total number of aquifers		40	40	40	40	40	40
Percent completion of targeted species management research actions	USGS	N/A	100%	100%	100%	100%	100%
Number of completed research actions		N/A	5	5	5	8	8
Number of planned research actions		N/A	5	5	5	8	8
Percent completion of targeted biological threats research actions	USGS	100%	100%	100%	100%	100%	100%
Number of completed biological threat actions		9	11	11	11	16	16
Number of planned biological threat actions		9	11	11	11	16	16
Percent completion of collaborative research projects on effects to fish and wildlife habitat from changing conditions	USGS	100%	90%	187%	100%	67%	67%
Number of collaborative projects completed		55	45	56	30	20	20
Number of targeted collaborative projects completed		55	50	30	30	30	30

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of water withdrawals from Public Supply, Thermoelectric, and Irrigation reported to USGS from our partners of a defined quality level	USGS	9%	18%	20%	22%	23%	23%
Number of water withdrawals of defined quality		15	30	33	37	39	39
Total number of water withdrawals		168	168	168	168	168	168
Percent of Cooperative Research Units (CRU) fully operational	USGS	79%	71%	68%	68%	80%	66%
Number of operational CRUs		94	84	81	81	95	79
Total number of CRUs		119	119	119	119	119	119

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
U.S. Geological Survey					
Species Management Research	N/A	N/A	N/A	N/A	53,914
Land Management Research	N/A	N/A	N/A	N/A	56,681
Biological Threats Research	N/A	N/A	N/A	N/A	38,249
Status and Trends	20,473	20,473	20,473	18,373	16,706
Fisheries Program	20,886	21,136	20,136	19,136	22,136
Wildlife Program	45,757	46,007	46,007	45,257	45,957
Environments Program	38,415	37,415	36,415	36,415	38,415
Invasive Species	17,330	17,330	17,330	19,330	23,330
Climate Adaptation Science Center	N/A	N/A	N/A	N/A	N/A
Cooperative Research Units	17,371	17,371	17,371	18,371	24,000
National Climate Change and Wildlife Science Center/DOI Climate Science Centers	26,435	25,335	N/A	N/A	N/A
National and Regional Climate Adaptation Science Centers	N/A	N/A	25,335	25,335	38,335
Water Resources Availability Program	N/A	N/A	N/A	N/A	N/A
Water Observing Systems Program	N/A	N/A	N/A	N/A	N/A
Water Availability and Use Science Program	22,360	24,360	30,045	31,646	34,045
National Water Quality Program	50,722	50,722	50,753	50,753	47,459
Total	259,749	260,149	263,865	264,616	391,768

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 2020 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 for 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 tribal and 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of DOI acres that have achieved desired conditions where condition is known and as specified in management plans	DOI	78.2%	82.5%	91.7%	89.6%	91.6%	91.6%
		361,651,952	472,556,098	1,060,738,238	1,060,151,545	1,059,640,592	1,059,948,561
		462,520,691	572,940,348	1,156,277,363	1,183,580,602	1,157,008,367	1,157,130,755
	BLM	63.1%	63.4%	64.0%	64.4%	64.1%	64.1%
Acres		156,434,421	157,120,885	158,731,000	159,650,000	159,000,000	159,000,000
Acres		248,000,000	248,000,000	248,000,000	248,000,000	248,000,000	248,000,000
	FWS	97.7%	98.7%	100.0%	96.6%	99.7%	99.8%
Acres		145,948,626	246,396,015	830,510,725	830,546,759	830,640,592	830,879,271
Acres		149,426,338	249,712,459	830,510,725	859,350,315	832,778,080	832,778,080
	NPS	91.1%	91.8%	91.9%	91.8%	91.8%	91.8%
Acres		59,268,905	69,039,198	71,496,513	69,954,786	70,000,000	70,069,290
Acres		65,094,353	75,227,889	77,766,638	76,230,287	76,230,287	76,352,675
Percent of DOI riparian (stream/shoreline) miles that have achieved desired conditions where condition is known and as specified in management plans	DOI	89.6%	89.6%	89.2%	89.3%	93.4%	93.4%
		443,890	444,391	443,778	444,259	443,923	443,760
		495,584	495,721	497,430	497,512	475,155	475,155
	BLM	86.2%	86.5%	85.1%	85.4%	85.1%	85.1%
Miles		133,579	134,010	133,350	133,777	133,350	133,350
Miles		154,976	154,976	156,697	156,697	156,697	156,697
	FWS	91.1%	91.1%	91.1%	91.1%	97.5%	97.5%
Miles		310,311	310,381	310,428	310,482	310,573	310,401
Miles		340,608	340,745	340,733	340,815	318,458	318,458
Percent of baseline acres infested with target invasive plant species that are under control	DOI	0.3%	0.3%	0.3%	0.4%	0.4%	0.3%
		222,779	241,723	283,450	324,260	313,323	287,926
		82,914,580	83,020,208	83,024,508	83,658,996	83,664,398	83,691,860
	BLM	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%
Acres		141,103	161,482	200,948	225,510	199,500	204,724
Acres		79,236,079	79,236,079	79,236,607	79,236,607	79,236,607	79,236,607
	BOR	97.7%	100.0%	100.0%	100.0%	92.8%	100.0%
Acres		1,916	2,181	6,552	5,908	4,453	4,800
Acres		1,961	2,181	6,552	5,908	4,800	4,800
	FWS	2.0%	1.4%	1.3%	1.3%	1.8%	1.2%
Acres		46,836	33,751	31,668	31,689	44,370	27,913
Acres		2,337,279	2,345,638	2,450,769	2,461,848	2,422,991	2,422,991
	NPS	2.5%	3.1%	3.3%	3.1%	3.2%	2.5%
Acres		32,924	44,309	44,282	61,153	65,000	50,489
Acres		1,339,261	1,436,310	1,330,580	1,954,633	2,000,000	2,027,462
Percent of invasive animal species populations that are under control	DOI	8.7%	9.5%	9.8%	9.1%	9.5%	9.0%
		279	309	320	295	311	294
		3,189	3,256	3,278	3,240	3,270	3,274

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
	FWS	5.6%	5.6%	5.2%	5.4%	5.8%	5.5%
Populations		97	95	92	94	101	96
Populations		1,745	1,700	1,771	1,745	1,745	1,745
	NPS	12.6%	13.8%	15.1%	13.4%	13.8%	12.9%
Populations		182	214	228	201	210	198
Populations		1,444	1,556	1,507	1,495	1,525	1,529
Percent completion of abandoned coal mine lands restored by eliminating health, safety, and environmental concerns.	OSMRE	50%	51%	53%	54%	56%	56%
Acre		475,250	487,569	503,707	519,107	534,107	614,514
Acre		954,290	954,290	954,290	954,290	954,290	1,090,570
Percent of active coal mining sites that are free of off-site impacts	OSMRE	91%	90%	90%	89%	90%	92%
Inspectable Units		5,995	5,785	5,596	5,390	5,386	5,513
Inspectable Units		6,608	6,414	6,190	6,045	5,985	5,984
Percent of coal mine acreage reclaimed to beneficial post-mining land use	OSMRE	39%	40%	41%	42%	43%	44%
Acres		1,459,792	1,505,975	1,542,877	1,583,356	1,617,404	1,634,929
Acres		3,715,854	3,738,306	3,777,619	3,748,611	3,775,611	3,754,998
Percent of Threatened or Endangered species listed for 2.5 years or more with a final recovery plan	FWS	78%	76%	75%	74%	73%	72%
Species		1,124	1,129	1,128	1,145	1,150	1,141
Species		1,449	1,479	1,496	1,553	1,575	1,575
Percent of five-year Threatened or Endangered species five-year status review recommendations to down list or delist acted on within five years (prior to next status review)	FWS	N/A	N/A	22%	24%	25%	33%
Recommendations		N/A	N/A	19	21	17	23
Recommendations		N/A	N/A	86	87	69	69
Percent of listed species with current five-year reviews (completed in the last five years)	FWS	47%	49%	41%	46%	68%	59%
Species		713	782	654	735	1,072	932
Species		1,530	1,580	1,587	1,588	1,588	1,588
Percent of rules and findings completed based on Threatened or Endangered Species Status Assessments (SSAs)	FWS	N/A	N/A	79%	58%	76%	57%
Rules & Findings		N/A	N/A	37	36	35	26
Rules & Findings		N/A	N/A	47	62	46	46
Percent of Threatened and Endangered species listings with proposed critical habitat	FWS	N/A	N/A	20%	16%	95%	29%
Listings		N/A	N/A	1	4	20	6
Listings		N/A	N/A	5	25	21	21
Percent of migratory bird species that are at healthy and sustainable levels	FWS	72.8%	72.8%	72.8%	72.8%	72.8%	67.0%
Species		747	747	747	747	747	687
Species		1,026	1,026	1,026	1,026	1,026	1,026

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
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	23.0%	23.0%	23.0%	23.5%	23.2%	23.2%
Species		42	42	42	42	42	42
Species		183	183	183	179	181	181

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Wild Horse and Burro Management Areas: Percent of Herd Management Areas (HMAs) achieving appropriate management levels	BLM	16%	18%	15%	18%	17%	18%
Appropriate management Level		29	32	27	31	30	32
Management level		177	177	177	177	177	177
Percent of Resource Management plans completed within four years of start	BLM	36%	36%	35%	35%	45%	42.0%
Plans completed		40	42	42	42	59	60
Plans		110	116	119	119	131	143
Number of acres where reclamation goals are achieved as evidenced by release from Phase III Performance Bonds	OSMRE	40,709	46,183	36,902	40,479	34,048	0*
Number of threatened or endangered species recovery activities implemented	DOI	1,900	1,761	1,513	1,783	1,891	1,719
	BLM	1,816	1,660	1,410	1,664	1,772	1,600
	BOR	84	101	103	119	119	119
Number of acre feet of optimum refuge water supply delivered	BOR	37,073	96,021	49,937	51,218	52,250	52,250

* The data for this measure has been incorporated into the strategic plan performance measure for the percent of coal mine acreage reclaimed to beneficial post-mining land use.

Key Funding Sources for Strategy #2:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Soil, Water, and Air Management - old structure	43,609	43,609	27,034	N/A	N/A
Rangeland Management	39,500	39,500	33,877	58,196	59,316
Riparian Management - old structure	21,321	21,321	20,222	N/A	N/A
Wild Horse and Burro Management	80,555	80,555	70,719	80,555	101,555
Wildlife Habitat Management	N/A	N/A	N/A	126,848	130,848
Aquatic Habitat Management	N/A	N/A	N/A	55,656	55,656
Wilderness Management	18,264	N/A	N/A	18,264	18,264
Resource Management Planning	48,125	52,125	38,437	63,125	67,125
Abandoned Mine Lands - old structure	19,946	20,036	9,062	N/A	N/A
Hazardous Materials Management - old structure	15,612	15,463	10,780	N/A	N/A
Abandoned Mine Lands and Hazardous Materials Management	N/A	N/A	N/A	38,500	38,500
Western Oregon Resources Management	N/A	N/A	N/A	N/A	6,306
Resource Management Planning - old structure	3,985	3,985	2,010	3,985	N/A
Range Improvements	9,320	10,000	10,000	10,000	10,000
Subtotal	300,237	286,594	222,141	455,129	487,570
Bureau of Reclamation					
Water and Related Resources	31,848	31,693	29,934	51,884	45,043
Fish and Wildlife Service					
Resource Management	1,138,840	1,136,692	1,149,582	1,034,268	594,629
Construction	21,555	21,514	16,825	14,329	27,031
Land Acquisition	67,815	67,685	58,992	11,833	70,008
National Wildlife Refuge Fund	N/A	N/A	N/A	N/A	13,228
Cooperative Endangered Species Conservation Fund	52,960	52,859	52,601	N/A	53,957
North American Wetlands Conservation Fund	35,145	35,078	37,886	33,600	46,000
Multinational Species Conservation Fund	11,061	11,039	10,986	6,000	N/A
Neotropical Migratory Bird Conservation	3,910	3,903	3,883	3,900	N/A
State Wildlife Grants	28,468	28,414	29,209	14,704	31,758

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Subtotal	1,359,754	1,357,184	1,359,964	1,118,634	836,611
National Park Service					
Operation of the National Park System	270,344	271,354	322,796	323,004	333,038
Centennial Challenge	1,500	2,000	2,300	2,000	1,500
National Recreation and Preservation	15,624	15,627	12,081	12,081	13,176
Construction (and Major Maintenance)	16,164	8,810	31,880	30,331	32,721
Land Acquisition and State Assistance	72,917	70,008	78,237	75,113	88,600
Subtotal	376,549	367,799	447,294	442,529	469,035
Office of Surface Mining Reclamation and Enforcement					
Regulation and Technology	123,293	121,017	115,804	101,298	117,768
Abandoned Mine Reclamation Fund	280,453	161,888	393,693	285,396	268,313
Subtotal	403,746	282,905	509,497	386,694	386,081
Total	2,472,134	2,326,175	2,568,830	2,454,879	2,224,340

Key Funding Sources for Strategy #3:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Fish and Wildlife Service					
Resource Management	N/A	N/A	N/A	N/A	660,703
Multinational Species Conservation Fund	N/A	N/A	N/A	N/A	15,000
Neotropical Migratory Bird Conservation	N/A	N/A	N/A	N/A	4,910
Subtotal	N/A	N/A	N/A	N/A	680,613
Total	N/A	N/A	N/A	N/A	680,613

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 capability in the West to deliver water through its reservoirs and dams, and support water supplies through new water storage and conservation activities. Performance continues to improve and exceeded FY 2020 targets for the number of acre-feet of water conservation capacity enabled through BOR's priority goal conservation programs.

BOR 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 FY 2020, 79% of BOR's facilities were evaluated as being in good condition, exceeding targets by four percent. BOR 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 WaterSMART Desalination Construction Program - contribute by increasing the available water supply and contribute to the Department's broader objective of achieving a more reliable, secure water supply. In FY 2020, BOR funded projects enabled additional water savings of 130,981 acre-feet. Cumulatively, projects funded from 2010-2019 have contributed 1,483,660 acre-feet of water conservation capacity.

Bureau of Indian Affairs Division of Water and Power (DWP) promotes self-determination, economic opportunities, and public safety through the sound management of irrigation, dams, 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. DWP did not meet its target for FY 2020 for the maintenance of water projects and the number of functional irrigation canal miles due to delays, but all delayed projects are anticipated to be completed in FY 2021.

Public Benefit: BOR is the largest supplier and manager of water in the 17 Western states, bringing water to more than 31 million people. BOR 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. Their 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]	BOR	81%	80%	81%	85%	75%	79%
High- and significant-hazard dam and reserved works associated facilities		279	272	277	290	257	272
High- and significant-hazard dam and reserved works associated facilities in good condition		344	342	342	343	344	344
Acre feet of water conservation capacity enabled through Reclamation's Priority Goal conservation programs (cumulative since 2010)	BOR	1,144,822	1,182,599	1,233,777	1,352,679	1,368,594	1,483,660
Annual percent of projects completed in support of water management, planning, and pre-development	BIA	83%	87%	76%	81%	77%	66%
Number of projects completed		71	76	64	130	62	54
Total number of projects		86	87	84	160	81	82

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percentage of annual water facility condition assessments completed	BOR	99%	94%	100%	100%	100%	100%
Water facility condition assessments completed		181	175	201	197	200	187
Water facility condition assessments planned		183	187	201	197	200	187
Annual acre feet of water reclaimed and delivered	BOR	387,648	388,416	435,787	411,143	449,436	420,467
Installed capacity of water conveyance systems in CFS-Miles (nominal flow rate (CFS) per pipe size times installed length (miles)	BOR	663	876	6,490	964	981	5,436
Number of linear miles of functional BIA irrigation project canals servicing irrigated lands	BIA	99%	99%	99%	100%	99%	96%
Functional miles		5,312	5,309	5,372	5,426	5,403	5,643
Total miles		5,354	5,350	5,421	5,443	5,443	5,854
Percentage of maintenance projects that are completed within established timeframes	BIA	96%	92%	94%	90%	90%	89%
Maintenance projects completed		1,110	1,083	1,188	1,464	1,143	1,700

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Maintenance projects planned		1,154	1,178	1,270	1,627	1,271	1,904
Percentage 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	94%	95%	100%	100%	100%	96%
Reviews completed		76	79	87	86	74	81
Reviews		81	83	87	86	74	84

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Indian Affairs					
Irrigation Operations and Maintenance	11,398	12,905	14,009	14,023	14,031
Water Mgmt., Planning & Predevelopment	6,469	6,478	6,505	6,519	8,525
Irrigation Project Construction	6,004	6,006	24,692	28,695	28,698
WIN Act (Indian Irrigation Project Funds) Construction	N/A	N/A	N/A	N/A	10,000
Subtotal	23,871	25,389	45,206	49,239	61,254
Bureau of Reclamation					
Water and Related Resources	706,172	679,808	976,331	1,001,670	719,112
Total	730,043	705,197	1,021,537	1,050,909	780,366

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: In FY 2020 performance across this strategy varied. Work hours performed or sponsored by a private citizen, National Service participant or non-Federal entity fell 54% below target due to the COVID-19 pandemic. The BLM, FWS, NPS all had to plan for health and safety measures to ensure safe working conditions prior to restarting projects on public lands. 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, but in FY 2020 exceeded the target. On DOI lands, the acres restored or improved using partnerships are calculated 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 and tribal 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. 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
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	9,544,385	9,575,243	9,665,686	8,634,110	9,271,569	5,135,559
Work hours	BLM	N/A	940,359	981,251	889,584	900,000	571,487
Work hours	FWS	1,480,590	1,444,306	1,450,885	1,383,584	1,371,569	877,405
Work hours	NPS	8,063,795	7,190,578	7,233,550	6,360,942	7,000,000	3,358,154
Number of non-DOI acres restored, including through partnerships, as specified in plans or agreements that involve DOI	DOI	636,918	544,144	659,866	611,819	660,468	752,887
Acre	BOR	2,634	2,744	2,815	3,342	3,131	3,131
Acre	CUPCA*	N/A	83	323	240	325	325
Acre	FWS	634,284	541,317	656,728	608,237	657,012	749,431
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	835,027	310,720	574,790	1,040,079 (E)	258,437	170,108
Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships, as specified in plans or agreements that involve DOI	DOI	413	309	258	217	465	674
Miles	CUPCA*	N/A	1	4	4	4	2
Miles	FWS	413	308	254	213	461	672

*Central Utah Project Completion Act

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
National Park Service					
Operation of the National Park System	N/A	N/A	61,890	61,838	63,767
Centennial Challenge	N/A	N/A	2,300	2,000	1,500
National Recreation and Preservation	N/A	N/A	3,881	3,881	4,276
Land Acquisition and State Assistance	N/A	N/A	11,234	8,110	12,100
Total	N/A	N/A	79,305	75,829	81,643

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 has undertaken 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, the National Environmental Policy Act (NEPA), the Endangered Species Act, the National Wildlife Refuge System Administration and Improvement Acts, the Organic Act of 1916 (NPS), and the Alaska National Interest Lands Conservation Act.

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, archeological, 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.

Strategic Plan Performance Measures: No performance measures were developed in support of this strategy.

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Cadastral, Land and Realty Management	N/A	N/A	N/A	48,290	51,328
Western Oregon Resources Management	N/A	N/A	N/A	N/A	3,548
Subtotal	N/A	N/A	N/A	48,290	54,876
National Park Service					
Operation of the National Park System	26,060	26,208	37,636	38,039	39,665
National Recreation and Preservation	217	217	217	217	218
Construction (and Major Maintenance)	1,764	1,764	1,586	1,595	1,603
Subtotal	28,041	28,189	39,439	39,851	41,486
Total*	28,041	28,189	39,439	88,141	96,362

*There is no FWS funding associated with this strategy.

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 FY 2020 budget provided \$246.7 million for Core Science Systems, which includes \$106.9 million for the National Land Imaging program. Overall, performance for this strategy was strong in FY 2020, with eight of nine performance measures meeting or exceeding their targets. The measure, “Percent increase of scientific research enhanced with Advanced Research Computing (ARC)” overachieved its target by 24% because the USGS ARC added two supercomputers this year with new capabilities in artificial intelligence that created a surge in additional users. Additionally, the pandemic shifted all ARC training online allowing more researchers to participate remotely, significantly increasing the number of scientists using ARC. The lone measure that did not meet its target was, “Number of remotely-sensed data products distributed to partners and stakeholders.” The -58% difference between the target and the actual performance was due to data products being transitioned to the cloud, providing users the flexibility to access and process data directly in the cloud without any download. This will continue to reduce the total number of remotely sensed images distributed. COVID-19 also affected usage metrics. The strong performance of this strategy indicates that national coverage is increasing for baseline geological maps, research, and assessments for informing land manager and policymaker decision making.

The USGS’s 3D Elevation Program (3DEP) provides up-to-date topographic information and accurate three-dimensional representations and models of natural and man-made features. The program continues to have strong performance and is on track to achieve complete national lidar acquisition by 2025. The National Hydrography Datasets (NHD) are the most comprehensive surface water mapping for the Nation and are on track to have NHDPlus High Resolution (NHDPlus HR) beta version complete 86 percent of the Nation by the end of 2021, with the first NHDPlus HR updates and Alaska production beginning in 2021.

Public Benefit: 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, remote sensing imagery, interpretive studies, and scientific publications, all of which are essential for informed public policy decision making and economic development. For more than 48 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of land-area coverage available to the public through the National Geologic Map Database	USGS	53.01%	53.52%	53.93%	54.26%	54.55%	54.55%
Number of square miles mapped		1,875,026	1,893,157	1,907,806	1,919,270	1,929,694	1,929,556
Total U.S. square miles		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	25%	50%	75%	100%
Number of on-demand services refreshed		0	0	2	4	6	8
Total number of on-demand services		0	0	8	8	8	8
Percent completion of research efforts related to land resource management	USGS	92%	100%	218%	128%	100%	127%
Number of research actions completed		245	281	316	398	265	336
Number of research actions planned		265	281	145	310	265	265
Terabytes of remotely sensed data managed	USGS	14,997	18,536	21,850	24,887	25,634	27,389
Percent increase of scientific research enhanced with Advanced Research Computation	USGS	28%	46%	65%	81%	85%	105%
Number of additional scientists using ARC		254	412	583	727	765	948
Baseline number of scientists using ARC (2015)		900	900	900	900	900	900

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of the Nation with National Hydrography Dataset Plus High Resolution produced	USGS	N/A	43%	72%	80%	84%	84%
Acres with National Hydrography Datasets		N/A	1,593,480	2,656,265	2,937,536	3,088,273	3,112,903
Total acres in the nation		N/A	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	27,621,000	44,358,000	57,496,000	67,504,000	69,529,120	28,974,000
Percent of the Nation with 3DEP quality data acquired	USGS	N/A	37%	53%	67%	77%	77%
Acres with 3DEP		N/A	1,342,721	1,908,121	2,409,558	2,782,841	2,786,214
Total Acres		N/A	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	100%	100%	100%	91%	111%	200%
Number of Landsat 9 actions completed		4	7	10	10	10	18
Total number of Landsat 9 actions		4	7	10	11	9	9
Percent completion of planned U.S. Surface Area Coverage mapping via the National Land Cover Database	USGS	100%	100%	100%	100%	100%	100%
Number of maps via NLCD completed		78	100	90	100	78	78
Total number of maps via NLCD		78	100	90	100	78	78

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
U.S. Geological Survey					
Climate Research and Development	21,495	19,295	N/A	N/A	N/A
Land Remote Sensing	72,194	85,794	N/A	N/A	N/A
Land Change Science	10,492	9,892	N/A	N/A	N/A
National Land Imaging Program	N/A	N/A	93,094	98,894	98,894
Land Change Science	N/A	N/A	29,045	29,045	29,045
National and Regional Climate Adaptation Science Centers	N/A	N/A	N/A	N/A	N/A
National Land Imaging Program	N/A	N/A	N/A	N/A	N/A
Science Synthesis, Analysis, and Research Program	24,299	24,299	24,051	24,501	24,051
National Cooperative Geological Mapping Program	24,397	24,397	24,397	24,397	34,397
National Geospatial Program	62,854	67,354	67,854	69,454	79,454
Total	215,731	231,031	238,441	246,291	265,841

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: In FY 2020, the Department focused on expanding production of both offshore and onshore conventional and renewable U.S. energy resources consistent with the previous Administration’s priorities, including implementation of 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. The Department selected the BLM for an APG to process 90 percent of fluid minerals Applications for Permits to Drill (APDs) within 90 days. In Q4 of FY 2020, the BLM saw an unprecedented surge of APDs received (2,429). This increase, combined with pandemic related processing delays, ended in a final result that was more than 10% less than the final target. However, the BLM did process 99% of the APDs anticipated for FY 2020. In addition, the Department selected BSEE for an APG to conduct 12 facility-based risk inspections and 6 performance-based risk inspections. BSEE achieved 5% more inspections than targeted for in FY 2020.

In FY 2020, BLM made 23,792,979 acres of public lands available for Federal oil and gas leasing, which is slightly lower than the 24,500,000 acres targeted. BLM’s performance measure, “Percent of coal lease applications processed” declined by 5% from the FY 2020 target because this metric is customer demand driven. In addition, bankruptcies and other market related problems in the coal industry limited the ability to complete several coal lease applications. Because of a downward trend in coal demand and flat prices, several companies have withdrawn or placed applications on hold.

BOEM's FY 2020 target was to approve 20 megawatts (MW) of capacity through the Pac Wave project, a wave energy test facility requiring both a Federal Energy Regulatory Commission (FERC) license and a BOEM research lease. The FERC final license application was filed with FERC in FY 2019. Lease language was finalized in August 2020 and is still pending DOI review. In FY 2021, BOEM anticipates leasing and licensing decisions on the 20 MW wave energy research project, as well as a decision for the 800 MW Vineyard Wind offshore wind facility.

The USGS did seventeen percent more targeted energy resource assessments and research in FY 2020 because of the mandatory work from home orders due to COVID-19 and subsequent decreased field work.

The Department utilizes science and safety to secure a robust domestic energy enabling environment; this includes the USGS Energy Resources Program, BOEM's extensive offshore research, and BSEE risk-based inspections, all of which enable safe energy resource discovery, responsible development, and a fair 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 United States. Six Department bureaus, BLM, BOEM, BSEE, USGS, FWS and BOR, work to promote safe and reliable domestic energy exploration, development, and production.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of pending fluid minerals Applications for Permits to Drill (APDs) which are processed	BLM	56.5%	57.0%	68.0%	57.2%	67.0%	52.4%
APDs processed		3,093	3,322	4,527	4,217	5,000	4,948
APDs		5,477	5,826	6,658	7,369	7,465	9,435
Percent of high-risk production facility and operations inspected	BSEE	N/A	N/A	109%	98%	90%	95%
Number of recordable injuries per 200,000 Offshore Man Hours Worked (or 100-man years)	BSEE	0.273	0.245	0.350	0.300	0.400	0.260
Percent of high risk well operations (e.g., drilling) inspections completed	BSEE	N/A	N/A	111%	97%	90%	119%
Percent of high priority fluid mineral cases that have completed inspection during the year	BLM	N/A	100%	100%	100%	100%	93%
Inspections		N/A	13,215	13,371	11,745	13,500	11,348
Inspections		N/A	13,215	13,369	11,745	13,500	12,147
Percent of coal lease applications processed.	BLM	9%	20%	4%	26%	19%	13%
Applications and Tracts		3	6	1	5	5	2
Applications and Tracts		32	30	28	19	27	15
Number of acres of public lands made available for oil and gas leasing	BLM	1,983,887	2,408,536	12,836,231	18,497,904	24,500,000	23,792,979

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Number of megawatts of approved capacity authorized on public land and the OCS for renewable energy development while ensuring full environmental review	DOI	447	210	128	518	2,020	2,148
megawatts	BLM	435	210	128	518	2,000	2,148
megawatts	BOEM	12	0	0	0	20	0
Percentage of Exploration and Development Plan reviews completed within statutory timelines	BOEM	N/A	N/A	100%	81%	100%	93%
Percentage of offshore lease sale processes completed, pursuant to the Secretary's approved National Outer Continental Shelf (OCS) Oil and Gas Leasing Program (National OCS Program) ¹	BOEM	100%	100%	100%	100%	100%	50%
Sales completed		3	3	2	2	2	1
Sales		3	3	2	2	2	2
Percent completion of targeted energy resource assessments and research (Index; 2022 target = 119 assessments completed)	USGS	95%	100%	135%	118%	100%	117%
Amount (in barrels) of operational offshore oil spilled per million barrels produced	BSEE	3.660	0.065	26.130	0.070	2.900	0.790

¹ The BOEM followed the DOI measure template when providing this target, which defines “Sale processes completed” in the following manner: “A sale process will be considered complete when either: (1) the Final Notice of Sale associated with a specific sale is published in the Federal Register, or (2) the Secretary announces the cancellation of a sale that had previously been included National OCS Program lease sale schedule.”

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Number of completed publications in support of energy resource assessments and research	USGS	291	321	305	292	250	252
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	91%	91%	69%	45%	65%	34%

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Oil and Gas Management	59,671	67,574	75,927	88,947	90,947
Oil and Gas Permit Processing	7,125	6,365	5,737	5,737	N/A
Oil and Gas Inspection and Enforcement	48,000	48,000	48,385	48,385	48,925
Coal Management	10,868	10,868	19,015	14,868	15,868
Renewable Energy	29,061	29,061	16,292	24,320	29,061
Subtotal	154,725	161,868	165,356	182,257	184,801
Bureau of Ocean Energy Management	N/A	N/A	N/A	N/A	184,302
Ocean Energy Management	N/A	N/A	N/A	N/A	184,302
Conventional Energy	137,327	135,344	55,395	49,559	48,896
Offsetting Collections - Conventional Energy	N/A	N/A	N/A	9,512	14,065
Renewable Energy	24,278	23,887	21,676	16,179	17,384
Offsetting Collections - Renewable Energy	N/A	N/A	N/A	4,541	5,941
Environmental Programs	6,600	7,700	73,085	47,507	49,258
Offsetting Collections - Environmental Programs	N/A	N/A	N/A	31,518	32,359
Executive Direction	2,652	2,629	17,367	12,728	12,194
Offsetting Collections - Executive Direction	N/A	N/A	N/A	4,245	4,945
Subtotal	170,857	169,560	167,523	175,789	737,948
Bureau of Safety and Environmental Enforcement					
Environmental Enforcement	3,027	4,262	1,568	2,179	2,070
Offsetting Collections - Environmental Enforcement	5,287	4,052	2,885	2,495	2,688
Operations, Safety and Regulation	72,913	86,544	91,975	84,128	87,180
Offsetting Collections - Operations, Safety, and Regulation	72,041	58,410	56,479	53,975	56,102
Oil Spill Research	14,899	14,899	14,899	14,899	14,899
Subtotal	168,167	168,167	167,806	157,676	162,939
U.S. Geological Survey					
Energy Resources	24,695	24,695	30,872	29,972	30,172
Total	518,444	524,290	531,557	545,694	1,115,860

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 BOR 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 2020, 92% of Reclamation's hydropower facilities were evaluated as being in good condition, a decrease of two percentage points from the previous fiscal year. Also, the amount of hydropower capability in megawatts installed increased from 44 in 2019 to 53 in 2020. 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 BOR 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Amount of hydropower capability, in MW, installed from 2018 through 2022	BOR	N/A	4.5	37.0	44.0	30.0	53.0
Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating	BOR	87%	85%	88%	94%	77%	92%
Hydropower Facilities in good condition		45	44	46	49	40	48
Hydropower Facilities		52	52	52	52	52	52
Percent of time that Bureau of Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods	BOR	82%	81%	81%	81%	81%	81%
Available hours interconnected		82	81	81	81	81	81
Hours		100	100	100	100	100	100

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Number of Annual, Periodic and Comprehensive Reviews Completed	BOR	52	52	49	52	52	52
Percent of generating capacity that has a major generator/turbine related component rated in poor condition.	BOR	21%	20%	15%	24%	30%	32%
powertrain component		3,147	2,976	2,239	3,526	4,390	4,725
components		14,719	14,729	14,729	14,738	14,738	14,747
Forced outage factor lower than or equal to the industry average of 2.2%	BOR	1.6%	2.6%	0.5%	1.1%	2.2%	4.3%

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Reclamation					
Water and Related Resources	54,081	56,358	46,141	51,941	58,252

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: In FY 2020, the Department promoted economic development and environmental protection through management of mineral resources. 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 facilitates resource discovery and provided 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. In FY 2020, BOEM executed a total of five new or amended negotiated agreements authorizing the use of OCS sediment. Of those five, BOEM executed two new agreements and one amendment in the Atlantic OCS and two amendments in the Gulf of Mexico OCS. BOEM anticipates increasing interest in OCS sediment to address chronic erosion or episodic erosion from storms over the past few years. Other lease-related work performed in FY 2020 included oversight of and managing deliverables for seven projects using OCS marine minerals. BLM will continue to increase processing speed for non-energy mineral exploration and development to ensure the Nation is able to meet the demand.

The FY 2020 budget provided \$59.8 million in mineral resources to collect data and conduct research on a wide variety of non-fuel mineral resources. The 2020 budget supported the advanced topographic, geologic, and geophysical data collection needed to locate mineral resources in the U.S. and to inform management of private-sector domestic development. The USGS is no longer tracking the percent completion of targeted Critical Mineral Early Warning System (CMEWS) analyses and evaluations. A major effort was completed in FY 2019 and published in FY 2020 (revised criticality index). Other research efforts have not yet reached the publication stage.

Public Benefit: Non-energy minerals, including potassium, phosphorus, sodium, potash, lead, 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of non-energy mineral exploration and development requests processed	BLM	19%	35%	27%	22%	22%	29%
Requests processed		81	174	135	91	91	119
Requests		432	493	492	415	415	415
Number of sand and gravel requests processed for coastal restoration projects	BOEM	5	7	7	7	8	5
Percent completion of targeted non-fuel mineral resource assessments and research (Index; 2022 target = 5,240 research, assessment, and minerals information reports)	USGS	100%	100%	110%	89%	100%	100%
Percent completion of targeted CMEWS analyses and evaluations	USGS	N/A	17%	33%	50%	67%	No Longer tracked*
Number of actual analyses completed		N/A	4	8	12	16	-
Total number of CMEWS analyses		N/A	24	24	24	24	-

*The USGS is no longer tracking the percent completion of targeted Critical Mineral Early Warning System (CMEWS) analyses and evaluations as it is being tracked through the performance measure “percent completion of targeted non-fuel mineral resource assessments and research.”

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Number of Non-energy Solid Mineral (potassium, gypsum, etc.) Inspections and Production Verifications.	BLM	1,367	1,161	1,254	1,320	1,350	1,232
Number of Mineral Material (sand, gravel, clay, etc.) Inspections and Production Verifications	BLM	2,991	2,781	2,584	2,278	2,600	2,456

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Other Mineral Resources Management	11,879	10,978	12,043	12,167	12,303
Bureau of Ocean Energy Management	N/A	N/A	N/A	N/A	7,389
Ocean Energy Management	N/A	N/A	N/A	N/A	7,389
Conventional Energy	N/A	N/A	2,728	2,728	N/A
Marine Minerals	N/A	N/A	N/A	N/A	3,879
Offsetting Collections - Marine Minerals	N/A	N/A	N/A	N/A	1,850
Environmental Programs	N/A	N/A	749	749	819
Offsetting Collections - Environmental Programs	N/A	N/A	N/A	N/A	841
Subtotal	N/A	N/A	3,477	3,477	29,556
U.S. Geological Survey					
Mineral Resources	48,371	48,371	49,371	58,969	59,869
Total	60,250	59,349	64,891	74,613	101,728

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 OCS). 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) met the target 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 performed compliance activities to ensure the Department collects revenue due from oil and gas produced on Federal lands and water.

BOEM supported timely collection and disbursement of mineral and renewable energy revenues. Data driven procedures helped to ensure bid adequacy by using a two-phased review system for offshore leasing. Similarly, BSEE used risk-based methodologies to help ensure metering accuracy metering 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.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Old - Percent of oil royalty meters (identified as high-risk using a risk-based methodology) where meters are observed	BSEE	N/A	N/A	10	9	N/A	N/A
New - Percent of oil royalty meters (identified using a risk-based methodology) where meters proving are observed	BSEE	N/A	N/A	14%	13%	8%	12%
Percent of Federal and Indian revenues disbursed on a timely basis per statute	ONRR	99.2%	99.4%	96.5%	99.2%	98.0%	99.3%
\$Billions		1.910	1.989	2.703	3.670	2.450	2.760
\$Billions		1.926	2.001	2.802	3.700	2.500	2.780

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Safety and Environmental Enforcement					
Operations, Safety and Regulation	N/A	N/A	8,083	8,237	8,529
Office of Natural Resources Revenue	125,519	126,487	137,757	137,505	147,330
Office of Natural Resources Revenue	N/A	N/A	N/A	N/A	147,330
Natural Resources Revenue 2 Year Fund	N/A	N/A	N/A	N/A	96,679
Natural Resources Revenue No Year Fund	N/A	N/A	N/A	N/A	50,651
Subtotal	125,519	126,487	137,757	137,505	736,650
Total	125,519	126,487	145,840	145,742	745,179

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 NPS 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. As of January 1, 2021, all NPS entrance fee parks are on the standard pricing schedule. NPS is currently conducting a study of fee pricing to optimize revenue and better understand how visitors and potential visitors value access to NPS sites which is scheduled for completion in 2023.

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 and support visitor services. 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 Plan Performance Measures: No performance measures were developed in support of this strategy.

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
National Park Service					
Operation of the National Park System	36,530	36,726	35,834	34,524	36,902

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 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 2020, BLM was not able to meet its target for Allowable Sale Quantity (ASQ) - Oregon offered at 205 Million Board-feet (MMBF) from lands designated for sustained-yield harvest and the Allowable Sale Quantity. However, despite Western Oregon wildfires causing the delay of two scheduled sales late in the Fiscal Year, and COVID-19 related delays, the Department was able to achieve 186 MMBF offer for sale.

In 2019, the BLM exceeded its target for ASQ - Oregon offered 212 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 BIA Forestry program did not meet its national goal for FY 2020. The pandemic had a significant impact on the ability of regions, agencies, and tribes to complete scheduled tasks. The Division of Forestry and Wildland Fire Management will deploy its six-person timber team with the goal of preparing timber sales at those locations failing to meet previous targets. The program anticipates positive results from this effort in FY 2021.

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.

The BIA Branch of Forest Resource Planning exercises program oversight and provides planning and scheduling of Bureau-wide forestry activities at the national level to ensure regulatory and policy requirements are enforced while ensuring that technical standards of sound forest management are upheld and are accountable.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of allowable sale quantity timber offered for sale consistent with applicable resource management plans (O&C--Oregon and California--only)	BLM	62%	57%	49%	103%	100%	91%
MMBF (Millions of board feet)		126	116	100	212	205	186
MMBF (Millions of board feet)		203	205	205	205	205	205
Volume of wood products offered consistent with applicable management plans.	BLM	228	231	253	303	290	280
Percentage of Annual Allowable Cut Prepared and Offered for Sale or Free Use	BIA	N/A	N/A	73%	72%	59%	51%
Annual Allowable Cut		N/A	N/A	748,432,086	477,481,684	428,280,000	379,870,208
Annual Allowable Cut		N/A	N/A	1,019,550,468	666,904,681	721,000,000	743,564,550

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Indian Affairs					
Forestry	51,914	54,155	52,974	54,877	55,591
Bureau of Land Management					
Public Domain Forest Management	9,980	10,076	10,135	10,135	10,135
Western Oregon Resources Management	N/A	N/A	N/A	N/A	88,686
Forest Management - old structure	33,752	32,942	33,872	32,942	N/A
Other Forest Resources Management - old structure	33,495	33,495	25,385	33,495	N/A
Reforestation and Forest Development - old structure	24,023	24,023	20,086	24,023	N/A
Subtotal	101,250	100,536	89,478	100,595	98,821
Total	153,164	154,691	142,452	155,472	154,412

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: Overall, 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 Department has been increasing 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 2020, the Department was unable to exceed its grazing target, due to a variety of setbacks, including environmental litigation, staff vacancies and turnover, and an extended fire season. In addition, the Department's efforts were delayed and exacerbated due to the COVID-19 pandemic, that restricted travel and limited the seasonal hiring pool to local candidates only.

Under the BIA, the Division of Natural Resources did not meet its national target for FY 2020 as regional and agency field offices were impacted due to limited staff and minimal field access. Successful regions and agencies cited cooperative efforts with tribal and regional staff at the agency level.

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 BIA Division of Natural Resources provides coordination, management, planning, oversight, and monitoring for the development and protection of trust natural resources, as well as providing the direction and guidance for all activities related to the planning, management, conservation, development, and utilization of soil, water, farmland, and rangeland. The division is also responsible for the bureau's natural resource damage assessment and restoration program.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of grazing permits and leases processed as planned consistent with applicable resource management plans.	BLM	13%	13%	16%	13%	13%	11%
permits/leases		862	917	1,157	1,250	1,500	1,105
permits/leases		6,800	6,800	7,400	9,600	11,600	10,250
Percent of range units assessed during the reporting year for level of utilization and/or rangeland condition/trend.	BIA	42%	49%	58%	57%	52%	38%
Number of range units		1,377	1,498	1,765	1,778	1,739	1,126
Number of range units		3,252	3,050	3,027	3,115	3,345	2,988

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percentage of grazing permits monitored annually for adherence to permit provisions, including permittee compliance with requirements described in conservation plans.	BIA	41%	37%	45%	37%	37%	37%
Number of grazing permits		5,558	5,093	6,020	10,062	4,998	4,933
Number of grazing permits		13,523	13,792	13,292	26,968	13,527	13,102

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Indian Affairs					
Agriculture and Range	30,751	30,769	31,096	31,251	35,314
Bureau of Land Management					
Rangeland Management	39,500	39,500	33,876	45,725	46,605
Total	70,251	70,269	64,972	76,976	81,919

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 strategy supports the Department's goal 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 did not meet two of its FY 2020 targets for strategic plan performance measures related to hunting, fishing, and other recreation on DOI lands due to impacts from the COVID-19 pandemic. While the Department was able to expand hunting and fishing opportunity acreage on National Wildlife Refuges and National Fish Hatcheries, public access transactions and individuals participating in outdoor recreation activities at special events fell short of the target.

To elevate this effort, the Department identified an APG to 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 2020, FWS expanded hunting, fishing, and other recreation opportunities on an additional 2.3 million acres of National Wildlife Refuges and National Fish Hatcheries, surpassing the target by more than 50,000 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.

BLM estimates that over 95 percent of the nearly 250 million acres of BLM-managed public lands are open to hunting. In FY 2020, BLM completed 6 legal public access transactions to facilitate additional access to recreation opportunities on its public land.

There are 76 areas managed by the NPS 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 BOR water projects are among the Nation's most popular for water-based outdoor recreation. There are 289 BOR project areas that have developed recreation facilities and opportunities available for public use. BOR 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 BOR 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Expand hunting and fishing opportunities by X acres on National Wildlife Refuges and National Fish Hatcheries	FWS	2,435	71,769	251,000	1,432,625	2,000,000	2,266,326
Number of legal public access transactions completed that facilitate open access to recreation opportunities	BLM	N/A	N/A	23	8	8	6
Number of individuals participating in outdoor recreation activities at special events	DOI	1,626,423	1,928,389	4,375,241	2,876,397	2,850,097	1,182,495
Individuals	BLM	N/A	N/A	73,000	689,764	685,000	N/A
Individuals	BOR	N/A	N/A	1,404,533	674,717	719,335	258,467
Individuals	FWS	1,626,423	1,928,389	2,897,708	1,511,916	1,445,762	924,028

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Recreation Resources Management	25,598	26,732	23,617	27,733	28,733
National Monuments and National Conservation Areas	18,409	18,409	13,847	19,910	21,910
National Monuments and National Conservation Areas - old structure	383	389	348	390	390
Subtotal	44,390	45,530	37,812	48,033	51,033
Bureau of Reclamation					
Water and Related Resources	N/A	N/A	10,886	11,643	12,493
Fish and Wildlife Service					
Resource Management	93,686	93,494	94,380	90,300	102,513
Construction	1,895	1,891	1,479	1,260	2,376
Land Acquisition	685	684	596	120	707
Cooperative Endangered Species Conservation Fund	535	534	531	N/A	545
State Wildlife Grants	32,103	32,042	32,937	16,582	35,813
Subtotal	128,904	128,645	129,923	108,262	141,954
National Park Service					
Operation of the National Park System	113,938	115,260	179,836	187,531	190,777
Centennial Challenge	2,250	3,000	2,300	2,000	1,500
National Recreation and Preservation	14,335	14,338	14,503	14,503	15,976
Construction (and Major Maintenance)	2,211	2,211	2,455	1,877	1,888
Land Acquisition and State Assistance	72,417	69,509	77,737	74,613	92,350
Subtotal	205,151	204,318	276,831	280,524	302,491
Total	378,445	378,493	455,452	400,429	456,938

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 FY 2020, the Department was unable to collect visitor satisfaction data for the NPS and the BLM due to COVID-19 interruptions. Survey results for the FWS show 90% of visitors are satisfied with their experiences.

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:

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

Supporting Performance Measures:

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

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Recreation Resources Management	25,599	26,733	23,617	27,732	28,732
National Monuments and National Conservation Areas	18,410	18,410	13,848	19,909	21,909
Challenge Cost Share	2,413	N/A	N/A	N/A	N/A
Recreational Access	8,000	8,000	N/A	N/A	N/A
National Monuments and National Conservation Areas - old structure	384	390	348	389	389
Subtotal	54,806	53,533	37,813	48,030	51,030
Fish and Wildlife Service					
Resource Management	6,245	6,231	6,252	6,076	6,444
Construction	237	236	185	157	297
Subtotal	6,482	6,467	6,437	6,233	6,741
National Park Service					
Operation of the National Park System	434,841	443,050	425,546	416,236	425,719
Centennial Challenge	2,250	3,000	2,300	2,000	1,500
National Recreation and Preservation	10,574	10,574	10,728	10,728	13,844
Historic Preservation Fund	31,963	46,463	60,963	66,088	78,588
Construction (and Major Maintenance)	13,004	13,004	13,339	12,756	12,784
Land Acquisition and State Assistance	15,418	12,506	13,734	10,610	15,350
Subtotal	508,050	528,597	526,610	518,418	547,785
Total	569,338	588,597	570,860	572,681	605,556

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) program met its target by achieving an actual of 100% for its performance goal. The Self-Determination program fell short finishing at 84% for FY 2020. In the fourth quarter, OSG issued zero findings and determination. There were eleven initially assigned for resolution, however, two were reassigned to the BIE for resolution. The remaining nine were processed as assigned for resolution. The Division of Self-Determination issued 46 out of 55 (84%) management decisions for single audit reports within the six-month requirement, however the program did not meet its FY 2020 goal. The program cites the pandemic as having a major impact with tribal offices being closed in coordination with tribal, state and county U.S. Centers for Disease Prevention guidelines.

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.

OSG is responsible for implementation of the Tribal Self Governance Act of 1994, including development and implementation of regulations, policies, and guidance in support of self-governance initiatives. The staff negotiates annual funding agreements with eligible tribes and consortia, coordinates the collection of budget and performance data from self-governance tribes, and resolves issues that are identified in financial and program audits of self-governance operations.

The Office of Self-Determination Services within the BIA, serves as the primary contact on policy affecting the unique contractual relationship between the Secretary of the Interior and Indian tribes or tribal entities.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
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	100%	100%	95%	100%
Audit reports		N/A	N/A	20	14	19	9
Audit reports		N/A	N/A	20	14	20	9
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	95%	98%	93%	84%
Audit reports		N/A	N/A	75	56	84	46
Audit reports		N/A	N/A	79	57	90	55

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Indian Affairs					
Indian Self-Determination Fund (Tribal Priority Allocation)	5,000	5,000	5,000	5,000	5,000
Small and Needy Tribes (Tribal Priority Allocation)	1,845	4,448	4,448	4,448	5,000
Tribal Government Program Oversight	8,273	8,377	8,559	8,616	8,648
Assistant Secretary Support	N/A	10,006	10,196	10,155	10,200
Total	15,118	27,831	28,203	28,219	28,848

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 continues to perform at an acceptable level 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 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 Bureau of Trust Funds Administration (BTFA) formerly the Office of the Special Trustee for American Indians as of October 1, 2020.

Human Services promotes the safety, financial security and social health of Indian communities, by providing some direct funding and overseeing activities related to social services, 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.

The Division of Land Titles and Records, and its 18 Land Titles and Records Offices (LTRO), are 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 conducts activities and processes transactions to protect, manage, develop, and utilize trust and restricted Federal Indian-owned lands. This includes (I) conducting cadastral surveys to designate legal land boundaries, (II) acquisition and disposal of tribal lands, (III) leasing, permitting, and compliance for surface and sub-surface mineral and non-energy mineral development on tribal land, (IV) issuing rights-of-way on tribal lands, and (V) addressing unresolved Indian trust rights.

Fee to Trust 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. Indeed, 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 Congress outlined in the Indian Reorganization Act and reaffirmed in the Indian Self-Determination and Education Assistance Act.

The Division of Workforce Development under the BIA 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 the Public Law 102-477 Demonstration Project, tribes have the authority to integrate Federal employment, training and related services that they provide to their members. The Federal programs currently integrated into Tribal demonstration projects are administered by the Department of the Interior (BIA and BIE); the Department of Labor (Division of Indian and Native American Programs); and the Department of Health and Human Services (Temporary Assistance for Needy Families, Childcare, Native Employment Works and Community Service Block Grants).

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
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	\$9.69	\$9.54	\$8.76	\$11.05	\$9.50	\$10.00
Hourly Wage		\$31,861	\$34,172	\$24,339	\$17,260	\$34,200	\$20,670
Participants		3,288	3,582	2,777	1,562	3,600	2,067
Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations	BIA	97%	100%	100%	98%	95%	96%
IIM Case Records		665	665	611	626	609	407
IIM Case Records		686	667	614	639	641	425
Increase in the percentage of submitted land-into-trust applications with determinations (Fee to Trust)	BIA	38%	22%	21%	37%	39%	5%
Number of on time decisions		263	158	83	79	66	9
Total number of decisions		697	705	395	213	168	168
Percent of financial information initially processed accurately in trust beneficiaries' accounts.	DOI	99.99%	99.99%	100.00%	100.00%	99.00%	99.98%
		10,261,456	10,673,067	11,073,004	11,036,423	9,900,000	11,191,370
		10,262,924	10,673,871	11,073,333	11,036,789	10,000,000	11,193,805
	BTFA	99.99%	99.99%	100.00%	100.00%	99.00%	99.98%
US Dollars		10,261,456	10,673,067	11,073,004	11,036,423	9,900,000	11,191,370
US Dollars		10,262,924	10,673,871	11,073,333	11,036,789	10,000,000	11,193,805
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%
		381,372,922	473,425,865	772,192,566	943,389,048	693,000,000	800,348,239
		381,372,922	473,425,865	772,192,566	943,389,048	700,000,000	800,350,429
	BTFA	100.00%	100.00%	100.00%	100.00%	99.00%	100.00%
revenue		381,372,922	473,425,865	772,192,566	943,389,048	693,000,000	800,348,239
revenue		381,372,922	473,425,865	772,192,566	943,389,048	700,000,000	800,350,429

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of timeliness of financial account information provided to trust beneficiaries	DOI	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
		877,759	884,303	876,835	853,272	880,000	827,707
		877,759	884,303	876,835	853,272	880,000	827,707
	BTFA	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
statements		877,759	884,303	876,835	853,272	880,000	827,707
statements		877,759	884,303	876,835	853,272	880,000	827,707

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of title encumbrances requested during the reporting year that are completed by the end of the reporting year	BIA	74%	82%	95%	83%	79%	88.3%
Title Encumbrances		5,023	10,137	6,390	2,848	2,696	1,773
Title Encumbrances		6,827	12,302	6,731	3,415	3,410	2,007
Percent of Estates Closed	BIA	97%	98%	98%	98%	93%	92%
Estates Closed		4,095	4,512	3,785	2,872	3,761	2,138
Total Estates		4,221	4,603	3,853	2,931	4,048	2,333
Percent of qualifying probate orders encoded within 72 hours	BIA	91%	95%	95%	92%	91%	96%
Qualifying probate orders encoded		4,630	6,190	4,377	4,083	4,640	3,461
Qualifying probate orders		5,079	6,512	4,601	4,453	5,122	3,599
Percent of qualifying non-probate conveyance documents, including deeds, recorded within 48 hours	BIA	98%	97%	98%	96%	89%	99%
Qualifying non-probate conveyance documents recorded		18,119	24,817	10,034	59,150	15,692	20,059
Qualifying non-probate conveyance documents		18,464	25,476	10,212	61,416	17,606	20,233
Percent of land titles certified within 48 hours	BIA	71%	95%	93%	96%	90%	99%
Land titles certified		122,797	284,058	69,422	345,677	45,959	147,257
Land titles		173,420	299,601	74,510	359,481	51,217	149,442
Percent of recipients who complete the goals identified in the Individual Self-sufficiency Plans (Welfare Assistance Program)	BIA	85%	75%	88%	87%	74%	92%
Recipients		24,896	17,374	20,470	18,573	14,815	19,809
Recipients		29,338	23,317	23,167	21,324	20,073	21,435
Percent of Indian Child Welfare Act notices processed within 15 days of receipt	BIA	98%	100%	100%	98%	97%	94%
Notices processed		22,442	26,368	25,317	15,420	12,199	18,560
Notices		22,900	26,411	25,321	15,786	12,609	19,744
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	822	1,113	750	860

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Indian Affairs					
Tribal Government Program Oversight	8,273	8,377	8,550	8,616	8,648
Social Services (TPA)	45,179	52,343	52,832	53,084	51,474
Welfare Assistance (TPA)	74,791	74,773	76,000	76,000	74,734
Indian Child Welfare Act (TPA)	15,641	18,946	19,080	19,154	13,357
Human Services Tribal Design (TPA)	--- N/A	254	263	270	273
Human Services Program Oversight	N/A	3,137	3,180	3,200	3,065
Probate (TPA)	11,928	12,039	12,598	12,724	12,802
Land Title and Records Offices	13,905	13,891	14,774	14,906	14,935
Real Estate Services	36,837	37,070	37,716	38,059	38,096
Job Placement and Training (TPA)	11,445	12,504	12,549	12,577	13,525
Economic Development (TPA)	1,794	1,801	1,862	1,838	2,791
Subtotal	219,793	231,998	239,404	240,428	233,700
Office of the Special Trustee for American Indians (OST/BTFA)					
Executive Direction	3,421	3,035	2,897	1,697	2,452
Program Operations and Support	135,608	135,994	116,503	105,370	102,691
Subtotal	139,029	139,029	119,400	107,067	105,143
Total	358,822	371,027	358,804	347,495	338,843

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

Goal #2: Fulfill Fiduciary Trust

Strategy #2: Strengthen Indian Education

Program Performance Overview: The BIE provides funding to 169 elementary and secondary schools and 14 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 operates two post-secondary schools and administers grants for 29 tribally controlled colleges and universities and two tribal colleges. In FY 2020, the program did not meet its goals for high schools' graduation or attendance. As a consequence of the COVID-19 pandemic, BIE closed all schools and initiated remote learning services during the school year 2019-2020. However, the program will continue to evaluate those factors impacting graduation rates while working to develop and implement appropriate intervention strategies to improve the graduation and attendance rates for students.

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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of students attending BIE-funded schools completing high school with a regular diploma within four years of their 9th grade entry date	BIE	49%	63%	64%	67%	67%	66%
Students		1,520	1,761	1,863	1,962	1,962	1,915
Students		3,119	2,803	2,929	2,926	2,929	2,923

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of student's at Bureau of Indian Education funded schools attending 93% or more of enrolled days	BIE	55%	50%	43%	53%	55%	54%
Students		24,127	23,594	20,738	25,708	26,678	25,291
Students		43,837	47,326	48,505	48,505	48,505	46,586

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Indian Education	852,367	869,396	891,900	904,557	943,077
Total	852,367	869,396	891,900	904,557	943,077

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

Goal #3: Strengthen Economic and Health Capacities in the U.S. Territories, and Fulfill U.S. 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 (EPA). 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 139 water systems in the insular areas are free of health-based violation notices each year.

Tuberculosis Eradication: The Office of Insular Affairs (OIA) works 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 2019, \$1.1 million was used to complete the treatment for those screened and reduce TB as a public health concern in the Republic of Marshall Islands (RMI). OIA provided an additional \$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 5.7 infant deaths per 1,000 live births in 2018. 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 published an assessment of aging hospital facilities in American Samoa and published a similar assessment for Guam in 2020, using results to make determinations on improving or replacing facilities. OIA also contracted an insular

health facility maintenance initiative to assess the facility maintenance status and requirements for insular hospitals in the Territories and FAS. The team will conduct interviews and group meetings to determine the local capabilities, perceived shortfalls, and local recommendations for solutions. The team will also 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.

OIA funded a new surgical ward at the Majuro Hospital in the Republic of the Marshall Islands through Compact of Free Association sector grant assistance that was completed in 2019. Design and engineering for a new hospital is on-going in Kosrae State of the Federated States of Micronesia with a construction bid announcement scheduled for 2021. A substance abuse and mental facility and public health facility in Pohnpei State of the Federated States of Micronesia (FSM) is also currently in design and engineering phase with construction scheduled to commence in 2022.

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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of CWS that receive health-based violations notices from the U.S. Environmental Protection Agency.	OIA	8%	11%	8%	9%	10%	8%
Number of notices		11	14	11	12	13	11
Total number of inspections		131	132	139	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	77	91	104	59	75	99
Percent of patients with newly diagnosed tuberculosis disease for whom 12 months or less of treatment is indicated, who complete treatment within 12 months	OIA	93%	81%	81%	78%	90%	68%
Patients		339	257	257	302	285	299
Total Patients		365	317	317	389	317	440
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	15	12	14	12	15

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
American Samoa Operations	7,900	7,900	8,053	8,875	7,900
Capital Improvement Project Grants	5,400	N/A	4,115	3,500	5,000
Technical Assistance	1,012	456	1,763	1,000	5,039
Maintenance Assistance Fund	100	N/A	N/A	N/A	N/A
Marshall Islands Compact	9,188	9,202	9,608	8,767	9,858
Federated States of Micronesia Compact	22,053	23,509	23,312	23,754	23,079
Compact Impact	15,020	12,610	13,579	12,610	13,475
Total	60,673	53,677	60,430	58,506	64,351

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

Goal #3: Strengthen Economic and Health Capacities in the U.S. Territories, and Fulfill U.S. 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), GDP per capita is 44% of the GDP per capita for the United States. The 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 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 almost three 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. 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Difference in the mean GDP per capita in the 4 U.S. territories compared to the mean GDP per capita in the US	OIA	43%	45%	47%	44%	48%	43.8%
GDP per capita		22,159	23,388	24,476	23,485	25,000	25,447
GDP per capita		51,241	51,737	52,490	53,765	51,737	58,113
Difference in the residential cost per kilowatt hour for power from the national average	OIA	2.4	1.9	2.4	2.5	2.0	2.6
Cost per kilowatt hour		\$0.31	\$0.25	\$0.29	\$0.30	\$0.26	\$0.31
Cost per kilowatt hour		\$0.13	\$0.13	\$0.12	\$0.12	\$0.13	\$0.12

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
American Samoa Operations	14,852	14,852	14,949	13,629	15,245
American Samoa Direct Loan Program Account	115	N/A	N/A	N/A	N/A
Capital Improvement Project Grants	N/A	N/A	23,605	22,720	22,720
Office of Insular Affairs	9,448	9,448	9,448	9,430	9,491
Technical Assistance	14,492	16,328	16,237	13,671	15,761
Maintenance Assistance Fund	981	4,000	4,000	1,023	4,375
Brown Tree Snake Control	3,500	3,500	3,500	2,837	3,500
Coral Reef Initiative & Natural Resources	1,000	1,250	2,200	946	2,625
Energizing Insular Communities	2,971	3,471	5,000	2,811	6,250
Compact Impact – Discretionary	3,000	3,000	4,000	N/A	4,000
Assistance to American Samoa Direct Loan Financing Account	-489	-469	-65	N/A	N/A
Compact Impact	14,980	17,390	16,421	17,390	16,525
Guam Section 30 Income Taxes	79,238	85,712	77,047	69,929	65,110
VI Rum Excise Taxes	211,851	242,099	254,026	260,604	277,417
Total	355,939	400,581	430,368	414,990	443,019

Mission Area 4: Fulfilling Our Trust and Insular Responsibilities

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

Strategy #3: Fulfill U.S. Compact Obligations

Program Performance Overview: Performance metrics for this strategy focus on the economic benefits of Compacts of Free Association annual financial assistance on FAS residents. Financial assistance is provided through 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 support five program management offices at the FSM national government level, Pohnpei, Chuuk, Kosrae 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, telecommunication (submarine fiber optic) and financial management system improvements began implementation 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 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 FSM, the 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual*
Ratio of FAS private sector jobs versus total FAS employment	OIA	50%	50%	47%	46%	50%	N/A
FAS Private Sector Jobs		18,803	18,803	18,081	18,155	19,326	N/A
Total FAS employment		37,844	37,844	38,652	39,174	38,652	N/A
Ratio of FAS public sector jobs versus total FAS Employment	OIA	50%	50%	53%	54%	50%	N/A
FAS Public Sector Jobs		19,041	19,041	20,572	21,019	19,326	N/A
Total FAS Employment		37,844	37,844	38,652	39,174	38,652	N/A
Percent of FAS employment attributable to OIA Grants and Programs	OIA	36%	36%	36%	37%	35%	N/A
FAS employment Attributable to OIA Grants and Programs		13,486	13,486	13,794	14,453	13,245	N/A
Total FAS Employment		37,844	37,844	37,844	39,174	37,844	N/A
Percent of FAS employee compensation attributable to OIA grants and programs	OIA	30%	30%	37%	40%	30%	N/A
FAS Employee Compensation Attributable to OIA Grants and Programs		109,742	109,742	138,579	158,291	113,029	N/A
Total FAS Employee Compensation		367,746	367,746	376,764	393,533	376,764	N/A
Average FAS private sector wage rate as a percentage of average FAS central government wage rate	OIA	42%	42%	46%	39%	45%	N/A
Average FAS Private Sector Wage Rate		21,738	21,738	21,289	20,244	23,434	N/A
Average FAS Central Government Wage Rate		52,076	52,076	46,788	52,461	52,076	N/A

*2020 Actual performance measures for Mission Area 4 Goal 3 Strategy 3 are delayed due to the COVID-19 pandemic.

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Federal Services	2,818	2,818	2,813	2,636	2,813
Eniwetok	500	500	550	473	650
Marshall Islands Tax and Trade	N/A	N/A	N/A	N/A	5,000
Palau Compact Extension	13,147	13,147	123,824	N/A	N/A
Marshall Islands Compact	65,410	66,625	67,340	69,451	69,572
Federated States of Micronesia Compact	87,123	86,388	88,188	89,590	92,026
Judicial Training	365	370	361	367	373
Total	169,363	169,848	283,076	162,150	170,061

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: Executive Order (E.O.) 13898 was signed on November 26, 2019 to establish the Task Force on Missing and Murdered American Indians and Alaska Natives (Task Force), which will be co-chaired by the U.S. Secretary of the Interior and the Attorney General. The E.O. provides 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 with the public. To elevate this effort, the Department selected Indian Affairs for an APG to 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 66 percent of the Bureaus had a current law enforcement staffing plan in 2020, OLES plans to have 85 percent of the Bureaus with a current law enforcement staffing plan by the end of 2021.

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 although OJS is facing nationwide staffing issues.

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 to protect people and natural, cultural, and heritage resources from illegal activities.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of agencies with a current law enforcement staffing plan	OLES	N/A	N/A	57	57	85	66
Percent of criminal offenses solved by arrest (Part 1 Offense Clearance Rate)	BIA	N/A	N/A	37%	35%	40%	39%
Offenses solved by arrest		N/A	N/A	9,004	8,225	8,400	8,000
Offenses		N/A	N/A	24,468	23,345	21,000	20,451

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of BIA/tribal law enforcement agencies reviewed by OJS through PL-93-638 Contract review or by Corrective Action Support Team	BIA	N/A	N/A	107%	100%	85%	22%
Agencies reviewed		N/A	N/A	63	58	50	11
Agencies		N/A	N/A	59	58	59	50

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual
Bureau of Indian Affairs					
Public Safety & Justice	347,976	385,735	405,520	411,517	434,326
Bureau of Land Management					
Resource Protection and Law Enforcement	25,495	26,616	25,708	27,616	27,616
Bureau of Reclamation					
Water and Related Resources	115,760	113,760	115,760	120,310	129,336
National Park Service					
Operation of the National Park System	336,676	340,029	349,414	353,334	371,778
Construction (and Major Maintenance)	7,495	7,495	9,967	10,612	10,616
Subtotal	344,171	347,524	359,381	363,946	382,394
Total	833,402	873,635	906,369	923,389	973,672

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.

In FY 2020, OEM led the Department’s efforts to coordinate all aspects of COVID-19 in tracking the number of cases, hospitalizations, recoveries, and deaths of DOI employees. OEM has held weekly meetings with all Bureaus and Offices to share information and to ensure all DOI employees had the right PPE at the right time to effectively carry out the Department’s mission.

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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
DOI average I-READ index	PEM	88.75	88.52	88.14	90.30	90.50	90.05

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Reclamation					
Water and Related Resources	N/A	N/A	N/A	N/A	1,250
National Park Service					
Operation of the National Park System	87,663	88,368	89,150	90,599	95,432
Construction (and Major Maintenance)	745	745	670	675	678
Total	88,408	89,113	89,820	91,274	96,110

Mission Area 5: Protecting Our People and the Border

Goal #2: Support Securing Our Southern Continental U.S. Border

Strategy #1: Support securing our southern continental U.S. Border

Program Performance Overview: The Department continued collaboration efforts by searching for opportunities to share resources and balance efforts in securing the southern U.S. border. This is accomplished by routine interagency coordination, participating in local Border Management Task Force (BMTF) meetings, interagency training, and law enforcement specific operations.

DOI partners with the U.S. Border Patrol (USBP) for patrolling Department lands adjacent to the U.S./Mexico Border. In 2020, the Department implemented Operation Border Surge to assist USBP in apprehensions and illegal drug seizures. 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.

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 of tribal and public lands, 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 with Federal, State, tribal, and local law enforcement agencies working in proximity to each other the government has been able to address critical issues like border security and protecting natural resource.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Number of apprehensions on DOI-managed lands (BLM, FWS, NPS)	OLES	N/A	51,989	56,874	157,094	Reduce Annually	Not yet available

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: Catastrophic wildfires lead to loss of life and property and have other serious health and economic impacts. Increasing the use of fuels management on forests and rangelands helps to mitigate wildfire risks and impacts to communities, landscapes, and the general public. The Department plays a critical role in protecting people, communities, and watersheds from wildland fires and promoting healthy and resilient forests, rangelands, and other Federal lands. To manage wildfire risk, the Department works with other Federal agencies, states, tribes, local communities, and other partners.

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. This strategy is a science-based, innovative, and 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 variation for lands in desired condition and initial response strategy success. Community risk reduction treatments have increased with increases in available funding.

OWF met or exceeded its targets on all wildland fire measures in FY 2020. OWF continues to pursue new performance data, analytical methods, and measures to better evaluate program efficacy in achieving conditions that reduce the intensity, severity, and 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 and mitigation plans. To support this effort, the Department implemented an APG to undertake at least 85% of all fuels management projects utilizing collaborative risk assessments that identify wildfire likelihood. In FY 2020, the Department exceeded the target by achieving 100%.

Public Benefit: Preparedness activities provide the foundation for a safe and effective strategic response to unplanned ignitions. These activities enable land managers to develop collaborative efforts to achieve fire-adapted communities and landscapes that are resilient to the effects of wildfire. Fuel treatments improve the integrity of forests and rangelands. They reduce the risks and impacts of wildfire on people, communities, and natural and cultural resources near or adjacent to Federal or tribal lands. Rehabilitation of lands damaged by wildfires helps reduce future threats to life, property, and natural and cultural resources by mitigating the potential for additional post-fire degradation or loss. 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of DOI-managed landscape acres that are in a desired condition as a result of fire management objectives	OWF	35.8%	35.6%	35.9%	37.8%	38.2%	40.1%
Acres with Desired Condition Achieved		160,224,280	159,635,707	160,717,749	169,192,838	171,239,633	179,379,405
Total DOI Acres		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	91%	93%	95%	96%	96%	96%
Coordinated Community Risk Mitigation Treatments		2,508	2,319	2,317	2,439	2,514	2,633
Total Treatments		2,768	2,488	2,428	2,552	2,619	2,744
Percent of wildfires on DOI-managed landscapes where the initial strategies fully succeeded during the initial response phase	OWF	96.7%	96.2%	97.3%	98.8%	98.0%	98.0%
Fires with Successful Initial Response Strategy		5,858	7,238	6,640	6,991	6,830	7,155
Total Fires		6,061	7,527	6,826	7,076	6,970	7,301

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Office of Wildland Fire					
Preparedness	323,685	332,784	332,784	322,179	332,784
Suppression Operations	291,673	395,000	389,406	388,135	383,657
Fuels Management	170,000	180,000	184,000	189,000	194,000
Burned Area Rehabilitation	18,970	20,470	20,470	20,470	20,470
Joint Fire Science	N/A	N/A	3,000	N/A	N/A
FLAME Wildfire Suppression Reserve Fund	177,000	65,000	N/A	N/A	N/A
Total	981,328	993,254	929,660	919,784	930,911

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: The FY 2020 budget included \$170.8 million for Natural Hazards for scientific information and tools to better understand and respond to hazards such as volcanoes, earthquakes, tsunamis, and landslides to ultimately reduce potential fatalities, injuries, and property damage. Overall performance in FY 2020 was strong as four out of five performance measures met or exceeded their targets. The percent completion of targeted landslide hazard research was slightly better than planned because the actual number of landslide hazard and risk assessments completed is dependent on the number of major wildfires, and the FY 2020 fire season was very active. The percent completion of coastal and marine hazards and subsidence research was slightly less than planned due to temporary loss of physical access to high speed servers during site closures for COVID-19, hurricanes, wildfires, and related disruptions. In addition, there were reduced field work data collection efforts due to travel restrictions associated with COVID-19. This overall 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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Incremental percent completion of targeted natural hazards assessments of very high and high-threat regions of the Nation	USGS	5%	7%	7%	3%	3%	3%
Incremental percent completion of targeted landslide hazard research	USGS	13%	14%	15%	7%	8%	10%
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	94%	94%	94%	96%	96%	93%
Percent progress towards optimal monitoring capability for natural hazards situational awareness (Index; 2022 target = 48% of optimal monitoring network capacity)	USGS	54%	55%	54%	56%	56%	56%
Percent of the National Streamflow Network that is fully operational	USGS	88%	88%	87%	90%	88%	90%
Number of stream gages operational		8,220	8,230	8,120	8,400	8,200	8,461
Total number of stream gages		9,360	9,360	9,360	9,360	9,360	9,360

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent completion of next generation National Data Water Infrastructure (NWDI) strategy	USGS	N/A	10%	30%	40%	84%	65%
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	3	4	3	4
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	8	8	8	10
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	2	2	1	1

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Reclamation					
Water and Related Resources	N/A	N/A	828	949	692
U.S. Geological Survey					
Contaminant Biology	10,197	10,197	N/A	N/A	N/A
Toxic Substances Hydrology	11,248	11,048	N/A	N/A	N/A
Natural Hazards	123,798	124,675	140,039	158,030	166,330
Water Observing Systems Program	N/A	N/A	N/A	N/A	67,732
Groundwater and Streamflow Information Program	63,434	65,158	67,476	65,233	N/A
Subtotal	208,677	211,078	207,515	223,263	234,062
Total	208,677	211,078	208,343	224,212	234,754

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 has 12 unified regions for its bureaus (except BIA and BIE) and continues to implement this approach into FY 2021. The goal of this effort is to improve overall operations, internal communications, customer service, and stakeholder engagement. Aligning geographic areas across the DOI enhances coordination of resource decisions and policies and simplifies 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 allows for more integrated and better coordinated decision making across bureaus. Unified regions 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 U.S. work better together to accomplish one vision.

In FY 2020, regional facilitators led the reorganization from the field and built 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 FY 2020.

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 Plan Performance Measures: No performance measures were developed in support of this strategy.

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Implementation of Unified Regions	N/A	N/A	N/A	900	2,700
Modernize Interior's Business	N/A	N/A	N/A	N/A	1,000
Relocation and Regional Stand Up	N/A	N/A	N/A	5,000	4,000
Subtotal	N/A	N/A	N/A	5,900	7,700
Bureau of Reclamation					
Implementation of Unified Regions	N/A	N/A	N/A	400	1,300
Modernize Interior's Business	N/A	N/A	N/A	N/A	1,000
Relocation and Regional Stand Up	N/A	N/A	N/A	3,000	N/A
Subtotal	N/A	N/A	N/A	3,400	2,300
Fish and Wildlife Service					
Implementation of Unified Regions	N/A	N/A	N/A	900	N/A
Relocation and Regional Stand Up	N/A	N/A	N/A	5,000	N/A
Subtotal	N/A	N/A	N/A	5,900	N/A
National Park Service					
Operations of National Park Service	N/A	N/A	N/A	900	900
Subtotal	N/A	N/A	N/A	900	900
U.S. Geological Survey					
Implementation of Unified Regions	N/A	N/A	N/A	500	2,700
Modernize Interior's Business	N/A	N/A	N/A	N/A	1,000
Relocation and Regional Stand Up	N/A	N/A	N/A	N/A	2,500
Subtotal	N/A	N/A	N/A	500	6,200
Total	N/A	N/A	N/A	21,00	17,500

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 leveraged automation to improve employee performance and training opportunities and examined additional data to determine if operational efficiencies could be gained while minimizing redundancies under the current organizational design.

During Fiscal Year 2020, the Department continued with the 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 initiated three initiatives: transitioning to a single Talent Management system; establishing Interior Bureau Expert Teams' 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:

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

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: The Department’s Regulatory Reform Task Force guided implementation of regulatory reform to try to reduce unnecessary regulatory burdens. The previous administration estimated that it achieved cumulative savings of \$5.84B (net present value) from its deregulatory actions for the period FY 2017-FY 2019. No regulatory cost savings were calculated in FY 2020.

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, the Department also manages the costs associated with the governmental imposition of private sector costs required to comply with Federal regulations. The previous Administration’s policy was 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:

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

¹ E.O. 13771 was rescinded with E.O. 13992 on January 20, 2021.

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Number of evaluations to identify potential deregulatory actions that included opportunity for public input and/or peer review	DOI	N/A	12	18	18	33	0
Number of deregulatory actions recommended by the Regulatory Reform Taskforce to the agency head, consistent with applicable law	DOI	N/A	12	18	18	33	0
Number of deregulatory actions issued that address recommendations by the Regulatory Reform Task Force	DOI	N/A	12	18	18	33	0
Number of deregulatory actions issued	DOI	N/A	12	18	18	33	0
Number of regulatory actions issued	DOI	N/A	0	0	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: The Department made an effort to streamline the NEPA process focusing on identifying opportunities to increase efficiencies. The Department also reduced the time and page limits for environmental review documents to improve the overall timeliness of major right-of-way applications for water and energy infrastructure projects.

Public Benefit: Through a streamlining of permitting processes, the Department had a goal to reduce regulatory burden which would increase infrastructure investment.

Strategic Plan Performance Measures:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Average amount of time (in days) to process and administratively complete Applications for Permit to Drill	BLM	N/A	N/A	80	86	90	80
Average amount of time (in months) to issue a decision on major right-of-way applications	BLM	N/A	N/A	38	38	48	30
Average amount of time (in days) to process and administratively complete a grazing permit	BLM	N/A	N/A	657	535	575	592
Percent of formal Endangered Species Act Section 7 consultations addressed in a timely manner	FWS	82%	82%	68%	81%	82%	67%
Consultations		838	774	618	789	539	653
Consultations		1,020	948	912	970	654	979
Average number of days to complete environmental reviews for infrastructure projects.	DOI	N/A	N/A	N/A	745	368	437
Days		0	0	0	745	1,105	874
Infrastructure Projects		0	0	0	1	3	2

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Land Management					
Cadastral, Land and Realty Management	51,252	51,480	45,892	N/A	N/A

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: DOI 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 Great American Outdoors Act 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. The 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.

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, estimated at more than \$22 billion by the end of FY 2020. In 2020, Congress passed the Great American Outdoors Act which will provide \$1.9 billion a year to the Department to begin working down deferred maintenance backlog.

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.

In BIA, the Branch of Environmental and Cultural Resources Management provides leadership, guidance, policy and support for the protection of environmental and cultural resources as they relate to Indian trust lands or restricted lands and Federal facilities owned or operated by Indian Affairs. The branch ensures compliance with applicable statutes such as; the National Environmental Policy Act, National Historic Preservation Act, Archeological Resources Protection Act, and the Native American Graves Protection and Repatriation Act. The program met its targeted goals for FY 2020.

In FY 2020, the Office of Facilities, Property, and Safety Management (OFPSM), did not meet its annual goal for the percentage of students in BIE school sites in acceptable condition, per the FCI. The program cited outstanding safety and health deficiencies as contributing factors. In an effort to improve school sites with low FCI ratings, the program has established a pilot project to coordinate and conduct comprehensive onsite assessments to develop individual site project plans and make recommendations to the Facilities Improvement Review Board.

The 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. Under management of the Division of Transportation, the BIA Road Construction Program maintains and operates approximately 29,181 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. In FY 2020, the program met its national target of 13% of roads in acceptable condition and exceeded its national target for the percent of bridges in acceptable condition at 70%. While the COVID-19 pandemic impacted operations, field agencies and tribes performed routine maintenance activities.

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:

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Percent of priority assets in acceptable condition (i.e. meet investment objective)	PAM	N/A	80.6%	84.3%	84.1%	84.5%	83.5%
Percent of students in BIE school facilities that are in acceptable condition as measured by the FCI	AS-IA	66%	64%	65%	63%	67%	53%
Students		29,846	29,023	29,347	27,492	30,250	23,240
Students		45,095	45,231	45,149	43,443	45,149	43,499
Amount of priority deferred maintenance (repair) needs/activities addressed (in billions)	PAM	N/A	N/A	\$1.26	\$1.34	\$1.20	\$1.53
Value of NPS deferred maintenance work orders closed (\$000)	NPS	\$854,000	\$664,000	\$671,000	\$763,000	\$671,000	\$888,000
Percent of historic structures on DOI inventory in good condition	DOI	56%	56%	57%	59%	60%	58%
		14,370	13,179	13,321	14,444	15,666	14,465
		25,685	23,639	23,327	24,675	25,924	24,799
	BIA	31%	31%	34%	N/A	45%	46%
Structures		90	90	97	N/A	94	96
Structures		288	288	288	N/A	208	208
	BLM	51%	50%	49%	48%	46%	46%
Structures		216	199	194	194	162	162
Structures		425	400	399	403	352	352
	FWS	11%	11%	10%	10%	11%	11%
Structures		259	263	244	266	228	236
Structures		2,309	2,350	2,555	2,610	2,125	2,165
	NPS	61%	61%	64%	65%	65%	63%
Structures		13,805	12,627	12,786	13,984	15,182	13,971
Structures		22,663	20,601	20,085	21,662	23,239	22,074
Percent of museum collections on DOI inventory in good condition	DOI	63%	68%	69%	68%	69%	68%
		692	798	802	818	808	806
		1,106	1,179	1,167	1,200	1,173	1,182
	BIA	75%	80%	82%	83%	83%	83%
Museum collections		119	122	126	130	130	130
Museum collections		159	153	154	156	156	156
	BLM	87%	84%	84%	84%	84%	84%
Museum collections		144	142	144	144	144	144
Museum collections		165	170	171	171	171	171
	BOR	77%	77%	77%	86%	78%	78%
Museum collections		53	53	54	59	54	54
Museum collections		69	69	70	69	69	69

Strategic Plan Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
	FWS	36%	55%	57%	56%	58%	57%
Museum collections		140	256	255	268	263	260
Museum collections		384	463	445	477	450	458
	NPS	72%	69%	68%	66%	66%	66%
Museum collections		236	225	223	217	217	218
Museum collections		329	324	327	327	327	328
Percent of archaeological sites on DOI inventory in good condition	DOI	66%	67%	61%	62%	61%	63%
		122,883	130,018	97,451	101,914	100,437	113,110
		185,927	194,014	158,790	164,998	164,107	180,824
	BIA	79%	79%	81%	81%	81%	81%
Sites		53	53	54	54	54	54
Sites		67	67	67	67	67	67
	BLM	86%	86%	83%	82%	82%	80%
Sites		77,412	83,942	53,062	54,339	54,339	65,212
Sites		90,259	97,063	63,905	66,305	66,305	81,747
	FWS	23%	23%	12%	22%	25%	23%
Sites		3,659	3,668	1,545	3,677	3,663	3,668
Sites		15,679	15,799	12,510	16,526	14,635	15,967
	NPS	52%	52%	52%	53%	51%	53%
Sites		41,759	42,355	42,790	43,844	42,381	44,176
Sites		79,922	81,085	82,308	82,100	83,100	83,043
Maintain a completion rate of 95% for Safety of Dam recommendations	BOR	N/A	95%	95%	95%	95%	95%
Percent of BIA miles of road in acceptable condition based on the Service Level Index	BIA	15%	14%	14%	13%	13%	13%
Miles		4,450	3,942	3,963	3,833	3,740	3,738
Miles		29,400	29,047	29,105	29,057	29,182	29,172
Percent of BIA bridges in acceptable condition based on the Service Level Index	BIA	68%	69%	71%	70%	69%	70%
Bridges		639	642	715	704	697	704
Bridges		937	926	1,010	1,010	1,012	1,009

Supporting Performance Measures:

Supporting Performance Measures	Bureau	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target	2020 Actual
Cost per mile of BIA owned roads maintained in acceptable condition	BIA	\$6,571	\$7,646	\$8,207	\$8,117	\$9,432	\$9,071
Cost		\$27,057,533	\$30,142,239	\$32,525,369	\$32,183,243	\$35,272,837	\$33,910,077
Miles		4,118	3,942	3,963	3,965	3,740	3,739
Percent of cultural landscapes in DOI inventory in good condition (NPS)	NPS	51%	51%	50%	49%	50%	49%
Landscapes		401	417	416	426	435	426
Landscapes		781	821	826	861	875	877
Percent of law enforcement detention facilities that are in acceptable condition as measured by the Facilities Condition Index	BIA	N/A	N/A	78%	83%	83%	78%
Number of facilities		N/A	N/A	47	53	50	50
Total number of facilities		N/A	N/A	60	64	60	64
Percent of funding going to actual construction or repair of housing	BIA	87%	90%	91%	91%	87%	87%
Funding going to repair of housing		6,738,485	6,527,627	6,700,177	6,819,234	6,472,460	6,521,504
Funding		7,731,557	7,278,564	7,334,729	7,485,727	7,471,998	7,471,672
Percent of construction schedules met within the established project timeframe	BIA	N/A	100%	89%	91%	81%	96%
Construction schedules		N/A	87	78	74	75	90
Construction schedules		N/A	87	88	81	92	94

Key Funding Sources:

Key Funding Sources (dollars in thousands)	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Enacted
Bureau of Indian Affairs					
Road Maintenance (TPA)	26,693	30,307	34,653	35,823	36,063
EQ Program (TPA)	256	256	256	256	256
Education Construction	138,245	133,257	238,245	238,250	248,257
Public Safety and Justice Construction	11,306	11,306	35,309	35,310	42,811
Subtotal	176,500	175,126	308,463	309,639	327,387
Bureau of Land Management					
Cultural Resources Management	16,131	16,131	16,365	17,131	18,631
Deferred Maintenance and Capital Improvements	31,387	29,201	26,474	75,000	75,000
Annual Maintenance and Operations Cost	38,942	39,125	36,344	40,000	40,000
Western Oregon Construction and Acquisition	N/A	N/A	N/A	335	336
Annual Maintenance and Operations	9,602	9,628	6,087	9,628	10,642
Subtotal	96,062	94,085	85,270	142,094	144,609
Bureau of Reclamation					
Water and Related Resources	N/A	N/A	1,139	1,424	1,664
National Park Service					
Operation of the National Park System	767,804	806,371	789,039	804,409	817,710
Centennial Challenge	9,000	12,000	13,800	12,000	9,000
National Recreation and Preservation	18,237	18,237	18,237	18,237	18,323
Historic Preservation Fund	23,462	23,962	74,463	24,838	26,338
Construction (and Major Maintenance)	149,343	173,113	507,406	306,859	329,055
Subtotal	967,846	1,033,683	1,402,945	859,484	871,371
Total	1,240,408	1,302,894	1,603,654	1,167,767	1,202,090

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 IT systems, and ensuring proper oversight of privacy compliance activities and risks. In response to the COVID-19 pandemic, the Department moved to maximum telework enabling telework eligible employees to work remotely during the pandemic.

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 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 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.

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 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 taxpayers and improve delivery of IT services to the public.

Strategic Plan Performance Measures:

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

Appendix A - Major Management Challenges

The following table provides 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 APR	BUREAU OR OFFICE	STRATEGIC PLAN PERFORMANCE MEASURES
Energy Management	Revenue collection, verification, and distribution	Ensure accurate and timely accounting and collection of energy revenues	37	• ONRR • BOEM • BSEE • BTFA • BLM • BOR	• 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 proving 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 BOR hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods.
	Reduced Offsetting Collections				
	Aging Offshore and Onshore Infrastructure	Ensure accurate and timely management of fiduciary trust assets	65		
	Renewable energy development	Promote safe and robust oil, gas, coal, and renewable energy resource development	45		
		Provide hydropower	24		

					• Number of megawatts of approved capacity authorized on public land and the Outer Continental Shelf for renewable energy development while ensuring compliant environmental review • Amount of hydropower capability (in megawatts) installed from 2018 through 2022
Public Safety and Disaster Response	Safety and Security on Public Lands	Ensure public safety on our lands	81	• OLES • BIA • BIE • BLM • BOEM • BOR • BSEE • FWS • NPS • OSMRE • OWF • USGS	• 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 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
	Disaster Response Preparedness and Management	Prepare DOI to respond to and recover from emergencies and incidents	91		
	Infrastructure Challenges to Safety and Services	Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery	103		
		Manage water resources and delivery	24		

					• 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) stream gages 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 FRR [high- and significant-hazard dams] • Number of sand and gravel requests processed for coastal restoration projects
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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	99	• PIO • BIA • BLM • BOEM • BOR • BSEE • FWS • NPS • OSMRE	• Progress and plans for effective management of IT is discussed using narrative; includes FITARA implementation and addressing cybersecurity. • Percent of unclassified network hardware and software assets appropriately authorized and managed • Percent completion of DOI's FITARA Implementation Plan
Water Programs	Extreme Drought Rural Water Systems Expanding Water Demand Rehabilitation and Replacement	Manage DOI water storage and delivery to resolve conflicts and expand capacity Apply science to land, water, and species management	24 14	• BOR • USGS • BIA	• 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 • 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 FRR [high- and significant-hazard dams]
Responsibility to American Indians and Insular Areas	Administration of the Land Buy-Back Program	Fulfill fiduciary trust	65	• AS-IA • OST • BIA • BIE • OIA	• 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 • Percent of active, supervised 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
	Energy development and management	Strengthen Indian education	65		
	Indian Country schools	Strengthen island economies	72		
	Financial management in the Insular Areas				

					• Difference in the mean GDP per capita in the 4 U.S. 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 FAS employment attributable to the OIA grants and programs • Percent of FAS employee compensation attributable to the OIA grants and programs
Acquisition and financial assistance	Public Law 93-638 Contracts Staff Training and Retention	Support tribal self-governance and self-determination	63	• AS-IA • BIA • PAM	• 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 audit or recommendations are made within 180 days.
Climate Effects	Wildland Fire Costs and Strategy Impact on American Indian and Alaska Native Tribes Water scarcity Impact on Insular Areas	Manage wildland fire to reduce risk and improve ecosystem and community resilience Manage DOI water storage and delivery to resolve conflicts and expand capacity	88 24	• OWF • BIA • BOR • USGS • OIA	• 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 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 • Percent completion of the USGS National Water Census baseline • Percent completion of U.S. aquifer groundwater availability baseline studies
Operational Efficiencies	Hiring, Training, and Retaining Staff Park Fees and Concessions	Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and	95	• PHR • BIA • BIE • BLM • BOEM • BOR • BSEE • FWS	• 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

	Deferred Maintenance and Repair	increased employee engagement efforts Ensure effective collection and application of recreation fees Prioritize DOI infrastructure needs and reduce deferred maintenance backlog	48 103	• NPS • OSMRE • USGS	• 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 • 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 FRR [high- and significant-hazard dams]
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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	95	• PHR • BIA • BIE • BLM • BOEM • BOR • BSEE • FWS • NPS • OSMRE • USGS	• 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
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Appendix B – Acronym List

Acronym	Description
3DEP	3D Elevation Program
APD	Application for Permit to Drill
APG	Agency Priority Goal
API	Asset Priority Index
APP	Annual Performance Plan
APP&R	Annual Performance Plan and Report
APR	Annual Performance Report
ARC	Advanced Research Computing
ASQ	Allowable Sale Quantity
BIA	Bureau of Indian Affairs
BIE	Bureau of Indian Education
BLM	Bureau of Land Management
BMTF	Border Management Task Force
BOEM	Bureau of Ocean Energy Management
BOR	Bureau of Reclamation
BSEE	Bureau of Safety and Environmental Enforcement
BTFA	Bureau of Trust Funds Administration
CDC	U.S. Centers for Disease Prevention
CDM	Continuous Diagnostics and Mitigation
CESU	Cooperative Ecosystem Studies Unit
CMEWS	Critical Mineral Early Warning System
CNMI	Commonwealth of the Northern Mariana Islands
CWS	Community Water Systems
DOI	Department of the Interior
DRES	Division of Real Estate Services
DWP	Division of Water and Power
E.O.	Executive Order
ECO	Ecosystems
EIS	Environmental Impact Statements
EPA	Environmental Protection Agency
ET	evapotranspiration
FAS	Freely Associated States
FASS-CMS	Financial Assistance and Social Services – Case Management System
FCI	Facilities Condition Index

Acronym	Description
FERC	Federal Energy Regulatory Commission
FITARA	Federal Information Technology Acquisition Reform Act
FRR	Facility Reliability Rating
FSM	Federated States of Micronesia
FWS	Fish and Wildlife Service
GAO	Government Accountability Office
GDP	Gross Domestic Product
GIS	Geographic Information System
GPRA	Government Performance Results Act
HR	Human Resources
HVA	High Value Assets
IAM	Indian Affairs Manual
ICWA	Indian Child Welfare Act
IIM	Individual Indian Money
IMT	Information Technology Management
IT	Information Technology
IWAA	Integrated Water Availability Assessment
LIDAR	Light Detection and Ranging
LTRO	Land Title and Records Office
MMBF	Million Board Feet
MRP	Mineral Resource Program
MW	Megawatts
NAGPRA	Native American Graves Protection and Repatriation Act
NEPA	National Environmental Policy Act
NGWOS	Next-Generation Water Observing System
NIBRS	National Incident Based Reporting System
NOAA	National Oceanic and Atmospheric Administration
NPS	National Park Service
NSWSAP	National Space Weather Strategy and Action Plan
O&M	Operations and Maintenance
OCIO	Office of the Chief Information Officer
OCS	Outer Continental Shelf
OEM	Office of Emergency Management
OFPSM	Office of Facilities, Property, and Safety Management

Acronym	Description
OIA	Office of Insular Affairs
OIG	Office of the Inspector General
OJS	Office of Justice Services
OLES	Office of Law Enforcement and Security
OMB	Office of Management and Budget
ONRR	Office of Natural Resources Revenue
OSG	Self-Governance
OSMRE	Office of Surface Mining Reclamation and Enforcement
OWF	Office of Wildland Fire
Palau	Republic of Palau
PHR	Office of Policy Management and Budget Human Resources Division
RMI	Republic of Marshall Islands
TAAMs	Trust Asset and Accounting Management System
Task Force	Task Force on Missing and Murdered American Indians and Alaska Natives
TB	Tuberculosis
USACE	U.S. Army Corps of Engineers
USBP	U.S. Border Patrol
USFS	U.S. Forest Service
USGS	U.S. Geological Survey