



U.S. Department of the Interior Fiscal Years 2023–2024 Annual Performance Plan and 2022 Report



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Introduction

THE U.S. DEPARTMENT OF THE INTERIOR (Interior or the Department) conserves and manages the Nation’s natural resources and cultural heritage for the benefit and enjoyment of the American people. The Department provides scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people. Interior honors the Nation’s trust responsibilities or special commitments to tribes, American Indians, Alaska Natives, Native Hawaiians, and our affiliated insular communities.

The Department manages the Nation’s public lands and minerals, including providing access to more than 480 million acres of public lands, 700 million acres of onshore subsurface minerals, and 2.5 billion acres of the Outer Continental Shelf (OCS). Interior is the steward of 20 percent of the Nation’s lands, including national parks, national wildlife refuges, and other public lands; manages resources that supply approximately 17 percent of the Nation’s energy; supplies 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 and Alaska Native villages. Interior is responsible for migratory bird and wildlife conservation; historic preservation; endangered species conservation; surface-mined land protection and restoration; and mapping geological, hydrological, and biological science for the Nation.

The Fiscal Years (FY) 2023–2024 Annual Performance Plan and FY 2022 Report (APP&R) is aligned with the *Interior FY 2022–2026 Strategic Plan*. This plan highlights the strategies, performance goals, and performance measures the Department uses to assess and rate performance.

This report was prepared and submitted to maintain compliance with the requirements of the *Government Performance and Results Modernization Act* (GPRAMA) of 2010, P.L. 111-352.

OUR VISION, MISSION, GUIDING PRINCIPLES, AND PRIORITIES

OUR VISION

MANAGE OUR LAND, WATER, AND RESOURCES FOR THE BENEFIT OF ALL AMERICANS, BOTH TODAY AND TOMORROW.

OUR MISSION

THE U.S. DEPARTMENT OF THE INTERIOR PROTECTS AND MANAGES THE NATION'S NATURAL RESOURCES AND CULTURAL HERITAGE; PROVIDES SCIENTIFIC AND OTHER INFORMATION ABOUT THOSE RESOURCES; AND HONORS ITS TRUST RESPONSIBILITIES OR SPECIAL COMMITMENTS TO AMERICAN INDIANS, ALASKA NATIVES, NATIVE HAWAIIANS, AND AFFILIATED INSULAR COMMUNITIES.

Interior Guiding Principles

The success of the Department in achieving its mission outcomes is predicated on several guiding principles that reflect tenets of the Biden-Harris Administration and Secretary Haaland.

- ▶ We use science and evidence-based information to guide our decisions.
- ▶ We balance our decisions to best meet the needs of today and tomorrow.
- ▶ We value diversity and inclusion in our activities, operations, and services.
- ▶ We manage and achieve through meaningful collaboration, engagement, and partnerships.

Administration Priorities

The Department plays a central role in how the United States stewards its public lands, increases environmental protections, pursues environmental justice, and honors our government-to-government relationship with tribes. The *priorities* of the Biden-Harris Administration and Secretary Haaland require bold action desperately needed to ensure all communities—including communities of color and urban, rural, and Native communities—benefit from an aggressive and whole-of-government response.

Addressing the Drought Crisis

Water is a sacred resource essential to feeding families, growing crops, sustaining wildlife and the environment, and powering agricultural businesses. Unfortunately, drought conditions in the West continue to worsen, and water allocations are at historic lows, including in areas like the Klamath River Basin and the Colorado River Basin. To address this growing crisis, Interior is helping lead the Biden-Harris administration's whole-of-government approach to drought mitigation by coordinating with partners across the Federal Government, providing assistance to impacted communities, and developing long-term solutions to climate change.

Advancing Environmental Justice

Communities of color, rural and indigenous communities, low-income families, and people in the U.S. Territories have long suffered disproportionate and cumulative harm from the climate crisis, from air and water pollution to environmental hazards left behind at toxic sites. The Biden-Harris administration has mobilized an all-of-government approach to advance environmental justice. The Department has partnered with agencies across the Federal Government to develop programs, policies and activities that address long-standing environmental injustices and ensure that historically marginalized communities have greater input on and receive enhanced benefits from federal policies and decisions.

America the Beautiful

In response to the climate and biodiversity crises, environmental injustices, and broad recognition that healthy ecosystems can strengthen the economy and create jobs, the Biden-Harris Administration proclaimed a call to action for all Americans to join together to help conserve, protect, connect, and restore the lands and waters that sustain us. This call to action is called “America the Beautiful”—a first-ever national conservation goal of conserving at least 30 percent of our lands and waters by 2030. The America the Beautiful initiative is rooted in the desire to better support and honor the people and communities who serve as stewards of our lands, waters, and wildlife—from tribes and indigenous peoples, to fishermen, farmers and ranchers, to local and state governments—and to ensure that all people of this Nation benefit from America’s rich and vibrant lands and waters.

Clean Energy Future

Climate change poses an existential threat—not just to the environment, but to people’s health, communities, and the Nation’s economic well-being. Renewable energy—including solar, onshore and offshore wind, geothermal, and wave and tidal energy projects—will help communities across the country be part of the climate solution while creating good-paying union jobs. Interior has partnered with other federal agencies to increase renewable energy production on public lands and waters—including a goal to deploy 30 gigawatts of offshore wind by 2030 and a goal of permitting at least 25 gigawatts of onshore renewable energy by 2025.

Increasing Access

Nature is essential to the health, well-being, and prosperity of every family and every community in America. These are the places that connect us, that support economies, and that keep people healthy. The Department is committed to supporting the outdoor recreation economy and the many benefits that hiking, hunting, fishing, boating, biking, and other activities offer for healthy communities, economies, and wildlife. But not everyone has the same access to nature. Bringing the outdoors, and the wonders of the natural world, closer to people is at the heart of Interior’s mission. To help address inequitable access to nature and its benefits, the Department is working to create more protected land and waterways and safe outdoor opportunities in nature-deprived communities, many of which are communities of color or low-income communities.

Investing in America's Infrastructure

Through the *Great American Outdoors Act*, *Infrastructure Investment and Jobs Act*, and *Inflation Reduction Act* Interior is investing in numerous initiatives that benefit the environment and communities the Department directly serves. These investments focus on legacy pollution, supporting tribal communities, addressing drought, managing wildland fire, ecosystem restoration, and scientific innovation. Appendix A: Interior Investments in Facilities and Infrastructure, provides a summary of the Department's infrastructure plans and accomplishments.

Strengthening Indian Country

Honoring the government-to-government relationship between tribes and the Federal Government and upholding trust and treaty responsibilities are paramount to Interior's mission. Secretary Haaland is taking a leading role to improve relationships, while acknowledging the past and working toward a better future for Indian Country. Interior is focused on improving tribal consultations to ensure a meaningful dialogue and exchange, addressing the crisis of missing and murdered indigenous peoples, and recognizing the troubled legacy of federal Indian boarding school policies with the goals of addressing their intergenerational impact and to shedding light on the traumas of the past. The Secretary chairs the White House Council on Native American Affairs to ensure collaborative inter-agency work across the Executive Branch, regular and meaningful tribal-federal engagement, and to foster an all-of-government approach in meeting treaty and trust obligations to tribes.

Tackling the Climate Crisis

The climate crisis is transforming where and how we live and presents growing challenges to human health and quality of life, the economy, and the natural systems that support us. As the climate crisis disproportionately affects underserved communities, the Department of the Interior is supporting the Administration's commitment to tackle the climate crisis and put environmental justice at the center of its mission. In doing so, Interior is working to build a modern, climate-resilient infrastructure and clean energy future that will create millions of good-paying union jobs, while protecting the communities, natural, and cultural resources on which we rely. The *Interior Climate Action Plan* demonstrates Interior's commitment to use science as the foundation for decisions, recognizing that the Department's approach to adaptation should evolve as science informs an understanding of climate change risks, impacts, and vulnerabilities.

IMPROVING PERFORMANCE MANAGEMENT

Performance and Evidence

The Department has taken a fresh approach to establishing performance outcomes in the strategic plan to better support the *Government Performance and Results Modernization Act* (GPRAMA) of 2010. In developing strategic goals and strategic objectives, Interior focused not only on legislative and statutory requirements that govern what we do, but on synergies within and across the Department to maximize the benefits realized by the American people. The performance goals track progress on strategic objectives to keep the end goal in sight and better aim efforts on what Interior can change and improve. The Department is also taking steps to build evidence where there are gaps in knowledge about program outcomes, incorporate known science into management decisions, and fully use the breadth of data within the Department to support planning and decisions. Interior is using rigorous program evaluation to increase the Department’s knowledge of what works and why and ensure that more data is transparent and open to the public.

Enterprise Risk Management

Safeguarding Interior’s ability to meet its strategic goals and objectives requires identifying risks that could adversely impact the programs, operations, and activities that support those goals and threaten accomplishment of the objectives. Interior’s *Enterprise Risk Management* (ERM) program works with bureaus, offices, and program managers to identify risks that could derail Interior efforts. The Department’s ERM approach helps identify risks and develop effective risk treatment strategies. These risk treatment strategies reduce the likelihood of critical risks happening and/or reduce the severity of their impacts. Interior’s ERM program and Department-wide ERM community of practice is fostering a risk-aware culture that is proactively managing risk, promoting successful delivery of programs and services, and safeguarding public trust in our stewardship over taxpayer resources.

Improving Program and Project Management

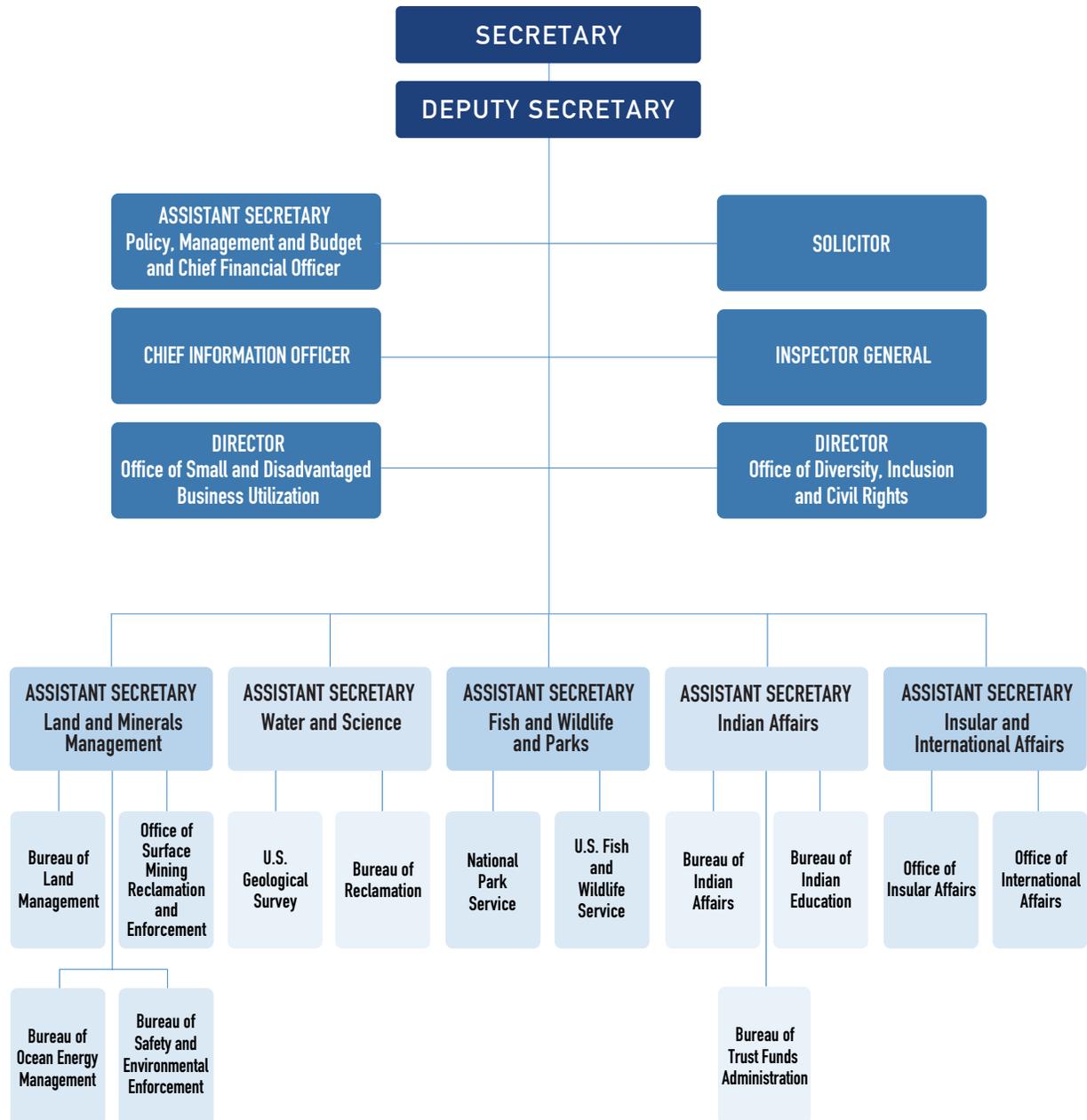
To promote efficient and effective program operations, the Department has developed program and project management standards and principles in alignment with the *Program Management Improvement Accountability Act* of 2016. Standardizing and improving program management across the Department is necessary to better ensure the delivery of intended program and project outcomes to beneficiaries and stakeholders. The Department is working across bureaus and offices to embed program and project management tools and best practices into the design and daily operations of our work.

Using Data to Achieve Outcomes

The Department’s Chief Data Officer (CDO) works to improve and ease the use of data to inform decisions. The CDO in partnership with bureaus and offices leverages the work of a data governance board to align the use and management of data to achieve the goals and outcomes in the FY 2022–2026 Strategic Plan. The Department is making its data assets more available, increasing data literacy across the workforce, and highlighting data used to measure strategic outcomes.

INTERIOR ORGANIZATIONAL STRUCTURE

LEADING THE MISSIONS OF THE DEPARTMENT are the Secretary of the Interior, the Deputy Secretary, and six Assistant Secretaries. Supporting them and implementing program responsibilities and operational activities are Interior’s bureaus and offices. Each Interior organization has specialized responsibilities and the expertise to identify, enable, and pursue the goals and objectives set forth in this plan.



BUREAUS AND OFFICES



U.S. Department of the Interior (Interior)

The Office of the Secretary, Deputy Secretary, and Assistant Secretaries provide leadership and guidance to support all Interior bureaus and offices.



Bureau of Indian Affairs (BIA)

The Bureau of Indian Affairs fulfills Indian trust responsibilities and promotes self-determination and self-governance for federally recognized Indian tribes and Alaska Natives.



Bureau of Indian Education (BIE)

The Bureau of Indian Education supports elementary and secondary schools, dormitories, community colleges, universities, post-secondary schools, and technical colleges.



Bureau of Land Management (BLM)

The Bureau of Land Management manages public lands for multiple use and sustained yield on nearly 250 million surface acres, as well as 700 million acres of subsurface mineral estate.



Bureau of Ocean Energy Management (BOEM)

The Bureau of Ocean Energy Management manages access to energy and mineral resources of the Outer Continental Shelf in an environmentally and economically responsible way.



Bureau of Reclamation (USBR)

The Bureau of Reclamation manages, develops, and protects water and related resources in an environmentally and economically sound manner.



Bureau of Safety and Environmental Enforcement (BSEE)

The Bureau of Safety and Environmental Enforcement promotes safe, environmentally sustainable energy production from the 2.5 billion acres of the Outer Continental Shelf.



**Bureau of
Trust Funds
Administration
(BTFA)**

The Bureau of Trust Funds Administration manages billions of dollars in financial trust assets of tribes and American Indians held in trust by the U.S. Department of the Interior.



**U.S. Fish and
Wildlife Service
(FWS)**

The U.S. Fish and Wildlife Service manages 837 million acres of land and water primarily for the benefit of fish and wildlife. FWS is responsible for implementing the Endangered Species Act, Migratory Bird Treaty Act, Marine Mammal Protection Act, Lacey Act, and international agreements like the Convention on International Trade in Endangered Species (CITES).



**National Park
Service
(NPS)**

The National Park Service maintains and manages a network of 424 natural, cultural, and recreational sites for the benefit and enjoyment of current and future generations.



**Office of
Insular Affairs
(OIA)**

The Office of Insular Affairs coordinates federal policy for the U.S. Territories and fulfills the Compacts of Free Association obligations to the freely associated states.



**Office of
Surface Mining
Reclamation and
Enforcement
(OSMRE)**

The Office of Surface Mining Reclamation and Enforcement employs federal programs, grants to states and tribes, and oversight activities that protect the environment during coal mining, ensure the land is reclaimed after active mining concludes, and mitigate the effects of past coal mining by reclaiming abandoned coal mine lands.



**U.S. Geological
Survey
(USGS)**

The U.S. Geological Survey monitors, analyzes, and predicts current and evolving Earth-system interactions and delivers actionable information at scales and timeframes relevant to decision makers. USGS provides science about natural hazards, natural resources, ecosystems and environmental health, and the effects of climate and land-use change.

Major Management Challenges

THE OFFICE OF INSPECTOR GENERAL'S (OIG) *Fiscal Year 2022 Report on Major Management Challenges* addresses the Department's major management challenges and findings which are summarized below along with how Interior is responding to the management challenges and where they are addressed in the performance plan.

MANAGEMENT CHALLENGE AREA 1: MANAGING SPENDING

Contract and Grant Oversight

Interior is charged with managing significant financial assets, including contracts, grants, property, and other resources. According to *USAspending.gov*, Interior awarded approximately \$5.2 billion in grants and \$6.5 billion in contracts, totaling \$11.7 billion in FY 2022. The OIG, in prior work has identified deficiencies in Interior's contract oversight, pre-award processes, and post-award monitoring. Interior is addressing these issues by improving its internal controls and contract and grant oversight. By the beginning of FY 2023, Interior closed 21 of the 32 OIG recommendations for contract and grant oversight. The Department is addressing outcomes related to this management challenge in strategic goal 4.

Deferred Maintenance and Repairs

Over the years, Interior has not had sufficient funding for annual maintenance, resulting in a deferred maintenance backlog of \$30.9 billion reported in FY 2021. Deferred maintenance can be more costly and time consuming than annual maintenance and can pose more of a risk to the public. The National Park Service's deferred maintenance and repair backlog is the largest out of all Interior's bureaus.

In August 2020, the *Great American Outdoors Act* (GAOA) became law which will distribute \$9.5 billion over 5 years for deferred maintenance. By the beginning of October 2022, Interior had obligated more than \$1.58 billion in Great American Outdoors Act funding and initiated 222 projects under the Act. With an estimated budget of \$2.6 billion, Interior will address critical deferred maintenance and improve transportation and recreation infrastructure in national parks, national wildlife refuges and recreation areas, and at BIE schools. The Department is addressing outcomes related to this management challenge in strategic goal 4.

Infrastructure

Interior manages critical infrastructure that is instrumental to protecting the Nation's natural resources, supporting American jobs, and providing water to the Western United States. In November 2021, the *Infrastructure Investment and Jobs Act* (IIJA), also known as the *Bipartisan Infrastructure Law* (BIL), provided an investment to rebuild the Nation's aging infrastructure. The legislation distributes \$28.1 billion to Interior to restore critical habitats, address the drought crisis, assist with wildland fire management, and help communities prepare for extreme weather events. With the influx of IIJA funding, Interior will face challenges ensuring it can promptly deploy the funding, maintain staffing and resource capacity, produce reliable information, and establish appropriate program controls. The Department is addressing outcomes related to this management challenge in strategic goals 1, 2, 3, and 4.

MANAGEMENT CHALLENGE 2: DELIVERING CORE SERVICES

IT Security

Interior continues to face challenges in implementing an enterprise IT security program that balances compliance, cost, and risk while enabling bureaus to meet their diverse missions. The FY 2021 annual independent Federal Information Security Modernization Act (FISMA) audit identified weaknesses in Interior’s information security programs. The Department is working to improve its sustainability and resiliency of operations to protect its critical information assets from cyber exploitation and attack and ensure that employees and the public can rely on the confidentiality, integrity, and reliability of Interior’s data and information systems. The Department is addressing outcomes related to this management challenge in strategic goal 4.

Data Quality

Interior relies on a wide variety of data to perform its mission ranging from information about diversity, access, and equity for its decisions on staffing and contracts to geophysical and water quality information needed for its decisions about wetland management, mineral and resource leases, scientific and environmental research, and recreational site maintenance. The quality and accuracy of data substantially affects how effectively Interior accomplishes its mission. The OIG identified data reliability issues across a variety of Interior programs including concerns within the mineral leasing program, royalty reporting, a previous Freedom of Information Act review process, and the compensatory mitigation program. In the *FY 2022–2026 Strategic Plan*, Interior outlined plans to fully use the breadth of data within Interior to support planning and decisions and to harness technologies to expand data management to make it searchable, accessible, interoperable, and reusable for staff, collaborators, and the public. The Department is addressing outcomes related to this management challenge in strategic goal 4.

Energy

The Department has responsibility for balancing conservation and energy production. Revenue from energy resources is distributed to several federal programs, as well as to states, tribes, and Indian mineral owners. The OIG identified that Interior is challenged to manage complex energy operations, including collecting revenues, overseeing leasing, and ensuring that development is safe, efficient, and sustainable and with the inspection process for both onshore and offshore production activities. GAO identified that Interior continues to face challenges with ensuring that the federal oil and gas program provides a “fair return” to taxpayers. Interior is working to improve oil spill preparedness, inspection processes, and internal controls on revenues. The Department is addressing outcomes related to this management challenge in strategic goal 3.

Water and Power Management

The U.S. Bureau of Reclamation is the largest supplier and manager of water in the Nation and the second largest producer of hydroelectric power. Interior faces challenges in managing the delivery of water, protection of fish and wildlife habitat, and the generation of hydroelectric power during this ongoing historic drought. Interior will commit significant investments from the *Bipartisan Infrastructure Law* (BIL) to improve water efficiency and recycling programs, rural water projects, WaterSMART grants,

and dam safety to ensure that irrigators, tribes, and adjoining communities receive adequate assistance and support. The *Inflation Reduction Act* will provide much needed investment for drought mitigation in the West, with priority given to Colorado River Basin activities, including compensation for reduction in water diversions and funding for system conservation projects, and ecosystem restoration to address drought. The Department is addressing outcomes related to this management challenge in strategic goals 2, 3, and 4.

Responsibility to Native Americans

Interior is the primary federal agency charged with carrying out the United States' trust responsibility to American Indians and Alaska Natives. The OIG, for many years, has identified weaknesses in Bureau of Indian Education school facilities and cited numerous and significant financial management issues at the Bureau of Indian Affairs and the Bureau of Indian Education that leave federally funded programs and operations susceptible to fraud, waste, mismanagement, and abuse which impact Interior's ability to uphold the United States' trust responsibilities and to serve American Indians and Alaska Natives. Interior has committed to improving the relationship between the Federal Government and tribes through regular consultation with tribes, the Secretary's Tribal Advisory Council to inform policy, and transparent engagement. School facilities will continue to be improved as the Department continues to prioritize building safety issues. Interior will continue utilizing the Site Assessment and Capital Investment (SACI) program to assess the conditions of bureau-funded schools, resulting in a long-term facilities plan that is continuously updated and adjustable to changes in funding and criteria. The Department is continuing to invest in remote learning and broadband capabilities. The Department is addressing outcomes related to this management challenge in strategic goal 1.



Interior's Native American Heritage Month Event at Washington, D.C. on November 15, 2022.

Photo by Interior

MANAGEMENT CHALLENGE 3: ENSURING HEALTH AND SAFETY

Wildfire Management

Interior’s wildfire management program addresses wildfire response for more than 400 million acres of national parks, wildlife refuges and preserves, other public lands, and Indian reservations. In 2022, the National Interagency Coordination Center recorded 68,988 fires on all lands and over 7.5 million acres burned. With fire seasons now extended throughout the calendar year, there is a need for a strengthened year-round workforce with increased capacity that can respond at any time.

The *Bipartisan Infrastructure Law* (BIL) authorized an additional \$1.5 billion for Interior’s wildland fire management program to strengthen the resilience of communities and ecosystems by investing in rangeland restoration, hazardous fuels management, science, early wildfire detection technology, post-wildfire restoration activities, and federal wildland firefighters. In 2022, Interior implemented pay incentives for wildland firefighters. These incentives went to approximately 3,500 Interior firefighters and met the President’s commitment that no wildland firefighter would make less than \$15 per hour. During 2023, Interior and the Department of Agriculture are implementing special pay supplements for wildland firefighters. Further, the Administration is working to implement BIL initiatives to improve these firefighters’ mental health, safety, and well-being, and to improve their training and professional development opportunities. In addition, the Administration is working on improving compensation, workforce capacity, and other long-term reforms. The Department is addressing outcomes related to this management challenge in strategic goal 2.

Law Enforcement

The Department’s law enforcement responsibilities include service to Native communities as well as resource protection, regulation of wildlife and cultural trade and commercial activities, visitor safety, special event management, and crowd management across all Interior jurisdictions. The Department has devoted resources and is committed to overseeing law enforcement-related issues in the face of increased visitation, responsibilities, interest and scrutiny over policing, accountability, and enforcement priorities, while simultaneously facing a significant decrease in law enforcement staffing. These workforce challenges require the Department and bureau law enforcement programs to promote and implement policies and oversight to ensure operational consistency and implement policing practices to promote accountability, transparency, and public trust.

The Department is committed to investing and strengthening Interior law enforcement programs and is working to improve policies that enhance public trust. Through Interior’s Law Enforcement Task Force, the Department is working on recommendations to strengthen trust in its law enforcement programs; ensure appropriate policy and oversight is implemented; and ensure supportive resources are available for officer mental health, wellness, and safety. The Department is addressing outcomes related to this management challenge in strategic goal 4.

Agency Actions to Address Climate Impact

According to the *Fourth National Climate Assessment*, climate change is causing potentially harmful effects on marine and other animal life, increased high temperature extremes and heavy precipitation events, warming and rising seas, more frequent flooding, and increasing wildfires. Interior faces challenges in effectively and efficiently implementing its policies that confront the effects of climate change on its mission, programs, operations, and personnel. Interior’s *Climate Action Plan* emphasizes Interior’s role in protecting and mitigating impacts to public and tribal lands and lays out goals for climate adaptation and mitigation strategies that are both effective and equitable. The *Bipartisan Infrastructure Law* (BIL) and the *Inflation Reduction Act* (IRA) provide funding to help address climate change, restore ecosystems, address drought in the West, improve climate resiliency, and assist tribes, Native Hawaiian, and insular communities. The Department is addressing outcomes related to this management challenge in strategic goals 1, 2, 3, and 4.

GAO High Risk Areas

The *U.S. Government Accountability Office* (GAO) provides Congress, the heads of executive agencies, and the public with timely, fact-based, non-partisan information that can be used to improve government and save taxpayers billions of dollars. GAO’s work is done at the request of congressional committees or subcommittees or is statutorily required by public laws or committee reports, per congressional protocols. GAO maintains a High-Risk List, updated at the start of each new Congress, of programs and operations that are vulnerable to waste, fraud, abuse, or mismanagement, or in need of transformation. The Department is actively working to address the recommendations in the six identified high risk areas and make improvements to better achieve the Interior mission.

- ▶ *Ensuring the Cybersecurity of the Nation*
- ▶ *Improving Federal Management of Programs that Serve Tribes and Their Members*
- ▶ *Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks*
- ▶ *National Efforts to Prevent, Respond to, and Recover from Drug Misuse*
- ▶ *Management of Federal Oil and Gas Resources*
- ▶ *U.S. Government’s Environmental Liability*

Strategic Goals and Objectives

THE FY 2022–2026 STRATEGIC PLAN identifies strategic goals and strategic objectives that align with the priorities of the Biden-Harris Administration and Secretary Haaland to tackle the climate crisis; promote diversity, equity, inclusion, and accessibility; advance environmental justice; support tribal and Native communities; and support a strong outdoor recreation economy. The priorities are cross-cutting and support Interior’s achievement of the outcomes in the plan.

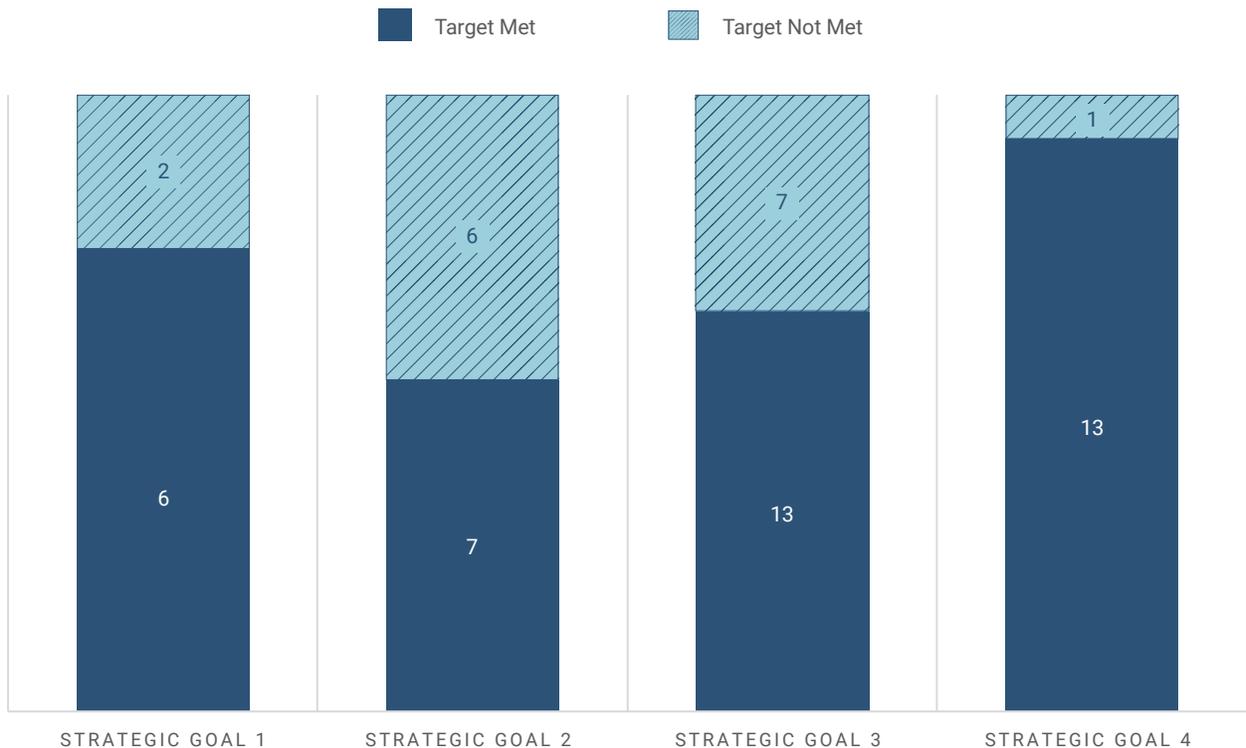
STRATEGIC GOAL 1	
OBJECTIVES	Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities
	1.1: Tribes and The U.S. Department of the Interior Have An Effective Government-to-Government Relationship and Trust and Treaty Obligations Are Upheld
	1.2: Tribal, Native Hawaiian, and Insular Communities Are Safe and Healthy
	1.3: Tribal, Native Hawaiian, and Insular Communities Have Economic Security and Growth
	1.4: Bureau of Indian Education Students Have the Education Necessary for Future Success
STRATEGIC GOAL 2	
OBJECTIVES	Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors
	2.1: Lands, Waters, and Heritage Are Conserved for Present and Future Generations
	2.2: Species, Habitats, and Ecosystems Are Protected, Sustained, and Healthy
	2.3: People Find Enjoyment and Take Pride In Our Lands and Heritage
STRATEGIC GOAL 3	
OBJECTIVES	Sustainably Balance the Use of Resources While Supporting Communities and the Economy
	3.1: Future Energy Needs Will Be Increasingly Met Through Renewable and Sustainable Sources
	3.2: Current Energy Needs Are Met Through Balanced Resource Use
	3.3: Land, Water, and Non-Energy Mineral Resources Support the Diverse Needs of Communities
STRATEGIC GOAL 4	
OBJECTIVES	Serve and Honor the Public Trust
	4.1: People, Communities, and Organizations Benefit from the U.S. Department of the Interior Data, Science, and Information
	4.2: Access to Opportunities, Services, and Resources is Equitable and Just
	4.3: The U.S. Department of the Interior Workforce is Diverse, Safe, Engaged, and Committed to the Mission
	4.4: There is Confidence and Satisfaction in the U.S. Department of the Interior

FY 2022 Performance Summary

INTERIOR PUBLISHED THE FY 2022-2026 STRATEGIC PLAN in 2022. The strategic plan sets the vision, strategic goals, and strategic objectives. This strategic plan established many new performance goals that look at outcomes that show how Interior’s work is having an impact. The Department tracks performance goals and those outcomes with performance measures. At the end of each fiscal year the performance measures are rated and compared to planned targets.

In FY 2022, Interior met 71 percent of the performance measure targets. Of the 55 performance measures with established targets, 39 measures met or exceeded their targets and 16 did not meet their targets. Interior was able to meet a high level of performance through efforts that included increased coordination between tribes and the Department, executing sound program and project management, and through availability of grants and funding that support Interior’s outcomes. There are many reasons why performance measures in FY 2022 did not meet the targets and these range from staffing and hiring issues, level of demand for permitting, to constructing and contracting issues and delays. The performance results of FY 2022 will inform future planning to ensure that Interior can continue to make better progress on the goals and objectives to deliver results for the American people.

FY 2022 PERFORMANCE RESULTS



Agency Priority Goals

AGENCY PRIORITY GOALS (APGS) are two-year goals with milestones that the Department updates quarterly on www.performance.gov. APGs support measurable improvements in near-term outcomes and advance progress toward the longer-term, outcome-focused strategic goals and strategic objectives. APGs reflect the top implementation-focused, performance improvement priorities of the Biden-Harris Administration and Interior leadership.

FY 2022–2023 AGENCY PRIORITY GOALS

STRATEGIC OBJECTIVE 1.1	Improve Tribal Land into Trust Processing				
	By September 30, 2023, the coordination of Indian Affairs, the Office of the Solicitor, and the Bureau of Land Management activities will reduce the average time of processing land into trust applications from 985 days to 365 days to better meet the principles and guidelines established in the Indian Reorganization Act and reaffirmed in the Indian Self-Determination and Education Assistance Act.				
	Performance Measure	Bureau	2022 Target	2022 Actual	2023 Target
Average number of days to process land into trust applications	BIA	N/A ¹	1089	365	

STRATEGIC OBJECTIVE 3.1	Facilitating Safe and Environmentally Responsible Offshore Wind Energy Development				
	By September 30, 2023, the Department of the Interior will complete plan reviews and environmental analyses for projects capable of cumulatively generating 14.8 gigawatts (GW) of commercial offshore wind energy capacity and hold 5 renewable energy lease sales to support the national goal of deploying 30 GWs of offshore wind capacity by 2030.				
	Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target
Cumulative GW of approved construction and operations plans for offshore wind projects	BOEM	N/A ²	0.93	14.8	
Cumulative number of commercial offshore wind lease sales held since FY 2022 consistent with the BOEM Leasing Strategy	BOEM	2	2	5	

STRATEGIC OBJECTIVE 3.3	Water Conservation and Supply Enhancement				
	By September 30, 2023, the Bureau of Reclamation will facilitate water conservation capacity of 55,236 acre-feet to help reduce the impact of drought.				
	Performance Measure	Bureau	2022 Target	2022 Actual	2023 Target
Annual increase in acre feet of water conservation capacity enabled to help address drought	USBR	45,494	93,449	55,236	

¹ No target was set for this measure in FY 2022.

² No target was set for this measure in FY 2022.

HOW TO USE THIS DOCUMENT

The Annual Performance Plan and Report is the Department’s performance plan for the next two fiscal years and report of the previous fiscal year. The plan translates the priorities, goals, and objectives of the Biden-Harris Administration and Secretary Haaland from the FY 2022–2026 Strategic Plan into performance goals and measures that can be assessed on an annual basis. The document is organized by the strategic goals and strategic objectives in the Strategic Plan. Each section under the strategic objective includes the following:

1. Identification and description of the strategic objective.
2. Strategic objective performance overview:
 - a. **Progress Summary**—Highlights of accomplishments that support progress on the strategic objective.
 - b. **Strategic Actions Planned**—Broad strategies the Department will implement to achieve the strategic objective in the upcoming fiscal years.
 - c. **Performance goals**—Customer-focused outcome goals that identify how the stakeholder benefits from Interior efforts.
 - d. **Performance Measures**—Measurements of progress toward the performance goal with annual targets for the next two fiscal years. Performance measure targets are set based on requested funding levels in the budget justifications, anticipation of successful execution of strategic actions, and treatment of any enterprise risks to the strategic goals, strategic objectives, or performance goals.
 - Baseline*—As new measures are being developed, some data is being baselined or data is being gathered in order to better target the measure in the future.
 - N/A*—Some target data is not available due to the need to baseline, or the measure will not be counted until a later year.

ACRONYMS OF BUREAUS AND OFFICES IN THE PERFORMANCE PLAN

AS-IA	<i>Assistant Secretary - Indian Affairs</i>	DOI	<i>Department-wide effort</i>
BIA	<i>Bureau of Indian Affairs</i>	FWS	<i>Fish and Wildlife Service</i>
BIE	<i>Bureau of Indian Education</i>	NPS	<i>National Park Service</i>
BLM	<i>Bureau of Land Management</i>	OCIO	<i>Office of the Chief Information Officer</i>
BOEM	<i>Bureau of Ocean Energy Management</i>	OIA	<i>Office of Insular Affairs</i>
BSEE	<i>Bureau of Safety & Environmental Enforcement</i>	OSMRE	<i>Office of Surface Mining Reclamation and Enforcement</i>
BTFA	<i>Bureau of Trust Funds Administration</i>	OWF	<i>Office of Wildland Fire</i>
CUPCA	<i>Central Utah Project Completion Act Office</i>	USBR	<i>Bureau of Reclamation</i>
DO	<i>Departmental Offices</i>	USGS	<i>U.S. Geological Survey</i>



STRATEGIC GOAL 1: Promote well-being, equity, and justice for tribes, American Indians, Alaska Natives, Native Hawaiians, and insular communities

ONE OF THE PRIMARY GOALS of the Department is to promote equity and justice for tribes, American Indians, Alaska Natives, Native Hawaiians, and insular communities. The scope of the Department's responsibilities includes fulfilling fiduciary trust responsibilities, supporting tribal self-governance and self-determination, and strengthening the government-to-government relationship between the Federal Government and tribal nations. Additionally, the Department funds 33 tribal colleges, universities, technical colleges, and post-secondary schools that provide quality education for students to equip them to meet the demands of the future. The Department also provides technical assistance through partnerships with Native Hawaiian and insular communities to efficiently and effectively secure and manage federal funds through planning and program activities.



Bureau of Indian Education was established to work with Native American communities to provide quality education opportunities for the next generation of Indian and Alaska Native leaders.

STRATEGIC OBJECTIVE 1.1: TRIBES AND THE U.S. DEPARTMENT OF THE INTERIOR HAVE AN EFFECTIVE GOVERNMENT-TO-GOVERNMENT RELATIONSHIP AND TRUST AND TREATY OBLIGATIONS ARE UPHELD

Objective Lead

Assistant Secretary for Indian Affairs

Objective Overview

The Department is the lead federal agency for upholding the trust and treaty responsibilities that the U.S. Government has with tribal nations. Interior is working to improve the government-to-government relationships with tribes and support tribal governments' rights of sovereignty, self-determination, and self-governance.

Progress Summary

Interior rated Strategic Objective 1.1 as a focus area for improvement. This was in part due to the challenges in standing up multiple new processes, actions, and investments; establishing cross governmental coordination and strategies to achieve results; and improving consultation with tribal governments. Over the course of the year, Interior conducted numerous consultations and held cross-governmental consultations that informed planning and investments to support the government-to-government relationships between the Federal Government and tribal governments.

At the end of FY 2022, this objective made significant progress in part by the coordination of the *White House Council on Native American Affairs* to bring federal agencies together; convening the first Secretary's Tribal Advisory Committee (STAC) to establish the first formal body for tribal leaders to engage in routine and robust conversations directly with the Secretary of the Interior; and engaging tribes on key issues such as broadband and the *Boarding School Initiative*. Interior also established an *Agency*

Priority Goal (APG) to improve the processing time of applications for fee to trust lands. In FY 2022, the APG made good progress to clear the backlog with the work focused on updating policies to improve the process to be able to enforce a new expedited timeline. By the end of FY 2023, the Department expects that processing times will be reduced for new applications. Additionally, BIA's Probate Services was designated a *High Impact Service Provider* (HISP) in FY 2022 to improve the customer experience for probate service users.

Strategic Actions Planned through FY 2024

- Build stronger government-to-government relationships with federally recognized tribes and engage in opportunities that promote sovereignty through meaningful consultations and shared technical expertise with tribal communities.
- Assess the impact of Federal Government plans, projects, programs, and activities on tribal trust resources and ensure through consultation that tribal governmental rights and concerns are considered during the development of such plans, projects, program, and activities.
- Remove procedural impediments to working directly and effectively with tribal governments on activities that affect the trust property and governmental rights of tribes.
- Collaborate across the Federal Government to address priority data issues impacting Indian Country through the Indian Country Data Working Group.

- Coordinate with tribes and the Inter-Tribal Buffalo Council on surplus bison donations from National Wildlife Refuges to promote ecological and cultural bison restoration goals and establish a bison management apprenticeship program for tribal youth.
- Enhance appropriate and meaningful engagement with the respectful and proper use and treatment of the Native Hawaiian Language (“Ōlelo Hawai‘i) in communication with the Native Hawaiian Community.
- Develop performance measures to assess progress for performance goals 1.1.1, 1.1.3, and 1.1.4 (see Appendix B).

Performance Goals

1.1.1 Interior enables programs and opportunities that advance tribal sovereignty³

1.1.2 Tribes can exercise their land rights

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.1.2.1 Average number of days to process land into trust applications	BIA	Baseline	1,089	365	365

1.1.3 Tribal consultations result in information exchange, mutual understanding, and generate ideas that inform decision-making

1.1.4 Tribes benefit from coordinated Federal Government-wide engagement

³ The Department is developing performance measures to support performance goals 1.1.1, 1.1.3, and 1.1.4. In future Annual Performance Plans and Reports, Interior will publish performance measures to support the Strategic Plan performance goals as they are developed.

STRATEGIC OBJECTIVE 1.2: TRIBAL, NATIVE HAWAIIAN, AND INSULAR COMMUNITIES ARE SAFE AND HEALTHY

Objective Lead

Assistant Secretary for Indian Affairs

Objective Overview

The Department is committed to inclusive, safe, and healthy societies that respect the rights and cultures of all. Through this commitment, the Department pledges improved safety and health conditions for American Indians and Alaska Natives and supports sustainable development in insular communities. It is important that communities are inclusive and stable while providing safe conditions for disadvantaged and vulnerable groups and persons. The Department's policies and strategies will provide support for tribes, Native Hawaiian, and insular communities that builds upon the need for equitable law enforcement, judiciary systems, family and education services, trust services, and investments in health-related initiatives and infrastructure.

Progress Summary

Interior focused on supporting safe and healthy communities and making information accessible to the communities through different methods. Through cross-governmental efforts Interior is making progress in this objective. In FY 2022, Interior awarded \$18.7 million to the U.S. Territories for health-related projects and initiatives. The Department also connected 294 tribal homes to potable water systems.

Secretary Haaland has made it a high priority to address the Missing or Murdered Indigenous Peoples crisis. Interior has worked with the Departments of Justice and Health and Human Services to develop strategies on how all federal agencies can work together to improve public safety in Indian country; continued to build the

Missing and Murdered Unit (MMU) which at the end of FY 2022 has investigated a total of 503 missing and murdered persons cases and has solved 68 missing persons cases and 5 murder cases since its inception; and Interior and the Department of Justice launched the Not Invisible Act Commission (NIAC), a cross jurisdictional advisory committee to propose recommendations to combat the Missing and Murdered Indigenous Peoples crisis. Through these efforts, Interior and the Federal Government are working to improve safety in Indian Country.

Improving Tribal Health and Safety Outcomes Through Data-informed Decision Making

In FY 2022, Interior conducted assessments on water systems and facilities owned by the Bureau of Indian Affairs to identify water sanitation deficiencies. Deliverables included an inventory of lead service lines to identify lead fixtures that need replacement and a sampling of BIA-owned water sources for per- and polyfluoroalkyl substances—known as PFAS to the public. Assessments identified systems that need funding, some of which qualify for funding under the Bipartisan Infrastructure Law. Knowledge gained from this assessment will be used to make data-informed decisions regarding resource distribution and prioritization to achieve the greatest benefit to health and reduction in violation vulnerability.

Strategic Actions Planned through FY 2024

- Improve public safety for tribes by filling critical public safety vacancies at the local tribal level as well as new positions for the Missing and Murdered Unit, ensuring effective utilization of public safety resources in service to tribal communities, and updating performance data to better gauge effectiveness of the violent crimes program.
- Assess tribal court readiness at various locations throughout Indian Country related to the provisions of the Violence Against Women Act of 2022 (VAWA) and the Tribal Law & Order Act (TLOA) as well as assess overall tribal court processes.
- Support routine and preventive maintenance of critical Interior infrastructure, increase coordination of rehabilitation and reconstruction of BIA owned bridges, and increase the number of road and bridge safety inspections/audits with funds and investments from the *Bipartisan Infrastructure Law* (BIL) to support tribal communities.
- Construct treatment plants, storage tanks, pumping stations, and pipelines to connect tribal homes to water systems. Projects under active construction include Fort Peck Reservation/Dry Prairie Rural Water Project, Garrison Diversion Unit-Rural Water Component, Rocky Boys/North Central Montana Rural Water System, and Navajo-Gallup Water Supply Project.
- Fund healthcare operations projects that respond to emergent needs of insular communities, provide for proactive planning and execution of programs that serve insular communities, and invest in healthcare infrastructure and operations.
- Fund healthcare infrastructure projects that address facilities’ needs, including repairs and preventive maintenance, to ensure operability and availability of healthcare facilities for insular communities.
- Identify excess federal property and implement new land boundary survey activities in Hawaii to advance the restoration of lands to the Hawaiian Home Lands Trust.
- Improve coordination of Interior bureaus to prevent the extinction of iconic, endemic Hawaiian forest birds.
- Implement natural and cultural resource conservation actions to establish a new Native Hawaiian Climate Resilience Program (Kapapahuliau).
- Develop performance measures to assess progress for performance goal 1.2.5 (see Appendix B).

Performance Goals

1.2.1 Tribal communities are safe

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.2.1.1 Offense clearance rate of crimes against persons	BIA	51.56%	52.53%	52.52%	52.52%
<i>Total Part I criminal offenses cleared</i>	BIA	4,583	2,054	2,054	2,054
<i>Total Part I criminal offenses reported</i>	BIA	8,888	3,911	3,911	3,911

1.2.2 Tribal communities have safe and reliable public services

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.2.2.1 Number of BIA miles in acceptable condition based on the Service Level Index	BIA	12%	13%	12%	13%
<i>BIA roads in acceptable Condition</i>	BIA	3,550	3,725	3,603	3,670
<i>Total BIA road miles</i>	BIA	29,180	29,177	29,168	29,175
1.2.2.2 Number of families served through the Housing Program	BIA	N/A	N/A	Baseline	Baseline
<i>Number of families served by the Housing Program</i>	BIA	N/A	N/A	Baseline	Baseline
<i>Number of families applying for the Housing Program</i>	BIA	N/A	N/A	Baseline	Baseline
1.2.2.3 Number of homes connected to potable water systems serving tribal communities	USBR	92	194	1,065	50

1.2.3 Residents in insular communities have increased access to quality health care

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.2.3.1 Amount of funding awarded for health-related projects (in millions)	OIA	\$13.5 M	\$18.7 M	\$13.5 M	\$11.5 M

1.2.4 Native Hawaiian trust resources are protected and preserved⁴

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.2.4.1 Percentage of restored lands to the Hawaiian Home Lands Trust pursuant to the Hawaiian Home Lands Recovery Act	DO	Baseline	N/A	21%	21%
<i>Total value of land restored in millions</i>	DO	Baseline	N/A	\$3 M	\$3 M
<i>Total value of land in millions</i>	DO	Baseline	N/A	\$14 M	\$14 M
1.2.4.2 Number of areas with land boundary surveys initiated for the Hawaiian Home Lands Trust	DO	Baseline	N/A	1	1
1.2.4.3 Number of actions taken to protect significant Hawaiian cultural and natural resources	DO	2	2	2	2

1.2.5 Tribes' native language are revitalized⁵

⁴ No targets set in FY 2022 to allow for baselining data for performance measures 1.2.4.1 and 1.2.4.2. FY 2023 targets are estimated based on mid-year 2022 data.

⁵ The Department is developing performance measures to support performance goal 1.2.5. In future Annual Performance Plans and Reports, Interior will publish performance measures to support the Strategic Plan performance goals as they are developed.

STRATEGIC OBJECTIVE 1.3: TRIBAL, NATIVE HAWAIIAN, AND INSULAR COMMUNITIES HAVE ECONOMIC SECURITY AND GROWTH

Objective Lead

Assistant Secretary for Indian Affairs

Objective Overview

Interior has a long-standing commitment to supporting enhanced quality of life and promoting economic opportunity for tribes, American Indians, and Alaska Natives. However, tribal, Native Hawaiian, and insular communities have historically been unable to fully benefit from economic growth and, in many cases, have been disproportionately excluded from economic opportunities. The Department is investing in strategies to support these communities in developing and growing their local economies; leverage infrastructure investments and opportunities which facilitate job creation and stimulate economic activity; strengthen resilience and environmental justice; and improve financial literacy and the application of financial assistance.

Progress Summary

Interior's commitment to promoting economic development in Indian country is bolstered by progress to expand and enhance procurement and contracting opportunities for Indian owned businesses. The Department issued the final revised Buy Indian Act Implementing Rule in April 2022, which provides the Department with authority to set aside procurement contracts for Indian-owned and controlled businesses. These revisions eliminate barriers to Indian Economic Enterprises from competing on certain construction contracts, expand Indian Economic Enterprises' ability to subcontract construction work consistent with other socio-economic set-aside programs, and give greater preference to Indian Economic Enterprises when a deviation from the Buy Indian Act is necessary, among other updates. The updated regulations will

support Interior's efforts to increase the share of government-wide contract dollars awarded to small and disadvantaged businesses and underserved communities.

Interior allocated \$2.7 million in funding to support feasibility studies and planning activities for the installation or expansion of tribal broadband internet. The National Tribal Broadband Grant program is expected to improve the quality of life, spur economic development and commercial activity, and create opportunities for self-employment in tribal communities. Feasibility

Advancing Equity Through Investments in Indian-Owned Small Businesses

In support of the Bipartisan Infrastructure Law orphaned well programing, the Bureau of Land Management held virtual Industry Day Sessions in June 2022 for multiple award contracting. As a result of data gathered from these sessions and subsequent evidence building, it was recommended that two of the four regional award pools for the Indefinite Delivery Indefinite Quantity (IDIQ) solicitations would be set aside entirely for Indian-owned Small Business Economic Enterprises (ISBEEs). In addition to expanding access to department-wide opportunities, IDIQs will be open to usage by the U.S. Forest Service and are expected to have a substantive impact on public and environmental health within tribal communities.

studies funded through the program will assist tribes in making informed decisions regarding deployment or expansion of broadband in their communities.

In FY 2022, Interior awarded \$2.3 million to the U.S. Territories for technical assistance and projects that supported economic development-related activities ranging from grants providing resources for road improvement projects in the U.S. Virgin Islands, leveraging aquaculture technology to enable a sustainable and economically viable mangrove crab farming industry in the Commonwealth of the Northern Mariana Islands, investments in a shipyard in American Samoa, and a summer youth employment program in Guam. The National Scenic and Historic Trail (NSHT) program partnered with the American Indian Alaska Native Tourism Association (AIANTA) to support the Native American Tourism & Improving Visitor Experience (NATIVE) Act and assisted underrepresented communities to pilot and promote tribal tourism along NSHTs. Interior also assisted tribes with the integration of federal employment, training, and related services in order to provide employment opportunities for clients.

The Department is also working to improve its customer experience for all. The Bureau of Trust Funds Administration (BTFA) is a High Impact Service Provider (HISP) and in FY 2022 assessed the Digital Service Delivery Capacity, finalized the Individual Indian Money journey map which defined a compelling vision, conducted a maturity assessment, and prepared to launch the first ever Tribal Relationship Survey. These efforts are improving the experience for the tribes and tribal members for whom Interior manages accounts and investments.

Strategic Actions Planned through FY 2024

- Finalize and implement a performance management framework to support the FY 2022 revised Buy Indian Act Implementation Rule.
- Coordinate with the 477 Tribal Workgroup to conduct a review of the P.L. 102-477 plan to update the MOA for unsubsidized employment, with a focus on steps for review and approval as well as the development of new reporting forms used in the process.
- Improve financial literacy for beneficiaries by providing 16 training sessions so that they can make informed decisions regarding their Indian Trust Funds.
- Invest in economic development activities and fund public infrastructure projects that attract investment and provide technical assistance for economic development activities in insular communities.
- Implement a new Native Hawaiian Climate Resilience Program (Kapapahuliau) to promote Native Hawaiian Community capacity building actions.

Performance Goals

1.3.1 Communities benefit from full and equitable participation in the American economy

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.3.1.1 Total average gain in earnings of participants that obtain unsubsidized employment through the Job Placement Training program	BIA	\$9.50	\$10.29	\$13.00	\$13.00
<i>Total wage gains/losses for participants entering unsubsidized employment</i>	BIA	\$34,200	\$49,384	\$46,800	\$46,800
<i>Participants that enter unsubsidized employment</i>	BIA	3,600	4,800	3,600	3,600

1.3.2 Insular communities benefit from activities and investments that promote economic development

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.3.2.1 Amount of funding awarded for economic development activities (in millions)	OIA	\$1.5 M	\$2.3 M	\$1.5 M	\$1 M

1.3.3 American Indian and Alaska Native beneficiaries have the necessary information to make informed decisions about their trust assets

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.3.3.1 Number of training sessions provided to beneficiaries on financial literacy	BTFA	12	13	14	16

1.3.4 Native Hawaiian communities’ organizations have viable means of capacity-building, self-determination, and ability to promote economic self-reliance

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.3.4.1 Number of implemented advocacy programs that support capacity-building, self-determination, and economic well-being	DO	3	3	3	3
1.3.4.2 Number of Native Hawaiian organizations supported through the implementation of the NATIVE Act	DO	15	11	10	10

STRATEGIC OBJECTIVE 1.4: BUREAU OF INDIAN EDUCATION STUDENTS HAVE THE EDUCATION NECESSARY FOR FUTURE SUCCESS

Objective Lead

Assistant Secretary for Indian Affairs

Objective Overview

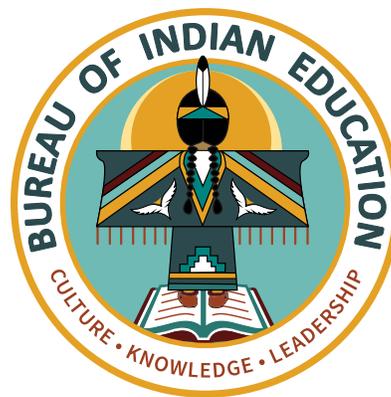
The Bureau of Indian Education's (BIE) mission is to provide students at BIE-funded schools with a culturally relevant, high-quality education that prepares students with the knowledge, skills, and behaviors needed to flourish in the opportunities of tomorrow, become healthy and successful individuals, and lead their communities and sovereign nations to a thriving future that preserves their unique cultural identities. Students succeed when the Department devotes energies to continuously improve their experiences in and out of the classroom. Through BIE, the Department continues to enrich the lives of each student and lay a path for future success while supporting their cultural traditions and Native languages.

Progress Summary

Interior's strategy is focused on student achievement and success in the future. The Department has made good progress in this objective and addressed GAO recommendations by increasing investments in schools, teachers, and students. In FY 2022, BIE continued to meet the challenges of the COVID-19 pandemic by leveraging innovation and strengthening resilience across the organization including strengthening online learning and technology in the classroom; targeting facility investments to address public health conditions; increasing mental and behavioral health support for students and staff; improving parent engagement; and expanding strategies to retain and recruit teachers. Interior also worked to improve BIE facilities. Efforts included expanding the capacity to conduct Facility Condition Assessments,

improving oversight and technical assistance to tribal organizations to enhance tribal capacity to manage major construction projects, and promoting training and awareness of enhanced delivery of operation and maintenance and minor facilities improvements and repairs at the local facility level to affect future reductions in the growth of deferred maintenance backlogs at schools to improve facility conditions.

On January 6, 2022, Interior announced a new logo for the BIE. The initial logo design was created by Kayla Jackson, a member of the Pyramid Lake Paiute Tribe who is also a graduate of the Bureau's Haskell Indian Nations University located in Lawrence, Kansas. The center of the logo is an Indigenous student placed on an open book indicating the power of knowledge and lifelong learning. The four lines on the book represent the four directions, the four seasons, the four stages of life and four sacred plants. The logo represents the ongoing commitment of the BIE to its mission as it provides educational services to its students and tribal communities. This is the first logo for BIE since becoming a bureau in 2006.



BIE Logo released on January 6, 2022.

Strategic Actions Planned through FY 2024

- Invest in information technology (IT) to deliver comprehensive online educational courses to students and professional development opportunities for teachers and staff.
- Strengthen outreach and recruitment of highly qualified students for internships and careers in education and target underserved tribal communities with culturally relevant education and career pathways.
- Establish a School Operations Office of Self-Determination to strengthen development of tribal capacity and promote maximum Indian participation in BIE funded educational programs and services.
- Improve understanding of the current levels of deferred maintenance to improve awareness and ability to target actual deferred maintenance which will improve the condition of schools and allow for managers to better address those schools that are on the threshold of falling into Poor condition.
- Promote training and awareness of enhanced delivery of operations and maintenance and minor facilities improvements and repairs at the local facility level to affect future reductions in in the growth of deferred maintenance backlogs at schools.
- Improve oversight and technical assistance to tribal organizations to enhance tribal capacity to manage major construction projects.

Performance Goals

1.4.1 BIE students have better learning outcomes

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.4.1.1 Percentage of students in BIE-funded schools who complete a regular high school diploma within four years of their 9th grade entry date	BIE	66%	54%	54%	54%
<i>Number of students in a BIE funded school who earned a regular high school diploma within four years</i>	BIE	1,948	1,518	1,518	1,518
<i>Number of students who were enrolled in a BIE funded school⁶</i>	BIE	2,952	2,814	2,814	2,814

1.4.2 BIE students have access to better school facilities

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
1.4.2.1 Percentage of students in BIE school facilities in acceptable condition	AS-IA	66%	60%	66%	66%
<i>Number of students enrolled in BIE school sites in acceptable condition</i>	AS-IA	27,103	22,639	27,103	27,254
<i>Total number of students enrolled in BIE school sites</i>	AS-IA	41,295	37,719	41,295	41,295

⁶ The number of students enrolled in BIE funded schools is projected based on most recent data.



STRATEGIC GOAL 2: Conserve, protect, manage, and restore natural and cultural resources in the face of climate change and other stressors

Interior is a steward of more than 480 million acres of public lands, accounting for approximately 20 percent of the nation's land mass, over 700 million acres of subsurface minerals, and over 2.5 billion acres of the Outer Continental Shelf. Interior ensures that America's natural endowment, the natural land and water resources of the United States, is managed for the benefit, use, and enjoyment of current and future generations. In the face of climate change and other stressors, the Department uses the best available science, evidence-based natural resource management techniques, technology, engineering, and partnerships and alliances to guide stewardship of public lands and waters.



North American river otters in Grand Teton National Park in Wyoming.

STRATEGIC OBJECTIVE 2.1: LANDS, WATERS, AND HERITAGE ARE CONSERVED FOR PRESENT AND FUTURE GENERATIONS

Objective Lead

Assistant Secretary for Land and Minerals Management

Objective Overview

Interior manages public lands and minerals, national parks, and wildlife refuges and upholds federal trust responsibilities to Indian tribes and Native Alaskans. Furthermore, Interior regulates management and leads conservation and protection of federally listed endangered and threatened species, migratory birds, and other federal trust species. The worsening impacts of climate change pose an imminent threat to nature and society, and the well-being of future generations. Recognizing this immediate crisis, Interior commits to taking bold action to steward the nation's public lands, strengthen important environmental protections, pursue environmental justice, and honor our relationships with tribal nations.

Interior recognizes that successful land stewardship requires a holistic approach including engagement, cooperation, and partnering with neighboring landowners, land managers, and a diverse array of stakeholders. Interior will prioritize the remediation of legacy pollution, an essential component in improving public health and safety, especially for vulnerable communities. Interior will expand its efforts in collaborative conservation to care for and more effectively tell the story of our nation's national parks, monuments, seashores, wildlife refuges, wilderness areas, national conservation lands, and cultural resources. Using science as a guide, Interior will engage federal, state, local and tribal entities to restore, protect,

and preserve the places, stories, objects, and artifacts of our shared Nation that have become more fragile and vulnerable in the face of climate change and societal and economic pressures.

Progress Summary

In addressing legacy pollution, Interior provided grants to help states complete closure and remediation of high priority abandoned coal mine lands and close orphaned oil and gas wells. In furtherance of our trust responsibilities, grants were awarded to address orphaned oil and gas wells on tribal lands. In efforts to preserve and learn from our nation's heritage, Interior's museum community worked to increase the online discoverability of museum collections. Interior used the Land and Water Conservation Fund to acquire over 37,000 acres, including 860 acres of historic battlefield land, that are now federally protected within the boundaries of the National Park Service.

Interior made significant advances in development of a Protected Areas Database of the United States (PAD-US), America's official national inventory of U.S. terrestrial and marine protected areas, with new contributions from 8 federal agencies and 3 states. PAD-US is foundational in measuring progress towards landscape conservation goals. Interior also improved management across millions of acres of wilderness by instituting a national database to monitor trends on the preservation of wilderness characteristics and trained staff on wilderness management. Assessment, Inventory and Monitoring work was initiated and prioritized on National Scenic and Historic Trails in Nevada,

Utah, Alaska, and New Mexico. This standardized data collection is gaining traction across agencies and proves to be a valuable decision support tool in informing resource management planning efforts, ensuring the protection of the nature and value of congressionally designated trails.

Strategic Actions Planned through FY 2024

- Develop a comprehensive inventory of coal and hardrock abandoned mine lands (AML) and orphaned oil and gas well (OW) sites to align and track program activities, conduct equity analysis, and improve budget and planning.
- Conduct an evaluation on the benefits of AML reclamation and OW remediation, focusing on affected disadvantaged communities.
- Prioritize improving the AML and OW grant processes.
- Increase the number of digital platforms approved for Department-wide use to make more museum collections available online to the public for research, education, and enjoyment.
- Continue development of the American Conservation and Stewardship Atlas to provide an integrated view of on-the-ground conservation, restoration, and stewardship activities.
- Develop performance measures to assess progress for performance goals 2.1.1 and 2.1.2 (see Appendix B).

Performance Goals

2.1.1 The public and the environment benefit from conserving 30 percent of America’s lands and waters by 2030 in support of America the Beautiful⁷

2.1.2 Land, water, and people are protected from the harmful effects and dangers of abandoned mines and orphaned oil and gas wells

2.1.3 Current and future generations have access to, and can learn from, cultural heritage resources and artifacts that are protected and conserved

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.1.3.1 Percentage of museum collections that are discoverable online	DOI	Baseline	12%	Baseline	Baseline ⁸

⁷ The Department is developing performance measures to support performance goals 2.1.1 and 2.1.2. In future Annual Performance Plans and Reports, Interior will publish performance measures to support the Strategic Plan performance goals as they are developed.

⁸ FY 2022 actual data was collected which requires ongoing synthesis and refinement to baseline targets for FY 2023 and 2024.

STRATEGIC OBJECTIVE 2.2: SPECIES, HABITATS, AND ECOSYSTEMS ARE PROTECTED, SUSTAINED, AND HEALTHY

Objective Lead

Assistant Secretary for Fish and Wildlife and Parks

Objective Overview

The Department is responsible for the protection of fish, wildlife, native plants, and the ecosystems that support them. This trust responsibility transcends jurisdictional boundaries and includes oversight and actions that affect all 1,683 species listed under the *Endangered Species Act* and more than 1,000 migratory birds that receive federal protection under the *Migratory Bird Treaty Act*. Interior’s strategy includes managing invasive species, restoring lands and waters to a condition that is self-sustaining, and ensuring that habitats support healthy native wildlife populations. Interior will combat domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement. Furthermore, Interior’s strategy for wildland fire management across more than 400 million acres of public and tribal lands includes strengthening Interior wildland fire preparedness, improving year-round response to wildfires (as fire seasons are prolonged due to climate change), and increasing fuels management and burned area rehabilitation efforts.

Progress Summary

Interior made notable progress towards this objective. Wildland fire preparedness and response needs were met, and increased investments in preventative measures such as prescribed fire and other fuels management work were made. In addition, Interior continued improvements for its wildland fire workforce as reflected in improvements to pay, staffing, and health and wellness.

Climate-informed Adaptive Management— a RAD approach: Resist-Accept-Direct

The U.S. Fish and Wildlife Service (FWS) is developing strategies that empower managers to help people, ecosystems, and wildlife adapt to impacts of climate change. Through conservation partnerships, and applying a new framework built upon decades of research: The RAD framework provides three pathways to consider: *Resist* uses traditional wildlife management actions to counteract changes and restore habitats and populations to baseline conditions. *Accept* is a conscious decision to take a hands-off approach to the transformation and accept the loss of some species and habitats and the establishments of others. *Direct* allows managers to incorporate future projections of the land and steer change in ways that continue to support biodiversity and provide ecosystem services.

Some of FWS-managed lands using RAD include: Billy Frank Jr. Nisqually NWR, Washington; Chassahowitzka NWR, Florida; and, Kenai NWR, Alaska.

Interior’s Bureau of Land Management removed 20,193 wild horses and burros from overpopulated rangelands and applied fertility control treatments to 2,055 animals gathered and returned to the range. *Seeds of Success* (SOS) crews completed 424 native seed collections across the western U.S., trained more than 100 participants, and began the transition from paper data forms to digital data collection. The 20-year national native seed collecting program has amassed nearly 27,000 seed collections to date.

The Department’s invasive species efforts are guided by the *Interior Invasive Species Strategic Plan*. *Examples of efforts in* FY 2022 include providing \$4.3 million in grant funding through the Office of Insular Affairs to U.S. Territories for invasive species control and eradication; building capacity to manage infestations, including the creation of five new USFWS strike teams to manage priority infestations across the Refuge System; and delivering targeted invasive species control and other management projects across Interior managed public lands, such as 378,694 acres of treatments by BLM. Furthermore, Interior leveraged funding through BIL to make substantial progress on Hawaiian forest bird conservation and other priority projects identified by tribes and U.S. Territories. Interior also prioritized “3 in 3 for the WIN,” an effort to advance three signature invasive species initiatives in three years: wildfire and invasive species (W); islands and invasive species (I); and a National Early Detection and Rapid Response Framework (N). Each endeavor has a strong network of federal and nonfederal partnerships, a solid foundation of science-based solutions, and opportunities for near-term success.

Strategic Actions Planned through FY 2024

- Establish a restoration service center to increase capacity to restore aquatic resources affected by past and present impacts, such as aquatic invasive species, wildfire, drought, and floods; and maintain or increase their resistance and resilience to the impacts of climate change.
- Increase capacity to acquire, protect, and manage federal reserved and state-based water rights and negotiate agreements to ensure water of sufficient quantity and quality is physically and legally available to sustain resilient aquatic resources and other beneficial uses on public lands.
- Implement the *National Seed Strategy* through a nationwide network of seed collectors, farmers and growers, nurseries, seed storage facilities, and research to develop science-based native seed mixes to restore resilient ecosystems and support the implementation of restoration projects.
- Increase applications of Nature-based Solutions to address natural resource management needs while simultaneously providing societal benefits.
- Improve plant materials development through wildland native seed collection, native seed conservation, and training in seed use for restoration, which are critical to restoring degraded habitats and improving fire resilience in fire prone areas.
- Strengthen co-stewardship of federal lands and waters in a manner that protects the treaty, religious, subsistence, and cultural interests of federally recognized Indian tribes including the Native Hawaiian Community.
- Develop performance measures to assess progress for performance goal 2.2.5 (see Appendix B).

Performance Goals

2.2.1 Domestic and international species are protected and conserved

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.2.1.1 Percentage of competitive funding awarded to international species conservation projects with moderate to strong levels of evidence	FWS	Baseline	N/A	Baseline	Baseline
<i>Number of federal awards with strong evidence</i>	FWS	Baseline	N/A	Baseline	Baseline
<i>Number of federal awards competitively awarded</i>	FWS	Baseline	N/A	Baseline	Baseline
2.2.1.2 Number of products, tools and methods that resulted in informed decisions that advance on-the-ground conservation for pollinators	FWS	Baseline	93	94	103
2.2.1.3 Percentage of all migratory bird species that are at healthy and sustainable levels	FWS	76%	76%	76%	76%
<i>Total number of migratory bird species that are healthy and sustainable</i>	FWS	831	831	831	831
<i>Total number of all migratory bird species</i>	FWS	1,093	1,093	1,093	1,093
2.2.1.4 Number of Seeds of Success collections made for native plant community restoration	BLM	1,000	481	1,200	1,500
2.2.1.5 Percentage of priority 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	28%	29%	29%	29%
<i>Number of fish species of management concern that are self-sustaining</i>	FWS	52	55	55	55
<i>Total number of fish species of management concern</i>	FWS	187	187	187	187
2.2.1.6 Number of fish passage barriers removed or bypassed to achieve landscape scale connectivity for high priority species	FWS	195	214	167	301
2.2.1.7 Percentage of intact native plant communities across the U.S.	BLM	50%	61%	62%	50%
<i>Acres of BLM-managed land with intact native plant communities</i>	BLM	76,350,000	95,710,000	94,711,931	76,350,000
<i>Acres of BLM-managed upland rangelands</i>	BLM	152,700,000	157,155,820	152,700,000	152,700,000
2.2.1.8 Percentage of BLM streams with healthy, sustainable habitats for water dependent fish and wildlife	BLM	60%	55%	55%	60%
<i>Miles of BLM-managed healthy streams and rivers</i>	BLM	77,067	11,689 ⁹	70,644	77,067
<i>Total miles of BLM-managed streams and rivers</i>	BLM	128,445	21,253	128,445	128,445
2.2.1.9 Percentage of wild horse and burro populations in balance with their habitats	BLM	41%	53%	70%	56%
<i>Herd Management Areas in balance with their habitat (total number of HMA=177)</i>	BLM	73	94	124	100

⁹Actuals for FY 2022 were reduced due to Alaska streams and rivers not included in the total.

2.2.2 Threatened and endangered species and other trust species are protected and are on a path to recovery

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.2.2.1 Percentage of threatened or endangered species with a final recovery plan	FWS	72%	73%	89%	89%
<i>Number of threatened or endangered species with a final recovery plan</i>	FWS	1,200	1,219	1,430	1,430
<i>Total number of threatened or endangered species</i>	FWS	1,674	1,674	1,606	1,600
2.2.2.2 Percentage of proposed threatened or endangered species listings with proposed critical habitat done concurrently	FWS	60%	14%	67%	71%
<i>Number of proposed rules to list a species with proposed critical habitat</i>	FWS	18	15	16	24
<i>Total number of proposed rules published to list a species</i>	FWS	30	109	24	34
2.2.2.3 Number of threatened and endangered species recovery activities implemented	USBR	118	120	103	103

2.2.3 Public lands, waters, and facilities and those of our neighbors and partners are not negatively impacted by invasive species

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.2.3.1 Percentage of baseline acres infested with target invasive plant species that are under control	DOI	0.2%	0.5%	0.2%	0.2%
<i>Acres infested with target invasive plant species that are under control</i>	DOI	229,136	462,010	260,903	209,150
<i>Baseline acres infested with invasive plant species</i>	DOI	108,496,831	89,456,403	108,906,234	105,423,508
<i>Percentage of baseline acres infested with target invasive plant species that are under control</i>	BLM	0.1%	0.5%	0.2%	0.2%
<i>Acres infested with target invasive plant species that are under control</i>	BLM	144,492	378,694	168,000	140,000
<i>Baseline acres infested with invasive plant species</i>	BLM	103,180,000	86,648,232	103,035,508	102,867,508
Percentage of baseline acres infested with target invasive plant species that are under control	USBR	N/A	N/A	Baseline ¹⁰	Baseline
<i>Acres infested with target invasive plant species that are under control</i>	USBR	N/A	N/A	Baseline	Baseline
<i>Baseline acres infested with invasive plant species</i>	USBR	N/A	N/A	Baseline	Baseline
<i>Percentage of baseline acres infested with target invasive plant species that are under control</i>	FWS	1.1%	0.8%	1.0%	1.1%
<i>Acres infested with target invasive plant species that are under control</i>	FWS	34,444	26,343	33,103	26,283
<i>Baseline acres infested with invasive plant species</i>	FWS	3,166,831	3,166,831	3,270,726	3,270,726

¹⁰ In FY 2023, USBR is rebaselining performance measure 2.2.3.1 to update data collection methods.

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
Percentage of baseline acres infested with target invasive plant species that are under control	NPS	2.3%	2.2%	2.3%	2.5%
<i>Acres infested with target invasive plant species that are under control</i>	NPS	50,200	56,973	59,800	63,750
<i>Baseline acres infested with invasive plant species</i>	NPS	2,150,000	2,641,340	2,600,000	2,550,000

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.2.3.2 Percentage of invasive animal species populations that are under control	DOI	9.1%	7.4%	8.5%	7.6%
<i>Invasive animal species populations under control</i>	DOI	310	253	291	262
<i>Invasive animal species populations</i>	DOI	3,422	3,433	3,413	3,449
Percentage of invasive animal species populations that are under control	FWS	5.4%	4.5%	4.8%	4.3%
<i>Invasive animal species populations under control</i>	FWS	100	84	91	80
<i>Invasive animal species populations</i>	FWS	1,862	1,862	1,878	1,878
Percentage of invasive animal species populations that are under control	NPS	13.5%	10.8%	13.0%	11.6%
<i>Invasive animal species populations under control</i>	NPS	210	169	200	182
<i>Invasive animal species populations</i>	NPS	1,560	1,571	1,535	1,571

2.2.4 Interior-managed lands have a reduced risk from wildfire and fire’s negative impacts

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.2.4.1 Percentage of Interior-managed landscape acres where Wildland Fire Management actions helped achieve desired conditions	OWF	43%	41%	41%	42%
<i>Burnable landscape acres in desired condition</i>	OWF	194,277,499	182,189,417	181,382,731	189,306,357
<i>Total burnable acres on Interior landscapes</i>	OWF	447,806,489	447,806,489	447,806,489	447,806,489

2.2.5 Habitats and ecosystems are protected through appropriate co-stewardship and use of tribal and indigenous traditional ecological knowledge¹¹

¹¹ The Department is developing performance measures to support performance goal 2.2.5. In future Annual Performance Plans and Reports, Interior will publish performance measures to support the Strategic Plan performance goals as they are developed.

STRATEGIC OBJECTIVE 2.3: PEOPLE FIND ENJOYMENT AND TAKE PRIDE IN OUR LANDS, WATERS, AND HERITAGE

Objective Lead

Assistant Secretary for Fish and Wildlife and Parks

Objective Overview

There is a long history of Americans and visitors to the United States, finding adventure and enjoyment in outdoor recreation, learning from historic locations, and being in places where they can find a personal connection to nature and our heritage. The Department balances preservation, conservation, and opportunities for visitors to recreate and enjoy public lands. Visitors can enjoy hiking, camping, climbing, boating, wildlife viewing, hunting, and fishing. The Department provides educational and interpretive services through programs, visitor centers, exhibits, publications, and online learning resources that connect visitors to the Nation's natural and cultural resources and foster an understanding of their value that leads to lifelong stewardship. Public lands are available for visitors to reflect, take pride in, and enjoy.

Progress Summary

Interior rated this strategic objective as having noteworthy progress. The Interior strategies supported enhanced outdoor recreation, public land access, public engagement, and climate resiliency. Interior promoted public lands for recreational use and improved access to recreation and outdoor spaces for underserved communities. Interior invested in the Youth Corps and partnered with states, tribes, and local communities to recruit and engage young people in activities to sustain and improve the health, diversity, and productivity of public lands. Projects ranged from maintenance work, trail crews, and STEM opportunities with efforts that focus on Native youth, veterans, and individuals with disabilities or from underserved communities and underrepresented populations.

The Fish and Wildlife Service (FWS) and the National Park Service (NPS) are Interior's two High Impact Service Providers that supported this strategic objective in FY 2022. FWS is initiating digital approaches to facilitate recreation on FWS lands and improve the [Recreation.gov](https://www.recreation.gov) permit platform. NPS was named a High Impact Service Provider in FY 2022, with two designated services: [Volunteer.gov](https://www.volunteer.gov) and the NPS Digital Experience. In FY 2022, NPS completed initial action planning for these efforts.

An Interagency Effort to Quantify and Qualify Volunteer Contributions to Public Lands

The National Park Service and the Bureau of Land Management are working collaboratively with the Federal Interagency Volunteer Team and the Volunteer.gov Business User Group, to pilot and implement a volunteer reporting system, projected to be available in the spring of FY 2023. This system will support the Department in more efficiently and consistently tracking volunteer contributions to public lands. Annual volunteer data can provide trend information on number of individual volunteers, total number of hours contributed, value of service, and benefiting program areas. Volunteer program data collection allows the Department to communicate the important role volunteers play as stewards of public lands and presents a cogent, agency-wide picture of volunteer contributions to internal and external stakeholders.

Strategic Actions Planned through FY 2024

- Expedite the development of BLM’s online permit applications system, to streamline the permit and use authorization process and help inform and educate the public.
- Correct or remove barriers at recreation sites or facilities to enhance visitor health and safety and improve access for people with disabilities.
- Continue opportunities for volunteer service and employment for underserved youth, tribes and veterans through the Youth Corps Program projects supporting recreation on public lands for present and future generations.
- Improve the online resources [Recreation.gov](https://www.recreation.gov) and [Volunteer.gov](https://www.volunteer.gov), as well as other websites and app-based platforms to provide visitors opportunities for recreation and volunteering on public lands.

Performance Goals

2.3.1 Visitors to public lands have satisfaction with recreational opportunities

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.3.1.1 Percentage of visitors satisfied with the quality of experience	DOI	92%	97%	93%	92%
Percentage of visitors satisfied with the quality of experience	BLM	93%	96%	96%	93%
Percentage of visitors satisfied with the quality of experience	FWS	90%	98%	90%	90%

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.3.1.2 Percentage of visitors satisfied with recreation opportunities provided	USBR	Baseline	N/A	70%	70%
2.3.1.3 Percentage of visitors satisfied with recreation facilities provided	USBR	Baseline	N/A	70%	70%

2.3.2 People have an opportunity to work making America’s lands, waters, and infrastructure climate adaptive and sustainable

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.3.2.1 Number of Youth Corps Programs and participants	DOI	Baseline	5,739	6,423	8,101
Number of Youth Corps Programs and participants	BLM	Baseline	1,202	1,523	2,100
Number of Youth Corps Programs and participants	FWS	Baseline	870	500	500
Number of Youth Corps Programs and participants	NPS	Baseline	3,667	4,400	5,501

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.3.2.2 Number of projects that Youth Corps Program participants contributed	DOI	Baseline	1,825	2,203	2,738
Number of projects that Youth Corps Program participants contributed	BLM	Baseline	93	125	140
Number of projects that Youth Corps Program participants contributed	NPS	Baseline	1,732	2,078	2,598

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
2.3.2.3 Number of service hours from participants in Youth Corps Programs	DOI	Baseline	2,564,535	2,386,800	2,008,627
Number of service hours from participants in Youth Corps Programs	BLM	Baseline	782,284	875,000	1,025,000
Number of service hours from participants in Youth Corps Programs	FWS	Baseline	522,418	N/A	N/A
Number of service hours from participants in Youth Corps Programs	NPS	Baseline	1,259,833	1,511,800	783,627



STRATEGIC GOAL 3: Sustainably balance the use of resources while supporting communities and the economy

As manager of one-fifth of the Nation's land, mineral, and energy resources, and 2.5 billion acres of the Outer Continental Shelf (OCS), Interior plays a critical role in meeting America's energy needs and moving the Nation toward a clean energy future. From oil and natural gas to renewable resources such as geothermal, hydroelectric, solar, and wind power, a comprehensive energy strategy ensures responsible energy development. Projects on Interior-managed lands and waters are producing energy to power our homes, vehicles, and businesses; creating jobs; and providing on average more than \$10 billion in annual revenue supporting federal, state, local, and tribal economies.



Solar farm in Palm Springs in California.

Photo by Interior

STRATEGIC OBJECTIVE 3.1: FUTURE ENERGY NEEDS WILL BE INCREASINGLY MET THROUGH RENEWABLE AND SUSTAINABLE SOURCES

Objective Lead

Assistant Secretary for Land and Minerals Management

Objective Overview

The Department facilitates the development and use of wind, solar, geothermal, and hydropower energy to help transition the Nation to a clean energy economy and strengthen energy security. Connecting renewable energy projects to the transmission grid and key markets is central to making renewable energy generation projects viable. The Department works to promote domestic energy production by ensuring that renewable energy resources on Interior-managed lands and waters are efficiently developed in an environmentally responsible manner that considers the needs of all users of those lands and waters.

Progress Summary

Interior rated this strategic objective as having noteworthy progress. In FY 2022, Interior implemented strategies to actively pursue renewable and sustainable energy sources on public lands, including offshore wind energy development and onshore solar, wind, and geothermal production. This effort is supported by plans to facilitate prompt environmental reviews and assessments and to employ science to identify additional areas for renewable energy development in partnership with private industry to meet renewable energy goals.

As directed by President Biden's Executive Order 14008, Tackling the Climate Crisis at Home and Abroad, Interior initiated partnerships with other federal agencies to increase renewable energy production on public lands and waters. By accelerating and streamlining the permitting process, reducing rent, and expanding the energy grid for renewable projects, the Department is moving quickly to meet the future energy needs of the American public.

Strategic Actions Planned through FY 2024

- Collaborate with the National Oceanic and Atmospheric Administration, Department of Energy, and the U.S. Department of Transportation's Maritime Administration to implement an "All-of-Government" approach for facilitating offshore wind development that ensures robust interagency coordination and cooperation.
- Complete seven records of decision for offshore wind projects to meet the goal of deploying 30 GW of offshore wind by 2030.
- Publish refinements to the offshore renewable energy regulations and guidelines for their interpretation.
- Conduct comprehensive engineering, geotechnical, and environmental reviews of renewable energy site assessment and project plans.
- Hire additional employees to meet the capacity to manage proposed and projected wind, and solar renewable energy activity on the Outer Continental Shelf.
- Launch a regional approach to permitting and environmental review within the Bureau of Land Management that helps address common issues, eliminates duplication, and sites and designs projects in a way that reduces resource conflicts and reduces impact to the climate.
- Conduct integrated assessments of subsurface pore space availability for carbon and initiate a national assessment of carbon mineralization potential.
- Support new regional approach to permitting and environmental review that help address common issues, eliminate duplication, and site and design projects in a way that reduces resource conflicts and incorporates a climate-smart approach.

Performance Goals

3.1.1 The public benefits from an electric grid that has access to 30 GW of offshore wind renewable energy capacity by 2030

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.1.1.1 Cumulative number of project plan reviews completed consistent with the Administration's national goal of 16 by 2025	BOEM	2	2	3	11

3.1.2 The public benefits from at least 25,000 MW of onshore clean energy capacity from public lands and National Forest System lands by 2025

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.1.2.1 Number of cumulative megawatts of approved capacity authorized on public land for renewable energy development while ensuring full environmental review	BLM	3,000	5,670	5,670	16,000

3.1.3 The public benefits from improved management practices, guidance, policies, and resource assessments that support environmentally sound renewable energy development

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.1.3.1 Percentage of renewable energy programs, plans, and projects reviewed in a timely manner	FWS	N/A	N/A	Baseline	Baseline
<i>Programs, plans, and projects reviewed in a timely manner</i>	FWS	N/A	N/A	Baseline	Baseline
<i>Total number of programs, plans, and projects reviewed</i>	FWS	N/A	N/A	Baseline	Baseline
3.1.3.2 Percentage completion of planned geothermal resource assessments	USGS	20%	20%	40%	60%

STRATEGIC OBJECTIVE 3.2: CURRENT ENERGY NEEDS ARE MET THROUGH BALANCED RESOURCE USE

Objective Lead

Assistant Secretary for Land and Minerals Management

Objective Overview

The Department supports balanced stewardship of natural resources to help meet the Nation’s energy needs and to meet the Administration’s goal of a *carbon pollution-free power sector by 2035*. The Department is committed to promoting economic growth and safeguarding the environment for future generations. As the Nation transitions to a clean energy economy to address climate change, Interior will work to ensure that conventional energy development on lands and waters is done in a safe and environmentally responsible manner.

Progress Summary

The Department is advancing the development of energy sources with low or zero carbon emissions, wind, solar, and other renewables. By conducting renewable lease sales, identifying new offshore areas for renewable leasing, and identifying exclusions areas to protect the ecosystem, the Department can continue to meet the energy needs of the nation during our transition from conventional to renewable energy sources.

Additionally, the Department is working to develop the new National Outer Continental Shelf Oil and Gas Leasing Program which will include no more than 10 potential sales in the Gulf of Mexico and one potential lease sale in the northern portion of the Cook Inlet Planning Area offshore Alaska, which is the same as in the Five-Year Program finalized in 2016.

Strategic Actions Planned through FY 2024

- Conduct five renewable energy lease sales by the end of FY 2024, including the first lease sales offshore of the Pacific and the Gulf of Mexico.
- Prepare and publish the Proposed Final Program and associated Final Program Environmental Impact Statement and obtain Secretarial approval for the new 2023–2028 National Outer Continental Shelf Oil and Gas Leasing Program.
- Develop assessments of both geologically and economically recoverable resources to inform Outer Continental Shelf conventional energy leasing decisions.
- Identify potential oil and gas exclusion areas through environmental analyses and environmental studies.
- Update existing agreements with the States of Louisiana, Texas, and Alaska that cover spill preparedness and response coordination for oil and gas facilities in state waters seaward of the coastline.
- Further regulations to improve operational safety, human health, and environmental protections offshore, while providing clarity to industry on the Bureau of Safety and Environmental Enforcement’s review of projects proposing to utilize new or unusual technology, including equipment used in high pressure and/or high temperature environments.

- Conduct at least one root cause analysis of offsite impacts from active coal mining operations to ensure any future negative impacts to people and the environment from energy development are minimized.
- Finalize staffing of the Oklahoma federal program to fully implement the Surface Mining Control and Reclamation Act (SMCRA) in the state.
- Proactively assess power facility equipment condition and maintenance needs—thereby increasing power facility reliability and decreasing generating capacity at risk—through development and validation of automated power data collection and archiving systems.
- Develop performance measures to assess progress for performance goal 3.2.2 (see Appendix B).

Performance Goals

3.2.1 Customers reliant on conventional or renewable energy resources have reliable energy to meet their needs

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.2.1.1 Cumulative number of offshore wind energy lease sales held since 2013	BOEM	10	10	13	16
<i>Number of offshore wind energy lease sales held annually</i>	BOEM	2	2	3	3
3.2.1.2 Finalize the National OCS Oil and Gas Leasing Program, and hold or cancel lease sales pursuant to that National OCS Oil and Gas Leasing Program, as directed by the Secretary	BOEM	4 ¹²	1	3	TBD
3.2.1.3 Percentage of hydropower facility capacity at risk due to poor powertrain components	USBR	30%	23%	30%	30%
<i>Megawatt capacity at risk</i>	USBR	4,482	3,378	4,460	4,460
<i>Total megawatt capacity</i>	USBR	14,747	14,757	14,757	14,757

3.2.2 Current and future generations benefit from reduced greenhouse gas emissions from fossil fuel programs, mitigating climate impacts¹³

3.2.3 Negative impacts to people and the environment from energy development are minimized

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.2.3.1 Percentage of OCS acres identified by BOEM and tracked for potential exclusion from oil and gas leasing	BOEM	8%	4%	8%	11%
3.2.3.2 Amount of operational offshore oil spilled per million barrels produced	BSEE	2.9	2.5	2.9	2.9
3.2.3.3 Number of recordable injuries per 200,000 offshore labor hours worked	BSEE	0.4	0.4	0.4	0.4
3.2.3.4 Percentage of bonded acres reclaimed to intended post-mining land use	OSMRE	46%	47%	48%	49%
<i>Number of bonded acres reclaimed</i>	OSMRE	1,725,790	1,726,297	1,764,604	1,799,604
<i>Number of bonded acres</i>	OSMRE	3,753,097	3,707,977	3,706,350	3,707,515

¹² BOEM held Lease Sale (LS) 257 on November 17, 2021. Three additional lease sales that were included in the 2017–2022 National OCS Program were cancelled by the Secretary of the Interior (LS 258, LS 259, LS 261) pursuant to discretion authorized under OCSLA.

¹³ The Department is developing performance measures to support performance goal 3.2.2. In future Annual Performance Plans and Reports, Interior will publish performance measures to support the Strategic Plan performance goals as they are developed.

STRATEGIC OBJECTIVE 3.3: LAND, WATER, AND NON-ENERGY MINERAL RESOURCES SUPPORT THE DIVERSE NEEDS OF COMMUNITIES

Objective Lead

Assistant Secretary for Water and Science

Objective Overview

Managing the resources of America’s public lands and waters has been a core Interior responsibility since its founding. The water supplies that America depends on continue to face difficulties due to population increase, development, and climate change. Dwindling water resources, protracted droughts, and increasing demand are forcing communities, stakeholders, and governments to explore new concepts and find new solutions that will help ensure stable, secure water supplies for future generations in many different parts of the world, including the arid West of the United States. Interior is addressing water issues by offering strong leadership and technical support both abroad and in the U.S. to improve water management and conservations strategies. The Department is called upon to determine where, when, and to what extent both renewable and non-renewable economic resources on public lands should be made available. Making such a resource determination demands that Interior appropriately balances resource protection responsibilities with the economy’s need for non-energy minerals including hard rock, sand, and gravel; forest and rangeland products to ensure that communities’ economic and environmental health is sustained.

Progress Summary

Interior aids communities in drought-stricken regions by improving water supply and conservation, restoring watersheds, and resolving long-standing water disputes. Interior has a suite of scientific tools in development and operation to support decisions and understand how land, water, and mineral resources may or are currently being used, and implement strategies to ensure maximum efficiency. In FY 2022, Interior implemented a comprehensive response

to address the drought crisis in the western states, including drought response operations and preliminary work to develop long-term reservoir and water management strategies.

Bolstered by the *Bipartisan Infrastructure Law* (BIL), the Department also made unprecedented investments to advance drought resilience and water management, and accelerate ongoing maintenance actions and studies.

In support of the Administration’s effort to promote the sustainable and responsible domestic production of critical minerals, the Department launched a new interagency working group on

Deploying Science and Evidence to Drive Resiliency and Mitigate Water Resource Challenges

In FY 2022, Reclamation conducted the Upper Missouri Basin Impacts Assessment and Missouri Headwaters Basin Study to develop and evaluate strategies for addressing water resource challenges under a range of potential future conditions, including population growth, changes in future water supply and demand related to climate change, and supply conditions based on a broad range of historical conditions drawn from paleohydrology analysis. The modeling will support planning, mitigation, and project implementation in eight watersheds in the Missouri Headwaters to help prepare for and manage drought when it occurs, as well as to incorporate and adapt to changing drought characteristics in the future.

reforming hardrock mining laws, regulations and permitting policies. The working group will bring together experts in mine permitting and environmental law to review existing mining regulations and permitting processes and make recommendations for improvements necessary to ensure that new production meets strong environmental and community and tribal engagement standards during all stages of mine development.

Strategic Actions Planned through FY 2024

- Solicit WaterSMART Grants proposals to provide cost-shared funding for water conservation and efficiency projects and provide cost-shared funding for water reclamation and reuse projects.
- Conduct thorough environmental and technical reviews of applications to explore for or use Outer Continental Shelf sand and gravel.
- Fund contracts and financial assistance awards with state and federal partners to identify Outer Continental Shelf sand and gravel for beach nourishment and coastal restoration.
- Deliver the National Water Availability Assessment report in response to the SECURE Water Act to outline integrated trends and drivers in water availability, highlight focal topics that impact water availability, and describe trends in selected regional locations.
- Modernizing the National Water Information System (NWIS) to consolidate and enhance delivery to the public and advance research and development of new water-monitoring technologies.
- Conduct foundational research to prototype models that simulate water availability metrics regarding ecoflows, wildfire, per- and poly-fluoroalkyl substances and harmful algal blooms.
- Integrate water quality into enterprise model capacity to evaluate the possible effects of changing climate, land-use, and management practices on water quality and its impact to water availability.
- Conduct at least one regional evaluation of a mine site in portions of the western United States with the largest concentration of mine waste sites.
- Conduct a program evaluation to investigate the extent to which the Utah Lake Drainage Basin Water Delivery System project has met construction timelines and balanced the needs of the community to improve drought resilience.
- Implement efforts to ensure water of sufficient quality and quantity is physically and legally available to sustain aquatic habitat management resources and associated resource values and ecosystem services of water on public lands.
- Improve water quality and focus on reducing releases of pollutants, thermal loading, and sediment into public waters.
- Improve water availability and focus on building drought resilience through low impact restoration techniques and ensuring sustainable, secure water supplies on BLM-managed lands.
- Treat forest and woodlands to enhance resilience to disturbances such as fire, insect, disease, and drought as well as restoring ecosystem functions and habitat.
- Collect and interpret high-resolution geophysical data in strategic areas through Earth MRI to identify potential domestic mineral resources, including critical minerals necessary for the energy transition.
- Collaborate with State Geological Surveys to conduct initial evaluations of mineral resource potential at legacy mine sites in Arizona, Colorado, Florida, and New Mexico.

Performance Goals

3.3.1 Residents of the western United States have a sustainable water supply to address impacts of drought and climate change

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.3.1.1 Annual increase in acre feet of water conservation capacity enabled to help address drought (Agency Priority Goal)	USBR	45,494	93,449	55,236	9,742
3.3.1.2 Annual increase in acre feet of water conveyed to communities	CUPCA	1,400	1,000	1,000	500

3.3.2 Communities benefit from a balanced approach to using and conserving resources

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.3.2.1 Volume of allowable sale quantity (ASQ) timber offer	BLM	100%	96%	100%	100%
<i>Millions of board feet (MMBF) offered</i>	BLM	205	197	205	205
<i>Millions of board feet (MMBF) allowable sale quantity</i>	BLM	205	205	205	205
3.3.2.2 Percentage of sand and gravel requests processed, including necessary environmental reviews, within timelines requested by partners to meet their conservation and resilience initiative needs	BOEM	100%	100%	100%	100%

3.3.3 Communities, scientists, and other stakeholders have the information needed to make informed decisions about nationwide critical mineral potential and geological resources

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.3.3.1 Percentage of US land-area coverage available to the public over the internet through the National Geologic Map Database	USGS	55.2%	55.2%	55.4%	55.6%
<i>Actual number of US square miles mapped</i>	USGS	1,951,535	1,951,190	1,959,741	1,967,741
<i>Total US square miles</i>	USGS	3,537,438	3,537,438	3,537,438	3,537,438
3.3.3.2 Percentage of areas with potential for minerals critical to economic sectors such as low-carbon energy generation and storage, consumer technologies, and national security that are covered by high-resolution geophysical data	USGS	8%	9%	21%	30%
<i>Earth MRI airborne geophysical data coverage (square kilometers (km²))</i>	USGS	371,000	411,378	737,222	1,057,642
<i>Areas permissive to hosting critical minerals (square kilometers (km²))</i>	USGS	4,375,392	4,375,392	3,521,267	3,521,267

3.3.4 Communities have access to more robust water data, nationally consistent water availability assessments and predictions, and modeling tools to make decisions under changing climate conditions and competing urban, agricultural, and ecological demands

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
3.3.4.1 Percentage progress toward the delivery of an Integrated National Water Census	USGS	30%	30%	45%	65%
3.3.4.2 Percentage progress toward the development, testing, and delivery of modern water prediction tools to the public	USGS	15%	15%	25%	55%
3.3.4.3 Percentage progress toward full implementation of the Next-Generation Water Observing System design	USGS	31%	27%	32%	41%
3.3.4.4 Percentage of streams that have clean water that is drinkable, swimmable, and fishable	BLM	65%	64%	64%	65%
<i>Miles of BLM streams and rivers with clean water</i>	BLM	83,489	13,601	82,204	83,489
<i>Total miles of BLM streams and rivers</i>	BLM	128,445	21,253	128,445	128,445



STRATEGIC GOAL 4: Serve and honor the public trust

Trust and confidence are cornerstones of the Department's unique and expansive mission, which includes a geographically distributed workforce, a vast set of management responsibilities, and diverse stakeholders with varying needs and responsibilities. The American people have entrusted Interior with the sustained use of critical natural resources, the preservation of our most iconic places, and the science to ensure robust decision making, all of which require assurance and fairness at the highest levels.



USGS research geologists discuss geology of Lake Clark National Park in Alaska.

Photo by Erin Todd, USGS

STRATEGIC OBJECTIVE 4.1: PEOPLE, COMMUNITIES, AND ORGANIZATIONS BENEFIT FROM U.S. DEPARTMENT OF THE INTERIOR DATA, SCIENCE, AND INFORMATION

Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

Data, science, and reliable information are key components of the Department’s mission and central to both equitable program delivery and the development and iterative improvement of sound policies. The Department’s goal to serve and honor the public trust include improving discovery of information to ensure Interior data is findable and accessible and easily reusable; improve interoperability and utility of information to ensure Interior data drives continuous improvement; and provides equitable access to information to ensure Interior data is responsive and available for researchers, stakeholders, partners, and other end users.

Progress Summary

In FY 2022, Interior rated this strategic objective as achieving noteworthy progress. The Department made strides in implementing FAIR data principles to improve discovery and interoperability of the Interior datasets and completed baseline studies needed to develop monitoring infrastructure. Interior also made significant advancements to expand capabilities for finding and interpreting scientific information on hazards and their potential impacts to critical assets and vulnerable communities. These enhanced capabilities are expected to have a substantive impact on at-risk communities in mitigating, preparing for, responding to, and recovering from threats, hazards, and extreme events.

Strategic Actions Planned through FY 2024

- Complete categorization and labelling for all sensitive data across its moderate IT investments as part of the Administrations push towards Zero Trust.
- Complete the development of a Customer Relationship Management (CRM) module where industry and other stakeholders will report and acquire data.
- Expand engagement with interested tribal, Alaska Native, and Insular communities to avail the best available hazards information and support decision-makers to identify, understand, and plan for hazards.

Empowering Tribal Communities for Evidence-based Planning

Interior is collaborating with the National Tribal Emergency Management Council to host a workshop for tribal emergency managers that focuses on evidence-based response planning. This pilot workshop will aim to share hazards information with tribal emergency managers and offer them training on hazards and response planning from subject matter experts using the Interior *Strategic Hazard Identification and Risk Assessment Project (SHIRA)* during the event. The pilot workshop to be held in Washington State will lay the foundation for future response planning workshops with tribal emergency managers located in other parts of the country.

- Provide access to the Strategic Hazard Identification and Risk Assessment tools and services to at least 20 federally recognized tribes to provide them the best available hazards information, including information on hazards that may be exacerbated by climate change.
- Develop a next-generation, cloud-based collections management system for Interior’s museum collections to allow enterprise data to be used for Interior decision-making, research, and other applications.
- Integrate partner data and initiate national-scale analytics and data delivery for the Protected Areas Database of the United States (PAD-US) inventory.
- Implement the National Volcano Early Warning System to improve volcano monitoring of high-threat and very-high-threat volcanoes in the U.S. and its Territories.
- Continue the ShakeAlert/EEW buildout. It is estimated that ShakeAlert/EEW will be 93% built out by the end of FY 2024. This effort also contributes to build out of the Advanced National Seismic System (ANSS).

Performance Goals

4.1.1 People, communities, and organizations have equitable access to Interior data resources

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.1.1.1 Percentage change in findable data	OCIO	N/A	N/A	N/A	Baseline
4.1.1.2 Percentage change in accessible data	OCIO	N/A	N/A	N/A	Baseline

4.1.2 People, communities, and organizations benefit from information that is inclusive and reflects the needs of diverse populations

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.1.2.1 Percentage change in interoperable data	OCIO	N/A	N/A	N/A	Baseline
4.1.2.2 Percentage change in reusable data	OCIO	N/A	N/A	N/A	Baseline
4.1.2.3 Percentage of projects that provide science directly to tribal, indigenous, and underserved communities to help in climate adaptation and planning	USGS	25%	25%	30%	30%

4.1.3 People, communities, and organizations benefit from science resources to enhance their resilience to natural hazards and environmental change

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.1.3.1 Percentage of progress towards a fully built out Advanced National Seismic System (ANSS)	USGS	53.5%	53.7%	55.4%	56.5%
<i>Number of operating ANSS monitoring stations returning data in real time</i>	USGS	3,798	3,814	3,932	4,014
<i>Number of total ANSS monitoring stations under a fully built-out system</i>	USGS	7,100	7,100	7,100	7,100
4.1.3.2 Percentage completion of volcano hazards assessment components at high threat and very high threat volcanoes	USGS	57%	57%	59%	60%
<i>Cumulative number of hazard assessment components completed</i>	USGS	851	852	871	891
<i>Total number of assessment components needed to complete hazard assessments for high and very high threat volcanoes</i>	USGS	1,485	1,485	1,485	1,485
4.1.3.3 Percentage completion of science products on coastal change, including change from extreme events and climate change, and management practices provided to inform decisions on risk reduction, resilience, and resource management and restoration	USGS	69%	74%	73%	79%
<i>Annual number of Coastal and Marine Hazard Resource Program (CMHRP) informational products published during the fiscal year</i>	USGS	180	193	190	205
<i>Annual number of CMHRP informational products planned for completion during the fiscal year</i>	USGS	260	260	260	260
4.1.3.4 Percentage of progress toward delivering science and information for landslide events, forecasts, and assessments	USGS	19%	11%	30%	40%
<i>Delivery of landslide event and regional scale products completed (cumulative)</i>	USGS	63	37	99	131
<i>Cumulative decisional landslide event and regional scale products targeted to be completed</i>	USGS	325	325	325	325

4.1.4 People, communities, and organizations benefit from information made available for land and resource management

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.1.4.1 Number of terabytes of data managed and made available to land and resource managers and researchers that reflects a historical continuous global record of remotely sensed imagery	USGS	44,377	50,050	52,052	54,134
4.1.4.2 Percentage completion of rating tool for measuring partner satisfaction with Land Management Research product	USGS	25%	25%	30%	50%
<i>Cumulative points associated with completed milestones</i>	USGS	25	25	30	50
<i>Total points for all milestones (100)</i>	USGS	100	100	100	100
4.1.4.3 Percentage of planned core topographic base mapping products available through the Dynamic Mapping Application	USGS	20%	20%	40%	60%
<i>Number of Dynamic Mapping products available</i>	USGS	1	1	2	3
<i>Total Dynamic Mapping core products planned for completion by 2026</i>	USGS	5	5	5	5
4.1.4.4 Percentage of products that advance understanding of patterns and impacts of changing climate and land use on natural resources and ecosystems that are cited within 3 years	USGS	96%	96%	96%	96%
<i>Number of publications cited within the last 3 calendar years</i>	USGS	310	472	348	373
<i>Total number of publications issued within the past 3 calendar years</i>	USGS	323	493	363	388

STRATEGIC OBJECTIVE 4.2: ACCESS TO OPPORTUNITIES, SERVICES, AND RESOURCES IS EQUITABLE AND JUST

Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

Meaningful engagement, especially for individuals from underrepresented groups and underserved communities, is essential to fulfilling our obligations and delivering Interior’s mission with trust and transparency. By ensuring diverse participation for research, learning, employment and business opportunities, more Americans will have access to economic and developmental benefits from Interior operations, and the Department’s programs will benefit from diverse experience and expertise. The Department’s strategies include increasing awareness for traditionally underserved populations, increasing collaboration and engagement with a wider variety of partners, identifying, and eliminating barriers to participation, and applying an environmental justice lens to Interior’s land management actions and decisions. The Department’s commitment to promoting diversity, equity, inclusion, and accessibility (DEIA) and equal opportunity will influence not only what we do, but who we are and how we serve, reflected in all aspects of the Department’s work.

Progress Summary

In FY 2022, Interior implemented vendor experience surveys to inform future engagement strategies and best practices for advancing equity for small and disadvantaged businesses. The surveys included foundational research, and data to assess vendor satisfaction with Interior’s small business counseling and effectiveness of vendor products and resources.

Since being reinstated under the Biden Administration, the Department’s Environmental

Justice Working Group has met biweekly to foster coordination and collaboration on environmental justice across the Department. In May 2022, the Department held its first-ever Department-wide Environmental Justice Symposium. During the three-day virtual event, Interior employees and federal partners highlighted work advancing environmental justice through science, policy, and engagement. The Department also initiated measure development and baselining to support Justice40 goals.

Leveraging Evidence to Improve Equity Outcomes for Minority Serving Institutions

In FY 2022, Interior conducted foundational fact finding, including research and data collection to develop the Minority-Serving Institutions (MSI) Dashboard and enable essential funding analysis and data modeling needed to assess barriers to achieve the Interior’s equity outcomes. Interior utilized the Department of Education’s MSI datasets, to create various MSI Dashboards to initiate the analysis of Interior financial assistance and procurement funding to Minority Serving Institutions. As the Department continues efforts to assess how Interior’s policies and programs may perpetuate barriers for underserved communities, data collected through the MSI Dashboard is expected to support additional analysis to shape strategy development to ensure Interior’s programs and policies yield equitable outcomes for all Americans, including underserved communities.

Interior also made strides in advancing equity in the Department’s opportunities by building capacity for data-driven improvements within MSI grantmaking and implementing a series of stakeholder engagement sessions to increase awareness of Interior’s mission, organizational structure, and engagement opportunities. The initial session, *Increasing Economic Literacy in Federal Opportunities*, held in September 2022 was well attended, providing participants with valuable tips and tools to navigate grant, fellowship, and student employment processes.

Strategic Actions Planned through FY 2024

- Expand recruitment and partnerships with historically minority colleges and universities to increase the diversity of fellowship applicants.
- Employ customer service survey findings to inform/improve the vendor journey map and initiate product testing of counseling resources aimed at supporting small business vendors.

- The Office of Environmental Policy and Compliance will develop tools and guidance to coordinate stakeholder engagement through the Office of Intergovernmental and External Affairs and strengthen relationships between state and local partners and external stakeholders.
- Initiate engagement with stakeholders to improve the federal, state, and tribal grants processes.
- Develop and implement tools, guidance, and policy for reporting financial benefits of infrastructure investments and methodologies for tracking them.
- Update and implement an Environmental Justice strategic plan and performance management framework.

Performance Goals

4.2.1 People from historically underserved communities have equitable access to Interior science, technology, engineering, and math (STEM) education and research opportunities¹⁴

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.2.1.1 Percentage of Interior Partnership agreements with HBCUs, tribal, Minority Serving Institutions, and other institutions that advance opportunities for students from historically underserved and diverse communities	DO	N/A	N/A	Baseline	Baseline
4.2.1.2 Percentage of internships awarded to students from diverse populations	DO	N/A	N/A	Baseline	Baseline

4.2.2 Historically underserved communities equitably benefit from Interior decisions, investments, and opportunities

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.2.2.1 Office of Small and Disadvantaged Business Utilization Engagement Strategy Progress Rating (0–4 Maturity Scale)	DO	Maturity Level 1	Maturity Level 1	Maturity Level 1	Maturity Level 1
4.2.2.2 Percentage of benefits from Justice40 covered programs and their investment benefits that go to disadvantaged communities	DO	Baseline	N/A	Baseline	Baseline
<i>Amount of covered program benefits that flow to disadvantaged communities</i>	DO	Baseline	N/A	Baseline	Baseline
<i>Amount of covered program benefits</i>	DO	Baseline	N/A	Baseline	Baseline

¹⁴ Performance measures 4.2.1.1, 4.2.1.2, and 4.2.2.2 are currently under development with data expected in the FY 2023/2025 APP&R.

STRATEGIC OBJECTIVE 4.3: THE U.S. DEPARTMENT OF THE INTERIOR WORKFORCE IS DIVERSE, SAFE, ENGAGED, AND COMMITTED TO THE MISSION

Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

Interior employs over 70,000 people and a cadre of volunteers to perform a wide range of duties that span various disciplines and require varied skills. Interior's ability to maintain a highly effective organization that meets the needs of the American people is dependent upon attracting the best talent and ensuring that workers are fully engaged and committed to carrying out the Department's mission. This includes creating pipelines to attract, recruit and retain diverse talent; maintaining an inclusive and safe workplace culture which prioritizes employee health and safety; providing fair, equitable, and accessible opportunities for professional growth and advancement; and leveraging technology and innovation to drive efficiency and improve the applicant and employee experience.

Progress Summary

In FY 2022, Secretary Haaland highlighted innovative hiring practices, and advancing diversity, equity, inclusion, and accessibility; and employee health, wellness, and safety as key priorities for the Department. Working one office at a time, one report at a time, one data set at a time, Interior leaders, equal opportunity employment experts, human capital practitioners, hiring managers, learning and development experts, and employees have engaged in numerous and varied efforts to increase diversity and to include and engage people of diverse backgrounds. These strategies enabled Interior to maintain the diversity ratios in its workforce, however, more work is needed to yield significant and sustainable increases in demographic representation among the Interior workforce.

Interior continues to prioritize employee health and safety and made significant progress towards maintaining an inclusive and safe workplace culture for its workforce, and taking better care of Interior's first responders charged with safeguarding our communities, public lands and waters, and critical resources. In FY 2022, the Department's *Law Enforcement Task Force* implemented the Law Enforcement Officer Survey which collected data from across the Department's 3,200+ law enforcement and correctional officer workforce. This data, combined with feedback from various internal and external stakeholders informed recommendations to ensure supportive resources are available for officer mental health, wellness, and safety among other recommendations. Bolstered by the Bipartisan Infrastructure Law, Interior also pursued continued improvements in its wildland fire workforce as reflected in the *Office of Wildland Fire workforce priorities*, including improvements to pay, staffing, and health and wellness among others.

Strategic Actions Planned through FY 2024

- Ensure the whole of the conservation sector considers ways to recruit and retain diverse talents, working with universities to better equip students with skills and experiences sought by the environmental and conservation field.
- Work through the Diversity Joint Venture to partner with federal and state agencies, universities, non-governmental organizations, foundations, and professional societies to increase the number of women, minorities, underserved, and disadvantaged people in the conservation workforce.

- Implement resources, toolkits, and webinars to advance the use of annual learning plans to support and enhance career mobility and variety.
- Revise and implement the Department’s reasonable accommodations policy to align with EO 14035 and EO 13164.
- Complete initial assessment of employee needs and requests for reasonable accommodations to analyze equitable access to information technology and facilities and implement DEIA Council priority actions to advance accessibility.
- Add peer-to-peer and microlearning to the professional development portfolio offered to Interior’s museum community.

Performance Goals

4.3.1 Employees recruited and hired at Interior reflect the diversity of the nation¹⁵

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.3.1.1 Utilization rate of hiring authorities	DO	N/A	N/A	Baseline	Baseline
4.3.1.2 Percentage of hires from minority and underserved populations	DO	N/A	N/A	Baseline	Baseline

4.3.2 Interior employees can fully contribute to achieving Interior’s missions, fostered by an inclusive and safe workplace culture

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.3.2.1 Retention rate for commonly filled and mission critical occupations	DO	Baseline	N/A	Baseline	Baseline

4.3.3 Interior employees experience safety, wellness and positive work-life balance, and work in an environment free of harassment and bias

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.3.3.1 Percentage reduction in complaints related to harassment and bias	DO	Baseline	N/A	Baseline	Baseline

¹⁵ Performance measures for performance goals 4.3.1, 4.3.2, and 4.3.3 are currently under development with data expected in FY 2023/2025 APP&R.

STRATEGIC OBJECTIVE 4.4: THERE IS CONFIDENCE AND SATISFACTION IN THE U.S. DEPARTMENT OF THE INTERIOR

Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

Sustainably managed assets, responsible management of resources, and fair and equitable service delivery are essential to building confidence and satisfaction for the American public. The Department will apply continuous learning and improvement principles, including robust maturity models, vigorous evidence building, and risk management to deliver on its strategic priorities and provide better services to our customers. This includes leveraging infrastructure investments to benefit vulnerable communities, optimizing maintenance, repair, and construction for our highest-priority facilities, and prioritizing visitor and customer safety on Interior-managed properties. Through a multipronged approach with an emphasis on efficiency, investment, and portfolio rightsizing, the Department will also reduce energy and greenhouse gas emissions from Interior vehicles and facilities and pursue proactive lifecycle management for the Department's facility portfolio.

Progress Summary

Interior rated this strategic objective as a focus area for improvement. Administration expectations of using evidence to better serve customers requires Interior to develop implement new strategies and evidence-building approaches for the Department. Substantive capacity building begun late in FY 2022 is expected to yield meaningful results in coming years as Interior continues to inculcate outcome-based planning and performance management and develop a robust, actionable Learning Agenda.

Strategic Actions Planned through FY 2024

- Expand Hatchery Modernization Assessment pilot program to assess 55 additional facilities.
- Initiate phase II and III of National Wildlife Health Center modernization projects to reduce deferred maintenance and enhance research and surveillance on economically and ecologically harmful wildlife diseases.
- Prioritize construction of the new Energy and Minerals Research Facility to enable interoperability with geoscience and energy professors at the Colorado School of Mines.

Building Evidence to Advance Safe, Transparent, Accountable and Effective Policing

In FY 2022, the Department's Law Enforcement Task Force completed a series of 12 listening sessions and received public comment on ways to strengthen public trust and confidence in the Department's law enforcement programs, ensure appropriate policy and oversight, and assure supportive resources are available for officer mental health, wellness, and safety. The body of evidence was instrumental in reforming key Interior policing practices, including policies related to body-worn cameras, use of force, and no-knock entry; and helping strengthen the unique connection that law enforcement officers have with the communities that they serve.

- Initiate modernization on 2 hydropower generating units at Grand Coulee Dam as part of a phased approach to extend safe and reliable electrical power delivery in the Pacific Northwest.
- Acquire 90% of light duty fleet vehicles as Zero Emission Vehicles to reduce GHG emissions in Interior operations.
- Develop an Emergency Management Strategic Plan to protect our lands, trust communities, and visitors and address the substantial increase in disasters due to climate change and other hazards.
- Baseline and implement Key Performance Indicators to monitor the impacts of *Bipartisan Infrastructure Law* (BIL) investments.
- Initiate a cyber Supply Chain Risk Management (SCRM) program to identify, assess, and mitigate risks associated with technology assets and minimize damage and impacts to Interior systems, data, and mission delivery.
- Develop performance measures to assess progress for performance goal 4.4.3 (see Appendix B).

Performance Goals

4.4.1 Interior facilities are well maintained and available to serve the American public

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.4.1.1 Maintain 85% of water infrastructure facilities in acceptable condition	USBR	85%	97%	85%	85%
<i>High- and Significant-Hazard-Dams and Reserved Works Associated Facilities in acceptable condition x 100</i>	USBR	288	330	288	288
<i>Total number of Facilities</i>	USBR	339	339	339	339
4.4.1.2 Percentage of hydropower facilities in good condition, per the facility reliability rating	USBR	75%	94%	75%	75%
<i>Number of hydropower facilities in good condition</i>	USBR	39	49	39	39
<i>Number of hydropower facilities</i>	USBR	52	52	52	52

4.4.2 Communities, property, and Interior-managed physical and digital resources are safe and resilient

Performance Measures	Bureau	2022 Target	2022 Actual	2023 Target	2024 Target
4.4.2.1 Interior Law Enforcement Task Force Progress Rating	DO	N/A	N/A	Baseline	Baseline
4.4.2.2 Percentage of Interior information systems with a business continuity/ contingency plan that has been tested within the past year	DO	45%	47%	50%	55%
<i>Systems</i>	DO	89	102	110	124
<i>Systems</i>	DO	198	219	220	225

4.4.3 Interior infrastructure investments benefit vulnerable communities, the public, and the environment¹⁶

¹⁶ The Department is developing performance measures to support performance goal 4.4.3. In future Annual Performance Plans and Reports, Interior will publish performance measures to support the Strategic Plan performance goals as they are developed.

APPENDIX A: Interior Investments in Facilities and Infrastructure

The *Infrastructure Investment and Jobs Act* (IIJA), commonly known as the *Bipartisan Infrastructure Law* (BIL), passed in 2021, is a once-in-a-generation opportunity for Federal investment in the Nation's infrastructure and economic competitiveness and will allow Interior to stand up and expand services and infrastructure. BIL makes significant investments in Interior programs and initiatives that benefit the communities and areas Interior directly serves. The Department will invest more than \$28 billion in six key BIL program areas. As Interior works to advance the priorities of the Biden-Harris Administration, the Department will also track progress to show results. In future performance plan and reports, Interior will include performance measures to show the impact the BIL is making for the Nation.

The *Inflation Reduction Act* (IRA) authorized \$4 billion in funding specifically for water management and conservation efforts in the Colorado River Basin and other areas experiencing similar levels of drought. The Department is investing in long-term system efficiency improvements across the Basin, including at least \$500 million in the Upper Basin States of Colorado, Utah, Wyoming, and New Mexico, that will result in additional water conservation for the entire system.

Tribal Infrastructure and Climate Resilience

In FY 2022, Interior announced 37 climate adaptation projects that will assist tribal governments with climate adaptation and preparedness and eleven projects for community relocation planning. An additional 13 projects will support improvements to tribal irrigation and power systems and the safety of dams and water sanitation facilities. Interior also Established two IDIQ set-asides for Indian-owned Small Business Economic Enterprises (ISBEs) to conduct orphaned well plugging and abandoned mine land reclamation work which will support not only environmental restoration on tribal lands, but create jobs and economic growth for those tribes.

In FY 2024, Interior will continue to invest BIL funds to support tribal climate adaptation and preparedness projects including pilot projects for tribes to prepare for full community relocation to new sites and protect-in-place measures. Interior will also improve tribal irrigation and power systems and the safety of dams and water sanitation facilities to ensure longevity and reliability of these critical infrastructure projects for tribal communities.

Legacy Pollution

The reclamation of abandoned mine land (AML) and remediation of orphaned wells reduces methane emissions, improves water quality, and restores habitat, contributing to healthy and sustainable ecosystems, and creates jobs and provides new economic opportunities. To achieve these ecosystem benefits, in FY 2022 Interior provided grants to states enabling them to complete high priority abandoned mine land projects and close orphaned oil and gas wells on tribal, state, and federal lands. To ensure accountability and measurable outcomes, the orphan well program completed pre-plugging surveys for measuring methane and other environmental contaminants. In FY 2024, Interior will perform additional well plugging, remediation, and reclamation on federal, state, and tribal lands; and will announce funding to states and tribes to fund BIL AML projects and award grants.

Wildfire Management

The intensity, frequency, and size of wildfires continue to grow. The most critical action that Interior can take to strengthen its ability and effectiveness in addressing this threat is ensure a larger skilled, well equipped, and well compensated workforce of federal wildland firefighters. Interior commits to multi-million dollar investments in these workforce needs, as well as employ diverse state of the art approaches and technologies throughout wildland fire management activities. BIL funding will bolster Interior’s ability to fund post-fire rehabilitation, mitigate the damaging effects of wildfires, and set landscapes on a path toward natural recovery and resilience.

In FY 2022, Interior announced \$103 million for wildfire mitigation and resilience efforts in 39 states, to support nearly 2 million acres of fuels management work. More than 3,800 Interior wildland firefighters are receiving temporary pay raises and improved health benefits to bolster our workforce. In FY 2024, Interior will continue workforce development efforts, allocate additional funding for fuels management activities to reduce wildfire risks and impacts, support post-fire mitigation, strengthen the Joint Fire Science Program, and catalyze partnerships and research agreements. Specifically, BIL funding will bolster wildfire preparedness activities, including satellite detection of wildfire and radio interoperability to ensure critical and time-sensitive communications. In a continued effort to invest in the wildland firefighters, a new mental health initiative is planned.

Ecosystem Restoration

Interior’s ecosystem restoration efforts strategically leverage the BIL investments towards restoration and resilience in a variety of categories: resilient islands, resilient coasts, fire-resilient ecosystems, drought-resilient basins, resilient freshwater systems, conserve and restore cultural resources, and healthy ecosystems for healthy human communities. Desired outcomes are identified as measurable improvements in biodiversity and ecosystem function at landscape scales, and just and equitable investments that positively impact disadvantaged communities.

In FY 2022, Interior began ecosystem restoration projects for the Klamath Basin, Lake Tahoe, and the Delaware River, as well as investing BIL funds to improve the Sagebrush-Steppe ecosystem and improve fish passages, opening an estimated 3,722 miles of streams and rivers. In partnership with the National Fish and Wildlife Foundation, Interior provided grants that will conserve, restore, and connect habitats for wildlife while improving community resilience and access to nature.

In FY 2024, Interior will continue funding ecosystem restoration projects for the Klamath Basin, Lake Tahoe, and the Delaware River, as well as investing BIL funds to improve the Sagebrush-Steppe ecosystem and improve fish passages. Interior continues to refine a framework and national level planning for ecosystem restoration to strategically focus the BIL funding to achieve impact towards ecosystem restoration and resiliency.

Water Infrastructure and Addressing Drought

In FY 2022, Interior announced \$1.4 billion for 129 projects to boost water infrastructure and tackle western drought, including funding for rural water systems, dam safety, water recycling and reuse projects, and repairs for aging water systems. Projects funded include a \$75 million investment which will enable the Lewis and Clark Rural Water System—which serves over 350,000 residents in *South Dakota, Minnesota and Iowa*—to be completed, delivering clean drinking water to families and farmers across the region. The Department of the Interior also announced funding for tribal water systems and for irrigation and power in Indian Country. Interior announced \$1.7 billion to fulfill enacted Indian Water Rights Settlements, to ensure communities receive the water resources they have long been promised.

Over the next five years, the Administration, through the Bureau of Reclamation, will invest \$8.3 billion in western water infrastructure and projects addressing drought through projects for aging infrastructure, rural water, large water storage projects, small storage projects, large scale water recycling programs, and endangered species and drought projects on the Colorado River.

Scientific Innovation

In FY 2022, Interior invested over \$74 million for the Earth Mapping Resources Initiative (Earth MRI) to map critical minerals that power everything from household appliances and electronics to clean energy technology like batteries and wind turbines. The USGS also provided competitive grants to 35 State Geological Surveys to preserve, modernize, and make publicly available geological and geophysical data and assets. USGS issued funding to design and construct a new federally owned building for energy and mineral science on the Colorado School of Mines (CSM) campus. In FY 2024, the Administration will advance Earth MRI to accelerate mapping efforts and build toward an initial comprehensive national modern map of our domestic mineral resources.

APPENDIX B: Developing Performance Measures to Assess Progress

During the development of the Interior FY 2022–2026 Strategic Plan the Department developed outcome-focused performance goals that are tracked with performance measures and reported in this Annual Performance Plan. In many cases, Interior was able to create new measures and begin baselining data, but for a few performance goals in this plan Interior is still working on developing performance measures. Many new performance measures require further discussion and coordination with tribes, engagement with working groups across Interior, and final implementation plans for new legislation and funding to be set. In future Annual Performance Plans and Reports Interior will publish performance measures to support the Strategic Plan performance goals below as they are developed.

STRATEGIC PLAN PERFORMANCE GOALS THAT INTERIOR IS DEVELOPING PERFORMANCE MEASURES

- 1.1.1** Interior enables programs and opportunities that advance tribal sovereignty
- 1.1.3** Tribal consultations result in information exchange, mutual understanding, and generate ideas that inform decision-making
- 1.1.4** Tribes benefit from coordinated Federal Government-wide engagement
- 1.2.5** Tribes' native languages are revitalized
- 2.1.1** The public and the environment benefit from conserving 30 percent of America's lands and waters by 2030 in support of America the Beautiful
- 2.1.2** Land, water, and people are protected from the harmful effects and dangers of abandoned mines and orphaned oil and gas wells
- 2.2.5** Habitats and ecosystems are protected through appropriate co-stewardship and use of tribal and indigenous traditional ecological knowledge
- 3.2.2** Current and future generations benefit from reduced greenhouse gas emissions from fossil fuel programs, mitigating climate impacts
- 4.4.3** Interior infrastructure investments benefit vulnerable communities, the public, and the environment

APPENDIX C: Tracking Progress and Annual Updates

The *GPRRA Modernization Act of 2010* established the need for agencies to identify performance goals, report progress against targets, and conduct data-driven reviews. These practices serve two key purposes for stakeholders within and outside of the organization: (1) to assess the organization’s health and impact; and (2) to inform decision making, resource allocation, and strategy. The Department will review strategic objectives and performance goals and measures annually, and agency priority goals quarterly, to continuously learn and improve as we advance our outcomes in the Department’s strategic plan. The Interior organizational performance reviews provide a regular forum for open dialogue and coordination between Department, bureau, and office leadership, bringing together different perspectives to set and align priorities, identify, and solve problems, review agency performance goals, and drive evidence-informed decisions and results. The annual and quarterly cycles integrate statutory requirements to conduct organizational performance reviews of agency strategic objectives, agency priority goals, and cross-agency priority goals.

Along with reviews of strategic objectives, agency priority goals, and cross-agency priority goals, Interior assesses the past year’s performance and sets targets for the next fiscal year. The results of these reviews are published in the Interior Annual Performance Plan and Report and published on the *Interior performance management website*.

DATA ACCURACY AND RELIABILITY

The Department ensures the accuracy and reliability of the performance data in its Annual Performance Plan and Report (APP&R) and the performance data tables in accordance with the *GPRRA Modernization Act of 2010* (GPRAMA) five data quality specifications for:

Means used to verify and validate measured values: All performance data reported in the APP&R 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 APP&R available through the Department’s Budget and Performance Portal (www.doi.gov/performance), and www.performance.gov.

Level of accuracy required for the intended use of the data: Performance data reported in the APP&R 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:

- a. determine if the progress is considered adequate;
- b. provide understanding of the ability for the processes and methods being implemented to achieve the goal;
- c. indicate if any further exploration or evaluation is needed to better ensure achievement of the goal; and
- d. 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 APP&R 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 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.

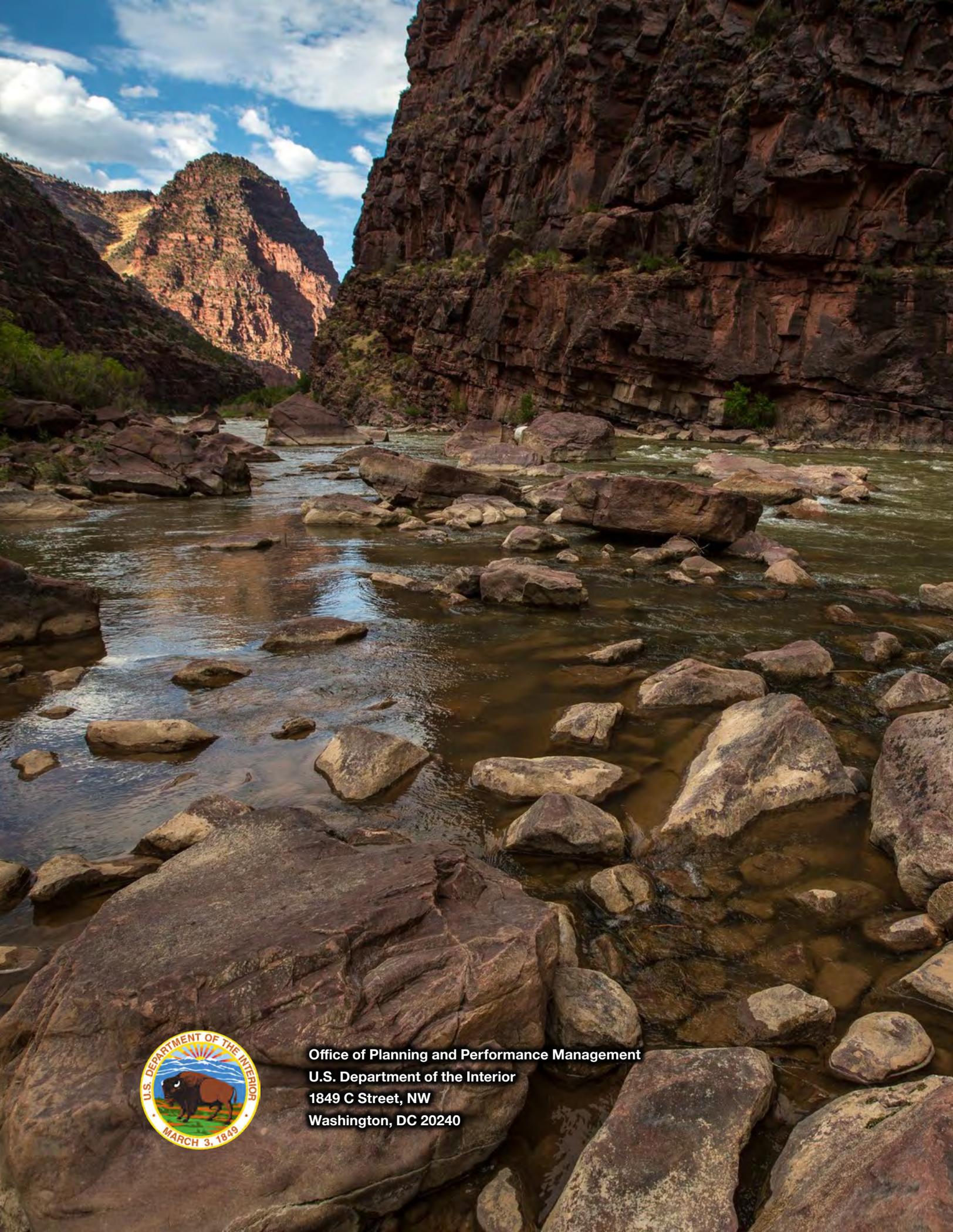
In addition to employing the Department’s data validation and verification standards, and internal reviews of submitted data, the best “test” of the data’s accuracy is in its use. APG updates are reviewed during quarterly status reviews where senior officials report their data directly to the Deputy Secretary and are made publicly available through <http://www.performance.gov/>. Performance 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.

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