



U.S. Department of the Interior  
FY 2022-2026 **Strategic Plan**



# Table of Contents

**LETTER FROM THE SECRETARY** ..... 1

**INTRODUCTION** ..... 2

**ACHIEVING OUR VISION AND MISSION**..... 5

**STRATEGIC GOALS AND OBJECTIVES** ..... 12

**AGENCY INFORMATION**..... 13

**FOUNDATIONS OF OUR STRATEGIC PLAN** ..... 19

**STRATEGIC GOAL 1 Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities**..... 23

**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..... 24

**STRATEGIC OBJECTIVE 1.2:** Tribal, Native Hawaiian, and Insular Communities are Safe and Healthy..... 25

**STRATEGIC OBJECTIVE 1.3:** Tribal, Native Hawaiian, and Insular Communities Have Economic Security and Growth..... 26

**STRATEGIC OBJECTIVE 1.4:** Bureau of Indian Education Students Have the Education Necessary for Future Success ..... 27

**STRATEGIC GOAL 2 Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors** ..... 29

**STRATEGIC OBJECTIVE 2.1:** Lands, Waters, and Heritage are Conserved for Present and Future Generations..... 30

**STRATEGIC OBJECTIVE 2.2:** Species, Habitats, and Ecosystems are Protected, Sustained, and Healthy..... 31

**STRATEGIC OBJECTIVE 2.3:** People Find Enjoyment and Take Pride in Our Lands and Heritage ..... 32

**STRATEGIC GOAL 3 Sustainably Balance the Use of Resources While Supporting Communities and the Economy**... 35

**STRATEGIC OBJECTIVE 3.1:** Future Energy Needs Will Be Increasingly Met Through Renewable and Sustainable Sources ..... 36

**STRATEGIC OBJECTIVE 3.2:** Current Energy Needs Are Met Through Balanced Resource Use..... 37

**STRATEGIC OBJECTIVE 3.3:** Land, Water, and Non-Energy Mineral Resources Support the Diverse Needs of Communities ..... 38

**STRATEGIC GOAL 4 Serve and Honor the Public Trust**..... 41

**STRATEGIC OBJECTIVE 4.1:** People, Communities, and Organizations Benefit from U.S. Department of the Interior Data, Science, and Information ... 42

**STRATEGIC OBJECTIVE 4.2:** Access to Opportunities, Services, and Resources is Equitable and Just..... 43

**STRATEGIC OBJECTIVE 4.3:** The U.S. Department of the Interior Workforce is Diverse, Safe, Engaged, and Committed to the Mission ..... 44

**STRATEGIC OBJECTIVE 4.4:** There is Confidence and Satisfaction in the U.S. Department of the Interior ..... 45

**CONCLUSION**..... 46



## Letter from the Secretary



**I AM PROUD TO PRESENT** the U.S. Department of the Interior Strategic Plan for Fiscal Years 2022–2026. This plan establishes a high-level framework for our programs in the coming years as we address the intersecting challenges of COVID-19, economic recovery, equity, and climate change. The Department is already taking bold action to protect public lands, the environment, and Americans’ lives and futures, and to ensure all communities—including people of color and urban, rural, and indigenous communities—benefit from an assertive and whole-of-government response.

This strategic plan reaffirms our commitment to promoting well-being, equity, and justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and insular communities. It describes our approaches to conserving, protecting, managing, and restoring our Nation’s natural and cultural resources. It also details how we will sustainably balance the use of resources while supporting communities and the economy, and it reiterates our commitment to serve and honor the public trust. The framework underlying this plan gives us flexibility in the coming years to listen and learn, to adjust and adapt, to reconsider and reassess, and constantly strive to do better.

The passage of the Bipartisan Infrastructure Law has given us a once-in-a-generation opportunity to make a lasting impact and investment for the benefit of our people, the environment, and the Nation. We are wasting no time in working with our partners to ensure these investments and programs make sense for the communities they are intended to benefit. We are focused on implementing these programs as quickly and efficiently as possible, which includes coordinating with Tribes, States, and across the Federal family.

I am extremely proud of our Departmental leadership and employees for their dedication to our mission and their willingness to face these challenges head on.

It is my honor to lead this Department as we serve the American public.

Sincerely,

A handwritten signature in black ink, appearing to read 'Deb Haaland'.

**SECRETARY DEB HAALAND**  
U.S. Department of the Interior

# Introduction



**IN THIS U.S. DEPARTMENT OF THE INTERIOR** (the Department or DOI) Fiscal Years (FY) 2022–2026 Strategic Plan, we outline our plan to use science and sound management principles to meet our public trust duties and provide access to public lands and benefits. Embedded within these duties is upholding Federal trust responsibilities to Tribes, American Indians, Alaska Natives, Native Hawaiians, and insular communities; conserving migratory bird, fish, wildlife, and endangered species; preserving historic and cultural sites and resources; managing energy and mineral development on public lands and waters; protecting and restoring lands and waters previously used for mining and energy production; and leading scientific mapping and geological, hydrological, and biological science for the Nation. Our strategic plan ensures that we carry out our duties and established priorities by creating further opportunities for everyone and by building a sustainable future for generations to come.

The FY 2022–2026 Strategic Plan describes our overarching goals that guide our work across the varied programs of the Department’s Bureaus and Offices. The plan incorporates the Biden-Harris Administration priorities and those of Secretary Haaland. It highlights the efforts the Department will undertake to meet the challenges of climate change, sustainability, and climate adaptation. It also outlines a path for the future of conservation and environmental stewardship. It ensures environmental justice, diversity, equity, inclusion, and accessibility are pillars of how we do business, with whom we engage, and how we make decisions.

The Department operates in cooperation with many other organizations to achieve its mission. We partner with other Federal agencies in implementing our core mission and carrying out Administration priorities. With our partners in State, Tribal, and local governments, we carefully manage the financial, natural, and cultural resources entrusted to us.

Our strategic objectives will guide the Department’s leaders and our 70,000-member workforce to focus on our priorities and challenges and create meaningful progress for our stakeholders across the varied domains of our work.

The strategic plan focuses our efforts across our activities to promote government-to-government relationships with federally recognized Tribes, and to advance Tribal self-governance, economic prosperity, and exercise of their sovereignty. Additionally, this plan works to recognize the contributions and connections of our insular communities and relation to the American landscape. The plan shows how we will work with our partners and stakeholders to conserve and restore natural resources using the best science available and consultation

tools to guide our work and provide recreational opportunities. It identifies how we will balance current and future energy needs while respecting the needs of energy sector workers and their families and communities. Finally, the strategic plan lays out our commitment to have a diverse workforce, representative of the public we serve, and that the public trusts. To this end, our plan identifies ambitious strategic objectives toward which the Department will strive in the coming years. We will track progress with metrics supporting our objectives that are quantifiable outcomes and commit ourselves to measurable improvements in our programs and operations and measurable progress in fulfilling the mission of the Department.



This strategic plan is a first attempt to truly integrate, across the board, principles of equity, justice, climate, and environmental management into and across the breadth of activities in which the Department engages. However, change is difficult and takes time to achieve. This strategic plan reflects that not all decisions have been made, strategies refined, customers surveyed, or partnerships established. In fact, as we pursue this agenda, learn more from our partners and stakeholders, and dig more deeply into intricate and nuanced challenges, we may need to reconsider our strategies, readjust our targets, and identify alternative paths to achieving a goal. The complexity and interrelatedness of these overarching issues requires not only a new way of thinking, but a flexible and dynamic approach if the Department is to respond and act thoughtfully and responsibly. Therefore, the FY 2022–2026 Strategic Plan establishes a high-level framework against which strategies and new initiatives can be aligned, considered, and adopted. Importantly, our DOI leaders commit to making these decisions, being transparent in our planning, and providing public updates through the annual performance planning process. Throughout this plan, we provide hyperlinks to DOI mission and initiative website pages, so that the public sees new developments and progress in achieving our outcomes.

As we implement the DOI FY 2022–2026 Strategic Plan, we will remain customer and mission-focused when adjusting to challenges, overcoming obstacles, and ensuring the best possible use of resources for the American people and the planet. We commit to doing this thoughtfully, equitably, fairly, with a foundation in solid science and data, and with openness and transparency.



### OUR VISION

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

### OUR MISSION

PROTECT AND MANAGE THE NATION'S NATURAL RESOURCES AND CULTURAL HERITAGE; PROVIDE SCIENTIFIC AND OTHER INFORMATION ABOUT THOSE RESOURCES; AND HONOR ITS TRUST RESPONSIBILITIES OR SPECIAL COMMITMENTS TO AMERICAN INDIANS, ALASKA NATIVES, NATIVE HAWAIIANS, AND AFFILIATED ISLAND COMMUNITIES.

## DOI at-a-Glance

480 million  
acres of public lands for access

532 million  
visitors to DOI lands and waters in 2021

17  
States in the west  
with managed and  
supplied water

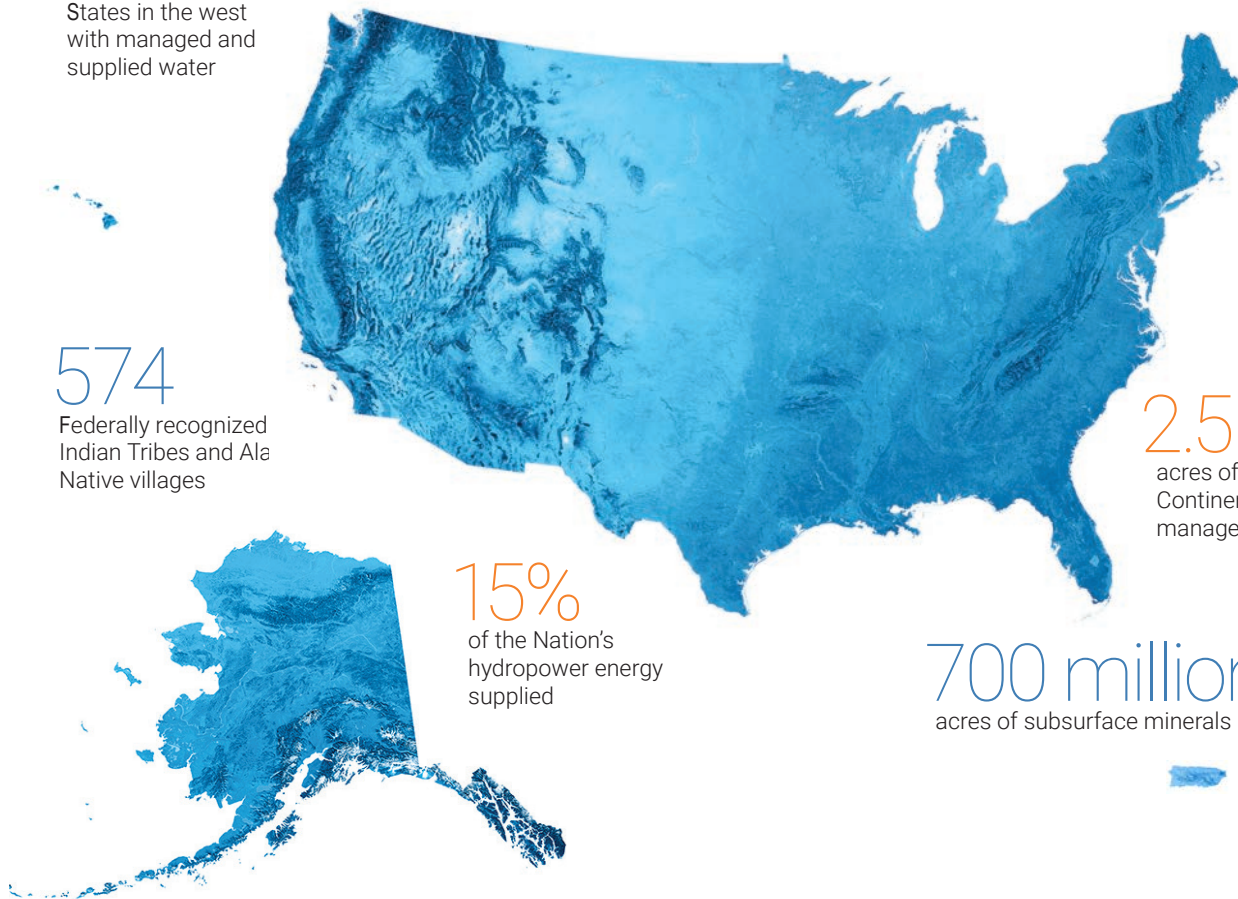
20%  
of the Nation's land stewarded

574  
Federally recognized  
Indian Tribes and Ala  
Native villages

2.5 billion  
acres of the Outer  
Continental Shelf  
managed

15%  
of the Nation's  
hydropower energy  
supplied

700 million  
acres of subsurface minerals managed



# Achieving Our Vision and Mission

**THE DOI FY 2022-2026 STRATEGIC PLAN FRAMEWORK** was built on the core responsibilities of the Department. These mission areas are represented by four strategic goals, intentionally structured to be aspirational and enduring.

## STRATEGIC GOAL 1

Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities<sup>1</sup>

## STRATEGIC GOAL 2

Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors

## STRATEGIC GOAL 3

Sustainably Balance the Use of Resources While Supporting Communities and the Economy

## STRATEGIC GOAL 4

Serve and Honor the Public Trust

## DOI 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.



Interior Secretary Deb Haaland introduces President Joe Biden before he delivers remarks at the Tribal Nations Summit on November 15, 2021.

<sup>1</sup>For DOI, insular communities include those under the jurisdiction of the Office of Insular Affairs. This includes the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. In addition, the Office of Insular Affairs administers and oversees Federal assistance to, as well as the three freely associated states, including the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau.



## PRIORITIES OF THE BIDEN-HARRIS ADMINISTRATION AND THE SECRETARY

Since 1849, the Federal agency now known as the U.S. Department of the Interior has been charged with numerous management and stewardship responsibilities with respect to Government-managed lands, waters, resources, and ecosystems. Under President Theodore Roosevelt, the Department's role in conservation and protection of the country's resources was strengthened, and DOI's work expanded to preservation, management, understanding, and use of public lands, natural and cultural resources; responsible management of energy and water resources; Federal trust responsibility to Tribes; and scientific discovery.



Despite the passage of time, the Department's core missions remain intact. In pursuing our strategic goals, we will think systemically and holistically about how our activities can be implemented to build resilience and adaptability to climate change. We'll consider how to mitigate and respond proactively to climate change and improve our sustainability. We commit to listening and learning with the goal of strengthening diversity and equity in our programs. We will seek opportunities to actively improve our coordination, collaboration, and engagement with communities to better address pressing needs related to the environment, climate, economy, and the meaningful engagement and inclusion of all.

### Tackle the Climate Crisis

The climate crisis is identified by the Biden-Harris Administration as a strategic risk to the Department, the Nation, and communities across the globe. The Department is poised as a leader in climate-related activities. The DOI's approach to this complex issue crosses numerous mission responsibilities of our Bureaus and Offices. In achieving Departmental outcomes central to our mission, our climate plans apply several approaches and strategies. Among these approaches, the Department's commitment to address climate change includes: actively combatting the crisis through mitigation of greenhouse gas emissions from permitted activities on Federal lands and waters; water conservation and management; improving land management, including reclamation, reforestation, and reducing wildland fire risk; strengthening resilience of existing wildlife, native species, and ecosystems; reclaiming abandoned mines and wells and restoring local topography; mitigating climate change effects on vulnerable and at risk communities served by DOI; and reducing the Department's own carbon footprint by decreasing greenhouse gas emissions and energy consumption in our buildings and operations.

In 2021, the Department established cross-DOI task forces and coordination teams to leverage proven and promising science-based strategies to promote climate resiliency, adaptation, and mitigation of vulnerabilities. An integrated [DOI Climate Action Plan](#) establishes a baseline of programs and activities upon which the Department will grow and mature its response to challenges of climate change.

(ABOVE) U.S. President Joe Biden, with Secretary of the Interior Deb Haaland, and White House National Climate Advisor Gina McCarthy, participates in a signing ceremony to restore and protect three national monuments on October 8, 2021. Photo by Abaca Press, Alamy Stock Photo

**Actively Promote Diversity, Equity, Inclusion, and Accessibility**

The Department commits itself to upholding and advancing *diversity, equity, inclusion, and accessibility (DEIA)*, with increasing emphasis on closing the gap in benefits and opportunities for individuals and communities that have been historically underserved and underrepresented. This commitment spans the entire organization, across Bureaus and Offices, mission areas, and customer bases. Throughout DOI, regardless of the Bureau, Office, region, or team in which we work, we will uphold and integrate DEIA principles and practices to ensure equal access and benefit for all.

The Department's DEIA Strategic Plan will set goals and objectives that will guide our activities. We will also work with our Federal and commercial partners to close data gaps that hinder us from understanding and acting on challenges to access and equity. We will work with community groups, non-governmental organizations, and subject matter experts to help guide our planning and implementation of programs, so that not only are we better reaching traditionally underserved customers, but also understanding and easily adapting to shifting needs and priorities of the communities we serve. The Department will use this information to improve access to our programs, equitably share the benefit of DOI services, and engage all community sectors in supporting the Department's mission through grants and business opportunities.

At DOI, we will also determine how the Department can strengthen its workforce, including leadership, to be more representative of the country that it serves. We will remove obstacles that adversely affect our ability to hire and retain members of underrepresented communities. We will assess the workplace culture, identifying and addressing behaviors that can lead to inequity, intolerance, discrimination, and harassment. In doing so, DOI will become a model workplace, one in which people want to work, are able to work, and will thrive in their careers.



Photo by Stockphoto

## Promote Environmental Stewardship and Environmental Justice

With this strategic plan, the Department reaffirms its commitment to locally led conservation, a priority of the Biden-Harris Administration. In response to the climate and biodiversity crises, environmental injustice, and broad recognition that healthy ecosystems can strengthen the economy and create jobs, President Biden set the first-ever national conservation goal of conserving 30 percent of the Nation's lands and waters by the year 2030. This call-to-action, known as *America the Beautiful*, is a locally led, decade-long effort to restore and conserve lands and waters across the Nation. It 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.

The Department is equally committed to ensuring *environmental justice* in the management of the natural and cultural resources entrusted to DOI so that resources and benefits are sustainable, equitable, accessible, and inclusive of all populations. Across DOI, we are determining more effective mechanisms by which to incorporate environmental justice, equity and inclusion in programs, and employment policies. An important environmental justice priority in the coming years is ensuring equitable treatment of, and benefit accrual to, communities that have traditionally been underserved or underrepresented in decisions. The *Justice40* initiative directs Federal agencies to ensure 40 percent of certain program benefits accrue to these customers and stakeholders. Through the implementation of this strategic plan, leaders in the Department will continue addressing the principles of and core requirements of Justice40, seeking opportunities to advance equity and inclusion in DOI's programs and services.



**Support Tribal Nations**

As a steward of Tribal trust assets, DOI, among all agencies, plays a critical role for the United States in fulfilling the trust responsibility to federally recognized Indian Tribes. The U.S. has recognized the unique legal relationship and trust responsibility it has with American Indians, Alaska Natives, and Native Hawaiians to promote their self-determination and sovereignty in furtherance of its treaty obligations and longstanding government-to-government relationship. The relationship between federally recognized Tribes and the Federal Government is one between sovereigns, i.e., between a government and a government. This “government-to-government” principle, which is grounded in the U.S. Constitution, has helped to shape the long history of relations between the Federal Government and these Tribal Nations. In recognition of that special relationship and in furtherance of President Biden’s objectives in the Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships signed on January 26, 2021, the Federal Government’s trust responsibility with Tribes extends to all governmental branches. This requires the United States to uphold its fiduciary duties of care and loyalty, to make trust property income productive, to enforce reasonable claims on behalf of Native Americans, and to take affirmative action to preserve trust property, for the benefit of American Indians and Alaska Natives, and Native Hawaiians as part of this Federal-Tribal relationship and Tribal self-governance.

As part of this, Federal agencies, including the Department, are charged with engaging in regular and meaningful consultation and collaboration with Tribal officials in the development of Federal policies. It is the policy of DOI to recognize and fulfill its legal obligations to identify, protect, and conserve Tribal trust resources; carry out its trust relationship with Tribal Nations; and consult on a government-to-government basis through all Bureaus and Offices to engage in robust, interactive, pre-decisional, informative, and transparent consultation on their plans or actions that impact Tribal interests.

In seeking to fulfill the Administration’s goals, DOI is beginning to advance improvements to website content and notices on Tribal consultation, updates to DOI’s consultation policy, training for DOI leadership and staff, and a review of specific policies that inhibit or hinder consultation. Consulting with Tribal leaders is a priority to determine their needs and to make DOI plans and policies more responsive to Tribes and strengthen the government-to-government relationships.

## Build and Strengthen an Inclusive Outdoor Economy

As the Nation recovers from the COVID-19 pandemic, the Department is contributing to the economic recovery by supporting the growth of our outdoor economy. As the Department executes this strategic plan we will assess programs and activities and actively seek opportunities to better attract all people to our educational programs and recreational opportunities. An important element in this progress is how DOI is implementing *The Great American Outdoors Act (GAOA)*. Through the GAOA, the Department is investing in much-needed maintenance for critical facilities and infrastructure in our national parks, wildlife refuges, recreation areas, and Bureau of Indian Education funded schools. The GAOA authorizes up to \$1.9 billion annually for five years to fund deferred maintenance projects—investments that will increasingly benefit underserved communities and help advance the Biden-Harris Administration’s commitment to equity.

The Department has committed to support the improvement of its *High Impact Service Providers* and ensure that everyone has a positive customer experience when interacting with DOI. In addition to accessibility of our physical locations, our work includes updating our services, materials, and other offerings to be increasingly inclusive and responsive to customers, regardless of race, gender, disability, socio-economic status, or other factors.

We are working to strengthen our youth programs and partnerships, including conservation corps, to build up healthy and resilient public lands. In doing so, DOI will further enhance the Nation’s economic growth with support for workforce development, good paying jobs, and make long-term investments in climate adaptation, mitigation, and resiliency.



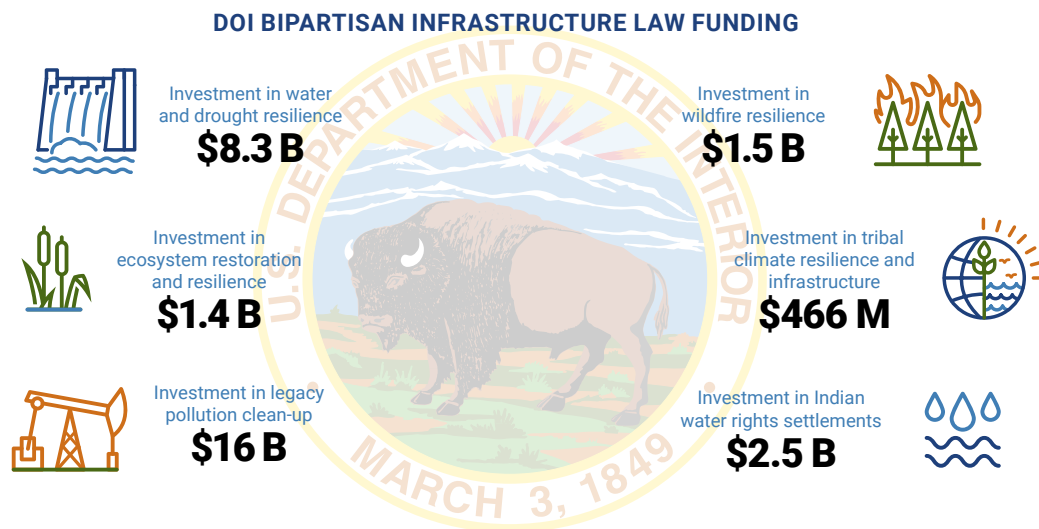
Snow geese fly out at sunrise at Bosque del Apache National Wildlife Refuge in New Mexico.

Photo by Doreen Lawrence

## Invest In the Infrastructure that Powers Our Economy

The *Infrastructure Investment and Jobs Act*, commonly referred to as the Bipartisan Infrastructure Law (BIL), passed in 2021, is a once in a generation opportunity for Federal investment in utilities, services, and infrastructure. The Department will invest more than \$30 billion to address environmental and safety hazards associated with abandoned mine lands and orphaned gas and oil wells; strengthen how we prevent, respond to, and rehabilitate lands affected by wildland fire; proactively address water storage, recycling, and provision to communities; enable ecosystem restoration, including protecting endangered species and mitigating incursion of invasive species; and strengthen government-to-government relations with Tribes through water settlements, co-management of lands for climate resilience, and planning for climate-driven community response, including potential relocation. The BIL also provides for strengthening future evidence-based decision making by accelerating U.S. mapping and integration of geospatial and other data, better assessing mineral resources, and enhancing infrastructure to build, preserve, share, and use scientific information and data.

In implementing the BIL, Department leaders remain mindful of the priorities of the Secretary and the Administration, namely that DOI serves all of the people. As such, principles governing diversity, equity, and inclusion are driving consultation with Tribes and communities across the country. This helps ensure complex decisions can be made fairly, intentionally, with risk mitigation when possible, and with a better understanding of potential impacts. Programs will be developed, and services distributed so that communities are treated fairly, regardless of race, ethnicity, location, or traditional socio-economic inequivalence. While BIL program decisions will address urgent needs of our communities today, they will be conducted so that effects and impacts of climate change and population can be anticipated, with mitigations planned or enabled up front.



The Department's Bipartisan Infrastructure Law investments include climate resiliency and adaptation, wildlife habitat restoration, conservation and recovery, and research.

# Strategic Goals and Objectives

**THE DOI FY 2022-2026 STRATEGIC PLAN** identifies strategic goals and strategic objectives that align with 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 DOI's achievement of the outcomes in the plan.

## STRATEGIC GOAL 1

### Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities

OBJECTIVES

- 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

### Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors

OBJECTIVES

- 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

### Sustainably Balance the Use of Resources While Supporting Communities and the Economy

OBJECTIVES

- 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

### Serve and Honor the Public Trust

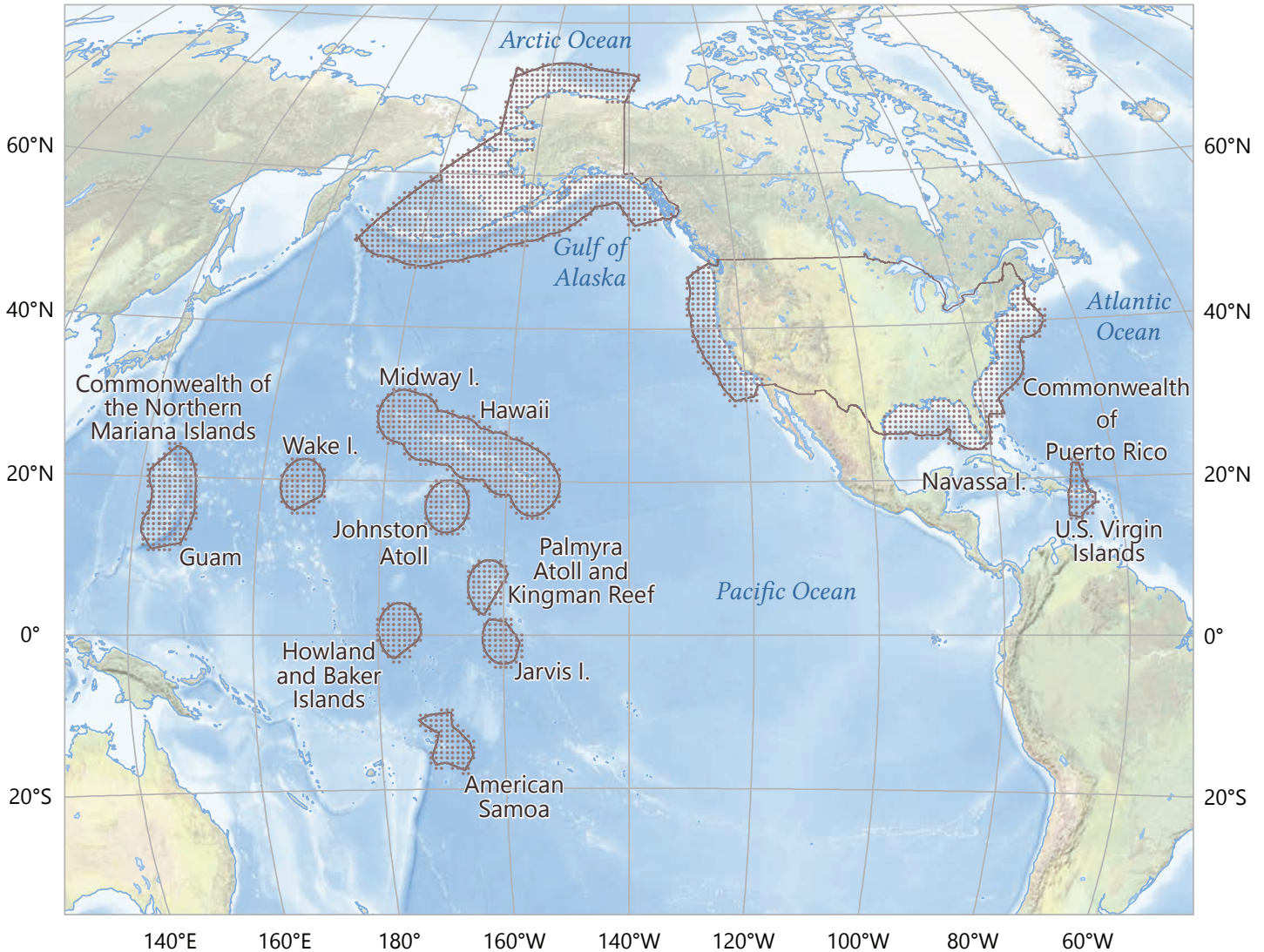
OBJECTIVES

- 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

# Agency Information

**TODAY, DOI 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). The DOI 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. The DOI 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.

**United States Continental Shelf Boundary Areas**





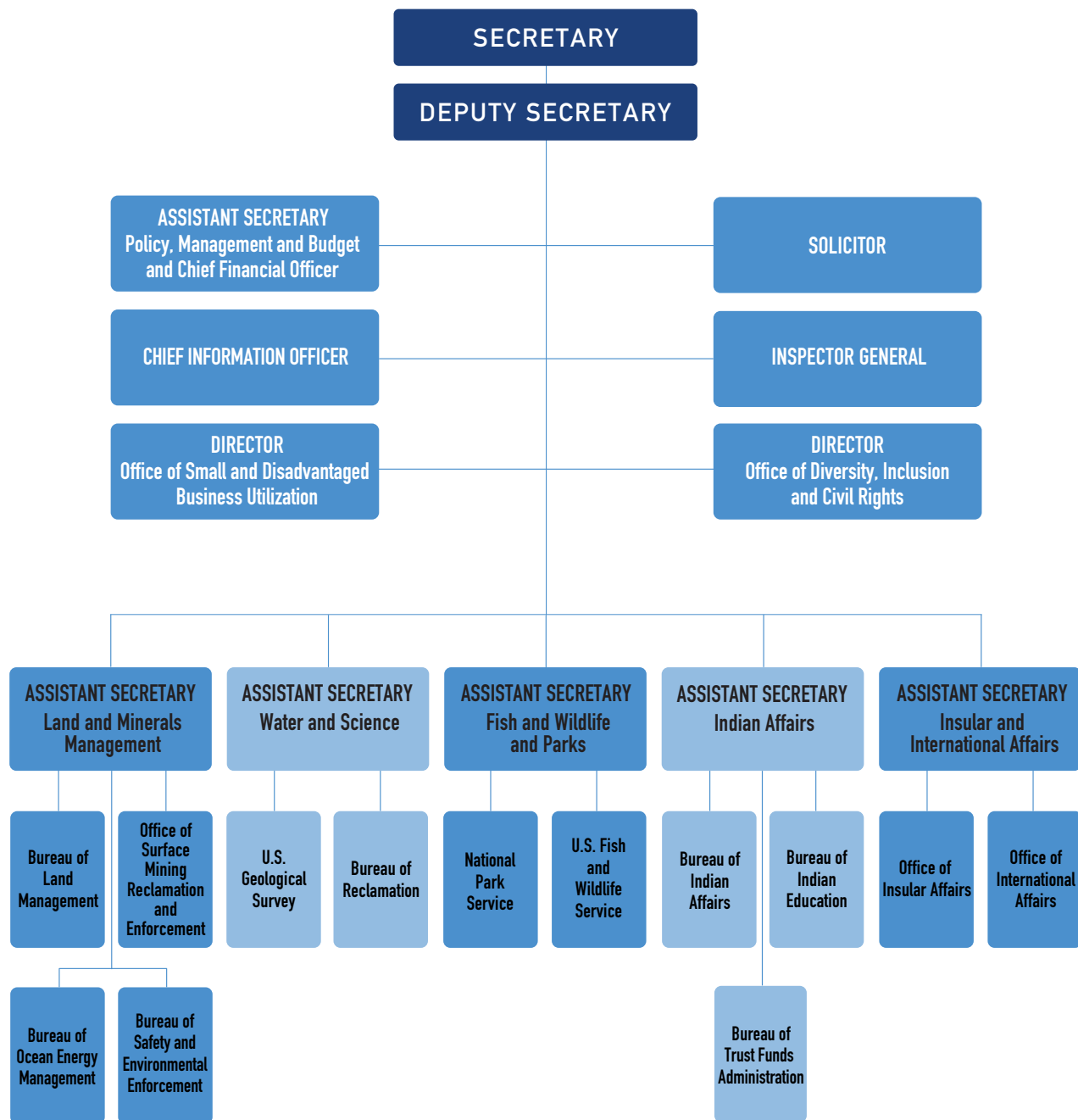
## Surface Lands Managed by The Department of the Interior



- Tribal Land/Native American Reservation
- Bureau of Land Management
- National Park Service
- U.S. Fish and Wildlife Service
- Bureau of Reclamation

## DOI 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 DOI's Bureaus and Offices. Each DOI organization in the Department 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 (DOI)**

The Office of the Secretary, Deputy Secretary, and Assistant Secretaries provide leadership and guidance to support all DOI 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**

**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 fosters 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 the financial trust assets of Tribes and American Indians held in trust by the U.S. Department of the Interior, disbursing more than \$1 billion annually and managing more than \$6 billion in financial trust assets.



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

The U.S. Fish and Wildlife Service manages 837 million acres of land and water including approximately 760 million acres of marine habitats primarily for the benefit of fish and wildlife. The 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 423 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, and ensures the land is reclaimed after active mining concludes, and mitigates 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. The USGS provides science about natural hazards, natural resources, ecosystems and environmental health, mapping and land imaging, and the effects of climate change.

**THE DEPARTMENT’S MISSION REACHES ACROSS THE NATION** with more than 2,000 locations. Accomplishing our mission requires collaboration and coordination among our Bureaus and Offices and with Federal agencies, State agencies, Tribes, non-governmental organizations, and other partners. Created in 2018, the 12 unified Interior regions facilitate coordination, communication, and improved responsiveness between DOI Bureaus and Offices and with our partners.

**12 Unified Interior Regions**



# Foundations of Our Strategic Plan

**THE DOI FY 2022-2026 STRATEGIC PLAN** is a roadmap for fulfilling our mission, achieving the vision of the Secretary of the Interior, and addressing the priorities of the Biden-Harris Administration. The strategic plan communicates a vision for the future, captures the broad mission of the many Bureaus and Offices within the Department, aligns our work toward shared strategic goals and objectives, and focuses on achieving long-term outcomes for Tribes, stakeholders, customers, and the planet. The plan identifies priorities for our programs and resources, guides decision making to improve outcomes, and invites ideas and innovation. In developing this strategic plan, we have placed an emphasis on strong program management to achieve performance, build evidence, improve project management, mitigate enterprise risks, and tackle management challenges.

## TRIBAL CONSULTATION

In 2021, the Department held Tribal consultations to obtain input and feedback on the strategic plan framework and planned outcomes. Tribal leaders provided feedback that the plan should include improving government-to-government relations and upholding and respecting treaty rights; viewing the relationship with Tribal communities and DOI through co-management of land and leveraging Tribal knowledge; and strengthening consultations to focus on meaningful outcomes. In response to this input, the Department developed 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. The Tribal leaders also wanted the strategic plan to have goals that better reflect DOI's commitments to Tribes; strengthen consultations that focus on meaningful outcomes; reflect energy development and Tribal economics; support Tribal land rights and economic opportunities; and address the impacts of climate change. The Department will continue to consult with Tribes in the development of performance goals and performance measures to build meaningful metrics that show progress in fulfilling the government-to-government responsibilities of the Department.

## 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 Act (GPRA) Modernization Act* of 2010. In developing our strategic goals and strategic objectives, we are focusing not only on legislative and statutory requirements that govern what we do, but on synergies within and across DOI to maximize the benefits realized by the American people. Our performance goals will track progress on our strategic objectives so we keep the end goal in sight and better aim efforts on what we can change and how we can improve. We have also taken steps to build evidence where we have gaps in our knowledge about our program outcomes, incorporate known science into our management decisions, and fully use the breadth of data within the Department to support planning and decisions. We are also using rigorous program evaluation to increase the Department's knowledge of what works and why and ensure that more of our data is transparent and open to the public.

Along with the performance goals in the strategic plan, the Department will also track Agency Priority Goals (APGs). APGs are two-year goals and milestones that will be published quarterly on [www.performance.gov](http://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 DOI leadership.

## THE LEARNING AGENDA

To implement the *Foundations for Evidence-Based Policymaking Act* (Evidence Act) of 2018, we developed the DOI FY 2022–2026 Learning Agenda. The learning agenda identifies areas where we want to build evidence and learn to make programs, projects, and organizations more effective and efficient in building and using evidence, with emphasis on achieving their outcomes. We also identified gaps or areas where the Department can improve its capacity for evidence and specifically program evaluation. The learning agenda is a road map of learning that will guide our evidence-building activities. The learning agenda is a flexible plan that will adjust as DOI learns about what works and what needs improvement when new challenges, priorities, and opportunities arise. The learning agenda and other DOI Evidence Act publications are available at [www.doi.gov/performance/evidence-doi](http://www.doi.gov/performance/evidence-doi).

## RISK MANAGEMENT

Planning to achieve our goals requires identifying and properly treating risks to our programs, operations, and activities. To do this, DOI is implementing *enterprise risk management* (ERM) by working with program managers to pinpoint conditions and events that could negatively impact mission achievement. Our ERM approach includes estimating the likelihood of and impact of these risks and plans that treat or reduce the risk. The Department strives to effectively and proactively manage risks to minimize program failures, interruptions, and avoid customer impacts.

## IMPROVING PROGRAM AND PROJECT MANAGEMENT

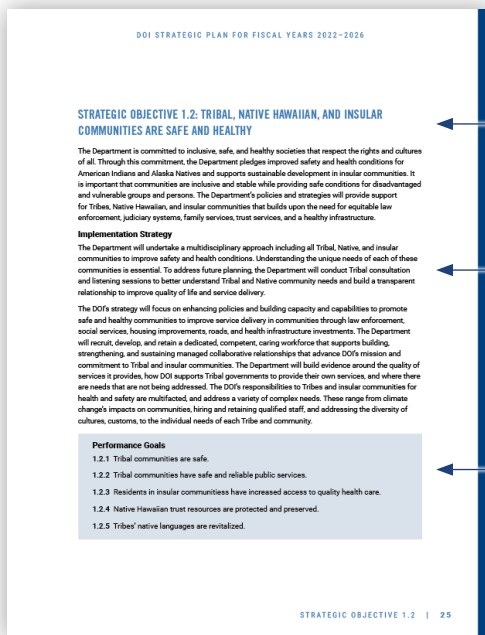
To promote efficient and effective program operations, the Department has developed program and project management standards and principles in alignment with the *Program Management Improvement Accountability Act of 2016*. Standardizing and improving program management across the Department is necessary 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.

## AGENCY MANAGEMENT CHALLENGES

The Department is fully invested in addressing management challenges identified by audits and reviews of DOI programs from the *U.S. Government Accountability Office* and the *Office of the Inspector General* (OIG). The OIG also recognized that these challenges must be viewed in light of the transformation of the workplace due to the COVID-19 pandemic. The integration of DOI's program and project management, enterprise risk management, evidence-building, and performance management functions serves to help our leadership in tackling these management challenges so that our strategic goals and objectives are not adversely impacted by previously identified obstacles.

## HOW TO READ THE STRATEGIC PLAN

The strategic plan is organized by strategic goals that reflect the mission of the Department. Under each of the strategic goals are strategic objectives which identify the outcomes the Department will work to achieve. The implementation strategy provides a plan for how DOI will conduct activities to achieve the strategic objectives. The performance goals state the customer-focused results DOI will work to achieve. Each year the Department will publish an Annual Performance Plan and Report on its *performance website*. The annual updates identify specific metrics that will be tracked to show the progress made on the performance goals.



Strategic objectives identify the outcomes the Department aims to achieve.

Implementation strategies provide a plan for how DOI will conduct activities to achieve the strategic objectives.

Performance goals state the customer-focused results DOI will work to achieve. Performance goals will be measured and tracked in the Annual Performance Plan and Report.





# STRATEGIC GOAL 1: Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities

**THE DEPARTMENT IS A MULTI-FACETED AGENCY**, and part of the Department’s goals are 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.

The Department fundamentally believes that honoring our relationship with Tribes and Native people and upholding our trust and treaty responsibilities is paramount to our mission. To fulfill the Department’s responsibilities, the Biden-Harris Administration and Secretary Haaland are committed to enhancing the communication and collaboration through Tribal consultations with an emphasis on trust, respect, and shared responsibility. Each consultation is a meaningful, open, and free exchange of information and opinion among parties. The Department takes its commitment to strengthening Tribal sovereignty, self-governance, and self-determination seriously, and we know that robust consultations are the cornerstones of Federal Indian policy. With an added emphasis on open and free exchange of information and opinion among parties, the Department will continue to host listening sessions for Native Hawaiian communities and engage with insular communities to foster regular, meaningful, and robust conversations that drive policies and programs to strengthen our partnerships.



In February 2022, Department of the Interior Assistant Secretary–Indian Affairs, Bryan Newland (third from the left) completed a four-day tour of meetings and listening sessions with tribal leaders and members of the public across New Mexico and Arizona.

## 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

The Department is the lead Federal agency for upholding the trust and treaty responsibilities that the U.S. Government has with Tribal Nations. The DOI is working to improve the government-to-government relationships with Tribes and support Tribal governments' rights of sovereignty, self-determination, and self-governance.

### Implementation Strategy

The Department is setting a new path for improving how we engage with Tribes, American Indians, Alaska Natives, Native Hawaiians, and insular communities. In March 2021, DOI consulted with Tribal leaders to learn how we can improve the consultation process, identify best practices, and strengthen our relationship with Tribal governments. This lays a foundation that DOI will build upon to make Tribal consultation more effective and meaningful. The [White House Council on Native American Affairs](#) endeavors toward this vision through collaborative inter-agency work across the Executive Branch, regular and meaningful Tribal-Federal engagement, and by fostering an all-of-government approach in meeting trust and treaty obligations to Tribes. These efforts will ensure that through co-stewardship, Tribal and other Native voices are a part of the decisions and plans of DOI and the Federal Government.

The U.S. Department of the Interior announced the formation of the new [Secretary's Tribal Advisory Committee \(STAC\)](#) to advance the Department's ongoing and future engagement with Tribal Nations. The Department's formal establishment of STAC will create a permanent forum between the Secretary, high-level Department officials, and elected Tribal representatives in furtherance of the United States government-to-government relationship with Tribes. The STAC advances and shepherds in the Department's efforts to share information, exchange ideas, provide recommendations, and facilitate robust discussions and interactions regarding intergovernmental responsibilities, administration of the Department's programs, and development of policies and initiatives.

Part of the Department's role in upholding trust and treaty responsibilities with Tribes is supporting self-determination and self-governance. Fee-to-trust land acquisitions, also called land into trust, is a transfer of a land title to the United States to be held in trust for the benefit of an individual Indian or Tribe. Acquisition of land into trust is essential to Tribal self-determination but can be complex and takes time for processing. The DOI will improve the processing time of land into trust ensuring accuracy and timeliness. The Department will also build evidence on how to better measure outcomes related to self-determination and self-governance.

### Performance Goals

- 1.1.1 DOI enables programs and opportunities that advance Tribal sovereignty.
- 1.1.2 Tribes can exercise their land rights.
- 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.

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

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 services, trust services, and a healthy infrastructure.

### Implementation Strategy

The Department will undertake a multidisciplinary approach including all Tribal, Native, and insular communities to improve safety and health conditions. Understanding the unique needs of each of these communities is essential. To address future planning, the Department will conduct Tribal consultation and listening sessions to better understand Tribal and Native community needs and build a transparent relationship to improve quality of life and service delivery.

The DOI's strategy will focus on enhancing policies and building capacity and capabilities to promote safe and healthy communities to improve service delivery in communities through law enforcement, social services, housing improvements, roads, and health infrastructure investments. The Department will recruit, develop, and retain a dedicated, competent, caring workforce that supports building, strengthening, and sustaining managed collaborative relationships that advance DOI's mission and commitment to Tribal and insular communities. The Department will build evidence around the quality of services it provides, how DOI supports Tribal governments to provide their own services, and where there are needs that are not being addressed. The DOI's responsibilities to Tribes and insular communities for health and safety are multifaceted, and address a variety of complex needs. These range from climate change's impacts on communities, hiring and retaining qualified staff, and addressing the diversity of cultures, customs, to the individual needs of each Tribe and community.

### Performance Goals

- 1.2.1 Tribal communities are safe.
- 1.2.2 Tribal communities have safe and reliable public services.
- 1.2.3 Residents in insular communities have increased access to quality health care.
- 1.2.4 Native Hawaiian trust resources are protected and preserved.
- 1.2.5 Tribes' native languages are revitalized.

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

Economic security and growth for the American people is a foundational role of the Federal Government. However, Tribal, Native Hawaiian, and insular communities have not been able to fully participate in economic growth and, in many cases, have been disproportionately excluded from economic opportunities. The Department will work to expand economic opportunities for Tribal and insular communities and support their economic growth and security.

### Implementation Strategy

The Department's strategy will focus on improving equity and economic access, developing a skilled workforce through job and employment training, and investing in Tribes and insular communities through contracts and grants, and investments that support a climate resilient economy. The DOI will ensure equitable investments across Native and insular communities as a part of the plan for achieving *Justice40*. The Department will use funds from the *Bipartisan Infrastructure Law* to support Tribes and insular communities to address climactic impacts on their lands and local ecosystems, support community relocation and construction projects, invest in dam safety, and fund the Indian Water Rights Settlement Completion Fund. As these funds are dispersed and investments made, the Department will evaluate the equity of funding and impacts and will build evidence on what investments are the most effective.

As the Department works with Tribes and insular communities to support economic security, there are risks that will need to be addressed such as changing economic conditions and training for future jobs skills. The Department will identify the key drivers of these risks and adjust plans and strategies to mitigate them.

### Performance Goals

- 1.3.1 Communities benefit from full and equitable participation in the American economy.
- 1.3.2 Insular communities benefit from activities and investments that promote economic development.
- 1.3.3 American Indian and Alaska Native beneficiaries have the necessary information to make informed decisions about their trust assets.
- 1.3.4 Native Hawaiian communities' organizations have viable means of capacity-building, self-determination, and ability to promote economic self-reliance.

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

One of the bureaus within the Department is the Bureau of Indian Education (BIE). The 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.

### Implementation Strategy

The Department will improve student learning outcomes, academic support, and provide opportunities for students to succeed at each level of their educational journey. The DOI strategy focuses on supporting students and their families to improve student graduation rates. The DOI will build evidence to determine factors impacting graduation rates and student attendance to develop and implement appropriate intervention strategies to benefit students. Additionally, the Department will continue to develop and implement programming and services to enhance student well-being and personal growth.

The condition of school facilities will further improve as the Department prioritizes building safety and lifecycle investments. The DOI will continue utilizing the *Site Assessment and Capital Investment* program to assess the conditions of BIE-funded schools, resulting in a long-term facilities plan that is continuously updated and adjusted. The Department is continuing to invest in remote learning and broadband capabilities.

### Performance Goals

- 1.4.1 BIE students have better learning outcomes.
- 1.4.2 BIE students have access to better school facilities.



## STRATEGIC GOAL 2: Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors

**THE DEPARTMENT IS A STEWARD OF MORE THAN 480 MILLION ACRES** of public lands accounting for almost 20 percent of the Nation’s land mass, and over 760 million acres of cooperatively managed marine areas comprising approximately 25 percent of U.S. waters. The DOI 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.

The Department, in partnership with States, local, and Tribal governments, as well as agricultural and forest landowners, fishers, non-profit organizations, and other key stakeholders, is working to advance the goals of *America the Beautiful* to tackle climate change, stem the decline of biodiversity, and improve equitable access to nature. The Department will continue to support conservation and restoration in a manner that is faithful to its guiding principles—building a locally led movement that benefits people and the economy, is anchored in science, honors Tribal sovereignty, and respects private landowners. It will also continue to focus on the six areas of focus that elected officials, Tribal leaders, and stakeholders lifted up as early opportunities for successful collaboration: creating more parks in underserved communities; supporting Tribally led conservation and restoration priorities; expanding collaborative conservation of fish and wildlife habitats and corridors; increasing access for outdoor recreation; rewarding voluntary conservation efforts of fishers, ranchers, farmers, and forest owners; and creating jobs by investing in restoration and resilience.

This effort will require the support and commitment from a new generation of conservationists. The Department is reinvigorating its youth programs and partnerships, including conservation corps. In particular, the Department is standing up the *Indian Youth Service Corps*, a program that will create opportunities for Tribal youth to engage in seasonal projects to help care for cultural and historic resources on Tribal and public lands and assist their communities with climate mitigation and resiliency projects. Young people who participate in these corps programs will gain unique skills and that will be foundational to future careers in government, natural resource stewardship, and beyond..

Abandoned mine land reclamation and closure of orphaned oil and gas wells afford DOI the opportunity to improve the condition of degraded lands. With the investment from the *Bipartisan Infrastructure Law*, DOI will be able to accelerate work at these sites. This provides enjoyment of the lands by the community, as well as the possibility of economic use for the benefit of the people in the surrounding area and the restoration of habitats for a variety of wildlife.



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

As the steward of much of the Nation’s public lands and waters, the Department protects, conserves, manages, maintains, and restores uplands, wetlands, lakes, streams, and marine areas. Many of these lands have special status as national parks, seashores, monuments, wildlife refuges, wilderness areas, national conservation lands, marine national monuments, or wild and scenic rivers. Land managers inventory and manage these lands and waters using earth and natural science, social science, and partnerships with other Federal, State, local and Tribal entities. The Department is also responsible for the curation of much of the Nation’s cultural heritage. The DOI national historic sites, monuments, and battlefields, and extensive museum collections, preserve the places, stories, objects, and artifacts of our shared national story.

### Implementation Strategy

The Department will confront and adapt to the challenges climate change poses and improve how we conserve, protect, and restore the land, water, and natural and cultural resource collections. The Department’s Climate Task Force is leading a coordinated, cross-DOI effort, and our *Climate Action Plan* guides how we adapt to climate change, address our vulnerabilities, reduce our carbon footprint, and be more sustainable. One effort to combat the effects of climate change is a goal to conserve and restore 30 percent of the Nation’s lands and water by 2030, known as *America the Beautiful*. This locally led effort will be supported by science, and pursued in collaboration with private landholders and Tribes, and will contribute to the restoration and sustainability of the Nation’s fish and wildlife.

Part of the Department’s land management strategy is to remediate orphaned and legacy oil and gas wells and reclaim abandoned coal mine lands. This work will restore these spaces to productive uses, reduce safety risks to people, reduce greenhouse gas emissions, and mitigate environmental contamination. Alongside of our conservation work, the reclamation of previously-damaged lands and waters will create new benefits and opportunities for people as these sites are transformed to meet the requirements of their planned end use.

The DOI will make available online more of its museum collections of cultural artifacts and natural history specimens, so that the public is able to have greater and more equitable access to enjoy these treasures. Increased consultation with relevant partners will ensure protection, monitoring, and appropriate access to culturally sensitive sites, ancestral remains, and artifacts is pursued.

### Performance Goals

- 2.1.1 The public, the environment, and the economy 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.
- 2.1.3 Current and future generations have access to, and can learn from, cultural heritage resources and artifacts that are protected and conserved.

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

The Department is responsible for the protection of fish, wildlife, native plants, their habitats, and the ecosystems that support them. This effort transcends jurisdictional boundaries and includes efforts that affect more than 1,600 species listed under the *Endangered Species Act* and more than 1,000 migratory birds that receive Federal protection under the *Migratory Bird Treaty Act*. Our efforts include controlling invasive plants and animals, restoring lands and waters to a condition that is self-sustaining, and ensuring that habitats support healthy native wildlife populations. The DOI combats domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement, promoting legal trade and hunting, and helping to reduce demand for illegal wildlife products. The Department also carries out several wildland fire management activities before, during, and after wildfire events to ensure the protection of life and property, and to sustain and aid the recovery of ecosystems.

### Implementation Strategy

The Department will restore and maintain terrestrial and aquatic habitats to support biodiversity; support the health and recovery of threatened and endangered species; and prevent the spread of, eradicate, or control invasive species. By leveraging data-driven and science-informed planning, DOI will take into consideration the best models for climate change impacts on species, habitats, and ecosystems. The Department will protect and sustain the natural biodiversity both domestically and internationally and combat the spread of wildlife disease. The strategy to sustain species leverages not only DOI expertise, but in coordination with State, local, and Tribal partners, focuses on identifying and implementing corrective actions that will prevent listing of species and lead to species recovery. The Department also will work to reduce wildfire risk, rehabilitate burned landscapes, promote adaptation and resilience of communities to wildfire, strengthen the firefighting workforce, and provide the tools and training needed to work safely and effectively.

The DOI will foster and build partnerships, both domestically and internationally, to support these efforts. The Department works with States, communities, Tribes, private landowners, non-governmental organizations, and other Federal agencies. Particular attention will be paid to ensuring that we respect *traditional ecological knowledge* in decision making.

### Performance Goals

- 2.2.1 Domestic and international species are protected and conserved.
- 2.2.2 Threatened and endangered species and other trust species are protected and are on a path to recovery.
- 2.2.3 Public lands, waters, and facilities and those of our neighbors and partners are not negatively impacted by invasive species.
- 2.2.4 DOI-managed lands have a reduced risk from wildfire and fire's negative impacts.
- 2.2.5 Habitats and ecosystems are protected through appropriate co-stewardship and use of Tribal and indigenous traditional ecological knowledge.

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

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. The Department balances preservation, conservation, and allowance 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.

### Implementation Strategy

The Department will work to provide a positive customer experience through outdoor recreational opportunities, visitor services, and educational programs. To ensure that all Americans are able to enjoy our public lands, the Department will provide urban and underserved communities opportunities to visit and learn from public lands. The DOI educational programs will also offer the Nation's youth a chance to learn from the natural and cultural resources housed on DOI lands and through digital resources. The Department not only preserves and protects historic and natural resources for visitor enjoyment, but also maintains facilities and infrastructure that includes nearly every type of asset found in a local community. The Department will reduce infrastructure costs to sustainable levels while continuing to support current and future DOI missions. The DOI will balance and optimize the operations, maintenance, and divestiture of its diverse asset portfolio, leveraging multiple resources, including the [Great American Outdoors Act](#) to simultaneously reduce deferred maintenance and ensure appropriate lifecycle investments. Making these investments in our facilities and infrastructure will ensure that visitors can safely access our public lands and programs.

Many people find meaningful engagement, not only from visiting public lands, but also from giving back to the places they love. The DOI will employ youth conservation corps, including the [Indian Youth Service Corps](#), to improve public and Tribal lands and make them resilient and adaptive to climate change. Youth programs can provide well paying jobs, give participants opportunities to learn new job skills, and provide meaningful opportunities for people to work with DOI. The Department will also encourage volunteers and partnerships that support the conservation, operation, and management of our public lands.

### Performance Goals

**2.3.1** Visitors to public lands are satisfied with recreational opportunities.

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





## 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,** including almost 2.5 billion acres of the Outer Continental Shelf (OCS), DOI 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 geothermal, hydroelectric, solar, and wind power, a comprehensive energy strategy ensures responsible energy development. Projects on DOI-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.

The Department is committed to responsible energy and mineral development and resource use. As a steward of the Nation's natural resources, DOI strives for careful planning of conventional energy development projects, a transition to clean technologies to meet the energy needs of the future, and science-informed decisions to support communities in need. In carrying out these activities, DOI will contribute to solutions to address climate change, strengthen and decarbonize the Nation's economy, and help communities transition to a clean energy future.



BLM Nevada has 18 operating geothermal power plants with Federal interest, for a total generating capability of over 600 MW and nearly 400 MW.

Photo by BLM Nevada

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

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 DOI-managed lands and waters are efficiently developed in an environmentally responsible manner that considers the needs of all users of those lands and waters.

### Implementation Strategy

To help address the climate crisis, the Department will continue to be a driver in the creation of a clean energy economy, using science and data to advance clean energy job growth, improve siting and permitting processes on public lands and in offshore waters, and increase renewable energy production on public lands and waters. The Department will do so while ensuring that the deployment of clean energy and transmission projects considers the needs of at-risk species and their habitats, and provides meaningful opportunities for Tribal and public engagement. The Department will make significant progress advancing clean energy projects to meet the Biden-Harris Administration's ambitious renewable energy goals.

To ensure the path forward for future offshore wind leasing to meet the Administration's goal to deploy 30 gigawatts (GW) of offshore wind energy capacity by 2030, DOI will hold up to seven new offshore lease sales by 2025 and review at least 16 plans to construct and operate commercial offshore wind energy facilities, which if approved would represent more than 22 GW of clean energy capacity for the Nation. The DOI will improve its process for identifying additional offshore Wind Energy Areas (areas that may be suitable for offshore wind energy leasing) and will use the best available science, as well as knowledge from ocean users and other stakeholders, to minimize conflict with existing uses and marine life.

The DOI is working with other Federal agencies to coordinate and prioritize reviews for clean energy projects located on Federal public lands. Together, Federal agencies will prioritize and expedite reviews by establishing interagency coordination teams to facilitate preparation of environmental reviews and accelerate renewable energy decision-making. This will support the *Administration's energy goals* of a carbon pollution-free power sector by 2035, and permitting 25 GW of onshore solar, wind, and geothermal production on public lands by 2025. Current DOI projects under review have the combined potential to add more than 30,000 megawatts (MW) of renewable energy capacity to the western electric grid. The Department will accelerate the identification of additional areas with potential renewable energy resources.

### Performance Goals

- 3.1.1 The public benefits from an electric grid that has access to 30 GW of offshore wind energy capacity by 2030.
- 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.
- 3.1.3 The public benefits from improved management practices, guidance, policies, and resource assessments that support environmentally sound renewable energy development.

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

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*. As the Nation transitions to a clean energy economy to address climate change, DOI will work to ensure that conventional energy development on lands and waters is done in a safe and environmentally responsible manner.

### Implementation Strategy

As the Nation transitions to a larger share of clean energy, DOI will work with State, local, and Tribal governments to improve and modernize the Nation's conventional energy programs toward safe and responsible exploration and development that considers environmental justice, climate change, and potential impacts to the environment and communities. The Department will ensure that energy programs rely on the best available scientific information, provide a fair return to taxpayers, discourage speculation, hold operators responsible for remediation, and more fully include communities and Tribal, State, and local governments in decision making.

The Department will use its full range of authorities, policies, and tools to ensure safety, environmental stewardship, and appropriate development of coal, oil, natural gas, and renewable energy resources. This includes regulatory programs that establish strong standards and regulations, and emphasize a culture of safety and environmental stewardship. The Department will promote oil spill preparedness and ensure that operators adhere to the stipulations and conditions of their approved leases, plans, and permits, while acknowledging the impacts of climate change in all the Department's work, both internally and externally.

### Performance Goals

- 3.2.1 Customers reliant on conventional or renewable energy resources have reliable energy to meet their needs.
- 3.2.2 Current and future generations benefit from reduced greenhouse gas emissions from fossil fuel programs, mitigating climate impacts.
- 3.2.3 Negative impacts to people and the environment from energy development are minimized.



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

Managing the resources of America’s public lands and waters has been a core DOI responsibility since its founding. 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 DOI appropriately balances resource protection responsibilities with the economy’s need for non-energy minerals including hard rock, sand, and gravel; forest and rangeland products; and water resources, as well as ensuring that communities’ economic and environmental health is sustained. The DOI also considers the increased demand for mineral resources to deploy the clean energy technologies necessary to transition to a decarbonized economy in a sustainable manner.

### Implementation Strategy

The Department will ensure sustainable grazing, timber, and non-energy resource production; support and develop supply chains for non-energy minerals; ensure water management, allocation, and delivery to communities; and address worsening drought conditions caused by climate change. The Department, in alignment with Administration goals and other Federal agency actions, will seek to boost the Nation’s understanding of its critical mineral resources and accelerate the identification of areas with potential critical mineral resources still in the ground and in mine wastes. Data collected will support development of a national mine waste inventory, development of assessments quantifying the Nation’s domestic mineral resources, and identification of locations suitable for sustainable development of these resources. The DOI will preserve, catalogue, and enable access to geological and geophysical data and materials for research and educational use. The Department will further its responsible stewardship of both OCS critical minerals resources and the surrounding environment.

The Department is marshalling existing resources and working in partnership with State, local, and Tribal governments to address the needs of communities suffering from drought-related impacts. The Department will identify and disburse financial and technical assistance for impacted irrigators and Tribes and develop longer-term measures to respond to climate change, including building more resilient communities and protecting the natural environment. Investments made available under the [Bipartisan Infrastructure Law](#) will improve water efficiency and recycling programs and dam safety to address the western drought crisis. DOI will support the western United States as it combats extreme drought through water storage and delivery, ensuring a sustainable supply of water.

### Performance Goals

- 3.3.1** Residents of the western United States have a sustainable water supply to address impacts of drought and climate change.
- 3.3.2** Communities benefit from a balanced approach to using and conserving resources.
- 3.3.3** Communities, scientists, and other stakeholders have the information needed to make informed decisions about nationwide critical mineral potential and geological resources.
- 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.





## 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 DOI 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.

*Secretarial Order 3399* provides a Department-wide approach to restoring transparency and integrity to the Department's decision making is expected to drive new strategies and best practices to improve efficiency and stewardship. This includes promoting a culture of ethical and inclusive decision making grounded in the best available science to ensure that Departmental operations are safe, effective, and optimized for the changing environment.

Beginning with a workforce that mirrors the diversity of the Nation that it serves, the Department will prioritize service delivery and performance improvement to redress inequities and systemic barriers to environmental justice and participation in DOI's programs and activities. This includes actively seeking ways to increase access, enjoyment, and benefits of public lands and waters, resources, and opportunities for all people.



Park Ranger Shelton Johnson speaking to visitors at Yosemite National Park in California.

Photo by Kelly Sewell, DOI

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

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 entails producing and delivering credible, applicable, and unbiased information to inform critical decisions related to ecosystems, land use, environmental health, natural hazards, and water resources, and the effects of climate change to the American public.

### Implementation Strategy

The Department will provide open access to information and leverage data and information as strategic assets to address the disproportionately high health and environmental impacts for low-income and minority communities. This includes harnessing emerging technologies to expand the use of principles of data management making data findable, accessible, interoperable, and reusable (FAIR principles) for staff, collaborators, and the public. The Department will also increase the use of demographic data in its datasets to better support management decisions which impact equity and justice and employ strategic learning strategies to improve evidence-based policy making and the management, use, and transparency of DOI's science and information.

The U.S. Geological Survey serves as the Department's primary science organization and each Bureau also conducts mission-specific research and data collection to support its programs and the public. Through these cross-cutting efforts, the Department will continue to advance the delivery of scientific research to improve the resilience of communities and provide reliable and timely scientific information needed to respond to hazards, reduce land use impacts, restore ecosystems, and sustain safe and healthy environments. With an emphasis on data and science integrity, the Department will focus its learning activities to improve the public benefit of its information resources and achieve better data and science equity.

### Performance Goals

- 4.1.1 People, communities, and organizations have equitable access to DOI data resources.
- 4.1.2 People, communities, and organizations benefit from information that is inclusive and reflects the needs of diverse populations.
- 4.1.3 People, communities, and organizations benefit from science resources to enhance their resilience to natural hazards and environmental change.
- 4.1.4 People, communities, and organizations benefit from information made available for land and resource management.

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

Meaningful engagement, especially for individuals from underrepresented groups and underserved communities, is essential to fulfilling our obligations and delivering DOI's mission with trust and transparency. The Department's priority is to bolster our broader Departmental goals by embedding equity and fairness in everything we do, and maximizing inclusivity and accessibility for our partners, visitors, collaborators, customers, and other stakeholders. 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.

### Implementation Strategy

Recognizing that meaningful engagement begins with equitable access to information and opportunities, the Department will increase outreach to DEIA communities, tapping into diverse expertise and experience to continually enhance and innovate engagement strategies. The Department will also increase collaboration and engagement with a wider variety of commercial, educational, and nonprofit partnerships to improve accessibility and expand participation in science, technology, engineering, and mathematics (STEM) research, grants, contracting, and other opportunities. This includes targeted internship opportunities and partnerships with minority serving institutions and nonprofits and expanding the Department's *current partnership with the U.S. Department of Transportation* to increase recreational access for disadvantaged communities and people with disabilities.

To further advance equitable access to resources, DOI will deliver 40 percent of the overall benefits of relevant investments to historically underrepresented communities. The Department will identify ways to improve transparency, technical assistance, and vendor engagement; enhance the implementation and design of business opportunities; mitigate challenges stemming from participant capacity and administrative complexity; and implement a range of strategies to enable substantive improvements addressing service delivery challenges for acquisitions, Tribal grants, and contracting. Through these processes, and ongoing assessment of climate vulnerabilities impacting people and communities, DOI will develop strategies and methodologies to understand social equity and resilience and address enterprise risks across multiple categories.

### Performance Goals

- 4.2.1 People from historically underserved communities have equitable access to DOI science, technology, engineering, and math (STEM) education and research opportunities.
- 4.2.2 Historically underserved communities equitably benefit from DOI decisions, investments, and opportunities.

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

DOI 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. Our 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.

### Implementation Strategy

The Department will strengthen organizational and personal accountability of senior leaders, managers, and supervisors in executing the Department's human resource and management practices. The Department will advance DEIA to reflect the diversity of our Nation and capitalize on the differences in background, thought, education, and experience—factors that enable better-informed policies and decision making. The Department has established clear plans to strengthen targeted recruitment activities and build accessible and equitable pathways in our hiring and retention activities. The Department established a *Diversity, Equity, Inclusion and Accessibility Council* that will identify concrete strategies to develop innovative recruitment and hiring tactics to drive continuous increases in qualified and hired applicants from historically underrepresented groups; enable employees to fully contribute to achieving DOI's missions, fostered by an inclusive and safe workplace culture; and ensure professional growth and advancement is fair, equitable, and accessible to all employees at all career levels. The Department will continually assess its performance at all stages of the employee life cycle and identify immediate needs and opportunities to improve DEIA practices and outcomes.

The Department's workforce strategy also includes safeguarding the wellness, safety, and mental health of our workers as the Nation adapts to better respond to challenges. In July of 2021, Secretary Haaland established a new *Departmental Law Enforcement Task Force*, which will draft recommendations that will strengthen trust in the Department's law enforcement programs and ensure supportive resources are available for the mental health, wellness, and safety of our officers. Additionally, DOI will provide coaching for senior leaders and supervisors, so that a positive and inclusive environment is modeled at the highest levels, and will employ a policy which demands that interpersonal practices and behaviors protect and promote rights, inclusivity, and dignity.

### Performance Goals

- 4.3.1 Employees recruited and hired at DOI reflect the diversity of the Nation.
- 4.3.2 DOI employees can fully contribute to achieving DOI's missions, fostered by an inclusive and safe workplace culture.
- 4.3.3 DOI employees experience safety, wellness, positive work-life balance, and work in an environment free of harassment and bias.

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

Sustainably managed assets, responsible management of resources, and fair and equitable service delivery are essential to build 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. Through a multipronged approach with an emphasis on efficiency, investment, and portfolio rightsizing, the Department will pursue excellence in business practices, improve justice and accountability to our stakeholders, and deliver better services to our customers.

### Implementation Strategy

The Department will leverage investments and sustainable use planning to ensure its visitors and customers continue to have access to DOI properties, facilities, and assets. To accomplish this, the Department will commit significant investments from the *Bipartisan Infrastructure Law* and the *Great American Outdoors Act*. These investments will 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 investments will improve facilities, reduce the backlog in deferred maintenance, and move the Department's portfolio toward proactive maintenance, modernization, and renewal of components and major systems to sustain assets in good condition. These investments will also support community-led transitions for the most vulnerable Tribal communities, including climate adaptation planning, ocean and coastal management planning, capacity-building, and relocation, managed retreat, and protect-in-place planning for climate change risks.

The Department is committed to strengthening public confidence in its ability to support public health and safety and facilitate resiliency in the communities that it serves. The Department will deploy resources to better prepare communities and ecosystems against threats and natural hazards through historic investments in forest and rangeland restoration, hazardous fuels management and post-wildfire restoration activities, and protection of water supplies and improvements to drought resiliency. Additionally, to strengthen trust and collaboration between DOI law enforcement and the communities it serves, the Secretary's *Law Enforcement Task Force* will recommend actions to ensure appropriate policy and oversight and strategies to improve law enforcement programs of the National Park Service, U.S. Fish and Wildlife Service, Bureau of Reclamation, Bureau of Land Management, and Bureau of Indian Affairs.

The Department will also improve its sustainability and resiliency of operations. The DOI will 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 DOI's data and information systems. The Department will take bold and direct action to address climate change vulnerability and resiliency broadly across its facilities and infrastructure portfolio. This includes addressing vulnerabilities of mission-critical buildings and structures to climate change, taking a whole-of-lifecycle approach to identify opportunities to increase resiliency, and continue to implement mitigation actions reported in the Department's annual *Sustainability Report and Implementation Plan* to reduce greenhouse gas emissions from agency operations.

### Performance Goals

- 4.4.1 DOI facilities are well maintained and available to serve the American public.
- 4.4.2 Communities, property, and DOI-managed physical and digital resources are safe and resilient.
- 4.4.3 DOI infrastructure investments benefit vulnerable communities, the public, and the environment.



## TRACKING PROGRESS AND ANNUAL UPDATES

The GPRA 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 DOI 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, DOI assesses the past year's performance and sets targets for the next fiscal year. The results of these reviews are published in the DOI Annual Performance Plan and Report and published on the [DOI performance management website](#).

The FY 2022–2026 Strategic Plan was prepared and published by the [Office of Planning and Performance Management](#).

### Additional Photo Credits

---

page 1: Secretary Haaland Photo by Tami A. Heilemann, DOI  
page 2: Planet Earth from Space Photo by NASA  
page 2: Alaska Native Photo by Joe Raedle, Getty Images  
page 3: Hiking Couple Photo by NPS  
page 4: Topographical U.S. Map Illustration by iStockphoto



**Office of Planning and Performance Management (PPP)**  
**U.S. Department of the Interior**  
**1849 C Street, NW**  
**Washington, DC 20240**