

# U.S. Department of the Interior FY 2022-2023 Annual Performance Plan



May 17, 2023

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## Introduction

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

The Department manages the Nation's public lands and minerals, including providing access to more than 480 million acres of public lands, 700 million acres of onshore subsurface minerals, and 2.5 billion acres of the Outer Continental Shelf (OCS). 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. 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.

The Fiscal Years (FY) 2022-2023 Annual Performance Plan is a forward-looking plan aligned with the [DOI FY 2022-2026 Strategic Plan](#). This plan highlights the strategies, performance goals, and performance measures the Department will use to assess and rate performance for the next two fiscal years.

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

## Our Vision, Mission, and Priorities

### Vision

Manage our land, water, and resources for the benefit of all Americans, both today and tomorrow.

### Mission

The U.S. Department of the Interior protects and manages the Nation’s natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, Native Hawaiians, and affiliated Island communities.

### 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.

### Administration Priorities

The Department plays a central role in how the United States stewards its public lands, increases environmental protections, pursues environmental justice, and honors our government-to-government relationship with tribes. The priorities of the Biden-Harris Administration and Secretary Haaland are clear. DOI must address the four intersecting challenges of COVID-19, economic recovery, racial equity, and climate change. DOI is taking the bold action desperately needed to ensure all communities — including communities of color and urban, rural, and native communities — benefit from an aggressive and whole-of-government response. To meet the scope of our challenges and the multiple, overlapping crises, DOI is focused on tackling the climate crisis; actively promoting diversity, equity, inclusion, and accessibility; promoting environmental stewardship and environmental justice; supporting tribal nations; building and strengthening an inclusive outdoor economy; and investing in the infrastructure that powers our economy.

## Improving Performance Management

### Tribal Consultation and Listening Sessions

In March and April 2022, the Department held tribal and Alaska Native Corporation (ANC) consultations and a listening session for the Native Hawaiian community to receive input and feedback on the performance goals and measures in this plan. Tribal leaders provided feedback on assistance for recently federally recognized tribes; how the Department should measure performance as a government-to-government model and not a grantor-grantee relationship; better measures of protection for natural resources that tribes rely upon; improved safety, law enforcement, roads, and infrastructure; and the increased inclusion of tribes in the federal decision-making process. The Department will continue to develop performance measures and to consult and work with tribes, ANCs, and the Native Hawaiian community to improve measures of performance that are meaningful to DOI, tribes, American Indians, Alaska Natives, Native Hawaiians, and insular communities.

### Performance and Evidence

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

### 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. The Department's ERM approach includes estimating the likelihood of and impact of these risks and developing strategies 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

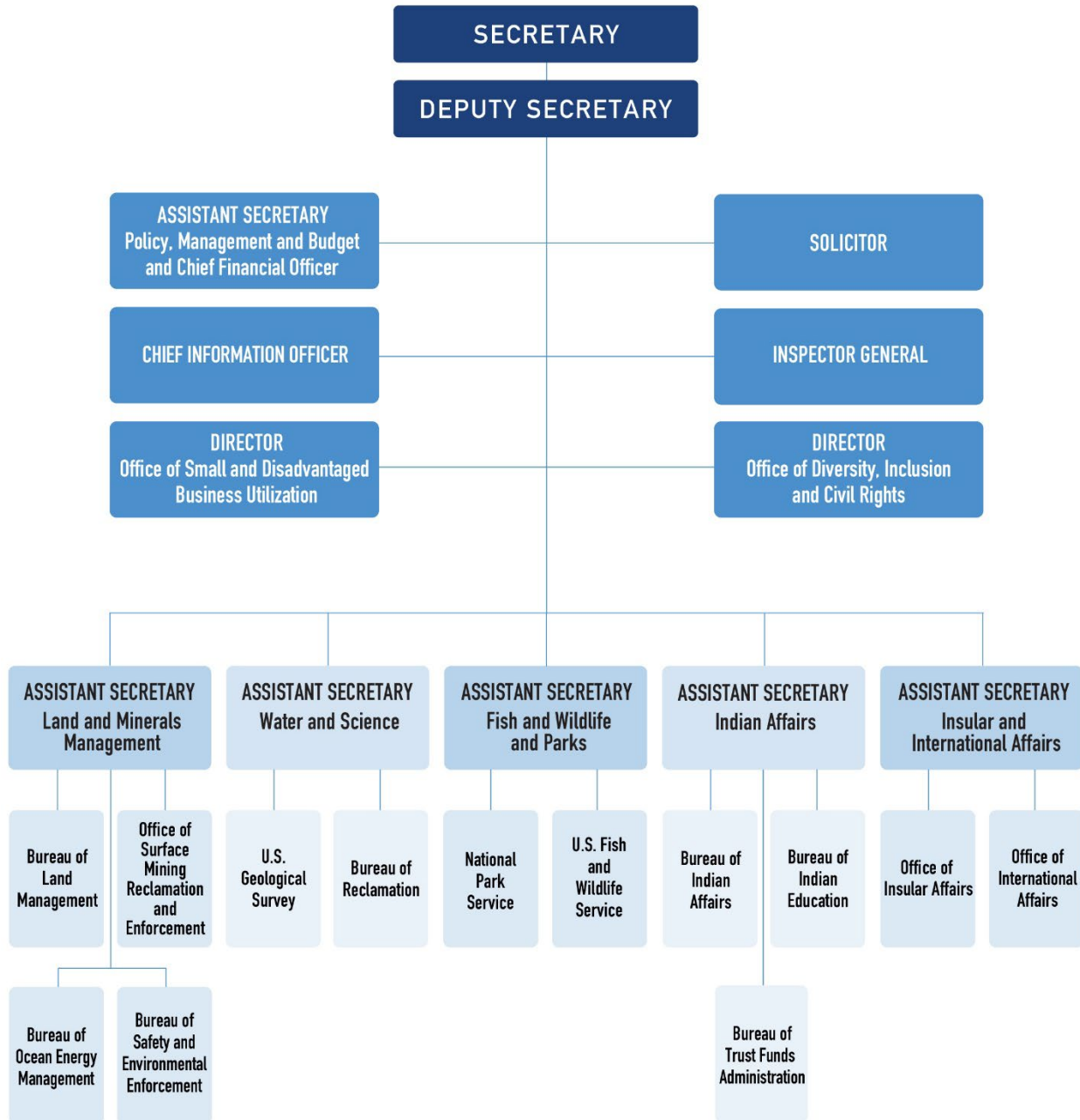
across bureaus and offices to embed program and project management tools and best practices into the design and daily operations of our work.

### Using Data to Achieve Outcomes

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

## 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 has specialized responsibilities and the expertise to identify, enable, and pursue the goals and objectives set forth in this plan.





DOI Bureaus and Offices

	<p><b><u>The Department of the Interior</u></b> (DOI)</p>	<p>The Office of the Secretary, Deputy Secretary, and Assistant Secretaries provide leadership and guidance to support all DOI bureaus and offices.</p>
	<p><b><u>Bureau of Indian Affairs</u></b> (BIA)</p>	<p>The Bureau of Indian Affairs fulfills Indian trust responsibilities and promotes self-determination and self-governance for federally recognized Indian tribes and Alaska Natives.</p>
	<p><b><u>Bureau of Indian Education</u></b> (BIE)</p>	<p>The Bureau of Indian Education supports elementary and secondary schools, dormitories, community colleges, universities, post-secondary schools, and technical colleges.</p>
	<p><b><u>Bureau of Land Management</u></b> (BLM)</p>	<p>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.</p>
	<p><b><u>Bureau of Ocean Energy Management</u></b> (BOEM)</p>	<p>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.</p>
	<p><b><u>Bureau of Reclamation</u></b> (USBR)</p>	<p>The Bureau of Reclamation manages, develops, and protects water and related resources in an environmentally and economically sound manner.</p>
	<p><b><u>Bureau of Safety &amp; Environmental Enforcement</u></b> (BSEE)</p>	<p>The Bureau of Safety and Environmental Enforcement promotes safe, environmentally sustainable energy production from the 2.5 billion acres of the Outer Continental Shelf.</p>



**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 primarily for the benefit of fish and wildlife. FWS is responsible for implementing the Endangered Species Act, Migratory Bird Treaty Act, Marine Mammal Protection Act, Lacey Act, and international agreements like the Convention on International Trade in Endangered Species (CITES).



**National Park  
Service**  
(NPS)

The National Park Service maintains and manages a network of 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, ensure the land is reclaimed after active mining concludes, and mitigate the effects of past coal mining by reclaiming abandoned coal mine lands.



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

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

## Major Management Challenges

The Office of Inspector General's (OIG) Fiscal Year 2021 [Report on Major Management Challenges](#) addresses the Department's major management challenges and findings which are summarized below along with how DOI is responding to the management challenges and where they are addressed in the performance plan.

### Management Challenge Area 1: Managing Spending

#### Managing Spending for Emergency Funding

The OIG's previous work has consistently identified financial management as an overall area in need of improvement. For example, in a March 2021 audit, the OIG found that the Interior Business Center had weaknesses in both maintaining pre-award procurement files and monitoring the pre-award process. In March 2020 the COVID-19 pandemic was declared a national emergency. Since then, Congress enacted several pandemic relief laws that provided DOI with more than \$3.2 billion in supplemental funding as of September 2021. With the influx of funding there is a heightened risk of misuse and vulnerability to fraud. DOI is working to improve its internal controls and financial rigor. The Department is addressing outcomes related to this management challenge in strategic goal 4.

#### Managing Spending for Infrastructure

Over the years, DOI has stated that it has not had sufficient funding for annual maintenance, resulting in a deferred maintenance backlog. Deferred maintenance can be more costly and time consuming than annual maintenance and can pose more of a risk to the public. The National Park Service's deferred maintenance backlog is the largest out of all DOI's bureaus.

In August 2020, the [Great American Outdoors Act](#) (GAOA) became law which will distribute \$9.5 billion over 5 years for deferred maintenance. In April 2021, DOI decided to invest \$1.6 billion from the GAOA's National Parks and Public Land Legacy Restoration Fund for 165 FY 2021 projects across its bureaus to address critical deferred maintenance and improve transportation and recreation infrastructure in national parks, national wildlife refuges and recreation areas, and at Indian Country schools. The Department is addressing outcomes related to this management challenge in strategic goal 4.

### Management Challenge 2: Delivering Core Services

#### Wildfire Response

In 2021, the United States was at wildfire Preparedness Level 4 or 5 (the highest levels) for 99 days, which is a record for the highest number of consecutive days at those levels. Wildfires can overwhelm response capabilities, resulting in billions of dollars in economic losses, damage to natural resources, devastation to communities, destruction of wildlife habitat, and the tragic loss of human life. With fire seasons now extended throughout the calendar year, there is a need for a year-round workforce that can respond at any time.

In August 2021, the Secretary of the Interior announced the implementation of pay incentives for wildland firefighters that the President directed in June 2021. These incentives went to approximately 3,500 DOI firefighters and met the President's commitment that no wildland firefighter would make less than \$15 per hour. During 2022 and 2023, DOI and the Department of Agriculture are implementing special pay supplements for wildland firefighters, as authorized by the President's Bipartisan Infrastructure Law (BIL). Further, the Administration is working to implement BIL initiatives to improve

these firefighters' mental health, safety, and well-being, and to improve their training and professional development opportunities. In addition, the Administration is working on improving compensation, workforce capacity, and other long term reforms. The Department is addressing outcomes related to this management challenge in Strategic Goal 2.

### **IT Security**

DOI continues to face challenges in implementing an enterprise IT security program that balances compliance, cost, and risk while enabling bureaus to meet their diverse missions. The FY 2020 annual independent Federal Information Security Modernization Act (FISMA) audit identified weaknesses in DOI's information security programs related to risk management, configuration management, identity and access management, the data protection and privacy program, the security training program, and contingency planning. The Department is working to improve its sustainability and resiliency of operations. 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 is addressing outcomes related to this management challenge in strategic goal 4.

### **Energy and Mineral Resources**

The Department has responsibility for balancing conservation and energy production. Revenue from energy resources is distributed to several federal programs, as well as to states, tribes, and Indian mineral owners. DOI is challenged to manage complex energy operations, including collecting revenues, overseeing leasing, and ensuring that development is safe, efficient, and sustainable.

DOI will support and ensure that conventional energy sources are safely acquired and that any harm to the environment is minimized. To ensure safety, protect the environment, and promote the conservation of natural resources offshore, DOI will pursue vigorous regulatory oversight and enforcement. The Department will seek to boost the Nation's understanding of its energy and critical mineral resources over the next four years. The Department will 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. DOI will also preserve, catalogue, and enable access to geological and geophysical data and materials for research and educational use. The Department is addressing outcomes related to this management challenge in strategic goal 3.

### **Water and Power Management**

The U.S. Bureau of Reclamation is the largest supplier and manager of water in the Nation and the second largest producer of hydroelectric power. The [Fourth National Climate Assessment](#) stated that climate change, including warmer temperatures and altered precipitation patterns, may further increase the likelihood of prolonged drought in western river basins. DOI faces challenges in managing the delivery of water, protection of fish and wildlife habitat, and the generation of hydroelectric power during this ongoing historic drought.

DOI will commit significant investments from the [Bipartisan Infrastructure Law](#) and the [Great American Outdoors Act](#) to improve water efficiency and recycling programs, rural water projects, WaterSMART grants, and dam safety to ensure that irrigators, tribes, and adjoining communities receive adequate assistance and support. The investments will improve facilities and reduce the backlog in deferred

maintenance. They 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 risks. The Department is addressing outcomes related to this management challenge in strategic goals 2, 3, and 4.

### **Addressing Climate Impact on Tribal Communities**

The location of tribal lands and tribes' reliance on their lands and natural resources to sustain their economic, cultural, and spiritual practices leaves tribal communities disproportionately affected by climate change. Major vulnerabilities include food insecurity due to decreases in traditional food availability, the loss of traditional knowledge due to changing ecological conditions, changing water availability, and relocation from homelands. Nearly all tribes have economies linked with climate-sensitive resources, or in coastal and river flood plains or areas prone to extreme weather events. Most Alaska Native communities fall under all these categories. Climate impact on Alaska Native communities is further exacerbated due to Alaska warming at a rate that is twice as fast as the rest of the country. Alaska is home to 40 percent (or 229) of the federally recognized tribes in the United States.

The Department will advance understanding of the impacts of changing climate and land cover on the Earth system, including ecosystems, critical habitats, and communities. DOI's workforce strategy also includes safeguarding the wellness, safety, and mental health of our workers as the Nation adapts to better respond to crisis, climate change, community policing, and other challenges. The Department is addressing outcomes related to this management challenge in all four strategic goals.

## **Management Challenge 3: Ensuring Health and Safety**

### **Law Enforcement**

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

The Department is committed to investing and strengthening DOI law enforcement programs and is working to improve policies that enhance public trust. This includes implementation of a body camera policy that includes critical industry standards which reduce risks related to data quality, systems security, and privacy, and fosters positive relationships with the public. Through DOI's Law Enforcement Task Force, the Department is also working on recommendations to strengthen trust in its law enforcement programs; ensure appropriate policy and oversight is implemented; and ensure supportive resources are available for officer mental health, wellness, and safety. The Department is addressing outcomes related to this management challenge in strategic goal 4.

## Indian Country Schools

The condition of facilities, management weaknesses, and a lack of resources and services can negatively affect a students' academic performance as well as their overall health. OIG found that academic performance at Bureau of Indian Education schools often lags behind that of public schools.

The Department will provide resources that help address student learning outcomes, cultural and academic supports that also strengthen Native languages, and provide opportunities for students to succeed at each level of their educational journey. DOI's strategy focuses on supporting students and their families to improve student graduation rates. DOI will build evidence to determine factors affecting graduation rates and student attendance to develop and implement appropriate intervention strategies that benefit students. Additionally, the Department will continue to develop and implement programming and services to enhance student well-being and personal growth, including supports for Native languages and cultural traditions. School facilities will continue to be improved as the Department continues to prioritize building safety issues. DOI will continue utilizing the Site Assessment and Capital Investment (SACI) program to assess the conditions of bureau-funded schools, resulting in a long-term facilities plan that is continuously updated and adjustable to changes in funding and criteria. The Department is continuing to invest in remote learning and broadband capabilities. The Department is addressing outcomes related to this management challenge in strategic goals 1.

## The Future of Work

The Department will face challenges in capitalizing on the lessons learned during the pandemic and finding the right balance of telework, remote work, and in-person work to accomplish its mission. As DOI continues to assess the future of work and implements a hybrid model of onsite and virtual work, many of these same issues will also present challenges. DOI may face challenges in identifying IT systems that can ensure employees are working effectively and feel connected, as well as investing in training and tools that provide managers and employees with the necessary resources to ensure the success of a hybrid work environment. DOI's workforce strategy includes safeguarding the wellness, safety, and mental health of DOI workers as the Nation adapts to better respond to these challenges. The Department is addressing outcomes related to this management challenge in strategic goal 4.

## GAO High Risk Areas

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

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



## Strategic Goals and Objectives

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

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

## Agency Priority Goals

Agency Priority Goals (APGs) are two-year goals with milestones that the Department updates 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.

### DOI FY 2022-2023 Agency Priority Goals

Strategic Objective 1.1	<p><b>Improve Tribal Land into Trust Processing</b></p> <p>By September 30, 2023, the coordination of Indian Affairs, the Office of the Solicitor, and the Bureau of Land Management activities will reduce the average time of processing land into trust applications from 985 days to 365 days to better meet the principles and guidelines established in the Indian Reorganization Act and reaffirmed in the Indian Self-Determination and Education Assistance Act.</p>
Strategic Objective 3.1	<p><b>Facilitating Safe and Environmentally Responsible Offshore Wind Energy Development</b></p> <p>By September 30, 2023, the Department of the Interior will complete plan reviews and environmental analyses for projects capable of cumulatively generating 14.8 gigawatts (GW) of commercial offshore wind energy capacity and hold 5 renewable energy lease sales to support the national goal of deploying 30 GWs of offshore wind capacity by 2030.</p>
Strategic Objective 3.3	<p><b>Water Conservation and Supply Enhancement</b></p> <p>By September 30, 2023, the Bureau of Reclamation will facilitate water conservation capacity of 55,236 acre-feet to help reduce the impact of drought.</p>



## How to Use This Document

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

- Identification and description of the strategic objective.
- Strategic objective performance overview:
  - a. **Strategic Actions Planned** – Broad strategies the Department will implement to achieve the strategic objective in the upcoming fiscal years.
  - b. **Performance goals** – Customer-focused outcome goals that identify how the stakeholder benefits from DOI efforts.
  - c. **Performance Measures** – Measurements of progress toward the performance goal with annual targets for the next two fiscal years. Performance measure targets are set based on requested funding levels in the budget justifications, anticipation of successful execution of strategic actions, and treatment of any enterprise risks to the strategic goals, strategic objectives, or performance goals.

*Baseline* - As new measures are being developed, some data is being baselined or data is being gathered in order to better target the measure in the future.

*N/A* – Some target data is not available due to the need to baseline or the measure will not be counted until a later year.

## Acronyms of Bureaus and Offices in the Performance Plan

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

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

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.

## 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. DOI is working to improve the government-to-government relationships with tribes and support tribal governments’ rights of sovereignty, self-determination, and self-governance.

Strategic Objective Lead: Assistant Secretary for Indian Affairs

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Build stronger government-to-government relationships with federally recognized tribal governments and engage in opportunities that promote self-governance and self-determination through meaningful consultations and shared technical expertise with tribal communities.
- Assess the impact of Federal Government plans, projects, programs, and activities on tribal trust resources and assure that tribal governmental rights and concerns are considered during the development of such plans, projects, program, and activities.
- Remove procedural impediments to working directly and effectively with tribal governments on activities that affect the trust property and governmental rights of tribes.
- Develop performance measures to assess progress for performance goals 1.1.1, 1.1.3, and 1.1.4 (see Appendix B).

#### Agency Priority Goal

By September 30, 2023, the coordination of Indian Affairs, the Office of the Solicitor, and the Bureau of Land Management activities will reduce the average time of processing land into trust applications from 985 days to 365 days to better meet the principles and guidelines established in the Indian Reorganization Act and reaffirmed in the Indian Self-Determination and Education Assistance Act.

Performance Measures	Bureau	2022 Target	2023 Target
1.1.2.1 Average number of days to process land into trust applications	BIA	N/A <sup>1</sup>	365

#### Performance Goals<sup>2</sup>

##### 1.1.2 Tribes can exercise their land rights

Performance Measures	Bureau	2022 Target	2023 Target
1.1.2.1 Average number of days to process land into trust applications	BIA	N/A	365

<sup>1</sup> No target set in FY 2022.

<sup>2</sup> DOI is developing performance measures for performance goals 1.1.1, 1.1.3, and 1.1.4 (see Appendix B).

## 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 and education services, trust services, and a healthy infrastructure.

Strategic Objective Lead: Assistant Secretary for Indian Affairs

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Assess safety readiness throughout Indian Country to reduce violence and the rate of missing and murdered American Indians and Alaska Natives and implement corrective actions deemed necessary for quantifiable improvements.
- Improve public safety in Indian Country that supports greater safety for tribal communities.
- Invest in insular communities through grant-making processes to fund specific healthcare operations and facilities that benefit people of the local communities.
- Support an increase in rehabilitation and reconstruction of treatment plants, storage tanks, and pipelines to connect communities’ water systems.
- Identify and address technology software needs that enhance automation of housing improvement programs, transportation needs, and safety requirements.
- Develop performance measures to assess progress for performance goals 1.2.5 (see Appendix B).

#### Performance Goals<sup>3</sup>

##### 1.2.1 Tribal communities are safe

Performance Measures	Bureau	2022 Target	2023 Target
1.2.1.1 Offense clearance rate of crimes against persons	BIA	51.6%	51.6%
<i>Total Part I criminal offenses cleared</i>	BIA	4,583	4,583
<i>Total Part I criminal offenses reported</i>	BIA	8,888	8,888

<sup>3</sup> DOI is developing performance measures for performance goals 1.2.5 (see Appendix B).

**1.2.2 Tribal communities have safe and reliable public services**

Performance Measures	Bureau	2022 Target	2023 Target
1.2.2.1 Percentage of BIA miles of roads in acceptable condition based on the Service Level Index	BIA	12%	12%
<i>BIA road miles in acceptable condition</i>	BIA	3,550	3,620
<i>Total BIA road miles</i>	BIA	29,180	29,180
1.2.2.2 Percentage of families served through the Housing Improvement Program	BIA	Baseline	N/A
<i>Number of families served by the Housing Improvement Program</i>	BIA	Baseline	N/A
<i>Number of families applying for the Housing Improvement Program</i>	BIA	Baseline	N/A
1.2.2.3 Number of homes connected to potable water systems serving tribal communities	USBR	Baseline	N/A

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

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

**1.2.4 Native Hawaiian trust resources are protected and preserved<sup>4</sup>**

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

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

### 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 historically been unable to fully participate in economic growth and, in many cases, have been disproportionately excluded from economic opportunities. The Department is working to expand economic opportunities for tribal and insular communities and support their economic growth and security.

Strategic Objective Lead: Assistant Secretary for Indian Affairs

#### FY 2022-2023 Performance

##### Strategic Actions Planned

- Improve financial literacy for beneficiaries by providing information and training so they can make informed decisions regarding their Indian Trust Funds.
- Coordinate with the 477 Tribal Working Group regarding the Memorandum of Agreement, expiring OMB annual reports and P.L. 102-477 plan review and the approval process.
- Provide technical assistance and support to P.L. 102-477 tribal programs that allows tribes to integrate employment, training, and related services programs into a single program with a single budget.
- Invest in public infrastructure projects that attract investment and provide technical assistance for economic development activities that benefit insular communities.

##### Performance Goals

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

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

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

Performance Measures	Bureau	2022 Target	2023 Target
1.3.2.1. Amount of funding awarded for economic development-related projects (in millions)	OIA	\$1.5 M	\$1.5 M

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

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

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

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

## Strategic Objective 1.4: Bureau of Indian Education students have the education necessary for future success

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

Strategic Objective Lead: Assistant Secretary for Indian Affairs

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Advance the development, implementation, and maintenance of a comprehensive data management system, where accurate data will be used to drive decision-making processes that will benefit the American Indian students.

#### Performance Goals

##### 1.4.1 BIE students have better learning outcomes

Strategic Plan Performance Measures	Bureau	2022 Target	2023 Target
1.4.1.1 Percentage of students in BIE-funded schools who complete a regular high school diploma within four years of their 9th grade entry date	BIE	66%	67%
<i>Number of students in a BIE funded school who earned a regular high school diploma within four years</i>	BIE	1,948	1,978
<i>Number of students who were enrolled in a BIE funded school<sup>5</sup></i>	BIE	2,952	2,952

##### 1.4.2 BIE students have access to better school facilities

Strategic Plan Performance Measures	Bureau	2022 Target	2023 Target
1.4.2.1 Percentage of students in BIE school facilities in acceptable condition	AS-IA	66%	66%
<i>Number of students enrolled in BIE school sites in acceptable condition</i>	AS-IA	27,103	27,103
<i>Total number of students enrolled in BIE school sites</i>	AS-IA	41,295	41,295

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<sup>5</sup> The number of students enrolled in BIE funded school is projected based on most recent data.



## Strategic Goal 2: Conserve, protect, manage, and restore natural and cultural resources in the face of climate change and other stressors

The Department is a steward of more than 480 million acres of public lands accounting for approximately 20 percent of the Nation's land mass, over 700 million acres of subsurface minerals, and over 2.5 billion acres of the Outer Continental Shelf. 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.

## 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 land management 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 expertise in earth and natural science; social science; partnerships with other federal, state, local and tribal entities; and other tools. The Department is also responsible for the preservation of much of the Nation's cultural heritage. DOI national historic sites, monuments, battlefields, and extensive museum collections preserve the places, stories, objects, and artifacts of our shared national story.

Strategic Objective Lead: Assistant Secretary for Land and Minerals Management

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Improve environmental quality and reduce the potential for exposure of hazards to the public by reclaiming abandoned mine sites and plugging orphaned well sites.
- Provide training to 19 national wildlife refuge supervisors in archeological artifact preservation and protection, theft recognition, and evidence gathering practices that better enable the successful prosecution of criminals.
- Conduct listening sessions with the public and tribes to improve the contributions of projects funded under the Land and Water Conservation Fund in support of America the Beautiful.
- Assess accountability and control issues related to museum property collections. This includes collections of museum properties, natural history, and art that are catalogued, preserved, and inventoried in accordance with federal statutes and departmental directives.
- Upgrade the search and query functions of DOI information management system in order to generate quarterly and annual reports on projects being implemented to restore natural resources and services that have been injured by oil spills and/or releases of hazardous substances. Examples of restoration projects include improving access to recreational opportunities in local and underserved communities, creating wetlands, restoring streams/rivers, and acquiring land to protect critical habitat.
- Develop performance measures to assess progress for performance goals 2.1.1 and 2.1.2 (see Appendix B).

Performance Goals<sup>6</sup>

**2.1.3 Current and future generations have access to and can learn from cultural heritage, sites, ancestral remains, and artifacts that are protected and conserved**

Performance Measures	Bureau	2022 Target	2023 Target
2.1.3.1 Percentage of museum collections that are discoverable online	DOI	Baseline	N/A

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<sup>6</sup> DOI is developing performance measures for performance goals 2.1.1 and 2.1.2 (see Appendix B).

## 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 upon which they depend. 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](#). DOI 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. 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.

Strategic Objective Lead: Assistant Secretary for Fish and Wildlife and Parks

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Complete and publicize an inventory of old-growth and mature forests on federal lands.
- Collaborate with both the public and private sectors to increase the supply of native seeds for restoration through wildland seed collection, seed conservation, seed procurement and storage, training, and seed use for restoration to help assure a ready supply of commercially available seeds.
- Manage wild free-roaming horses and burros in a manner that is designed to achieve and maintain a thriving natural ecological balance on the public lands.
- Advancing components of an invasive species national early detection and rapid response framework, a coordinated set of actions to find invasions early in the invasion process and eradicate infestations before they establish, spread, and cause harm. This approach includes developing decision-support tools, strengthening information management systems, enhancing early detection surveillance capabilities, and creating additional Invasive Species Strike Teams to augment current teams that focus on reducing the impacts of invasive species on public lands, waters, and facilities and those of our neighbors and partners.
- Undertake invasive species eradication projects in vulnerable areas with high likelihood of success, such as in island ecosystems. This includes carrying out complete eradication or 99 percent maximum control of invasive species on several national wildlife refuges as part of the National Wildlife Refuge System Large Invasive Species Allocation Program.

- Strengthen DOI wildland fire preparedness, respond to wildfires year-round (as fire seasons are prolonged due to climate change), and support increased fuels management and burned area rehabilitation efforts during periods of low wildfire activity.
- Develop performance measures to assess progress for performance goal 2.2.5 (see Appendix B).

Performance Goals<sup>7</sup>

**2.2.1 Domestic and international species are protected and conserved**

Performance Measures	Bureau	2022 Target	2023 Target
2.2.1.1 Percentage of competitive funding awarded to international species conservation projects with moderate to strong levels of evidence	FWS	Baseline	N/A
<i>Number of federal awards with strong evidence</i>	FWS	Baseline	N/A
<i>Number of federal awards competitively awarded</i>	FWS	Baseline	N/A
2.2.1.2 Number of products, tools and methods that resulted in informed decisions that advance on-the-ground conservation for pollinators	FWS	0.0	0.0
2.2.1.3 Percentage of all migratory bird species that are at healthy and sustainable levels	FWS	N/A	76%
<i>Total number of migratory bird species that are healthy and sustainable</i>	FWS	N/A	831
<i>Total number of all migratory bird species</i>	FWS	N/A	1,093
2.2.1.4 Number of Seeds Of Success collections made for native plant community restoration	BLM	1,000	1,200
2.2.1.5 Percentage of priority fish species of management concern that are managed to self-sustaining levels, in cooperation with affected states, tribes, and others, as defined in approved management documents	FWS	28%	28%
<i>Number of fish species of management concern that are self-sustaining</i>	FWS	52	52
<i>Total number of fish species of management concern</i>	FWS	187	187
2.2.1.6 Number of fish passage barriers removed or bypassed to achieve landscape scale connectivity for high priority species	FWS	195	305
2.2.1.7 Percentage of intact native plant communities across the U.S.	BLM	50%	50%
<i>Acres of BLM-managed land with intact native plant communities</i>	BLM	76,350,000	76,350,000
<i>Acres of BLM-managed upland rangelands</i>	BLM	152,700,000	152,700,000
2.2.1.8 Percentage of BLM streams with healthy, sustainable habitats for water dependent fish and wildlife	BLM	60%	60%
<i>Miles of BLM-managed healthy streams and rivers</i>	BLM	77,067	77,067
<i>Total miles of BLM-managed streams and rivers</i>	BLM	128,445	128,445
2.2.1.9 Percentage of wild horse and burro populations in balance with their habitats	BLM	41%	38%
<i>Herd Management Areas in balance with their habitat</i>	BLM	73	67
<i>Number of Herd Management Areas</i>	BLM	177	177

<sup>7</sup> DOI is developing performance measures for performance goal 2.2.5 (see Appendix B).

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

Performance Measures	Bureau	2022 Target	2023 Target
2.2.2.1 Percentage of threatened or endangered species with a final recovery plan	FWS	72%	81%
<i>Number of threatened or endangered species with a final recovery plan</i>	FWS	1,200	1,357
<i>Total number of threatened or endangered species</i>	FWS	1,570	1,684
2.2.2.2 Percentage of proposed threatened or endangered species listings with proposed critical habitat done concurrently	FWS	60%	56%
<i>Number of proposed rules to list a species with proposed critical habitat</i>	FWS	18	14
<i>Total number of proposed rules published to list a species</i>	FWS	30	25
2.2.2.3 Number of threatened and endangered species recovery activities implemented	USBR	118	118

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

Performance Measures	Bureau	2022 Target	2023 Target
2.2.3.1 Percentage of baseline acres infested with target invasive plant species that are under control	DOI	0.2%	0.2%
<i>Acres infested with target invasive plant species that are under control</i>	DOI	234,223	261,000
<i>Baseline acres infested with invasive plant species</i>	DOI	108,502,181	108,361,508
Percentage of baseline acres infested with target invasive plant species that are under control	BLM	0.1%	0.2%
<i>Acres infested with target invasive plant species that are under control</i>	BLM	144,492	168,000
<i>Baseline acres infested with invasive plant species</i>	BLM	103,180,000	103,035,508
Percentage of baseline acres infested with target invasive plant species that are under control	USBR	95%	Baseline
<i>Acres infested with target invasive plant species that are under control</i>	USBR	5,087	N/A
<i>Baseline acres infested with invasive plant species</i>	USBR	5,350	N/A
Percentage of baseline acres infested with target invasive plant species that are under control	FWS	1.1%	1.0%
<i>Acres infested with target invasive plant species that are under control</i>	FWS	34,444	33,000
<i>Baseline acres infested with invasive plant species</i>	FWS	3,166,831	3,166,000
Percentage of baseline acres infested with target invasive plant species that are under control	NPS	2.3%	2.8%
<i>Acres infested with target invasive plant species that are under control</i>	NPS	50,200	60,000
<i>Baseline acres infested with invasive plant species</i>	NPS	2,150,000	2,160,000
2.2.3.2 Percentage of invasive animal species populations that are under control	DOI	9.1%	8.7%
<i>Invasive animal species populations under control</i>	DOI	310	292
<i>Invasive animal species populations</i>	DOI	3,422	3,360
Percentage of invasive animal species populations that are under control	FWS	5.4%	5%
<i>Invasive animal species populations under control</i>	FWS	100	92
<i>Invasive animal species populations</i>	FWS	1,862	1,825
Percentage of invasive animal species populations that are under control	NPS	13.4%	13%
<i>Invasive animal species populations under control</i>	NPS	210	200
<i>Invasive animal species populations</i>	NPS	1,560	1,535

**2.2.4 DOI-managed lands have a reduced risk from wildfire and fire's negative impacts**

<b>Performance Measures</b>	<b>Bureau</b>	<b>2022 Target</b>	<b>2023 Target</b>
2.2.4.1 Percentage of DOI-managed landscape acres where Wildland Fire Management actions helped achieve desired conditions	OWF	43%	54%
<i>Burnable landscape acres in desired condition</i>	OWF	194,277,499	241,703,039
<i>Total burnable acres on DOI landscapes</i>	OWF	447,806,489	447,806,489

## 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 opportunities for visitors to recreate and enjoy public lands. Visitors can enjoy hiking, camping, climbing, boating, wildlife viewing, hunting, and fishing. The Department provides educational and interpretive services through programs, visitor centers, exhibits, publications, and online learning resources that connect visitors to the Nation's natural and cultural resources and foster an understanding of their value that leads to lifelong stewardship. Public lands are available for visitors to reflect, take pride in, and enjoy.

Strategic Objective Lead: Assistant Secretary for Fish and Wildlife and Parks

### FY 2022-2023 Performance

#### Strategic Actions Planned

- DOI will improve access to campgrounds and other recreation sites and increase access to recreation opportunities on public lands by providing information to the public through online services of bureaus designated as a [High Impact Service Provider](#).
- Increase access to recreation opportunities on public lands by developing trails, connecting trail systems, and improving access by acquiring easements to public lands that are currently difficult to access.
- Utilize a survey developed with the U.S. Geological Survey to survey 2 recreation areas per region, resulting in a total of 10 recreation areas surveyed to establish the baseline satisfaction rating.
- Integrate and expand community outreach and de-escalation techniques in all national wildlife refuge service law enforcement trainings to emphasize a positive personal connection and safety with visitors while they are enjoying recreational opportunities.
- Launch the first National Park Service digital youth service portal that will allow for data collection, project tracking, and participant interaction at a level of detail and scale significantly greater than current capacity.
- Integrate the National Park Service's service corps programs into projects funded through larger appropriations, like the Great American Outdoors Act, where appropriate, so that projects can take advantage of an untapped workforce and service corps participants gain experience on significant projects.



Performance Goals

**2.3.1 Visitors to public lands have satisfaction with recreational opportunities**

Performance Measures	Bureau	2022 Target	2023 Target
2.3.1.1 Percentage of visitors satisfied with the quality of experience	DOI	92%	92%
<i>Percentage of visitors satisfied with the quality of experience</i>	FWS	90%	90%
<i>Percentage of visitors satisfied with the quality of experience</i>	BLM	93%	93%
2.3.1.2 Percentage of visitors satisfied with recreation opportunities provided	USBR	Baseline	Baseline
2.3.1.3 Percentage of visitors satisfied with recreation facilities provided	USBR	Baseline	Baseline

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

Performance Measures	Bureau	2022 Target	2023 Target
2.3.2.1 Number of civilian climate corps and other youth corps participants	DOI	Baseline	N/A
<i>Participants</i>	BLM	Baseline	N/A
<i>Participants</i>	FWS	Baseline	N/A
<i>Participants</i>	NPS	Baseline	N/A
2.3.2.2 Number of projects that civilian climate corps and other youth corps participants contributed	DOI	Baseline	N/A
<i>Projects</i>	BLM	Baseline	N/A
<i>Projects</i>	NPS	Baseline	N/A
2.3.2.3 Number of service hours from participants in civilian climate corps and other youth corps	DOI	Baseline	N/A
<i>Service hours</i>	BLM	Baseline	N/A
<i>Service hours</i>	FWS	Baseline	N/A
<i>Service hours</i>	NPS	Baseline	N/A

### Strategic Goal 3: Sustainably balance the use of resources while supporting communities and the economy

As manager of one-fifth of the Nation's land, mineral, and energy resources, and 2.5 billion acres of the Outer Continental Shelf (OCS), 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 resources such as 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.

### 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.

**Strategic Objective Lead:** Assistant Secretary for Land and Minerals Management

#### FY 2022-2023 Performance

##### Strategic Actions Planned

- Identify additional areas suitable for renewable energy development on the Atlantic, Gulf of Mexico, and Pacific OCS.
- Conduct five renewable offshore wind energy lease sales by the end of FY 2023, including the first lease sales offshore of the Pacific and the Gulf of Mexico.
- Complete reviews of construction and operations plans for offshore wind projects and prepare for additional lease sales to support the Administration's goal to deploy 30 gigawatts of offshore wind energy capacity by 2030.
- Build capacity to manage proposed and projected wind, solar, and hydrokinetic renewable energy activity on the OCS.
- Initiate discussions with the Department of Energy and other federal agencies to address transmission, grid connectivity, and capacity issues affecting offshore wind development.
- Improve permitting coordination for onshore renewable energy projects by updating regulations for wind, solar, and geothermal energy development.
- Update and improve temperature and heat flow maps for the Great Basin to increase knowledge of opportunities to take advantage of renewable power through geothermal energy.

**Agency Priority Goal**

By September 30, 2023, the Department of the Interior will complete plan reviews and environmental analyses for projects capable of cumulatively generating 14.8 gigawatts (GW) of commercial offshore wind energy capacity and hold 5 renewable energy lease sales to support the national goal of deploying 30 GW of offshore wind capacity by 2030.

Performance Measures	Bureau	2022 Target	2023 Target
Cumulative GW of approved construction and operations plans for offshore wind projects	BOEM	0.93	14.8 GW
Cumulative number of commercial offshore wind lease sales held since FY 2022 consistent with the BOEM Leasing Strategy	BOEM	2	5

**Performance Goals**

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

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

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

Performance Measures	Bureau	2022 Target	2023 Target
3.1.2.1 Number of cumulative megawatts of approved capacity authorized on public land for renewable energy development while ensuring full environmental review	BLM	3,000	6,000

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

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

### 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.

Strategic Objective Lead: Assistant Secretary for Land and Minerals Management

#### FY 2022-2023 Performance

##### Strategic Actions Planned

- Further development of the National OCS Oil and Gas Leasing Program and holding lease sales within 30 days after approval of the program.
- Assess power facility equipment condition and maintenance needs – thereby increasing power facility reliability and decreasing generating capacity at risk – through the development and validation of automated power data collection and archiving systems along with complementary investments in data analytic tools.
- Identify potential oil and gas exclusion areas through environmental analyses and environmental studies.
- Strengthen OCS safety, environmental compliance, and conservation by updating and enforcing regulation standards for pipelines, decommissioning obligations, high pressure/high temperature equipment, well control, carbon sequestration, renewables, and oil spill response requirements.
- Ensure reclamation of the OCS through a robust decommissioning program that protects the environment and people by ensuring offshore wells have been safely plugged and sealed.
- Use risk-based inspections, real-time monitoring, oversight of selected high-risk drilling, and enhanced reviews of incidents to strengthen regulatory compliance, reduce risk, and identify and minimize unsafe conditions on the OCS.
- Conduct oversight and inspections to ensure prompt problem identification and resolution at mine sites to prevent off-site impacts.
- Develop performance measures to assess progress for performance goal 3.2.2 (see Appendix B).

Performance Goals<sup>8</sup>

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

Performance Measures	Bureau	2022 Target	2023 Target
3.2.1.1 Cumulative number of offshore wind energy lease sales held since 2013	BOEM	10	13
<i>Number of offshore wind energy lease sales held annually</i>	BOEM	2	3
3.2.1.2 Finalize the National OCS Oil and Gas Leasing Program, and hold or cancel lease sales pursuant to that National OCS Oil and Gas Leasing Program, as directed by the Secretary	BOEM	4	No planned lease sales
3.2.1.3 Percentage of hydropower facility capacity at risk due to poor powertrain components	USBR	30%	30%
<i>Megawatt capacity at risk</i>	USBR	4,482	4,482
<i>Total megawatt capacity</i>	USBR	14,747	14,747

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

Performance Measures	Bureau	2022 Target	2023 Target
3.2.3.1 Percentage of OCS acres identified by BOEM and tracked for potential exclusion from oil and gas leasing	BOEM	4%	8%
3.2.3.2 Amount of Operational Offshore Oil Spilled per Million Barrels Produced	BSEE	2.9	2.9
3.2.3.3 Number of recordable injuries per 200,000 offshore labor hours worked	BSEE	0.4	0.4
3.2.3.4 Percentage of bonded acres reclaimed to intended post-mining land use	OSMRE	46%	47%
<i>Number of bonded acres reclaimed</i>	OSMRE	1,725,790	1,764,790
<i>Number of bonded acres</i>	OSMRE	3,753,097	3,748,068

<sup>8</sup> DOI is developing performance measures for performance goal 3.2.2 (see Appendix B).

### 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. 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.

Strategic Objective Lead: Assistant Secretary for Water and Science

#### FY 2022-2023 Performance

##### Strategic Actions Planned

- Complete capital Next Generation Water Observing System (NGWOS) monitoring investments in the Illinois River Integrated Water Science Basin, 50 percent of capital NGWOS monitoring investments in the Willamette River Integrated Water Science Basin, and planning for capital NGWOS monitoring investments in one additional Integrated Water Science basin.
- Continue development of a prototype environment that will provide a framework for operational versions, and a basis for testing delivery, of the National Water Census.
- Conduct foundational research to prototype models that simulate water availability metrics regarding ecoflows, wildfire, per- and poly-fluoroalkyl substances, and harmful algal blooms.
- Seek new WaterSMART Grant proposals to provide cost-shared funding for water conservation and efficiency projects.
- Construct a national map of areas with the potential to host critical minerals to guide prioritization of Earth Mapping Resource Initiative data collection efforts.
- Engage in multi-agency and industry partnerships to coordinate and leverage resources for collection of high resolution airborne magnetic and radiometric data in areas with the potential for hosting critical minerals.
- Conduct thorough environmental and technical reviews of applications to explore for or use OCS sand and gravel and identify and implement robust programmatic environmental solutions.
- Monitor and evaluate performance of partners to ensure exploration and dredging activities meet DOI environmental and resource stewardship objectives.

- Facilitate exploration or use of OCS sand and gravel for projects that support coastal resilience and climate change adaptation.

**Agency Priority Goal**

By September 30, 2023, the Bureau of Reclamation will facilitate water conservation capacity of 55,236 acre-feet to help reduce the impact of drought.

Performance Measures	Bureau	2022 Target	2023 Target
Annual increase in acre feet of water conservation capacity enabled to help address drought	USBR	45,494	9,742

**Performance Goals**

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

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

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

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

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

Performance Measures	Bureau	2022 Target	2023 Target
3.3.3.1 Percentage of US land-area coverage available to the public over the internet through the National Geologic Map Database	USGS	55.17%	55.45%
<i>Actual number of US square miles mapped</i>	USGS	1,951,535	1,961,535
<i>Total US square miles</i>	USGS	3,537,438	3,537,438

Performance Measures	Bureau	2022 Target	2023 Target
3.3.3.2 Percentage of areas with potential for minerals critical to economic sectors such as low-carbon energy generation and storage, consumer technologies, and national security that are covered by high-resolution geophysical data <sup>9</sup>	USGS	8%	17%
<i>Earth MRI airborne geophysical data coverage (square kilometers (km2))</i>	USGS	371,000	742,000
<i>Areas permissive to hosting critical minerals (square kilometers (km2))</i>	USGS	4,375,392	4,375,392

<sup>9</sup> Performance measure 3.3.3.2 targets for FY 2022 and FY 2023 include both requested budgets and supplemental funding from the Bipartisan Infrastructure Law.



**3.3.4 Communities have access to water data, consistent assessments, water availability predictions, and modeling tools to make decisions under competing urban, agricultural, and ecological demands**

Performance Measures	Bureau	2022 Target	2023 Target
3.3.4.1 Percentage progress toward the delivery of an Integrated National Water Census	USGS	30%	55%
3.3.4.2 Percentage progress toward the development, testing, and delivery of modern water prediction tools to the public	USGS	15%	25%
3.3.4.3 Percentage progress toward full implementation of the Next-Generation Water Observing System design	USGS	31%	35%
3.3.4.4 Percentage of BLM streams that have clean water that is drinkable, swimmable, and fishable	BLM	65%	65%
<i>Miles of BLM streams and rivers with clean water</i>	BLM	83,489	83,489
<i>Total miles of BLM streams and rivers</i>	BLM	128,445	128,445

## Strategic Goal 4: Serve and honor the public trust

Trust and confidence are cornerstones of the Department's unique and expansive mission, which includes a geographically distributed workforce, a vast set of management responsibilities, and diverse stakeholders with varying needs and responsibilities. The American people have entrusted 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.

## 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 include improving discovery of information to ensure DOI data is findable and accessible and easily reusable; improve interoperability and utility of information to ensure DOI data drives continuous improvement; is in a useful form to inform DOI policy and decision-making; and provides equitable access to information to ensure DOI data is responsive and available for researchers, stakeholders, partners, and other end users.

Strategic Objective Lead: Assistant Secretary for Policy Management and Budget

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Publish and implement the inaugural Open Data Plan and seek public input on DOI’s priority data assets with an emphasis on those program data supporting diversity, equity, inclusion, accessibility in addition to data sets supporting the analysis of environmental justice.
- Implement Data Governance Board sub-committee to develop strategies for improving access and availability of equity data throughout the Department.
- Provide the best available hazards information, including information on hazards that may be exacerbated by climate change to support Tribal and Insular Area decision-makers in identifying, understanding, and planning for hazards.
- Develop and execute an implementation plan to make oil and gas data more interoperable and beneficial for improving natural resource revenue decisions.
- Publish the data and methodologies used to prioritize projects and investments funded through the Bipartisan Infrastructure Law.
- Develop and integrate a strategic approach for incorporating equity into natural hazards risk research and applications.
- Develop and implement an online resource to provide access to the latest climate futures science and information and expertise to guide users in accessing information.
- Coordinate and lead the Nature-based Solutions (NbS) Working Group to develop tools to enhance natural resource and community resilience to natural hazards and environmental change.
- Continue the ShakeAlert/EEW buildout. It is estimated that ShakeAlert/EEW will be 88% built out by the end of FY 2023. This effort also contributes to build out of the Advanced National Seismic System (ANSS).

Performance Goals

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

Performance Measures	Bureau	2022 Target	2023 Target
4.1.1.1 Percentage change in findable data	OCIO	N/A	Baseline
4.1.1.2 Percentage change in accessible data	OCIO	N/A	Baseline
4.1.1.3 Number of datasets published in standard, machine readable formats, facilitating their use by DOI bureaus, communities, and partners in building climate resilience	USBR	10	10

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

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

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

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

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

<b>Performance Measures</b>	<b>Bureau</b>	<b>2022 Target</b>	<b>2023 Target</b>
4.1.4.1 Number of terabytes of data managed and made available to land and resource managers and researchers that reflects a historical continuous global record of remotely sensed imagery	USGS	44,377	46,152
4.1.4.2 Percentage completion of rating tool for measuring partner satisfaction with Land Management Research product	USGS	25%	30%
<i>Cumulative points associated with completed milestones</i>	USGS	25	30
<i>Total points for all milestones (100)</i>	USGS	100	100
4.1.4.3 Percentage of core topographic base mapping products available through the Dynamic Mapping Application	USGS	20%	40%
<i>Number of Dynamic Mapping products available</i>	USGS	1	2
<i>Total Dynamic Mapping core products planned for completion by 2026</i>	USGS	5	5
4.1.4.4 Percentage of products that advance understanding of patterns and impacts of changing climate and land use on natural resources and ecosystems that are cited within 3 years	USGS	96%	96%
<i>Number of publications cited within the last 3 calendar years</i>	USGS	310	323
<i>Total number of publications issued within the past 3 calendar years</i>	USGS	323	338

## 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 strategies include increasing awareness of DOI programs, resources, services and learning opportunities for traditionally underserved populations, increasing collaboration and engagement with a wider variety of partners, identifying and eliminating barriers to participation in DOI funding opportunities and economic benefits, and applying a justice lens to DOI land management actions and decisions. The Department's commitment to promoting diversity, equity, inclusion, and accessibility (DEIA) and equal opportunity will influence not only what we do, but who we are and how we serve, reflected in all aspects of the Department's work.

Strategic Objective Lead: Assistant Secretary for Policy Management and Budget

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Initiate quarterly meetings for the DEIA Council to set priorities and oversee implementation of strategies and initiatives for DOI's Equity Action Plan.
- Initiate quarterly briefings to the Secretary and Assistant Secretaries to provide oversight for milestone and annual progress towards the DEIA Council's key priorities.
- Launch the second cycle of the Climate Adaptation Scientists of Tomorrow Program to cultivate the next generation of climate scientists and increase diversity, equity, and inclusion in science, technology, engineering, and math (STEM).
- Develop and implement vendor experience surveys, strategies, and best practices to increase opportunities, availability and accessibility for Small Business Program vendors.
- Partner with Public Land Corps-eligible non-profits and direct fellowship hires to ensure disadvantaged students and recent graduates have opportunities for non-competitive hiring, a living wage, and access to high quality careers.
- Develop and deliver National Conservation Training Center cultural responsiveness training to priority urban national wildlife refuges.
- Conduct self-evaluations of all Fish and Wildlife Service facilities, programs, public lands, and activities to increase access for people of all abilities and underserved communities.
- Develop and implement geospatial approaches to enhance screening and analysis for Justice40 covered programs.
- Establish methodology, tools, and baselines for the Environmental Justice 40 percent investment benefit goal.
- Leverage partnerships with minority serving institutions to enhance opportunities for communities and local students to develop location specific knowledge and approaches for climate adaptation.

**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

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

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

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

### 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. DOI's ability to maintain a highly effective organization that meets the needs of the American people is dependent upon attracting the best talent and ensuring that workers are fully engaged and committed to carrying out the Department's mission. This includes creating pipelines to attract, recruit and retain diverse talent; maintaining an inclusive and safe workplace culture which prioritizes employee health and safety; providing fair, equitable, and accessible opportunities for professional growth and advancement; and leveraging technology and innovation to drive efficiency and improve the applicant and employee experience.

Strategic Objective Lead: Assistant Secretary for Policy Management and Budget

#### FY 2022-2023 Performance

##### Strategic Actions Planned

- Deploy the "Targeted Strategic Recruitment" and "Student Internship Discovery" AI tools to support outreach and recruitment activities for interns.
- Implement publication of enterprise-wide data hiring data for use by cross-functional DEIA collaboration teams.
- Develop and implement data acquisition plans to curate additional candidate vetting and hiring data.
- Work through the Diversity Joint Venture (DJV) partnerships to increase the number of women, minorities, underserved, and disadvantaged people in the conservation workforce.
- Initiate transformation of the DOI wildland fire workforce, including shifting the wildland fire workforce to a more permanent full-time status and improving recruitment and retention.
- Initiate analysis of Law Enforcement Task Force data and develop recommendations for workforce improvement and a department-wide implementation strategy.



**Performance Goals**

**4.3.1 Employees recruited and hired at DOI reflect the diversity of the nation**

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

**4.3.2 DOI employees can fully contribute to achieving DOI's missions, fostered by an inclusive and safe workplace culture**

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

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

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

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

**Strategic Objective Lead:** Assistant Secretary for Policy Management and Budget

### FY 2022-2023 Performance

#### Strategic Actions Planned

- Initiate analysis of Law Enforcement Task Force data and develop recommendations and a department-wide implementation strategy to improve policy and oversight.
- Update and implement new HydroAMP 2.0 database tools and processes to improve hydropower maintainence.
- Develop an Emergency Management Strategic Plan to protect our lands, trust communities, and visitors; and address the substantial increase in disasters due to climate change and other hazards.
- Initiate baseline studies to develop performance methodology for BIL environmental and economic impacts.
- Initiate on-site energy audits and work with partner organization to begin implementation of energy conservation measures at Fish and Wildlife Service locations.
- Develop performance measures to assess progress for performance goal 4.4.3 (see Appendix B).

Performance Goals<sup>10</sup>

**4.4.1 DOI facilities are well maintained and available to serve the American public<sup>11</sup>**

Performance Measures	Bureau	2022 Target	2023 Target
4.4.1.1 Maintain 85% of water infrastructure facilities in acceptable condition	USBR	85%	85%
<i>High- and Significant-Hazard-Dams and Reserved Works Associated Facilities in acceptable condition x 100</i>	USBR	288	288
<i>Total number of Facilities</i>	USBR	339	339
4.4.1.2 Percentage of hydropower facilities in good condition, per the facility reliability rating	USBR	75%	73.1%
<i>Number of hydropower facilities in good condition</i>	USBR	39	38
<i>Number of hydropower facilities</i>	USBR	52	52
4.4.1.3 Total amount of deferred maintenance retired at the portfolio level	DO	N/A	N/A
4.4.1.4 Ratio of deferred maintenance retired per dollar of LRF funding spent at the project level	DO	N/A	N/A

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

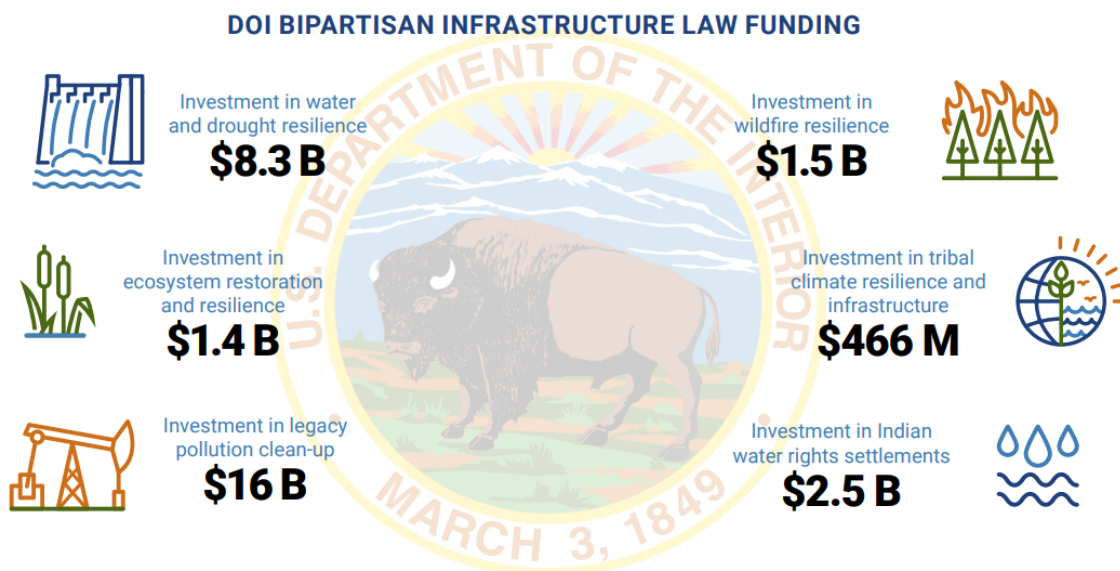
Performance Measures	Bureau	2022 Target	2023 Target
4.4.2.1 DOI Law Enforcement Task Force Progress Rating	DO	Baseline	Baseline
4.4.2.2 Percentage of DOI information systems with a business continuity/contingency plans that has been tested within the past year	DO	Baseline	50%

<sup>10</sup> DOI is developing performance measures for performance goal 3.2.2 (see Appendix B).

<sup>11</sup> Targets are not set for 4.4.1.3 and 4.4.1.4 due to the impact of unpredictable market conditions on future costs.

## Appendix A: DOI Investments in Facilities and Infrastructure

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



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

### Tribal Infrastructure and Climate Resilience

DOI is addressing the impacts of a changing climate on tribes in climate impacted communities. BIL investments will support tribal climate adaptation and preparedness projects including pilot projects for tribes to prepare for and implement voluntary community-driven relocation to new sites and protect-in-place measures. DOI will also improve tribal irrigation and power systems and the safety of dams and water sanitation facilities to ensure longevity and reliability of these critical infrastructure projects for tribal communities.

### Legacy Pollution

Reclamation of abandoned mine lands and remediation of orphan wells reduces methane emissions, improves water quality and restores habitats, all of which contribute to healthy and sustainable ecosystems.

### Wildfire Management

The intensity, frequency, and scale of wildfires continues to grow. The most proximate and critical factor that DOI can readily address to strengthen its ability and effectiveness in addressing this threat is ensuring a sizeable, skilled, well equipped, and well compensated workforce of Federal wildland firefighters. DOI will make multi-million dollar investments in these needs, as well as, employ diverse state of the art approaches and technologies to fuels management, tracking, and reporting. BIL funding will bolster DOI's ability to fund post-fire rehabilitation, mitigate the damaging effects of wildfires, and set landscapes on a path toward natural recovery and resilience.

### Ecosystem Restoration

DOI will develop a framework and national level planning for ecosystem restoration to strategically focus the BIL funding to achieve impact towards restoration and resilience in a variety of categories: Resilient islands, resilient coasts, fire-resilient ecosystems, drought-resilient basins, resilient freshwater systems, conserve and restore cultural resources and healthy ecosystems for healthy human communities. Desired outcomes are identified as measurable improvements in biodiversity and ecosystem function at landscape scales, and just and equitable investments that positively impact disadvantaged communities.

### Water Infrastructure and Addressing Drought

DOI will increase investment in water infrastructure and projects addressing drought. Projects will focus on aging Infrastructure as well as rural water projects. The Department will award dozens of additional competitive WaterSMART grants across the west to address drought, climate change, and ecosystem restoration. Additional investments will support large water storage projects, small storage projects, a new large scale water recycling program, protection for endangered species, and drought projects on the Colorado River.

### Scientific Innovation

The Department is leveraging BIL investments to accomplish projects using scientific innovation. DOI will support legacy pollution clean up by sampling and characterizing legacy mine waste sites. DOI will also provide competitive grants to State Geological Surveys for National Geological and Geophysical Data Preservation Program projects. Finally, the DOI will complete the design and begin construction of the new USGS Energy and Minerals Research Facility.

## Appendix B: Developing Performance Measures to Assess Progress

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

### **Strategic Plan Performance Goals that DOI is Developing Performance Measures**

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

## Appendix C: Tracking Progress and Annual Updates

The [GPR 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](#).

### Data Accuracy and Reliability

The Department ensures the accuracy and reliability of the performance data in its Annual Performance Plan (APP) and the performance data tables in accordance with the [GPR Modernization Act of 2010](#) (GPRAMA) five data quality specifications for:

Means used to verify and validate measured values: All performance data reported in the APP and on <http://www.performance.gov/> by the Department is subject to the data verification and validation standards initially published in 2003 and reissued in 2007 (see <https://www.doi.gov/performance/data-validation-and-verification>). Implementing organization heads or chief officials confirm in writing the validity of the data and present the data on a quarterly basis to the Deputy Secretary.

Sources for the data: Program managers provide performance data based on their observations that can include extrapolations of selected representative samples or history adjusted for estimates of changing conditions. The data is tracked and maintained in separate systems. Following review by the providing bureau or office, data is collected, reviewed, integrated, and maintained by the Department's Office of Planning and Performance Management (PPP) in its APP available through the Department's Budget and Performance Portal ([www.doi.gov/performance](http://www.doi.gov/performance)), and [www.performance.gov](http://www.performance.gov).

Level of accuracy required for the intended use of the data: Performance data reported in the APP and on <http://www.performance.gov/> is used for management purposes, as a representative indicator of progress in relation to a target or goal established by the corresponding implementing organization. The accuracy of the information is that which is considered necessary to provide a reasonable representation of the progress made relative to a target or goal for discussion purposes, to help:

- a. determine if the progress is considered adequate;
- b. provide understanding of the ability for the processes and methods being implemented to achieve the goal;
- c. indicate if any further exploration or evaluation is needed to better ensure achievement of the goal; and
- d. whether alternative action, including adjusting funding levels, facilities, workforce, information technology (IT) capabilities, etc., is needed to help better ensure achievement of the goal.

Limitations to the data at the required level of accuracy: Performance data is subject to potential errors from the use of estimations and extrapolations (especially where direct measurement is impractical and/or too costly), individual observation, miscommunication, and/or failure to effectively employ the guidance described in the performance measure template or the “Indicator” description in <http://www.performance.gov/>. However, based on multiple review levels and accuracy certifications, these limitations are not significant.

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



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

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