



U.S. Department of the Interior Fiscal Years 2024–2025 Annual Performance Plan and 2023 Report



Table of Contents

Introduction	3
Our Vision, Mission, Guiding Principles, and Priorities	4
Improving Performance Management.....	8
Interior Organizational Structure	10
Interior Bureaus and Offices	11
Major Management Challenges	13
GAO High Risk Areas	18
Strategic Goals and Objectives	19
FY 2023 Performance Summary	20
Agency Priority Goals	21
How to Use This Document	26
Frequently Used Acronyms	27
STRATEGIC GOAL 1 Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities	29
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	30
OBJECTIVE 1.2: Tribal, Native Hawaiian, and Insular Communities are Safe and Healthy	33
OBJECTIVE 1.3: Tribal, Native Hawaiian, and Insular Communities Have Economic Security and Growth.....	37
OBJECTIVE 1.4: Bureau of Indian Education Students have the Education Necessary for Future Success.....	39
STRATEGIC GOAL 2 Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors	42
OBJECTIVE 2.1: Lands, Waters, and Heritage are Conserved for Present and Future Generations.....	43
OBJECTIVE 2.2: Species, Habitats, and Ecosystems are Protected, Sustained, and Healthy	47
OBJECTIVE 2.3: People Find Enjoyment and Take Pride in Our Lands, Waters, and Heritage.....	55
STRATEGIC GOAL 3 Sustainably Balance the Use of Resources While Supporting Communities and the Economy	60
OBJECTIVE 3.1: Future Energy Needs will be Increasingly Met through Renewable and Sustainable Sources.....	61
OBJECTIVE 3.2: Current Energy Needs are Met through Balanced Resource Use.....	64
OBJECTIVE 3.3: Land, Water, and Non-Energy Mineral Resources Support the Diverse Needs of Communities.....	68
STRATEGIC GOAL 4 Serve and Honor the Public Trust	74
OBJECTIVE 4.1: People, Communities, and Organizations Benefit from U.S. Department of the Interior Data, Science, and Information.....	75
OBJECTIVE 4.2: Access to Opportunities, Services, and Resources is Equitable and Just	80
OBJECTIVE 4.3: The U.S. Department of the Interior Workforce is Diverse, Safe, Engaged, and Committed to the Mission....	82
OBJECTIVE 4.4: There is Confidence and Satisfaction in the U.S. Department of the Interior	85
APPENDIX A: Monitoring and Performance Management	88

Introduction

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

The Department manages the Nation’s public lands and minerals, including providing access to more than 480 million acres of public lands, 700 million acres of onshore subsurface minerals, and 2.5 billion acres of the Outer Continental Shelf (OCS). Interior is the steward of 20 percent of the Nation’s lands, including national parks and seashores, national wildlife refuges, national landmarks, and other public lands; manages renewable and mineral resources that supply approximately 30 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 Tribes, with a service population of approximately 2.5 million American Indian and Alaska Natives. Interior is responsible for migratory bird and wildlife conservation; historic preservation; endangered species conservation; conducting geological, hydrological, and biological science and providing actionable information to decision makers; surface-mined land protection and restoration; safety and environmental enforcement of such activities; and ensuring for the public a fair return on investment from Federal land and offshore management activities.

The Fiscal Years (FY) 2024–2025 Annual Performance Plan and FY 2023 Report (APP&R) is aligned with the [Interior FY 2022–2026 Strategic Plan](#). This APP&R highlights the strategies, performance goals, and performance measures the Department uses to assess and rate performance. It provides to the public an overview of progress towards achieving strategic goals and objectives and goals and demonstrates Interior’s commitment to using performance evidence to better deliver on Interior’s mission.

This report demonstrates progress towards program outcomes and mission delivery. It was prepared in compliance with the requirements of the [Government Performance and Results Modernization Act](#) (GPRAMA) of 2010, (P.L. 111-352).



OUR VISION, MISSION, GUIDING PRINCIPLES, AND PRIORITIES

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 insular communities.

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 Deb Haaland require bold action desperately needed to ensure all communities — including communities of color and urban, rural, and Native communities — benefit from an aggressive and whole-of-government response.

Addressing the Drought Crisis

Water is a precious and vital resource that plays an essential, and often sacred, role in nourishing families, supporting agriculture, preserving the environment, and sustaining wildlife. Unfortunately, drought conditions in U.S. western regions are steadily worsening, leading to historically low water allocations. Particularly impacted are areas like the Klamath River Basin and the Colorado River Basin. Acknowledging the urgency of this crisis, the Department is taking a leading role in the Biden-Harris Administration's comprehensive strategy for drought mitigation. This entails collaborating with Federal partners, providing aid to affected communities, and striving towards sustainable solutions to climate change in the long term. To underscore the importance of addressing drought, the Interior established a new [Agency Priority Goal](#) (APG) focused on enhancing water conservation capacity to help achieve a more sustainable water supply and to mitigate impacts of drought in the Western United States.

Advancing Environmental Justice (EJ)

Communities of color, rural and Indigenous communities, low-income families, and people in the U.S. Territories have long suffered disproportionate and cumulative harm from the climate crisis, from air and water pollution to environmental hazards left behind at toxic sites. The Biden-Harris Administration has mobilized an all-of-government approach to advance environmental justice (EJ). The Department has partnered with agencies across the Federal Government to develop programs, policies and activities that address long-standing environmental injustices. New and reinvigorated efforts will better ensure that historically marginalized communities have greater input on and receive enhanced benefits from Federal policies and decisions. In FY 2023 and 2024, Interior held several public listening sessions to gather input from Tribes and communities across the Nation on the Department’s approach. An EJ strategic plan is under development which the Department hopes to issue in FY 2024.

America the Beautiful

In response to the climate and biodiversity crises, environmental injustices, and broad recognition that healthy ecosystems can strengthen the economy and create jobs, the Biden-Harris Administration issued a rally for all Americans to join to help conserve, protect, connect, and restore the lands and waters that sustain us. The “[America the Beautiful](#)” initiative established a first-ever national conservation goal of conserving at least 30 percent of our lands and waters by 2030. America the Beautiful is rooted in the desire to better support and honor the people and communities who serve as stewards of our lands, waters, and wildlife — from Tribes and Indigenous peoples, to fishermen, to farmers and ranchers, to local and state governments — and to ensure that all people of this Nation benefit from America’s rich and vibrant lands and waters. In FY 2023, the Biden-Harris Administration joined the National Fish and Wildlife Foundation and public- and private-sector partners in announcing \$141.3 million in grants through the [America the Beautiful Challenge](#). Additionally, the Department announced a restoration and resilience framework to guide strategic investments, catalyze coordination, drive meaningful outcomes, and advance climate resilience.

Clean Energy Future

Climate change is a threat to the well-being of individuals, communities, the economy, and nature. Renewable energy sources such as solar, wind (both onshore and offshore), geothermal, and wave and tidal energy are crucial to meeting current and future U.S. needs. These projects not only

help in addressing risks from the climate crisis, but also provide opportunities for communities nationwide, to contribute to the solution and strengthening local and regional economic wellbeing. The Department of the Interior has been working in collaboration with other Federal agencies to increase the production of renewable energy on public lands and waters. As part of this effort, there is a target to deploy 30 gigawatts of offshore wind power by 2030 and at least 25 gigawatts of onshore renewable energy by 2025.

Increasing Access

Nature is essential to the health, well-being, and prosperity of every family and every community in America. Nature connects us, supports economies, and keeps people healthy. Interior is committed to supporting the outdoor recreation economy and the many benefits that hiking, hunting, fishing, boating, biking, and other activities offer to healthy communities, economies, and wildlife. Unfortunately, not everyone has the same access to nature. Bringing the outdoors, and the wonders of the natural world, closer to people is at the heart of Interior’s mission. To help address inequitable access to nature and its benefits, Interior is working to create more protected land and waterways and safe outdoor opportunities in nature-deprived communities, many of which are low-income and communities of color. In FY 2023, Interior bolstered the efforts of 27 urban national wildlife refuges by providing training, coaching, mentoring, and youth internships to engage in co-designing conservation with under-represented communities. The Department will distribute \$21.9 million in funding through the Outdoor Recreation Legacy Partnership (ORLP) program for the redevelopment or creation of new local parks in Anchorage, Alaska; Moorhead, Minnesota; Greensboro, North Carolina; Buffalo, New York; and Norfolk, Virginia. The Department also announced a funding opportunity for more than \$224 million in grant funding for local communities across the United States for the creation of new parks and trails, or substantial renovations to existing parks through the ORLP program.

Investing in America’s Infrastructure

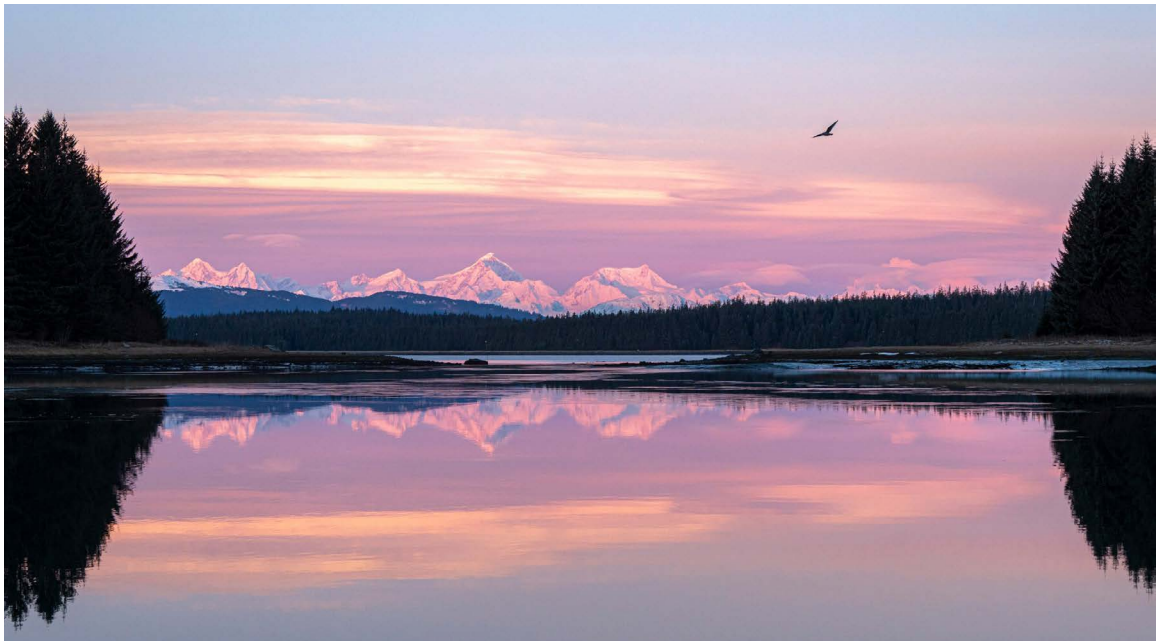
Through the [Great American Outdoors Act](#), [Infrastructure Investment and Jobs Act](#), and [Inflation Reduction Act](#), Interior is investing in numerous initiatives that benefit the environment and communities that we serve. These investments focus on legacy pollution, supporting tribal communities, addressing drought, managing wildland fire, ecosystem restoration, and scientific innovation.

Strengthening Indian Country

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

Tackling the Climate Crisis

The climate crisis is transforming where and how we live and presents growing challenges to human health and quality of life, the economy, and the natural systems that support us. As the climate crisis disproportionately affects underserved communities, the Department of the Interior is supporting the Administration’s commitment to tackle the climate crisis and put environmental justice at the center of its mission. In doing so, Interior is working to build a modern, climate-resilient infrastructure and clean energy future that create millions of good-paying union jobs, while protecting the communities, natural, and cultural resources on which we rely. The [Interior Climate Action Plan](#) demonstrates Interior’s commitment to use science as the foundation for decisions, recognizing that Interior’s approach to climate adaptation should evolve as science informs an understanding of climate change risks, impacts, and vulnerabilities. In 2023, Interior released 6 climate policies in the form of Department Manual chapters covering climate change, applying climate change science, adaptive management, and landscape-level management, as well as nature-based solutions and Indigenous Knowledge. Through its Tribal Climate Resilience Program, Interior announced the availability of \$120 million in funding through President Biden’s Investing in America agenda to help Tribal communities plan for the most severe climate-related environmental threats to their homelands.



Glacier Bay National Park and Preserve, Alaska

Photo by S. Tevebaugh / NPS

IMPROVING PERFORMANCE MANAGEMENT

Performance and Evidence

In developing strategic goals and strategic objectives for the [FY 2022–2026 Strategic Plan](#), Interior focused not only on legislative requirements that govern what we do, but on synergies within and across the Department to maximize the benefits delivered to the American people. Strategies and performance goals provide selectivity and focus to monitor strategic objective progress, keep the end goal in sight and better aim efforts on what Interior can change and improve. The Department is also taking steps to build evidence where there are gaps in knowledge about program outcomes, incorporate known science into management decisions, and fully use the breadth of data within the Department to support planning and decisions. Interior is working towards regular use of rigorous program evaluation to increase the Department’s knowledge of what works and why and ensure that more data is transparent and open to the public.

Enterprise Risk Management

Enterprise risk management (ERM) is an effective departmentwide approach to addressing the full spectrum of the organization’s significant risks by understanding the combined impact of risks as an interrelated portfolio, rather than addressing risks only within silos. ERM provides an enterprise-wide, strategically aligned portfolio view of organizational challenges that provides better insight about how to prioritize and manage risks to mission delivery most effectively. While agencies cannot mitigate all risks related to achieving strategic objectives and performance goals, they should identify, measure, and assess challenges related to mission delivery, to the extent possible.

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

Improving Program and Project Management

To promote efficient and effective program operations, the Department has developed program and project management standards and principles in alignment with the [Program Management Improvement Accountability Act](#) of 2016. Standardizing and improving project, program, product, and portfolio management across the Department is necessary to better ensure the delivery of intended services, products, capabilities, and outcomes to beneficiaries and community partners. The Department is working across bureaus and offices to embed project, program, product, and portfolio 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 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 in partnership with bureaus and offices. The Department is making its data assets more available, increasing data literacy across the workforce, and highlighting data used to measure strategic outcomes.

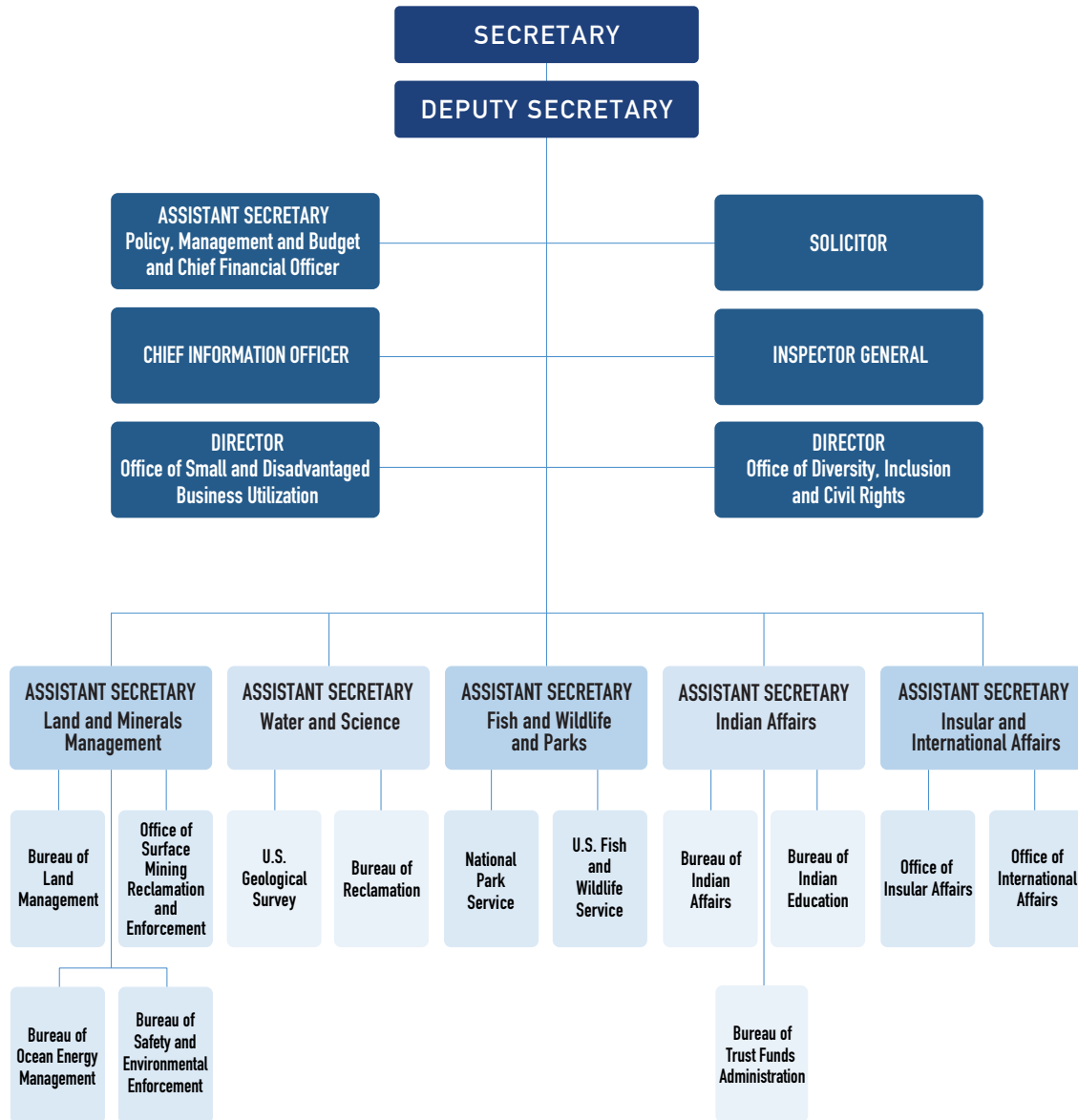


Marten in a tree at Yellowstone National Park.

Photo by Jacob W. Frank / NPS

INTERIOR ORGANIZATIONAL STRUCTURE

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



INTERIOR BUREAUS AND OFFICES

	<p><u>The Department of the Interior (DOI)</u></p>	<p>The Office of the Secretary, Deputy Secretary, and Assistant Secretaries provide leadership and guidance to support all Interior bureaus and offices.</p>
	<p><u>Bureau of Indian Affairs (BIA)</u></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><u>Bureau of Indian Education (BIE)</u></p>	<p>The Bureau of Indian Education supports elementary and secondary schools, dormitories, community colleges, universities, post-secondary schools, and technical colleges.</p>
	<p><u>Bureau of Land Management (BLM)</u></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><u>Bureau of Ocean Energy Management (BOEM)</u></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><u>Bureau of Reclamation (USBR)</u></p>	<p>The Bureau of Reclamation manages, develops, and protects water and related resources in an environmentally and economically sound manner.</p>
	<p><u>Bureau of Safety & Environmental Enforcement (BSEE)</u></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 billions of dollars in financial trust assets of Tribes and American Indians held in trust by the U.S. Department of the Interior.



[U.S. Fish and
Wildlife Service
\(FWS\)](#)

The U.S. Fish and Wildlife Service manages more than 850 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 429 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 conducts oversight activities that protect the environment during coal mining, ensuring the land is reclaimed after active mining concludes, and oversees the reclamation of 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) [Statement Summarizing the Major Management and Performance Challenges Facing the U.S. Department of the Interior, Fiscal Year 2023](#) identifies the Department’s major management challenges and findings. The OIG’s risk-based, tiered approach to providing independent oversight is instrumental to achieving improved outcomes for the Department’s programs and operations.

MANAGEMENT CHALLENGE AREA 1: MANAGING SPENDING

Contract and Grant Oversight

Interior manages significant funding using contracts, grants, and cooperative agreements. According to [USAspending.gov](#), the Department awarded \$7.8 billion in contracts and approximately \$10.8 billion in financial assistance totaling \$18.6 billion in FY 2023 (through August 30, 2023). The FY 2023 OIG work identified substantial risks regarding contract oversight, pre-award processes, and post-award monitoring. Grant and contracting improvements support outcomes across all strategic goals. Of the 71 recommendations made in OIG oversight of these functions at Interior, 34 are closed.

Deferred Maintenance and Repairs

The Great American Outdoors Act National Parks and Public Land Legacy Restoration Fund (GAOA LRF) directs up to \$8.1 billion over five years to address the Department’s priority deferred maintenance and repair (DM&R) activities. The GAOA LRF funding represents the largest investment in public lands infrastructure in the nation’s history, and although significant, it is outpaced by routine maintenance and repair needs for the Department’s vast infrastructure portfolio. As of September 2023, the Department’s total DM&R backlog for the four GAOA LRF bureaus was estimated at approximately \$32.4 billion. Interior is addressing challenges to ensuring that it can promptly deploy funding, prioritize projects, maintain staffing, and resource capacity, and establish sufficient oversight to reduce the DM&R backlog, which impacts performance outcomes across all strategic goals. Of the 15 OIG recommendations made to improve DM&R functions, 2 are closed. DM&R performance information is included under Strategic Objective 4.4.

Infrastructure Spending

As the steward for America’s public lands, the Department manages critical infrastructure that it describes as essential to protect natural resources, support American jobs, and provide water to the Western United States. The Infrastructure Investment and Jobs Act/Bipartisan Infrastructure Law (BIL) enacted in 2021 addresses aging infrastructure among other Administration priorities. The Department also received funds from the Inflation Reduction Act (IRA), which is focused on similar programs including water infrastructure and drought mitigation.

Since the passage of the BIL in November 2021, the Department reported that it has invested more than \$7.3 billion in over 1,300 projects Nationwide; hired more than 450 staff across bureaus and offices to implement new programming; and hosted meetings to hear directly from States, Tribes, and local communities to determine where funding is needed most. Additionally, in FY 2023, Interior’s bureaus and offices submitted spending plans to Congress that covered the major programs. These plans included information on the program at issue and on the funding allocation, prior accomplishments, planned efforts, and milestones.

MANAGEMENT CHALLENGE 2: DELIVERING CORE SERVICES

Cybersecurity

Cybersecurity continues to be a high-risk area for Federal agencies, including Interior. The Department relies on complex, interconnected information systems to carry out its daily operations and spent about \$1.8 billion in FY 2023 on its portfolio of IT assets, according to the Federal IT Portfolio Dashboard. OIG audits have described ongoing challenges in implementing an enterprise cybersecurity program that balances compliance, cost, and risk while enabling bureaus to meet their diverse missions. Additionally, the FY 2022 annual independent Federal Information Security Modernization Act audit issued by the OIG identified necessary improvements and made 24 recommendations intended to strengthen the Department’s information security program as well as those of the bureaus and offices. Of the 27 recommendations OIG made to the Department and its bureaus and offices, 7 are closed. The Department is addressing outcomes related to this management challenge in strategic goal 4.

Data Quality

Interior relies on a wide variety of data to perform its mission, and the quality and accuracy of this data substantially affects how the Department accomplishes its mission. In its FY 2022–2026 Strategic Plan, the Interior acknowledged the importance of reliable data and reliable information to the development and improvement of sound programs and equitable program delivery. The OIG continues to identify data reliability issues across a variety of Departmental programs. For example, OIG has identified data concerns related to COVID–19 spending, NPS facilities, the mineral leasing program, royalty reporting, a previous Freedom of Information Act review process, and the compensatory mitigation program. Without complete, timely, and accurate data, Interior will continue to face challenges in fostering accountability and accomplishing its mission efficiently. Of the 45 recommendations the OIG made, 18 are closed. The Department is addressing outcomes related to this management challenge in strategic goal 4.

Energy

As the manager of one-fifth of the Nation’s landmass and 2.5 billion acres off its shores, the Department is the steward of Federal energy resources that provide 30 percent of the United States’ domestically produced energy — including oil, gas, coal, hydropower, and renewable energy. The Department continues to face challenges in managing complex energy operations, including collecting revenues; overseeing leasing; and ensuring that development is safe, efficient, and sustainable. Of the 26 recommendations the OIG made to Interior and its bureaus and offices, 19 are closed. The Department is addressing outcomes related to this management challenge in strategic goal 3.

Water and Power Management

As the country’s largest wholesale water supplier, the USBR maintains 489 dams and operates 338 reservoirs with a total storage capacity of 140 million acre-feet. It provides 140,000 western farmers — 1 out of every 5 — with irrigation water for 10 million farmland acres that produce 60 percent of the Nation’s vegetables and one quarter of its fresh fruit and nut crops. As the second largest producer of hydropower in the United States, the USBR operates 53 hydroelectric powerplants that annually produced, on average, 40 billion kilowatt-hours for the last 10 years. In addition to the BIL funding received, the USBR received an additional \$4 billion in funding through the Inflation Reduction Act for drought mitigation in the West, with priority given to Colorado River Basin activities, including compensation for reduction in water diversions and funding for system conservation projects and ecosystem restoration to address drought. There are no open recommendations. The Department is addressing outcomes related to this management challenge in strategic goals 2, 3, and 4.

Responsibility to Native Americans

Interior’s FY 2022–2026 Strategic Plan sets forth its policy to fulfill its legal obligations to identify, protect, and conserve Tribal trust resources; carry out its trust relationship with Tribal Nations; and engage in robust, interactive, pre-decisional, informative, and transparent consultation on a Government-to-Government basis through all bureaus and offices on plans or actions that affect Tribal interests. The Department’s Indian Affairs — including the BIA, BIE, BTFA, and Office of the Assistant Secretary - Indian Affairs — is responsible for carrying out Interior’s trust responsibilities, which include enhancing quality of life and promoting economic opportunity. It also has the obligation to uphold Tribal sovereignty and provide quality education opportunities in accordance with Tribes’ needs for cultural and economic wellbeing.

In addition, OIG has reported on health and safety issues at Indian schools and detention facilities. For example, in a recent management advisory, we reported on significant and longstanding health and safety issues — including structural issues, water and sewer deficiencies and lack of functional air conditioning — at specific detention facilities. Many of these issues were the same that we identified in 2015 during site visits for our prior evaluation of BIA-funded and/or -operated detention programs. Of the 95 OIG recommendations made to the Interior, 22 are closed. The Department is addressing outcomes related to this management challenge in strategic goal 1.



New Melones Dam at the Sierra Nevada Mountains Photo by USBR

MANAGEMENT CHALLENGE 3: ENSURING HEALTH AND SAFETY

Wildland Fire Management

Continuing trends in the size and severity of wildfires, and the increasing length of fire season continue to pose challenges for maintaining and recruiting a firefighting workforce, managing ecosystems to reduce fuels, and responding to wildfires. A [recent GAO report](#) identified seven barriers to recruitment and retention: (1) low pay, (2) career advancement challenges, (3) poor work-life balance, (4) mental health challenges, (5) remote or expensive duty stations, (6) limited workforce diversity, and (7) hiring process challenges. Interior is working closely with the Office of Personnel Management and OMB to promote and expand existing and emerging hiring authorities and build its capacity for next generation hiring. Additionally, Interior will complement these pay reforms with longer term actions to restore wildfire resilience, rehabilitate burned areas, and increase workforce capacity and capability to manage wildfires affecting national parks, wildlife refuges and preserves, other public lands, and Indian trust lands under the Department's stewardship. The Department is investing to enhance health services, increase workforce capacity, convert more firefighters to permanent positions, improve government housing, and is working with the US Forest Service to enhance firefighters' mental health and well-being. Outcomes related to wildland fire improvements are found in strategic goals 2 and 4.

Law Enforcement

Interior's law enforcement responsibilities include Indian Country communities as well as resource protection, public lands visitor safety, special event and crowd management in areas that require multiple agencies to coordinate. Among executive branch departments, the Department has the fourth largest law enforcement component, totaling approximately 3,400 law enforcement officers across the Department. Since July 2021, Interior's Law Enforcement Task Force has focused on strengthening trust in the Department's law enforcement programs; ensuring implementation of appropriate policy and oversight; and ensuring supportive resources are available for officer mental health, wellness, and safety. In October 2022, the Department announced new policies establishing clear guidelines on use-of-force standards, required law enforcement officers to use body-worn cameras, and restricted the use of no-knock warrants. Additionally, in 2023, the Department established a new policy requiring the expedited public release of body-worn camera footage and became the first federal agency to do so following an officer involved shooting. Of the 24 recommendations the OIG made to the Department and its bureaus and offices, 5 are closed. The Department has prioritized outcomes related to public trust in strategic goal 4.

Climate Change Response

The NOAA National Centers for Environmental Information (NCEI) has released the final update to its [2023 Billion-Dollar Weather and Climate Disaster report](#), confirming a historic year in the number of costly disasters and extremes throughout much of the country. There were 28 weather and climate disasters in 2023, surpassing the previous record of 22 in 2020, tallying a price tag of at least \$92.9 billion. Interior continues to face challenges in effectively and efficiently implementing policies to match the pace of the evolving climate crisis and the impact on its mission, programs, operations, and personnel.

In October 2022, the Department reported on its [Climate Action Plan](#) and provided its assessment of its own progress toward addressing the challenges that climate change poses to its mission, programs, operations, and personnel. In it, Interior reported that it had not developed a method for assessing fiscal risk exposure due to climate change; however, it stated that some bureaus are taking proactive measures to reduce that exposure. For example, according to the Department, the NPS developed a facility investment strategy that specifically directs project proponents to consider and include climate adaptation. In our recent evaluation report highlighted in the callout box on the right, we found that the performance measures and metrics listed in the plan were not finalized. In November 2022, Indian Affairs announced a commitment to provide \$115 million in BIL and IRA funds to assist 11 Tribes in planning and relocating communities affected by climate-related environmental threats. Additionally, in May 2023, Interior awarded \$12 million in IRA funds to U.S territories to address climate change planning, mitigation, adaptation, and resilience. Of the 15 OIG recommendations made to Interior, 4 are closed. The Department is addressing outcomes related to this management challenge in strategic goals 1, 2, 3, and 4.



Photo by Jim Pfeifferberger / NPS

Kenai Fjords National Park, Alaska

GAO High Risk Areas

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

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

Crosswalk between OIG and GAO risks and Strategic plan goals

	Risk identification		Interior’s 2022–2026 Strategic Plan				APGs
	OIG Major Management Challenge	GAO High Risk	Goal 1	Goal 2	Goal 3	Goal 4	
Contracts and Grants	x					x	
Deferred Maintenance	x					x	
Infrastructure Spending	x						
Cybersecurity	x	x				x	
Data Quality	x					x	
Energy	x	x			x		x
Water and Power Management	x			x	x	x	x
Responsibility to Native Americans	x	x	x	x	x	x	x
Wildfire Management	x			x		x	
Law Enforcement	x					x	
Climate Change Response	x	x	x	x	x	x	x

Strategic Goals and Objectives

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

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

FY 2023 Performance Summary

Interior published the [FY 2022–2026 Strategic Plan](#) in 2022. The strategic plan outlines the vision, strategic goals, and strategic objectives of the Department to reflect current priorities. Many performance goals established in this plan focus on the outcomes that go beyond traditional reporting to better demonstrate the impact of Interior’s work. Annually, the Department reflects on these measures in the Annual Performance Plan and Report where we detail the measures and the progress being made towards established targets.

The following pages detail the strategic goals, objectives, measures, and the targets that Interior sought to achieve in FY 2023. Of the 65 measures with established targets, 39 met or exceeded their targets and 26 did not meet their targets. This was slightly lower than the rate of target achievement in FY 2022. There are many reasons why performance measures do not meet the targets each year, including staffing and hiring issues, level of demand versus resources, challenges in planning and implementation, constructing and contracting issues, and other delays. Interior was able to achieve 60% of targets through efforts to increase coordination between Tribes and the Department, establish program and project management standards, and expand availability of grants and funding that support Interior’s outcomes. The performance results of FY 2023 will inform future planning to ensure that Interior can continue to make better progress on the goals and objectives to deliver results for the American people.

	FY 2023			FY 2022		
	Total targets	Targets met or exceeded		Total targets	Targets met or exceeded	
		Number	Percentage		Number	Percentage
Goal 1	15	9	60%	8	6	75%
Goal 2	15	7	47%	13	7	54%
Goal 3	20	14	70%	20	13	65%
Goal 4	15	9	60%	14	13	93%
Total	65	39	60%	55	39	71%

Agency Priority Goals

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

FY 2024–2025 AGENCY PRIORITY GOALS: GOALS CONTINUED FROM 2022–2023 WITH MODIFICATION

Strategic Objective 1.1	Improve Tribal Land into Trust Processing				
	By September 30, 2025, the coordination of IA ¹ , SOL ² , and BLM ³ activities will reduce the average time of processing land into trust applications from 779 days to 650 days to better meet the principles and guidelines established in the Indian Reorganization Act and reaffirmed in the Indian Self-Determination and Education Assistance Act.				
	Performance Measure	Bureau	2024 Actual	2024 Actual	2025 Target
Average number of days to process land into trust applications	BIA	N/A ⁴		650	

This Agency Priority Goal is continued for the FY 2024–2025 cycle. The target has changed from 365 days to a more realistic but ambitious milestone of 650 days by FY 2025. This incremental goal will be a significant milestone towards reaching a 365-day goal.

¹ Bureau of Indian Affairs

² Solicitors Office

³ Bureau of Land Management

⁴ The target has changed from 365 days to a more realistic but ambitious milestone of 650 days by FY 2025. No 2024 target has been set.

NEW GOAL FOR 2024–2025 CYCLE

Strategic Objective 2.1	Addressing Legacy Pollution by Reclaiming Abandoned Mine Lands and Remediating Orphaned Wells				
	By September 30, 2025, Interior will assist states in reclaiming 1,150 abandoned coal mine land problems; and support the plugging of 7,900 identified orphaned oil and gas wells on state, private, tribal, and federal lands. By reducing legacy pollution with BIL investments, Interior is helping to improve community health and safety, create good paying jobs, and address the climate crisis, all of which is transforming a legacy of pollution into a legacy of environmental stewardship.				
	Performance Measure	Bureau	2024 Actual	2024 Actual	2025 Target
	Work with State and Tribal partners to reclaim abandoned coal mine land problems, eliminating dangerous environmental conditions and pollution caused by past coal mining	OSMRE	N/A		1,150
Close or remediate orphaned oil and gas wells	OWPO	N/A		7,900	

FY 2022–2023 AGENCY PRIORITY GOALS: FINAL RESULTS

The FY 2022–2023 APG cycle concluded on September 30, 2023. The three goals were: Improve Tribal Land into Trust Processing, Offshore Wind, and Water Conservations and Supply Enhancement. Advancements were made in all three goals.

Strategic Objective 1.1	Improve Tribal Land into Trust Processing					
	By September 30, 2023, the coordination of Indian Affairs, the Office of the Solicitor, and the Bureau of Land Management activities will reduce the average time of processing Land into Trust applications from 985 days to 365 days to better meet the principles and guidelines established in the Indian Reorganization Act and reaffirmed in the Indian Self-Determination and Education Assistance Act.					
	Performance Measure	Bureau	2022 Target	2022 Actual	2023 Target	2023 Actual
Average number of days to process land into trust applications	BIA	No Target Established	1,089	365	779	

There have been significant advances in the reduction of time required to process Land into Trust applications. The goal of 365 days is aspirational, and the BIA will continue to strive to reach such an achievement. By the close of FY 2023, BIA had reduced their average processing time by 206 days, from 985 to 779 days. Several accomplishments have contributed to this improved efficiency. Solicitor review timeframes have experienced significant reductions. The SOL are currently averaging 54 days from request to receipt of Title Opinions (i.e., legal opinion attesting to the validity of the title deed to a piece of property). National averages previously exceeded 100 days. The target for issuing a Legal Land Description Review (i.e., verification that the land description is accurate, correctly describes the subject property, and that is consistent throughout the acquisition documents) was identified as 30 days. Currently the GIS strike team is averaging 16 days to issue reviews.

This Agency Priority Goal is continued for the FY 2024–2025 cycle. The target has changed from 365 days to a more realistic but ambitious milestone of 650 days by FY 2025. This incremental goal will be a significant milestone towards reaching a 365-day goal.

Strategic Objective 3.1	Facilitating Safe and Environmentally Responsible Offshore Wind Energy Development					
	By September 30, 2023, the Department of the Interior will complete plan reviews and environmental analyses for projects capable of cumulatively generating 14.8 gigawatts (GW) of commercial offshore wind energy capacity and hold 5 renewable energy lease sales to support the national goal of deploying 30 GWs of offshore wind capacity by 2030.					
	Performance Measure	Bureau	2022 Target	2022 Actual	2023 Target	2023 Actual
	Cumulative GW of approved construction and operations plans for offshore wind projects.	BOEM BSEE	No Target Established	.93	14.8	2.75
Cumulative number of commercial offshore wind lease sales held since FY 2022 consistent with the BOEM Leasing Strategy.	BOEM BSEE	2	2	5	4	

BOEM did not reach its targets due to changes to the projected review schedules of several projects, resulting in the estimated date for the projects’ Record of Decision falling outside of FY 2023. The primary reason for this delay was later-than-expected submissions of required information by developers; challenges in obtaining information (seasonal surveys, cost, etc.), or changes in business strategies. Although there were delays in achieving this milestone, Interior is working to make progress on 30 GWs of offshore wind capacity by 2030.

This Agency Priority Goal is continued for the FY 2024–2025 cycle. In the new cycle, number of GW has been changed to cumulative percent of national offshore wind goal capacity met.

Strategic Objective 3.3	Water Conservation					
	Increase water conservation capacity to help achieve a more sustainable water supply and to address impacts of drought in the western United States. By September 30, 2023, the Bureau of Reclamation will facilitate water conservation capacity of 55,236 acre-feet to help reduce the impact of drought.					
	Performance Measure	Bureau	2022 Target	2022 Actual	2023 Target	2023 Actual
Facilitate water conservation capacity of 55,236 acre-feet, contributing towards the overall Priority Goal.	USBR	45,494	93,449	55,236	63,152	

USBR surpassed their targets for both years in water savings. Projects that contribute toward this goal have multiple public benefits in addition to water savings, such as: mitigation of water conflicts in high-risk areas and water delivery that facilitates future on-farm improvements.

This Agency Priority Goal has expanded in scope and ambition for the FY 2024–2025 cycle. The Water Conservation Goal has broadened to address impacts of drought that increase water conservation and improve water efficiency to conserve 1,500,000-acre feet of water across 17 Western States.

How to Use This Document

The FY 2024–2025 Performance Plan and 2023 Report is the Department’s performance plan for the next two fiscal years and report of the previous fiscal year. The plan translates the priorities, goals, and objectives of the Biden-Harris Administration and Secretary Haaland from the FY 2022–2026 Strategic Plan into performance goals and measures that can be assessed on an annual basis. The document is organized by the strategic goals and strategic objectives in the Strategic Plan. Each section under the strategic objective includes the following:

1. Identification and description of the strategic objective.
2. Strategic objective performance overview:
 - a. **Progress Summary** – Highlights of accomplishments that support progress on the strategic objective.
 - b. **Strategic Actions Planned** – Broad strategies the Department will implement to achieve the strategic objective in the upcoming fiscal years.
 - c. **Performance goals** – Customer-focused outcome goals that identify how the public benefits from Interior efforts.
 - d. **Performance Measures** – Measurements of progress toward the performance goal with annual targets for the next two fiscal years. Performance measure targets are set based on requested funding levels in the budget justifications, anticipation of successful execution of strategic actions, and treatment of any enterprise risks to the strategic goals, strategic objectives, or performance goals. New measures may reference:
 - *Baseline* – As new measures are being developed, initial data is gathered to better target the measure’s attainment in the future. This is often noted with ‘Baseline’ in a cell. Occasionally this takes more than one year.
 - *N/A* – Some targets are not available due to the need to baseline, or the timing of data collection. This will be noted with an N/A in a cell and may have an associated footnote explaining further.

The report includes numbering throughout which help you identify the portion of the Strategic Plan it ties to.

- Goal # will be the first digit,
- Strategic Objective number will be the second digit,
- Performance goal number will be the third digit provided, and
- Performance measure number will be the last digit in the sequence.

For ease of navigation, color coding throughout the report is such that:

	Strategic Goal 1
	Strategic Goal 2
	Strategic Goal 3
	Strategic Goal 4

Frequently Used Acronyms

APG	<i>Agency Priority Goal</i>	FWS	<i>Fish and Wildlife Service</i>
AS-IA	<i>Assistant Secretary - Indian Affairs</i>	IRA	<i>Inflation Reduction Act</i>
AtB	<i>America the Beautiful</i>	NPS	<i>National Park Service</i>
BIA	<i>Bureau of Indian Affairs</i>	OCIO	<i>Office of the Chief Information Officer</i>
BIE	<i>Bureau of Indian Education</i>	OCS	<i>Outer Continental Shelf</i>
BIL	<i>Bipartisan Infrastructure Law</i>	OIA	<i>Office of Insular Affairs</i>
BLM	<i>Bureau of Land Management</i>	OIG	<i>Office of the Inspector General</i>
BOEM	<i>Bureau of Ocean Energy Management</i>	ONHR	<i>Office of Native Hawaiian Relations</i>
BSEE	<i>Bureau of Safety & Environmental Enforcement</i>	OSMRE	<i>Office of Surface Mining Reclamation and Enforcement</i>
BTFA	<i>Bureau of Trust Funds Administration</i>	OWF	<i>Office of Wildland Fire</i>
CUPCA	<i>Central Utah Project Completion Act Office</i>	OWPO	<i>Orphan Wells Program Office</i>
DO	<i>Departmental Offices</i>	USBR	<i>Bureau of Reclamation</i>
DOI	<i>Department-wide effort</i>	USGS	<i>U.S. Geological Survey</i>
EJ	<i>Environmental Justice</i>		



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

ONE OF THE PRIMARY GOALS of the Department is to champion 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. Interior hosts consultations with Tribal Nations to honor our nation-to-nation relationship, engage directly with tribal leaders as we work to address health, economic, racial justice, and climate crises, and commit ourselves to a process that addresses tribal needs and ensures we respect and take input to heart.

Additionally, the Department provides educational services to approximately 45,000 students in 23 states through 169 elementary, secondary schools and 14 dormitories, and supports 33 tribal colleges, universities, technical colleges, and post-secondary schools. Moreover, the Department also offers technical assistance through partnerships with Native Hawaiian and insular communities to efficiently and effectively secure and manage federal funds through planning and program activities.



Native American Month Event held at the Department of the Interior in Washington, D.C.

Photo by DOI

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

Objective Lead

Assistant Secretary for Indian Affairs

Objective Overview

As the primary federal department responsible for maintaining the trust and treaty obligations between the U.S. Government and tribal nations, the Department is actively working to enhance government-to-government relationships with Tribes. The Department of the Interior is committed to supporting tribal governments' rights to sovereignty, self-determination, and self-governance. To achieve these goals, the Department is focused on providing Tribes with the necessary resources to exercise their sovereignty, improving the management of fiduciary and trust responsibilities regarding land and water rights, fostering better consultation with Native communities, and enhancing intergovernmental coordination to streamline federal response efforts.

Progress Summary

Progress for this objective is deemed acceptable, thanks to significant progress being made with the Secretary's Tribal Advisory Committee (STAC) and The White House Council on Native American Affairs (WHCNA), as well as ongoing efforts to promote regular and direct communication between Tribal leaders and Department officials. However, there is a need for action to better define outcomes and improve coordination across various strategies. The Department is currently developing performance measures to strengthen tribal sovereignty, improve the effectiveness of

tribal consultations, and ensure that Tribes reap the benefits of extensive engagement with the Federal Government. These measures are expected to be included in the FY 2026 President's Budget submission.

The Bureau of Indian Affairs' Trust Asset and Accounting Management System (TAAMS), the official system for ownership and land management, expanded with the addition of new modules for leasing and rights of way (ROW). Previously, the probate process for Indian Estates was bifurcated, with information gathering on deceased Indian beneficiaries of trust land handled by the BIA and estate adjudication managed by the Department's Office of Hearings and Appeals. The success of bringing together these two activities within TAAMS allowed the Indian Energy Service Center to facilitate a Rural Water ROW workgroup in FY 2023, resulting in a 30% increase in recorded ROWs in TAAMS for the Ft. Berthold Indian Reservation, Rural Water Department. For more details on the contributions of the BIA and the Office of Trust Services (OTS) to Indian Country, refer to the [BIA OTS FY 2023 Accomplishment Report](#).

The Department has made significant progress in investing in infrastructure, communities, and people, further strengthening the government-to-government relationship between the Department and Tribal nations nationwide. Within Strategic Objective 1.1, Interior has placed a high priority on reducing the average processing time for Land into Trust to align with the principles and guidelines of the Indian Reorganization Act and Indian Self-Determination and Education Assistance Act.

Although the target (measure 1.1.2.1) to reduce the average processing time to [365 days in FY 2023](#) was not met, a significant reduction of 310 days (from 1,089 in FY 2022 to 779 in FY 2023) was achieved. Based on data from FY 2022–2023, the goal is the further reduce the processing time to [650 days in FY 2025](#). In FY 2022, BLM Indian Lands Surveyor (BILS) provided training for BIA staff. In FY 2023, the Division of Real Estate Services (DRES) assisted BILS in completing the curriculum for Pre-approved Agency or Tribal Officials/ Agents. A key strategy for further efficiency, set to launch in FY 2025, is the implementation of automation within TAAMS, to reduce human error and improve status updates.

Interior continued its focus on the Federal Indian Boarding School Initiative, conducting 12 listening sessions across Indian Country as part of “The Road to Healing,” which contributed to Volume 2 of the [Federal Indian Boarding School Initiative Investigative Report](#). Furthermore, progress was made through the White House Council on Native American Affairs (WHNCAA), which is co-chaired by the Department and the Domestic Policy Council. The WHNCAA has advanced efforts to establish a centralized [clearinghouse](#) for federal funding opportunities accessible to Tribal governments, enterprises, Native entrepreneurs, and Native Community Development Financial Institutions. Additionally, the WHNCAA has developed a Best Practices Guide for Tribal and Native Hawaiian Sacred Sites for Federal Agencies and is collaborating with their Tribal treaty rights MOU Workgroup to implement training for all federal employees on Tribal Consultation related to Treaty rights and reserved rights.

The BLM conducted approximately 340 tribal consultations addressing various topics such as proposed rulemaking and land use planning. These consultations included site visits, outreach initiatives, formal and informal training sessions, gathering input

on traditional land uses, seed collection, facilitating employment opportunities and youth internships, sharing Tribal history and cultural practices, and discussing resources, objects, and values in BLM-managed national monuments and conservation areas.

Data Priorities Consultation with Tribal Leaders

The Office of the Assistant Secretary for Indian Affairs held a [consultation with Tribal leaders](#) on the Indian Country Data Working Group’s (ICDWG) focus areas for enhancing federal data management for Indian Country. During the consultation, Tribal leaders emphasized recognizing tribal data sovereignty as a primary concern. Suggestions from Tribal leaders for promoting tribal data sovereignty include acceptance and use of tribal self-certified data by the federal government, provision of resources and technical support to Tribes for their own data collection and management, protection of tribal data from Freedom of Information Act (FOIA) requests, and establishment of a tribal data advisory board. The feedback from the tribal leaders has been communicated to the ICDWG, and a comprehensive consultation report is forthcoming to direct future activities and plans of the ICDWG.

Strategic Actions Planned through FY 2025

- Lead the WHCNAA Committee on Economic Development, Energy, and Infrastructure to gather crucial data for establishing the first-ever baseline funding requirements for Tribal governments by the federal government.
- Upon publication and implementation of the final BIA rule on Mining of the Osage Mineral Estate for Oil and Gas ([25 CFR Part 226](#)), implement policies and procedures to further reinforce the Department’s trust responsibility with the Osage Nation and timely collect royalties, verify reporting, and ensure accurate disbursements are made to the Osage Nation.

Performance Goals

1.1.1: The Department enables programs and opportunities that advance tribal sovereignty⁵

1.1.2: Tribes can exercise their land rights

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.1.2.1: Average number of days to process land into trust applications (Agency Priority Goal)	BIA	1,089	365	779	850	650

1.1.3: Tribal consultations result in information exchange, mutual understanding, and generate ideas that inform decision-making⁵

1.1.4: Tribes benefit from coordinated Federal Government-wide engagement

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.1.4.1: Percentage of White House Council on Native American Affairs priority areas that made good or significant progress during the fiscal year.	DOI				Baseline	N/A

⁵ In lieu of reportable measures, highlights are provided on significant achievements where available.

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

Objective Lead

Assistant Secretary for Indian Affairs

Both DOI and DOJ [responded](#) to the report in March 2024.

Objective Overview

The Department is dedicated to creating inclusive, safe, and healthy societies that respect the rights and cultures of all. By upholding this commitment, the Department pledges improved safety and health conditions for American Indians and Alaska Natives and 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 support Tribal, Native Hawaiian, and insular communities by prioritizing equitable law enforcement, judiciary systems, family and education services, trust services, and investments in health-related initiatives and infrastructure.

Furthermore, the Department also strengthened the Missing and Murdered Unit (MMU), which received 304 referrals in FY 2023. Eighty-one of these were closed and 77 were closed/solved. Tribal law enforcement achieved a clearance rate of 53.74% for criminal offenses, exceeding the target goal of 52.52%. This achievement highlights the effectiveness of tribal law enforcement in ensuring effective policing within their respective communities.

Interior also implemented infrastructure improvements and housing programs to benefit communities across Indian Country in FY 2023. The national goal of 3,603 road miles in acceptable condition was exceeded by 170 miles, with nine out of ten regions meeting their respective goals. Additionally, Interior completed projects connecting 335 homes to potable water systems and is currently on track to upgrade community water systems, ensuring access for an additional 290 homes in Roosevelt, Sheridan, Daniels, and Valley counties as well as fully fund projects to complete sections of the Fort Peck Indian Reservation water system in Montana in FY 2025.

Progress Summary

Progress for this objective is acceptable due to improvements in addressing the [Missing and Murdered Indigenous Peoples Crisis](#), and meaningful advancements to improve health and safety outcomes in Indian Country. The Department of the Interior has continued to support the impactful work of the [Not Invisible Act Commission \(NIAC\)](#) by conducting seven field hearings where nearly 600 individuals shared testimony, leading to the generation of over 300 recommendations to combat the crisis. In November 2023, the [findings and recommendations](#) of the commission were released to the Interior, Justice, and Congress.

Solution Trust Accountability Tracking System

In FY 2023, the Missing and Murdered Unit (MMU) of the Office of Justice Services within the Bureau of Indian Affairs introduced a new cloud-based tool called the Solution Trust Accountability Tracker (STAT). This innovative system is designed to organize and store information on missing person cases, murders, and human trafficking incidents involving Native Americans and Alaska Natives. STAT utilizes a specialized intake form to gather and manage crucial details such as the type of incident, location, victim demographics, jurisdiction, and case status. By utilizing STAT, MMU investigators can monitor patterns in unresolved cases over time and across different regions. The tool also enables the sharing of this data with other BIA offices, Tribal Criminal Investigation programs, and the Federal Bureau of Investigation. Ultimately, MMU aims to leverage this information to aid in suspect identification and increase public awareness of the challenges faced by Indigenous communities.

Strategic Actions Planned through FY 2025

- Develop emergency action plans and early warning systems on all high and significant hazard dams that have the potential to impact more than 100,000 Tribal persons living downstream.
- Prioritize and revitalize unsolved homicide investigations and missing person cases leading to higher nation-wide offense clearance rates over time.
- Assess tribal court readiness at various locations throughout Indian Country related to the provisions of the Violence Against Women Act of 2022 and the Tribal Law & Order Act.
- Improve coordination for the rehabilitation and reconstruction of BIA owned facilities, dams, irrigation systems and bridges using BIL funds.
- Prioritize Tribal rural water contracts and identify available of funding sources to support construction of Tribal rural water systems.

Performance Goals

1.2.1: Tribal communities are safe

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.2.1.1: Offense clearance rate of crimes against persons	BIA	52.52%	52.52%	53.74%	52.52%	52.52%
<i>Total Part I criminal offenses cleared</i>	BIA	2,054	2,054	1,876	2,054	2,054
<i>Total Part I criminal offenses reported</i>	BIA	3,911	3,911	3,491	3,911	3,911

1.2.2: Tribal communities have safe and reliable public services

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ⁶	2025 Target
1.2.2.1: Percentage BIA miles in acceptable condition based on the Service Level Index	BIA	13%	12%	13%	13%	13%
<i>BIA roads miles in acceptable condition</i>	BIA	3,725	3,603	3,773	3,700	3,670
<i>Total BIA road miles</i>	BIA	29,177	29,168	29,168	29,170	29,175
1.2.2.2: Percentage of families served through the Housing Program	BIA	N/A	N/A	N/A	Baseline	2.1%
<i>Number of families served by the Housing Program</i>	BIA	N/A	N/A	N/A	Baseline	85
<i>Number of families applying for the Housing Program</i>	BIA	N/A	N/A	N/A	Baseline	4,000
1.2.2.3: Number of homes connected to potable water systems serving tribal communities	USBR	294	1,065	335	110	180

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.2.3.1: Amount of funding awarded for health-related projects (in millions)	OIA	\$18.7M	\$13.5M	\$16.6M	\$11.5M	\$11.5M

⁶ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

1.2.4: Native Hawaiian trust resources are protected and preserved⁷

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.2.4.1: Percentage of restored lands to the Hawaiian Home Land Trust pursuant to the Hawaiian Home Lands Recovery Act	ONHR	Baseline	21%	N/A ⁸	N/A	21%
<i>Total value of land restored in millions</i>	ONHR	Baseline	\$3M	0	0	\$3M
<i>Total value of land in millions</i>	ONHR	Baseline	\$14M	0	0	\$14M
1.2.4.2: Number of areas with land boundary surveys initiated for the Hawaiian Home Lands Trust	ONHR	Baseline	1	2	1	2
1.2.4.3: Number of actions taken to protect significant Hawaiian cultural and natural resources	ONHR	2	2	4	2	4

1.2.5: Tribes’ native languages are revitalized⁹

⁷ 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.

⁸ There were no lands available for transfer into the Trust in 2023. Also, there are no identified lands available for transfer in 2024.

⁹ In lieu of reportable measures, highlights are provided on significant achievements where available.

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

Objective Lead

Assistant Secretary for Indian Affairs

Objective Overview

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

Progress Summary

Progress for this objective is acceptable due to improvement in the Buy Indian Act implementation and strong commitment to advance technical assistance and projects that supported economic development-related activities for U.S. territories. In FY 2023, Office of Insular Affairs granted \$2.4 million to the U.S. territories to supported economic development-related activities, with \$480,000 allocated to support the training and licensing of commercial truck drivers in Guam.

The Department's Office of Native Hawaiian Relations announced \$1 million in funding for Native Hawaiian organizations through the HŌ'IHI Grant Program, made possible by the NATIVE Act. This funding is intended to support Indigenous heritage and cultural tourism opportunities, promoting socio-economic

empowerment within Native American, Alaska Native, and Native Hawaiian communities. The HŌ'IHI grant program remains committed to offering resources, technical assistance, and grants for Native Hawaiian Organizations as they work towards establishing sustainable tourism infrastructure, driving economic development, and generating employment opportunities in Hawai'i.

Strategic Actions Planned through FY 2025

- Issue Tribal Broadband Grants that would allow Tribes to focus on early-stage planning activities, such as feasibility studies, startup, and program management that are necessary for Tribes to be prepared for development with the USDA's Rural Utilities Service and the FCC's Universal Service Fund programs, or through other partnerships.
- Enhance our understanding and targeting of actual deferred maintenance to effectively improve the condition of Public Safety and Justice facilities.
- Support insular communities with grant funding to bolster investments in public infrastructure. Additionally, provide technical assistance funding for economic development initiatives, such as workforce development and planning activities.
- Improve financial literacy for beneficiaries by providing them with the necessary information to make well-informed decisions regarding their Indian Trust Funds.

Performance Goals

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.3.1.1: Total average gain in earnings of participants that obtain unsubsidized employment through the Job Placement Training program	BIA	\$10.29	\$13.00	\$10.61	\$13.00	\$13.00
<i>Dollars</i>	BIA	\$49,384.00	\$46,800.00	\$10,896.50	\$46,800.00	\$46,800.00
<i>Participants</i>	BIA	4,800	3,600	1,027	3,600	3,600

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.3.2.1: Amount of funding awarded for economic development activities (in millions)	OIA	\$2.3	\$1.5	\$2.4	\$1.0	\$1.0

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 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.3.3.1: Number of training sessions provided to beneficiaries on financial literacy	BTFA	13	14	16	16	18

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 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.3.4.1: Number of implemented advocacy programs that support capacity-building, self-determination, and economic well-being	ONHR	3	3	14	3	3
1.3.4.2: Number of Native Hawaiian organizations supported through the implementation of the NATIVE Act	ONHR	11	10	8	0	10

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

Objective Lead

Assistant Secretary for Indian Affairs

Objective Overview

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

Progress Summary

Progress for this objective is acceptable due to implementation of a data-driven strategic plan, dedicating efforts to monitoring outcomes related to student achievement, and deploying actionable strategies to improve school facilities. In FY 2023, the Department of the Interior transferred over \$300,000 to the National Fund for Excellence in American Indian Education (the Fund). This federally chartered nonprofit aims to enhance educational opportunities for American Indian students at Bureau of Indian Education-funded schools. The Fund, revitalized by Secretary of the Interior, during the 2022 White House Tribal Nations Summit, will now be able to support projects that directly benefit students. By bolstering resources through philanthropic private and public partnerships, the Fund will expand opportunities for students while

aligning with the Bureau of Indian Education’s emphasis on culturally relevant, high-quality education, including initiatives for Native language revitalization.

Additionally, the Department also introduced a new Behavioral Health and Wellness Program (BHWP) designed to offer culturally relevant, evidence-based, and trauma-informed behavioral health and wellness services to school staff, students, and families across all BIE-funded institutions, including Bureau-operated schools, tribally controlled schools, post-secondary institutions, and Tribal colleges and universities.

Strategic Actions Planned through FY 2025

- Fully deploy the Pathways Program to place students in full-time teaching positions.
- Collaborate with Tribes to identify necessary resources for effective educational programs that empower sovereign nations and prepare all students for leadership.
- Finalize the necessary infrastructure and secure the approvals necessary to deliver direct counseling and crisis support services through the Behavioral Health and Wellness Program (BHWP).
- Establish a data collection and evaluation plan for continuous assessment of the BHWP to provide targeted behavioral health and wellness data to BIE.
- Implement Wellness Wednesday, Talking Circle, Youth Mental Health First Aid (YMHFA), and other behavioral health focused training programs to ensure staff receive trauma-informed, Indigenous focused, and evidence-based supports.

- Update the Culture and Drugs Don't Mix (CDDM) curriculum and online training module to offer schools access to a trauma-informed and Indigenous-focused drug prevention program.

Performance Goals

1.4.1: BIE students have better learning outcomes

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ¹⁰	2025 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	54%	54%	59%	65%	68%
<i>Number of students in a BIE funded school who earned a regular high school diploma within four years</i>	BIE	1,518	1,518	1,577	1,844	1,988
<i>Number of students who were enrolled in a BIE funded school</i>	BIE	2,814	2,814	2,686	2,850	2,935

1.4.2: BIE students have access to better school facilities

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
1.4.2.1: Percentage of students in BIE school facilities in acceptable condition	AS-IA	60%	66%	51%	66%	63%
<i>Number of students enrolled in BIE school sites in acceptable condition</i>	AS-IA	22,639	27,103	18,578	27,254	26,000
<i>Total number of students enrolled in BIE school sites</i>	AS-IA	37,719	41,295	36,736	41,295	41,295

¹⁰ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.



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

INTERIOR IS A STEWARD of more than 480 million acres of public lands, accounting for approximately 20 percent of the nation’s land mass, over 700 million acres of subsurface minerals, and over 2.5 billion acres of the Outer Continental Shelf. Interior ensures that America’s natural heritage, 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.



Photo by Jacob W. Frank / NPS

Bull bison graze along an ephemeral pool in Lamar Valley, Yellowstone National Park.

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

Objective Lead

Principal Deputy Assistant Secretary for Land and Minerals Management

Objective Overview

Interior is committed to addressing the environmental degradation of public lands and waters, which is exacerbated by the effects of climate change. The greatest impact of this environmental decline is felt by communities of color, rural and Indigenous communities, low-income families, people in the U.S. territories, and other vulnerable populations. Our continued response to these crises is improving partnerships with neighboring landowners, land managers, and a diverse array of stakeholders to employ a holistic conservation approach. Successful strategies to prioritize remediation of legacy pollution and expand collaborative conservation efforts to care for our nation's lands and cultural resources have been instrumental in maintaining ecosystem health and benefits for local communities. Using science as a guide, Interior will continue to engage with federal, state, local and Tribal entities to restore, protect, and preserve the places, stories, objects, and artifacts of our shared Nation.

Progress Summary

Progress is acceptable due to notable BIL investments to reduce legacy pollution and additional attention brought about by designating Legacy Pollution as an (APG) for FY 2024 and 2025. To achieve desired ecosystem benefits and proactively address current and historic environmental injustices, OSMRE distributed BIL funds for federal lands, states, and Tribes, including the Navajo Nation, to reclaim abandoned mine land (AML). The Orphaned Wells Program Office (OWPO) provides funding to states, Tribes, and Federal agencies to plug, remediate, and

restore orphaned oil and gas wells and well sites. The OWPO released final state formula grant guidance in FY 2023 that requires state grant recipients to complete pre- and post-plugging methane measurements and screen for other environmental contaminants. The OWPO, in partnership with state grant recipients, plugged over 6,000 wells, resulting in a reduction of approximately 12,000 metric tons of methane emissions, and restoration of 185 acres of habitat. The FY 2023 Orphaned Wells Congressional Report estimates that the work of the OWPO supported 7,213 jobs and contributed \$900 million to the economy.

Interior, through OSMRE, distributed nearly \$721 million in grants to 22 states and the Navajo Nation to create good-paying jobs and catalyze economic opportunity by reclaiming coal AML problems. States have reclaimed numerous sites with these funds, resulting in a reduction of safety hazards and enhanced environmental health for over 21,000 people. Additionally, OSMRE announced the availability of an additional \$725 million and approved 89 BIL funded Authorizations-to-Proceed (ATPs) in FY 2023, enabling States and Tribes to begin construction on specific reclamation projects. In the federal space, Interior initiated abandoned mine inventories for physical hazards at four FWS National Wildlife Refuges (NWRs), established a performance agreement, closed a 30-foot deep shaft and audited¹¹ San Diego NWR with bat-friendly gates, and plugged 155 orphan wells across 6 refuges. The USGS collaborated with DOI Bureaus and federal, state, and Tribal agencies to build and begin to populate a nationwide database that will host abandoned mine land data. BLM plugged 12 orphaned wells, oversaw the plugging of 1,501 wells by industry and funded over \$16 million of AML inventory, investigation, and remediation projects.

¹¹ A bat cave audit is the practice of monitoring bats and their cave roosts to protect and manage bat populations and critical bat habitat.

Passive Treatment Protection Program

In FY 2023, OSMRE initiated the Passive Treatment Protection Program (PTPP), which provided grant money to groups that operate, maintain, and rehabilitate passive water treatment systems on abandoned mine lands. OSMRE formed a team of technical experts to develop and prepare guidance documents needed to implement the PTPP. The PTPP technical team created a database of OSMRE-funded passive treatment systems, which contains information on funding level, system location, treatment method, and operational status. In July 2023, the PTPP technical team completed site visits to West Virginia and Pennsylvania to observe the various types of passive treatment systems and to gain a better understanding of issues related to the operation, maintenance, and rehabilitation of these systems. The evidence gathered will inform future program guidance and enable better estimates for future PTPP fund requests.

Interior made demonstrable strides in collaborative conservation, broader landscape protection and responsiveness to climate change. In lieu of reportable measures associated with Performance Goal 2.1.1 (page 41), highlights are provided on significant achievements. Interior supported the development and launch of [Conservation.Gov](#), which includes the American and Conservation Stewardship Atlas, in coordination with the US Department of Agriculture, the National Oceanic and Atmospheric Administration, and the White House Council on Environmental Quality. Other noteworthy successes are listed below and contained in the [America the Beautiful 2023 Annual Report \(doi.gov\)](#).

- The BLM’s Conservation and Landscape Health Rule — also known as the Public Lands Rule — which will help facilitate efforts that support the resilience of public

lands and conserve important wildlife habitat and intact landscapes.

- Protections implemented for the entire Beaufort Sea Planning Area in Alaska to prevent future extractive development, and more than 13 million acres in the National Petroleum Reserve in Alaska due to their significant natural and cultural values.
- In September 2023, the Secretary of the Interior established two new national wildlife refuges, building on decades-long locally led efforts to conserve habitat for species and maintain recreational access.
- The Wyoming Toad Conservation Area in Wyoming and the Paint Rock River National Wildlife Refuge in Tennessee are the 569th and 570th units of the NWRs, managed by the FWS.

In FY 2023, through its Tribal Climate Resilience Program, Interior announced the availability of \$120 million in funding through President Biden’s Investing in America agenda to help Tribal communities plan for the most severe climate-related environmental threats to their homelands. Tribal communities can use this funding to safely relocate critical community infrastructure proactively. This is one of the largest amounts of annual funding made available to Tribes and Tribal organizations in the history of the Tribal Climate Annual Awards Program in the Bureau of Indian Affairs (BIA).

Strategic Actions Planned through FY 2025

- Migrate BLM museum collections data to a platform to enhance online access by the public.
- Develop a comprehensive inventory of orphaned oil and gas well sites to align and track program activities, conduct equity analysis, and improve budget and planning.
- Continue to inventory coal mines, hardrock AML features, and orphaned oil and gas

- well sites to align and track program activities, conduct equity analysis, and improve budget and planning.
- Continue development of the American Conservation and Stewardship Atlas to provide an integrated view of on-the-ground conservation, restoration, and stewardship activities.
- Deploy an automated OSMRE Abandoned Mine Land Economic Revitalization (AMLER) project tracking system.
- Contingent on Congressional appropriations, offer an expanded PTPP to reduce OSMRE’s maintenance backlog on existing passive treatment systems.

Performance Goals

2.1.1: The public and the environment benefit from conserving 30 percent of America’s lands and waters by 2030 in support of America the Beautiful¹²

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ¹³	2025 Target ¹⁴
2.1.2.1: Percentage of total orphaned oil and gas wells plugged and reporting methane emissions data.	OWPO	N/A	N/A	N/A	Baseline	Baseline
2.1.2.2: Percentage of total orphaned oil and gas wells that were plugged in an identified Environmental Justice (EJ) 40 zone.	OWPO	N/A	N/A	N/A	Baseline	Baseline
2.1.2.3: Number of people with reduced exposure potential to hazardous Abandoned Mine Land sites.	OSMRE	N/A	N/A	N/A	Baseline	Baseline
2.1.2.4: Number of polluted water supplies addressed.	OSMRE	N/A	N/A	N/A	Baseline	Baseline
2.1.2.5: Number of Acid Mine Drainage treatment systems built and maintained.	OSMRE	N/A	N/A	N/A	Baseline	Baseline
2.1.2.6: Percentage of total Abandoned Mine Land problems that were reclaimed in an identified Environmental Justice (EJ) 40 zone.	OSMRE	N/A	N/A	N/A	Baseline	Baseline
2.1.2.7: Number of abandoned coal mine land problems reclaimed utilizing BIL funding.	OSMRE	N/A	N/A	N/A	N/A	1,150

¹² In lieu of reportable measures, highlights are provided on significant achievements.
¹³ New 2024 performance measures requiring calibration. No target available for FY 2024.
¹⁴ New 2024 performance measures requiring calibration. No target available for FY 2025.

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
2.1.3.1: Percentage of museum collections that are discoverable online.	DOI	12%	Baseline	Baseline	Baseline ¹⁵	Baseline ¹⁶

¹⁵ FY 2023 actual data was collected which requires ongoing synthesis and refinement to baseline targets for FY 2024.

¹⁶ FY 2023 actual data was collected which requires ongoing synthesis and refinement to baseline targets for FY 2025.

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

Objective Lead

Assistant Secretary for Fish and Wildlife and Parks

Objective Overview

The Department is responsible for the protection of fish, wildlife, native plants, and the ecosystems that support them. This trust responsibility transcends jurisdictional boundaries and includes oversight and actions that affect all 1,669 species listed under the [Endangered Species Act](#) and more than 1,000 migratory bird species that receive federal protection under the [Migratory Bird Treaty Act](#). Interior's strategy includes managing invasive species, restoring lands and waters to a condition that is self-sustaining, and ensuring that habitats support healthy native wildlife populations. Interior will combat domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement. Furthermore, Interior's strategy for wildland fire management includes strengthening wildland fire preparedness, improving year-round response to wildfires (as fire seasons are prolonged due to climate change), and increasing fuels management and burned area rehabilitation efforts.

Progress Summary

Interior determined progress for this objective is acceptable. Progress on this objective has included BIL and IRA investments aimed at strengthening the resilience of critical ecosystems, notable efforts to acquire and use Indigenous Knowledges, implementation of effective co-stewardship, and Interior's commitment to build evidence, including scientific research and experimentation to better understand how climate change is altering ecosystems. BIL and IRA funding allowed for the development of the Department-

wide Restoration and Resilience Framework to strategically invest in restoration and resilience with additional focus on cross-bureau conservation challenges. BIL and IRA investments also supported a new Gravel to Gravel Keystone Initiative (\$2 billion) to restore lands and waters and advance climate resilience. Additionally, the Department Office of Wildland Fire approved over \$28 million in BIL funding for 26 projects to support burned area rehabilitation by proactively developing native seeds and plant materials for all Wildland Fire Management bureaus. Further investment of more than \$16 million is planned over the next four years, with co-stewardship by Alaska Native Tribes, to enhance the resilience of ecosystems and salmon in Alaska's Yukon, Kuskokwim, and Norton Sound regions.

Interior announced significant action to better facilitate species recovery by providing more flexibility for the introduction of threatened and endangered species to suitable habitats outside their historical ranges. Finalized revisions to [section 10\(j\) regulations](#) under the Endangered Species Act (ESA) will help improve the conservation and recovery of imperiled ESA-listed species in the coming decades, as growing impacts from climate change and invasive species cause habitats within species' historical ranges to shift or become unsuitable. In support of expanding migration corridors, Interior announced nearly \$4 million in grants along with \$9.2 million in matching contributions for 13 projects in nine States that will help secure key migration paths and restore critical wildlife habitats. Together, more than \$13 million will be invested to protect pronghorn, elk, mule deer, and other iconic species across the American West. In support of expanding migration corridors, Interior announced nearly \$4 million in grants along with \$9.2 million in matching contributions for 13 projects in nine States that will help secure key migration paths and restore critical wildlife habitats. Together,

more than \$13 million will be invested to protect pronghorn, elk, mule deer, and other iconic species across the American West.

In support of native plant community rehabilitation and restoration, BLM advanced its public-private collaboration with hundreds of partners to protect native plants and develop native seed for restoration. In FY 2023, BLM signed a formal agreement with the NPS and FWS to collaborate in Seeds of Success, a Justice 40-covered program that collects native seed across the United States for ecosystem restoration. This agreement nearly doubled the native seed collecting teams from 36 in FY 2022 to 60, and supported teams from Justice 40 communities, including Tribal Nations and underserved populations.

Integrating BLM Assessment, Inventory, and Monitoring (AIM) estimates with the Department’s strategic plan reporting

The BLM continued work on its four newly developed AIM performance metrics, which quantify ecosystem health in rangelands, streams and rivers, and wetland and riparian areas. These metrics revealed notable trends in BLM lands in the Western United States including: 1) an increase in the ground cover of invasive annual plants; 2) a decrease in the ground cover of intact native plant communities; 3) a marginal decrease in the percentage of rivers and streams with healthy habitat; and 4) an increase in the percentage of rivers and streams possessing clean water. The BLM is currently finishing a report which provides additional documentation of its methodology and results for dissemination within BLM and the Department more broadly. Ultimately, BLM plans to use these performance measures to guide BIL and IRA restoration investments to improve ecosystem resistance, resilience, and adaptability in the face of climate change.

In FY 2023, Interior funded Tribal efforts to advance [co-stewardship](#), bringing Tribal partner voices, Indigenous Knowledge, and local expertise into the planning and decision-making process. Through a public-private partnership, Native Americans in Philanthropy provided additional matching funding for the Tribes. These investments serve as a catalyst and a model for additional public and private sector investments in Alaska and in the foundational planning, science, and restoration projects needed to respond to the salmon crisis and to heal the broader ecosystem through co-stewardship.

Several new steps are underway to restore wild and healthy populations of American bison and the prairie grassland ecosystem. Through Secretary’s Order 3410 and an investment of over \$25 million from the Inflation Reduction Act, the Department is empowering its bureaus and partners to use the best available science and Indigenous Knowledge to help restore bison across the country. The funding will support tribally led efforts to strengthen bison conservation and restoration of grassland habitats. The funding advances the Department’s new Grasslands Keystone Initiative, which is also part of the restoration and resilience framework.

The BLM removed 4,599 wild horses and burros from overpopulated rangelands and applied fertility control treatments to 398 of these animals before they were returned to the range. Thirty-eight population surveys were conducted to support ongoing and future management actions and 7,619 additional animals were placed into private care through adoptions, sales, and transfers. Despite this progress, anticipated targets were not reached due to budget shortfalls.

The Department’s invasive species efforts continue to be guided by the [Interior Invasive Species Strategic Plan](#). Goals include collaboration and education, prevention, early detection and rapid response, control and eradication, and data management. In FY 2023, the Department continued to prioritize work under “3 in 3 for the WIN,” an

effort to advance three signature invasive species initiatives in three years: (W) wildfire and invasive species; (I) islands and invasive species; and a (N) National Early Detection and Rapid Response Framework. The purpose of these initiatives is to reduce environmental and economic harm and harm to human health caused by invasive species. The Department leveraged investments from the Bipartisan Infrastructure Law to fund activities supporting these initiatives. Examples of FY 2023 activities include integrated wildland fire and invasive annual grass management in the sagebrush ecosystem to protect intact core areas; delivery of a regional biosecurity training in Guam for the U.S. territories to strengthen collaboration and prevention, detection, and response efforts; and establishment of a rapid response fund for Aquatic Invasive Species to expedite eradication of newly arriving invasive species.

Interior bureaus led extensive invasive species control and eradication activities in FY 2023. The BLM’s Noxious Weeds and Invasive Plants Management Program applied treatments to control noxious weeds and invasive plants across 274,328 acres of BLM-managed public lands. This work was supported by local partners, such as Cooperative Weed Management Areas, and by numerous BLM programs including range improvement, recreation site management, post-fire emergency stabilization and rehabilitation, fuels management, and fluid minerals development. The BLM also drafted an Aquatic Restoration Categorical Exclusion Verification Report and Federal Register Notice and submitted the package for review to the Office of Environmental Policy and Compliance (OEPC).

In FY 2023, the NWRS treated invasive plants across 245,897 acres of FWS managed lands through their Refuge and dedicated Invasive Species Strike Team staff. Over 79 unique populations of invasive animals were controlled as well. The NWRS built two new strike team programs that are being implemented in the Alaska Region for island restoration efforts and in the Southeast Region for work in Southern Florida-Everglades. There are now 21 NWRS strike teams operating across the country to

find and eradicate invasive species on and off NWRs in partnership with states, Tribes, private landowners, and other federal agencies. In addition, the NWRS funded five large-scale eradication or maximum control projects located at Lake Mattamuskeet, Nihoa Island, Culebra NWR Complex, Palmyra Atoll, and James Campbell NWR; four of the projects were support through BIL investments. Activities included removing invasive grasses, carp, mammals, and installing predator-proof fencing.

Strategic Actions Planned through FY 2025

- Implement funded assistance agreements to increase BLM’s capacity to design, implement, assess, and adaptively manage water, riparian and wetland, and aquatic restoration projects.
- Increase capacity to acquire, protect, and manage federal reserved and state-based water rights and negotiate agreements to ensure water is available to sustain resistant and resilient aquatic resources and other beneficial uses on public lands.
- Implement revised species maps for 70% of the federally listed species to focus conservation and management attention on the most critically imperiled species and habitats.
- Conduct at least three evidence syntheses to improve the effectiveness of international wildlife conservation assistance provided by FWS International Conservation Affairs.
- Initiate management for 7 additional invasive animal species (for a total of 189) on NPS lands, in alignment with maintained funding levels to meet programmatic and strategic goals.
- Reestablish spring-run Chinook salmon through an open river that include fish passage at dams, water diversion protections, and sufficient flows to manage water temperatures and provide for habitat needs.

Performance Goals

2.2.1: Domestic and international species are protected and conserved

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ¹⁷	2025 Target
2.2.1.1: Percentage of competitive funding awarded to international species conservation projects with moderate to strong levels of evidence	FWS	N/A	N/A	48%	50%	52%
<i>Number of federal awards with strong evidence</i>	FWS	N/A	N/A	88	93	96
<i>Number of federal awards competitively awarded</i>	FWS	N/A	N/A	185	185	185
2.2.1.2: Number of products, tools and methods that resulted in informed decisions that advance on-the-ground conservation for pollinators	FWS	93	94	154	101	108
2.2.1.3: Percentage of all migratory bird species that are at healthy and sustainable levels	FWS	76%	76%	76%	76%	75%
<i>Total number of migratory bird species that are healthy and sustainable</i>	FWS	831	831	831	831	831
<i>Total number of all migratory bird species</i>	FWS	1,093	1,093	1,093	1,093	1,106
2.2.1.4: Number of Seeds of Success collections made for native plant community restoration	BLM	424	1,200	1,000	1,500	1,500
2.2.1.5: Percentage of priority fish species of management concern that are managed to self-sustaining levels, in cooperation with affected states, Tribes, and others, as defined in approved management documents	FWS	29%	29%	29%	29%	29%
<i>Number of fish species of management concern that are self-sustaining</i>	FWS	55	55	54	54	54

¹⁷ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

FISCAL YEARS 2024–2025 ANNUAL PERFORMANCE PLAN AND 2023 REPORT

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ¹⁷	2025 Target
<i>Total number of fish species of management concern</i>	FWS	187	187	189	189 ¹⁸	189
2.2.1.6: Number of fish passage barriers removed or bypassed to achieve landscape scale connectivity for high priority species	FWS	214	167	184	131	229
2.2.1.7: Percentage of intact native plant communities across the U.S.	BLM	61%	62%	53%	50%	49%
<i>Acres of BLM-managed land with intact native plant communities</i>	BLM	95,710,000	94,711,931	83,690,216 ¹⁹	76,350,000	76,350,000
<i>Acres of BLM-managed upland rangelands</i>	BLM	157,155,820	152,700,000	158,866,254	152,700,000	157,000,000
2.2.1.8: Percentage of BLM streams with healthy, sustainable habitats for water dependent fish and wildlife	BLM	55%	55%	50%	60%	55%
<i>Miles of BLM-managed healthy streams and rivers</i>	BLM	11,689 ²⁰	70,644	10,627	77,067	11,689
<i>Total miles of BLM-managed streams and rivers</i>	BLM	21,253	128,445	21,253	128,445	21,253
2.2.1.9: Percentage of wild horse and burro populations in balance with their habitats	BLM	53%	70%	37%	45%	34%
<i>Herd Management Areas in balance with their habitat</i>	BLM	94	124	65	80	60
<i>Number of Herd Management Areas</i>	BLM	177	177	177	177	177

¹⁸ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

¹⁹ The change in native plant communities is due to the variance in Assessment Inventory and Monitoring (AIM) data and increase of invasive annual grasses in FY23.

²⁰ Actuals for were reduced due to Alaska streams and rivers not included in the total.

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ²¹	2025 Target
2.2.2.1: Percentage of threatened or endangered species with a final recovery plan	FWS	73%	89%	85%	85%	87%
<i>Number of threatened or endangered species with a final recovery plan</i>	FWS	1,219	1,430	1,361	1,357	1,387
<i>Total number of threatened or endangered species</i>	FWS	1,674	1,606	1,606	1,593	1,593
2.2.2.2: Percentage of proposed threatened or endangered species listings with proposed critical habitat done concurrently	FWS	14%	67%	54%	33%	33%
<i>Number of proposed rules to list a species with proposed critical habitat</i>	FWS	15	16	13	8	8
<i>Total number of proposed rules published to list a species</i>	FWS	109	24	24	24	24
2.2.2.3: Number of threatened and endangered species recovery activities implemented	USBR	120	118	120	121	121

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ²²	2025 Target
2.2.3.1: Percentage of baseline acres infested with target invasive plant species that are under control	DOI	0.5%	0.2%	0.2%	0.2%	0.2%
<i>Acres infested with target invasive plant species that are under control</i>	DOI	462,010	265,755	288,750	298,380	287,407
<i>Baseline acres infested with invasive plant species</i>	DOI	89,456,403	108,906,234	165,153,956 ²³	165,453,437	165,453,527

²¹ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

²² Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

²³ The change in acres sampled is due to a change in the data sourcing method in an effort to be more systematic and is consistent across all monitoring points.

FISCAL YEARS 2024–2025 ANNUAL PERFORMANCE PLAN AND 2023 REPORT

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ²²	2025 Target
2.2.3.1: Percentage of baseline acres infested with target invasive plant species that are under control ²⁴	BLM	0.5%	0.2%	0.1%	0.1%	0.1%
<i>Acres infested with target invasive plant species that are under control</i>	BLM	378,694	168,000	192,000	192,000	170,000
<i>Baseline acres infested with invasive plant species</i>	BLM	83,648,232	103,035,508	159,234,047	159,234,047	159,234,047
2.2.3.1: Percentage of baseline acres infested with target invasive plant species that are under control	USBR	N/A	16.9%	22.1%	17.2%	18.4%
<i>Acres infested with target invasive plant species that are under control</i>	USBR	0	0	6,322	13,521	14,457
<i>Baseline acres infested with invasive plant species</i>	USBR	0	0	28,657	78,780	78,780
2.2.3.1: Percentage of baseline acres infested with target invasive plant species that are under control	FWS	0.8%	1.0%	1.1%	1.0%	1.0%
<i>Acres infested with target invasive plant species that are under control</i>	FWS	26,343	33,103	37,533	34,209	34,100
<i>Baseline acres infested with invasive plant species</i>	FWS	3,166,831	3,270,726	3,270,726	3,590,610	3,590,700
2.2.3.1: Percentage of baseline acres infested with target invasive plant species that are under control	NPS	2.2%	2.3%	2.0%	2.3%	2.7%
<i>Acres infested with target invasive plant species that are under control</i>	NPS	56,973	59,800	52,895	58,650	68,850
<i>Baseline acres infested with invasive plant species</i>	NPS	2,641,340	2,600,000	2,620,526	2,550,000	2,550,000
2.2.3.2: Percentage of invasive animal species populations that are under control	DOI	7.4%	8.5%	6.6%	7.7%	7.6%

²⁴ This measure tracks controlling invasive species that are already present on BLM-managed land and is supported via appropriated funding only. BIL funding for invasive species support prevention and detection efforts.

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ²²	2025 Target
<i>Invasive animal species populations under control</i>	DOI	253	291	226	274	277
<i>Invasive animal species populations</i>	DOI	3,433	3,413	3,420	3,552	3,621
2.2.3.2: Percentage of invasive animal species populations that are under control	FWS	4.5%	4.9%	4.2%	5.1%	4.6%
<i>Invasive animal species populations under control</i>	FWS	84	91	79	103	95
<i>Invasive animal species populations</i>	FWS	1,862	1,878	1,878	2,010	2,050
2.2.3.2: Percentage of invasive animal species populations that are under control	NPS	10.8%	13.0%	9.5%	11.1%	11.6%
<i>Invasive animal species populations under control</i>	NPS	169	200	147	171	182
<i>Invasive animal species populations</i>	NPS	1,571	1,535	1,542	1,542	1,571

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
2.2.4.1: Percentage of DOI-managed landscape acres where Wildland Fire Management actions helped achieve desired conditions	OWF	41%	41%	41%	43%	39%
<i>Burnable landscape acres in desired condition</i>	OWF	182,189,417	181,382,731	183,108,073	191,897,945	173,172,760
<i>Total burnable acres on DOI landscapes</i>	OWF	447,806,489	447,806,489	447,806,489	447,806,489	447,806,489

2.2.5: Habitats and ecosystems are protected through appropriate co-stewardship and use of tribal and indigenous traditional ecological knowledge.²⁵

²⁵ In lieu of reportable measures, highlights are provided on significant achievements.

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

Objective Lead

Assistant Secretary for Fish and Wildlife and Parks

Objective Overview

There is a long history of Americans and visitors to the United States finding adventure and enjoyment in outdoor recreation, learning from historic locations, and being in places where they can find a personal connection to nature and our heritage. To protect our public lands and heritage into the future, Interior balances preservation and conservation to safeguard irreplaceable magnificent natural wonders and provide access to significant historical and cultural resources, including the recently added [Emmett Till and Mamie Till-Mobley National Monument](#). Visitors can enjoy educational and interpretive services through programs, visitor centers, exhibits, publications, and online learning resources that fosters an understanding of their value and leads to lifelong stewardship. Interior engages both traditional and new audiences and prioritizes recreation access for urban and underserved communities to ensure public lands are available for visitors to reflect, take pride in and enjoy.

Progress Summary

Interior rated this strategic objective as a focus area to advance because of the need for a more equitable engagement to preserve and enhance rural landscapes, urban parks and rivers, important ecosystems, cultural resources, and wildlife habitat and incorporate ensure inclusivity beyond day-to-day management policies into the delivery of Interior’s missions. FY 2023 accomplishments include investments through the Urban Wildlife Conservation Program supporting 101 urban refuges across the country, continued support through the Rivers, Trails, and Conservation

Assistance Program working to create and restore parks, conservation areas, and brownfields in 260 communities, and funding to increase access and connectivity in urbanized areas and provide a safe transportation network for non-motorized options.

President Biden’s Investing in America agenda leverages public and private investment to engage communities in every corner of the United States through meaningful education, employment, and training opportunities to create a path to good-paying jobs. In FY 2023, Interior announced a \$15 million commitment to the [Indian Youth Service Corps \(IYSC\)](#) and other programs supporting the next generation of conservation and climate stewards. The grant funding is designed to help develop Tribal capacity in conservation, natural resource management, and climate resilience and provide Tribes and Tribal organizations with funding to enable them to invest in, train, and recruit a new generation of skilled Indigenous workers. The IYSC established eight pilot projects, in partnership with Tribal Nations and qualified youth and conservation corps, designed to provide Indigenous youth with meaningful, tribally led public service opportunities to support the conservation and protection of natural and cultural resources through construction, restoration, or rehabilitation.

In FY 2023, Interior partnered with Conservation Legacy’s Ancestral Lands Conservation Corps, Native Lands Digital, U.S. Forest Service (USFS), and the Partnership for the National Trails System to launch the [Native Lands National Trails](#) Indigenous mapping and research project. The Native Lands National Trails Map is an interactive GIS map that serves as an educational tool and resource for understanding and navigating Ancestral Indigenous territories, enabling crucial conversations about impacts, engagement,

and inclusivity, and increasing partnerships and collaborations with Indigenous communities along National Scenic and National Historic Trails.

FWS and NPS are Interior’s two High Impact Service Providers that supported this strategic objective in FY 2023. Fws.gov improvements focused on customer experience by strengthening search functionality, increasing loading speeds, and updating the design and organization of information and resources such as hours of operation and maps. FWS also partnered with diverse organizations (e.g., [Latino Outdoors](#), [Mobilize Green](#)) to deliver recreation and conservation programs designed to meet the needs of urban youth and families. To make wildlife refuge experience and programming more inclusive, 10 urban national wildlife refuges launched community engagement fellowships, bringing in diverse fellows, often bilingual, to make visiting wildlife refuges more accessible to surrounding communities.

As a testament to NPS’s commitment to continued improvements in its digital space, NPS made changes to ensure that information about park access, fees, and entrance passes is up-to-date, accurate, reliable, and easily understood on [NPS.Gov](#) and the NPS app. Furthermore, these sites now have functionality to share real-time road closure and incident alerts and established compatibility so that this data is also usable by external apps, maps, and websites. To broaden the NPS experience to a wider audience, all NPS sites can now provide audio-described tours for blind or low vision visitors directly through the NPS app. NPS also opened a customer feedback survey on [Volunteer.gov](#) to gather feedback and enable continuous data driven program and site improvements.

Strategic Actions Planned through FY 2025

- Expedite the development of BLM’s online permit applications system to streamline the process and help inform and educate the public.
- Provide an enhanced, more sustainable recreational experience by delivering up-to-date and engaging visitor information online and in person.
- Conduct recreation facility condition assessments on approximately 20 percent of recreation sites.
- Enhance online trip planning services and expand use of electronic recreation fee payment methods.
- Establish at least three new partnerships, apprenticeships, and/or youth engagement programs to help communities working to create and restore outdoor spaces with the FWS National Wildlife Refuge System (NWRS).
- Expand the Maintenance and Infrastructure Fellows Program to include at least one additional FWS programs in addition to NWRS.
- Improve usability of virtual trip planning resources on fws.gov serving 11 million annual web visits and provide more services on recreation.gov serving 103 million annual web visits to enhance refuge visitation and user experience.
- Offer electronic options for passes, fees and permits to improve efficiency and access to visitors to an additional 13 national wildlife refuges will be offered.

Performance Goals

2.3.1: Visitors to public lands have satisfaction with recreational opportunities

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
2.3.1.1: Percentage of visitors satisfied with the quality of experience	DOI	97%	93%	97%	92%	92%
	BLM	96%	96%	95%	93%	94%
	FWS	98%	90%	98%	90%	90%
2.3.1.2: Percentage of visitors satisfied with recreation opportunities provided	USBR	Baseline	70%	95%	80%	80%
2.3.1.3: Percentage of visitors satisfied with recreation facilities provided	USBR	Baseline	70%	95%	80% ²⁶	80%

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ²⁷	2025 Target
2.3.2.1: Number of civilian climate corps and other youth corps participants	DOI	5,739	6,423	6,994	6,000	6,250
	BLM	1,202	1,523	863	1,200	1,500
	FWS	870	500	494	400	350
	NPS	3,667	4,400	5,607	4,400	4,400
2.3.2.2: Number of projects that civilian climate corps and other youth corps participants contributed	DOI	1,825	2,203	1,637	2,168	2,218
	BLM	93	125	130	90	140
	NPS	1,732	2,078	1,507	2,078	2,078

²⁶ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

²⁷ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ²⁷	2025 Target
2.3.2.3: Number of service hours from participants in civilian climate corps and other youth corps	DOI	2,564,535	2,386,800	2,112,767	1,433,627	2,161,800
	BLM	782,284	875,000	197,546	250,000	300,000
	FWS	522,418	N/A	589,124	400,000	350,000
	NPS	1,259,833	1,511,800	1,326,097	783,627	1,511,800



STRATEGIC GOAL 3: Sustainably Balance the Use of Resources While Supporting Communities and the Economy

AS THE MANAGER of one-fifth of the nation’s land, mineral, and energy resources, as well as 2.5 billion acres of the OCS, the Department plays a crucial role in meeting America’s energy needs and guiding the nation towards a cleaner energy future. Interior manages a comprehensive energy strategy that includes the exploration and development of oil, natural gas, geothermal, hydroelectric, solar, and wind power resources. Projects on lands and waters managed by Interior are not only generating the energy needed to power our homes, vehicles, and businesses, but also creating jobs and providing an average annual revenue of over \$10 billion that supports the economies of federal, state, local, and Tribal communities.



Photo by BLM

Pumpjacks on a ridgeline in Wyoming.

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

Objective Lead

Assistant Secretary for Land and Minerals Management

Objective Overview

The Department facilitates the development and use of wind, solar, geothermal, and hydropower energy to help transition the Nation to a clean energy economy and strengthen energy security. Our commitment to enabling viable and sustainable renewable energy production is central to our strategy for advancing renewable energy generation on public lands. This includes prioritizing renewable connectivity, improving intra-agency coordination for renewable permits, and maximizing timeliness and efficiency of renewable energy siting.

Progress Summary

Progress for this objective requires attention to improve efficiency and prioritization for renewable energy development, including capacity-building and cooperation for renewable development on Tribal lands, regulatory improvements, and interagency cooperation. The objective is bolstered by a strong commitment to develop offshore wind resources, streamline permitting procedures, and modernize regulations to improve transparency, efficiency, and flexibility for renewable energy development.

In FY 2023, the Department made significant progress in promoting clean energy, particularly through offshore wind projects. The Department successfully approved four offshore wind projects, with BOEM approving construction and operation plans for two projects that are projected to produce nearly 6.5 gigawatts once constructed. Furthermore, environmental reviews for three new projects were finalized, advancing the Nation towards the goal of deploying 30 gigawatts of

offshore wind energy capacity by 2030. To support the emerging offshore wind industry, BSEE established a robust regulatory and enforcement program for the industry this year.

The Department also announced the finalization of three Wind Energy Areas (WEAs) offshore Delaware, Maryland, and Virginia, which were developed following extensive engagement and feedback from federal government partners, states, Tribes, residents, ocean users, and other members of the public. Once fully developed, the final WEAs could support between four and eight gigawatts of energy production. BOEM partnered with the National Oceanic and Atmospheric Administration's (NOAA's) National Centers for Coastal Ocean Science (NCCOS) to develop a comprehensive, ecosystem-based ocean planning model that assisted in the selection of the final WEAs and issued a Proposed Lease Sale notice for two of the three areas in FY 2024, with a sale scheduled for August 2024.

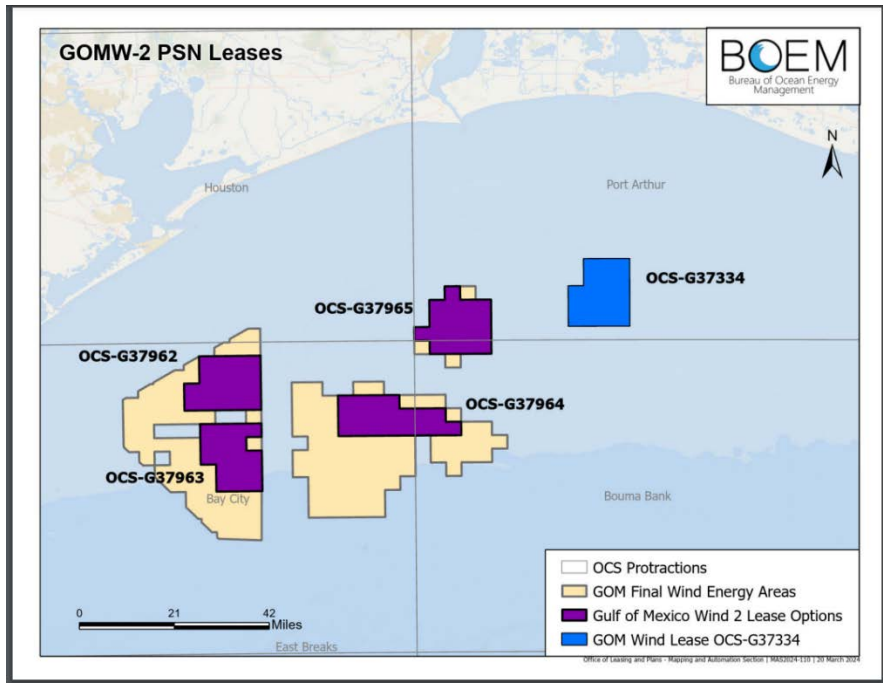
In FY 2023, the Biden-Harris Administration announced its approval of the Empire Wind offshore wind project, the sixth approval of a commercial-scale offshore wind energy project under President Biden's leadership. This announcement supports the Administration's goal of deploying 30 gigawatts of offshore wind energy capacity by 2030. The project will consist of two offshore wind facilities, known as Empire Wind 1 and Empire Wind 2, and will be located about 12 nautical miles (nm) south of Long Island, N.Y., and about 16.9 nm east of Long Branch, N.J. Together these projects would have up to 147 wind turbines with a total capacity of 2,076 megawatts of clean, renewable energy that BOEM estimates could power more than 700,000 homes each year. The projects would support over 830 jobs each year during the construction phase and about 300 jobs annually during the operations phase.

Developing evidence to create an offshore wind industry in the Gulf of Mexico

As part of the Biden-Harris Administration’s goal of deploying 30 gigawatts of offshore wind energy capacity by 2030, BOEM collaborated with NOAA’s NCCOS to develop data models to analyze wind energy development in the Gulf of Mexico. The models enabled analysis of the entire Gulf of Mexico ecosystem and identified precise locations to minimize potential conflicts with marine resources and ocean users. Using evidence produced by the models, BOEM identified four WEAs in the Gulf of Mexico, and in August 2023 held the first-ever offshore wind energy auction for the Gulf of Mexico region. The newly identified WEAs have combined potential to produce enough clean, renewable energy to power more than three million homes.

Strategic Actions Planned through FY 2025

- Complete reviews of construction and operations plans for offshore wind projects and prepare for additional lease sales to accelerate deployment of offshore wind by 2030.
- Publish refinements to the offshore renewable energy regulations, as well as guidelines for their interpretation.
- Collaborate with the Department of Energy (DOE) and other Federal agencies on ways to address transmission and grid connectivity and capacity issues affecting offshore wind development.
- Collaborate with the NOAA, DOE, and the Department of Transportation, along with other Federal partners, to implement an “All-of-Government” approach for facilitating offshore wind development that ensures robust interagency coordination and cooperation.
- Develop a science strategy for subsurface pore space research and assessments to support potential future offshore carbon sequestration efforts.



Performance Goals

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
3.1.1.1: Cumulative percentage of national offshore wind goal capacity met from the projects with completed construction and operations plan reviews	BOEM	N/A	N/A	N/A	44%	60%

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target ²⁸
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	27,298	5,670	28,351	16,000	25,000

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 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
3.1.3.1: Percentage of renewable energy programs, plans, and projects reviewed in a timely manner	FWS	N/A	N/A	92%	99%	99%
<i>Programs, plans, and projects reviewed in a timely manner</i>	FWS	N/A	N/A	119	384	395
<i>Total number of programs, plans, and projects reviewed</i>	FWS	N/A	N/A	130	387	400
3.1.3.2: Percentage completion of planned geothermal resource assessments	USGS	20%	40%	40%	60%	80%

²⁸ The 2025 target was based off the goal of permitting 25 GW by 2025. As program performance has exceeded that target, the program will revisit the 2025 target in the next cycle of reporting.

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

Objective Lead

Assistant Secretary for Land and Minerals Management

Objective Overview

The Department supports balanced stewardship of natural resources to help meet the Nation’s energy needs and the Administration’s goal of a [carbon pollution-free power sector by 2035](#). The Department is committed to promoting economic growth and safeguarding the environment for future generations. We are working on understanding the Nation’s fundamental geologic framework to ensure a reliable and sustainable supply of the critical minerals, as well as advance implementation strategies to reduce greenhouse gas (GHG) emissions and advance sustainable energy production. Additionally, we are mindful of the need to balance resource protection with the economy’s demand for non-energy minerals such as metals, sand and gravel, and forest and rangeland products. As the Nation transitions to a clean energy economy to address climate change, Interior is committed to overseeing conventional energy development on lands and waters proceeds in a safe and environmentally responsible manner.

Progress Summary

Progress for this objective requires attention to improve efficiency and prioritization for renewable energy development, including capacity building and cooperation for renewable development on Tribal lands, regulatory improvements, and interagency cooperation. The objective is bolstered by a strong commitment to develop offshore wind resources and implement strategies to streamline permitting processes, modernize regulations, and remove barriers that impede renewable energy development. In FY 2023, Interior invested more than \$31.5 million in

BIL funding for the Earth Mapping Resources Initiative (Earth MRI) to map critical minerals that are essential for everything from household appliances and electronics to clean energy technology like batteries and wind turbines. Earth MRI conducted, along with NASA, several hyperspectral surveys over the semi-arid southwestern United States to support geologic mapping and legacy mine waste studies. In FY 2024, the USGS will advance Earth MRI to accelerate mapping efforts and build toward an initial comprehensive national modern map of our domestic mineral resources. The USGS also is assessing the potential for geothermal energy and geologic carbon storage, including through carbon mineralization.

The Department of the Interior led the Interagency Working Group on Mining Regulations, Laws, and Permitting, which issued its report, *Recommendations to Improve Hardrock Mining on Public Lands*, in September 2023. The report included 65 recommendations to improve Federal mine permitting processes and engagement of local and Tribal communities. Interior also recognizes the safety and environmental risks posed by thousands of mines on Department lands, particularly the over 50,000 abandoned hardrock mines on BLM lands. These sites jeopardize public safety and environmental health, especially for nearby rural and Tribal communities and recreational visitors. To address these challenges, the Administration is dedicated to remediating hazards, improving air and water quality, and generating jobs in rural areas with a \$62.8 million budget for BLM’s Abandoned Mine Lands program, which aims to work alongside the National Abandoned Hardrock Mine Reclamation Program for site inventory and remediation.

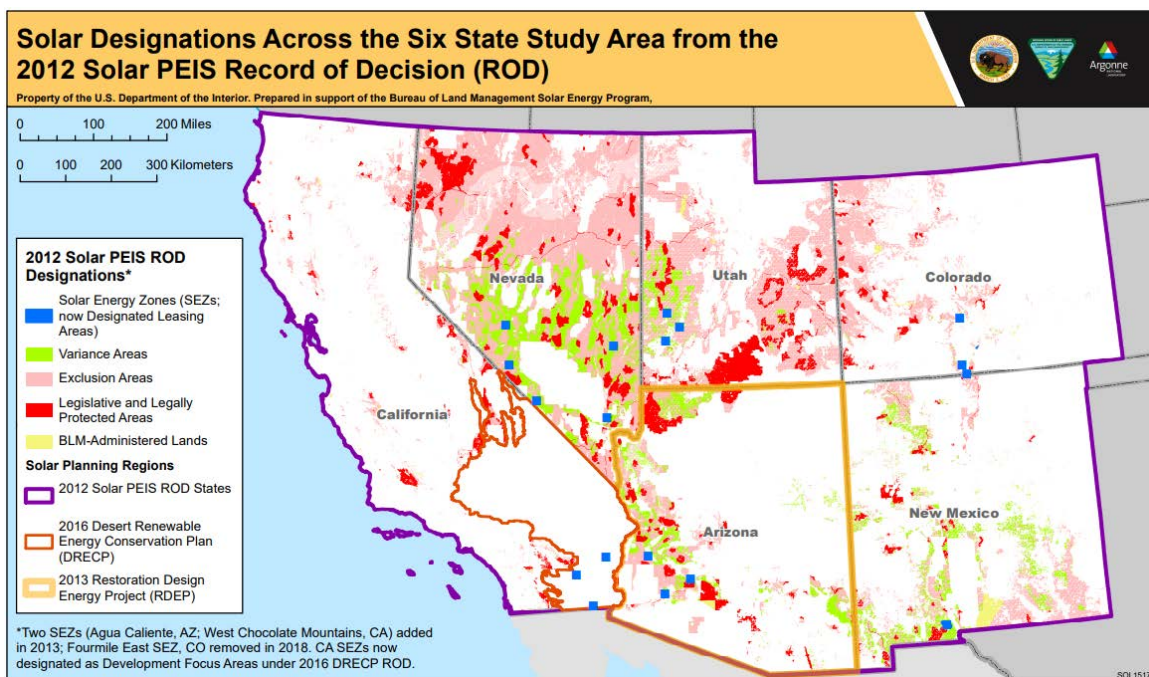
To support the Administration’s onshore renewable energy development goals, BLM

partnered with DOE’s National Renewable Energy Laboratory to bring the best available technological and environmental research into the planning, permitting, and monitoring of geothermal, wind, and solar developments on BLM-managed public lands. The Secretary approved the 732-mile TransWest Express transmission line to carry 3,000 megawatts of new capacity from the Chokecherry and Sierra Madre Wind Energy Project, the largest onshore wind generation project operational in North America. These efforts reflect Interior’s commitment to address the growing demand for effective and expeditious renewable energy development and transmission infrastructure on public lands.

Additionally, the BLM approved ten wind, solar, and geothermal projects and made progress on key transmission lines that will power millions of homes across the West. As of June 2024, BLM is currently processing 67 utility-scale onshore clean energy projects, which have the combined potential to add over 31,000 megawatts of renewable energy to the western electric grid.

Building evidence to support appropriate renewable energy development on our nation’s public lands

BLM is working to revise its 2012 the Western Solar Plan and further streamline the BLM’s framework for siting solar energy projects. The plan was originally developed in collaboration with the Department of Energy, resulting in a Final Programmatic Environmental Impact Statement (PEIS) for solar energy development in Arizona, California, Colorado, Nevada, New Mexico, and Utah. The new PEIS will provide landscape-level analysis to add support for utility-scale solar energy planning in Idaho, Montana, Oregon, Washington, and Wyoming. Through this effort, BLM will further evaluate areas with high solar potential and low resource conflicts to guide responsible solar development and provide certainty to developers.



Strategic Actions Planned through FY 2025

- Identify additional areas that appear suitable for renewable energy development on the OCS, including offshore U.S. Territories.
- Conduct eight renewable energy lease sales, including the first floating wind renewable energy lease sale on the Atlantic in the Gulf of Maine.
- By September 30, 2025, issue an initial call for information and nominations for offshore wind call areas in at least one U.S. territory.
- Publish the Renewable Energy Safety and Assurance Rule to improve efficiencies and facilitate safe and environmentally responsible offshore wind energy development.
- Publish the final rule establishing processes in support of safe and environmentally responsible carbon sequestration activities on the OCS.
- Establish a “Fitness to Operate” program for OCS operators to implement a proactive, risk-based approach to help ensure safety and environmental protection.

Performance Goals

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ²⁹	2025 Target
3.2.1.1: Number of wind energy lease sales held consistent with the BOEM 2024–2028 Leasing Strategy	BOEM	2	3	2	1	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	1	3	2	0	1
3.2.1.3: Percentage of hydropower facility capacity at risk due to poor powertrain components	USBR	23%	30%	27%	30%	30%
<i>Megawatt capacity at risk</i>	USBR	3,378	4,460	4,006	4,460	4,460
<i>Total megawatt capacity</i>	USBR	14,757	14,757	14,757	14,757	14,757

²⁹ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

3.2.2: Current and future generations benefit from reduced greenhouse gas emissions from fossil fuel programs, mitigating climate impacts³⁰

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ³¹	2025 Target
3.2.3.1: Percentage of OCS acres identified and tracked for potential exclusion from oil and gas leasing to balance conservation, renewable energy, and environmental protection needs.	BOEM	4%	8%	35%	11.25%	15%
3.2.3.2: Amount of operational offshore oil spilled per million barrels produced	BSEE	2.5	2.9	0.0	2.9	2.9
3.2.3.3: Number of recordable injuries per 200,000 offshore labor hours worked	BSEE	0.4	0.4	0.6	0.4	0.4
3.2.3.4: Percentage of bonded acres reclaimed to intended post-mining land use	OSMRE	47%	48%	48%	48%	49%
<i>Number of bonded acres reclaimed</i>	OSMRE	1,726,604	1,764,604	1,761,441	1,796,604	1,828,604
<i>Number of bonded acres</i>	OSMRE	3,707,977	3,706,350	3,708,386	3,713,549	3,713,549

³⁰ In lieu of reportable measures, highlights are provided on significant achievements where available.

³¹ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

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

Objective Lead

Assistant Secretary for Water and Science

Objective Overview

Managing America’s water and mineral resources has been a core Interior responsibility since its founding. As climate change impacts our communities, economies and the environment, Interior is called upon to balance resource protection responsibilities with the economy’s need for water, energy, and minerals. Interior is leveraging science, engineering, and technical assistance both in the U.S. and abroad to improve water delivery and drought mitigation and reduce water consumption to sustain American water supplies challenged by population increase and development. The Department is also pursuing an all-of-government approach to advance sustainable, responsible, and efficient use of non-energy minerals including hard rock, sand and gravel, and forest and rangeland products to ensure that communities’ economic and environmental health is sustained.

Progress Summary

Overall, progress for this objective is acceptable due to transformative BIL and IRA investments in water infrastructure, drought mitigation, and domestic water supply projects now underway, and evidence-based strategies to improve water delivery and reduce water consumption. In FY 2023, Interior announced BIL and IRA funding for 245 projects, including water infrastructure, rural water, water storage and conveyance, and small storage projects. In FY 2025, Interior will allocate BIL and IRA funding for traditional program areas for western water infrastructure and drought as well as new programs pertaining to large-scale recycling, aquatic ecosystems, and small storage.

In FY 2023, the Department announced the initiation of a formal process to develop new guidelines for protecting the stability and sustainability of the Colorado River, to replace the 2007 Interim Guidelines, which are set to expire in FY 2026. The new guidelines will consider the current and projected hydrology of the Colorado River Basin which is facing a historic drought due to climate change. The Biden-Harris Administration aims to collaborate with Mexico under the 1944 Water Treaty to sustain the Binational Cooperative Process. Through investments in climate resilience and water infrastructure projects, including \$8.3 billion over five years from BIL and more than \$4 billion from IRA, the Administration is committed to enhancing the sustainability of the Colorado River system and addressing the impacts of the ongoing drought.

Advancing nature-based solutions to improve aquatic habitats and local water supply

The Department of the Interior announced over \$51 million in funding for 18 projects across eight states to restore and protect aquatic ecosystems. The funding, part of President Biden’s Investing in America Agenda, will support the study, design, and construction of ecosystem restoration projects that benefit water supplies, wildlife, and habitats. The projects will improve water quality, mitigate the impacts of drought and floods, and contribute to climate resilience. The funding comes from the Bipartisan Infrastructure Law and the Bureau of Reclamation’s WaterSMART program. The announcement also includes \$20 million for the Southern Nevada Water Authority to create a wetland and habitat in the Lake Mead National Recreation Area to protect the endangered razorback sucker.

The Department made significant strides in advancing drought modeling and forecasting, devising new techniques and computer software to solve practical problems in the study of water resources. The U. S. Geological Survey (USGS) is exploring the usage of new data-driven methods (artificial intelligence and machine learning) to predict and deliver early warning of hydrological drought conditions at higher spatial and temporal resolution than previously available. These data-driven drought prediction models for surface water and groundwater will provide useful information to the public on drought onset, duration, and severity, including their uncertainty.

The USGS continues to improve the spatial and temporal resolution of drought monitoring systems to deliver detailed and real-time information on drought conditions nationwide. By incorporating new satellite technologies and ground-based sensors, the USGS now provides timely and comprehensive drought assessments to support emergency response efforts and efficient allocation of resources.

The USGS is leading a federal effort to evaluate mine waste as a resource for critical minerals. The USGS advanced the National Mine Waste Inventory significantly, including (1) completion of the joint USGS/BLM USMIN database of historical mining locations in all 50 states and Puerto Rico and (2) BIL-funded grants to State geological surveys to sample mine waste; and collaborated with BLM, BIA, NPS, OSMRE, USFS, and EPA to identify pilot sites to examine the potential to extract minerals from waste while supporting remediation, reclamation, and restoration.

Strategic Actions Planned through FY 2025

- Implement assistance agreements to increase BLM’s capacity to design, implementation, assess, and adaptively manage water, riparian and wetland, and aquatic restoration projects.
- Increase capacity to acquire, protect, negotiate, and manage federal reserved and state-based water rights.
- Develop supply chain forecasting methodology to routinely forecast supply chain vulnerabilities and the economic impacts of supply chain disruption events.
- Publish version 1a of the National Integrated Water Availability Assessment report which will integrate models of water quantity, quality, and use to evaluate water availability from 2010–2020, future versions will include trends (v1b) and predictions of future water availability (v2 and beyond).
- Continue the National Water Information System modernization to provide enhanced water data in easily accessible formats, and enable more informed predictions, assessments, and decisions.
- Continue to integrate water quality into enterprise model capacity to better evaluate the possible effects of changing climate, land-use, management practices, and extreme events.
- Continue the accelerated pace of geophysical surveys and geologic mapping through the Earth Mapping Resources Initiative to improve knowledge of the U.S. geologic framework and identify areas that have the potential to contain undiscovered critical mineral resources.
- Continue working with the Colorado River Basin states and Tribes to develop to develop post-2026 guidelines for protecting the stability and sustainability of the Colorado River.

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 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
3.3.1.1: Annual increase in acre feet of water conservation capacity enabled to help address drought	USBR	93,449	55,236	63,152	9,742 ³²	9,742
3.3.1.2: Annual increase in acre feet of water conveyed to communities	CUPCA	1,000	1,000	0	500	500

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ³³	2025 Target
3.3.2.1: Volume of allowable sale quantity (ASQ) timber offer	BLM	96%	100%	84%	70%	100%
<i>Millions of board feet (MMBF) offered</i>	BLM	197	205	173	143	205
<i>Millions of board feet (MMBF) allowable sale quantity</i>	BLM	205	205	205	205	205
3.3.2.2: Percentage of sand and gravel requests processed, including necessary environmental reviews, within timelines requested by partners to meet their conservation and resilience initiative needs	BOEM	100%	100%	100%	100%	100%

³² The FY 2024–2025 Water Conservation contribution is only from the Colorado River Basin Program. The FY 2024–2025 Agency Priority Goal (page 22) was established to report the acre-feet of water savings contribution of the upper and lower Colorado river watershed.

³³ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

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 Actual	2023 Target	2023 Actual	2024 Target ³⁴	2025 Target
3.3.3.1: Percentage of US land-area coverage available to the public over the internet through the National Geologic Map Database	USGS	55.2%	55.4%	55.6%	55.8%	55.9%
<i>Actual number of US square miles mapped</i>	USGS	1,951,190	1,959,741	1,967,697	1,973,890	1,977,428
<i>Total US square miles</i>	USGS	3,537,438	3,537,438	3,537,438	3,537,438	3,537,438
3.3.3.2: Percentage of areas with potential for minerals critical to economic sectors such as low-carbon energy generation and storage, consumer technologies, and national security that are covered by high resolution geophysical data. ³⁵	USGS	9%	21%	23%	34%	49%
<i>Earth MRI airborne geophysical data coverage (square kilometers (km²))</i>	USGS	411,378	737,222	799,660	1,189,321	1,719,321
<i>Areas permissive to hosting critical minerals (square kilometers (km²))</i>	USGS	4,375,392	3,521,267	3,521,267	3,521,267	3,521,267

³⁴ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

³⁵ These targets reflect performance associated with both regular appropriations and BIL funding.

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ³⁶	2025 Target
3.3.4.1: Percentage progress toward the delivery of an Integrated National Water Census	USGS	30%	45%	45%	63%	69%
3.3.4.2: Percentage progress toward the development, testing, and delivery of modern water prediction tools to the public	USGS	15%	25%	25%	50%	56%
3.3.4.3: Percentage progress toward full implementation of the Next-Generation Water Observing System design	USGS	27%	32%	32%	35%	40%
3.3.4.4: Percentage of streams that have clean water that is drinkable, swimmable, and fishable	BLM	64%	64%	69%	65%	64%
<i>Miles of BLM streams and rivers with clean water</i>	BLM	13,601	82,204	14,665	13,814	13,602
<i>Total miles of BLM streams and rivers</i>	BLM	21,253	128,445	21,253 ³⁷	21,253	21,253

³⁶ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

³⁷ Stream miles reduced to only report on BLM-managed lands in the contiguous United States. Alaska is not included per consultation with HQ700. Outcome based metrics such as these will take more time to develop specific to AK.



STRATEGIC GOAL 4: Serve and Honor the Public Trust

TRUST AND CONFIDENCE are cornerstones of the Department’s unique and expansive mission. This mission includes a geographically distributed workforce, a vast set of management responsibilities, and diverse customers and partners with varying needs and responsibilities. The American people have entrusted Interior with the sustained use of critical natural resources, the preservation of our most iconic places, and the science to ensure robust decision making. All these responsibilities require assurance and fairness at the highest levels.



Secretary Haaland with Park Rangers at Olympic National Park in Washington.

Photo by DOI

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

Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

Data, science, and reliable information are key components of the Department's mission and are 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 includes improving discovery of information to ensure Interior data is findable, accessible, and easily reusable; improve interoperability and utility of information to ensure Interior data drives continuous improvement; and provide equitable access to data and information that is responsive to researchers, partners, and other end users.

Progress Summary

In FY 2023, Interior rated this strategic objective as achieving acceptable progress due to solid implementation of FAIR³⁸ data standards and improved access to the Department's data and scientific information. Additionally, BIL funding enabled the USGS to award competitive grants to 32 State geological surveys to preserve, modernize, and make publicly available geologic and geophysical data and assets. However, improvement is needed to advance the Department's equity data, which is expected to have a crosscutting impact across the Interior strategic plan.

The Department continued to make improvements to implement FAIR data principles and ensure data and science equity across multiple public-facing platforms, including USGS risk research applications and the National Tribal Emergency Management Council's multi-hazard response planning

efforts. The Department leveraged technology to significantly improve equitable access to the BLM's General Land Office (GLO) records through enhanced virtual public rooms, expanding the breadth and scope of the Department's land records available for public viewing.

Interior also made significant advancements in developing equitable Nature-based Solutions (NbS) capabilities, working through FWS-led NbS workgroups to establish policies and resources that support a wide range of conservation and adaptation efforts, including natural climate solutions, coastal resiliency, and climate adaptation. Additionally, Interior has partnered with the University of Arizona to develop a public facing [Nature-based Solutions Roadmap](#). This roadmap will provide the Department, and the public at large, with guidance, strategies, and planning resources to implement nature-based solutions. The NbS resources will be available on the [Conservation and Adaptation Resources Toolkit](#) platform, significantly improving access to conservation, management, and restoration resources for at-risk communities.

Strategic Actions Planned through FY 2025

- Develop and implement web-based tools to improve support for America the Beautiful (AtB) decision support, and Landscape Conservation Design (LCD).
- Complete cloud data migration for the FWS Service Catalogue to improve security, accessibility, and reliability for more than 570K public data records.
- Implement a next-generation, cloud-based collections management system for Interior museum collections that allows enterprise-wide data to be used by

³⁸ FAIR principles of data management emphasize that data is findable, accessible, interoperable, and reusable.

Department decision-makers and as the basis for other applications and research.

- Develop an Office of Natural Resource Revenue Customer Relationship Management (CRM) module to enable industry and others to report and acquire oil and gas royalty revenue and production related data.
- Expand the Reclamation GIS Data Manager Framework to meet growing needs for standardized, accurate, well-maintained, and easily accessible geospatial data.
- Create an environmental justice data and science toolkit to better incorporate social

science data and Indigenous Knowledge into Departmental decision-making.

- Implement a geography-focused environmental justice impact analysis project to assess effectiveness and impact of Interior’s environmental justice management practices.
- Complete 98% of the ShakeAlert Earthquake Early Warning (EEW) buildout to improve public access to monitoring and notifications for significant seismic information.

Performance Goals

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.1.1.1: Percentage change in findable data	OCIO	N/A	N/A	Baseline	5%	10%
<i>data records (Total)</i>				N/A	829	870
<i>data records (Findable)</i>				789	789	789
4.1.1.2: Percentage change in accessible data	OCIO	N/A	N/A	Baseline	5%	10%
<i>data records (Total)</i>				N/A	3,775	3,964
<i>data records (Accessible)</i>				3,595	3,595	3,595

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.1.2.1: Percentage change in interoperable data	OCIO	N/A	N/A	Baseline	5%	10%
<i>data records (Total)</i>				N/A	35,531	37,307
<i>data records (Interoperable)</i>				33,839	33,839	33,839
4.1.2.2: Percentage change in reusable data	OCIO	N/A	N/A	N/A	10	10
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%	30%	30%	30%

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.1.3.1: Percentage of progress towards a fully built out Advanced National Seismic System (ANSS)	USGS	53.7%	55.4%	55.7%	56.5%	55.1%
<i>Number of operating ANSS monitoring stations returning data in real time</i>	USGS	3,814	3,932	3,954	4,014	3,915
<i>Ideal number of total ANSS monitoring stations</i>	USGS	7,100	7,100	7,100	7,100	7,100
4.1.3.2: Percentage completion of volcano hazards assessment components at high threat and very high threat volcanoes	USGS	57%	59%	59%	60%	62%
<i>Cumulative number of hazard assessment components completed</i>	USGS	852	871	860 ³⁹	894 ⁴⁰	876
<i>Total number of assessment components needed for high and very high threat volcanoes</i>	USGS	1,485	1,485	1,485	1,485	1,485

³⁹ The 2023 Actual previously report for 4.1.3.2 was an estimate. The final data, updated here, was slightly lower. Targets have been adjusted for FY 2025 as a result. FY 2024 target was not revised due to the timing of this report and will likely be missed.

⁴⁰ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

FISCAL YEARS 2024–2025 ANNUAL PERFORMANCE PLAN AND 2023 REPORT

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
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	74%	73%	79%	79%	81%
<i>Annual number of Coastal and Marine Hazard Resource Program (CMHRP) informational products published during the fiscal year</i>	USGS	193	190	206	205	210
<i>Annual number of CMHRP informational products planned for completion during the fiscal year</i>	USGS	260	260	260	260	260
4.1.3.4: Percentage of progress toward delivering science and information for landslide events, forecasts, and assessments	USGS	11%	30%	20%	39%	49%
<i>Delivery of landslide event and regional scale products completed (cumulative)</i>	USGS	37	99	65	127 ⁴¹	160
<i>Cumulative decisional landslide event and regional scale products targeted to be completed</i>	USGS	325	325	325	325	325

⁴¹ Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target ⁴²	2025 Target
4.1.4.1: Number of terabytes of data managed and made available to land and resource managers and researchers that reflects a historical continuous global record of remotely sensed imagery	USGS	50,050	52,052	46,584	48,447	50,385
4.1.4.2: Percentage completion of rating tool for measuring partner satisfaction with Land Management Research product	USGS	25%	30%	30%	35%	40%
<i>Cumulative points associated with completed milestones</i>	USGS	25	30	30	35	40
<i>Total points for all milestones (100)</i>	USGS	100	100	100	100	100
4.1.4.3: Percentage of core topographic base mapping products available through the Dynamic Mapping Application	USGS	20%	40%	20%	40%	60%
<i>Number of Dynamic Mapping products available</i>	USGS	1	2	1	2	3
<i>Total Dynamic Mapping core products planned for completion by 2026</i>	USGS	5	5	5	5	5
4.1.4.4: Percentage of products that advance understanding of patterns and impacts of changing climate and land use on natural resources and ecosystems that are cited within 3 years	USGS	96%	96%	97%	96%	96%
<i>Number of publications cited within the last 3 calendar years</i>	USGS	472	348	439	340	348
<i>Total number of publications issued within the past 3 calendar years</i>	USGS	493	363	452	355	363

⁴² Where necessary, FY 2024 targets have been updated to reflect an annualized CR.

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

Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

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

Progress Summary

Progress for this objective is hampered by slower than expected headway in identifying and eliminating barriers to participation in the Department’s funding opportunities, and limited improvement towards the goal to ensure *‘Historically underserved communities equitably benefit from DOI decisions, investments, and opportunities’*, which reflects both Department and Biden Administration equity priorities. Interior continues to prioritize investments in underserved communities,

including through America the Beautiful grants, which prioritize expanding access to the outdoors for underserved communities, and Indian Youth Service Corps (IYSC) grants which provide Indigenous youth with meaningful, tribally led public service opportunities to support the conservation and protection of natural and cultural resources. In FY 2023, Interior awarded eight IYSC grants, benefitting more than 20 Tribes and Tribal organizations. With funding from the Inflation Reduction Act, Interior will expand the capacity of the Corps and similar projects serving underserved communities by 30 percent, reaching over 5,000 young people. The expanded programs will work with federally recognized Tribes and Tribal organizations as well as programs serving the U.S. territories, the Native Hawaiian Community, and urban communities across the United States.

Interior’s Environmental Justice Steering Committee continued to update the Department’s existing 2016 Environmental Justice Strategic Plan, working across the Department to expand and strengthen the environmental justice capacity, update policy and regulations, institutionalize environmental justice throughout the Department, and improve accountability for practitioners and decision makers. In FY 2023, Interior implemented environmental justice criteria within SES performance standards and will develop similar standards for GS employees in FY 2024. Additional details on the Department’s efforts to improve engagement and meaningful involvement, training and technical assistance, and data and science support to advance EJ outcomes can be found in the forthcoming [Department of the Interior Environmental Justice Scorecard](#).

Strategic Actions Planned through FY 2025

- Increase collaboration and engagement with a wider variety of partners by growing the number of USGS partnerships with minority serving institutions to 12 in the STEM Educational Partnership effort.
- Reissue OSDBU small business vendor experience surveys to further improve the vendor journey map and support for small business vendors.
- Launch the Directorate Fellowship Program and Native Youth Climate Adaptation Leadership Congress to increase the use of special hiring authorities, diversify the workforce, and provide professional growth and advancement opportunities for youth.
- Develop and implement tools to complement the upcoming launch of Conservation.gov that will assist the public to easily identify available conservation grant opportunities.
- Conduct a Justice40 covered program pilot evaluation to assess barriers that prevent communities from effectively accessing funding.
- Establish long-standing cooperative agreements and memorandums of understanding with Minority Serving Institutions and Tribal Colleges and Universities to advance and improve the BLM’s diversity, equity, inclusion, and accessibility outcomes.
- Implement targeted recruitment to increase participation in the Department’s Conservation Corps by 10% over FY 2023 participation rates.

Performance Goals

4.2.1: People from historically underserved communities have equitable access to DOI learning and career development opportunities⁴³

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.2.1.3: DOI Conservation Corps conversion rate (conversions per year)	DO	N/A	N/A	Baseline	168	185
4.2.1.4: DOI Conservation Corps youth participation rates	DO	N/A	N/A	Baseline	7,758	8,463

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.2.2.1: Office of Small and Disadvantaged Business Utilization Engagement Strategy Progress Rating ⁴⁴	DO	1	1	1	1	1

⁴³ Performance goal 4.2.1 has been updated to better reflect the Department’s focus on equitable capacity building for underserved communities. Two previous measures (4.2.1.1 and 4.2.1.2) have been replaced with new measures (4.2.1.3, and 4.2.1.4) to monitor progress. Targets will be set for 4.2.1.4 once the baseline is completed. Performance measure 4.2.2.2 is still under development pending further guidance from the Administration.

⁴⁴ This measure was incorrectly reported as a maturity scale in prior publications. The correct scale used for this measure is 0 or 1, where a 0 indicates “no progress” and a 1 indicates “incremental progress” in improving engagement with historically underrepresented small and socio-economically disadvantaged businesses interested in competing for DOI contracts. Engagement includes the following three contributing components: Department-to-Small Business Vendor Communication, Availability and Accessibility of Vendor Resources, and Internal DOI-Wide Resources and Guidance.

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

Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

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

Progress Summary

In FY 2023, Interior accomplished significant improvements to support Secretary Haaland’s workforce priorities. Working across the Department, Interior continued targeted outreach, and recruitment with strategic talent partners, and implemented activities and actions designed to yield greater diversity in vacancy selections, consistent with the availability of highly qualified and diverse candidates presented to hiring managers for consideration. Despite these efforts, the Department’s minority representation is significantly unchanged and remains well below the Civilian Labor Force average.

In response to hiring and selection challenges, Interior issued a renewed call to enact measures in FY 2024 which will yield better workforce diversity outcomes and take immediate steps to ensure equity in processes, procedures, and decisions regarding candidate selections, further analyze barriers at the point candidate selection. The Department prioritized retention of our minority employee populations, as well as efforts already successfully underway to improve outreach and recruitment for minority candidates. To advance retention among the first responder workforce, the Department converted 500 employees from career-seasonal to permanent full-time status. Additionally, Interior coordinated with the USDA Forest Service, the Office of Personnel Management, and the Office of Management and Budget to develop and propose permanent compensation improvements for wildland firefighters.

Interior continues to prioritize employee health and safety and made significant progress towards improving health, wellness, and retention outcomes for Interior’s first responders charged with safeguarding our communities, public lands, waters, and critical resources. Evidence gathered through the [Law Enforcement Task Force](#) identified staffing as one of the primary contributors to health and wellness concerns across the law enforcement workforce. The Department is taking steps to ensure appropriate staffing levels in all Departmental law enforcement and security programs to reduce stressors placed on officers due to excessive overtime, travel, and extended details.

Leveraging Diversity Joint Venture (DJV) partnerships to increase representation in the conservation workforce

The DJV met throughout the year to connect government agencies, universities, and non-profit partners on collective efforts, including advancing a pilot for a Student Internship Discovery Tool that uses artificial intelligence technology to connect students online with internship opportunities. The DJV also progressed on planning efforts for a partners' summit in 2024 and developed a recruitment toolkit for DJV members. Working through the DJV, FWS partnered with the Hispanic Access Foundation (HAF) to recruit and administer the 2023 Directorate Fellows Program — FWS' premier resource assistant program authorized by the Public Lands Corps Act (16 USC 37). HAF's targeted recruitment efforts resulted in a diverse cohort of Fellows — 70% were women and 67% were students of color from underrepresented populations.

Working collaboratively with the Department of Agriculture, Interior began developing a joint behavioral health program for wildland firefighters to address unique experiences and mental health challenges experienced by permanent and temporary wildland fire personnel. In April 2023, the departments hosted a three-day planning summit to spearhead the development of the program, producing a collaboratively defined vision, framework, and implementation plan. The resulting efforts aim to better meet firefighters' needs in a demanding work environment, by helping them manage critical incidents and preemptively cope with associated stress. Bolstered by the BIL, Interior continued working to improve pay, staffing, and health and wellness as reflected in the [Wildland Fire Management workforce priorities](#).

Strategic Actions Planned through FY 2025

- Implement a department-wide wellness program to leverage the connections within the Department's first responder community and advance comprehensive wellness strategies across bureaus and offices.
- Consolidate and summarize results measuring diversity in the workforce and promising practices that proved successful from FY 2023.
- Identify strategies and actions for increasing diversity recruitment and hiring across Interior and implement quarterly status reviews to monitor progress towards diversity hiring outcomes.
- Ensure the whole of the conservation sector considers ways to recruit and retain diverse talents, working with universities to better equip students with skills and experiences sought by the environmental and conservation field.
- Implement resources, toolkits, and webinars to advance the use of annual learning plans to support and enhance career mobility and variety.
- Revise and implement the Department's reasonable accommodations policy to align with EO 14035 and EO 13164.
- Complete initial assessment of employee needs and requests for reasonable accommodations to analyze equitable access to information technology and facilities and implement DEIA Council priority actions to advance accessibility.
- Add peer-to-peer and microlearning to the professional development portfolio offered to Interior's museum community.

Performance Goals

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.3.1.1: Utilization rate of hiring authorities	DO	21%	24%	22%	27%	30%
4.3.1.2: Percentage of hires from minority and underserved populations	DO	33%	33%	31%	33%	33%

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 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.3.2.1: Retention rate for commonly filled and mission critical occupations	DO	87%	89%	88%	90%	91%

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 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.3.3.1: Percentage reduction in complaints related to harassment and bias ⁴⁵	DO	Baseline	Baseline	6%	8%	TBD

⁴⁵ Measure 4.3.3.1 intends to monitor a decrease in complaints related to harassing conduct. The targeted decrease of 8 percent in FY 2024 is as compared with the prior year’s numbers (FY 2023). The target of a decline of 8 percent (FY 2024) is equivalent to approximately 20 fewer complaints filed. The actual FY 2024 results will be available in early calendar year 2025.

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

Strategic Objective Lead

Assistant Secretary for Policy Management and Budget

Objective Overview

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

Progress Summary

In FY 2023, Interior rated progress for this objective as acceptable, bolstered by strong performance in enhancing public safety, significant progress towards sustainability outcomes and new efforts to reduce the amount of plastic waste produced by the Department. Interior leveraged BIL investments to begin construction on a new federally owned building for energy and mineral resources science on the Colorado School of Mines campus expected to be completed in 2027. Additionally, overarching improvements to enhance the trust afforded to Department

law enforcement are underway to support the safety, health, and wellness of officers and ensure that law enforcement programs effectively continue to provide safe and equitable access to public lands.

Building evidence to advance safe, transparent, accountable and effective policing

In FY 2023, the Department’s Office of Law Enforcement and Security received an \$11M increase in its appropriations to transition to a unified Law Enforcement Records Management System (RMS). This RMS will create the administrative record for the Department’s law enforcement programs and establish a baseline by which to measure progress in the effectiveness of delivering law enforcement services. Effectively tracking incidents, crimes, and investigations on Department-managed lands coupled with tracking uses of force and internal affairs investigations of its officers, will build evidence to advance safe, transparent, accountable, and effective policing.

The Department’s Chief Sustainability Officer (CSO), working with the Office of Environmental Policy and Compliance, is leading the Department’s sustainability efforts. In FY 2023, Interior established bureau-level step down targets for key sustainability program goals and implemented standards requiring each bureau to conduct a “sustainability organizational assessment” and provide target status and action plans to achieve zero emission vehicle fleet and supply equipment, energy and water use intensity, sustainable buildings, and waste management outcomes. As of the end of FY

2023, the Department’s bureaus and offices have finalized [sustainable procurement plans](#) to phase out single-use plastics on public lands within the next decade and implemented accelerated actions to install water bottle filling stations on BLM, NPS and BIE properties. Interior also accelerated actions towards achieving the Department’s 4-year goal to fully transition its light duty fleet acquisitions to zero-emission vehicles (ZEVs), placing orders for 185 ZEV across all bureaus and offices and prioritizing planning, design, or execution for nearly 100 ZEV charging ports.

The Great American Outdoors Act Legacy Restoration Fund (GAOA LRF) continues to see significant project progress and nationwide impact to reduce the Department’s [Deferred Maintenance and Repair \(DM&R\)](#) backlog. Interior bureaus and offices completed construction on 59 of 276 DM&R projects with nearly half reaching administrative closeout, addressing \$33 million in deferred maintenance across 40 assets. By the end of 2024, Interior’s GAOA LRF will have

initiated 327 projects touching all 50 States; Washington, DC; and multiple territories. In FY 2025 Interior proposes to allocate \$1.6 billion to fund an additional 88 GAOA LRF projects within the BLM, FWS, NPS, and BIE.

Strategic Actions Planned through FY 2025

- Establish baseline data to track key performance indicators to advance the goal of Secretary Order 3407, Department-Wide Initiative to Reducing Plastic Pollution.
- Finalize the Departmental Manual update requiring bureaus to conduct annual Sustainability Organizational Assessments.
- Deploy enterprise-wide law enforcement records management system to create an administrative record for the Department’s law enforcement programs.

Performance Goals

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.4.1.1: Maintain 85% of water infrastructure facilities in acceptable condition	USBR	97%	85%	97%	85%	85%
<i>High-and Significant-Hazard-Dams and Reserved Works Associated Facilities in acceptable condition x 100</i>	USBR	330	288	328	288	288
<i>Total number of Facilities</i>	USBR	339	339	339	339	339
4.4.1.2: Percentage of hydropower facilities in good condition, per the facility reliability rating	USBR	94%	75%	87%	77%	77%
<i>Number of hydropower facilities in good condition</i>	USBR	49	39	45	40	40
<i>Number of hydropower facilities</i>	USBR	52	52	52	52	52

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

Performance Measures	Bureau	2022 Actual	2023 Target	2023 Actual	2024 Target	2025 Target
4.4.2.2: Percentage of DOI information systems with a business continuity/contingency plan that has been tested within the past year	DO	47%	50%	93%	90%	90%
<i>Systems (with contingency plan)</i>	DO	102	110	235	243	252
<i>Systems (Total)</i>	DO	219	220	252	270	280

4.4.3: DOI infrastructure investments benefit vulnerable communities, the public, and the environment⁴⁶

⁴⁶ In lieu of reportable measures, highlights are provided on significant achievements.

APPENDIX A: Monitoring and Performance Management

The [GPRM 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 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 complete annual portfolio reviews and provide quarterly priority goal reviews to continuously learn and improve as we advance our outcomes in the Department’s strategic plan. Along with periodic reviews, Interior assesses the past year’s performance and sets targets for the next fiscal year. The results of these reviews are published in the Interior Annual Performance Plan and Report and published on the [Interior performance management website](#).

Data Accuracy and Reliability

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

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

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

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

- a. determine if the progress is considered adequate;
- b. provide understanding of the ability for the processes and methods being implemented to achieve the goal;

- c. indicate if any further exploration or evaluation is needed to better ensure achievement of the goal; and
- d. whether alternative action, including adjusting funding levels, facilities, workforce, information technology (IT) capabilities, etc., is needed to help better ensure achievement of the goal.

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

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

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

This Fiscal Year 2024–2025 Annual Performance Plan and FY 2023 Report was prepared and published by the [Office of Planning and Performance Management](#).



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