



# STRATEGIC PLAN FOR FISCAL YEARS 2018 – 2022



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## LETTER FROM THE SECRETARY

The Department of the Interior's Strategic Plan for Fiscal Year 2018-2022 is our bold vision for the future under President Donald J. Trump. As the chief stewards of our public lands, it is our job to ensure that these lands continue to be used "for the benefit and enjoyment of the people," as the words engraved into the Roosevelt Arch at Yellowstone National Park so proudly proclaim.



We will restore the American conservation ethic that built our nation. Among the American traditions that made our country great was a philosophy of multiple-use on our public lands. I am an admirer of President Theodore Roosevelt – he had it right. As President Roosevelt once remarked, "It is not what we have that will make us a great nation; it is the way in which we use it."

Our public lands are our greatest treasures, and all Americans should be able to experience these treasures. One of my top priorities as Secretary of the Interior is public access to public land. Recognizing that hunting and fishing is an integral part of the American heritage, we must do more to ensure that all Americans can enjoy these sports – not just the wealthy elite. Americans should also be proud of their public lands, which is why investing in American infrastructure and addressing the maintenance backlog at our National Parks is critically important.

While "benefit and enjoyment" includes recreation, it also includes traditional uses like grazing and timber harvesting. Our mandate is multiple-use of public lands, and multiple-use also includes the development of natural resources as we seek to leverage American energy for American strength. Americans should have the right to make a living off the land, and one of our most critical responsibilities at Interior is upholding this right.

If we are going to preserve our heritage, we must bolster our standing in the world. It is in the economic and national security interest of the United States to pursue a policy of American energy dominance. An America-First energy policy is one which maximizes the use of American resources while freeing us from dependence on foreign oil.

American energy dominance requires aggressive regulatory reform. With our strategic plan, the Interior Department has a unique opportunity to cut the burdensome, unnecessary regulations that have suppressed job creation and wealth generation. Regulatory reform also includes reduced permitting times. The Trump Administration will not deregulate or streamline at the expense of environmental standards or worker safety, but we will strike a balance and strive toward regulatory certainty going forward when creating a bureaucratic framework.




Along with our conservation stewardship responsibilities, we must also be the greatest champion of our tribal nations. Native Americans and Alaska Natives are proud people with a rich history. Sovereignty has to have meaning, and the days of empty promises to our tribal communities are over. Our priorities in Indian Country will be self-determination, government-to-government interaction, and empowerment.

To accomplish our goals, a reorganization of the Department is necessary. We will chart a path forward for the next 100 years at Interior, as Teddy Roosevelt did over a century ago. As a former Navy SEAL, I have long believed that a healthy front line makes for a healthy operation – it is in this spirit that the reorganization plan will focus on our front lines and how we can better engage those on the ground.

Our strategic plan will restore trust in local communities. The federal government has a long way to go when it comes to being a good neighbor, but I am confident we can get there. With a renewed focus on conservation and a bold approach to energy, the Department of the Interior can lead the way in making America great again. This is our desired outcome.

With purpose,

A handwritten signature in blue ink, appearing to read 'R. Zinke', with a large, sweeping flourish above the name.

Secretary Ryan K. Zinke  
United States Department of the Interior

## MISSION AND ORGANIZATION

### Mission

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

### Vision

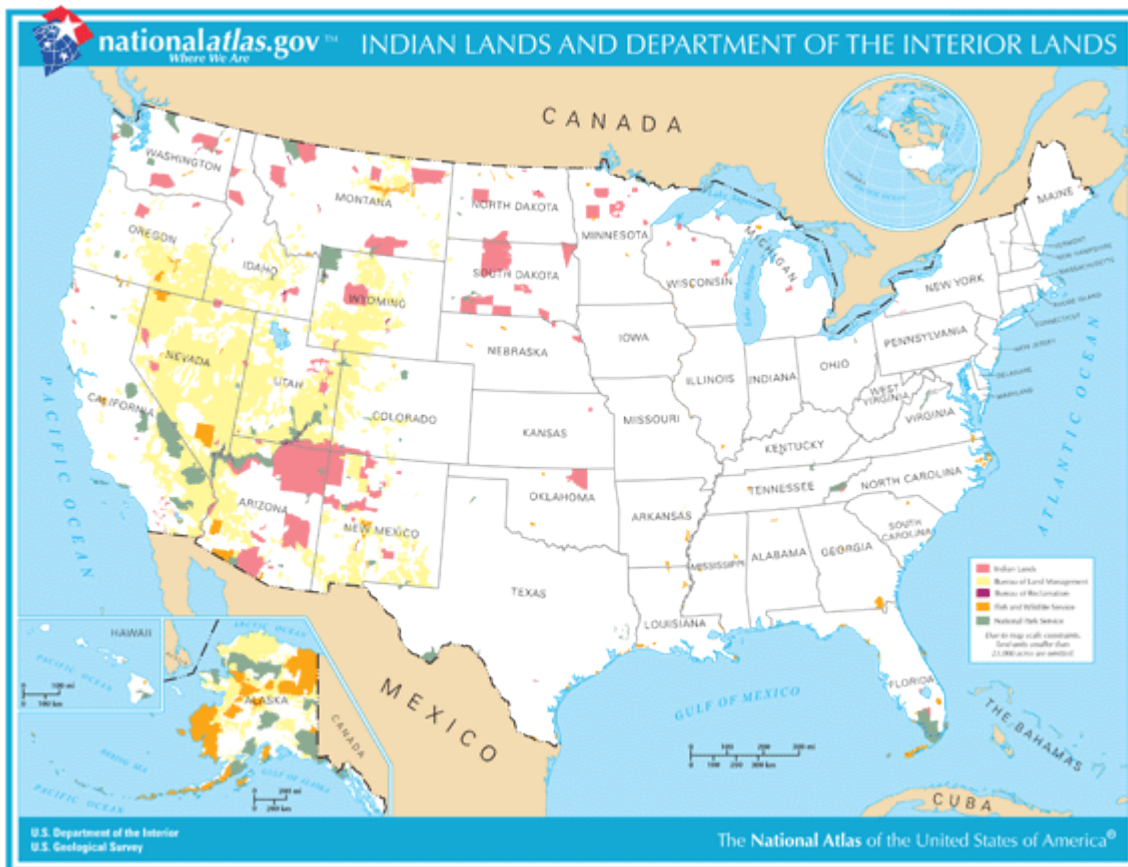
The Department of the Interior strives to fulfill a vision to:

- *Promote energy dominance and critical minerals development* to create jobs for Americans, insulate our nation from volatile political developments overseas, provide additional energy security to allies via surplus domestic supply, and generate revenue for all levels of government so they in turn have the resources to better serve the American people.
- *Increase access to outdoor recreation opportunities for all Americans* so that our people can be healthier, more fully enjoy the wonderful features of their federal lands, and take advantage of hunting, fishing, and other outdoor recreation pursuits that are the roots of the conservation movement.
- *Enhance conservation stewardship* whereby all levels of government and private landowners work cooperatively together in an atmosphere of mutual respect to achieve shared natural resource management goals across landscapes.
- *Improve management of species and their habitats* by focusing our financial and staff resources on improving the status of our nation's fish and wildlife and the healthy habitats that support them, and by streamlining bureaucracy to help us spend relatively more of our funding productively on the ground to better meet societal needs and our own natural resource management responsibilities.
- *Uphold trust and related responsibilities*, recognizing the importance of government-to-government relationships with Indian tribes, Alaska Natives, and insular areas, and respecting self-determination and sovereignty.

### History

The Department of the Interior (DOI) was established in 1849. The DOI was charged with managing a wide variety of programs, which included overseeing Indian Affairs, exploring the western wilderness, directing the District of Columbia jail, constructing the National Capital's water system, managing hospitals and universities, improving historic western emigrant routes, marking boundaries, issuing patents, conducting the census, and researching the geological resources of the United States. As the country matured during the last half of the 19<sup>th</sup> Century, so did the DOI and its mission began to evolve as some of these functions moved to other agencies at the same time the DOI acquired new responsibilities.

## Surface Lands Managed by the Department of the Interior



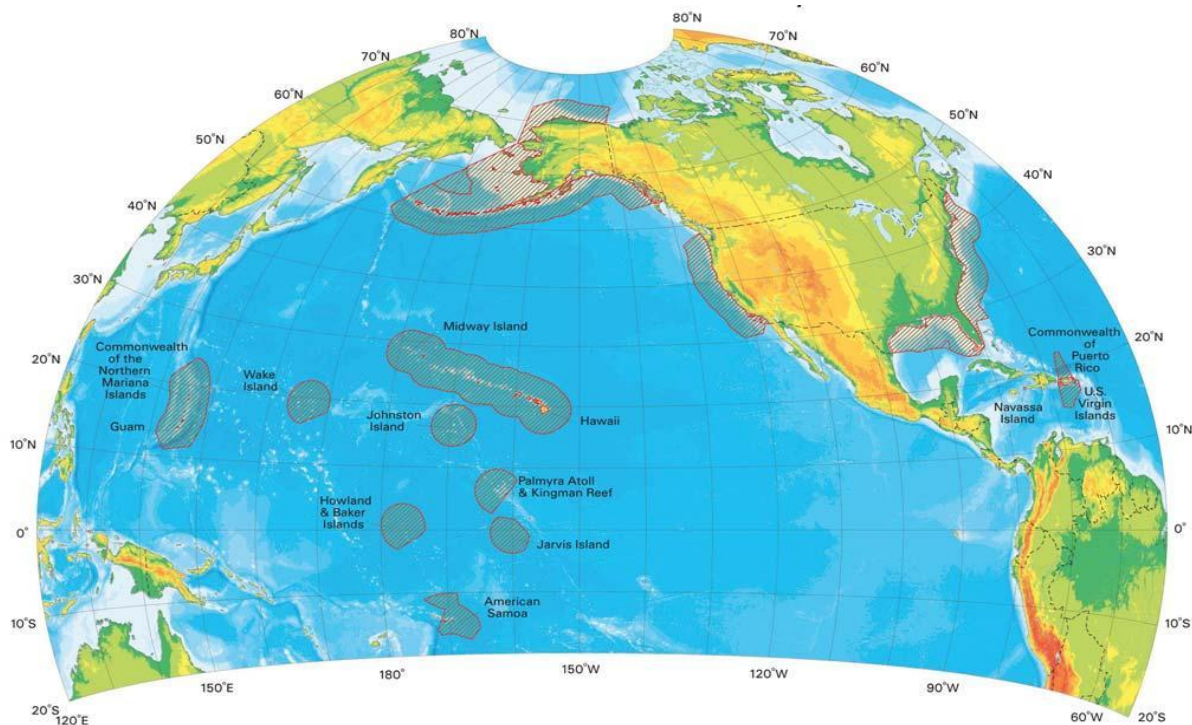
USGS Map, Oct 2014 (except for US Territories that are identified on next graphic)

Following Theodore Roosevelt's conservation summit and the awakening of the conservation movement at the beginning of the 20<sup>th</sup> Century, there was an increasing urgency and expanding congressional mandate to protect and more effectively manage the nation's natural resources. In 1905, management of the federal forests changed from the Department of the Interior to the United States Forest Service within the Department of Agriculture. Its Chief, Gifford Pinchot, introduced better forestry methods. Pinchot sought to turn public land policy from one that disposed of resources to private parties, to one that maintained federal ownership and management of public land. Pinchot argued that scientific management of forests and natural resources was profitable. He generally opposed preservation for the sake of preservation. During the 1960's and 1970's the DOI's authorizing statutes shifted to put more emphasis on the preservation, management, and use of public lands and natural and cultural resources.

Today, the DOI manages the Nation's public lands and minerals, including providing access to more than 480 million acres of public lands, 700 million acres of subsurface minerals, and 1.7 billion acres of the Outer Continental Shelf. The DOI is the steward of 20 percent of the Nation's lands, including national parks, national wildlife refuges, and other public lands; manages resources that supply 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 573 federally recognized Indian tribes and Alaska Native villages. The DOI is responsible for migratory bird and wildlife conservation, historic preservation, endangered species conservation, surface-mined lands protection and restoration, mapping, geological, hydrological, and biological science for the Nation, and financial and technical assistance for the insular areas (many of which are depicted in the following graphic).



## United States Continental Shelf Boundary Areas



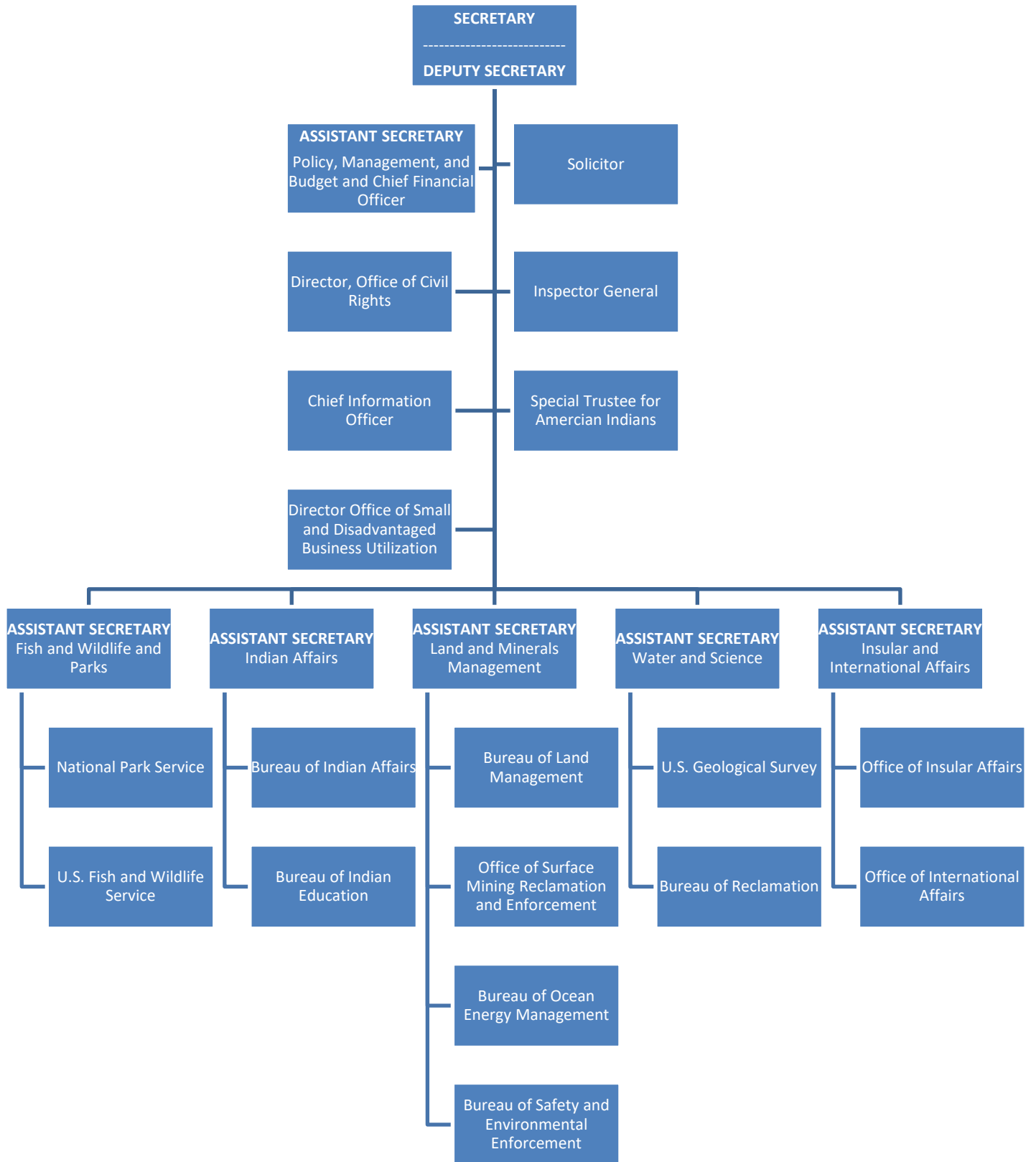
National Geophysical Data Center, Sep 2001

The DOI's programs encompassed in this Strategic Plan cover a broad spectrum of activities that are performed by 10 bureaus and multiple offices and are captured in the following presentation of each entity's unique mission and set of responsibilities. The Strategic Plan's six mission areas capture the vitality, inventiveness, and potential of the bureaus and offices and the DOI's 70,000 dedicated and skilled employees. Along with our hardworking and skilled employees, over 350,000 much appreciated volunteers annually contribute their time in support of bureau and office missions, bringing unique local knowledge to park operations, assisting in recovery from natural disasters, and participating in environmental education, among other activities. We cannot effectively address all our responsibilities alone, so it is critical to strengthen partnerships with our sister federal agencies with related missions. In the federal family, we share forest, minerals, rangeland, and wildland fire management responsibilities with the US Department of Agriculture's Forest Service. We share water resource management and hydroelectric power generation responsibilities with the US Army Corps of Engineers, and we share fishery and endangered species management responsibilities with the Department of Commerce's National Marine Fisheries Service. In some ways, our relationships with state, tribal, and local government are even more important. We operate within the bounds of state water law, and respect state authority over resident wildlife. We deal with tribal governments on a government to government basis, respecting each other's authority and jurisdiction. We share land use planning responsibilities with local government, so we must make our own land management plans in a way that is mindful of the goals and plans of those local government neighbors.<sup>1</sup>

<sup>1</sup> With information from Robert Utley and Barry Mackintosh, *The Department of Everything Else: Highlights of Interior History*, 1988, pp. 1-2.



# US Department of the Interior Organization Chart



## Bureau and Office Summaries



### Bureau of Land Management (BLM)

- ▶ Manages public lands for the benefit of all Americans under the dual framework of multiple use and sustained yield on nearly 250 million surface acres, as well as 700 million acres of subsurface mineral estate. Priorities include:
  - ▷ Making full use of the Nation's domestic energy and mineral sources, including conventional and renewable energy sources;
  - ▷ Serving American families by providing outdoor recreation opportunities that are key to the Nation's heritage and its economy;
  - ▷ Managing working landscapes to support sustainable livestock grazing operations; and timber and biomass production; and
  - ▷ Developing and maintaining strong partnerships with State, local, and private stakeholders in shared conservation stewardship.



### Bureau of Ocean Energy Management (BOEM)

- ▶ Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS);
- ▶ Administers nearly 3,000 active fluid mineral leases on over 16 million OCS acres;
- ▶ Oversees 4 percent of the natural gas and 18 percent of the oil produced domestically; and
- ▶ Oversees lease and grant issuance for off shore renewable energy projects.
- ▶ Manages leasing for marine mineral resources such as sand to facilitate beach replenishment and coastal nourishment projects.



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

- ▶ Protects the environment during coal mining through Federal programs, grants to states and Tribes, and oversight activities.
- ▶ Ensures the land is reclaimed afterwards.
- ▶ Mitigates the effects of past mining by pursuing reclamation of abandoned coal mine lands.



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

- ▶ Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.
- ▶ Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, consumption, and environmental effects.
- ▶ Conducts reliable scientific research in land resources, mineral assessments, and water resources to inform effective decision making and planning.
- ▶ Provides science information that supports natural resource decisions.
- ▶ Produces topographic, geologic, hydrographic, and biogeographic data and maps.



### Bureau of Safety and Environmental Enforcement (BSEE)

- ▶ Fosters secure and reliable energy production from the 1.7 billion acre U.S. Outer Continental Shelf (OCS) for America's energy future.
- ▶ Conducts inspections, permitting, incident and equipment failure analysis, oil spill preparedness and enforcement programs aimed at promoting a culture of safety and reducing risk to those who work offshore.
- ▶ Supports the technical expertise to engage opportunities and to meet challenges to tap the full potential of OCS energy resources.



### Bureau of Reclamation (BOR)

- ▶ Manages, develops, and protects water and related resources in an environmentally and economically sound manner in the interest of the American public.
- ▶ Largest wholesale supplier of water in the Nation
- ▶ Manages 492 dams and 338 reservoirs.
- ▶ Delivers water to 1 in every 5 western farmers and more than 31 million people.
- ▶ America's second largest producer of hydroelectric power.



### Fish and Wildlife Service (FWS)

- ▶ Manages the lands and waters of the 855 million-acre National Wildlife Refuge System, primarily for the benefit of fish and wildlife.
- ▶ Manages 73 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries.
- ▶ Protects and conserves:
  - ▷ Migratory birds;
  - ▷ Threatened and endangered species; and
  - ▷ Certain marine mammals.
- ▶ Hosts about 48 million visitors annually at more than 560 refuges located in all 50 states and 38 wetland management districts.



### Indian Affairs (IA)

- ▶ Fulfills Indian trust responsibilities.
- ▶ Promotes self-determination on behalf of 573 federally recognized Indian Tribes.
- ▶ Funds self-governance compacts and self-determination contracts to support all Federal programs including education, law enforcement, and social service programs that are delivered by Tribal Nations.
- ▶ Supports 183 elementary and secondary schools and dormitories, providing educational services to approximately 48,000 students in 23 states.
- ▶ Supports 32 community colleges, universities, post-secondary schools, and technical colleges.

*Note: IA includes the Bureau of Indian Affairs (BIA) and the Bureau of Indian Education (BIE)*



### National Park Service (NPS)

- ▶ Maintains and manages a system of 417 natural, cultural, and recreational sites for the benefit and enjoyment of the American people.
- ▶ Manages and protects over 27,000 historic and prehistoric structures, nearly 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.
- ▶ Provides outdoor recreation to nearly 324 million visitors at national park units.
- ▶ Provides technical assistance and support to state, tribal and local natural and cultural resource sites and programs, and fulfills responsibilities under the National Historic Preservation Act of 1966.



### Departmental Offices

- ▶ Immediate Office of the Secretary, Deputy Secretary, and Assistant Secretaries
- ▶ Office of the Solicitor
- ▶ Policy, Management and Budget provides leadership and support for the following:
  - ▷ Budget, Finance, Performance and Acquisition;
  - ▷ Public Safety, Resource Protection, and Emergency Services;
  - ▷ Natural Resources Revenue Management;
  - ▷ Human Capital and Diversity;
  - ▷ Technology, Information and Business Services;
  - ▷ Policy and Environmental Management
- ▶ Office of Inspector General
- ▶ Office of the Special Trustee for American Indians



### Insular and International Affairs

- ▶ Coordinates federal policy for the territories of American Samoa, Guam, the U.S. Virgin Islands and the Commonwealth of the Northern Mariana Islands.
- ▶ Oversees the Department’s involvement with oceans policy
- ▶ Manages the Department’s involvement in international affairs
- ▶ Responsible for administering and overseeing U.S. federal assistance to the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association, as well as providing technical and financial assistance to all the Insular Areas.

*Note: Includes Office of Insular Affairs and Office of International Affairs*



## CROSS-CUTTING PRINCIPLES

As the Department of the Interior (DOI) advances through FY 2018-2022, the following principles guide our leadership, management, and workforce.

Effective and Accountable Leadership - The DOI is committed to being an outstanding steward of approximately 500 million acres of public lands, 700 million onshore subsurface acres, and 1.7 billion acres of the Outer Continental Shelf (OCS) including magnificent vistas, valuable energy and mineral resources, unique ecosystems, range, and treasured natural, cultural, and heritage assets. The management and oversight of these resources require a dedicated cadre of employees, the contributions of volunteers, and the input of stakeholders to inform decision-making. The challenges of managing for a diverse constituency while meeting national goals for energy development and sustaining high levels of recreation and access require technical expertise, the best available science, and an understanding of the balance of development and conservation.

A critical role for DOI's senior executives is providing the necessary leadership to guide the efforts of DOI's offices, bureaus, and field locations in effectively achieving Presidential and Secretarial goals especially through:

- Ensuring cost effective operations and quality customer-centric service to the public;
- Facilitating cooperation and collaboration across organizations within the DOI and its federal and nonfederal partners;
- Ensuring a workplace environment that is safe, fair, and conducive to employee productivity; resolving conflicts as needed; and
- Holding individuals at all levels accountable for their actions.

Empowering the Field - Accomplishing the multi-faceted missions of the DOI involves the skills of 10 bureaus and spans 2,400 locations across the U.S. These locations are often remote and present managers with unique challenges. Managers and experts in the field organization must be allowed to exercise informed judgement and discretion, and must have a skilled workforce to address the issues and manage their operations. The DOI's agency reform plan, developed in response to the President's Executive Order "Comprehensive Plan for Reorganizing the Executive Branch," provides a strategy for better enabling our managers and workforce in the field through regional realignment and executive empowerment, increased colocation, and shifting workforce resources closer to the DOI's field locations.

Engaging the Nation in Cooperative Stewardship - In managing such a broad range of resources for the benefit of the public, the DOI works closely with other federal agencies, state, tribal, territorial, and local governments, and the public. The DOI's reform plan calls for increased coordination across agency lines and levels of government to achieve common goals and resolve differences without expensive and time-consuming litigation. DOI is working to increase its collaborations and partnerships across all levels of government.

Improving Infrastructure - The DOI manages an infrastructure asset portfolio with a replacement value exceeding \$300 billion. Most well-known are the DOI's iconic and unique national treasures, which have priceless historical significance. More broadly, the DOI owns approximately 43,000 buildings, 100,000 miles of roads, and 80,000 structures; including dams, laboratories, employee housing, Indian schools, visitor facilities, historic structures and hydropower infrastructure. The related deferred maintenance backlog has grown to over \$15 billion in 2016, of which over \$11 billion belongs to the National Park Service. DOI is committed to determining how to best address this backlog and maintain its facilities for the safety and productivity of its workforce, and the continued high quality experience and enjoyment by the American public.

Striking a Regulatory Balance – In accordance with the Executive Order on Enforcing the Regulatory Reform Agenda, the DOI will identify regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The DOI will continue to protect human health and the environment in a responsible, cost-effective manner but in a way that avoids imposing an undue process or economic burden on the public.

Generating Revenue, Jobs, and Economic Activity - The DOI grants access to public lands and offshore areas for all forms of energy development—representing roughly a quarter of the Nation’s domestic supplies of oil and natural gas—while ensuring safety, environmental protection and revenue generation for the American public. It is important to the Nation’s future that these natural resources are managed wisely and – as appropriate -- made accessible for public use to help generate revenues, enhance national security, create jobs, and grow the U.S. economy.

Restoring Trust - It is critical that the DOI can be trusted to operate in the best interest of the American public. Key to maintaining public trust and confidence in the integrity of government is the adherence to high ethical standards and ensuring that government business is conducted with impartiality, transparency, accountability, and integrity. While many of our employees have important law enforcement responsibilities as part of their jobs, more generally we want the public to primarily view our employees as helpful and friendly technical experts, not as law enforcement. When we do need to perform our law enforcement responsibilities, our preference is to achieve compliance through education and demonstrating a sincere desire to create win-win situations with the public we serve. The DOI embodies this principle, follows the law and holds people accountable. Decisions are based on sound science and the best interest of the public. The DOI is committed to effective and efficient financial operations and accountability characterized by high quality and timely reporting, robust internal controls, clean audits, and effective follow-up on audit and internal control findings. The DOI utilizes the enterprise Financial and Business Management System for the integration of business functions including budget execution, finance, acquisition, improved internal controls, a secure information technology environment, and a community of business innovation, efficiency, and transparency.

Respect for Tribal Sovereignty – As a steward of tribal trust assets, the DOI plays a critical role for the United States in fulfilling the trust responsibility to Indian tribes. The DOI is committed to effectively meeting that responsibility by assisting tribes and Indian individual land owners to create greater economic opportunities, build safer and healthier communities, and effectively consulting with tribal governments.

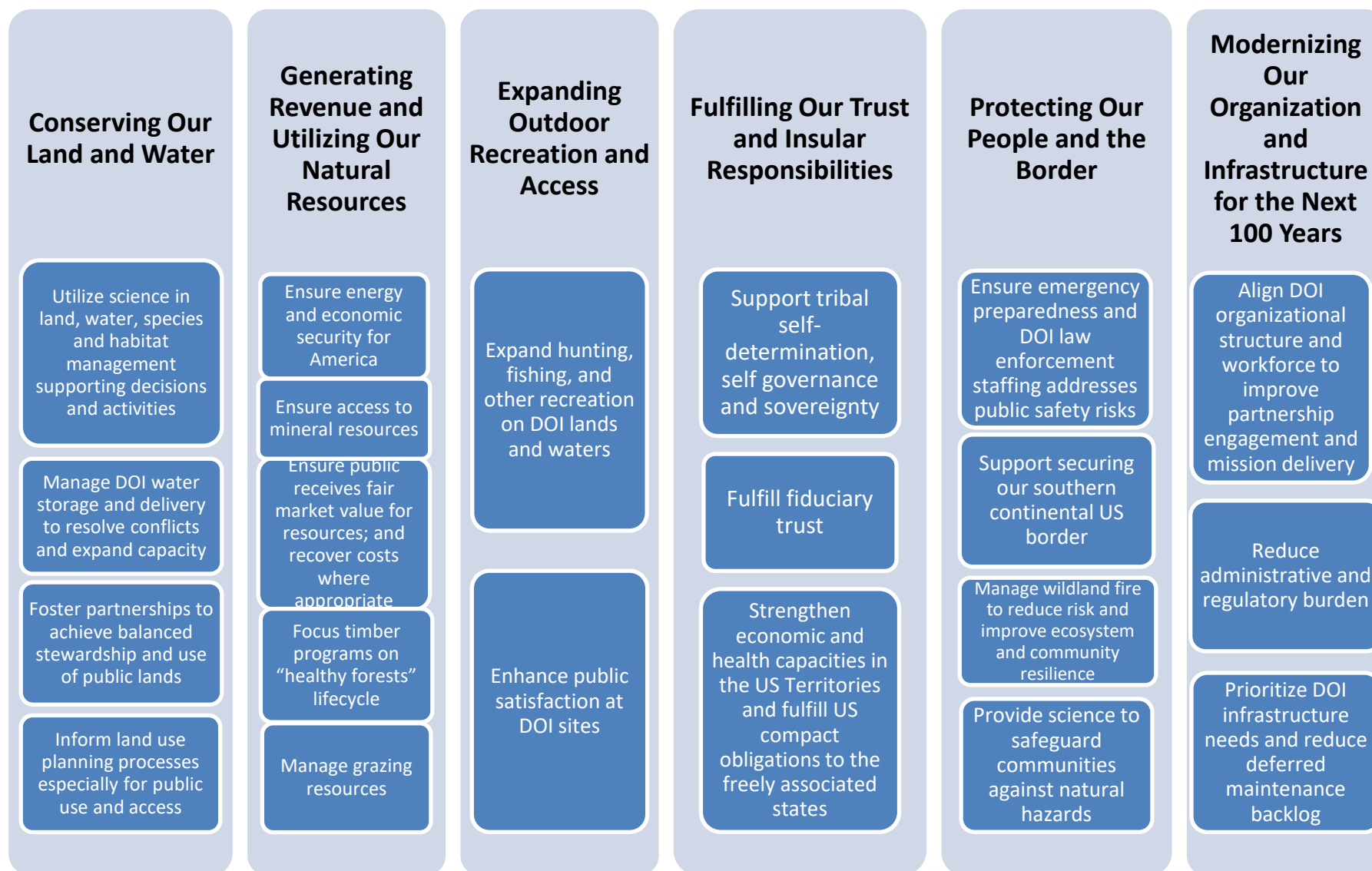
## OVERVIEW OF THE FY 2018-2022 STRATEGIC PLAN

The DOI's FY 2018-2022 Strategic Plan provides the framework for the programs and activities that are performed by 10 bureaus and multiple offices, and take place at approximately 2,400 locations throughout the Nation.

The Strategic Plan facilitates the integration of programs, the allocation and alignment of resources, and collaboration and coordination with stakeholders to achieve key goals. A set of six mission areas, 21 goals, 34 strategies, and approximately 120 performance measures will guide the DOI's activities for the next five years. These mission areas reflect the Secretary of the Interior's priorities, while the goals and strategies describe the means by which those priorities will be achieved. The mission areas, goals, and strategies that constitute the Strategic Plan are displayed in the Strategic Plan Framework, followed by a description of the mission areas, goals, strategic objectives, and performance measures. An FY 2022 goal is provided for each performance measure that reflects a desirable annual level of achievement that DOI aspires to assuming the availability of a reasonable level of resources. The anticipated level of performance for these measures on an annual basis in consideration of actual resource levels will be reported in the DOI's Annual Performance Plan and Report that is released with the FY 2019 President's budget and available at [www.doi.gov/bpp](http://www.doi.gov/bpp).

There is some continuity of performance measures from the FY 2014-2018 Strategic Plan because the core of our statutory mission remains the same regardless of shifts in policy emphasis resulting from a change in Administrations. Trends in performance related to funding and programmatic plans are available in the DOI's FY 2019 Annual Performance Plan and Report available at [www.doi.gov/bpp](http://www.doi.gov/bpp).

## STRATEGIC PLAN FRAMEWORK



**Crosscutting principles:** Senior executives provide leadership in achieving Presidential and Secretarial goals and are expected to: ensure cost-effective operations and quality service to the public; facilitate organizational cooperation and conflict resolution; ensure workplace environment conducive to employee productivity and safety; and hold individuals accountable for their actions.



# DESCRIPTION OF MISSION AREAS

**(With Supporting Goals, Strategies, and  
Performance Measures)**

## MISSION AREA 1: Conserving Our Land and Water

The DOI ensures that America’s natural endowment – the lands and waters of the United States – is conserved for the benefit, use, and enjoyment of current and future generations. The DOI’s bureaus use the best available science, modern natural resource management techniques, technology and engineering, efficient decision-making processes, robust partnerships, and improved land use planning to ensure balanced stewardship and use of the public lands and its resources, including wildlife and fish species.

### GOAL #1: Utilize science in land, water, species and habitat management supporting decisions and activities

The DOI will ensure that it delivers data, tools, techniques, and analyses that advance understanding of natural resources, the forces that shape them, and the interactions of plants, animals, and people that live within them. Research, monitoring, and remote sensing are necessary to understand and detect changes that affect land resources and processes that are essential to the Nation’s economic growth, well-being, and ecological health. These efforts support the DOI in its role as the largest manager of the Nation’s land and water resources.

The DOI’s land and water management bureaus are stewards of the lands and waters managed by the DOI. These bureaus will utilize the best available scientific data, tools, techniques, and analyses provided by our researchers, our nonfederal government partners, or others to maintain and restore lands and waters and ensure that habitats support healthy fish and wildlife populations.

### STRATEGY #1: Apply science to land, water, and species management

The USGS seeks to understand the Nation’s environmental, natural resource, and economic challenges with scientific monitoring and research to support the development of management strategies that address the impacts of land use on the availability and sustainability of land and water resources. The USGS helps management agencies by providing them the measures designed to prevent or control invasive species and wildlife disease outbreaks; and apply decision science to actions.

The USGS conducts monitoring, assessments, and research in order to understand and predict changes in the quality and quantity of water resources in response to land-use and management scenarios. Through advanced understanding and integrated modeling of processes that determine water availability, the USGS informs the balanced management of water resources for multiple purposes, including energy production, human and crop consumption, the sustainability of fish and other aquatic communities valued by society, and public enjoyment. The USGS works with land and water resources managers in applying its data and research results to help them make informed decisions for effectively managing the resources with which they are entrusted.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted land and water management research actions	100%
USGS	Millions of people living in targeted watersheds covered by completed water quality models	306.7
USGS	Percent completion of planned water quality sampling and studies for the Nation's groundwater, streams and rivers	100%

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of the USGS National Water Census baseline	100%
USGS	Percent completion of U.S. aquifer groundwater availability baseline studies	43%
USGS	Percent completion of targeted species management research actions	100%
USGS	Percent completion of targeted biological threats research actions	100%
USGS	Percent completion of collaborative research projects on factors affecting fish and wildlife habitat	100%

**STRATEGY #2: Provide stewardship of land, surface water, streams and shorelines**

The Bureau of Land Management, the Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation manage, maintain and restore uplands, wetlands, lakes, streams and some marine areas through efforts that include controlling invasive plants and animals, restoring land or waters to a condition that is self-sustaining, and ensuring that habitats support healthy fish and wildlife populations. The DOI’s Natural Resource Damage Assessment and Restoration program works with the bureaus to assess the impacts of oil spills and hazardous waste sites and coordinates restoration efforts. The Office of Surface Mining Reclamation and Enforcement works with states and tribes to ensure that coal mining is conducted in a manner that protects citizens and the environment during mining, restores the land to beneficial use following mining, and mitigates the effects of historic mining by pursuing reclamation of abandoned mine lands. The DOI aims to balance the conservation of special places with resource development while also providing visitors with opportunities for outdoor recreation.

Bureaus administer their resource management and conservation programs on more than 400 million acres of upland, wetland, and aquatic lands within their jurisdiction. Many of these lands have special status as national parks, seashores, monuments, wildlife refuges, wilderness areas, national conservation lands or wild and scenic rivers. Land managers utilize earth and natural science, social science, partnerships with other DOI bureau, federal, state, local and tribal entities, and other tools and resources (including its front-line managers) in managing these lands and waters.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of DOI acres that have achieved desired conditions	88.9%
BLM, FWS	Percent of DOI riparian (stream/shoreline) miles that have achieved desired conditions	89.2%
BLM, BOR, FWS, NPS	Percent of acres infested with invasive plant species that are under control	0.2%
FWS, NPS	Percent of invasive animal species populations that are under control	8.7%
OSMRE	Percent completion of abandoned mine lands restored by eliminating health, safety, and environmental concerns	57%
OSMRE	Percent of active coal mining sites that are free of off-site impacts	88%
OSMRE	Percent of coal mine acreage reclaimed to beneficial post-mining land use	44%

### **STRATEGY #3: Provide stewardship of wildlife, bird, fish, and plant species**

The Fish and Wildlife Service (FWS) is tasked with the conservation and protection of certain populations of fish, wildlife, plants, and their habitats. The FWS works first to prevent species from becoming listed as threatened or endangered by using the best available science to make land management decisions that might affect species viability. The FWS conducts, consults or coordinates many species management activities in partnership with others including NPS, BLM, Reclamation, and other federal, state, local and tribal agencies and private organizations. The strategy to sustain species focuses on identifying and implementing corrective actions that will lead to species recovery.

Congress passed the Endangered Species Act (ESA) in 1973, to protect and recover imperiled species from becoming extinct and to conserve the habitats upon which they depend. The FWS and the Commerce Department's National Marine Fisheries Service (NMFS) administer the ESA. The FWS has primary responsibility for terrestrial and freshwater organisms, while the responsibilities of NMFS are mainly marine wildlife such as whales and anadromous fish such as salmon.

FWS works with many partners using a range of conservation tools to recover listed species (threatened and endangered) to ensure that they are able to survive on their own in the wild. These tools can include acquiring and restoring habitat, removing invasive species, conducting surveys, monitoring individual populations, and breeding species in captivity to release them into their historic range.

The DOI uses a number of datasets and metrics to track its progress on species listings, downlistings, delistings, critical habitat, scientific findings, and Species Status Assessments (SSA). The SSA is the scientific foundation supporting listing, delisting, and downlisting decisions and recovery plans and includes biological and threats information and analyses that help FWS and its partners better understand the species status. Recovery criteria, describing the conditions of the species when the protections of the act are no longer necessary, address both the biological status in terms of the 3 R's (resiliency, representation and redundancy) and the mitigation of threats necessary to achieve that status. The DOI is working to include more information on critical habitat, estimated costs of recovery and economic impact of its threatened and endangered species listings and recovery action plans, to provide a more complete perspective to states and the public of the actions being planned for attempting to save each species.

In its Policy Regarding the Role of State Agencies in ESA Activities, FWS coordinates, collaborates, and uses the expertise of state agencies in developing the scientific foundation upon which FWS bases its determinations for listing actions. By September 30, 2018, all FWS decisions on whether to list a species under the ESA will be informed by input from state fish and wildlife agencies, subject to the affected states' willingness to participate (some state fish and wildlife agencies have declined participation due to lack of authority for some species under ESA review). This input should include (but is not limited to) a solicitation of state data and state personnel involvement in the development of SSAs.

Per Section 4(c)(1) of the ESA, FWS is required to review the status of each listed species at least once every 5 years and determine whether it should be: (1) removed from the List (delisted), (2) reclassified from endangered to threatened (downlisted), or (3) reclassified from threatened to endangered (uplisted). By September 30, 2019, for 100% of all species with 5-year reviews recommending downlisting or delisting FWS will have proposed downlisting or delisting rules acted



on by the Director, or a new status review initiated if new information indicates the need for an updated assessment prior to initiating rulemaking, within 2 years of the 5-year review recommendation.

The DOI’s responsibility to protect fish, wildlife, and native plants transcends jurisdictional boundaries, and includes efforts that affect almost 1,500 species with special status under the Endangered Species Act and more than 1,000 migratory birds that receive Federal protection under the Migratory Bird Treaty Act. The DOI works to combat domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement, promoting legal trade and hunting, and helping to reduce demand for illegal wildlife products. Under Executive Order 13771 of January 30, 2017, i.e. Reducing Regulation and Controlling Regulatory Costs, the DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to private constituents, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient. This activity is described further in the second goal under the sixth Mission Area on reducing administrative and regulatory burden.

**Agency Priority Performance Goals:**

- ***By September 30, 2018, 100% of proposed species listings will be based on best available information that includes state input and/or data provided through participation in Species Status Assessments (SSA).***
- ***By September 30, 2019, 100% of all Fish and Wildlife Service recovery plans will have quantitative criteria for what constitutes a recovered species.***

Bureaus	Key Performance Indicators	2022 Goal
FWS	Percent of Threatened or Endangered species listed for 2.5 years or more with a final recovery plan	75%
FWS	Percent of five-year Threatened or Endangered species five-year status review recommendations to downlist or delist acted on within five years ( <i>prior to next status review</i> )	60%
FWS	Percent of listed species with current five-year reviews ( <i>completed in the last five years</i> )	90%
FWS	Percent of rules and findings completed based on Threatened or Endangered Species Status Assessments	100%
FWS	Percent of threatened and endangered species listings with proposed critical habitat	100%
FWS	Percent of migratory bird species that are at healthy and sustainable levels	72%
FWS	Percent of fish species of management concern that are managed to self-sustaining levels	23%

**GOAL #2 Manage DOI water storage and delivery to resolve conflicts and expand capacity**

The Western U.S. is one of the fastest growing regions of the country, and urbanization has created significant demands for water use and service. The DOI strives to keep its water storage facilities in good condition to ensure safe and reliable water supply. Stretching existing water supplies for

multiple uses are among the many significant challenges facing Reclamation. The Bureau of Reclamation is the nation’s largest wholesale water supplier and manages water in 17 western states. Reclamation’s projects and programs are an important driver of economic growth bringing water to more than 31 million people and providing one of five western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60 percent of the nation’s vegetables and 25 percent of its fruits and nuts. Reclamation’s facilities also provide substantial flood control, hydropower, recreation, and fish and wildlife benefits.

The DOI is the lead agency in defining and protecting water rights for Indian tribes and individual Indian land owners. The Bureau of Indian Affairs (BIA) is responsible for maintaining 137 dams on tribal lands. The BIA also provides irrigation water to over 780,000 acres through 17 congressionally authorized irrigation projects.

**STRATEGY #1 Manage water resources and delivery**

Changes in water supplies, water demands, and the increased duration and frequency of droughts have the potential to affect Reclamation’s ability to fulfill its mission. Many rural communities face significant challenges in financing the cost of replacing or upgrading aging and obsolete facilities and systems. Water conservation programs increase the available water supply and contribute to DOI’s broader objective of achieving a more sustainable, secure water supply. Protecting and extending the life of aging infrastructure are significant challenges facing Reclamation, and maintenance, rehabilitation, and replacement will become more costly over time. Reclamation prioritizes infrastructure assets based on detailed design criteria: engineering need, consequence of failure, financial considerations, efficiency opportunities, scheduling, and others.

The Bureau of Indian Affairs (BIA) water management functions are implemented through three complementary programs. The Water Rights Negotiation/Litigation Program defines and protects Indian water rights and settles claims through negotiations if possible, or alternatively, through litigation. The Water Management Program assists tribes in managing, conserving, and utilizing trust water resources. The BIA Irrigation, Power and Safety of Dams program operates and manages irrigation, power, and dam infrastructure. The program sets high standards for maintenance, collaboration with stakeholders, and effective water and power distribution. The BIA manages facilities to ensure they do not present an unacceptable risk to downstream lives and property; and are managed in an economically, technically, environmentally, and culturally sound manner.

**Agency Priority Performance Goal:**

- ***By September 30, 2019, the Bureau of Reclamation will facilitate water conservation capacity of 53,800 acre-feet to help reduce the impact of drought.***

Bureaus	Key Performance Indicators	2022 Goal
BOR	Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]	74%
BOR	Amount of acre feet of water conservation capacity enabled to help address drought	1,392,000
BIA	Percent of projects completed in support of water management, planning, and pre-development.	77%

### **GOAL #3: Foster partnerships to achieve balanced stewardship and use of our public lands**

The DOI will assess, utilize and enhance the most promising of partnership practices and explore the potential for furthering these types of opportunities to work jointly with other individuals and organizations for the benefit of the nation's public lands, waters, and historic and cultural sites and the fish and wildlife species.

#### **STRATEGY #1: Build and maintain partnership programs**

Public and private partnerships provide opportunities for greater engagement of people and organizations in caring for and managing the natural, historical, cultural and physical resources across the DOI's 500 million acres. This can be especially beneficial for our national park units, National Wildlife Refuges, wildlife management areas, and national conservation public lands. Support can come from other federal or state agencies, tribal nations, volunteers, non-profit organizations, educational institutions, corporations or foundations through sponsorship or philanthropy. DOI bureaus should endeavor to partner with non-traditional stakeholders to increase our relevance to the American public, rather than just relying on traditional constituencies.

The National Park Service already has the authority from Congress to accept monetary and in-kind gifts, including those collected through the National Park Foundation. Similarly, the Fish and Wildlife Service has authority to accept gifts from some entities, including some non-profits organizations and the federally chartered non-profit National Fish and Wildlife Foundation. The Bureau of Land Management has Congressional authority to accept monetary and other types of donations, along with Congressional authorization to create a Bureau of Land Management Foundation. The BLM works with local, state, federal, and private partners on nearly all of the activities undertaken on public lands, from identifying important fish and wildlife habitat with the state game and fish agencies, working with local rangeland fire protection associations, to providing hunting and fishing opportunities for sports men groups. As permitted under current law, the DOI hopes to develop further philanthropic and sponsorship opportunities, and promote other partnering best practices.

The DOI utilizes migratory bird joint ventures as collaborative, regional partnerships of government agencies, non-profit organizations, corporations, tribes, and individuals that conserve habitat for the benefit of priority bird species, other wildlife, and people. Joint ventures bring these diverse partners together under the guidance of national and international bird conservation plans to design and implement landscape-scale conservation efforts in support of the [North American Waterfowl Management Plan](#) and the other [bird management plans](#). These joint ventures use state-of-the-art science to ensure that diverse habitat is available to sustain migratory bird populations for the benefit of those species, other wildlife, and the public. These partnerships have a three-decade record of success, they use non-regulatory solutions and economically sound business approaches, promote working lands conservation, sporting, and outdoor traditions, and support resilient urban and rural communities.

The Department of the Interior and the U.S. Department of Agriculture working near each other in the field continue to pool resources, conduct joint projects and share services under Service First

agreements. Service First authority promotes collaborating across bureau and agency boundaries to develop joint solutions to common problems and integrate responses to federal land management issues and opportunities. Bureaus of the Department of the Interior and the U.S. Department of Agriculture cooperate in jointly managing some areas. For example, the National Trail, and Wild and Scenic River Systems span every state of our nation and exceed the length of the interstate highway system. Federal land management agencies, as well as state and local jurisdictions and partners enhance recreational access, conserve the Nation’s heritage, and leverage the federal investment to manage these nationally recognized resources cooperatively.

Building new partnerships for infrastructure improvement is a priority at the DOI. There are also numerous volunteer opportunities, where individuals or associations provide service in caring for natural resources and cultural and historic assets on our public lands (see [www.volunteer.gov](http://www.volunteer.gov)). The DOI will also empower managers in the field to directly engage in further collaboration within the units they manage, identify best practices for collaboration and partnering, provide training and technical support, and encourage field managers to find or create and execute partnerships on a local basis.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Number of estimated work hours in a national park unit, National Wildlife Refuge, or Bureau of Land Management site that are performed or sponsored by a private citizen, National Service participant or non-federal entity	9,870,000
BOR, FWS, CUPCA	Number of non-DOI acres restored, including through partnerships	593,876
FWS	Number of non-DOI acres managed or protected to maintain desired condition, including acres restored through partnerships	602,654
FWS, CUPCA	Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships	255

**GOAL #4: Inform land use planning processes especially for public use and access**

The DOI will review and improve its land planning processes to enable expanded access and use of the public lands while restoring a balance between conservation and utilization of the lands, energy and mineral resources, waters, fish and wildlife, and other natural and cultural resources. The DOI will employ the latest available science, land-imaging and other technology tools and datasets to inform land use planning to maximize the societal value of land planning. The DOI land use planning will take into account the land use plans of affected local and state governments.

**STRATEGY #1: Assess land use planning processes for public access and use of DOI lands**

DOI land use and management plans ensure that the public lands are managed in accordance with the intent of Congress as stated in several authorities including, but not limited to: the Federal Land Policy and Management Act (FLPMA), the National Environmental Policy Act (NEPA), the Endangered Species Act, the National Wildlife Refuge System Administration and Improvement Acts, the Organic Act of 1916 (National Park Service), the Alaska Native Claims Settlement Act, and the Alaska National Interest Lands Conservation Act (ANILCA).

Land use planning efforts vary across bureaus based on enabling legislation. The National Park Service creates management plans to execute its mission. The National Wildlife Refuge system creates Comprehensive Conservation Plans for each refuge as part of their mission. The BLM's mission states that its duty is to sustain the health, diversity, and productivity of America's public lands for the multiple use and enjoyment of present and future generations.

A common thread through all three bureaus' mission is the need to accommodate and benefit the use and enjoyment of these public lands for both present and future generations. Some lands are made available for multiple use and sustained yield, other lands for conservation and preservation values.

The DOI is undertaking the challenge to review and improve its planning processes in ways that can best meet the sometimes-conflicting uses for public lands. The DOI will strive to enhance public participation and input to the planning processes, engage our state, local, and tribal government partners, provide open and understandable decision-making, expedite the decision-making process so that implementation is not delayed, and ensure that public access and use is appropriately built into every land use plan.

#### **STRATEGY #2: Inform land use planning with mapping and land imaging**

The USGS is the lead civilian mapping agency for the Nation and supports the conduct of detailed surveys and the resulting distribution of high-quality and highly-accurate topographic, geologic, hydrographic, and biogeographic maps and data. Remote sensing satellites and aircraft monitor the Earth providing information that is broad, precise, impartial, and easily available. For more than 45 years, Landsat satellites have collected data over the planet's land surface to support global research studies. These data constitute the longest continuous record of the Earth's land surface as seen from space.

High-resolution information results in geologic maps and geospatial products that enable precise planning of civil engineering and transportation infrastructure, versatile urban planning, improved flood projection, timely and accurate emergency response, effective hazard identification and mitigation, and detailed environmental analyses. This information is also used by DOI bureau land managers in exercising their responsibilities to help plan for public land use and access.

In the next decade, the USGS will continue to improve spatial and temporal resolution through research and development of products such as full four-dimensional geologic maps, showing how the complex geologic structure of the Earth has changed through time. Mapping accuracy through cutting-edge technology allows for precise planning for energy development, transportation and pipeline infrastructure projects, urban planning, flood prediction, emergency response, and hazard mitigation.



Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent of land-area coverage available to the public over the internet through the National Geologic Mapping Database	55.5%
USGS	Percent of foundational topographic information services updated quarterly to support on-demand mapping	100%
USGS	Percent completion of research efforts related to land resource management	100%
USGS	Number of terabytes of remotely-sensed data managed	20,140
USGS	Percent increase of scientific research enhanced with Advanced Research Computation	100%

## **MISSION AREA 2 Generating Revenue and Utilizing Our Natural Resources**

The DOI provides access to and manages energy and other resources including oil, gas, coal, timber, grazing, and non-energy minerals on public lands and oil and gas on the Outer Continental Shelf (OCS). The DOI is committed to achieve and maintain American energy dominance through responsible productivity of the public lands for the multiple use and economic benefit of present and future generations.

### **GOAL #1 Ensure energy and economic security for America**

The DOI is the steward and manager of much of America's natural resources which include oil, gas, coal, minerals, and renewable energy sources, such as solar, wind, geothermal, and hydropower. There are vast amounts of untapped domestic energy reserves on public lands. DOI is also reinitiating the National OCS Oil and Gas Leasing Program development process, which is a key component of the America First Energy Plan and the Executive Order on Implementing an America-First Offshore Energy Strategy, to bring jobs and prosperity to millions of Americans. Our nation will use the revenues from energy production to rebuild our roads, schools, bridges and public infrastructure. The Department's "all-of-the-above" strategy facilitates development of all energy resources and makes our nation stronger by decreasing dependency on other nations, creating jobs, and helping drive economic growth.

#### **STRATEGY #1: Promote safe and robust oil, gas, coal, and renewable energy resource development**

Oil, gas, coal and renewable energy form the cornerstones of our nation's energy base, and the DOI will continue to expand production of both offshore and onshore conventional and renewable U.S. energy resources while ensuring safety and reliability through efficient permitting, appropriate standards, assessment and oversight. As demand for energy resources grows, agencies within the DOI, such as BIA, BLM, BOEM, BSEE, OSMRE, and USGS conduct work that is increasingly critical to understand the exploration, development, quality, supply, and use of our energy resources. This work enables the DOI to advance new sources of efficient energy generation, facilitate the construction of new or upgraded infrastructure including transmission networks, develop resources responsibly, and ensure that the American public receives a fair return on that development.

#### **Agency Priority Performance Goals:**

- ***By September 30, 2019, the Bureau of Land Management will eliminate its backlog of fluid mineral Applications for Permits to Drill (APD's) that have been pending for 3 years or more.***
- ***By September 30, 2019, the Bureau of Land Management will process 80% of parcels created for leasing public lands for oil, gas, or other mineral extraction within 180 days.***

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of pending fluid minerals Applications for Permits to Drill (APDs) which are processed	75%
BLM	Percent of high priority fluid mineral cases that have completed inspection during the year	100%
BLM	Percent of coal lease applications processed	15%
BLM	Number of acres of public lands made available for oil and natural gas leasing	25,000,000
BLM, BOEM	Number of megawatts of approved capacity authorized (that year) on public land and the OCS for renewable energy development while ensuring compliant environmental review	2,020
BOEM	Percentage of Exploration and Development Plan reviews completed within statutory timelines	100%
BOEM	Percent of offshore lease sale processes completed, pursuant to the Secretary's approved National OCS Oil and Gas Leasing Program	100%
USGS	Percent completion of targeted energy resource assessments and research	100%
BSEE	Amount of operational offshore oil spilled (in barrels) per million barrels produced	3.1
BSEE	Percent of high risk production facilities and operations inspected	95%
BSEE	Number of recordable injuries per 200,000 offshore man hours worked	.390
BSEE	Percentage of high risk well operation (e.g., drilling) inspections completed	95%

## STRATEGY #2: Provide hydropower

The DOI facilitates the development and use of renewable energy that employs hydropower energy to strengthen US energy security, economic vitality, and quality of life. The Bureau of Reclamation (BOR) is the second largest producer of hydroelectric power in the U.S., operating and maintaining 53 hydroelectric power facilities, comprising over 14,700 megawatts of capacity. On average, Reclamation generates 40 million megawatt-hours of electricity each year – the equivalent demand of over 3.5 million U.S. homes, returning over one billion dollars in federal revenue through power sales. Sustainable, low cost hydropower generated by Reclamation projects has provided significant value to the nation, spurring the development of the western U.S. – through the provision of firm electric power to rural communities as well as ancillary service to support western interconnect grid reliability. Reclamation works to promote domestic energy production by enabling new energy generation from hydropower, a renewable source, and facilitating the construction of new or upgraded transmission networks, helping to create new industries and supply chains, driving economic growth and job creation, and helping provide more energy from domestic sources.

Bureaus	Key Performance Indicators	2022 Goal
BOR	Amount of hydropower capability, in megawatts (MW), installed from 2018 through 2022	50
BOR	Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating	73%
BOR	Percent of time that Bureau of Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods	80%

## GOAL #2: Ensure access to mineral resources

The DOI recognizes that public lands are an important source of the Nation’s non-energy mineral resources, some of which are critical and strategic. The DOI is committed to ensuring appropriate access to public lands, for orderly and efficient development of these resources under principles of multiple use management.

### STRATEGY #1: Manage non-energy mineral development

DOI promotes energy security, environmental protection, and economic development through responsible, science-informed management of mineral resources. The BLM conducts environmental analysis of complex issues necessary to authorize use on BLM public lands and meet the increasing demand for non-energy solid leasable minerals, especially potash and phosphate. BOEM’s Marine Minerals Program provides sand and gravel resources to protect and improve coastal infrastructure and the environment locally, regionally and nationally. Additionally, the in-depth science provided by the USGS Mineral Resources Program (<http://minerals.usgs.gov>) facilitates resource discovery and provides essential information and analyses for strategic, evidence-based economic and geopolitical decisions.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of non-energy mineral exploration and development requests processed	30%
BOEM	Number of sand and gravel requests processed for coastal restoration projects	8
USGS	Percent completion of targeted non-fuel mineral resource assessments and research	100%
USGS	Percent completion of targeted Critical Mineral Early Warning System (CMEWS) analyses and evaluations	100%

## GOAL #3: Ensure public receives fair market value for resources; and recover costs where appropriate

Rents, royalties, and bonuses are collected from issuing leases on public lands, and offshore on the OCS, and for the amount of the resource extracted. These resources include oil, gas, coal, forage for grazing, and access to renewable energy resources such as solar, wind, and geothermal. It is

important that these financial transactions include appropriate accountability and fair return to the American public. The associated regulations and practices for these fees and collections must also be rational and transparent to ensure businesses that extract and process these resources can function efficiently and profitably in order to support the economic growth and security of the nation.

**STRATEGY #1: Ensure accurate and timely accounting and collection of energy revenues**

The Department collects, disburses and verifies natural resource revenue generated from issuing leases on public lands, and offshore on the OCS. This revenue is then shared with states and localities according to specific statutory obligations, allocated to various Federal programs, or deposited in the General Fund of the Treasury, thus serving to reduce the deficit. The DOI is committed to managing these transactions accurately, responsibly, and in a timely manner. The Royalty Policy Committee has been reinstated by the Secretary to elicit robust advice and recommendations regarding policies related to royalties from these resources and their benefit to the American public.

The BSEE helps ensure the accuracy of metering from higher risk hydrocarbon sites that experience high volumes of throughput and/or have a past history of noncompliance to help ensure the appropriate financial benefit is obtained for the American people. Additionally, data driven procedures enable the BOEM and the BLM to ensure bid adequacy through a two phased review system for onshore and offshore leasing, and also allow for timely collection and disbursement of mineral and renewable energy revenues by the Office of Natural Resources Revenue (ONRR). ONRR’s distributions benefit the Land and Water Conservation Fund, the Historic Preservation Fund, and the Reclamation Fund, helping to ensure America’s natural resources and rich history are available to be enjoyed by current and future generations. Distributions to states are used to fund capital projects such as schools, roads, and public buildings. Revenues collected from leases on Indian lands directly benefit members of the Indian community.

Bureaus/Offices	Key Performance Indicators	2022 Goal
ONRR	Percent of federal and Indian oil and gas revenues disbursed on a timely basis per statute (\$ Billions)	98%
BSEE	Percent of oil royalty meters, identified as high-risk using a risk based methodology, where meter provings will be observed	10%

**STRATEGY #2: Ensure effective collection and application of recreation fees**

The nation’s public lands offer many excellent locations for public recreation in the outdoors at national parks and monuments, National Wildlife Refuges, BLM public lands and other locations, in historic sites and buildings and at national treasures such as the Statue of Liberty. Facilities (roads, visitor centers, bathrooms, historic buildings, museums, etc.) that enable visitors to enjoy their public lands and sites are expensive to maintain. All of the major land management bureaus have large backlogs of deferred maintenance at these facilities. The DOI will continuously review its fee structure to determine how best to accommodate visitors enjoyment while collecting fees that help to offset some of the maintenance costs required to keep visitor-facing infrastructure in good shape



for visitors. All such reviews of fees and changes will remain consistent with Congressional direction that has been provided through a series of laws including the Federal Lands Recreation Enhancement Act.

The National Park Service established fee structure guidelines in 2006 to standardize rates across the country. The resulting tier system assigns each park unit to a tier and associated entrance fee schedule based on the type of site and the amenities provided for the public. During 2017, the National Park Service initiated a comprehensive review to evaluate and consider bringing entrance fees at all park units into compliance with their assigned tier through a process of public engagement by January 1, 2018. Even with proposed increases, entrance fees remain affordable at \$15-\$30 per vehicle, which is normally good for several days. The America the Beautiful Pass Annual Pass remains at the price of \$80 for one year for unlimited entrance fees for almost all national parks, Fish and Wildlife and BLM sites where fees are required. Congress raised the one-time cost of the America the Beautiful Lifetime Senior Pass for those age 62 or older from the previous fee of \$10 to \$80 effective in August 2017.

Reviews of other amenity fees (such as for campgrounds and special use permits) will also strive to set fair and equitable fees for activities that visitors enjoy after they enter the park, refuge, or recreation area. The bureaus will seek public comment during any process to review and modify fee amounts to ensure that the public has an opportunity to raise questions and provide comments regarding any fee changes. The bureaus will also identify ways to modernize and enhance fee collection mechanisms that speed access to facilities and/or reduce the cost to the federal government for fee collection.

#### **GOAL #4: Focus timber programs on “healthy forests” lifecycle**

The BLM manages forests or woodlands for the benefit of the American public. The BLM maintains a permanent source of timber supply, which supports the production of lumber, plywood, and paper, while also protecting watersheds, regulating stream flow, contributing to the economic stability of local communities and industries, and providing recreational opportunities. Responsible management that reduces fire fuels improves the health and resilience of our forests and helps to prevent forest fires.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to national sources of timber supply. Many tribes now actively participate in management of their forest assets through self-governance and self-determination programs.

#### **STRATEGY #1: Manage sales of timber and forest product resources**

Forest management programs within the DOI generate economic benefits through timber harvests on public and Indian trust lands, and restoring forest health. The benefits of healthy forests include typical forest products such as timber and biomass but also include opportunities for recreation and maintenance of watershed health.

The BLM has two focus areas for forest management, the Oregon and California grant lands and the public domain lands. For Oregon and California lands, generating revenue for counties is the primary driver of forest management treatments, while for public domain lands, fire management is

the primary driver for forest management. The BLM is currently reviewing its management plans to determine prospects for offering additional timber for sale in the future.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to the national sources of timber supply. Many tribes now actively participate in management of their forest assets through the self-governance and self-determination programs.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of allowable sale quantity (ASQ) timber offered for sale consistent with applicable resource management plans (O&C--Oregon and California--only)	100%
BLM	Volume (mmbf) of wood products offered consistent with applicable management plans	285
BIA	Percent of Annual Allowable Cut prepared and offered for sale or free use	48%

### GOAL #5: Manage grazing resources

The BLM manages livestock grazing on over half of its public lands; approximately 18,000 permits and leases are held by ranchers that graze their livestock on over 21,000 grazing allotments throughout BLM managed lands. The BLM’s overall objective is to ensure the long-term health and productivity of these lands. BLM uses a variety of methods to accomplish this objective – periodic rest or deferment of grazing in pastures in specific allotments during critical growth periods; vegetation treatments; and projects such as water developments and fences. The terms and conditions for grazing on BLM-managed lands such as stipulations on forage use and season of use are set forth in the permits and leases issued by the Bureau to public land ranchers.

#### STRATEGY #1: Provide for sustainable forage and grazing

Livestock grazing contributes to food production and adds to local economic stability, and it can be used in certain areas to maintain and improve land health by reducing hazardous fuels and minimizing the likelihood and impact of catastrophic wildfires. The BLM partners with local communities and state and local governments to develop rangeland improvement projects, stewardship contracting, and good neighbor authority in its rangeland management. In recent years, the number of grazing permits and leases processed has decreased due to dramatic increases in litigation and drought. The BLM continues to look for opportunities to streamline the grazing permit process and provide livestock operators greater flexibility in grazing their livestock on public lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of grazing permits and leases processed as planned consistent with applicable resource management plans	16%
BIA	Percent of tribal range units assessed during the reporting year for level of utilization	15%

## **MISSION AREA 3 Expanding Outdoor Recreation and Access**

Outdoor recreation is integral to a healthy lifestyle for millions of Americans. Visitors to the DOI's public lands and waters take advantage of the physical, mental, and social benefits that outdoor recreational experiences provide. Americans have the opportunity to hunt and fish on public lands managed by the DOI as part of its multiple-use policy that also includes hiking, camping, climbing, boating, wildlife viewing, and other outdoor pursuits.

### **GOAL #1: Expand hunting, fishing, and other recreation on DOI lands and waters**

Hunting, fishing and other outdoor activities contributed \$156 billion in economic activity across the United States according to the FWS [National Survey of Fishing, Hunting and Wildlife-Associated Recreation](#). More than 101 million Americans, or 40 percent of the United States' population 16 and older, pursue wildlife-related recreation, which supports 480,000 American jobs.

Following two initial Secretarial Orders issued on his first day, Secretary Zinke issued Secretarial Order 3356 in September, 2017, to further expand public access to lands and waters administered by the DOI, for hunting, fishing, recreational shooting, and other forms of outdoor recreation. In addition, this Order gave greater priority to recruiting and retaining sportsmen and women conservationists, with an emphasis on engaging youth, veterans, minorities, and underserved communities that traditionally have low participation in outdoor recreation activities.

### **STRATEGY #1: Promote hunting, fishing, and other recreation on DOI lands and waters**

There are 372 National Wildlife Refuges and wetland management districts open to hunting and 308 refuges and wetland management districts open to fishing. As practiced on refuges, hunting and fishing do not pose a threat to wildlife populations, and in some instances, are actually necessary for sound wildlife management. For example, deer populations will often grow too large for the refuge habitat to support. If some of the deer are not harvested, they destroy habitat for themselves and other animals and die from starvation or disease. The harvesting of wildlife on refuges is carefully regulated to ensure an appropriate balance between population levels and wildlife habitat. The FWS National Fish Hatcheries continue to be a valuable tool in managing fisheries providing recreation opportunities to America's 36 million anglers who spend \$46 billion annually in pursuit of their favored pastime.

There are 76 areas managed by the National Park Service that permit hunting. A total of 51,097,000 acres managed by the NPS are open to hunting at various times during the year, representing approximately 60% of the total acreage of the NPS system. The Bureau of Land Management estimates that over 95 percent of the nearly 250 million acres of BLM-managed public lands are open to hunting.

The recreation areas developed as a result of Bureau of Reclamation water projects are among the Nation's most popular for water-based outdoor recreation. There are 289 Reclamation project areas that have developed recreation facilities and opportunities available for public use. Reclamation has approximately 6.5 million acres of land and water, most of which is available for public outdoor recreation. The 187 developed recreation areas managed by Reclamation or a non-Federal recreation partner draw over 24 million visits annually. The 187 developed recreation areas provide 549 campgrounds, 454 boat launch ramps, and more than 5,500 miles of shoreline.

Bureaus	Key Performance Indicators	2022 Goal
FWS	Number of National Wildlife Refuge acres newly opened to hunting and fishing	250,000
BLM	Number of legal public access transactions completed that facilitate open access to recreation opportunities	20
BLM	Number of newly installed campsites, restrooms, and other facilities that promote public access to BLM-managed public lands	30
BLM, BOR, FWS	Number of individuals participating in outdoor recreation activities at special events	5,420,000

## GOAL #2: Enhance public satisfaction at DOI sites

Visitor satisfaction with the quality of experiences on public lands remains very high. Collectively, satisfaction is above 90 percent for the bureaus providing recreation services, e.g., interpretive programs, visitor centers, camping, fishing, hiking, horseback riding, boating, off-highway vehicle driving, wildlife viewing, photography, and climbing. Satisfaction with recreation services provided through facilitated programs remains very high – also above 90 percent.

### STRATEGY #1: Enhance the enjoyment and appreciation of our natural and cultural heritage

Survey results show that a sizeable percentage of visitors are satisfied with their experiences at parks, refuges and other public lands. Competition from other forms of entertainment pose challenges to the DOI in its quest to ensure that all Americans understand, appreciate and enjoy the special places protected by the national parks, wildlife refuges and BLM lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of visitors satisfied with the quality of the experience	95%
BLM, NPS	Percent of visitors satisfied with facilitated programs	94%

## MISSION AREA 4 Fulfilling Our Trust and Insular Responsibilities

The DOI upholds the Federal government's unique trust responsibilities by fostering the government-to-government relationships between the Federal government and federally recognized Tribes, and by providing services to individual American Indians, and Alaskan Natives. The U.S. also has important relationships with the affiliated insular areas including the Territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. The DOI administers and oversees Federal Assistance to the three Freely Associated States: The Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau.

### GOAL #1: Support tribal self-determination, self-governance, and sovereignty

The DOI is strengthening the nation-to-nation relationship between the Federal Government and tribal nations because self-determination, sovereignty, self-governance, and self-reliance are the tools that will enable tribal nations to shape their own destiny. Tribes have also assumed an expanded role in the operation of Indian programs through Public Law 93-638 contracting. Tribes contract with the Federal Government to operate programs serving their tribal members and other eligible persons.

#### STRATEGY #1: Support self-governance and self-determination

**Self-Governance:** Under a self-governance compact, a tribe takes over most or all operations affecting that tribe. The Indian Affairs' Office of Self-Governance (OSG) implements the Tribal Self Governance Act of 1994 by developing and implementing regulations, policies, and guidance in support of self-governance initiatives. Indian Affairs advocates for the transfer of Federal programmatic authorities and resources to tribal governments and supports tribal sovereignty and an expanded role in the operation of Indian programs. The program work includes negotiating annual funding agreements with eligible tribes and consortia, and resolving issues identified in financial and program audits of self-governance operations.

**Self-Determination:** Under a self-determination contract, a tribe contracts with BIA to take over operation of a program formerly delivered by BIA employees. The funds BIA previously used to run the program transfer to the tribe. Self-determination typically is a program-by-program decision. The Indian Self-Determination Program within BIA works to further American Indian tribes' exercise of self-determination and conducts oversight of self-determination contracts and grants.

Bureaus	Key Performance Indicators	2022 Goal
AS-IA	Percent of Self-Governance Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	99%
BIA	Percent of Self-Determination Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	91%
AS-IA	Percent of P.L. 93-638 contracts with clean audits	90%



## GOAL #2: Fulfill fiduciary trust

The DOI has ongoing responsibilities to ensure that trust and restricted Federal Indian-owned lands are managed effectively and to accurately account for revenues and disbursements in a timely and efficient manner. The Office of the Special Trustee for American Indians and the Bureau of Indian Affairs oversee fiduciary trust activities. The DOI assists American Indian and Alaska Native communities in developing capabilities needed to strengthen their communities and maintain economic self-sufficiency. Efforts such as reducing fractionation of Indian lands and developing conservation and resource management plans help tribes maximize economic benefits of their lands. Securing unsubsidized employment reduces dependency on Federal subsidized programs such as childcare assistance, food stamps, and welfare.

Trust assets are crucial to the financial well-being of individual Indian beneficiaries and key components in the economies of tribes. As such, these assets must be managed with great care, paying attention that all financial transactions are completed accurately and as quickly as possible. Since passage of the American Indian Trust Fund Management Reform of 1994, the trust accounts managed by OST are balanced to the penny on a daily basis. OST has also incorporated industry-standard practices, such as a lockbox facility, to shorten the time between the payment of a lease and deposit of those funds into a trust account. For Fiscal Years (FY) 2013 through 2017, OST has received a "clean" audit opinion for Individual Indian Monies (IIM) accounts, attesting to its professionalism in managing these assets. Despite this proven record of success, OST retains a commitment to continual reform, looking for more ways to improve its service to individual Indians and tribes.

The Bureau of Indian Education (BIE) helps provide quality education opportunities starting in early childhood in accordance with tribally identified strategies and needs that contribute to the social well-being of the community and sustain Indian cultures. Tribes directly operate 150 of the 183 BIE funded schools through self-determination contracts and Tribally Controlled Schools Act grants.

### STRATEGY #1: Ensure accurate and timely management of fiduciary trust assets

In its effort to promote the fulfillment of fiduciary trust processes, the DOI assists Indian tribes in developing capacity and infrastructure needed to attain economic self-sufficiency on reservations to enhance their quality of life. One critical path is economic development and job creation. The BIA coordinates development of comprehensive tribal programs with the Departments of Labor and Health and Human Services. The DOI offers programs and financial services that encourage start-ups and help position Indian businesses and individuals to compete in today's economy.

Bureaus	Key Performance Indicators	2022 Goal
BIA	Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training programs for tribes submitting P.L. 102-477 related reports	\$10.82
BIA	Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations	98%
BIA	Increase in the percentage of submitted land-into-trust applications with determinations (Fee to Trust)	40%

Bureaus	Key Performance Indicators	2022 Goal
OST	Percent of financial information initially processed accurately in trust beneficiaries' accounts.	99%
OST	Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt.	99%
OST	Percent of timeliness of financial account information provided to trust beneficiaries.	100%

### STRATEGY #2: Strengthen Indian Education

Improving performance in BIE schools is a challenge the DOI is addressing through initiatives aimed at increasing student achievement. Students at BIE-funded schools receive a culturally relevant, high-quality education that prepares them with the knowledge, skills, and behaviors needed to flourish in the opportunities of tomorrow, become healthy and successful individuals, and lead their communities and sovereign nations to a thriving future that preserves their unique cultural identities.

Bureaus	Key Performance Indicators	2022 Goal
BIE	Percent of students attending BIE-funded schools completing high school with a regular diploma within four years of their 9 <sup>th</sup> grade entry date	69%

### GOAL #3: Strengthen economic and health capacities in the US Territories, and fulfill US compact obligations to the freely associated states

The DOI supports the U.S. Territories and Freely Associated States (FAS) through the Office of Insular Affairs (OIA) under the Assistant Secretary for Insular and International Affairs. The U.S.-affiliated insular areas are: the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. Residents of these U.S. territories are U.S. citizens or nationals. The DOI also administers and oversees Federal assistance provided to the three Freely Associated States: the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. The Assistant Secretary Insular and International Affairs and the Office of Insular Affairs carry out these responsibilities on behalf of the Secretary.

### STRATEGY #1: Bolster Healthcare Capacity

The Territories and FAS experience significant healthcare challenges. The DOI along with other partners, such as the Department of Health and Human Services (HHS), will work with insular area partners to improve the quality of healthcare across the insular areas. The DOI will make investments to implement corrective action plans which address chronic operational and facility shortcomings at territorial hospitals, which serve their U.S. citizens and nationals, with a focus on those identified by the HHS/Centers for Medicare/Medicaid (CMS) and local elected officials. Additional investments will be made to combat non-communicable and communicable diseases impacting the Pacific and Caribbean islands such as obesity, diabetes, and tuberculosis.

Offices	Key Performance Indicators	2022 Goal
OIA	Percent of Community Water Systems (CWS) that receive health based violations notices from the US Environmental Protection Agency	9%
OIA	Number of new and relapse tuberculosis cases occurring during the calendar year on the islands (per 1,000 people in the population)	1
OIA	Percent of patients with newly diagnosed tuberculosis disease for whom 12 months or less of treatment is indicated, who complete treatment within 12 months	95%
OIA	Infant mortality rate per 1,000 live births (number of deaths to infants from birth through 1 year of age per number of live births)	6

## STRATEGY #2: Strengthen Island Economies

Strong local economies provide employment and a viable tax base for citizens in the Insular Areas. The DOI will assist the insular areas to strengthen their economies through strategic investments in infrastructure, public services and technical assistance which will attract and retain private sector investment. The DOI will promote policies and improve Federal coordination on issues impacting insular economies.

Capital investments will be made in basic utilities, hospitals, schools, ports, tourist areas, telecommunications and roads as they create the backbone for increased economic activity. Pursuing renewable energy strategies lessens dependence on oil imports and provides more reliable and affordable energy.

Stable economies and fiscally prudent insular governments foster a more hospitable climate for investment in the islands. Technical assistance will be provided to equip the insular areas with the statistical and management information necessary for informed leadership decision making, expert consultants to effectively improve insular government financial policies and procedures, and strong financial management systems along with technical planning abilities.

The DOI will help create economic opportunity by forging partnerships that bolster tourism and attract industry by promoting the unique island cultures, natural resources, and by preparing the next generation of business leaders. Key indicators of OIA's effectiveness include the following:

**Average per capita Gross Domestic Product (GDP):** In the four U.S. Territories (Guam, US Virgin Islands, American Samoa, and Commonwealth of the Northern Mariana Islands (CNMI)) for which it is measured, GDP remains a fraction of that for other U.S. citizens in the states. OIA provides technical assistance to the insular areas to assist with economic development planning and execution and supports local planning and education activities related to tourism, agriculture, and aquaculture. In addition, OIA funds infrastructure projects related to economic development, such as fiber optic connectivity, port improvements and renovations to tourist districts.

**Cost of electricity:** Without indigenous fossil fuels, insular areas face great challenges in achieving reliable, affordable, and secure energy, which can have severe economic effects on the island communities. These areas depend almost entirely on imported petroleum products for energy. The residential cost per kilowatt hour for power in the territories directly impacts the quality of life in

the insular areas and remains over three times higher than the national average. To try to address high electricity costs, the Office of Insular Affairs (OIA) contracts with the Department of Energy’s National Renewable Energy Laboratory (NREL) to engage territories and provide energy efficiency and renewable energy assessments, help develop strategic energy plans, and provide technical assistance in reviewing and implementing alternative energy projects. The OIA, through its Empowering Insular Communities grant program, continues to provide funding for the highest priority projects identified in the energy plans including photovoltaic, wind and geothermal development projects, as well as assuring traditional energy plants continue operating.

Offices	Key Performance Indicators	2022 Goal
OIA	Difference in the mean GDP per capita in the 4 US territories compared to the mean GDP per capita in the US	60%
OIA	Difference in the residential cost per kilowatt hour for power from the national average	2X

### STRATEGY #3: Fulfill US Compact Obligations

In coordination with the State Department, the DOI will implement compact obligations with three U.S.-affiliated Freely Associated States (FAS): the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau (Palau). The DOI will make direct grants to the FSM and RMI under their amended Compacts to provide assistance in six sectors: education, health care, infrastructure, public sector capacity building, private sector development, and environment. The DOI will also continue to support U.S. compact obligations to Palau.

Offices	Key Performance Indicators	2022 Goal
OIA	Ratio of FAS private sector jobs versus total FAS employment	55%
OIA	Ratio of FAS public sector jobs versus total FAS Employment	45%
OIA	Percent of FAS employment attributable to OIA Grants and Programs	30%
OIA	Percent of FAS employee compensation attributable to OIA grants and programs	25%
OIA	Average FAS private sector wage rate as a percentage of average FAS central government wage rate	45%

## **MISSION AREA 5 Protecting Our People and the Border**

Inherent in DOI's management responsibilities of the public lands is the requirement to protect employees and visitors. Ensuring employee and public safety is complex and requires the resources of multiple bureaus and offices covering four disciplines – law enforcement, emergency management, wildland fire, and natural hazards science. The DOI's Law Enforcement Program has the third largest contingent of Federal law enforcement officers in the Executive Branch. Depending on the season, approximately 3,500-4,000 law enforcement officers, rangers, and other employees patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities and protect people, as well as natural, cultural, and heritage resources from illegal activities. Wildland fires potentially endanger lives and property. The Office of Wildland Fire (OWF) coordinates among the DOI's land management bureaus and the US Forest Service to safely, efficiently, and effectively prevent, respond to, and manage the impacts of wildfires. The USGS also protects lives by monitoring and warning of natural hazards such as earthquakes, volcanoes, landslides, and environmental health hazards.

The DOI has land on both the Canadian and Mexican borders, and a presence in the Pacific that exposes Americans to risks from Asia. The Administration is presently emphasizing securing our southern border with Mexico to better protect our country. The DOI has a considerable amount of land that borders Mexico. As such, the DOI's law enforcement officers work in partnership with the US Customs and Border Patrol, Immigration and Customs Enforcement, Drug Enforcement Agency, and tribal, state and local governments to address the flow of illegal immigration, gun and drug trafficking, and to mitigate the impacts associated with these activities, which affect DOI lands and our community partners. In addition, OWF shares wildfire management responsibilities with Mexico along the southern border.

### **GOAL 1: Ensure emergency preparedness & DOI law enforcement staffing addresses public safety risks**

The DOI places a high priority on safety, security, and preparedness, and will uphold its responsibilities for protecting lives, resources, and property through a wide variety of program areas, including law enforcement, health and safety, security, and emergency management. The DOI's preference is to achieve public and visitor compliance with applicable laws and regulations by using techniques that are not confrontational and are designed to elicit voluntary as opposed to coerced compliance.

#### **STRATEGY #1: Ensure public safety on our lands**

The Office of Law Enforcement and Security (OLES) provides program direction and oversight on law enforcement policy, border security, drug enforcement, training at the national academy, internal affairs, victims assistance, program compliance, and inspections as well as emergency deployment of DOI law enforcement resources. The Office coordinates with other Federal, state and local agencies (including the Department of Homeland Security, Federal Bureau of Investigation (FBI), and Central Intelligence Agency) on law enforcement and security issues, including infrastructure on the Outer Continental Shelf, the Trans-Alaska pipeline, and gas transmission lines.

To help ensure effective protection of people on DOI lands, each bureau will determine the effective level and distribution of law enforcement staffing for each of its programs on a unit-by-unit basis. The effective level and distribution of staffing needs is dependent on the differing



conditions, levels of risk, and populations served in each unit, captured through a staffing model developed and monitored by each bureau. The DOI's bureaus will engage in developing these staffing models, to determine on a program basis the effective levels of law enforcement staffing that are needed across its units, evaluate the actual level of law enforcement staffing that presently exists, and develop recommendations for better ensuring the effective level of staffing for protecting the people in each unit.

The DOI will strengthen law enforcement in Indian Country by putting more officers on the streets, bolstering tribal courts, and helping fight violent crime and drug abuse. Tribal justice systems are an essential part of tribal governments, which interface with BIA and tribal law enforcement activities. Congress and the Federal courts have repeatedly recognized tribal justice systems as the appropriate forums for adjudicating disputes and minor criminal activity within Indian Country. It is important that the BIA and tribal law enforcement activities complement the operations of the tribal courts to ensure that justice in the tribal forums is administered effectively.

Bureaus	Key Performance Indicators	2022 Goal
OLES	Percent of DOI law enforcement agencies with a current law enforcement staffing plan	100%
BIA	Percent of criminal offenses solved by arrest (Part 1 Offense Clearance Rate)	44%

**Strategy 2: Prepare DOI to respond to and recover from emergencies and incidents**

The Office of Emergency Management (OEM) promotes all-hazard preparedness and response; ensures continuity of the DOI to perform essential functions during catastrophic events; and assists communities during imminent threats. Collectively, the DOI supports the five National Planning Frameworks (Protection, Prevention, Mitigation, Response, and Recovery) and their related five Federal Interagency Operational Plans, the National Incident Management System, and the National Oil and Hazardous Substances Pollution Contingency Plan while continuing the DOI's mission to protect natural and cultural resources. The DOI's All-Hazards Baseline Operational Plan provides the baseline guidance for how the Department prepares for and responds to emergencies, regardless of type or cause. The OEM leads coordination and information sharing for emergency management regarding communications, public health, environmental health, wildlife health, integrated pest management, invasive species, and occupational safety and health across the DOI's bureaus and offices.

Offices	Key Performance Indicator	2022 Goal
PEM	Average Interior Readiness (I-READ) Index score for emergency preparedness across DOI Bureaus/Offices	91.0%

**GOAL 2: Support securing our southern continental US border**

The DOI manages 41% of the southwest border of the continental United States. The DOI's managers in the field are daily faced with tough decisions on how to best utilize their law enforcement assets. An integrated government approach is essential to effectively securing the

border and supporting the construction of a physical barrier where needed. Through partnering, federal, state, tribal, and local law enforcement agencies working in proximity to each other have been able to address critical issues like illegal immigration and marijuana smuggling.

**STRATEGY #1: Support securing our southern continental US border**

The DOI’s goal is to increase collaboration among the agencies operating along the border to better understand each other’s mission, share resources, and coordinate efforts. This is accomplished by routine interagency coordination, participating in local Border Management Task Force (BMTF) meetings, interagency training, an annual interagency border forum, and law enforcement specific operations.

The US Border Patrol is the main federal agency responsible for patrolling DOI lands adjacent to the US/Mexican Border. The DOI’s goal is to work with US Border Patrol to decrease illegal immigration on DOI managed public lands through collaborative efforts with partnering agencies.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
PMB/OLES	Number of apprehensions on DOI-managed lands	Reduced Annually

**GOAL #3: Manage wildland fire to reduce risk and improve ecosystem and community resilience**

The DOI, working with the Department of Agriculture, will improve the way that both agencies manage wildland fire by ensuring that fire management assets are used in the most efficient way possible. The DOI will work with state, local, tribal, and other partners to ensure a coordinated approach to wildland fire management that enables protection responsibilities to be exchanged and resources shared to improve operational efficiency and reduce management duplication. The DOI will continue to integrate science and technology into informing and supporting the firefighters with the appropriate training tools, resources and program support to enable them to work safely and effectively.

The DOI is developing new wildland fire management performance measures to better articulate and determine the efficacy of Department and Administration resources in achieving desired resource conditions that reduce the intensity, severity or negative effects of wildfire. As part of this effort, the Department has established a working group among the four DOI wildland fire bureaus, as well as the U.S. Forest Service, which will explore the feasibility of concepts and principles in wildfire risk mitigation, and examine the value of the strategic placement of fuels treatments as informed by a risk assessment and mitigation plan. This group will develop recommendations for a) establishing outcome-based targets, and b) annually evaluating the performance of the program in meeting the desired objectives of the National Cohesive Wildland Fire Management Strategy. When completed, the DOI will incorporate the new performance measures into its strategic plan implementation.

## STRATEGY #1: Integrate fire ecology, risk management, and collaboration to mitigate wildfire impacts

The Department's Office of Wildland Fire coordinates programs and funding across four bureaus (BLM, FWS, NPS, and BIA) that manage wildland fire programs to implement the National Cohesive Wildland Fire Management Strategy, a science-based collaborative approach to mitigating wildfire risk. The DOI, in partnership with the Department of Agriculture's Forest Service, is committed to the inclusive principles of providing safe and effective response to wildfires, promoting fire-adapted communities, and creating fire-resilient landscapes. The DOI strives to achieve a science-based and technically effective wildland fire management program that is integrated with natural resources programs.

Successful management in fire-adapted communities and landscapes depends on implementation of a broad-based, intergovernmental, collaborative, and national cohesive strategy to address the mounting challenges of escalating fire behavior, increased risk to responders, greater natural and cultural resource losses, and increased threats and losses to communities. The DOI is a lead agency in this collaborative approach with the Forest Service and other Federal, state, tribal, and local governments and stakeholders.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
OWF	Percent of DOI-managed landscape acres that are in desired condition as a result of fire management	36%
OWF	Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan	94%
OWF	Percent of wildfires on DOI-managed landscapes where the initial strategies fully succeeded during the initial response phase	97%

## GOAL #4: Provide science to safeguard communities from natural hazards

The USGS helps protect public safety, public health, and property by effectively delivering natural hazards and environmental health science. The Nation's emergency managers and public officials use USGS science to inform citizens of the potential risks these hazards pose to natural systems and the built environment, improve preparation and response activities, and protect the health of the public, which reduce the loss of life and property.

### STRATEGY #1: Monitor and assess natural hazards risk and response planning

Responsibilities in natural hazards include the issuing of warnings and advisories for earthquakes, volcanic eruptions, landslides, and coastal erosion; informing warnings issued by other agencies for floods, tsunamis, and wildfires; providing timely information to emergency managers and response officials, the media, and the public to inform and educate communities during and between crises. The USGS supports these activities by implementing 24x7 operations for seismic, volcanic, and geomagnetic monitoring efforts; maintaining an extensive national network of streamgages measuring rainfall, streamflow, stream height or lake levels; and developing the next generation of tools for rapid evaluation of hazards.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted natural hazards assessments of very high and high-threat regions of the Nation (Index)	4%
USGS	Percent completion of targeted landslide hazard research	8%
USGS	Percent completion of coastal and marine hazards and subsidence research (Index)	87%
USGS	Percent progress towards optimal monitoring capability for natural hazards situational awareness (Index)	52%
USGS	Percent of the National Streamflow Network (NSN) streamgages that are fully operational	88%

## **MISSION AREA 6 Modernizing Our Organization and Infrastructure for the Next 100 Years**

The DOI is looking to better ensure effective operations and service delivery through coordinated organizational alignments in the field across bureaus and with other federal and nonfederal partners, and through putting a relatively larger fraction of our employees into the field to serve the public. Expediting environmental analysis and compliance, reducing the cost of space, collocating offices for more convenient public service and improved interagency coordination, and common regional boundaries are all being explored to help improve the DOI's infrastructure and related effectiveness.

### **GOAL #1: Align DOI organizational structure and workforce to improve partnership engagement and mission delivery**

The DOI is reevaluating its organizational model to determine how to best achieve its mission of serving the American public, honoring our tribal and fiduciary trust responsibilities, and managing and protecting our land, water and natural resources for the next 100 years.

#### **STRATEGY #1: Ensure effective alignment of DOI organizational structure in the field and with partners**

The DOI intends to establish unified regional boundaries for its bureaus in 2018 and to further develop this approach in 2019. The goal is to improve overall operations, internal communications, customer service, and stakeholder engagement. Aligning geographic areas across the DOI will enhance coordination of resource decisions and policies and will simplify how citizens engage with the DOI.

Organizing bureaus with common geographic areas will allow for more integrated and better coordinated decision making across bureaus. Currently, the DOI's bureaus have more than 40 distinct regions, each with its own geographic boundaries. This complicates coordination and hampers the DOI's ability to get things done expeditiously. Having unified regions will help streamline operations and in doing so, provide better service to the American people. Bureaus within a region will focus on common issues, taking a comprehensive approach versus a bureau-centric approach. This culture shift will help us work better together to accomplish one vision. The new regional boundaries currently under discussion – and subject to modification – are expected to have minimal budgetary impact.

To improve customer service and reduce operational costs, sharing functions at field locations has already begun. For a number of years, the Department of the Interior and Department of Agriculture's US Forest Service (USFS) have pooled resources, conducted joint projects, and shared services under Service First agreements where field locations are in close proximity to each other. Service First authority promotes partnering across agency boundaries to develop joint solutions to common problems and to address federal land management issues in an integrated way.

#### **STRATEGY #2: Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts**

The DOI is committed to managing America's vast natural and cultural resources with a 70,000-strong and 350 occupation-plus workforce that exemplifies high performance, customer service and

accountability. Historically, it has been difficult to attract certain DOI employees or recruits in certain occupations to positions in headquarters, or even to regional offices, because many of our employees enjoy living in relatively rural areas and because the cost of living is so much higher in large cities. Moving a larger fraction of our staff of some bureaus to relatively more rural and considerably less expensive areas in the West might therefore both reduce payroll cost because fewer employees would receive locality pay, and improve employee retention.

To facilitate strategic human capital planning, the Department has put in place hiring controls to emphasize new hiring for field-related positions rather than administrative and support positions in the Washington, D.C., and Denver, Colorado metropolitan areas.

The DOI will leverage automation to improve employee performance and training opportunities, and examine additional data to determine if operational efficiencies can be gained while minimizing redundancies under the current organizational design.

Data to be analyzed include:

- Federal Employee Viewpoint Survey (*e.g.*, employee engagement)
- Geographic Representation of Bureau Mission Critical Occupations
- Geographic Representation of Administrative and Support Services
- Customer Service data
- Benchmarking cost allocations for administrative and support functions
- DOI Human Capital Framework Evaluations
- Accountability drivers on performance, labor management, EEO, etc.
- Bureau plans in response to the Department-wide Workplace Environment Survey

Offices	Key Performance Indicator	2022 Goal
PHR	Employee engagement index for DOI in the Federal Employee Viewpoint Survey	75%
PHR	DOI’s ranking among large agencies in the Partnership for Public Services’ Best Places to Work report	1

## **GOAL #2: Reduce administrative and regulatory burden**

Executive Order 13771, Reducing Regulation and Controlling Regulatory Costs, directed agencies to “manage the costs associated with the governmental imposition of private expenditures required to comply with Federal regulations.” The DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to the public, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient.

### **STRATEGY #1: Evaluate and improve the net benefits of regulatory reform initiatives and policies, and identify regulations for repeal, replacement, or modification**

On February 24, 2017, President Trump signed Executive Order 13777 entitled, “Enforcing the Regulatory Reform Agenda” to alleviate unnecessary regulatory burdens placed on the American people. The Executive Order established a Regulatory Reform Officer (RRO) for each agency and a



Regulatory Reform Task Force. The efforts of the RRO and the task force will help identify regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The costs of the regulatory and deregulatory actions are measured as the opportunity costs or cost savings to society, as defined in OMB Circular A-4 (i.e. the values reported are the cumulative net savings from deregulatory actions and costs of newly required regulatory actions over multiple years starting in FY 2017). In 2017, the DOI achieved cumulative net savings of \$1.15B (net present value) from its deregulatory actions. Goals for subsequent years will be established as the DOI completes its review of target regulations.

Office	Key Performance Indicator	2022 Goal
DOI	Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions (including costs or cost savings carried over from previous fiscal years)	TBD
DOI	Number of EO 13771 regulatory actions issued.	TBD
DOI	Number of EO 13771 deregulatory actions issued.	TBD

## STRATEGY #2: Improve transparency and timeliness of the infrastructure permitting process

As outlined in the President’s Executive Order “Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure,” and the corresponding Secretarial Order 3355, a significant opportunity exists for agencies to streamline and collaborate on National Environmental Protection Act (NEPA) compliance efforts. The DOI believes this can best be achieved through a unified regional structure adopted across the DOI which focuses on the intersecting issues within the same geographical boundaries.

The DOI is also establishing an Executive Committee for Expedited Permitting (ECEP) to expedite the responsible leasing and permitting of energy and mineral production. More specifically, this involves, but is not limited to, the processing of Applications for Permit to Drill (APD), Expressions of Interest (EOI), coal leasing actions, Right-of-Way (ROW) applications, and harmonization of appurtenant environmental reviews.

Office	Key Performance Indicator	2022 Goal
DOI	<i>Cross-Agency Priority Goal metric on improving infrastructure permitting to be added</i>	
BLM	Average amount of time (in days) to process and administratively complete Applications for Permit to Drill	90 days
BLM	Average amount of time (in months) to issue a decision on major right-of-way applications	48 months
BLM	Average amount of time (in days) to process and administratively complete a grazing permit	390 days
FWS	Percent of formal Endangered Species Act Section 7 consultations addressed in a timely manner	100%

### **GOAL #3: Prioritize DOI infrastructure needs and reduce deferred maintenance backlog**

Real property assets are integral to the success of Interior's mission. DOI's real property inventory includes approximately 43,000 buildings and 80,000 structures across six major land-holding bureaus, with a replacement value of approximately \$300 billion. DOI manages the full life-cycle requirements of nearly every type of constructed asset found, including visitor centers, dams, schools, health clinics, power generating facilities, housing, hotels, fire stations, campgrounds, roads, water and wastewater treatment plants, offices, and more. Many of these assets have historic or cultural significance that not only support the DOI's mission, but are important to our Nation's heritage.

#### **STRATEGY #1: Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery**

The DOI's goal is to balance mission delivery demands with adequate investments in operations and maintenance to sustain the portfolio in an appropriate condition befitting of our role as America's stewards. Appropriately maintained assets enable the DOI to accomplish habitat and resource management, provide outdoor recreation activities, deliver water, fulfill trust and treaty responsibilities, and provide critical economic inputs and job creation for local communities. Adequately constructed and maintained Federal real property supports healthy habitats and populations, availability of safe and reliable public use opportunities, and robust local economies.

A significant factor impacting a sustainable portfolio of constructed assets is DOI's aging infrastructure. Many assets already exceed original design life, and this trend of aging infrastructure continues to threaten mission delivery. Prioritizing repairs on a portfolio scale will ensure the assets condition is maintained at an acceptable level. Effective management of deferred maintenance is a Departmental priority to ensure completion of needed repairs and prevent further deterioration and unsafe conditions. The DOI prioritizes addressing deferred maintenance/repair needs for mission critical activities. Furthermore, proactive maintenance, replacement of components and colocation of programs and staff in owned facilities will help to reduce future costs.

The DOI conserves the Nation's cultural and heritage sites that reflect a rich and diverse history. The DOI safeguards our heritage for the generations that follow, to better understand our country and learn from our past. Many challenges exist in protecting and maintaining historic and archeological sites, especially with the impacts of weather on fragile sites and structures. Sites are exposed to changing weather conditions that cause damage and deterioration of the structures and sites and some locations are vandalized or accidentally damaged by visitors to federal lands.

The Road Construction Program maintains and operates the 29,000 miles of BIA-owned roads and bridges. These roads and bridges serve as the primary access points to tribal communities, without which critical resources and services would not reach tribal members.

The DOI will continue to improve and provide safe, functional, energy efficient, and universally accessible BIA facilities. The DOI is allocating funds to improve its Bureau of Indian Education (BIE) funded schools, and improve the learning environment of BIE students.

**Agency Priority Performance Goal:**

- ***By September 30, 2019, the Department of the Interior will improve the condition of its priority real property assets such that 82% are in the desired state of acceptable condition.***

Bureaus/ Offices	Key Performance Indicators	2022 Goal
PAM	Percent of priority assets in acceptable condition (i.e. meet investment objective)	84%
PAM	Amount of priority deferred maintenance (repair) needs/activities addressed (i.e. completed for that year)	\$1.2 billion
NPS	Value of NPS deferred maintenance work orders closed (\$000)	TBD
BIA, BLM, FWS, NPS	Percent of historic structures on DOI inventory in good condition	57%
BIA, BLM, BOR, FWS, NPS	Percent of museum collections on DOI inventory in good condition	59%
BIA, BLM, FWS, NPS	Percent of archaeological sites on DOI inventory in good condition	67%
BOR	Maintain a completion rate of 95% for Safety of Dam recommendations	95%
BIA	Percent of miles of BIA road in acceptable condition based on the Service Level Index	14%
BIA	Percent of BIA bridges in acceptable condition based on the Service Level Index	69%
BIE	Percent of students in BIE school facilities that are in acceptable condition as measured by the Facilities Condition Index	67%

**STRATEGY #2: Provide dependable and efficient information technology**

Information Management and Technology (IMT) provides modern and secure technology solutions to advance the DOI’s ability to deliver programs and services to the public and our customers. To do so, the DOI must protect its critical information assets from cyber exploitation and attack to ensure that employees and the public can rely on the confidentiality, integrity, and availability of the DOI’s data and information systems. The DOI is implementing advanced technologies that will increase visibility into its IMT environment, improve protections around our high-value information assets, and empower its workforce to better detect, respond, and recover from cyber-attacks and breaches. With a more secure computing environment in place, its employees can more easily obtain the tools and data they need to perform the mission securely efficiently and effectively, anywhere and anytime.

The DOI will continue to deploy and mature Continuous Diagnostics and Mitigation (CDM) capabilities that help to fortify its networks and systems. These capabilities provide the DOI with tools necessary to better identify cybersecurity risks on an ongoing basis, prioritize these risks based upon potential impacts, and enable cybersecurity personnel to mitigate the most significant problems first. Achieving the performance objectives will enable the DOI to meet the requirements of Presidential Executive Order 13800, “Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.” The DOI has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve

key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover.

The DOI is working collaboratively with its user community to understand operational needs better in the field, resulting in expanding network capabilities to improve connectivity in remote areas so employees can be as productive as possible. To improve collaboration, the DOI will enhance its Geospatial Platform capabilities, which is an internet-based tool for sharing trusted geospatial data with the public, government agencies, and partners to meet their mission needs. The DOI will also seek to deliver improved services at a lower cost by consolidating and standardizing IT services and systems, including consolidating and optimizing its data center and network operations and standardizing security, customer support, and administrative functions.

Offices	Key Performance Indicator	2022 Goal
PIO	Percent of unclassified network hardware and software assets appropriately authorized and managed	95%
PIO	Percent completion of DOI's Federal Information Technology Acquisition Reform Act (FITARA) Implementation Plan	100%

## APPENDIX A – ACRONYMS

APD	Application for Permit to Drill	I-READ	Interior Readiness (index)
APIPA	Association of Pacific Island Public Auditors	LHP	Landslide Hazard Program
APP	Annual Performance Plan	LIDAR	Light Detection And Ranging
APP&R	Annual Performance Plan and Report	LTRO	Land Title and Records Office
APR	Annual Performance Report	MMBF	Million Board Feet
ARPA	Archeological Resources Protection Act	MR&R	Major Rehabilitations and Replacements
AS-IA	Assistant Secretary for Indian Affairs	MRP	Mineral Resource Program
AS-IN	Assistant Secretary for Insular Affairs	MTS	Mineral Tracking System
AS-PMB	Assistant Secretary for Policy, Management, and	NAGPRA	Native American Graves Protection and
	Budget		Repatriation Act
BIA	Bureau of Indian Affairs	NAWQA	National Water Quality Assessment Program
BIE	Bureau of Indian Education	NCGMP	National Geologic Map Database
BLM	Bureau of Land Management	NEPA	National Environmental Policy Act
BOEM	Bureau of Ocean Energy Management	NFHS	National Fish Hatchery System
BOR	Bureau of Reclamation	NHPA	National Historic Preservation Act
BSEE	Bureau of Safety and Environmental	NIBRS	National Incident Based Reporting System
	Enforcement	NIMS	National Incident Management System
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act	NLCD	National Land Cover Database
CFR	Code of Federal Regulations	NOAA	National Oceanic and Atmospheric Administration
CFS	Cubic Foot per Second	NPS	National Park Service
CNMI	Commonwealth of the Northern Mariana Islands	NWRS	National Wildlife Refuge System
CWS	Community Water Systems	O&C	Oregon and California
DOI	Department of the Interior	O&M	Operations and Maintenance
EHP	Earthquake Hazard Program	OCS	Outer Continental Shelf
EPA	Environmental Protection Agency	OEPC	Office of Environmental Policy and Compliance
ERP	Energy Resource Program	OIA	Office of Insular Affairs
FASS-CMS	Financial Assistance and Social Services – Case Management System	OIG	Office of the Inspector General
FCI	Facilities Condition Index	OJS	Office of Justice Services
FRPP	Federal Real Property Profile	OLES	Office of Law Enforcement and Security
FRR	Facility Reliability Rating	OMB	Office of Management and Budget
FWS	Fish and Wildlife Service	OSG	Office of Self-Governance
GAO	Government Accountability Office	OSMRE	Office of Surface Mining Reclamation and Enforcement
GDP	Gross Domestic Product	OST	Office of Special Trustee
GIS	Geographic Information System	ONRR	Office of Natural Resources Revenue
GPRA	Government Performance Results Act	OPM	Office of Personnel Management
GPS	Geospatial Positioning System	OWF	Office of Wildland Fire
HHS	Department of Health and Human Services	PAM	Office of Acquisitions and Property
HMA	Herd Management Area		Management
HPPG	High Priority Performance Goal	PEM	Office of Emergency Management
ICWA	Indian Child Welfare Act	PEP	Office of Environmental Policy and Compliance

IGFOA	Island Government Finance Officers' Association	PFM	Office of Financial Management
		PHR	Office of Human Resources
IIM	Individual Indian Money	PIO	Office of the Chief Information Officer
ILCO	Indian Land Consolidation Office	ROW	Right of Way
ILCP	Indian Land Consolidation Program	SMART	Sustain and Manage America's Resources for Tomorrow
IMARS	Incident Management Analysis Reporting System	SMCRA	Surface Mining Control and Reclamation Act of 1977
		STEM	Science, Technology, Engineering and Mathematics
		T&E	Threatened and Endangered
		TFAS	Trust Financial Accounting System