



DRAFT

FY 2026-2030 Strategic Plan Draft Framework

U.S. DEPARTMENT OF THE INTERIOR

**Office of Planning and Performance
Management (PPP)**

Updated April 21, 2025



Strategic Plan Kick-Off

- **A bold, outcome-driven roadmap** for how we deliver impact for the American people.
- **Your role matters:** How do *you* see your organization contributing to these goals?
- **Focused on what success *looks like***—not just what we do, but what we achieve.
- **Strategic alignment across the organization**—enterprise work to achieve big goals.
- **Aggressive timeline ahead:** Our goal is to finalize and publish by October 1.
- **Let's build momentum—starting today.**



Everyone Has a Role in Delivering Outcomes

- Secretary and Deputy Secretary:** Set the vision and strategic goals for Interior, guiding our efforts to deliver on the President's priorities and serve the public with purpose.
- Assistant Secretary and Political Leadership:** Champion bold strategic direction, align vision with outcomes, and ensure we deliver meaningful results for the American people.
- Bureau and Office Leadership:** Drive collaboration across Interior, prioritize resources strategically, and lead with accountability to achieve shared outcomes.
- Bureau and Office Staff:** Recognize how your daily work advances Interior goals—your expertise and innovation are essential to making this plan real.
- Communities of Practice and Support Teams:** Be engines of progress—connecting insights, building evidence, managing risk, acquiring and managing data—and translating strategy into action.

DRAFT FY 2026-2030 Strategic Plan Framework

Strategic Goals	Strategic Objectives
Goal 1: Restore American Prosperity	Objective 1.1: American energy lowers costs and increases affordability
	Objective 1.2: Americans benefit from strategic use of the Nation's natural resources
	Objective 1.3: The Nation is positioned to use our natural resource assets for the future
Goal 2: Ensure National Security Through Infrastructure and Innovation	Objective 2.1: Interior resources protect people and property
	Objective 2.2: Infrastructure investments and modernization serve the public
	Objective 2.3: The Nation's water supply is clean and meets our needs
Goal 3: Enjoy Our Natural Resources While Ensuring They Remain Sound and Sustainable	Objective 3.1: Lands and waters provide opportunities for recreation
	Objective 3.2: Lands, waters, and American heritage are protected and conserved
	Objective 3.3: Restore lands and waters
	Objective 3.4: Species and natural resources are protected
Goal 4: Collaboration and Coordination Results in Better Outcomes for the Nation, States, and the People	Objective 4.1: Trust and treaty responsibilities to Tribes and native peoples
	Objective 4.2: Work collaboratively with states, partners, and governments
	Objective 4.3: Provide reliable, valuable science information to our partners
Management Accountability KPIs	Measures Presidential priorities for efficiency and effectiveness

Strategic Plan Timeline

- **April 14-May 16:** Department-wide kick-off
 - Assignment of objective owner (assistant secretary or designee)
 - Refine strategic objective strategies, bureau alignment, and performance measures
 - Inform public, tribal, and congressional engagement
 - Initial bureau and office data calls to identify bureau actions and data/baseline performance measures
 - Initial POB/PPP FY 2027 budget guidance and planning
 - Draft APG goal and impact statements (requires Secretary approval)
- **May 16-July 18:** Public, Tribal, and Congressional Feedback
- **May 30-July 15:** OMB submission and strategic review
 - APG goal and impact statements
 - Strategic plan goals, objectives, and strategies
- **July 21-August 1:** Final leadership review, inclusion of stakeholder and OMB feedback
- **August 3-October 1:** Final review, document production, and publication

Stakeholder and Tribal Engagement

May 15-July 18

- Tribal Consultation (Hawaiian and Insular)
 - Dear Tribal Leader Letters (30 day in advance) ~May 15, 2025
 - Consultation meetings (1-3 sessions) ~Week of June 16, 2025
 - Tribal follow up period (30 days) ~July 18, 2025
- Federal Register Notice (30 days) Issue on June 15 ~End July 18, 2025
- Congressional feedback (60 days) ~End July 18, 2025

Goal 1: Restore American Prosperity

Objective 1.1: American energy lowers costs and increases affordability

Proposed Objective Lead	• Assistant Secretary – Land and Minerals Management
Big Ideas and Public Message	• Target our National assets for the benefit of the American people. • Increase clean coal, oil, and gas production through faster and easier permitting, streamline processes, ROWs and strategic land exchanges. • Reduce the costs for grazing and other land uses
Key Strategies	• Secure the energy caseload • Support and incentivize energy production • Simplify leasing • Reform permitting, deregulate, and streamline NEPA • Use strategic land swaps and exchanges • Use AI for process improvements and efficiency
Potential Performance Measures	• Permit processing time • Land available for energy production • Outer Continental Shelf leased for energy production • Optimum energy production • Right-of-Way (ROW) agreements for power transmission
Contributing Organizations	• Bureaus: BIA, BLM, BOEM, BSEE, FWS, OIA, OSMRE, USBR, USGS • PMB Offices: BIL PMO, OEPC, ONRR, OCL, SOL

Goal 1: Restore American Prosperity

Objective 1.2: Americans benefit from strategic use of the Nation's natural resources

Proposed Objective Lead	• Assistant Secretary – Land and Minerals Management
Big Ideas and Public Message	• Grow the economy and reduce the cost of goods and services. • Release Federal holdings to allow state and local communities to reduce costs (housing). • Increase revenues from grazing, timber, critical minerals, gravel and other non-energy resources. • Support land management and water use for agriculture and reducing food costs.
Key Strategies	• Open new lands for use • Partner with stakeholders for best use of public lands • Reduce costs and regulations • Sound forest management • Land swaps/exchanges • Work with partners for the best use of land • Generate more revenue from lands and resources for the U.S. Treasury
Potential Performance Measures	• Lands producing revenue • Revenue produced from Interior lands • OCS acres available for mineral extraction • Cost of federal land use by industry
Contributing Organizations	• Bureaus: BIA, BLM, BOEM, BSEE, BTFA, FWS, NPS, OSMRE, USBR, USGS • PMB Offices: BIL PMO, ONRR

Goal 1: Restore American Prosperity

Objective 1.3: The Nation is positioned to use our natural resource assets for the future

Proposed Objective Lead	• Assistant Secretary – Water and Science
Big Ideas and Public Message	• Ensure future growth and prosperity, independence for energy, and secure sources for critical minerals. • Map, identify, and develop future resources to ensure future economic security. • Invest in innovative sciences, mapping, and technology • Quantify the total potential • The nation treats natural resources as national assets
Key Strategies	• Open Alaska and other Federal lands for mineral extraction • Map, identify, and develop future resources • Invest in new technology • Partner to get the best available data • Quantify the balance sheet
Potential Performance Measures	• Interior lands mapped for energy and minerals • Geothermal and hydropower investments • Value of assets in the balance sheet
Contributing Organizations	• Bureaus: BIA, BLM, BOEM, FWS, USBR, USGS • PMB Offices: BIL PMO, ONRR, PFM, PPA

Goal 2: Ensure National Security Through Infrastructure and Innovation

Objective 2.1: Interior resources protect people and property

Proposed Objective Lead	• Assistant Secretary – Policy, Management, and Budget
Big Ideas and Public Message	• Americans are safe and secure on public and tribal lands, and the border is secure. • We provide science information to community planners and responders so that they can make decisions for preparation and resilience. • Law enforcement, emergency management, wildland fire, science communication, and science tools (AI/GIS) ensure the safety of life and property.
Key Strategies	• Support law enforcement to protect people, assets, and the border • Manage wildland fire risks • Provide scientific data for emergency planning • Address cybersecurity and risk management • Build tribal capacity for law and justice services
Potential Performance Measures	• Law enforcement officer (LEO) coverage on federal lands • Violent Offense clearance rates • Lands managed for fire prevention • Lands restored after fire • Earthquake and volcano data available
Contributing Organizations	• Bureaus: BIA, BLM, BSEE, FWS, NPS, OIA, OIIA, USBR, USGS • PMB Offices: BIL PMO, OEM, OLES, OWF

Goal 2: Ensure National Security Through Infrastructure and Innovation

Objective 2.2: Infrastructure investments and modernization to serve the public

Proposed Objective Lead	• Assistant Secretary – Policy, Management, and Budget
Big Ideas and Public Message	• Reduce the footprint, upgrade facilities, and maximize the return on investment. • Reduce liabilities on the balance sheet (deferred maintenance). • Invest/divest where necessary for (more, safe, efficient reliable) service delivery ensuring safe and effective service delivery. • Ensure public lands facilities meet visitor needs
Key Strategies	• Invest in Infrastructure: Safety and operations of dams, fleet, bridges/roads, schools • Improve safety and operations • Build resiliency from natural disasters, cyber threats, and changing needs/demands • Improve BIE facilities and operations • Expand broadband access • Use certified project managers to ensure good program/project management • Use AI technology and advanced cyber protections
Potential Performance Measures	• Deferred maintenance inventory • Facility/asset divestment • Hydropower facilities in good condition • Cost savings/efficiency gained from infrastructure management • Savings from IT system consolidations
Contributing Organizations	• Bureaus: BIA, BIE, BLM, BOEM, FWS, NPS, OIA, USBR, USGS • PMB Offices: BIL PMO, OEM, OLES, OWF, PAM

Goal 2: Ensure National Security Through Infrastructure and Innovation

Objective 2.3: The Nation's water supply is clean and meets our needs

Proposed Objective Lead	• Assistant Secretary – Water and Science
Big Ideas and Public Message	• Ensure water supplies to support homes, businesses, and agriculture, recreation for today and for future needs. • Reliable water supplies, distribution, and delivery. • Partner with states and local communities to support drought response. • Develop science and mapping to enhance water/drought predictions. • Ensure aquifers are clean
Key Strategies	• Improve water delivery infrastructure and water O&M • Ensure water conservation and reuse • Enable tribal management of water resources • Build capacity for water management • Make water data available • Use certified project managers to ensure good program/project management
Potential Performance Measures	• Water delivery to states/communities/homes • Individuals with water rights • Water census data available
Contributing Organizations	• Bureaus: BIA, CUPCA, USBR, USGS, FWS, BLM, OSMRE • PMB Offices: BIL PMO

Goal 3: Enjoy Our Natural Resources While Ensuring They Remain Sound and Sustainable

Objective 3.1: Lands and waters provide opportunities for recreation

Proposed Objective Lead

- Assistant Secretary – Fish and Wildlife and Parks

Big Ideas and Public Message

- Increase access for hunting, fishing, boating, tourism, and other recreational activities
- Support local and gateway community economies
- Preserve American recreational heritage
- Native community traditional use

Key Strategies

- Promote hunting and fishing
- Expand recreation opportunities
- Increase and better manage trails
- Enhance digital resources for recreation planning
- Increase efficiency through public-private partnerships and volunteers

Potential Performance Measures

- Federal lands open to fishing and/or hunting
- Federal lands open to additional recreational uses (ATV, camping, Snowmobiles)
- Volunteer hours contributed
- Economic impact on gateway communities
- Land access/permitting through digital reservation systems
- Partnership agreements for recreational access

Contributing Organizations

- Bureaus: BLM, FWS, NPS, USBR, BIA, USGS
- PMB Offices: OEM, OLES, OWF, OSM

Goal 3: Enjoy Our Natural Resources While Ensuring They Remain Sound and Sustainable

Objective 3.2: Lands, waters, and American heritage are protected and conserved

Proposed Objective Lead	• Assistant Secretary – Fish and Wildlife and Parks • Assistant Secretary – Water and Science
Big Ideas and Public Message	• Ensure enjoyment and benefits from natural and cultural resources today and for future generations. • Celebrate American 250. • Manage land, water, and public sites through protection and conservation.
Key Strategies	• Celebrate and commemorate America's 250th anniversary • Assess and right-size monuments • Restore historic names • Return heritage lands and sites to the states • Repatriate artifacts to native communities
Potential Performance Measures	• Monuments assessed and correctly sized • Names restored on federal lands • Heritage lands and site returned to states • Artifacts repatriated to native communities
Contributing Organizations	• Bureaus: BIA, BLM, FWS, NPS, USBR, OIA • PMB Offices: OCL, OEM, OLES, SOL,

Goal 3: Enjoy Our Natural Resources While Ensuring They Remain Sound and Sustainable

Objective 3.3: Restore lands and waters

Proposed Objective Lead	• Assistant Secretary – Land and Minerals Management • Assistant Secretary – Policy, Management, and Budget
Big Ideas and Public Message	• Federal and state lands and water are restored and put to use. • Ensure safety from restored lands such as aquifers for community water. • Cleanup of prior pollution, legacy mines and wells ensuring safety and makes lands available for alternative uses such as recreation or other needs.
Key Strategies	• Cleanup abandoned coal mines, orphaned wells, and offshore wells • Protect communities impacted from negative environmental effects • Manage ecosystems through timber and wildfire management • Make lands available for alternative use • Support co-management with local stakeholders and tribes
Potential Performance Measures	• Closure and remediation of abandoned mine land sites • People exposed to potential hazardous abandoned mine land sites • Acid mine drainage treatment systems • Orphaned oil and gas wells closed or remediated • People exposed to potential hazardous orphaned oil and gas wells
Contributing Organizations	• Bureaus: BIA, BLM, BSEE, FWS, NPS, OSMRE • PMB Offices: BIL PMO, ORDA, OEPC, OWPO, OWF

Goal 3: Enjoy Our Natural Resources While Ensuring They Remain Sound and Sustainable

Objective 3.4: Species and natural resources are protected

Proposed Objective Lead

- Assistant Secretary – Fish and Wildlife and Parks

Big Ideas and Public Message

- Ecosystems are healthy, balanced, and thrive
- Hunting/fishing is a strategy for land/water management
- Use best applied science from all sources (Federal, state, local, tribes) for management
- Species Management: eliminate invasives, endangered species delisted, and support local decisions

Key Strategies

- Manage invasive species
- Delist endangered species that have recovered
- Support species populations and health
- Use sound science to manage
- Support co-management with local stakeholders and tribes

Potential Performance Measures

- Species delisted from endangered list
- Acres infested with invasive species; Acres with invasive species under control
- Lands that meet desired management plans
- Priority fish species meeting desired populations

Contributing Organizations

- Bureaus: BIA, BLM, CUPCA, FWS, NPS, OIA, USBR, USGS
- PMB Offices: BIL PMO, OSM, PPA, NISC, ONHR

Goal 4: Collaboration and Coordination Results in Better Outcomes for the Nation, States, and the People

Objective 4.1: Trust and treaty responsibilities to Tribes and native peoples

Proposed Objective Lead	• Assistant Secretary – Indian Affairs • Assistant Secretary – Insular and International Affairs
Big Ideas and Public Message	• Sovereignty and self-determination. • Ensure trust responsibilities and government to government relationships. • Support educational outcomes
Key Strategies	• Enable self-determination and self-governance • Support tribal co-management • Improve tribal education and student achievement • Expand opportunities for economic growth and energy development • Improve tribal consultations
Potential Performance Measures	• Tribal engagements in formal and informal consultations • Graduation rate within 4 years • Economic growth for native communities • Employment in native communities
Contributing Organizations	• Bureaus: BIA, BIE, BLM, BTFA, FWS, NPS, OIA, OSMRE, USBR • PMB Offices: BIL PMO, ONHR, ONNR, OSM

Goal 4: Collaboration and Coordination Results in Better Outcomes for the Nation, States, and the People

Objective 4.2: Work collaboratively with states, partners, and governments

Proposed Objective Lead	• Assistant Secretary – Policy, Management, and Budget
Big Ideas and Public Message	• Federal land/water management and development is response to the needs of partners. • Federal Government is not competing with states and partners, but balancing responding to local needs. • Do business through collaboration and Public-Private partnerships. • Be a good neighbor
Key Strategies	• Support public-private partnerships • Empower states and local communities in decision-making • Provide ROWs and strategic land swaps • Collaborate on fire management
Potential Performance Measures	• Federal land entrusted to state or local governments through land swaps and exchanges • Returned resources to state or local governments • Tribes with data sharing agreements • States with data sharing agreements
Contributing Organizations	• Bureaus: All • PMB Offices: All

Goal 4: Collaboration and Coordination Results in Better Outcomes for the Nation, States, and the People

Objective 4.3: Provide reliable, valuable science information to our partners

Proposed Objective Lead	• Assistant Secretary – Water and Science
Big Ideas and Public Message	• Supports the economy, city and community planning, and resiliency with sound and reliable data and science. • Provide science and tools that enable planning and predictions for agriculture, industry, cities, states, and tribes.
Key Strategies	• Share data to plan and prepare for environmental disasters • Improve tools, data, information, and collaboration • Use the best available science and information to inform decisions • Advance mapping and science • Use data sharing agreements
Potential Performance Measures	• Lands mapped in the National Geologic Map Database • Lands mapped using Earth MRI • Data sharing agreements
Contributing Organizations	• Bureaus: BIA, BLM, BOEM, BSEE, FWS, NPS, OSMRE, USBR, USGS • PMB Offices: OEM, OSM, OSF, OWF

Management Accountability KPIs

Reporting Organization	Key Performance Indicator (examples)
Grants (PGM)	• Cost savings from ending unnecessary and duplicative grants • Grants that meet or exceed intended goals • Processing times • Coverage of US states or other indicators
Contracts (PAM)	• Cost savings from ending unnecessary and duplicative contracts • Award timeliness
Facilities (PAM)	• Reduction in square footage • Number of leases canceled
Fleet (PAM)	• Reduction in unnecessary vehicles (electric vehicles)
IT Systems (OCIO)	• Cybersecurity • Consolidation and reduction of redundant IT systems • AI and adoption of technology
Deferred maintenance (PAM)	• Removal of unnecessary assets • Deferred maintenance backlog reduced
Employees (OHC)	• Reduction in unnecessary FTE/staff • Safety and Law Enforcement positions staffed • Fill rate critical vacancies, time to hire • Employees working in DOI facilities
Cost Savings	• Overall cost savings from removal of waste, fraud, and abuse
Regulatory burden reduction	• Number of regulations reduced • Government capacity/cost saving • Quantified reduction of burden on user
Permitting/Leasing	• Processing time reduction
Budget/finance	• Obligation rates, prior year balances
NEPA	• Processing time reduction • Reduction in required steps
Timeliness	• FOIA response, DTS product review
Consultation	• Number reduced through internal coordination • Change in satisfaction with improvements

Points of Contact

- Andrea Travnicek [REDACTED]
 - Senior Advisor to the Secretary
- Eva Vrana [REDACTED]
 - Deputy Assistant Secretary – Policy and Environmental Management
 - Performance Improvement Officer (PIO) role established in GPRAMA
- Patty Currier [REDACTED]
 - Deputy PIO, Evaluation Officer, Director of PPP office
- Andy Webb [REDACTED]
 - Supervisory Program Analyst, PPP office

PPP Community of Practice Meetings

- PPP will host Community of Practice meetings and office hours to review directions and guidance for updating:

Joint Performance and Evidence – May 6, 2025 2:00-3:00pm ET
(invite to follow)

Enterprise Risk Management – May 7, 2025 1:00-1:45pm ET



