



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 | <ul style="list-style-type: none">• Assistant Secretary – Land and Minerals Management |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Lands producing revenue• Revenue produced from Interior lands• OCS acres available for mineral extraction• Cost of federal land use by industry |
| Contributing Organizations | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Water and Science |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Interior lands mapped for energy and minerals• Geothermal and hydropower investments• Value of assets in the balance sheet |
| Contributing Organizations | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Policy, Management, and Budget |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Policy, Management, and Budget |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Water and Science |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Water delivery to states/communities/homes• Individuals with water rights• Water census data available |
| Contributing Organizations | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Fish and Wildlife and Parks• Assistant Secretary – Water and Science |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Monuments assessed and correctly sized• Names restored on federal lands• Heritage lands and site returned to states• Artifacts repatriated to native communities |
| Contributing Organizations | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Land and Minerals Management• Assistant Secretary – Policy, Management, and Budget |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Indian Affairs• Assistant Secretary – Insular and International Affairs |
| Big Ideas and Public Message | <ul style="list-style-type: none">• Sovereignty and self-determination.• Ensure trust responsibilities and government to government relationships.• Support educational outcomes |
| Key Strategies | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Tribal engagements in formal and informal consultations• Graduation rate within 4 years• Economic growth for native communities• Employment in native communities |
| Contributing Organizations | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Policy, Management, and Budget |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Assistant Secretary – Water and Science |
| Big Ideas and Public Message | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Lands mapped in the National Geologic Map Database• Lands mapped using Earth MRI• Data sharing agreements |
| Contributing Organizations | <ul style="list-style-type: none">• 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) | <ul style="list-style-type: none"> • 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) | <ul style="list-style-type: none"> • Cost savings from ending unnecessary and duplicative contracts • Award timeliness |
| Facilities (PAM) | <ul style="list-style-type: none"> • Reduction in square footage • Number of leases canceled |
| Fleet (PAM) | <ul style="list-style-type: none"> • Reduction in unnecessary vehicles (electric vehicles) |
| IT Systems (OCIO) | <ul style="list-style-type: none"> • Cybersecurity • Consolidation and reduction of redundant IT systems • AI and adoption of technology |
| Deferred maintenance (PAM) | <ul style="list-style-type: none"> • Removal of unnecessary assets • Deferred maintenance backlog reduced |
| Employees (OHC) | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Overall cost savings from removal of waste, fraud, and abuse |
| Regulatory burden reduction | <ul style="list-style-type: none"> • Number of regulations reduced • Government capacity/cost saving • Quantified reduction of burden on user |
| Permitting/Leasing | <ul style="list-style-type: none"> • Processing time reduction |
| Budget/finance | <ul style="list-style-type: none"> • Obligation rates, prior year balances |
| NEPA | <ul style="list-style-type: none"> • Processing time reduction • Reduction in required steps |
| Timeliness | <ul style="list-style-type: none"> • FOIA response, DTS product review |
| Consultation | <ul style="list-style-type: none"> • 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



