U.S. ENVIRONMENTAL PROTECTION AGENCY

OFFICE OF MISSION SUPPORT - ENVIRONMENTAL INFORMATION

TRIBAL STRATEGIC PLAN FY2023-2027













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OFFICE OF MISSION SUPPORT – ENVIRONMENTAL INFORMATION TRIBAL STRATEGIC PLAN FY23–27

Our Mission, Vision, Goals, and Guiding Principles form the Foundation for Our Five-Year Strategic Plan

OUR MISSION

To improve information management capabilities that support both EPA and federally recognized tribal environmental programs

OUR VISION

Information management business processes, services and resources are in place to maximize information available and accessible to federally recognized tribes and EPA to further the Agency's tribal environmental management goals

OUR GOALS



PARTNER

Strengthen partnerships to increase IT and IM capacity to support tribal environmental program implementation



AWARENESS

Increase stakeholder awareness of data management resources



STRENGTHEN

Strengthen tribal environmental agency and EPA data collection, sharing, and exchange through the Exchange Network



EXPAND

Expand the ability to manage, access, integrate and analyze environmental program information



IMPROVE

Improve the quality of information and data associated with managing tribal environmental programs

OUR OBJECTIVES

- Expand internal EPA collaboration to better leverage tribal environmental networks and improve approaches for more effective support of tribal environmental decision-making
- Increase communication with grantees, tribal environmental coalitions, and partnership groups to increase the number of tribes applying for grants
- Identify and address tribal information concerns through increased coordination with other federal agencies and partners
- Increase
 effectiveness of
 communication to
 tribes and internal
 stakeholders
 about existing EPA
 resources and the
 Exchange Network
- Increase opportunities for training, mentorship, and technical support for tribes and tribal agencies
- Evolve the Exchange Network Grant Program to better meet tribal needs
- assessments to improve execution of the Exchange Network Grant Program
- Utilize EPA's analytical tools to bring together tribal data sources from different programs to present a national picture
- Improve access to and support for software, tools, and technology
- Improve accuracy, discoverability, and quality of tribal data
- Improve consistency in how tribal data are collected across EPA's programs and regions

INTRODUCTION

The U.S. Environmental Protection Agency (EPA) Office of Mission Support-Environmental Information (OMS-EI) Tribal Strategic Plan: FY 2023-2027 provides the framework for working with tribes and EPA program offices to address tribal environmental program needs for environmental and health information management (IM), including data collection, management, and analysis. The plan ensures that OMS-EI's Tribal Program work is aligned to and integrated with EPA's activities to ensure the successful support of EPA's tribal partners. The strategic plan defines the five-year direction of OMS-EI's tribal program and will result in:

- Increased coordination and focus of internal EPA efforts to enhance tribal environmental IM capabilities.
- Expanded tribal environmental data management capacity.
- Increased access to EPA's information management tools and services for tribal environmental programs.

Background

The EPA and all federal agencies have a federal trust responsibility with federally recognized tribes. EPA policies and guidance discuss how the agency should work with tribes on a government-to-government basis to implement environmental programs and regulations in Indian country and Alaska. EPA was one of the first federal agencies with a formal policy specifying how it would interact with tribal governments and consider tribal interests in carrying out its programs to protect human health and the environment. The EPA Policy for the Administration of Environmental Programs on Indian Reservations (EPA's 1984 Indian Policy) forms the cornerstone of EPA's Indian Program. EPA works with tribes as partners to protect human health and the environment and supports tribes in building, managing, and implementing their environmental programs. Environmental information plays a key role in environmental protection, health, and tribal sovereignty.

Mission: What We Do

The Office of Information Management (OIM) within OMS-EI leads the OMS-EI tribal program and provides ongoing support and outreach to federally recognized tribes, tribal organizations, and EPA programs and regions in their efforts to ensure appropriate use of tribal data and information in environmental decision making. OIM Tribal Staff work in partnership with OMS-EI Offices, EPA program offices (including EPA's Office of International and Tribal Affairs' (OITA) American Indian

MISSION

To improve information management capabilities that support both EPA and federally recognized tribal environmental programs.

Environmental Office (AIEO)), and regions to implement the OMS-EI Tribal Program. The OIM team:

 Advises EPA National Program Managers (NPMs), regions, and OMS offices on how to integrate tribal input on information management into program planning and decision making.

- Participates on internal and external workgroups to provide an EPA enterprise level perspective on tribal IM requirements and concerns and recommend solutions that align across the agency.
- Collaborates with the Exchange Network (EN) Grant Program to develop grant opportunities for tribes that increase their data management capacity.
- Increases tribal information management capabilities through access to data collection and analytical tools, training, mentoring, and technical assistance.

Vision: Our Future State

In partnership with EPA NPMs and OMS-EI Offices, OIM will work to improve business processes and approaches to increase tribal capacity to collect, store, exchange and analyze environmental and health information as well as strengthen EPA's tribal environmental management goals.

GOALS

In 2021, OIM staff hosted a series of listening sessions with

internal EPA partners and tribal environmental professionals to gain a better understanding of tribal data, information technology (IT), and IM needs. In the context of this plan, IM refers to the collection and management of information and IT refers to applying data management technology to improve information management, such as software training and applying technology to support IM, especially for projects funded through the EN grants program. <u>Appendix A</u> provides the findings from these listening sessions.

Based on the findings from the listening sessions, OIM will collaborate with the EPA program offices and regions on the following five goals to achieve the future vision for OMS-EI's Tribal Program:

- 1. Strengthen partnerships to increase IT and IM capacity to support tribal environmental program implementation.
- 2. Increase stakeholder awareness of data management resources.
- 3. Strengthen tribal environmental agency and EPA data collection, sharing, and exchange through the Exchange Network.
- 4. Expand the ability to manage, access, integrate, and analyze environmental program information
- 5. Improve the quality of information and data associated with managing tribal environmental programs.

The following sections lay out each goal and supporting objectives and outline the activities OIM will undertake to achieve the goals.

VISION

Information management business processes, services and resources are in place to maximize information available and accessible to federally recognized tribes and EPA to further the Agency's tribal environmental management goals.

Goal 1: Strengthen partnerships to increase IT and IM capacity to support tribal environmental program implementation

Partnerships are key to OIM's work to increase IT and IM capacity necessary for tribal environmental program implementation. OIM collaborates internally with EPA program offices and regions, and externally with tribal grantees, coalitions, partnership groups, and other federal agencies. These partnerships are crucial for communicating available resources to tribes.

Objective 1.1: Expand internal EPA collaboration to better leverage tribal environmental networks and improve approaches for more effective support of tribal environmental decision-making

Objective 1.2: Increase communication with grantees, tribal environmental coalitions, and partnership groups to increase the number of tribes applying for grants

Objective 1.3: Identify and address tribal information concerns through increased coordination with other federal agencies and partners

Goal 2: Increase stakeholder awareness of data management resources

During the tribal listening sessions, OIM learned there is a lack of awareness of available IM capacity building resources. OIM staff will strengthen the effectiveness of communications to tribes and external stakeholders about IT and data management resources.

Objective 2.1: Increase effectiveness of communication to tribes and internal stakeholders about existing EPA resources and the Exchange Network

Objective 2.2: Increase opportunities for training, mentorship, and technical support for tribes and tribal agencies

Goal 3: Strengthen tribal environmental agency and EPA data collection, sharing, and exchange through the Exchange Network

Tribal capacity to effectively collect, share, and exchange data is critical for successful tribal environmental programs. The EN enables tribal agencies to share data with EPA and other Network partners securely; however, the listening sessions showed that OIM needs to increase awareness and better illustrate how tribes can leverage the EN Grants Program to support tribal environmental and health information needs.

Objective 3.1: Evolve the Exchange Network Grant Program to better meet tribal needs

Objective 3.2: Conduct assessments to improve execution of the Exchange Network Grant Program

Goal 4: Expand the ability to manage, access, integrate, and analyze environmental program information

EPA stakeholders indicate they need a national view of regulated and program activities occurring across tribal lands to increase cross program coordination and information sharing to improve programmatic decision making. In addition, as environmental questions and problems become more complex, EPA and tribes need the ability to integrate and analyze data in increasingly more sophisticated ways. This includes ensuring that tribes have the right information to make appropriate and credible cases to effectively manage their environmental programs.

Objective 4.1: Utilize EPA's analytical tools to bring together tribal data sources from different programs to present a national picture

Objective 4.2: Improve access to and support for software, tools, and technology

Goal 5: Improve the quality of information and data associated with managing tribal environmental programs

Quality data are essential for making informed and consistent environmental and public health decisions. Stakeholders identified the lack of consistent key data as a major impediment for managing environmental programs in Indian country. They also indicated that a robust governance structure coupled with increased collaboration across EPA programs is needed for improved data curation and enhanced use of tribal environmental data within the agency and by tribal programs.

Objective 5.1: Improve accuracy, discoverability, and quality of tribal data

Objective 5.2: Improve consistency in how tribal data are collected across EPA's programs and regions

IMPLEMENTATION

OIM, as the lead for the OMS-EI Tribal Program, will implement this strategic plan through a collaborative approach with its EPA partners and tribal stakeholders. Appendix B lays out the activities OIM and its partners will undertake to achieve the goals and objectives outlined in this plan and the anticipated fiscal year the work will be initiated. OIM will conduct an annual workplan process to layout the activities it will undertake each year to support the realization of the goals and objectives in this plan.

APPENDIX A: Findings from FY 21 Listening Sessions

In 2021, OIM hosted a series of listening sessions with internal EPA partners and tribal environmental professionals to gain a better understanding of tribal data, IT, and IM needs. The following highlights the key findings from these discussions, which OIM used as a basis to craft the goals and objectives in this strategic plan.

Findings from Tribal Listening Sessions

- 1. Many tribal environmental agencies need expanded training and technical support for staff on data and IT management topics, including developing, using, and maintaining databases, analytical tools, and associated infrastructure.
 - Tribal environmental programs need more training on EPA systems and how they can be accessed, as well as more advance notice of planned changes to these systems to keep up with the complexity of evolving EPA database interfaces.
- 2. There is limited awareness about the EN, the EN Grant Program, and other critical resources available via the EN Tribal Cooperative Agreement for supporting capacity building in the data management and IT arena.
 - Increased collaboration with existing internal and external groups could help promote these resources.
 - Lack of understanding of the value of the EN to tribal environmental programs may decrease tribal engagement in the EN and applications to the grant program.
- 3. Lack of data standardization, and inconsistencies in how data are collected and labeled, makes it difficult to search, access, and analyze information needed for environmental management.
 - Increased collaboration across EPA and tribal programs, as well as a robust governance structure guiding data standardization, could lead to improved data curation and enhanced use of tribal data within the agency and by tribes.
- 4. Concerns with data sharing, including security, ownership, and the potential for misuse are significant for tribes. These concerns should be considered, and solutions or strategies provided to uphold tribal sovereignty and recognize tribes' unique needs.
- 5. Limited funding is a critical challenge for tribal environmental programs that affects all aspects of programming, including data management capacity and infrastructure.
 - Lack of operations and maintenance (O&M) funding to sustain planning and development efforts may deter tribes from applying for EN grants. Including O&M funding within EPA program formula grants to sustain the investments made through planning and development grants, such as the EN grants program, is critical.

Findings from Discussions with EPA Offices

- 1. The lack of a governance structure or standard methods for collecting and managing tribal environmental data, including metadata elements, hinders cross program discovery and analysis.
- 2. There is a lack of awareness by EPA organizations of the total scope of other EPA offices' tribal environmental program work, including available grants and who to contact with questions (both internally and externally).
- 3. All NPMs would benefit from leveraging tribal work and training opportunities and increasing the awareness of tribal programs and trainings via a centralized location, such as a training website, and/or an Agency-wide tribal help desk.
- 4. The agency needs improved internal communication about the EN, training, grants, and other available resources and how these can be leveraged by tribal agencies and organizations.
- 5. Leveraging and increasing collaboration with existing tribal partners, EPA organizations, and other federal agencies would improve data exchange and awareness of EPA resources.
- 6. EPA needs to work with other federal agencies to develop strategies/policies on collecting tribal data for implementation of agency programs that incorporate guidance on meeting tribes' data sovereignty.

Appendix B: Goals, Objectives, and Projects

The following are the activities OIM, as the lead for the OMS-EI Tribal Program, will undertake to achieve the goals and objectives outlined in this plan. Each activity includes a description and the anticipated fiscal year the work will be initiated. Some of the activities were initiated in FY 22 during the development of this plan. OIM will work in collaboration with its EPA partners and tribal stakeholders to implement the activities and will develop an annual work plan that outlines the lead, key partners, and milestones for each activity.

Goal 1: Strengthen partnerships to increase IT and IM capacity to support tribal environmental program implementation

Objective 1.1: Expand internal EPA collaboration to better leverage tribal environmental networks and improve approaches for more effective support of tribal environmental decision-making

- Strengthen Partnership with Regional Exchange Network Coordinators (RENCs). Conduct targeted discussions with the RENCs on how to increase engagement with tribal EN grantees, including increasing participation in annual Regional EN Grantee meetings. (FY 22-23)
- O & M Grant Funding Analysis: Partner with the National Program Managers (NPMs) to conduct an analysis of the NPM formula grants to assess opportunities to include O&M funding to support the data management and IT systems necessary to maintain projects developed under the EN grants. (FY 22-23)
- Internal Listening Sessions: In collaboration with the RENCs and EPA Tribal Program Coordinators, conduct one to four listening sessions annually with tribes and EPA's Direct Implementation (DI) leads to learn about their challenges and successes with tribal data management.
 - OIM will use this information to effectively incorporate these requirements into annual workplans and the EN Grant Solicitation Notice (SN) opportunities. (Annually FY 23-27)
 - OIM will work with NPMs to better illustrate to tribes how EN grants can support media/program specific work.

Objective 1.2: Increase communication with grantees, tribal environmental coalitions, and partnership groups to increase the number of tribes applying for grants

- Marketing Campaign: Increase presentations and dialogs at Regional Tribal Operations Committee
 (RTOC) meetings, through combined efforts of EPA, the Institute for Tribal Environmental Professional's
 (ITEP), and the Tribal Exchange Network Group (TXG) to increase knowledge of the EN and EN grant
 programs with the goal of increasing the number of tribes applying for grants. (FY 22-27)
- External Listening Sessions:
 - On a rotating basis, OIM and the RENCs will host one-on-one meetings with each tribal grantee to directly hear from them the effectiveness of grants received at meeting their information management needs and to identify any remaining gaps.
 - OIM will also host one to four broader listening sessions annually to identify tribal data exchange requirements and challenges.

 Media Specific Program Sessions: Design media-specific program sessions for tribes to illustrate how EN grants can support media/program specific work. (FY 23-24)

Objective 1.3: Identify and address tribal information concerns through increased coordination with other federal agencies and partners

• Increase awareness of federal forums: Work with federal and tribal partners to identify tribal data or services that can benefit EPA's tribal program such as working with the Department of the Interior (DOI) on tribal boundary data.

Goal 2: Increase stakeholder awareness of data management resources

Objective 2.1: Increase effectiveness of communication to tribes and internal stakeholders about existing EPA resources and the Exchange Network

- Communications Strategy: Develop and implement a Tribal Program communications strategy that
 outlines various approaches for increasing awareness of resources available for supporting tribal
 information management and capacity building (includes the marketing campaign in Objective 1.2). (FY
 23-24)
- Redesign <u>OMS-EI tribal website</u> to improve the usability and accessibility of available resources. (FY 23-24)
 - List the RENCs' contact information on the EN grant program, Tribal Exchange Network, and other websites relevant to OIM activities.
- **Draft Success Stories and StoryMaps:** Collaborate with tribal grantees, NPMs, and regions to identify and draft success stories and StoryMaps, such as the Penobscot Indian Nation Exchange Network StoryMap, and publish them through the NPMs' and ITEP's websites and social media presences to increase the understanding of the value of the EN, the available resources, and the use of tribal data. (Target: One in FY 23-24)

Objective 2.2: Increase opportunities for training, mentorship, and technical support for tribes and tribal agencies

- Training Analysis: Conduct an analysis of current program office and regional tribal trainings and
 mentorship opportunities focused on IM and IT to identify gaps and opportunities to expand and/or
 leverage current programs. In the context of this plan, IT refers to training on the use of data
 management technology and software to improve information management and applying technology to
 support IM, including projects funded through the EN grants program. (FY 23-24)
- Develop Annual Training Plan: Develop an annual training plan to expand the number of annual
 trainings and technical support opportunities for tribal staff on data management and IT topics through
 the ITEP Cooperative Agreement. Ensure that both beginner and advanced level IM topics are included
 in curriculum development and current technology is used including recordings, self-paced etc. (FY 2327)
 - Expand the train-the-trainer programs to expand the network of available trainers as well as the number of courses available to the tribal community. (FY 23-24)

- Work with the TXG and NPMs to identify program specific training that can be given within the Tribal Data Academies, such as the Office of Research and Development's (ORD) Assist Program and the Office of Water's (OW) Assessment and Total Maximum Daily Load (TMDL) Tracking and Implementation System (ATTAINS) training. (FY 23-24)
- Ensure all OIM funded trainings will be made available online and include self-paced options to accommodate both beginner and advanced level topics.
- **Develop Mentorship Plan:** Develop a plan to expand IM technical assistance/mentorship opportunities through the cooperative agreement with ITEP and TXG. Highlight current mentorships through the redesigned OMS-EI tribal website, ITEP listserv and NPM tribal networks. (FY 23-24)
 - OIM will continue to strengthen mentorship support as part of capacity building opportunities in the EN Grant SN.
 - This will include identifying tribal grantees with the most EN experience and ascertain their interest in serving as mentors.
 - Tribal Coalitions and consortia who have received grants focusing on training and mentoring will be targeted and lessons learned from their mentoring approaches will be incorporated into the mentoring expansion strategy.
 - Those interested in serving as mentors will be highlighted on the redesigned OMS-EI tribal website,
 ITEP listserv and NPM tribal networks.

Goal 3: Strengthen tribal environmental agency and EPA data collection, sharing, and exchange through the Exchange Network

Objective 3.1: Evolve the Exchange Network Grants Program to better meet tribal needs

• **Update EN Grant Program SN:** Update the capacity building section of the EN Grant Program SN to have a greater emphasis on developing more modern approaches to data exchange that involve fewer capital investments. (FY 23)

Objective 3.2: Conduct assessments to improve execution of the Exchange Network Grant Program

- IM Priority Grants Analysis: In partnership with AIEO and the Office of Grants and Debarment (OGD), OIM will analyze current agency grants to understand the number and/or names of tribes interested in working in IT and data management. This will include analyzing how to leverage EPA Tribal Environmental Plans (ETEPs) to annually tag tribal data and IT management priorities and determine whether funding opportunities that address these priority needs can be included within the EN SN. OIM will conduct targeted grant opportunity outreach to tribes based upon identified priorities. (FY 24)
- **O&M Grant Funding Analysis**: Conduct an analysis of the NPM formula grants to assess opportunities for inclusion of data management and IT O&M. OIM will utilize the results to discuss with NPMs options for including full lifecycle support for data and IT solutions created for their programs through EN grants. OIM will also consider making the inclusion of O&M funding in NPM grants a condition for having a funding opportunity within the EN Grant Program SN. (FY 22-23)
- **Post Award Assessment:** Conduct an in-depth, post award assessment of EN grants awarded to tribes over the last five years to assess how the grants have impacted tribal business practices.

- Analyze how well EN grantees accomplished the work they set out to do, what technical barriers they encountered, and how the new technologies and focus areas integrate with existing services. The analysis will be used to assist in understanding how grants have benefited tribes and where improvements need to be made. (FY 22)
- EN Participation Incentives: Expand creative ways to incentivize new partners and acknowledge their participation, such as expanding funds for mentoring opportunities, availability of free training, and free travel to EN conferences. (FY 24)

Goal 4: Expand the ability to manage, access, integrate, and analyze environmental program information

Objective 4.1: Utilize EPA's analytical tools to bring together tribal data sources from different programs to present a national picture

- EPA Analytical Tool Assessment: Explore the use of EPA's analytical tools, such as the Data
 Management Analytics Platform (DMAP) and the <u>GeoPlatform</u> to combine and analyze tribal data sets
 and present a national picture of the environment on tribal lands. The analysis will result in determining
 the accurate number and types of regulated entities, pollution sources, remediation activities, and
 compliance and monitoring needs in Indian country. (FY 23-24)
- **EJSCREEN Enhancements:** With the Office of Environmental Justice and External Civil Rights (OEJECR) and AIEO, identify additional data sets or capabilities that can be added to EJSCREEN to better assist tribes and EPA in implementing environmental justice activities. (FY 22- 23)

Objective 4.2: Improve access to and support for software, tools, and technology

- Increase Usage of Data Services: Work with OMS-El's Office of Customer Advocacy, Policy, and Portfolio
 Management (OCAPPM) and the Office of Digital Services and Technical Architecture (ODSTA) to
 promote adoption of open-source options and services, such as the TRIBES Names service and tribal
 boundary services, and target discussion of them through the Federal Information Technology
 Acquisition Reform Act (FITARA) and annual IT Portfolio Review (ITPR) processes to expand adoption by
 EPA systems. (FY 23-24)
- Access to EPA Analytical Tools and Databases: With program office sponsorship, OM-EI will explore
 how to provide tribes with access to EPA analytical tools and databases for storing and analyzing their
 data. (FY 23-24)
- Tools, Services and Licenses: Work with EPA program and regional offices to identify and communicate
 appropriate tools and services that can be leveraged by tribes to improve decision making. Work with
 the EPA programs and regions to explore increasing and expanding software tool and license support.
 (FY 23-24)

Goal 5: Improve the quality of information and data associated with managing tribal environmental programs

Objective 5.1: Improve accuracy, discoverability, and quality of tribal data

- Quality Assurance Project Plans and Quality Management Plans: Coordinate with OMS-EI's Office of
 Enterprise Information Programs (OEIP) to ensure they consider tribal feedback as they revise EPA
 requirements and guidance for Quality Assurance Project Plans (QAPP) and Quality Management Plans
 (QMP). OIM will support OEIP through tribal engagement and consultation opportunities related to the
 EPA Quality Program. (FY 22-23)
- Tribal Flags: Work with ODSTA, the Chief Data Officer (CDO), AIEO, program offices, and regions to
 assess if the use of flags is the most effective way to tag tribal data and clarify definitions for the types of
 tribal flags used. (FY 24)
 - Stakeholders indicated that the lack of standard definitions for tribal flags, symbols that highlight tribal data within a data system, inhibit the ability to easily correlate or locate relevant tribal data needed by EPA and tribes for environmental program management to view information in Indian country. This analysis will identify options for describing tribal facility ownerships as well as tribal land ownership.
- Latitude/Longitude Data: Latitude and longitude data are missing or inaccurate for many facilities on tribal lands regulated under EPA programs, which inhibits accurate assessments of program coverage and environmental conditions in Indian country.
 - OIM tribal staff will collaborate on agency-wide efforts to obtain input on missing or inaccurate latitude/longitude data for facilities in Indian country to increase the accessibility, completeness, and accuracy of facility data on tribal lands. (FY 24-25)
 - Work with the regions, AIEO, and Bureau of Indian Affairs (BIA) to investigate solutions to improve the accuracy of Geospatial Information System (GIS) map layers that describe tribal lands outside of the known reservation boundaries, including subsistence gathering and hunting land. (FY 24-25)

Objective 5.2: Improve consistency in how tribal data are collected across EPA's programs and regions

• Standards and Procedures for Collecting and Maintaining Tribal Data: Based on ODSTA's enterprise analysis to better understand who in the agency is collecting tribal data, why the data are collected, what needs to be collected, how the data can be utilized, and how the data are maintained, support ODSTA and the CDO in their development and implementation of a Recommendations report. (FY 22-24)

APPENDIX C: ACRONYMS

- AIEO American Indian Environmental Office
- ATTAINS Assessment and Total Maximum Daily Load (TMDL) Tracking and Implementation System
- BIA Bureau of Indian Affairs
- CDO Chief Data Officer
- DI Direct Implementation
- DMAP Data Management Analytics Platform
- DOI Department of the Interior
- EJSCREEN Environmental Justice Screening and Mapping Tool
- EN Exchange Network
- EN SN Exchange Network Grant Solicitation Notice
- EPA Environmental Protection Agency
- ETEPs EPA Tribal Environmental Plans
- FITARA Federal Information Technology Acquisition Reform Act
- GIS Geospatial Information System
- IM Information Management
- IT Information Technology
- ITEP Institute of Tribal Environmental Professionals
- ITPR IT Portfolio Review
- NPM National Program Manager
- O&M Operations and Maintenance
- OCAPPM Office of Customer Advocacy, Policy and Portfolio Management
- ODSTA Office of Digital Services and Technical Architecture
- OEIP Office of Enterprise Information Programs
- OIM Office of Information Management
- OEJECR Office of Environmental Justice and External Civil Rights
- OITA Office of International and Tribal Affairs
- OMS-EI Office of Mission Support-Environmental Information
- ORD Office of Research and Development
- OW Office of Water
- QAPP Quality Assurance Project Plan
- QMP Quality Management Plan
- RENC Regional Exchange Network Coordinator
- RTOC Regional Tribal Operations Committee
- TMDL Total Maximum Daily Load
- TXG Tribal Exchange Network Group