



U.S. Department of the Interior

PRESIDENTIAL TRANSITION 2024-2025

Briefing Book

This PDF file represents a version of the Digital Briefing Book on the DOI Presidential Transition Resources 2024-2025 SharePoint site as of 11/12/2024.



Introduction

The U.S. Department of the Interior (Interior) was created in 1849 and is the Cabinet-level agency that manages the nation's public lands and minerals, national parks, national wildlife refuges and western water resources, and upholds federal trust responsibilities to Indian Tribes and Alaskan Natives. It is also responsible for migratory 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.

Interior

Manages

- Over 480 million acres of the land area of the United States, or about 20 percent of the total U.S. land area
- 750 million acres of subsurface minerals
- Over 2.5 billion acres of the Outer Continental Shelf

Provides

- Services to more than two million Native Americans
- Water to 31 million people for municipal, rural, residential, and industrial uses
- Water to 1 out of every 5 western farmers

Owns

- Over 42,000 buildings, 80,000 structures, and nearly every type of asset found in a local community
- More than 2,500 dams and dikes and more than 100,000 miles of roads
- More than 209 million museum objects including artwork, artifacts, documents, and scientific specimens

The total replacement value for all Interior assets exceeds \$310 billion. Many of these assets have historic or cultural significance that support Interior's mission and are important to our nation's heritage.

Operates

- 2,400 regional and field offices
- 431 units of the National Park System
- 572 National Wildlife Refuges
- 71 National Fish Hatcheries
- 51 National Conservation Areas and National Monuments
- 183 Elementary and Secondary Native American schools and two Tribal Colleges
- 294 reservoirs that allow for 10 trillion gallons of water to be delivered to Americans in the West each year

Receipts

- \$14.6 billion in oil and gas revenues (FY2023)
- \$7.0 billion in other revenues (FY2023)
- \$610.2 million in renewable energy revenues (FY2023)

Economic Impact

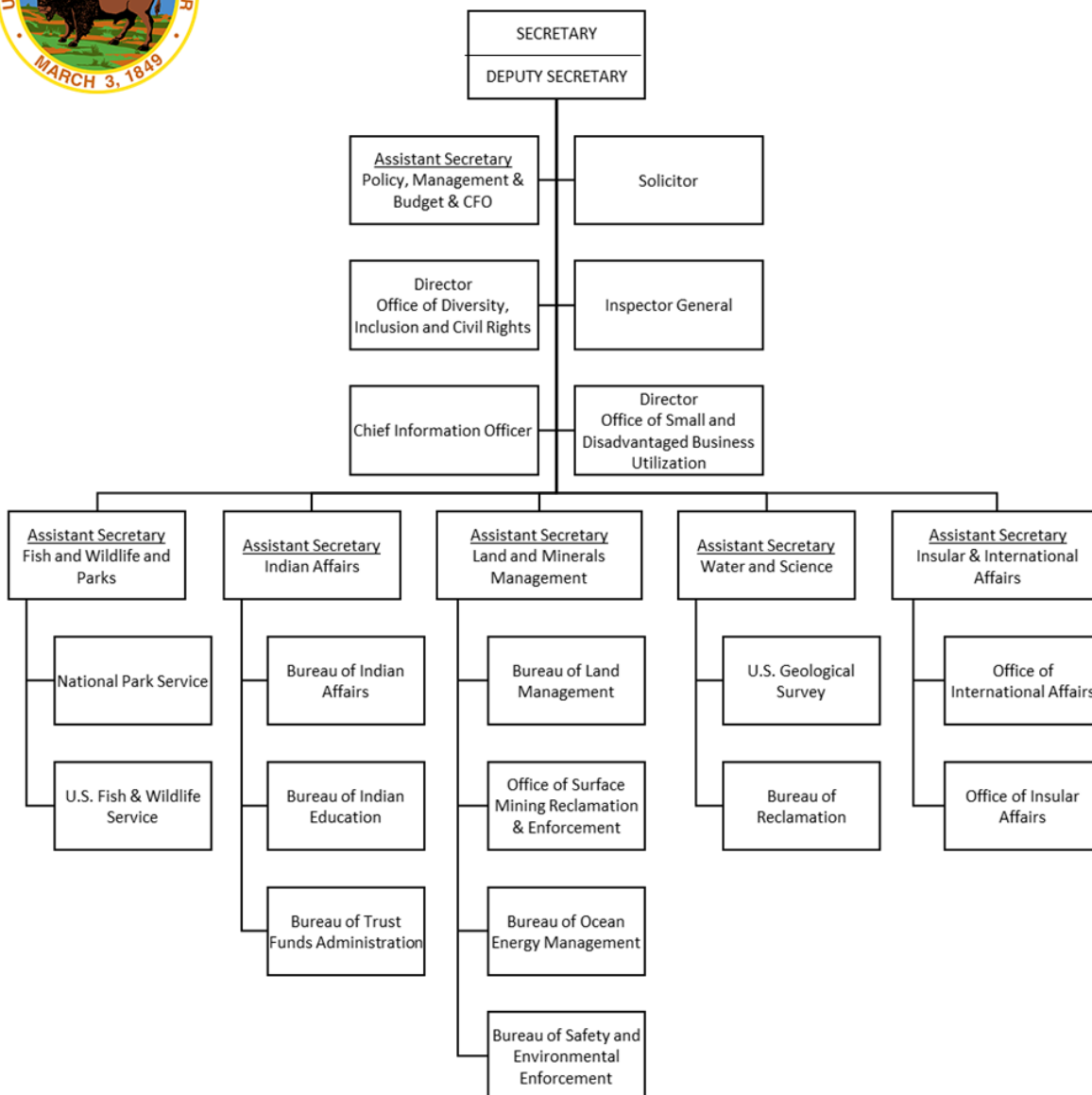
In FY2023, Interior-managed lands, waters, and facilities produced an estimated:

- 1.3 billion barrels of crude oil
- 5.1 trillion cubic feet of natural gas
- 251 million tons of coal
- 36.5 terawatt-hours of hydroelectric energy
- 3.8 terawatt-hours of geothermal energy
- 370,094,000 board feet of timber

The following provides a snapshot of the organizational structure of Interior.



DEPARTMENT OF THE INTERIOR



DOI Bureau and Office Overviews

Assistant Secretary—Land and Minerals Management



Bureau of Land Management (BLM)

- Making use of the nation's domestic energy and mineral sources, including renewable and conventional energy.
- Providing outdoor recreation opportunities that are key to the nation's heritage and economy.
- Managing working landscapes for commercial activities.



Bureau of Ocean Energy Management (BOEM)

- Manages energy, mineral, and geological resources on the Outer Continental Shelf (OCS).
- Administers 2,353 active fluid mineral leases on over 12.8 million OCS acres.
- Oversees 2 percent of the natural gas and 15 percent of the oil produced domestically in FY24.

- Developing and maintaining strong partnerships with local, and private stakeholders in shared conservation



Bureau of Safety and Environmental Enforcement (BSEE)

- Promotes safe and environmentally responsible oil, gas, and renewable energy development on the U.S. Outer Continental Shelf (OCS) through vigorous regulatory oversight and enforcement operations.
- Conducts inspections, permitting, incident investigations, equipment failure analysis, oil spill preparedness, and safety and environmental enforcement activities aimed at promoting a robust offshore energy safety culture and reducing risks to workers and the environment.
- Supports the use of sound science to advance OCS energy activities, including high pressure high temperature resource development, renewable energy and carbon sequestration.

- Oversees lease and grant issuance and plan reviews for offshore renewable energy projects.
- Has leased over 2.8 million acres of the OCS for offshore wind development.
- Has completed 70 coastal restoration projects and restored approximately 491 miles of shoreline in 8 states.
- Has funded more than \$1.25 billion in scientific research since 1973.



Office of Surface Mining Reclamation and Enforcement (OSMRE)

- Ensures through a nationwide regulatory program that coal mining is conducted in a manner that protects communities and the environment.
- Restores the land to beneficial use following mining.
- Mitigates the effects of past mining by aggressively pursuing reclamation of abandoned coal mine lands.

Assistant Secretary—Water and Science



Bureau of Reclamation (BOR)

- Manages, develops, and protects water and related resources in an environmentally and economically sound manner.
- Largest wholesale water supplier and manager in the nation, managing 491 dams and 338 reservoirs.
- Delivers water to 1 in every 5 western farmers for more than 10 million acres of irrigated land and provides water to over 31 million people for municipal rural, residential, and industrial uses.



U.S. Geological Survey (USGS)

- Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, landslides, wildland fire, drought, and coastal marine hazards.
- Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, and environmental effects.
- Conducts reliable scientific research on land resources, mineral assessments, environmental health, species management, biological threats, and water resources to inform effective decision making and planning.
- Provides science information and tools that support natural resource decisions relevant to environmental changes and their impacts on fish, wildlife, water, land, and people.
- Produces topographic, geologic hydrographic, and biogeographic data and maps.

Assistant Secretary—Fish and Wildlife and Parks

U.S. Fish and Wildlife Service (FWS)

National Park Service (NPS)



- Manages 95 million acres of lands and 740 million acres of submerged lands and waters of the National Wildlife Refuge System, primarily for the benefit of fish and wildlife.
- Hosts about 68 million visitors annually at more than 572 refuges and 38 wetland management districts located in all 55 states and territories.
- Manages 71 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries populations.
- Protects and conserves migratory birds, threatened and endangered species, and certain marine mammals.
- Enforces federal wildlife laws and regulates international wildlife trade.
- Manages and distributes over a billion dollars each year to states, territories and tribes for fish and wildlife conservation.



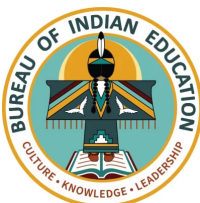
- Maintains and manages a system of 431 natural, cultural, and recreational sites covering more than 85 million acres for the benefit and enjoyment of the American people.
- Manages and protects over 27,000 historic and prehistoric structures, more than 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.
- Provides outdoor recreation to nearly 322 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.

Assistant Secretary—Indian Affairs



Bureau of Indian Affairs (BIA)

- Administers federal Indian policy and fulfills Indian trust responsibilities.
- Promotes Tribal self-determination and self-governance on behalf of 574 federally recognized Indian Tribes.
- Funds self-determination compacts and contracts to support all federal programs including education, law enforcement, and social service programs that are delivered by Tribal Nations.



Bureau of Indian Education (BIE)

- In partnership with Indigenous Nations, the BIE promotes a culturally based, holistic education that prepares and empowers students to be healthy and successful.
- Operates and/or oversees 183 bureau-funded elementary and secondary schools on 64 reservations in 23 states, serving approximately 40,000 Indian students.



Bureau of Trust Funds Administration (BTFA)

- Manages the financial assets of American Indians held in trust.
- Disburses more than \$1 billion annually with more than \$8 billion under active day-to-day management and investment on behalf of Tribes and individuals.
- Maintains the official archive of American Indian Records. This program safeguards millions of original, historic documents that detail the federal government's treaty obligations to Native Americans.

Assistant Secretary—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.
- Administers and oversees U.S. federal assistance to the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau, and provides technical and financial assistance to all the Insular Areas.

DOI Regional Structure

To better serve the American public and implement more effective land and water management, in 2018 the Department of the Interior reorganized into 12 unified Interior Regions. By uniting the Department's 2,400 regional and field offices under common geographic boundaries and appointing a senior executive to serve as a coordinator and convener in each region, the Interior Region structure fosters enhanced coordination among bureaus, more effective relationships with our partners, and better customer service to the American people. The Interior Regions enhance our ability to coordinate among scientists and technical experts across the bureaus to benefit the natural, cultural and historical resources entrusted to the Department on over 480 million acres of public lands across the nation.

12 Interior Region Names Based on Watersheds



The Unified Region structure:

- Allows important decisions to be made closer to where our partners live and work, facilitating problem-solving and improved coordination between our bureaus and other federal, state, and local agencies.
- Helps alleviate confusion caused by a complicated organizational structure in which Interior bureaus had been organized into 49 geographic regions.
- Creates opportunities to explore sharing and standardizing administrative services across bureaus, which will improve processes and better serve employees and our customers.

Field Special Assistants work with local Field and Regional bureau leaders to coordinate activities in each Region. The Field Special Assistants:

- Increase internal coordination and communication, especially when problem-solving and responding to emergencies and rapidly changing circumstances.
- Bring together Department of the Interior bureau executives to address regional issues of common interest, such as invasive species.
- Represent the Department on nationally significant groups, committees, and boards within their Interior Regions, including Gulf of Mexico issues, the Missouri River Basin Inter-Agency Round Table, Great Lakes Conservation groups, Wildlife Corridor efforts in the West, water issues in the West, Alaska Cooperative Planning Group, and Pacific Islands issues.
- Play a critical role in national emergency coordination such as wildland fire, hurricanes, and earthquakes.

A Department Manual Chapter, [105 DM 3](#), describes the objectives of the Interior Unified Regions and the responsibilities of the bureaus to adopt the new regional structure. As a result of Tribal consultation, the Bureau of Indian Affairs, Bureau of Indian Education, and the Bureau of Trust Funds Administration were not included in the Regional Structure.

Additional information on the reorganization into Unified Regions can be found here: <https://www.doi.gov/employees/reorg/unified-regional-boundaries>.

[Go to the next section: Department Overview](#) 

Department Overview

[Go to the previous section: Introduction](#)

Vision

Manage our land, water, and resources for the benefit of all Americans, both today and tomorrow.

Mission

The U.S. Department of the Interior protects and manages the nation’s natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, Native Hawaiians, and affiliated island communities.

Strategic Plan

In 2022, the Department transitioned to an outcome-forward [strategic plan](#). This plan is grounded in the core missions of the Department and includes the diverse and often disparate work conducted within our bureaus and offices. The four strategic goals presented in the plan are intentionally aspirational, establishing a desired end-state to which our programs and projects align. They represent the goals of the many legislative acts that have authorized and guided the activities of the Department for over 150 years. The outcomes-based strategic plan shows the public what we do, why this work is important, and what we intend to deliver. Articulating and sharing these bold, aspirational intentions also helps ensure that we maintain focus on the needs of our customers and beneficiaries, whether they be Tribes, learners, partners, species, or the Earth itself.

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

DOI Strategic Plan Framework

work gets done.

Interior's Strategic Plan in Action

The Strategic Plan provides a framework for planning and executing our mission. Within our bureaus and offices, programs and projects align to our strategic objectives, often linking to more than one. In pursuit of these outcomes, managers can identify new performance goals or build on existing ones that collectively demonstrate incremental progress in achieving the larger, big picture goals. These performance goals and supporting performance measures address statutory reporting requirements, make us transparent in how well we are doing in critical investment areas, and demonstrate accountability to the public. The Department uses the Annual Planning and Performance Report (APP&R) as its principal performance reporting mechanism. The APP&R also serves as an annual mechanism for establishing and publishing interim (between strategic plan) performance goals and performance measures. All bureaus and offices contribute to the APP&R, and most bureaus and major offices also produce a more detailed, organization- or topic-focused report.

In the Strategic Plan, the Department of the Interior has shifted to identifying “what we want to achieve” rather than describing “what we do.” In response, many Departmental organizations have developed their own aligned strategic plans or reorganized how they work to achieve outcomes identified at the Departmental level. Across the entirety of the Department, managers use the Strategic Plan and objectives to step down to organization-specific activities and tasks. From this point, managers at all levels can then map outcomes down to specific requirements and actions at the employee level. This flow of increasingly granular actions further builds managerial accountability and sets expectations and standards for individual performance. Taken as a whole, our strategic plan and framework create linkages from aspiration to responsibility and accountability for ensuring that the

In 2025, the Department will begin working on a new strategic plan for FY 2026-2030 to be released in February 2026. Our outcome-focused plan provides a consistent frame of reference for executing and implementing direction from the incoming Administration with respect to how we conduct our work: the considerations, priorities, new perspectives, and managerial approaches, as directed by the White House. Some adjustments

will be necessary to reflect major policy priorities, but the essential mission outcomes, customers, beneficiaries, and partners are already established as the starting points for the updated plan.

Additional Resources

- [DOI's Strategic Plan FY2022-2026](#)
- [Bureau websites](#)
- [DOI Offices](#)



Annual Performance Plan and Report



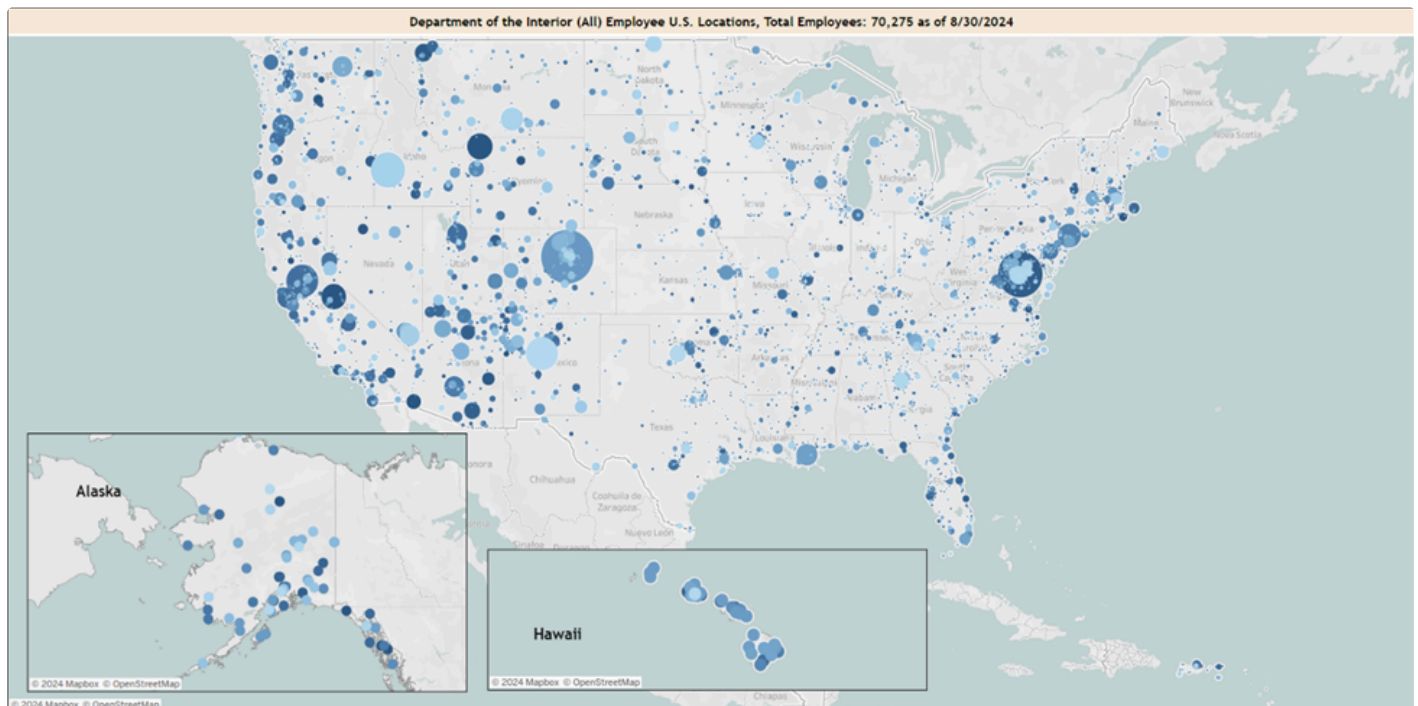
Strategic Plan for Fiscal Years 2022-2026

Workforce Information

Interior's strategic goals are accomplished through the work of its dedicated workforce. Interior's workforce includes approximately 70,000 employees and 345,000 volunteers in 2,400 operating locations across the United States, Puerto Rico, U.S. Territories, and Freely Associated States. Interior's varied mission, wide geographic presence, direct public service programs, and Trust and stewardship responsibilities make it one of the most personnel-intensive federal agencies. Interior spends approximately \$5.7 billion annually, or roughly 23 percent of its total direct funding, on salaries and associated funding for its employees.

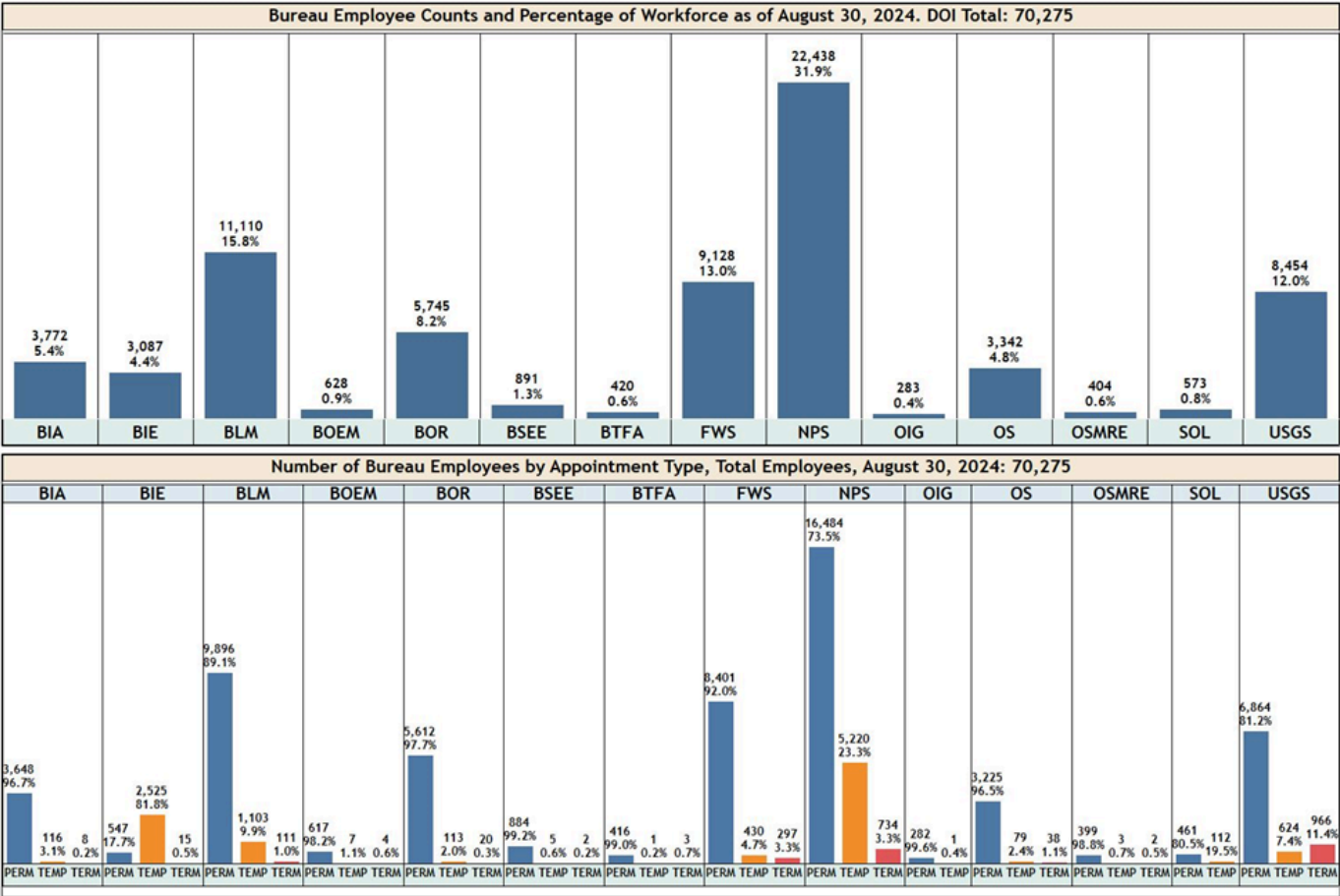
Interior's diverse workforce is key to protecting and managing the nation's natural resources and cultural heritage, providing scientific and other information about those resources, and providing services to American Indians, Alaskan Natives, and affiliated island communities. Interior's workforce is passionate about its mission, dedicated to public service, highly skilled, and fully capable of carrying out the duties required to meet diverse mission requirements.

The total number of DOI permanent, temporary, and term employees (as of August 30, 2024) is 70,275. The locations with the greatest percentage of employees are the Washington, D.C. Metropolitan Area and Denver (Lakewood), Colorado. Other locations with a significant DOI presence include Boise, ID; Albuquerque, NM; Sacramento, CA; and New Orleans, LA.



DOI Employee Distribution across the US

The three bureaus with the most employees are the National Park Service (NPS), Bureau of Land Management (BLM) and U.S. Fish and Wildlife Service (FWS). The next graphic displays Interior's workforce across its bureaus and offices. The NPS has a significant number of temporary employees.



Budget Information

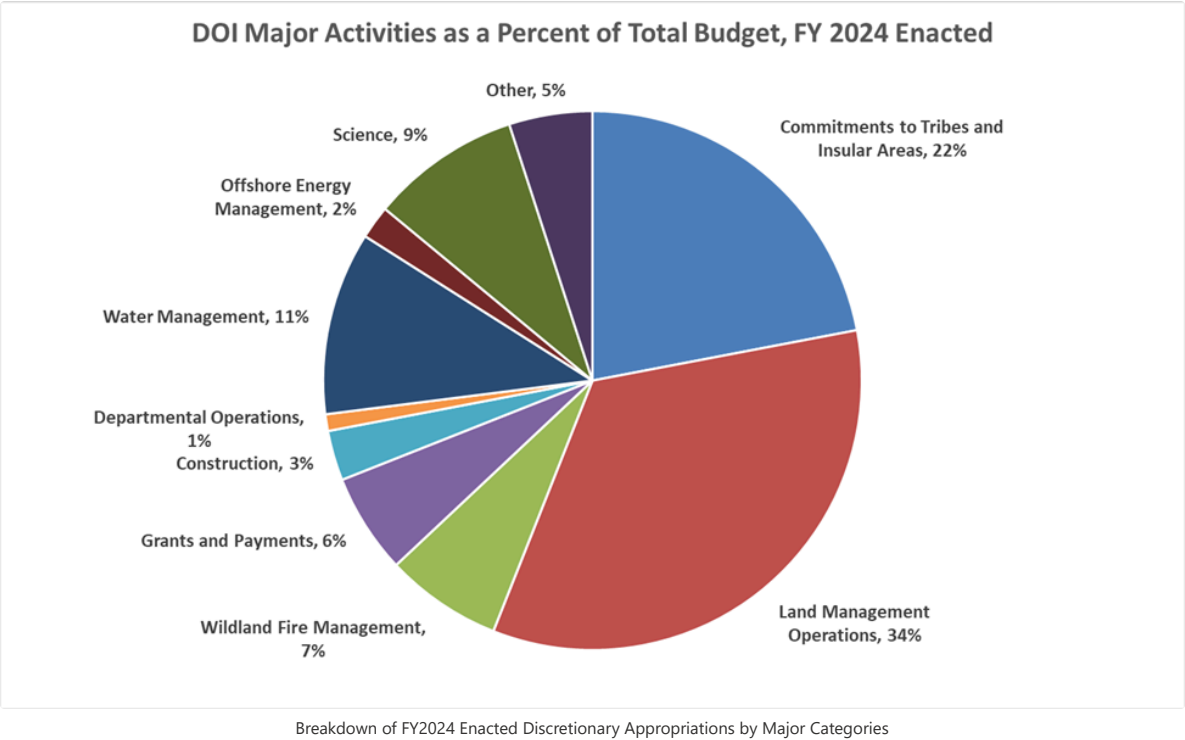
Interior’s annual funding has two primary components – the amounts appropriated by Congress each year (discretionary funding authority) and amounts directed by Congress which are not subject to annual appropriations (mandatory or permanent funding authority). Discretionary funding for DOI is provided through Title I of the annual Interior, Environment, and Related Agencies appropriations bill. The Bureau of Reclamation (Reclamation) and the Central Utah Project are the exceptions, as they receive funding through the Energy and Water Development appropriations bill. Permanent funding authority is provided to the Department under various authorizing statutes.

Interior’s annual appropriated budget covers a broad spectrum of activities, which are necessary to support the Department’s mission. Interior is the steward of 20 percent of the nation’s lands, including national parks, national wildlife refuges, and public lands; manages the Outer Continental Shelf for renewable and conventional energy development; is the largest supplier and manager of water in the 17 western states; and upholds the Federal Trust responsibilities to Indian Tribes and Alaska Natives. Interior is also responsible for migratory wildlife conservation, historic preservation, endangered species conservation, surface-mined lands protection and restoration, mapping and earth sciences for the nation, and financial and technical assistance for the Insular Areas.

Enacted current (annual) appropriations for FY2024 totaled \$16.9 billion. The Department received an additional \$350.0 million available for Wildland Suppression Operations when appropriated fire suppression funding is within 30 days from being fully obligated.

The Department’s 2025 budget request totals \$18.0 billion in current authority. Of that amount, \$16.4 billion is requested for programs funded by the Interior, Environment, and Related Agencies Appropriations Act. The 2025 request for the Bureau of Reclamation and Central Utah Project, funded in the Energy and Water Development Appropriations Act, is \$1.6 billion in current appropriations. In 2025, Interior plans to generate receipts of \$22.3 billion.

The following graphic shows the breakdown of FY2024 enacted discretionary appropriations by major activity categories.



Land Management Operations: Land management operations support not only daily operations but also the programmatic initiatives and underlying science undertaken by land management bureaus. Land management is also the most public-facing activity at Interior. Management activities at national parks, refuges, conservation areas, and other BLM lands span from visitor services and law enforcement to the protection of natural, cultural, and historical resources, and from support for recreational activities to the permitting and oversight of energy and mineral development. Staffing is one of the most significant investments within land management operations. The Bureau of Indian Affairs also operates significant land and resource management programs supporting Tribal lands; however, these activities are included in the next category, Commitments to Tribes and Insular Areas.

Commitments to Tribes and Insular Areas: Interior’s programs maintain strong and important relationships with Native and Insular communities, helping to promote efficient and effective governance and support nation building and self-determination. Indian Affairs programs fulfill important trust responsibilities to Native Americans by providing direct services and supporting Tribal self-determination to manage these services, should they choose to do so. Programs included in this category deliver community social services, provide law enforcement on Tribal lands, restore Tribal homelands, fulfill commitments related to water and other resource rights, execute fiduciary trust responsibilities, support the stewardship of energy and other natural resources, create economic opportunity, and provide education opportunities from early childhood through life. Insular Affairs programs help coordinate federal policy for the U.S. Territories and support capacity building, infrastructure development, and natural resource protection in the Insular Areas through discretionary technical assistance funding and support provided through Compact of Free Association agreements to the Freely Associated States.

Construction and Deferred Maintenance: Investments in construction and deferred maintenance are important to ensure the continued endurance of Interior’s structures and facilities needed to meet Interior’s missions. Funding in this category addresses annual and cyclical maintenance needs of the real property portfolio, the

Water Management: Interior manages water for agricultural, municipal, and industrial uses, and provides flood risk reduction and recreation for millions of people. To support this role, Interior manages dams, reservoirs, and power plants needed to help supply water and power in the West. In addition to directly supplying water, Interior works with state and local entities to address water resource challenges posed by drought, depleted aquifers, and population increases in the West.

Science and Monitoring: Interior science investments include Landsat satellites, science centers focused on critical issues in every state and territory, nationwide monitoring networks, and innovative science to inform decision making primarily related to natural and cultural resources. Interior’s bureaus and programs focus on resource conservation, management, and responsible use of our nation’s natural and cultural resources, all of which require a broad, interdisciplinary scientific understanding.

Grants and Payments: Partnerships and leveraged investments through grants and awards are essential strategies to effectively achieve the Department’s mission. Interior awards grants, cooperative agreements, and other vehicles to partners to support conservation, historic preservation, economic development, and Tribal self-determination activities. Many of these activities include a funding match to further leverage federal resources.

Wildland Fire Management: Interior invests in fire suppression to limit the impacts of fires when they occur and works to reduce the long-term threats and impacts of fires by investing in preparedness, fuel reduction, and landscape restoration. To ensure maximum efficiency at each stage of the fire cycle, Interior also invests in data and technology to guide decision making and more effectively manage the fire programs.

Offshore Energy Management: Interior’s leasing and regulatory program for offshore oil and gas, as well as renewable energy exploration and development, relies on investments in science, information technology, environmental analysis, public engagement, and safety considerations.

challenges of aging infrastructure and damages from extreme natural events, increased visitation, trust commitments to provide quality education facilities, and deferred maintenance backlogs across the bureaus. Funding for these activities comes from multiple sources, including regular annual appropriations, recreation fees, and the Great American Outdoors Act Legacy Restoration Fund.

Land Acquisition: Interior works collaboratively with private landowners, conservation and recreation groups, and state and local governments to conduct land acquisition strategies to advance conservation objectives, bureau land management needs, and improve public access so more Americans can enjoy their public lands for recreational opportunities—from hunting and fishing to canoeing and bird watching. These activities are primarily accomplished through Land and Water Conservation Fund-supported programs.

Departmental Operations and Services: Departmental Operations includes the immediate Office of the Secretary; the offices of Interior's five Assistant Secretaries; and Policy, Management and Budget staff offices, including the Appraisal and Valuation Services Office and the Office of Natural Resources Revenue. The offices provide policy and oversight for Departmental functions, including budget, finance, information resources, acquisition, and human resources.

Other: Includes bureaus, offices and programs not captured above, including the Office of Surface Mining Reclamation and Enforcement, recreation programs in the National Park Service, the Central Hazardous Materials Fund, and Natural Resources Damage Assessment.

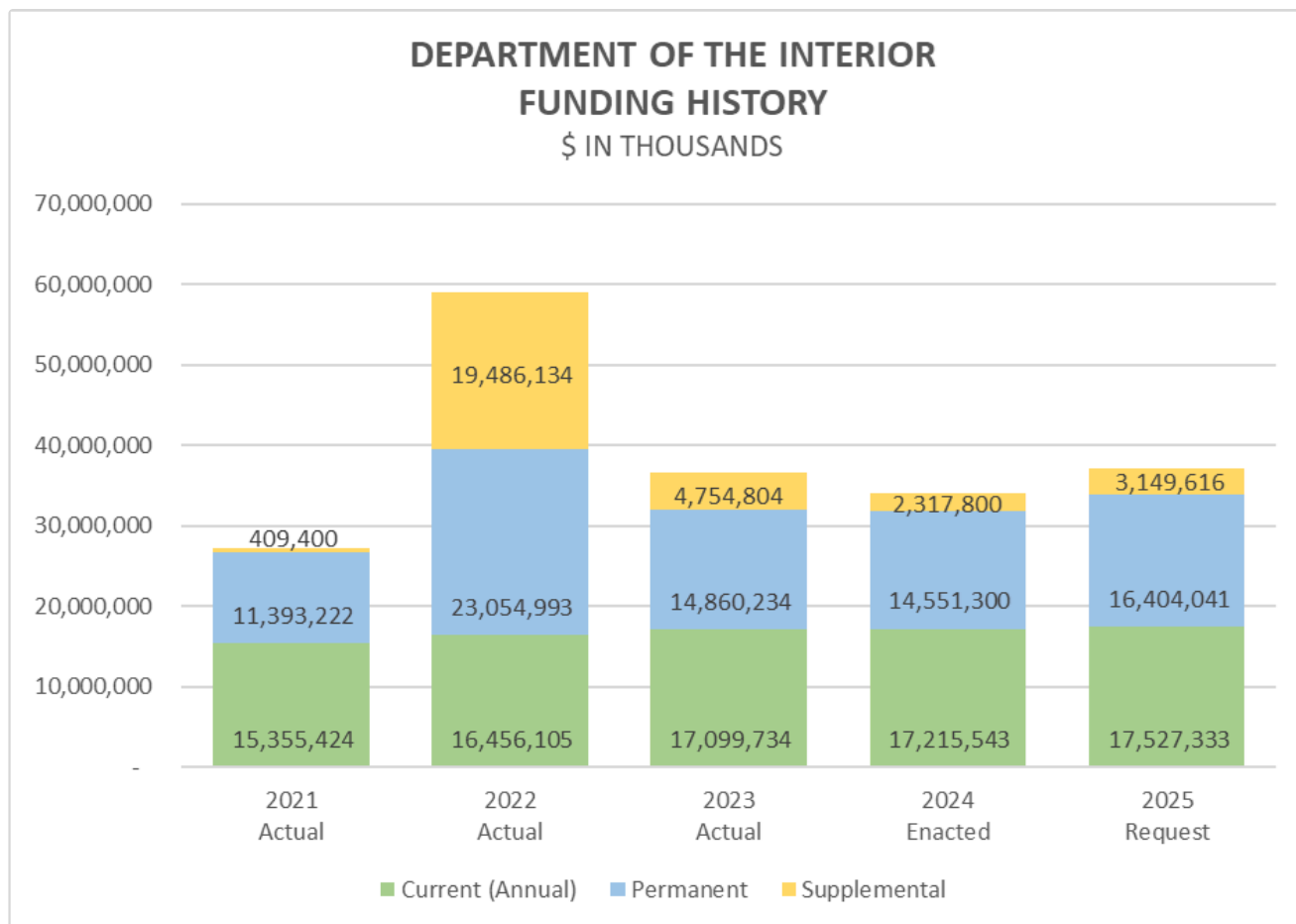
The table below shows the breakdown of the budget for DOI bureaus, offices, and programs funded through the Interior and the Energy and Water appropriations bills.

Department of the Interior Budget by Bureau/Office (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House Mark	2025 Senate Mark	2025 House Mark vs. 2025 Request	2025 Senate Mark vs. 2025 Request
Bureau of Land Management	1,520,826	1,444,867	1,555,456	1,332,292	1,502,201	-223,164	-53,255
Bureau of Ocean Energy Management	183,400	154,194	183,434	140,446	157,432	-42,988	-26,002
Bureau of Safety and Environmental Enforcement	174,376	140,767	170,394	138,239	143,795	-32,155	-26,599
Office of Surface Mining Reclamation and Enforcement	289,966	278,732	304,690	288,017	282,430	-16,673	-22,260
U.S. Geological Survey	1,497,178	1,455,434	1,578,298	1,376,385	1,481,963	-201,913	-96,335
Fish and Wildlife Service	1,773,292	1,722,665	1,886,091	1,886,091	1,760,096	-305,109	-125,995
National Park Service	3,473,491	3,232,778	3,573,056	3,119,012	3,489,242	-454,044	-85,814
Bureau of Indian Affairs	2,448,091	2,564,523	2,941,715	2,933,881	2,718,783	-7,834	-222,932
Bureau of Indian Education	1,352,777	1,366,342	1,520,926	1,469,083	1,421,628	-51,843	-99,298
Departmental Management	133,850	147,418	157,890	67,292	154,945	-90,598	-2,945
Working Capital Fund	112,198	107,710	134,807	99,453	108,311	-35,354	-26,496
Office of Insular Affairs	128,820	123,570	119,122	119,502	115,428	380	-3,694
Office of the Solicitor	101,050	97,950	107,526	93,964	101,559	-13,562	-5,967
Office of the Inspector General	67,000	67,000	75,500	68,000	71,540	-7,500	-3,960
Bureau of Trust Funds Administration	111,272	100,009	111,277	105,277	100,472	-6,000	-10,805
Wildland Fire ¹	1,094,663	1,113,471	1,279,510	1,195,086	1,210,789	-84,424	-68,721
Office of Natural Resources Revenue	174,934	167,937	175,987	160,446	169,412	-15,541	-6,575
Payments in Lieu of Taxes	579,150	635,000	482,383	643,000	643,000	160,617	160,617
Central Hazardous Materials	10,064	9,661	10,064	9,200	9,801	-864	-263
Energy Community Revitalization Program	5,000	4,800	7,009	5,000	5,300	-2,009	-1,709
Natural Resources Damage Assessment and Restoration Program	8,037	7,715	8,037	7,715	7,769	-322	-268
Interior and Related	15,239,435	14,942,543	16,383,172	14,952,272	15,655,896	-1,430,900	-729,276
Bureau of Reclamation	1,926,299	1,900,000	1,598,977	1,928,450	2,020,000	329,473	421,023
Central Utah Project Completion Act	23,000	23,000	17,000	23,000	23,000	6,000	6,000
Energy and Water Development	1,949,299	1,923,000	1,615,977	1,951,450	2,043,000	335,473	427,023
DOI Current Total without Cap Adjustment	17,188,734	16,865,543	17,999,149	16,903,722	17,696,896	-1,095,427	-302,253
Cap Adjustment	340,000	350,000	360,000	360,000	360,000	0	0
DOI Current Total with Cap Adjustment	17,528,734	17,215,543	18,359,149	17,263,722	18,056,896	-1,095,427	-302,253

1. Includes "Shifted Base" supplemental appropriations of \$429.0M in 2023 Actual, \$831.8M in the 2025 Request, and \$1.2 billion in the 2025 Senate Mark.

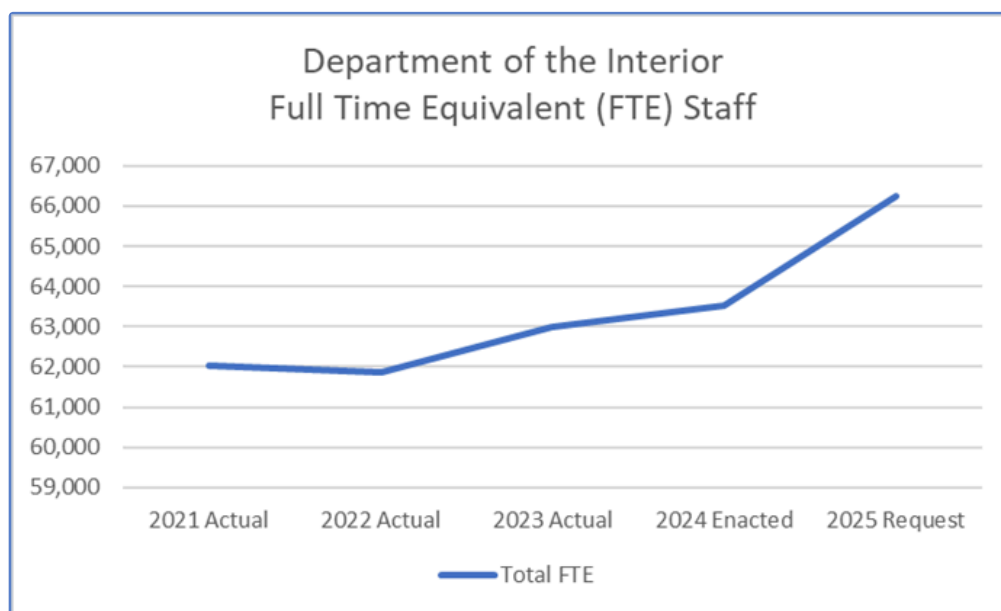
Table of Budget Information for Interior Bureaus and Offices

The following chart depicts the budget trends for the Department (FY2021—FY2025), including supplemental and permanent funding.



Interior's Budget Trends from FY2021 (Enacted) - FY2025 (Request)

The following chart depicts the Department's historical Full Time Equivalent* (FTE) trend.



DOI FTE Staffing

(* Note that FTE numbers are not directly equivalent to the number of employees.)

Additional information on the FY2025 President's Budget request may be found on the Department's website:

<https://www.doi.gov/budget/appropriations/2025/highlights>.

Over the last five years, Congress has enacted three significant legislative proposals, described below, to invest in and accelerate progress in Interior's infrastructure needs and mission delivery with regard to western water needs, restoration of natural and cultural resources, and Tribal communities.

Great American Outdoors Act (GAOA)

In August 2020, the President signed into law the Great American Outdoors Act (GAOA). Starting in FY2021, this landmark conservation legislation provides up to \$1.9 billion tied to energy development revenue, each year for five years, to repair critical facilities and infrastructure in national parks, forests, wildlife refuges, recreation areas and American Indian schools. The GAOA also permanently funds the Land and Water Conservation Fund (LWCF) at \$900 million a year, starting in FY2021, to invest in conservation and recreation opportunities across the country through programs in the Department of the Interior and the U.S. Forest Service. Prior to enactment of the GAOA, funding for the LWCF relied on annual Congressional appropriations.

Additional information on the GAOA may be found on the Department's website: <https://www.doi.gov/gaoa>.

Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act (IRA)

The Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Law (BIL), authorized programs and appropriated \$30.6 billion to Interior for the benefit of the communities Interior directly serves, including:

- \$8.35 billion investment in Water and Drought Resilience.
- \$1.5 billion investment in Wildfire Resilience.
- \$1.4 billion investment in Ecosystem Restoration and Resilience.
- \$466 million investment in Tribal Climate Resilience and Infrastructure.
- \$15.9 billion investment in Legacy Pollution Clean-Up.
- \$2.5 billion investment in the Indian Water Rights Settlements Completion Fund.
- \$511 million investment to understand the nation's energy and critical mineral resources.

The Inflation Reduction Act appropriated \$6.6 billion to Interior, including:

- \$4.59 billion to address water issues, including sustainability of the Colorado River System, domestic water supplies, canal improvements, and emergency drought relief for Tribes.
- \$500 million for projects related to the conservation, protection, and resilience of lands and resources administered by the NPS and BLM.
- \$700 million increase in NPS for staffing capacity and infrastructure investments.
- \$250 million for FWS to strengthen National Wildlife Refuge system resiliency and development and implementation of Endangered Species Act recovery plans.
- \$235 million to support voluntary, community-driven Tribal climate resilience planning and relocation to strengthen the resilience and adaptation capabilities of Tribal communities against environmental threats.
- \$150 million for Tribal electrification projects.
- \$150 million to streamline permitting environmental reviews and project authorizations.
- \$41 million for resilience and adaptation activities serving Native Hawaiian communities and the Insular Areas.
- \$23 million for USGS to produce, collect, and use 3D elevation data.
- \$10 million for OIG oversight of IRA investments.

Additional information on BIL/IRA and the thousands of related projects nationwide may be found on the Department's website: <https://www.doi.gov/investing-americas-infrastructure>.

Receipts and Disbursements

Congress has provided the Department of the Interior authority to collect receipts from a wide range of resource management and operational activities. For FY2023, Interior reported \$22.2 billion in receipts from all sources, including renewable energy, onshore and offshore oil and gas, timber, grazing, recreation and concession fees, rent or sale of land, mining fees, and other miscellaneous receipts as follows:

- \$610.2 million in renewable energy revenues.
- \$14.6 billion in oil and gas revenues.
- \$7.0 billion in other revenues.

Interior deposits the funds it collects in permanent appropriations accounts, which are used to support specific activities, including payments in the General Fund of the U.S. Treasury or in various special fund accounts, such as those for the Land and Water Conservation Fund, the National Historic Preservation Fund, and the Reclamation Fund, which have specific programmatic purposes.

Interior's Office of Natural Resources Revenue (ONRR) is responsible for collecting, accounting for, and disbursing revenues from natural resource extraction. In 2023, ONRR disbursed \$18.2 billion in energy and mineral revenue from energy activities on federal lands and waters and on Native American lands. Of that amount, \$12.1 billion went directly to the General Treasury and other Treasury special funds, \$4.7 billion was shared with states and local governments, and \$1.4 billion was paid to Native American mineral owners.

Additional sources of information on revenue and disbursements include the following:

Current and Projected Receipts by Source: <https://www.doi.gov/media/document/fy2025-receipts-source-category-appendix>

Receipts History by Source: <https://www.doi.gov/media/document/us-department-interior-receipts-history>.

Payments to States: <https://www.doi.gov/media/document/fy2025-energy-revenue-payments-states-appendix>

Revenue from energy production and development: <https://revenuedata.doi.gov/>

Offshore (BOEM) renewable leasing information, starting on page 23 of BOEM's Budget Justification: <https://www.doi.gov/media/document/fy-2025-bureau-ocean-energy-management-greenbook>

Offshore energy production, leasing and revenue information (BOEM), starting on the second page of BOEM's budget in brief: <https://www.doi.gov/media/document/fy2025-bureau-ocean-energy-management-bureau-highlights>

Onshore (BLM) renewable leasing information: <https://www.blm.gov/programs/energy-and-minerals/renewable-energy>.

Congressional Relations and Issues

Congressional Committees of Jurisdiction—118th Congress

House Committees

House Committee on Natural Resources (HNR).

Energy and Mineral Resources Subcommittee

Bureau of Land Management
Bureau of Ocean Energy Management
Bureau of Safety and Environmental Enforcement
Office of Surface Mining, Reclamation and Enforcement
Office of Natural Resources Revenue
U.S. Geological Survey (except Water Mission Area)

Federal Lands Subcommittee

Bureau of Land Management
Fish and Wildlife Service (National Wildlife Refuge System)
National Park Service

Indian and Insular Affairs Subcommittee

Bureau of Indian Affairs
Bureau of Indian Education
Bureau of Land Management
Office of Insular Affairs
Bureau of Trust Funds Administration

Oversight and Investigations Subcommittee

Department of the Interior

Water, Wildlife & Fisheries Subcommittee

Bureau of Reclamation
Fish and Wildlife Service (ESA implementation)
U.S. Geological Survey (Water Mission Area only)

House Committee on Oversight and Reform (HCOR).

Department of the Interior

Senate Committees

Senate Committee on Energy and Natural Resources (SENHR).

Office of Insular Affairs
U.S. Geological Survey

Energy Subcommittee

Bureau of Ocean Energy Management
Bureau of Safety and Environmental Enforcement
Office of Natural Resources Revenue

National Parks Subcommittee

National Park Service

Public Lands, Forests and Mining Subcommittee

Bureau of Land Management

Water and Power Subcommittee

Bureau of Reclamation

Senate Committee on Environment and Public Works (EPW).

Fisheries, Water and Wildlife Subcommittee

Fish and Wildlife Service

Senate Committee on Homeland Security and Governmental Affairs (HSGAC).

Department of the Interior

Senate Committee on Indian Affairs (SCIA).

Bureau of Indian Affairs
Bureau of Indian Education
Bureau of Trust Funds Administration

Key Issues of Each Committee of Jurisdiction—118th Congress

General Summary

Key issues for each Committee of jurisdiction are highlighted below. Generally, major oversight issues have included:

- Oversight of Department programs and activities. In divided government, oversight activities by Congress typically increase and require significant time and attention, depending on which party controls the House and Senate. In the 118th Congress, the Department received close to 25 House Committee requests, primarily from the House Committee on Natural Resources, seeking documents and information about Department programs, policies, and decision making. The Department has not received any Senate Committee oversight requests.
- Recent requests for documents or information include:
 - Onshore and offshore oil and gas development
 - Critical minerals / Twin Metals withdrawal
 - Powder River Basin Proposed RMPs - Coal Leasing
 - NPS Leasing / Migrant Shelter - Floyd Bennett Field at Gateway NRA
 - U.S. Park Police / Demonstrations in D.C.
 - Haskell Indian Nations University "AIB" Report
 - FWS Law Enforcement / Operation Long Tail Liberation
 - Gray Wolves
 - Grizzly Bear Rule
- In addition, the Department provided oversight testimony to Congress on:
 - *Indian Affairs-related issues*, including student safety at Haskell Indian Nations University, the impact of drug trafficking on Indian Country, Tribal public safety issues (including law enforcement recruitment and retention), Tribal self-determination programs (Sec. 477 and Sec. 638 contracts), Tribal forestry, and Tribal energy development and water access;
 - *Energy issues*, including oil and gas development, both onshore and offshore; permitting; critical minerals (list and development); renewable energy; and geologic hydrogen;
 - *Lands issues*, including wildland fire, earthquake, and windstorm hazards; water and drought; abandoned mines and coal reclamation; BLM's Conservation and Landscape Health Rule ("Public Lands Rule"); the FWS's Biological Integrity, Diversity, and Environmental Health Rule ("BIDEH Rule"); Operation Long Tail Liberation; border security; and
 - *Implementation of laws*, including the Inflation Reduction Act; the Infrastructure, Investment and Jobs Act; and the Great American Outdoors Act.

House Committee on Natural Resources (HNR).

Chairman: Bruce Westerman (AR-04)

Ranking Member: Raúl Grijalva (AZ-3)

- General Focus of Majority Members: Policy priorities for onshore and offshore energy development, including mineral withdrawals; critical mineral development; state revenue sharing; public safety in Indian Country; wildland fire management; wildlife management; NEPA and permitting reform; transfer of public lands to states; and increased role of state and local governments in Departmental management decisions.
- Oversight: Topics of oversight requests have included: onshore and offshore oil and gas development; migrant shelters at Floyd Bennett Field; Twin Metals mine lease cancellation; Gray Wolf ESA status; coal leasing; student safety at Haskell Indian Nations University; fee-to-trust under the Indian Gaming Regulatory Act; and DOI telework policies.
- General Focus of Minority Members: Management of Public Lands/Climate Change; national monuments protection; skepticism of mining/extraction issues (on and offshore oil and gas leases and offshore program, hard rock mining); FOIA operations; workforce harassment and diversity; veteran hiring issues; and concerns about scientific integrity.
- Department's Annual Budget: The Committee annually expects the Secretary to appear before it to present the Department's annual budget and answer questions. Subcommittees will ask bureau heads to appear and discuss their individual budget requests.

House Committee on Oversight and Reform (HCOR).

Chairman: James Comer (KY-01)

Ranking Member: Jamie Raskin (MD-8)

- Oversight: No hearings on Department-specific issues in the 118th Congress.
 - Topics of oversight requests included: DOI telework statistics; FITARA Scorecard; OCS oil and gas leasing.

Senate Committee on Energy and Natural Resources (SENHR).

Chairman: Joe Manchin (WV) [Retiring at the end of the 118th Congress]

Ranking Member: John Barrasso (WY)

- General Focus of Chairman: Energy reform legislation, permitting reform, critical minerals.
- General Focus of Majority Members: Wildland fire, Western water, deferred maintenance/GAOA reauthorization, BIL/IRA implementation, wildland fire issues, rural water projects, and invasive species.

- **General Focus of Minority Members:** Oil and gas development; the BLM Public Lands Rule; Alaska issues, including the Ambler Road decision, the NPR-A rule, Arctic National Wildlife Refuge development, the proposed road through Izembek National Wildlife Refuge, arctic issues, including energy development, Alaska mapping, Alaska native issues, and subsistence management; continued development of coal resources; ESA status of wolves and grizzly bears; public access; and U.S. Park Police (USPP) funding.
- **Department's annual budget:** The Committee annually expects the Secretary to appear before it to present the Department's annual budget and answer questions about it.

Senate Committee on Environment and Public Works (EPW)

Chairman: Thomas Carper (DE) [Retiring at the end of the 118th Congress]

Ranking Member: Shelley Moore Capito (WV)

- **General Focus of Committee:** ESA implementation and transparency, diseases impacting wildlife, Fish and Wildlife Service oversight, and invasive species.

Senate Committee on Homeland Security and Governmental Affairs (HSGAC)

Chairman: Gary Peters (MI)

Ranking Member: Rand Paul (KY)

- **General Focus of Committee:** No Department-specific issues in the 118th Congress.

Senate Committee on Indian Affairs (SCIA)

Chairman: Brian Schatz (HI)

Vice Chairman: Lisa Murkowski (AK)

- **General Focus of Committee:** Tribal recognition and restoration of Tribal homelands; Tribal energy development; Tribal forestry; Indian water rights settlements; continued oversight of Tribal law enforcement, justice systems, juvenile justice, and victim services; impacts of illegal drugs and drug trafficking on Indian Country; and Indian education.

Major Legislation with Significant Department of the Interior Interest that May be Pending After Recess

- **Department of the Interior FY25 Appropriations Bill (DOI)** – The Office of Budget in the Office of Policy, Management and Budget (PMB) is the lead on this legislation and Departmental engagement with the Appropriations Committees.
 - **Energy and Water Development and Related Agencies FY25 Appropriations Bill (DOI/Reclamation)** – The Office of Budget in PMB is the lead on this legislation.
 - **National Defense Authorization Act FY 2025 (NDAA) (DOI)** – The House passed its version of the legislation. The Senate bill has been reported to the Senate for a floor vote. It contains provisions impacting the Department, including the approval of Ambler Road in the Senate Armed Services Committee version and an exemption of the Marine Mammals Protection Act for incidental take of Rice's whale in the House bill, among other things. A House-Senate conference is expected in November.
 - **Water Resources Development Act (BOR/others)** – This legislation often contains provisions of Departmental interest, including provisions impacting Bureau of Reclamation and Great Lakes Restoration efforts, as well as invasive species that the Department must address, such as mussels and invasive carp. A House-Senate conference is currently underway.
 - **Energy Permitting and Reform Act (DOI/BLM/BOEM and others)** – This bill would overhaul energy permitting on federal lands, including onshore and offshore oil and gas leasing, mandate at least one offshore oil and gas lease sale each year through 2029, and would overhaul permitting for transmission infrastructure. SENR Chairman Manchin has been the principal mover behind this bill and, as he will retire at the end of the 118th Congress, this legislation is a priority for him. The SENR Committee has marked up the legislation and it is now before the Senate as a whole.
 - **Native American Child Protection Act (Indian Affairs)** – This bill amends the Indian Child Protection and Family Violence Prevention Act and would require the Secretary of the Interior to establish a National Indian Child Resource and Family Services Center within one year of the enactment. It passed the House on September 18, 2023, and was placed on the Senate Legislative Calendar under General Orders in October 2023.
 - **National Landslides and Earthquakes Program Reauthorizations (USGS)** – In 2024, the Senate reported and placed on the legislative calendar legislation to reauthorize the National Landslide Preparedness Act and the National Earthquake Hazards Reduction Program (NEHRP) through FY2034 and FY2028, respectively. The House passed legislation to reauthorize the National Landslide Preparedness Act through FY2029 but did not introduce legislation to reauthorize NEHRP.
 - **Possible Federal Lands Package (DOI/NPS/BLM)** – If a federal lands package gains traction after the recess, the Department has testified on numerous bills related to federal lands, including outdoor recreation access, permitting, conservation and resource management on federal lands, Indian water rights settlements, national park designations, and expanding authorities to address the lack of workforce housing, among others. In September, SENR postponed a markup of 79 public lands bills until mid-November.
-

Presidentially Appointed Senate Confirmed Positions (PAS) Within the Department of the Interior and Committees of Jurisdiction

- **Committee on Energy and Natural Resources (SENR)**
 - Secretary of the Interior
 - Deputy Secretary of the Interior
 - Assistant Secretary for Fish and Wildlife and Parks *
 - Assistant Secretary for Insular and International Affairs
 - Assistant Secretary for Land and Minerals Management
 - Assistant Secretary for Policy, Management and Budget [and Chief Financial Officer]
 - Assistant Secretary for Water and Science
 - Commissioner – Bureau of Reclamation
 - Director – Bureau of Land Management
 - Director – National Park Service
 - Director – Office of Surface Mining Reclamation and Enforcement
 - Director – United States Geological Survey
 - Solicitor
 - Inspector General of the Department of the Interior **
- **Committee on Indian Affairs (SCIA)**
 - Assistant Secretary – Indian Affairs
 - Chair – National Indian Gaming Commission (three-year term of office)
 - Special Trustee – American Indians ***
- **Committee on Environment and Public Works (EPW)**
 - Assistant Secretary for Fish and Wildlife and Parks*
 - Director – United States Fish and Wildlife Service

Notes

* The Assistant Secretary for Fish and Wildlife and Parks has confirmation hearings before two Senate committees – SENR and EPW.

** The Office of Inspector General is an independent entity but is administratively housed in the Department.

***The Bureau of Trust Funds Administration was established within the Office of the Assistant Secretary – Indian Affairs in 2020 to house the ongoing financial trust management functions of the Office of the Special Trustee.

Nomination Process Within the Department of the Interior

1. Nomination (or “intent to nominate”) announced by the President
2. Meeting Scheduling
 - The Department’s Office of Congressional and Legislative Affairs (OCL) is responsible for scheduling courtesy meetings with Senators. [Note: The Office of Inspector General manages the confirmation process for the Inspector General].
3. Briefing Material
 - OCL, working with bureau congressional offices, prepares general briefing material for the nominee. If the nominee is not a federal employee, material that is deliberative or reflective of internal, non-public discussion will not be provided.
 - OCL, working with bureau congressional offices, coordinates topic specific briefings as requested.
4. Delivery of Material to the Committee
 - Nominee’s Committee questionnaire.
 - Nominee’s Ethics Documents: Ethics agreement letter; SF-278 Financial Disclosure form, and transmittal from Departmental Ethics Officer
 - 5 Day Letter (Ethics/Financial update)
5. Mock Hearing
 - OCL prepares and holds a mock hearing for the nominee.
6. Nominee’s personal statement
 - OCL ensures that nominee’s personal statement is prepared and delivered to the committees.
7. Hearing
 - OCL coordinates with committees and accompanies nominee to the hearing.
8. Post-Hearing Questions for the Record

- OCL manages process for responding to written questions presented to the nominee by the committee(s).

9. Congressional Follow-up

- OCL works with the nominee and Congress to secure Senate confirmation of the nominee.

[Go to the next section: Significant Current Issues](#) 

Significant Current Issues

 [Go to the previous section: Department Overview](#)

The following are a small sample of significant current issues senior DOI leaders are confronting on a regular basis. Immediate awareness of these issues is recommended for leaders entering the Department. Numerous other critical issues are addressed under the individual bureau and office organizational overviews and through their issue papers.

21st Century Workplace

The COVID-19 pandemic highlighted the extraordinary resilience of Federal agencies like the Department of the Interior (DOI), which adapted swiftly to a rapidly evolving environment while maintaining government services for the American public and workplace standards for its 70,000 employees. This resilience and adaptation continue to define DOI's post-pandemic shift in focus to an evolving 21st century workplace that solves for challenges introduced by the pandemic while enhancing DOI's preparedness for future crises. These efforts include remote and telework policies that prioritize meaningful in-person engagement, solutions for creative space management, and utilizing modern technology to further DOI's mission.

Return-to-Office, Workforce & Environment: DOI policy currently requires in-office presence 50% or more of the time for telework-eligible non-bargaining unit employees in headquarters, national, regional, and state offices. Such policies enable DOI to continue to increase meaningful in-person engagement while leveraging remote and telework agreements that place DOI in the strongest possible position to recruit and retain talent. Additionally, DOI leaders are pioneering strategies for underutilized leased space while exploring opportunities for creative space management, such as hoteling, touchdown spaces, and office sharing. These strategies help reduce DOI's real property costs while accommodating a continually evolving return-to-office posture.

Artificial Intelligence: Looking to the future, DOI is leveraging cutting-edge technology, including artificial intelligence (AI), to enhance its mission delivery. With a new [Artificial Intelligence Strategy](#) in place, DOI is focusing on four key goals: amplifying mission support through AI, driving innovation through partnerships, building an AI-ready workforce, and ensuring responsible AI use. Several bureaus and offices are already using AI tools to further their missions in areas like wildland fire management and natural resource stewardship, positioning DOI to most effectively meet its responsibilities. Continued efforts in this area will focus on equitable expansion of access to secure and policy-compliant AI tools across the Department.

Wildland Fire Management

Wildfires have grown larger and more destructive over the past decade, and with over half the U.S. population (170 million (M)) living on or within 10 miles of the 535M acres of land managed by DOI, the agency's cooperative wildfire management efforts have never been more critical. The Office of Wildland Fire (OWF) oversees DOI's \$1.73 billion (B) Wildland Fire Management Program and supports 5,700 wildfire personnel across DOI's four bureaus with wildfire responsibilities: the Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), U.S. Fish and Wildlife Service (FWS) and the National Park Service (NPS).

OWF's current management objectives include prioritizing funding to support more fuels management and risk reduction work on the ground; funding a permanent workforce to aggressively reduce wildfire risk; responding to wildfires; and rehabilitating Federal and Tribal lands that are damaged by wildfires. In doing so, DOI is working with its Federal, state, local, Tribal, and non-governmental partners to leverage resources to develop the tools and invest in the wildland fire science and research that is needed to facilitate local decision-making and inform cross-boundary collaboration.

Fuels Management & Smoke Impacts: In fiscal year (FY) 2024, DOI implemented over 2M acres of fuel treatments and is on track to complete a total of 7.1M acres treated since FY 2022. This is more than double the 10-year average of acres treated on DOI and Tribally administered lands. Concurrently, DOI continues to work closely with the U.S. Forest Service (USFS), Environmental Protection Agency (EPA), and the Centers for Disease Control and Prevention (CDC) to reduce the public's exposure to smoke to mitigate the public health consequences of wildfires and advance prescribed fire efforts.

Wildland Fire Workforce Reforms: To meet the challenges of increasing wildfire response, fuels management efforts, and burned area recovery, DOI is continuing workforce transformation efforts that were initiated in 2021. This includes building firefighter capacity and working towards a permanent pay solution for wildland firefighters. Since 2021, DOI has increased its wildland fire and support personnel by 250 permanent and temporary/seasonal employees and plans to have employed 5,750 federal and over 900 Tribal wildland fighters and support personnel by the end of 2024. Additionally, funding was provided by Congress to DOI and the USFS for temporary salary increases via the Bipartisan Infrastructure Law (BIL) and extended in annual appropriations bills. Both agencies have proposed a permanent wildland firefighter pay solution in the FY 2025 Budget request, and the House and Senate FY 2025 Appropriations bills include a permanent pay increase. If a permanent or other temporary pay increase is not enacted in the full-year fiscal 2025 appropriation, salary increases will expire.

Conservation and the Environment

Orphaned Wells Program (OWP): Millions of Americans across the country live within one mile of an orphaned oil and gas well. These legacy pollution sites are environmental hazards that jeopardize public health and safety by contaminating groundwater, emitting noxious gases like methane, creating flooding and sinkhole risks, and harming wildlife. Section 40601 of the BIL provided \$4.67B for the plugging, remediation, and reclamation of orphaned wells through financial assistance programs for states and Tribes and a separate Federal program. Consistent with this responsibility, in January 2023, Secretary Haaland established the Orphaned Wells Program Office (OWPO) via Secretary's Order 3409, and since its inception, OWPO has disbursed \$1B in financial assistance to states, Tribes, and federal partners to support orphaned well clean-up efforts.

Abandoned Mine Land (AML) Program: Since enactment of the Surface Mining Control and Reclamation Act of 1977 (SMCRA), the AML program has reclaimed thousands of dangerous sites left by abandoned coal mines, resulting in increased safety for millions of Americans. The BIL expanded investment in the AML program, appropriating \$11.3B for the AML fund to be administered by Office of Surface Mining Reclamation and Enforcement (OSMRE) to eligible states and Tribes on an equal annual basis (approximately \$725M a year) over a 15-year period to help restore impacted coalfield communities and provide benefits for current and future generations. The FY 2022 and FY 2023 BIL AML grants awarded totaled over \$1.4B.

Carbon Sequestration: As part of the BIL's fuels and technology infrastructure program, Section 40307 of the BIL directs DOI to establish regulations for carbon dioxide transportation and geologic sequestration on the Outer Continental Shelf (OCS). The Bureau of Safety and Environmental Enforcement (BSEE) is currently working with the Bureau of Ocean Energy Management (BOEM) on a joint rulemaking that would establish new regulations to implement processes in support of safe and environmentally responsible carbon sequestration activities on the OCS. The spring DOI regulatory agenda targeted publication of a Notice of Proposed Rulemaking by November 2024.

Endangered Species Act (ESA) Implementation: Implementation of the ESA remains a topic of significant interest with Congress and a variety of stakeholders. The Fish and Wildlife Service (FWS) continues efforts to improve ESA implementation for the benefit of species and the public, including finalizing rules in 2024 amending portions of ESA regulations addressing listing, critical habitat, interagency consultation, and threatened species protections.

MAJOR RESTORATION PROJECTS

Klamath Basin: The largest dam removal in U.S. history is underway at the Klamath Basin in southern Oregon. In February 2024, DOI signed an MOU to find solutions to hydrologic issues that have been challenging the Klamath Basin over the past five years, and as of October 2024, four dams in the Klamath River have been removed and the 14,000-acre Agency-Barnes wetland adjacent to Upper Klamath Lake has been restored, reconnecting to the lake in fall 2024. FWS is collaborating with Tribes, farmers, and other partners to support a unified approach to restoration and recovery of fish species and aquatic ecosystems in these areas, including the creation of a monitoring plan to quantify the project's success in the coming years. BIL and Inflation Reduction Act (IRA) funding will address some high-priority challenges, but the cost of Basin-wide restoration is anticipated to be much higher.

Impact of Major One-Time Investments

The following legislation has supported and created numerous DOI programs (in addition to programs authorized under these laws specifically mentioned elsewhere).

Great American Outdoors Act – Deferred Maintenance Funding: The Great American Outdoors Act (GAOA) (P.L. No. 116-152, Aug. 4, 2020) established the National Parks and Public Land Legacy Restoration Fund (LRF) to address an overdue deferred maintenance backlog funded by energy development revenues up to \$1.9B a year for five years until FY 2025. GAOA also permanently authorized funding for the Land and Water Conservation Fund (LWCF)—a separate fund receiving \$900M annually to support land conservation, protect ecosystems and wildlife habitats, and make improvements on DOI land. In its first three years of funding, GAOA LRF funded 276 projects across 50 states and multiple U.S. territories to address an estimated \$3.4B in deferred maintenance and repairs, improving 2,100+ in DOI assets such as 500+ recreational and visitor sites, 50+ BIE schools, and 250+ water infrastructure and utilities assets. GAOA's LRF funding sunsets after FY 2025 and requires Congressional reauthorization to continue the efforts underway to address significant infrastructure needs across public lands.

Bipartisan Infrastructure Law: The Bipartisan Infrastructure Law of 2021 (BIL)(P.L. No. 117-58, Nov. 15, 2021) invested over \$28B across DOI bureaus and offices addressing longstanding infrastructure needs in DOI programs, as well as \$2.5B to fulfill pre-existing Indian Water Rights Settlements. Infrastructure investments include plugging orphaned oil and gas wells, reclaiming abandoned mines, ecosystem restoration and resilience, addressing the water and drought crisis, assisting with wildland fire management, and improving scientific innovation for energy and minerals research. The BIL and Inflation Reduction Act (IRA) Program Management Office provides executive-level oversight and strategic direction to BIL and IRA-funded programs. In the first two years of funding, investments from the BIL supported an average of 17,669 jobs and contributed approximately \$2B to the economy each year, and as of October 2024, BIL has supported over 2,268 projects.

Inflation Reduction Act: The Inflation Reduction Act of 2022 (IRA)(P.L. No. 117-169, Aug. 16, 2022) invested \$6.4B in DOI programs for activities like renewable energy expansion, carbon sequestration, water conservation efforts, drought mitigation, and support of climate resilience for vulnerable Tribal, Native Hawaiian, and insular communities. Implementation of IRA-funded programs continues. Recent projects include the Bureau of Reclamation's (BOR) October 2024 IRA-funded solar pilot project covering 2,782 linear feet of the Casa Blanca canal with approximately 2,556 solar panels that will generate 1.31 megawatts of clean energy and provide 2.26M kilowatt-hours to the Gila River Indian Community.

Major Events

Semiquincentennial & America 250: The United States Semiquincentennial Commission Act of 2016 (P.L. No. 114-196, July 22, 2016) formed a federal Commission ("America 250") tasked with organizing events and activities in commemoration of the 250th anniversary of the Declaration of Independence in 2026. The NPS will be a central part of this commemoration. The Act emphasizes engagement in four signature cities with a significant NPS presence (Boston, New York, Philadelphia, and Charleston, SC), and NPS events leading up to the Semiquincentennial are already underway. The next event is in April 2025 at Minuteman National Historical Park hosting the 250th anniversary of the "Shot heard round the world" and the Battle of Lexington and Concord/Paul Revere's Ride. In addition to events, NPS has made significant investments in the physical resources associated with the American Revolution and founding of our nation to ensure parks are "visitor ready" by 2026 and will additionally be producing a national film for the commemoration.

Native American Issues

Co-Stewardship: DOI is taking steps to increase Tribal, Alaska Native, and affiliated Island Communities' role in the cooperative and collaborative stewardship of federal lands and waters, recognizing their long-standing interest in and connection to these resources. In 2021, the USDA and DOI committed to co-stewardship by signing Joint Secretarial Order (SO) 3403, and since then, the agencies have signed over 200 new co-stewardship agreements with Tribes, Alaska Natives, and affiliated Island Communities. At the same time, DOI has bolstered its agency policies and resources for meaningful co-stewardship, updating its Departmental Manual in 2022 to implement SO 3403's directives, elevating Indigenous Knowledge in Departmental decisions, and providing Department-wide co-stewardship training throughout 2024.

Workforce Retention & Development: Indian Affairs (IA) has been working to rebuild low staffing levels that largely resulted from budget reductions, a retiring workforce, and the pandemic. A key area with high vacancies is the Office of Justice Services (OJS) within the Bureau of Indian Affairs (BIA); more than 30 percent of BIA vacancies are within OJS, which is responsible for BIA law enforcement operations. The Office of Human Capital Management (OHCM) continues to work with OJS and other programs evaluating the use of recruitment and retention incentives and exploring innovative approaches in recruiting efforts like the use of Open Continuous Announcements that can also be applied to other programs within IA. OHCM is also collaborating with hiring managers to expand outreach and networking with Tribal Colleges and Universities to recruit new talent.

Bureau of Indian Education (BIE) Initiatives: The BIE supports the education of Native American students in grades K-12 across 183 BIE-managed and Tribally controlled schools, as well as two Native American colleges. In response to challenges heightened by the pandemic, such as remote learning access and mental health needs, BIE has launched several collaboratively-developed initiatives to create systemic change, enhancing student success and well-being. One major effort, the BIE's Strategic Transformation of Education Plan (STEP), is now in its first year of implementation. STEP focuses on improving areas such as broadband infrastructure and implementing a standardized online Learning Management System. Complementing this, BIE's Behavioral Health and Wellness Program (BHWP), initiated in 2020 and continued under an August 2024 contract, provides culturally relevant, evidence-based, trauma-informed behavioral health and wellness services for both students and staff across all BIE-funded entities. This program offers essential resources, including a 24/7 call line and virtual counseling through a secure telehealth platform. Looking forward, BIE's Draft Strategic Direction for 2024-2029 emphasizes student-centered, Indigenous education with a focus on cultural identity, wellness, and student success, strengthened by local sovereignty. BIE is currently creating operational plans and metrics for this strategic direction's implementation through December 2024.

Energy

Renewable Energy on Public Land: The Energy Act of 2020 set a national goal to permit 25,000 megawatts (MW) of renewable energy on public lands by 2025 and authorized the BLM to reduce acreage rents and capacity fees to promote the greatest use of renewable energy resources. As of April 2024, the BLM has permitted 67 geothermal plants, 41 wind projects, 53 solar projects, and 42 transmission projects under this directive, totaling 28,900 MW of renewable energy capacity. Additionally, the IRA allocated \$400B in federal funding for clean energy and introduced new requirements for the BLM to hold onshore oil and gas lease sales before issuing rights-of-way for wind or solar projects. BLM's Renewable Energy Coordination Offices are expediting cross-agency permitting, and BLM is currently processing applications for 66 utility-scale clean energy projects (including solar, wind, geothermal, and transmission).

Outer Continental Shelf (OCS) - Offshore Wind Development: BOEM is responsible for planning and authorizing offshore renewable energy development on the OCS, working in tandem with BSEE as the bureau responsible for workplace safety and environmental compliance for offshore renewable energy activities. In 2024, BOEM and BSEE finalized updated regulations that provide the framework for activities supporting production and transmission of renewable energy on the OCS, and in particular, increased certainty and reduced costs associated with offshore wind projects. As of September 2024, BOEM oversees [35 commercial wind leases and three renewable energy research leases](#) on three coasts, and as of October 2024, BOEM has approved Construction and Operations Plans for ten commercial projects on leased acreage. This is the equivalent of more than 15 gigawatts (GW) of energy, enough to power approximately 5.25M homes.

OCS - Offshore Oil & Gas Development: BOEM is responsible for developing and administering the National OCS Oil and Gas Leasing Program ("[National OCS Program](#)"), which establishes a schedule of oil and gas lease sales that the Secretary determines will best meet national energy needs pursuant to Section 18 of the OCS Lands Act (43 U.S.C. § 1344). The Secretary approved the 10th National OCS Oil and Gas Leasing Program (the 2024-2029 National OCS Program) on December 14, 2023, which includes three potential oil and gas lease sales, one each in 2025, 2027 and 2029, and all in the Gulf of Mexico (GOM) Program Area. BOEM is in the process of completing the pre-leasing steps, including required

environmental reviews, leading toward the first sale (Lease Sale 262) of the 2024-2029 National OCS Program, and BSEE will exercise primary oversight of specific permitting and operational activities (e.g., drilling and production) on OCS leases. Under the IRA, no new offshore wind leases will be able to be issued after December 20, 2024, without holding a new oil and gas lease sale that meets the IRA requirements.

OCS - Decommissioning Liabilities: BSEE is responsible for ensuring that infrastructure used for energy exploration, development, and production activities undertaken pursuant to the OCS Lands Act are properly secured and removed (i.e., decommissioned) to ensure the long-term protection of the resource and the surrounding environment. Decommissioning is a growing portion of BSEE's oversight activities as operations mature. As of October 2024, BSEE has been awarded a BIL-funded contract for the decommissioning of eight orphaned pipelines in the Matagorda Island lease area, approximately 12 miles off the Texas coast. The project will reduce pollution risks and improve offshore safety by decommissioning infrastructure that could interfere with navigation, commercial fisheries, and other current or future ocean uses.

Oil & Gas, Alaska Energy Projects: The BLM manages the Federal government's onshore subsurface mineral estate. As of FY 2023, the BLM's oil and gas program manages 33,702 Federal leases covering 23.2M acres, of which 23,641 leases and 12.4M acres were in producing status. The BLM has additionally worked on three high-profile projects in Alaska that continue to get national attention: [North Slope Oil & Gas Development in the National Petroleum Reserve - Alaska \(NPR-A\)](#), [Coastal Plain](#) and [Ambler Road](#).

Critical Minerals Mining: In FY 2023, there were 508,806 active mining claims, 743 active mining plans, and 891 exploration notices on BLM-managed lands. Since January 2021, the BLM has approved 38 new mines or mine modifications. Mining fees in FY 2023 generated approximately \$104M, covering the \$39.7M cost of BLM's mining law administration. In September 2023, DOI's Interagency Working Group on Mining Laws published a report recommending reforms for mining on U.S. public lands, and BLM is starting to implement some of these recommendations.

Water Management and Drought in the West

Drought Resilience: The Assistant Secretary for Water and Science (AS/WS) engages BOR, USGS, and other DOI bureaus and offices as appropriate, in drought resiliency efforts, and currently services as a co-chair at the National Drought Resilience Partnership (NDRP). The NDRP consists of seven Federal agencies coordinating Federal drought policies in support of state, Tribal, and community efforts to build long-term drought resilience, helping communities better prepare for future droughts and reduce the impact of drought events on livelihoods and the economy. The NDRP serves as a single Federal point of contact on drought resilience and leverages the work of existing Federal investments to foster drought resilience. BOR received significant sums in the BIL and IRA for drought mitigation efforts, primarily in the Colorado River basin.

Colorado River Drought Contingency Plans: The Colorado River Basin is experiencing a historic drought with the period since 2000 being the driest in over 1,200 years. BOR has taken proactive measures over the past decade to protect key water levels at Lake Powell and Lake Mead. To address increasing risks, BOR and Basin water users have begun the process of collaborating to update the 2007 Colorado River Interim Guidelines, following successful agreement on the 2019 Drought Contingency Plan (DCP), and implementing BIL and IRA funding to support water conservation agreements aimed at raising reservoir levels at both lakes. The International Boundary and Water Commission and BOR are collaborating with Mexico on water-saving measures through 2026 as part of long-term planning for the Colorado River Basin. Revisions to the 2007 Guidelines must be finalized by the end of 2026 to support long-term Colorado River operations.

Columbia River Operations: The Columbia River Basin in Washington is an important source of energy and home to native fish populations. Following litigation and mediated agreements in 2023, the U.S. committed to benefiting anadromous fish in the Columbia River Basin. In 2024, the Columbia River Task Force was formed to oversee and report on these federal commitments. The Task force likewise aims to partner with Tribes and states from the Pacific Northwest to restore wild salmon populations in the Columbia River Basin while developing a long-term strategy to meet the clean energy, transportation, and other key needs of the region. In July 2024, the U.S. and Canada reached an agreement in principle on Columbia River Treaty modernization, as current terms expired in September 2024. The agreement includes 3.6M acre-feet of flood risk management space in Canada that impacts water and power resources at Grand Coulee in Washington.

Central Valley Project: BOR's facilities and involvement in California and southern Oregon have been challenged over the past decade by drought conditions and complicated water operations. The Central Valley Project (CVP) is California's largest federal water infrastructure project, built to generate power and protect against shortages and floods. It consists of an intricate network of dams, reservoirs, canals, and hydroelectric plants extending over 400 miles. The water allocation process for the CVP is complex, and ESA issues are a central concern. In September 2021, BOR and the California Department of Water Resources requested the reinitiation of consultation with FWS and the National Marine Fisheries Service on the Long-Term Operation of the CVP. This was due to anticipated modifications that may affect ESA-listed species or critical habitats not covered in the 2019 biological opinions. BOR released a Biological Assessment in November 2023, with new Biological Opinions expected in Fall 2024 and a Record of Decision by the end of 2024.

Scientific Services

Aging Facilities: The USGS faces challenges due to aging infrastructure, with deferred maintenance costs estimated at \$176M in 2024 and an additional \$222M needed over the next four years for facility replacements and modernization. To address these needs, it is essential for USGS to maintain its annual appropriation at approximately \$75M for the Facilities Maintenance Modernization and Restoration budget. At this funding level, facility projects could be completed by 2031, ensuring the necessary repairs and upgrades at USGS science centers, which are critical for future mission success.

Landsat Data Continuity: The Landsat satellite program, a joint effort by the National Aeronautics and Space Administration (NASA) and USGS, has provided 52 years of essential Earth observation data, supporting decisions on land, water, and natural resources. This data contributes over \$2B annually to the U.S. economy and is recognized as the most impactful satellite Earth observation system for federal services and research. Landsat data is also used by commercial operators to enhance their imagery. To meet growing demands, NASA and USGS are developing the next-generation Landsat Next mission, expected to launch in late 2030 or early 2031, and designed to provide richer spectral data, better resolution, and more frequent observations, supported by international partnerships and commercial data.

Departmental Scientific Integrity: The USGS leads the Department's efforts under its scientific integrity policy and also serves an important Government-wide scientific integrity function, including serving as Co-Chair for the National Science Technology Council (NSTC) Subcommittee on Scientific Integrity. In 2024, DOI released a revised Departmentwide scientific integrity policy built upon NSTC guidance that strengthens the Code of Scientific and Scholarly Conduct, improves procedures for reporting and investigating concerns, and prohibits inappropriate political interference that may compromise scientific integrity at DOI. The USGS aids other DOI bureaus with scientific integrity matters, such as assistance with investigations of potential losses of scientific integrity, and coordination with policy implementation.

Insular and International Responsibilities

Compacts of Free Association: DOI leads the implementation of economic assistance provisions under the newly amended Compact of Free Association (COFA) agreements, which extend \$6.5B in economic assistance to the freely associated states (FAS) for the next 20 years (P.L. 118-42, Mar. 9, 2024). The amended agreements with each of the FAS requires the establishment of bi-lateral committees to review and approve plans of use for economic assistance from the U.S. Both the U.S. and the FAS have made the necessary appointments to all required committees. In the meantime, the Compact-required committees are fully operational and meeting regularly, and have successfully adjudicated plans from the FAS governments for the use of economic assistance and the disbursement of grants. The economic assistance is being used primarily to support the health and education sectors in the FAS countries.

International Assistance on Wildland Fire Response: DOI has reciprocal agreements with several foreign countries to share personnel and other resources to combat wildland fires in instances where resources do not meet needs. DOI exchanges wildland fire knowledge, expertise, equipment, and personnel through international agreements with Australia, Canada, Mexico, New Zealand, and Portugal. The U.S. has sent fire suppression personnel to Australia six times since 2003, most recently in 2019 and 2020, and typically shares personnel and equipment with Canada yearly. Australia and New Zealand have sent fire suppression personnel to the U.S. six times since 2000, most recently in 2018, and Australia sent an airtanker to assist the U.S. in 2022. In 2020, 100 firefighters from Mexico mobilized to assist firefighting efforts in the Western U.S.

Law Enforcement Initiatives

On July 7, 2021, Secretary Haaland [established](#) a Law Enforcement Task Force (LETF) to develop solutions that would strengthen trust and collaboration between law enforcement and communities, instituting a new era of community-focused policing within DOI. The LETF, led by DOI's Office of Law Enforcement and Security (OLES), focuses on enhancing public trust in DOI law enforcement, supporting the safety and wellness of officers, and ensuring that law enforcement programs continue to provide safe and equitable access to public lands and the free exercise of fundamental rights. The LETF Working Group is comprised of representatives from various DOI bureaus and offices with law enforcement programs, including the BIA, BLM, NPS, FWS, BOR, and OLES. The LETF's recent [2023 Report](#) further details its responsibilities and recommendations for implementation.

Evolving Administrative Law

Recent Supreme Court decisions may potentially impact the Department's ability to enforce and defend its broad regulatory actions and implementing decisions, especially in areas like environmental protection and public lands management. Notable recent rulings include *Loper Bright v. Raimondo* (overturning "Chevron deference") (2024), *Corner Post, Inc. v. Board of Governors of the Federal Reserve System* (establishing a new standard for when the statute of limitations for APA claims commences, beginning with a plaintiff's injury) (2024), and *SEC v. Jarkesy* (regarding administrative tribunals and the Seventh Amendment right to trial by jury) (2024), and *West Virginia v. EPA* (establishing the "major questions" doctrine) (2022). DOI continues to anticipate and position itself to adjust to this changing landscape; actual impacts remain unknown at this time.

[Go to the next section: Organization](#) 

Organization

 [Go to the previous section: Significant Current Issues](#)

The Secretary of the Interior is responsible for all operations and activities of the Department. The Deputy Secretary assists the Secretary in supervising and administering the Department and performs the functions of the Secretary in the Secretary's absence.

The Secretary's Immediate Office consists of the Secretary, Deputy Secretary, and a staff of experienced senior officials who provide overall policy direction and coordination for the Department's major initiatives. This staff coordinates major multi-bureau and multi-agency program issues such as energy development, infrastructure, land and water stewardship, recreation, upholding our trust responsibility to Tribes, and other high-profile initiatives.

The Office of the Secretary also manages information, outreach, and the development of strategies to address major policy issues of importance to the President and the Congress. The Secretary guides the legislative, budget, and policy agenda for the Department; sets the policies and practices for coordination and communication with States, local entities, and external partners; provides the priorities and strategies for operation of the ten bureaus and multiple offices in the Department; and provides the direction and leadership for ethical conduct, program effectiveness, and efficiency.






Departmental Offices

The Secretary and Deputy Secretary are assisted by five program Assistant Secretaries, and an Assistant Secretary for Policy, Management and Budget.

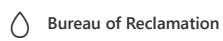
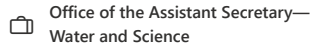
Assistant Secretary—Policy, Management & Budget

- | | | |
|---|--|--|
|  Office of the Assistant Secretary—Policy, Management & Budget |  Deputy Assistant Secretary—Policy and Environmental Management |  Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition |
|  Deputy Assistant Secretary—Administrative Services |  Deputy Assistant Secretary—Public Safety, Resource Protection and Emer |  Deputy Assistant Secretary—Human Capital and Diversity |
|  Office of Natural Resources Revenue |  Bipartisan Infrastructure Law and Inflation Reduction Act Program... | |
|  Orphaned Wells Program Office |  Great American Outdoors Act Program Management Office |  Office of the Chief Information Officer |
-

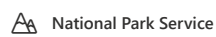
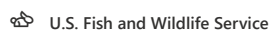
Assistant Secretary—Land & Minerals Management

- | | | |
|---|--|--|
|  Office of the Assistant Secretary—Lands and Minerals Management |  Bureau of Land Management |  Office of Surface Mining Reclamation and Enforcement |
|  Bureau of Ocean Energy Management |  Bureau of Safety and Environmental Enforcement | |
-

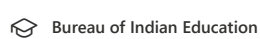
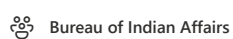
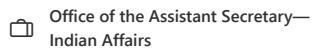
Assistant Secretary—Water and Science



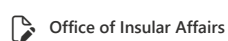
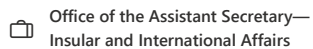
Assistant Secretary—Fish and Wildlife and Parks



Assistant Secretary—Indian Affairs



Assistant Secretary—Insular and International Affairs



National Indian Gaming Commission



[Go to the next section: Departmental Offices](#) 

Departmental Offices



Office of Intergovernmental and External Affairs



Office of Inspector General (OIG)



Office of the Solicitor



Office of Congressional and Legislative Affairs



Office of the Chief Information Officer



Office of Diversity, Inclusion and Civil Rights



Office of the Executive Secretariat and Regulatory Affairs



Office of Communications



Secretary's Indian Water Rights Office



Office of Subsistence Management

[!\[\]\(1ed10657a19f9137278430c48fd18626_img.jpg\) Go to previous section: Organization](#)

[Go to the next section: Office of Intergovernmental and External Affairs !\[\]\(4c9516d2c24d0d513bc9f84c2e013d65_img.jpg\)](#)

Office of Intergovernmental and External Affairs

[!\[\]\(919a2cb85b99741a73c0c31a427236a8_img.jpg\) Go back to Departmental Offices](#)

AT A GLANCE

Mission: The Office of Intergovernmental and External Affairs (OIEA) strengthens relationships between state, local, Tribal, and external partners with the Office of the Secretary and serves as liaison for governmental and non-governmental partners in communicating with departmental offices and bureaus.

Leadership: Director

Headquarters: Washington, D.C.

OFFICE CONTACT

Eve Barnett, Policy and Intergovernmental Affairs Analyst

Email: Eve_barnett@ios.doi.gov

Phone: 202-208-1923

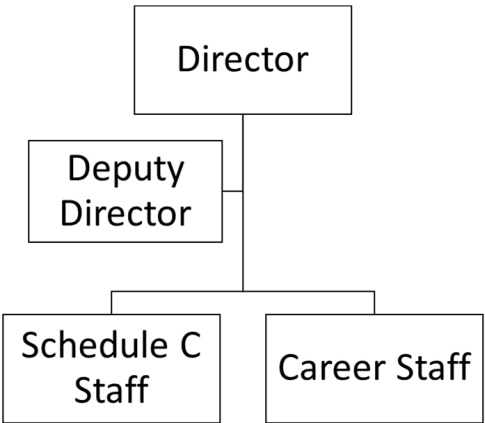
I. SUMMARY OF ORGANIZATION

The Office of Intergovernmental and External Affairs (OIEA) works to build, maintain and strengthen relationships with State, county, municipal, and Tribal governmental officials, external stakeholders and organizations, industry groups, and non-governmental organizations while advancing the Secretary's and the Administration's priorities. The office serves as the point of contact between State and local officials and external stakeholders across the country and the Office of the Secretary.

OIEA supports Secretarial and Administration priority issues, initiatives and events. OIEA also serves as representatives for the Secretary's Office, helps plan travel and events, arranges meetings with officials and stakeholders, and carries the message of the Department of the Interior (DOI) and the Administration to the millions of Americans that stakeholder organizations represent.

OIEA develops and maintains powerful, proactive coalitions and continually expands public engagement to assemble a greater diversity of stakeholders and constituency groups and a highly engaged stakeholder base.

OIEA also coordinates intergovernmental and external affairs collaboration across the bureaus within the DOI, convening a Community of Practice with senior intergovernmental and external affairs staff representing each agency.



OIEA Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

Shantha Ready Alonso, Director, Office of Intergovernmental and External Affairs

Career SES/SL:

Thomas Franco, Deputy Director
(Vacant), Senior Advisor

Senior Career Employees:

Eve Barnett, Policy and Intergovernmental Affairs Analyst
Mijal Harvey, Executive Assistance (shared with Office of Communications)

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Coordination with Intergovernmental Officials. OIEA fosters trust and collaboration with State and local officials, provides frequent communication, ensures understanding of their issues, seeks to find resolutions where possible, and identifies areas of agreement and opportunities to work together.

Coordination with the Bureaus. OIEA wants to ensure that the team is included in bureau level policy decisions and announcements earlier so that they can meaningfully contribute to the strategic decision-making process. Facilitating a consistent Community of Practice enables better coordination with bureaus and ensures opportunities to improve intergovernmental and public engagement, to increase communication with the Office of the Secretary, and to increase OIEA involvement in bureau activities.

[Go to the next section: Office of the Inspector General](#) 

Office of Inspector General (OIG)

[« Back to Departmental Offices](#)

AT A GLANCE

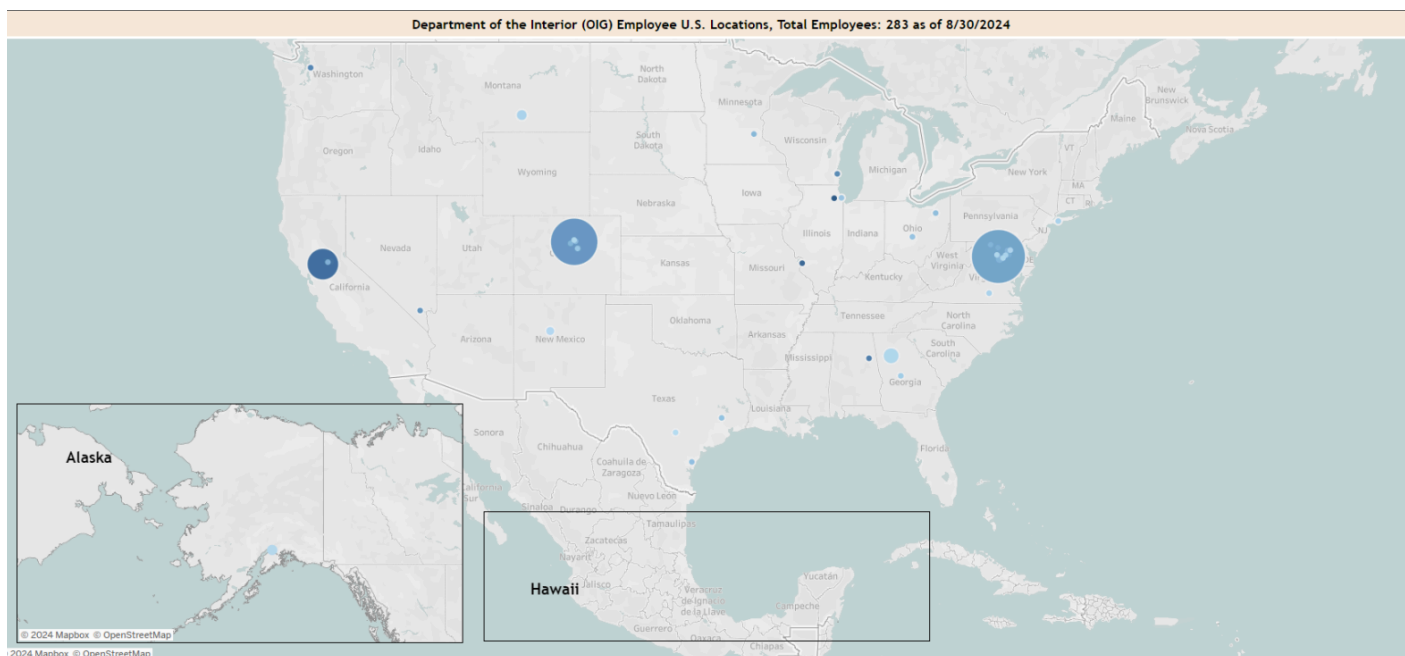
Established: 1978

Mission: To provide independent oversight to promote accountability, integrity, economy, efficiency, and effectiveness within the Department of the Interior (DOI).

Leadership: The Honorable Mark Lee Greenblatt, Inspector General

Headquarters: Washington, D.C.

Workforce: Total employee count is 283: 282 permanent and 1 term (as of 8/30/2024).



OIG Employee Distribution across the US

BUREAU/OFFICE CONTACT

Michael O'Rourke, Assistant Inspector General for Strategy, Data & Innovation

Email: michael.orourke@doioig.gov

Phone: 771-216-0912

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of Inspector General (OIG) is an independent statutory entity within DOI with dual reporting responsibilities. The OIG reports to both the Secretary and Congress to keep them fully and currently informed but is independent from both. [The Inspector General Act of 1978](#) established and authorized the OIG function to prevent and detect fraud, waste, and abuse and to improve the economy and efficiency of the programs and operations of federal agencies.

The OIG provides fair, objective, and independent oversight to promote accountability, integrity, economy, efficiency, and effectiveness within DOI. The OIG accomplishes this mission by conducting independent investigations, audits, inspections, and evaluations and by reporting its findings of fraud, waste, abuse, or mismanagement along with recommendations for improvement. Depending on the nature of the information, it is shared with DOI officials, Congress, the U.S. Department of Justice (DOJ) and other law enforcement entities, and the public.

The OIG's findings and recommendations are used to prompt corrective action that improves DOI's performance and address wrongdoing and mismanagement when shortcomings and deficiencies are identified. The OIG conducts outreach to those responsible for the expenditure of DOI funds, including employees, contractors, grantees, and Tribes. These outreach efforts help inform these audiences of the consequences of

wrongdoing, red flags that they can identify, and how to report problems or concerns to the OIG. The OIG also makes recommendations to the DOI for the suspension and debarment of recipients and potential recipients of DOI awards.

The OIG’s oversight work continues to address the highest-risk programs and operations within the DOI. In FY 2023 alone, the OIG issued 95 reports with actionable information for decision makers, identifying \$20 million in questioned, wasted, defrauded, and uncollected funds. The OIG also provided training to 4,330 individuals to prevent and detect wrongdoing and mismanagement. During the same time, criminal prosecutions related to the OIG’s investigations have resulted in 276 months of probation, 22 months of prison time, 100 hours of community service, and approximately \$2 million in restitution and fines combined. The OIG’s civil investigation work in FY 2023 resulted in a \$10 million administrative settlement and a \$12 million royalty settlement agreement. Additional information about the OIG’s work can be found in the [2023 Organizational Assessment](#), the [Semiannual Report to Congress from March 2024](#), and the [most significant management and performance challenges](#) facing DOI for inclusion in the annual Agency Financial Report.

The OIG is led by a Presidentially appointed, Senate-confirmed Inspector General with the support of career senior executives. Inspectors General, as independent overseers, are selected based on integrity and demonstrated ability in specific areas such as law, auditing, or investigations. Inspectors General typically remain in place across administrations. Furthermore, according to the IG Act, IGs must have direct and prompt access to the agency head. As such the Inspector General should meet regularly with the head of DOI to foster effective communication.

OIG has offices in the Main Interior Building in Washington, DC; Herndon, VA; Lakewood, CO; and Sacramento, CA, as well as smaller field offices in Albuquerque NM, Atlanta, GA, and Billings, MT. In total, as of September 2024, DOI OIG had 282 full-time equivalent staff positions.



OIG Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Mark Lee Greenblatt, Inspector General

Non-Career SES/SL/ST:

None

Schedule C Employees:

None

Career SES:

Caryl Brzymialkiewicz, Deputy Inspector General
Jill Baisinger, Chief of Staff
Justin Martell, General Counsel
Matthew Elliot, Assistant Inspector General for Investigations
Kathleen Sedney, Assistant Inspector General for Audits, Inspections, and Evaluations
Jorge Christian, Assistant Inspector General for Management
Michael O'Rourke, Assistant Inspector General for Strategy, Data & Innovation

Other Senior Career Employees:

None

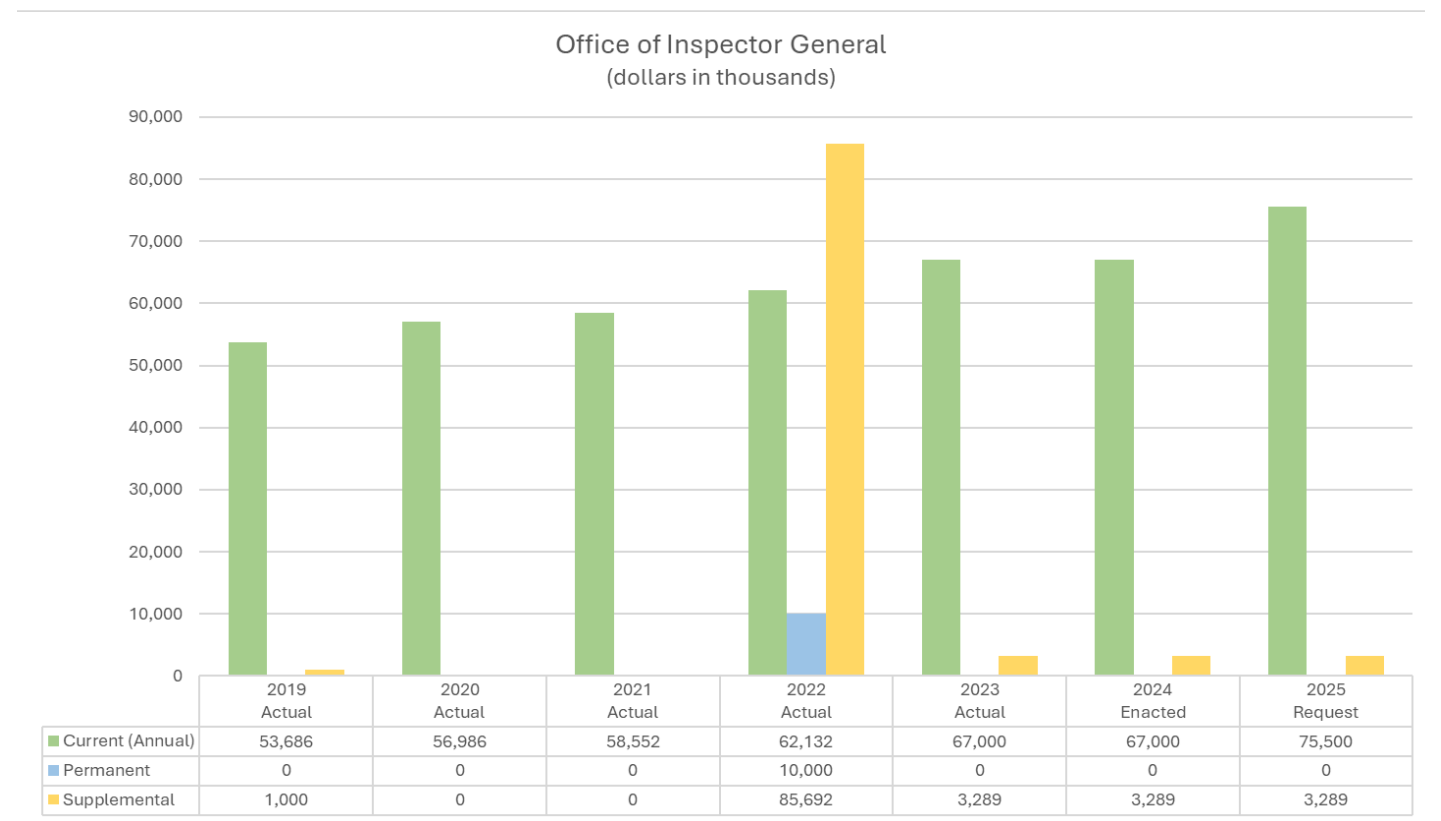
III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Access to Data. Under the IG Act, IGs are given broad statutory authorities, including access to all agency records and information. Specifically, under 5 U.S.C. § 401 et seq., the OIG is entitled to full access to all information regarding the programs, operations, and activities of the DOI. This includes information that is privileged, confidential, or otherwise exempt from disclosure. Additionally, OIGs have the authority to subpoena relevant documents and information from non-federal organizations and individuals. DOI employees do not need permission from supervisors or managers to speak with OIG, nor are they required to inform supervisors or managers before doing so. Moreover, pursuant to Departmental Manual [Part 355](#) and [Part 360](#), DOI employees must cooperate with the OIG and provide requested records, information, or other materials promptly and directly to the OIG. No employee may prevent or impede the OIG from initiating, carrying out, or completing any investigation, audit, evaluation, or other review. Employees must report suspected fraud, waste, abuse, or mismanagement involving operations, employees, contractors, or programs of DOI. All DOI employees are protected by law from retaliation for reporting suspected fraud, waste, abuse, or mismanagement to the OIG and may request confidentiality when making such reports. In support of OIG’s access to data and partnership in combatting fraud and abuse, while championing efficiency and effectiveness, previous Secretaries and members of DOI leadership have sent messages to DOI espousing these points.

IV. BUDGET OVERVIEW

The OIG participates in the DOI budget process, but, as a statutorily independent entity, it has a separate appropriation and interacts directly with the Office of Management and Budget and Congress regarding its budget request.

OFFICE OF INSPECTOR GENERAL (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	67,000	67,000	75,500	68,000	71,540
Permanent	0	0	0	0	0
Supplemental	3,289	3,289	3,289	3,289	3,289
Total	70,289	70,289	78,789	71,289	74,829
FTE	288	292	319	0	0



OIG Budget Profile (FY2019 - FY2025 Request)

Budget Profile

The 2025 budget proposes \$75.5 million, an increase of \$8.5 million over the 2024 enacted amount, and supports an estimated 319 FTEs. Programmatic cost increases total \$7.0 million, of which \$2.0 million will directly support the OIG’s important role in overseeing DOI programs and operations that collect, administer, or receive revenue from energy and mineral lease activity; fixed cost increases of \$1.5 million; and an increase of 11 FTE. The budget request will enable the OIG to expand investigative capacity, broaden financial management oversight, and maximize results to enhance production of top-quality and timely recommendations to stakeholders.

Additional information on the FY 2025 President’s Budget request may be found on the DOI’s website: <https://www.doi.gov/media/document/fy2025-departmental-offices-bureau-highlights>

Key Budget Issues

In order to provide oversight of DOI's programs, it is critically important that the OIG be fully funded. Currently the OIG's budget is less than one-half of one percent of the DOI's budget. Notably, DOI's budget has expanded in part due to supplemental funding from the Great American Outdoors Act (GAOA), the Infrastructure Investment and Jobs Act (IIJA), and the Inflation Reduction Act (IRA). While the OIG received one-half of one percent of funding provided to DOI programs under Title VI of the funding under IIJA and additional funding under the IRA, the OIG received no new funding for oversight of nearly \$20 billion provided to the DOI under the GAOA and for DOI Bureau of Reclamation programs under Title III of the IIJA. As a result, the OIG must use its limited annual appropriation to provide supplemental oversight of these programs which results in less funding available for regular oversight of the DOI. Funding the OIG's budget is critical to ensuring that the OIG has the resources necessary to oversee both new and existing DOI programs. As the DOI's portfolio grows, it is essential that the OIG's resources also expand to prevent and detect fraud, waste and abuse, thereby ensuring robust oversight and accountability for the DOI's increasingly complex budget and program responsibilities.

[!\[\]\(eafc244b53721dd1ec133f0772f70fc7_img.jpg\) Back to previous section: Office of Intergovernmental and External Affairs](#)

[Go to the next section: Office of the Solicitor !\[\]\(d3fb9f94af8b26d1c844efa9a98805b0_img.jpg\)](#)

AT A GLANCE

Workforce: Total employee count 573: 461 permanent employees and 112 temporary employees (as of 8/30/2024).



OFFICE CONTACT

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

- The **Immediate Office of the Solicitor**, which consists of the Solicitor; the Principal Deputy Solicitor, who is vested with the Solicitor's authority to make legal policy and manage SOL; Deputy Solicitors, who provide advice and counsel to the Solicitor on subject areas pertaining to one of the legal divisions; and Counselors/Advisors to the Solicitor.
- The **Departmental Ethics Office** (DEO), which provides advice and counsel on ethics issues to the Secretary and the DOI; conducts financial disclosure reviews; identifies and resolves conflicts of interest; and provides legal interpretations of laws and regulations related to ethical conduct. The Director of the DEO also serves as the DOI's Designated Agency Ethics Official (DAEO).

- The **Departmental FOIA Office (DFO)**, which provides central governance over 14 FOIA offices operated by the DOI's bureaus and offices. The Director of the DFO also serves as the DOI's Deputy Chief FOIA Officer (DCFO); the Solicitor is the Chief FOIA Officer.
- The **Indian Trust Litigation Office (ITLO)**, which is responsible for defending litigation brought against the DOI by Indian tribes and individual Indians asserting violations of the Secretary's trust responsibility. ITLO is led by a Director.

SOL consists of seven legal divisions, each led by an Associate Solicitor, with responsibility over legal work related to specific subject areas and client bureaus:

1. **Employment and Labor Law (DEL)**, which formerly was a unit within the Division of General Law and became a separate division in October 2024, is responsible for providing legal counsel on various civil service laws, as well as assisting the DOI in holding employees accountable for misconduct and advancing the DOI's goal of having a work environment free from discrimination, including harassment and retaliation. The DEL represents the DOI in litigation before the Equal Employment Opportunity Commission, the Merit Systems Protection Board, and federal courts. The DEL contains two litigation branches, a counseling branch, a policy and operations branch, and a branch that focuses on labor law, investigations, and oversight.
2. **General Law (DGL)** is responsible for administrative and general legal matters including acquisition, information law, tort claims, insular areas, legislative and appropriations issues, and intellectual property. The DGL includes the Branch of General Legal Services, the Branch of Acquisitions and Intellectual Property, and the Branch of Torts Practice, and provides counsel to the Assistant Secretary - Policy, Management and Budget. The division also contains the FOIA/Privacy Act Appeals Office.
3. **Indian Affairs (DIA)** is responsible for legal matters related to the programs and activities of the Bureau of Indian Affairs (BIA), the Bureau of Indian Education, and the Bureau of Trust Funds Administration (other than those delegated to ITLO). The DIA includes the Branch of Environment and Lands, the Branch of Trust Services, the Branch of Self-Governance and Economic Development, and the Branch of Tribal Government Services, and provides counsel to the Assistant Secretary - Indian Affairs.
4. **Land Resources (DLR)** is responsible for legal matters related to the programs and activities of the Bureau of Land Management (BLM), excluding the BLM's mineral programs and asserts affirmative claims for costs incurred pursuant to CERCLA. The DLR includes the Branch of Public Lands and the Branch of Environmental Compliance and Response, and provides legal counsel to the Assistant Secretary - Land and Minerals Management (AS-LM) and the DOI's Central Hazardous Materials Fund.
5. **Mineral Resources (DMR)** is responsible for legal matters related to the programs and activities of the Bureau of Ocean Energy Management, the Bureau of Safety and Environmental Enforcement, the Office of Surface Mining Reclamation and Enforcement, portions of the U.S. Geological Survey (USGS), and the mineral programs of the BLM. The DMR includes the Branch of Conventional Ocean Resources, the Branch of Renewable Ocean Resources, the Branch of Offshore Safety Enforcement, the Branch of Onshore Minerals, and the Branch of Surface Mining, and provides legal counsel to the AS-LM.
6. **Parks and Wildlife (DPW)** is responsible for legal matters related to the programs and activities of the National Park Service (NPS), the U.S. Fish and Wildlife Service (FWS), and portions of the USGS. The DPW includes the Branch of National Parks, the Branch of Fish and Wildlife, and the Branch of Environmental Restoration, and provides legal counsel to the Assistant Secretary - Fish and Wildlife and Parks, the Assistant Secretary - Water and Science (AS-WS), and the Secretary's Indian Water Rights Office (SIWRO).
7. **Water Resources (DWR)** is responsible for legal matters pertaining to water rights for the Bureau of Reclamation, BLM, NPS, FWS, BIA and USGS. The DWR includes the Branch of Water and Power, and the Branch of Indian Water Resources, and provides legal counsel to the AS-WS, AS-IA, and the SIWRO.

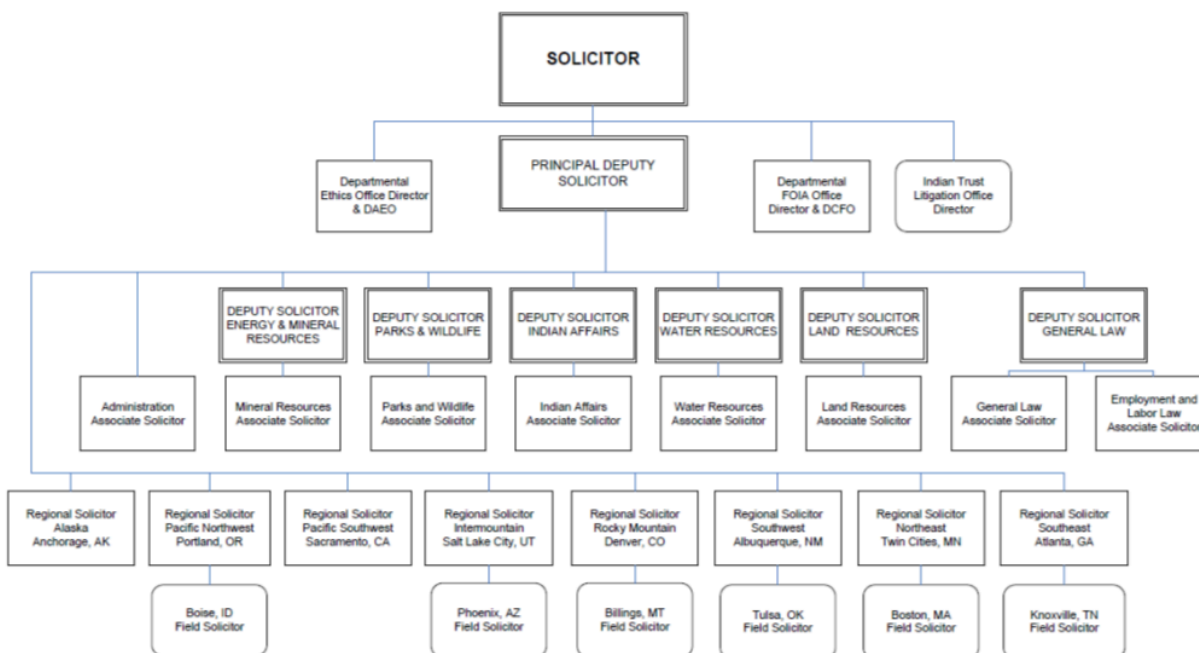
The Division of Administration (DAD) is led by an Associate Solicitor and provides and coordinates all administrative and management support services for SOL, including organizational and performance planning; budget formulation, justification and execution; procurement of services, furnishings and equipment; office space and property management, FOIA and Privacy Act response; records management; human resources and position management; information technology planning and services; law practice support technology and communications; and continuity of operations and safety. The DAD includes the Branch of Administrative Operations and Planning and the Branch of Information Resources Management.

SOL has eight regions, each led by a career Regional Solicitor, with responsibility for legal work related to programs and activities of designated bureaus and offices within the geographic area. In addition to the regional offices, SOL has six field offices, each led by a career Field Solicitor who is subordinate to a Regional Solicitor.

Regional Offices

- Alaska (AKR), based in Anchorage.
- Intermountain (IMR), based in Salt Lake City, with a subordinate field office in Phoenix.
- Northeast (NER), based in Bloomington ("Twin Cities"), Minnesota, with a subordinate field office in Boston.
- Pacific Northwest (PNW), based in Portland, Oregon, with a subordinate field office in Boise.
- Pacific Southwest (PSW), based in Sacramento.
- Rocky Mountain (RMR), based in Lakewood (Denver), with a subordinate field office in Billings.
- Southeast (SER), based in Atlanta, with a subordinate field office in Knoxville.
- Southwest (SWR), based in Albuquerque, with a subordinate field office in Tulsa.

DEPARTMENT OF THE INTERIOR OFFICE OF THE SOLICITOR ORGANIZATIONAL CHART



SOL Organizational Chart

SOL monitors its workload with the assistance of a case/matter tracking system, SOLIS. In FY 2023, 38,828 cases and matters were reported in SOLIS, including active litigation, client counseling, ethics matters, and other matters. This is a 5.5% increase over the prior year.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Robert T. Anderson, Solicitor

Non-career SES/SL:

Travis J. Annatoyn, Deputy Solicitor for Energy & Mineral Resources

Ann Marie Bledsoe Downes, Principal Deputy Solicitor

Sarah A. Krakoff, Deputy Solicitor for Parks & Wildlife

Natalie A. Landreth, Deputy Solicitor for Land Resources

Jacek Pruski, Deputy Solicitor for General Law

Joel W. Williams, Deputy Solicitor for Indian Affairs

Schedule C Employees:

Laura A. Bloomer, Senior Advisor to the Solicitor

Zaheer H. Tajani, Senior Advisor for Oversight

Career SES/SL:

Carter L. Brown, Associate Solicitor for Water Resources (SES)

Seth R. Deam, Regional Solicitor – Alaska (SES)

Gavin Frost, Director, Employment and Labor Law Unit, Division of General Law (SL)

Teresa M. Garrity, Regional Solicitor – Northeast (SES)

Shannon L. Goessling, Regional Solicitor – Southeast (SES)

Heather C. Gottry, Director, Departmental Ethics Office and DAEO (SES)

Karen S. Hawbecker, Associate Solicitor for Mineral Resources (SES)

Frank R. Lupo, Regional Solicitor – Southwest (SES)

Dondrae N. Maiden, Associate Solicitor for Parks and Wildlife (SES)

Edward McDonnell, Senior Ethics Advisor (SL)

Aaron G. Moody, Associate Solicitor for Land Resources (SES)

Timothy E. Murphy, Senior Counselor to the Associate Solicitor for General Law (SL)

Erik E. Petersen, Regional Solicitor – Intermountain (SES)

Gregory B. Russell, Senior Counselor for NEPA and Infrastructure (SL)

Eric N. Shepard, Associate Solicitor for Indian Affairs (SES)

Marc A. Smith, Associate Solicitor for Administration (SES)

Rachel Spector, Director, Departmental FOIA Office and DCFO (SES)

Lance C. Wenger, Regional Solicitor – Pacific Southwest (SES)
Michael C. Williams, Regional Solicitor – Rocky Mountain (SES)

Other Senior Career Employees:

Mariagrazia (“Marigrace” or “MG”) Caminiti, Executive Assistant to the Solicitor
Kristen Kokinos, Acting Director, Indian Trust Litigation Office
Frank Wilson, Acting Regional Solicitor – Pacific Northwest

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Employment and Labor Law. All employment and labor law litigation and services are performed by the Employment and Labor Law Unit (ELLU) within DGL. With 47 positions, ELLU is larger than all other divisions. Given its size and to address the need for confidentiality in its work relating to disciplinary and adverse employment actions, the Solicitor recently directed that ELLU be severed from DGL and converted into a separate division. Steps underway prior to implementation include a reprogramming letter that is pending before Congress, a request to the DOI to recruit for an SES Associate Solicitor, and numerous other necessary administrative actions.

Indian Trust Litigation. Until recently, the ten-employee Indian Trust Litigation Office (ITLO) primarily defended breach of trust lawsuits relating to historic accounting and trust fund and asset mismanagement claims on behalf of the Bureau of Trust Fund Administration. Today, however, more than half of its work is for the Bureau of Indian Affairs and involves alleged breaches of trust related to resources and law enforcement services. This change, as well as a requested revision to its funding source, a current vacancy in ITLO’s supervisory position, and a new Office of Personnel Management policy, necessitates a review of its current organizational status.

Records Digitization. To satisfy the Office of Management and Budget/National Archives and Records Administration [directive](#) for transitioning paper files to electronic records, optimize utilization of office space, and facilitate collaboration among employees throughout the United States, SOL has repeatedly sought funding to conduct digitization of more than 5,000 boxes of records. SOL has made considerable progress in dispositioning its paper records, however, efforts to secure funding for a fully online recordkeeping system have been unsuccessful to date.

Tulsa Field Office. The Southwest Region’s Tulsa Field Office has a unique and heavy workload largely involving federal laws and regulations pertaining to the “Five Civilized Tribes” and the Osage Nation. The Field Office directly represents individual Indians of the Five Tribes in state courts throughout Oklahoma regarding conveyances, partitions, and quiet titles of restricted allotments. They also supervise all probates of Five Tribes estates. Additionally, the Supreme Court’s 2020 *McGirt v. Oklahoma* [decision](#) resulted in several Indian reservations being reaffirmed within the state, significantly increasing the volume of client counseling and litigation assigned to the ten-employee Field Office.

Regional and Field Office Relocations. Within the next year, SOL will be relocating the Intermountain Regional Office in Salt Lake City, the Rocky Mountain Regional Office in Lakewood (Denver), and the Tulsa Field Office. All offices will remain in their same metropolitan area and sufficient funding has been secured for the construction of new space and for relocation. In addition, the Boston Field Office will be returning to its permanent location following extensive renovations. These relocations will allow SOL to right-size its space based on current staffing levels and Office requirements.

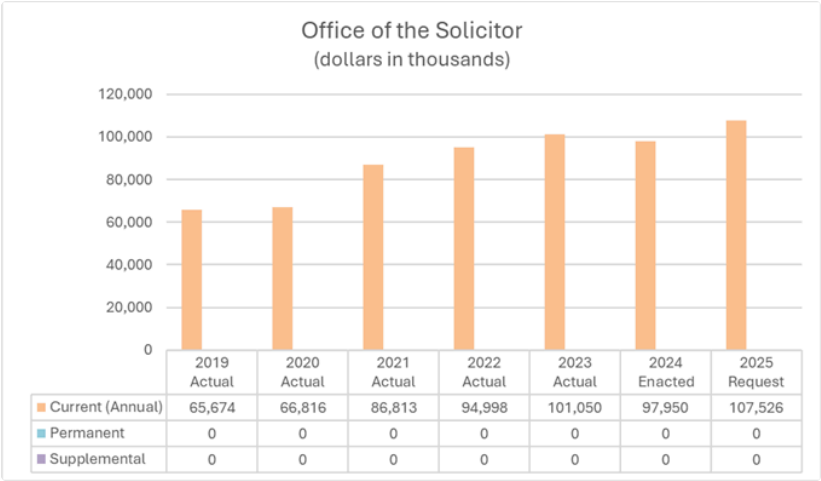
FOIA Backlog. Congress has emphasized the need for the DOI to reduce its backlog of Freedom of Information Act (FOIA) requests, and regularly monitors our progress. In FY2023, the DOI received more than 7,000 FOIA requests, with the largest percentage of requests going to the larger, higher-profile bureaus: NPS (28%), BIA (18%), BLM (15%), and FWS (12%). Bureaus with more than 100 “backlogged” requests (*i.e.*, requests that are pending beyond the statutory timeframe for a response, generally 20-30 working days) in FY 2023 were BLM (1519), the Office of the Secretary (888), NPS (807), BIA (489), and FWS (331).

IV. BUDGET OVERVIEW

The FY2025 budget request includes \$107.5 million for SOL. The estimated total staffing of 566 full-time equivalents (FTE) in 2025 includes 409 FTE funded from current funding, 104 reimbursable FTE, and 53 allocated FTE. SOL’s appropriation funds SOL’s Legal Services, General Administration, Departmental Ethics Office, and Departmental FOIA Office activities. Requested current appropriation program changes in the President’s Budget for FY2025 includes two years of fixed costs increases, a \$1 million increase for a human resources service provider cost escalation, and +2 FTE to expand legal services capacity.

OFFICE OF THE SOLICITOR (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	101,050	97,950	107,526	93,964	101,559
Permanent	0	0	0	0	0
Supplemental	0	0	0	0	0
Total	101,050	97,950	107,526	93,964	101,559
FTE	542	548	566	514	543

SOL Budget (FY2023 - FY2025 Request)

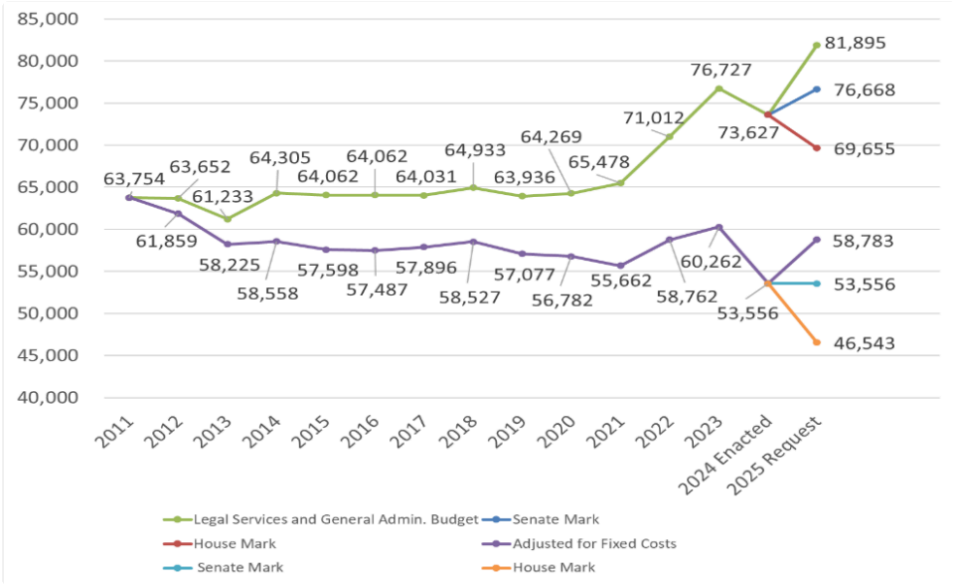


SOL Budget Profile

Key Budget Issues

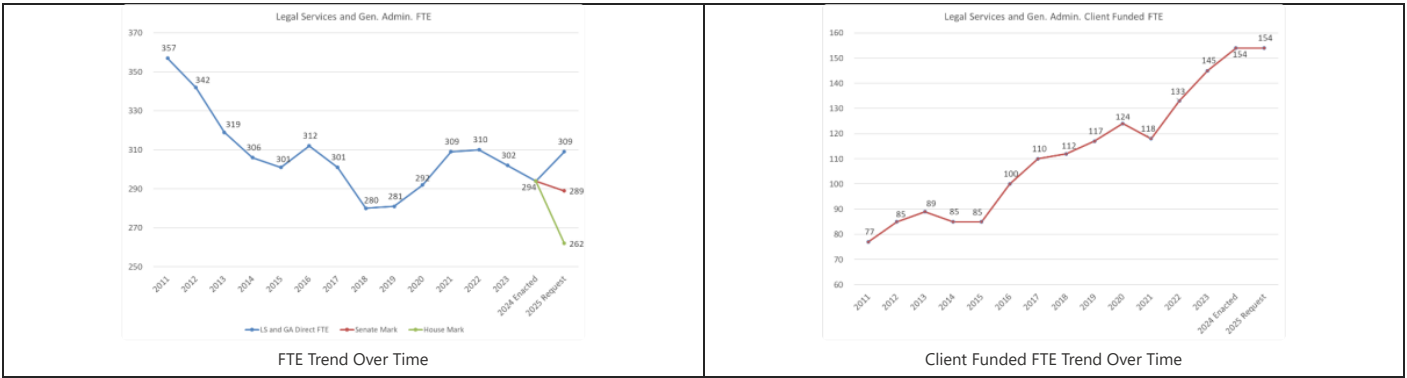
Increased Reliance on Client Funding. SOL’s funding level for Legal Services and General Administration has not kept up with fixed cost increases. As shown in the following chart, when adjusted for fixed costs, SOL’s Legal Services and General Administration funding has declined significantly since FY2011.

Legal Services and General Administration Budget History (\$ in Thousands)



SOL Budget History for Legal Services and General Administration

Due to this decline in funding, SOL has had to repeatedly decrease its direct-funded staffing levels for legal services and general administration. However, because of the critical role that SOL must play in ensuring legal compliance in all DOI actions, as well as in representing the Secretary and the DOI in thousands of court proceedings, SOL has had to offset these cuts by increasing its reliance on funding from its client bureaus through reimbursable agreements. These trends are shown in the following charts:



This trend is untenable, as it poses significant management burdens and challenges, leaves SOL in a precarious budgetary posture, complicates efforts to hire top-tier legal talent, creates tensions between SOL and its clients, and adds unnecessary administrative costs. Despite repeated efforts, SOL has been unsuccessful in securing additional funding to reduce reliance on its clients for funding.

Other Activity Cuts. To address significant cost increases and prepare for potential reductions in 2025 and 2026 appropriations, SOL recently has had to implement various budgetary cuts, including a further reduction of each division and region's direct-funded authorized staffing level; discontinuation of SOL's Honors Attorney program; implementation of the Voluntary Early Retirement Authority; and a reduction of performance award funding below authorized DOI levels. While necessary, these cuts could have an adverse impact on overall SOL productivity and employee recruitment, retention, and morale.

[!\[\]\(dfbd6b3763a6d1d9afaa974f64e2e4b5_img.jpg\) Go to previous section: Office of the Inspector General](#)

[Go to the next section: Office of Congressional and Legislative Affairs !\[\]\(e78f798d4ea5c530c9db49e7d26e6b95_img.jpg\)](#)

Office of Congressional and Legislative Affairs

 [Go back to Departmental Offices](#)

AT A GLANCE

Established: 1973

Mission: The Office of Congressional and Legislative Affairs (OCL) has responsibility for the development and implementation of strategies to advance the Department of the Interior's (DOI) legislative initiatives and other interests relating to Congress.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 12, with a ceiling of 17.

OFFICE CONTACT

Pamela L. Barkin, Acting Legislative Counsel

Email: pamela_barkin@ios.doi.gov

Phone: 202-501-2563 (desk direct)
202-208-7693 (general office)
202-374-3646 (cell)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of Congressional and Legislative Affairs (OCL) has responsibility for the development and implementation of strategies to advance the Secretary's legislative initiatives, DOI nominations, and other Departmental interests relating to Congress. The primary functions of OCL include serving as the DOI's primary liaison with Congressional Committees and individual Members of Congress.

OCL leads the Senate confirmation process for individuals nominated by the President to positions in the DOI. The OCL also leads development and articulation of the position of the DOI on legislative matters in testimony, statements for the record, views letters, and questions for the record, including resolving inter- and intra-Departmental disagreements related to these matters.

The OCL manages the development and internal and interagency clearance of legislative proposals, statutory reports, testimony and other Congressional correspondence in coordination with the bureaus and the Office of Management and Budget (OMB). The OCL coordinates with the Assistant Secretary of Policy, Management and Budget on legislative and oversight matters related to the DOI's budget and appropriations processes.

Another function of the OCL is to coordinate the DOI's responses to Congressional committee oversight and information requests, requests for drafting services and technical assistance, and other inquiries from Members and Congressional staff. It also facilitates the appearance of DOI witnesses at Congressional hearings.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES:

Morgan Gray, Director

Schedule C Employees:

Paniz Rezaeero, Deputy Director for the U.S. House

Vacant, Deputy Director for the U.S. Senate

Alejandro Oms, Advisor

Vacant, Advisor

Chris Martinez, Oversight Counsel

Career SES:

Vacant, Legislative Counsel

Other Senior Career employees:

Pamela Barkin, Acting Legislative Counsel (Departmental issues)

Robert G. Howarth, Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

“Lame Duck Session” of the 118th Congress. Congress is expected to return to Washington, D.C. following the November 5, 2024, elections. At this time, there are several pending bills with significant Department of the Interior interest:

- The Department of the Interior FY2025 Appropriations Act (H.R. 8998, S. 4802)
- The National Defense Authorization Act for FY2025 (H.R. 8070, S. 4638)
- The Water Resources Development Act (H.R. 8812, S. 4367)

 [Go to previous section: Office of the Solicitor](#)

[Go to the next section: Office of the Chief Information Officer](#) 

Office of the Chief Information Officer

 [Go back to Departmental Offices](#)

AT A GLANCE

Mission: The mission of the Office of the Chief Information Office (OCIO) is to deliver scalable, secure, adaptable capabilities that help protect and manage the Nation's natural resources and cultural heritage and provide information about those resources for all Department of the Interior (DOI) stakeholders.

Leadership: Chief Information Officer (CIO)

Headquarters: Washington, D.C.

Workforce: Total employee count is 220: 209 permanent, 6 temporary, and 5 term (as of 8/30/2024)

OFFICE CONTACT

Darren B. Ash, Chief Information Officer

Email: darren_ash@ios.doi.gov

Phone: 202-742-0995 (office)

Office Location: Washington, D.C.

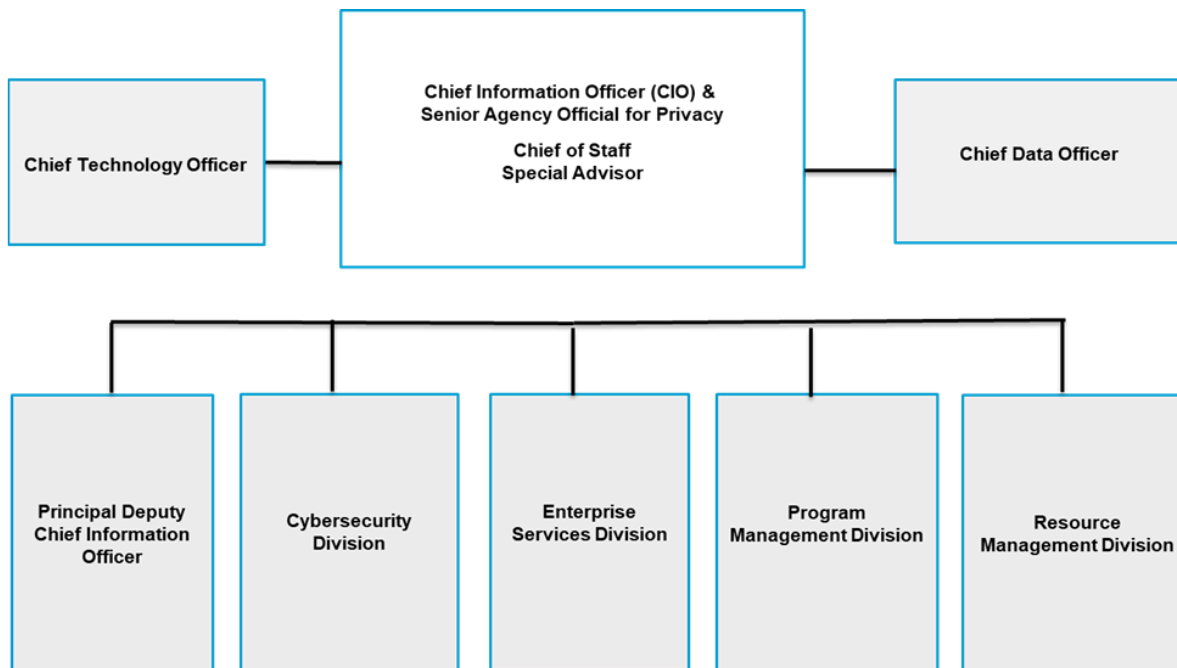
I. SUMMARY OF ORGANIZATION

The OCIO leads Information Management and Technology (IMT) support for all Interior organizations and missions. The OCIO assures Information Technology (IT) solutions are safe and secure for use. The OCIO ensures transparency and accessibility of information to Interior employees and the public. The CIO reports directly to the Secretary, serving as the primary strategic advisor concerning the use of information and technology in all annual and multiyear planning, programming, budgeting, and execution decisions, as well as in all management, governance, and oversight processes related to IT. The Assistant Secretary for Policy, Management and Budget (AS PMB) provides administrative support and guidance to the CIO.

The OCIO drives the effective, efficient, and secure use of information and technology to accomplish the agency's mission, while delivering enterprise services such as email and collaboration tools, network access, and Departmental cybersecurity oversight, standards, and policy.

The OCIO establishes and maintains policies, procedures, and standards for IT portfolio management, cybersecurity, records management, data management, and privacy. Another function of the OCIO is to coordinate DOI geographic information and related spatial data activities. The OCIO corresponds with the Office of the Federal CIO, Office of Management and Budget, Department of Homeland Security/Cybersecurity and Infrastructure Security Agency, and other external entities on matters related to IMT.

The OCIO leads the Information Management and Technology Leadership Team (IMTLT), a governance body that includes 10 Associate Chief Information Officers (ACIOs) and 10 OCIO Core Leaders, who lead the planning, management and delivery of IT strategy and operations for the Department's bureaus and offices.



OCIO Organization Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Darren Ash, Chief Information Officer
June Hartley, Principal Deputy Chief Information Officer
Stan Lowe, Chief Information Security Officer
Ken Klinner, Deputy Chief Information Officer, Program Management
Karen Matragrano, Deputy Chief Information Officer, Enterprise Services
Nathalie Stevens, Deputy Chief Information Officer, Resource Management

Other Senior Career Employees:

Audrey Story, Chief of Staff
Thomas Dabolt, Chief Data Officer
Andrew Havely, Chief Technology Officer
Bill McVay, Special Advisor

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Cybersecurity. The OCIO is leading the DOI's efforts to further mature its cybersecurity posture and compliance with the *Federal Information Security Management Act and Executive Order 14028*.

Information Management and Technology Strategic Plan. The OCIO, in partnership with the DOI's Bureaus and Offices, developed the [FY2024-2029 Information Management and Technology Strategic Plan](#). The plan includes five strategic goals:

1. Optimize our IMT Operations to be resilient, sustainable, innovative, and adaptable.
2. Attract, hire, promote, retain, and provide career opportunities to an IMT workforce that is diverse, dynamic, and engaged.
3. Improve the experience for the Customers.
4. Ensure that Interior's Information Technology Environment is Secure.
5. Interior data answers tomorrow's questions today.

Office of Diversity, Inclusion and Civil Rights

 [Go back to Departmental Offices](#)

AT A GLANCE

Mission: To champion and protect civil rights and advance diversity, equity, inclusion, and accessibility at Department of the Interior.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 19 permanent employees (as of 8/30/2024).

OFFICE CONTACT

Jennifer Koduru, Director and Principal Diversity Officer

Email: jennifer_koduru@ios.doi.gov

Telephone: 771-888-4927 (office), 202-809-4901 (cell)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of Diversity, Inclusion and Civil Rights (ODICR) cultivates and enforces civil rights within the Department of the Interior (DOI), striving for an inclusive environment free from discrimination for all employees and members of the public. ODICR partners with Departmental internal and external stakeholders to promote external civil rights compliance – i.e., anti-discrimination in institutions that receive federally assisted funding from the Department and accessibility to the Department's public lands and parks.

ODICR provides leadership and partners with Departmental offices on the establishment and implementation of workplace policies and practices to ensure employees and applicants are protected from discrimination, including harassment and retaliation, and have equitable access to all terms, benefits, and conditions of employment, which helps the Department recruit, empower, engage, and retain the best talent.

ODICR consults and provides technical assistance to Departmental offices on diversity, equity, and inclusion to enhance workplace relationships, resolve conflicts, and collaborate on education and cultural/sensitivity awareness programs. ODICR also provides data and analytics to assess the organizational health of the Department through evaluation of its personnel policies, practices, and procedures and inform strategies to position the Department as a model agency for equal employment opportunity and equity, diversity, and inclusion.

Divisions of ODICR include the Proactive Prevention Division (PPD), the Adjudication, Compliance, and Equity Division (ACE), and the Public Civil Rights Division (PCR).

ODICR Divisions

Proactive Prevention Division (PPD): PPD enhances employment opportunities for all employees and applicants for employment. Strategic priorities include:

1. assisting DOI leadership in developing strategies designed to improve employment and advancement opportunities for all employees;
2. providing DOI leadership with a comprehensive suite of statistical and analytical data that drives informed decision-making and allows for adaptive goal-setting;
3. annually leading national barrier analysis teams through comprehensive organizational assessments; and
4. providing recommendations to remove barriers to equal employment opportunity, diversity, and inclusion.

Adjudication, Compliance, and Equity Division (ACE): ACE provides oversight to the Bureau Equal Employment Opportunity (EEO) complaints programs and adjudicates employment discrimination complaints filed against DOI by current DOI employees, former DOI employees, and applicants pursuant to the federal laws prohibiting discrimination enforced by the U.S. Equal Employment Opportunity Commission (EEOC), and the EEOC's regulations, guidance, and management directives. Strategic priorities include:

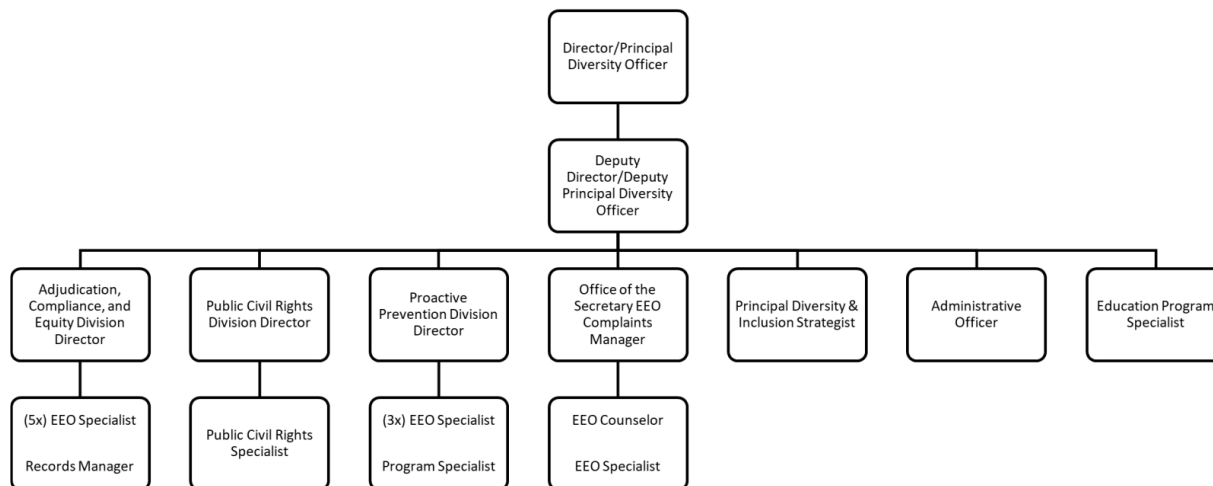
1. providing technical assistance and policy guidance to DOI bureaus on all legal, administrative, and procedural matters concerning employment discrimination complaints;
2. drafting and timely issuing final decisions and ensuring agency compliance with final decisions and orders;
3. providing training to the DOI workforce on their rights and responsibilities under applicable federal sector equal employment opportunity laws; and
4. ensuring that DOI meets its statutory and regulatory reporting and training requirements.

Public Civil Rights Division (PCR): PCR ensures the Department, its bureaus, and recipients of federal financial assistance in the Department's or its bureau's programs and activities comply with public civil rights obligations. PCR ensures effectiveness and consistency by the Department and its

bureaus in processing discrimination complaints filed by the public. PCR also provides guidance and direction on conducting compliance reviews governed by federal public civil rights laws and regulations and Title II of the Americans with Disabilities Act. Strategic priorities include:

1. timely processing complaints from members of the public;
2. conducting PCR compliance reviews of bureaus and recipients of federal financial assistance; and
3. providing guidance, training, and technical assistance on PCR matters.

When fully staffed, ODICR has 22 full-time employees. Employees are located at the Stewart Udall Building in Washington, D.C. and at remote locations.



ODICR Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Jennifer Koduru, Director and Principal Diversity Officer

Vacant, Deputy Director and Deputy Principal Diversity Officer

Other Senior Career Employees:

Sloan Farrell, Division Director, Public Civil Rights Division

VACANT, Division Director, Proactive Prevention Division

Pennington Winberg, Division Director, Adjudication, Compliance, and Equity Division

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

No critical issues to report.

[!\[\]\(c724c83fe216b2427610afdbd31f92cc_img.jpg\) Go to previous section: Office of the Chief Information Officer](#)

[Go to the next section: Office of the Executive Secretariat and Regulatory Affairs !\[\]\(1f99bf65f43889da445ecc1fe8d9504f_img.jpg\)](#)

Office of the Executive Secretariat and Regulatory Affairs

 [Go back to Departmental Offices](#)

AT A GLANCE

Mission: The Office of the Executive Secretariat and Regulatory Affairs (OES) is the Department of the Interior's (DOI) principal policy office in the areas of policy and regulatory affairs, Secretarial correspondence management, document management, federal advisory committees, and Freedom of Information Act (FOIA) requests for the Office of the Secretary (OS).

Leadership: Director

Headquarters: Washington, D.C.

BUREAU/OFFICE CONTACT

Bivan R. Patnaik, Director

Email: bivan_patnaik@ios.doi.gov

Phone: 202-219-7724 (Office), 202-684-5186 (Cell)

I. SUMMARY OF ORGANIZATION

The Office of the Executive Secretariat and Regulatory Affairs (OES) is DOI's principal policy office in the areas of (1) executive correspondence; (2) regulatory affairs; (3) Departmental directives; (4) committee management; (5) document production management; and (6) management of OS FOIA requests. The OES has varied responsibilities in each of the aforementioned areas.

The OES implements its responsibilities through a fully automated process using the DOI's Data Tracking System (DTS), which is primarily how approvals for DOI products are secured. The DTS provides a centralized and easily accessible means to collaborate, track, and manage important DOI products from initiation to completion.

Each OES unit uses DTS to accomplish its work and to obtain approvals for outgoing products from the Secretary's Office. To this end, OES has worked with the DTS System Administrator and the Office of the Chief Information Officer, to ensure that DTS is readily available to all DOI staff.

Secretarial Correspondence Management

The Secretarial Correspondence Unit (OES-SCU) oversees the DOI's correspondence operations, including the management and control of correspondence addressed to, and/or signed by, a Secretarial Executive—the Secretary, Deputy Secretary, and Associate Deputy Secretary.

During **Fiscal Year (FY) 2023**, OES-SCU controlled 4,295 incoming Secretarial correspondence items from receipt through completion, directly managed 273 products that were signed by a Secretarial Executive, and prepared 49 products for preapproval by senior leadership. Additionally, OES-SCU processed an estimated 19,100 write-in petitions on matters related to the Department's programs and initiatives and handled 178,386 email inquiries.

In carrying out its responsibilities, OES-SCU:

- Develops and enforces policies, protocols, and best practices that specify roles and responsibilities for correspondence management across the DOI.
- Reviews and processes all incoming Secretarial correspondence, assigns the incoming correspondence item to the appropriate Lead Action Office (LAO) for response, and determines the signature and clearance levels required for each response.
- Monitors, tracks, and holds LAOs accountable for the completion of assigned Secretarial correspondence items throughout the drafting, review, and signature process.
- Enforces internal clearance requirements to ensure that outgoing Secretarial correspondence accurately reflects the DOI's policy and incorporates relevant LAO positions.
- Prepares and distributes a weekly report of overdue Secretarial correspondence.
- Serves as the DOI's primary liaison to Executive Secretariats at other Federal departments and agencies involving Secretarial correspondence.
- Manages the DOI's Correspondence Process and Style Guide and provides technical assistance and training in correspondence management.

Regulatory Affairs

The Regulatory Affairs Unit (OES-RAU) reviews all regulatory and policy documents for the DOI, ensuring that they comply with applicable laws, Executive orders, and administration and DOI policy, and are promulgated in an efficient and effective manner. The OES-RAU also engages with the broader regulatory community and represents the DOI's regulatory interests with the Office of Management and Budget (OMB), the Council on Environmental Quality (CEQ), the Administrative Conference of the United States (ACUS), the Small Business Administration, and other Federal agencies.

During FY 2023, OES-RAU reviewed and coordinated the clearance, approval, and issuance of 169 rulemaking actions and 403 nonregulatory Federal Register notices. Additionally, OES-RAU coordinated across the Department the interagency review of 408 rules from other Federal agencies.

In carrying out its responsibilities, OES-RAU:

- Serves as the DOI's primary point of contact with OMB's Office of Information and Regulatory Affairs (OIRA) on regulatory matters.
- Develops and implements Departmentwide regulatory policies and procedures.
- Manages the DOI's eRulemaking initiative, including the Federal Docket Management System and regulations.gov.
- Develops the DOI's semiannual agenda of regulations, annual regulatory plan, and various reports required by Congress, the President, and OMB.
- Provides technical and policy guidance to offices publishing regulations or similar policy documents.
- Coordinates interagency regulatory reviews for the DOI.
- Coordinates the review of draft Executive orders and Presidential documents issued by OMB and the White House.
- Represents the DOI's regulatory interests in the broader Federal community through participation in ACUS.
- Supports the DOI's Regulatory Reform Task Force and Regulatory Policy Officer.

Departmental Directives

The Policy Management Unit (OES-PMU) develops DOI policy and governs the issuance of directives that describe and document the policies, procedures, programs, organizational structures, and delegations of authority for the DOI and its bureaus and offices. The unit also provides policy and technical guidance and manages the approval process for Secretary's orders, Departmental Manual chapters, handbooks, and other policy documents. The OES-PMU is responsible for maintaining the Electronic Library of Interior Policies (ELIPS), at <https://www.doi.gov/elips/browse>, which is a web-based system that serves as the central repository for aforementioned documents. The ELIPS also provides a portal to the guidance documents issued by all the DOI's bureaus and offices.

During FY 2023, OES-PMU facilitated the development, clearance, approval, and issuance of 33 Departmental Manual chapter changes and 6 new Secretary's orders.

Committee Management

The Committee Management Unit (OES-CMU) coordinates the DOI's Committee Management Program. This includes the review and finalization of all Federal Advisory Committee Act (FACA) charters and Secretarial appointments.

During FY 2023, OES-CMU facilitated the establishment of 3 FACA committees; reestablishment of 2 FACA committees; renewal of 15 FACA committees; termination of 2 FACA committees; and the appointments of 365 members to these FACA committees. Additionally, OES-CMU processed 90 meeting notices; 4 committee renewal notices; 3 establishment notices; and 27 call-for-nominations notices.

In carrying out these functions, OES-CMU:

- Coordinates an Annual Comprehensive Review of the activities and responsibilities of each advisory committee, which determines whether a committee's responsibilities should be revised, merged with other committees, or terminated.
- Supports the DOI's White House Liaison in the clearance and vetting of all Secretarial appointments.
- Executes responsibility for all FACA-related Federal Register notices, which are published to solicit for members to the DOI's advisory committees and operating commissions.

Office of the Secretary's Freedom of Information Act (FOIA) Unit

The Office of the Secretary's FOIA Unit (OES-OS-FOIA) handles all administrative aspects of responding to incoming FOIA requests for the Office of the Secretary, including OES, the Immediate Office of the Secretary, and several Assistant Secretary offices.

In FY 2023, OES-OS-FOIA staff received 383 FOIA requests and closed 603 requests for records, which included processing 308,000 pages. In addition, OES-OS-FOIA reviewed more than 145,000 pages for 20 FOIA litigation cases.

In carrying out these functions, OES-OS-FOIA:

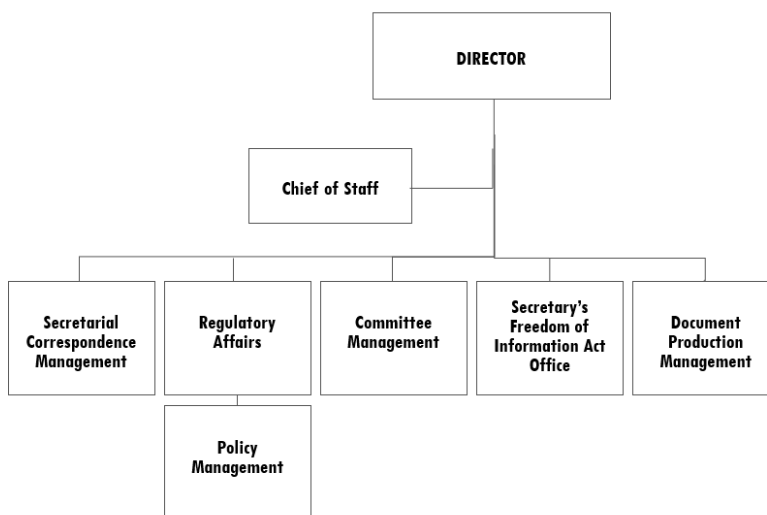
- Conducts a reasonable search and ensures that any records found responsive to an incoming request are reviewed consistent with the FOIA and the DOI's FOIA regulations.
- Manages the OS FOIA Library and assures frequently requested records are made available to the public.
- If designated by the Departmental FOIA Office, coordinates the DOI's response when records on the same subject are requested from multiple bureaus or when the DOI receives a request that involves potentially controversial or sensitive issues that affect multiple bureaus.

Document Production Management

The Document Production Management Unit (OES-DMU) manages all high-profile requests made to the DOI to produce documents, including congressional oversight requests and requests from the Office of Special Counsel. The OES-DMU directs the collection of documents and manages the production of documents under a well-refined process that ensures responsiveness to the request and establishes accountability and accuracy.

In FY 2023, OES-DMU processed 12,042 documents totaling 300,831 pages in the Everlaw document review and production platform. The collection of documents was Departmentwide from 9 bureaus and offices. Additionally, OES-DMU produced 18 congressional document

productions totaling 11,114 pages.



OES Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES:

None

Schedule C Employees:

None

Career SES:

Bivan R. Patnaik, Director

Other Senior Career Employees:

Preston Heard, Deputy Director – Secretarial Correspondence Management

Eugene “Mike” Abler, Deputy Director for Regulatory Affairs and Policy Management

Margaret Triebisch, Committee Management Officer

Leah Fairman, OS-FOIA Officer

Jamie Burley, Deputy Director, Document Production Management

Raquel Martinez-Niles, Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Secretarial Correspondence Deadlines. The DOI is often subject to requirements due to a court-ordered, statutory, regulatory, Executive order, or other type of deadline. This is particularly true for a range of Secretarial correspondence products, including but not limited to Presidential memoranda, Secretarial decision memoranda, Secretarial designation memoranda, Secretarial administrative extensions, reports to Congress, Presidential proclamations, correspondence from/to Members of Congress and Governors, and oversight-related reports from the U.S. Government Accountability Office and the DOI’s Office of the Inspector General.

Regulation Deadlines. The DOI is often subject to court-ordered and statutory deadlines for regulations. This is particularly true for regulations promulgated by the U.S. Fish and Wildlife Service under the authority of the Endangered Species Act. The OES works with the bureaus, Assistant Secretaries, and external organizations, including OIRA and CEQ, to manage these deadlines.

[!\[\]\(488d36215f31304317ffb20d512ebb61_img.jpg\) Go to previous section: Office of Diversity, Inclusion and Civil Rights](#)

[Go to the next section: Office of Communications !\[\]\(9cfd7b8995754ae2aef7ec59dba55501_img.jpg\)](#)

Office of Communications (OCO)

 [Go back to Departmental Offices](#)

AT A GLANCE

Established: Prior to 1993

Mission: Oversees all official public communications for the Department, including press engagement, digital media (web and social media), and internal communications from Office of the Secretary employees.

Leadership: Communications Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 18: 13 permanent and 5 temporary (as of 8/30/2024)

OFFICE CONTACT

Thomas D. (Dave) Smith, Deputy Communications Director

Email: thomas_smith@ios.doi.gov

Phone: 202-934-1432

Office Location: Washington, D.C.

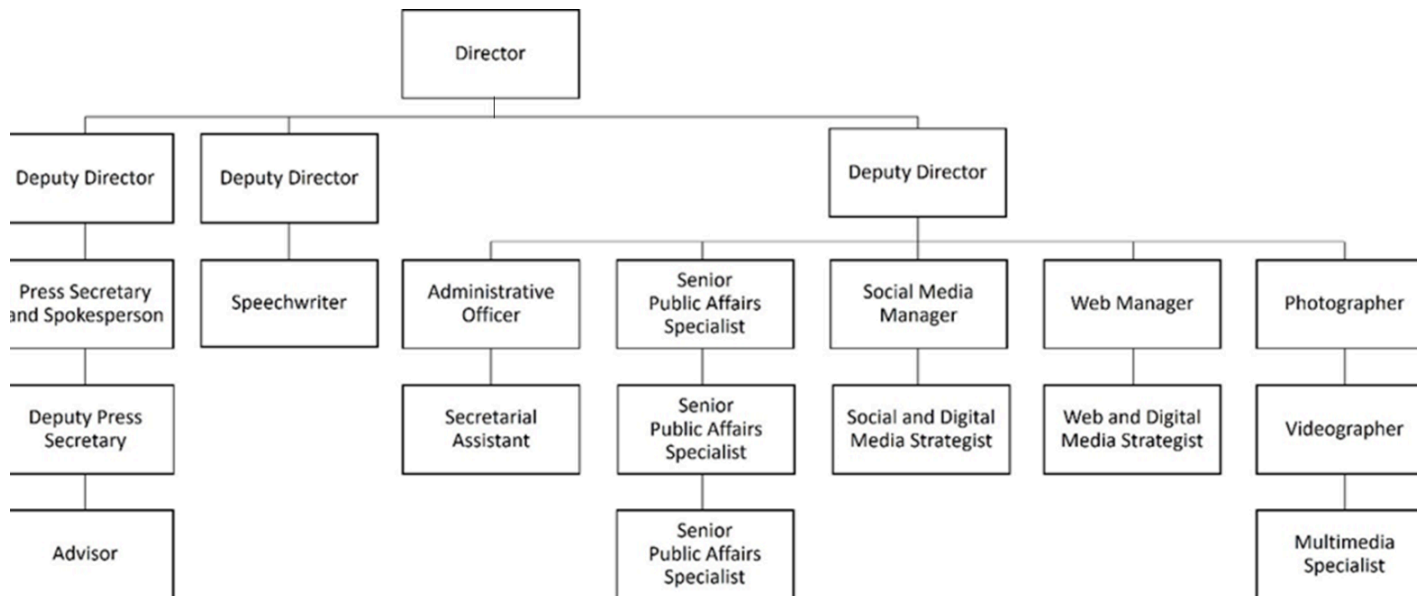
I. SUMMARY OF ORGANIZATION

The Office of Communications (OCO) oversees all official public communications for the Department, including press engagement, digital media (web and social media), and internal communications from the Office of the Secretary employees.

The OCO Director works closely with the Secretary and other senior leaders to establish communication priorities in support of the Administration's goals and the Secretary's agenda.

In addition to leading Department-level announcements, OCO establishes policies and procedures governing official public communication across the bureaus and offices.

Individual bureaus implement their communications programs and coordinate with OCO to keep the Department informed of upcoming announcements, media engagements and other outreach opportunities. OCO reviews elevated bureau / office materials such as communication plans, press releases, media advisories, statements, speeches, blogs and op-eds, letters to the editor, etc. OCO also coordinates messaging for high-priority announcements and works with the bureaus / offices to coordinate timing. A standard operating procedure outlines processes to facilitate the flow of timely, accurate and consistent information.



OCO Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

Melissa Schwartz, Communications Director

Schedule C Employees:

Sally Tucker, Deputy Communications Director
 Anne Hawke, Deputy Communications Director
 Giovanni Rocco, Press Secretary
 Justin Horn, Deputy Press Secretary
 John Grandy, Advisor
 Michelle Gullet, Speechwriter

Other Senior Career Employees:

Thomas (Dave) Smith, Deputy Communications Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

No critical issues to report.

[Go to previous section: Office of the Executive Secretariat and Regulatory Affairs](#)

[Go to the next section: Secretary's Indian Water Rights Office](#)

Secretary's Indian Water Rights Office

 [Go back to Departmental Offices](#)

AT A GLANCE

Established: 2009

Mission: The Secretary's Indian Water Rights Office (SIWRO) mission is to manage, negotiate, and oversee implementation of settlements of Indian water rights claims, with the strong participation of Indian Tribes, states, and local parties.

Leadership: Director

Headquarters: Washington, D.C.

OFFICE CONTACT

Pamela Williams, Director

Email: pamela_williams@ios.doi.gov

Phone: 202-262-0291

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Secretary's Indian Water Rights Office (SIWRO) is located within the Office of the Secretary. The Director of SIWRO reports to the Counselor or Senior Advisor to the Secretary assigned to oversee the Department of the Interior's (DOI) Indian water rights settlement initiative. The primary functions of SIWRO are to coordinate communication and decision-making among the various bureaus and offices of the DOI on matters concerning Indian water rights settlements and to manage assessment, negotiation, and implementation teams. SIWRO leads and manages the DOI's Indian water rights settlement program in consultation with the Office of the Solicitor (SOL).

SIWRO provides high-level policy guidance to the Secretary under the leadership of the Chair of the Working Group on Indian Water Settlements (Working Group). The Working Group is comprised of the DOI's Assistant Secretaries and the Solicitor. Traditionally, the Chair of the Working Group has been the Counselor or Senior Advisor to the Secretary assigned as policy lead on these matters. The Working Group makes recommendations to the Secretary for final Departmental positions on proposed Indian water settlements.

SIWRO also manages Federal negotiation, implementation, and assessment teams for policy consistency and oversight of enacted Indian water settlements. Currently, there are 22 Federal negotiation teams assigned to participate in specific Indian water negotiations throughout the West. Once a settlement is approved by Congress, a Federal implementation team is established to ensure that the settlement is carried out in accordance with applicable Federal law and DOI policy. There are 19 Federal implementation teams. Additionally, there are 4 Federal assessment teams appointed to assist the DOI in determining whether the appointment of negotiation teams is appropriate.

Indian Water Right Negotiations Background

Throughout the United States, there are extensive unresolved Indian water right claims, many of which are the subject of protracted legal disputes over scarce water resources. In several river basins, water rights have been authorized under state law for large consumptive uses, such as irrigation and municipal and industrial water supplies. These water uses have left rivers fully or over-appropriated and were developed without regard for Tribal water rights and needs.

The U.S. Supreme Court in seminal legal decisions, such as *Winters v. United States*, 207 U.S. 564 (1908) (*Winters*), established the Federal reserved water rights doctrine which holds that water sufficient to satisfy the purposes of a reservation was implicitly reserved with a priority date of no later than the date of the reservation's establishment. In some cases, Federal reserved water rights for Indian reservations have an aboriginal or "time immemorial" priority date. Federal courts since *Winters* have clarified that Federal Indian reserved rights cannot be lost due to non-use, are to be quantified to meet current and future Tribal water needs, and are not subject to state law. Thus, unresolved claims for Indian water rights stand as a cloud on junior state law-based water rights. The United States holds Indian water rights in trust and has concomitant fiduciary duties with respect to them.

After the *Winters* decision, Tribes, states, and the Federal government generally addressed outstanding Tribal water right claims through comprehensive and lengthy general stream adjudications. Over the last four decades, efforts to resolve Tribal water rights shifted from adversarial litigation to multi-party negotiations that seek to bring the relevant governments and other stakeholders to the table to find mutually acceptable solutions. Settlements are preferable to litigation for several reasons. They resolve long-standing, and often bitter, disputes over water, provide reliability and finality for all parties with respect to supplies, support both Tribal and non-Indian economic growth, facilitate the development of much-needed infrastructure, improve environmental and health conditions on reservations, and promote collaboration between Tribes, states, and local communities.

For four decades, the DOI has supported and actively participated in negotiations to resolve Indian water right disputes consistent with its responsibilities as trustee to Indians and Federal policies promoting Tribal sovereignty, self-determination, economic self-sufficiency, and cultural preservation.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES:

None

Schedule C Employees:

None

Career SES:

None

Other Senior Career Employees:

Pamela Williams, Director

Sarah LeFlore, Deputy Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Funding Indian Water Rights Settlements. The costs of Indian water rights settlements are dramatically increasing. Generally, settlements are funded out of discretionary appropriations available to the Bureau of Indian Affairs and the Bureau of Reclamation, but the availability of discretionary funding has been limited and competitive. As part of the Bipartisan Infrastructure Law (P.L. 117-58) (BIL), Congress established the Indian Water Rights Settlement Completion Fund (Completion Fund) and provided \$2.5 billion in mandatory funding for settlements enacted as of November 15, 2021. Between FY 2022 and FY 2024, the DOI allocated over \$2.4 billion from the Completion Fund to fulfill Departmental obligations under enacted settlements. Despite the funding afforded by the BIL, outstanding Departmental responsibilities under enacted settlements exceed \$1 billion. In an effort to address these obligations and anticipated obligations in new settlements that may be enacted by Congress, the President's FY 2025 Budget Request included a request for another \$2.8 billion in mandatory funding to be added to the Completion Fund. Pending settlements before the 118th Congress, however, would increase DOI obligations to fund Indian water rights settlements by nearly \$12 billion. How enacted and future settlements can be funded is, and has been, an on-going challenge for the DOI.

Inaccurate Estimates for Tribal Infrastructure. Many Indian water rights settlements require the DOI to plan, design, and construct large infrastructure projects based on appraisal-level studies that do not reflect the true cost of a project. In order to avoid the inevitable cost gaps that arise when using appraisal-level studies to estimate the cost of specific projects, an alternative approach of "fund-based" settlements has been developed. Under this approach, settlements are not based on specific projects to be constructed by the DOI, but on a negotiated Federal contribution (to be placed in a trust fund) that can be used by a Tribe to build infrastructure of its choice on its own timeline. Some Tribes prefer this approach for its flexibility, while others argue that it shifts the burden of risk of inaccurate cost estimates to Tribes. One drawback to this approach is that the size of the trust fund is typically determined by estimates of different sorts of projects a Tribe may want to build, which leads to a tendency to oversize the trust fund to mitigate risks of inaccurate estimates.

Pending Legislation in Congress to Approve Indian Water Settlements.

Montana:

- Fort Belknap Indian Community Water Rights Settlement Act (S. 1987/H.R. 5088)
- Crow Tribe Water Rights Settlement Amendments Act (S. 8953/H.R. 4442)

Arizona:

- Yavapai-Apache Nation Water Rights Settlement Act (S. 4705/H.R. 8949)
- Northeastern Arizona Indian Water Rights Settlement Act (S. 4633/H.R. 8940)

California:

- Tule River Tribe Reserved Water Rights Settlement Act (S. 306/H.R. 8920)

New Mexico:

- Ohkay Owingeh Rio Chama Water Rights Settlement Act (S. 4505/H.R. 8685)
- Rio San Jose and Rio Jemez Water Settlements Act (S. 595/H.R. 1304)
- Navajo Rio San Jose Stream System Water Rights Settlement Act (S. 4998/H.R. 8945)
- Navajo-Gallup Water Supply Project Amendments Act (S. 1898/H.R. 3977)
- Zuni Indian Tribe Water Rights Settlement Act (S. 4643/H.R. 8951)
- Technical Corrections to the Northwestern New Mexico Rural Water Projects Act, Taos Pueblo Indian Water Rights Settlement Act, and Aamodt Litigation Settlement Act (S. 3406/H.R. 6599)

Nevada/Idaho:

- Technical Correction to the Shoshone-Paiute Tribes of the Duck Valley Reservation Water Rights Settlement Act (S. 950/ H.R. 1738)

 [Go to previous section: Office of Communications](#)

[Go to the next section: Office of Subsistence Management](#) 

Office of Subsistence Management

 [Go back to Departmental Offices](#)

AT A GLANCE

Established: 1990

Mission: Provide leadership and support for the multi-agency Federal Subsistence Management Program on federal public lands in Alaska.

Leadership: Director

Headquarters: Anchorage, AK

Workforce: Total employee count is 42; 39 permanent, 3 non-permanent employees

BUREAU/OFFICE CONTACT

Ciisquq Crystal Leonetti, Acting Director

Email: crystal.leonetti@fws.gov

Phone: 907-230-8419 (cell)

Office Location: Anchorage, AK

I. SUMMARY OF ORGANIZATION

The Office of Subsistence Management (OSM) provides leadership and support to the interagency Federal Subsistence Management Program (FSMP). The work of the OSM ensures food security for roughly 130,000 people living in rural communities in Alaska. Subsistence fishing and hunting provide a large share of the food consumed in rural Alaska. The state's rural residents harvest about 34 million pounds of wild foods each year - an average of 316 pounds per person. Fish make up about 56 percent of this harvest statewide. Nowhere else in the United States is there such a heavy reliance upon wild foods.

This dependence on wild resources is cultural, social, and economic. Alaska's Indigenous inhabitants have relied upon the traditional harvest of wild foods for thousands of years and have passed this way of life, its culture, and values down through generations. Subsistence has also become important to many non-Native Alaskans, particularly in rural Alaska.

The Alaska National Interest Lands Conservation Act (ANILCA) Title VIII requires that subsistence uses of fish and wildlife be provided a priority over other uses of fish and wildlife (e.g., sport hunting, sport fishing) on federal public lands (including waters) in Alaska. Federal public lands in Alaska include those managed by several Department of the Interior (DOI) agencies, U.S. National Park Service, U.S. Fish and Wildlife Service, Bureau of Indian Affairs, Bureau of Land Management, as well as lands managed by the U.S. Department of Agriculture (USDA), Forest Service. The FSMP is managed jointly by the Secretary of the Interior and the Secretary of Agriculture (Secretaries), with identical regulations published by the DOI and the USDA. The Secretaries have delegated regulatory authority for harvest regulations and eligibility determinations to the Federal Subsistence Board. The Secretaries retain authority for FSMP general provisions and program structure. The FSMP also manages a grant program that provides funding for subsistence related research and partner capacity development. The FSMP has been in place since 1990, following an Alaska Supreme Court ruling that the Alaska Constitution prohibits the use of rural residency to determine eligibility for subsistence uses, thus rendering the State of Alaska ineligible to implement Title VIII.

The OSM was housed within the U.S. Fish and Wildlife service until 2024, when Congress directed its transfer to the Office of the Secretary. The transfer was executed in July 2024.

The OSM coordinates Federal Subsistence Board's and Subsistence Regional Advisory Councils' activities, analyzes and makes recommendations on federal subsistence regulatory proposals, and publishes federal subsistence regulations. The OSM also leads the Interagency Staff Committee (see definition below) to ensure unified multi-agency implementation of the FSMP. The OSM currently comprises approximately 39 staff including fisheries biologists, wildlife biologists, anthropologists, Regional Advisory Council Coordinators, a regulatory specialist, a Tribal/Native Liaison, a liaison to the State of Alaska Department of Fish and Game, and administrative staff.

The OSM manages the following major components and processes of the FSMP:

- **Federal Subsistence Board (Board):** The Secretary of the Interior and Secretary of Agriculture have delegated selected decision-making authorities to the Federal Subsistence Board. The Board currently consists of eight members, including the Regional or State Directors of the five federal agencies (listed above), a chair, and two public members who live in rural areas and are knowledgeable about subsistence. The Board meets two times per year with additional meetings as needed.
- **Regional Advisory Councils (Councils):** There are 10 Councils, mandated by Section 805 of ANILCA, that provide opportunity for public input in the Board's decision-making process. The Councils are Federal Advisory Committee Act (FACA) committees. Council members reside within their respective regions and represent subsistence or sport/commercial user groups. Members are appointed by the Secretaries. OSM staff provides all administrative support to the Councils and serve as Designated Federal Officers. The ANILCA requires the Board to adhere to a strong

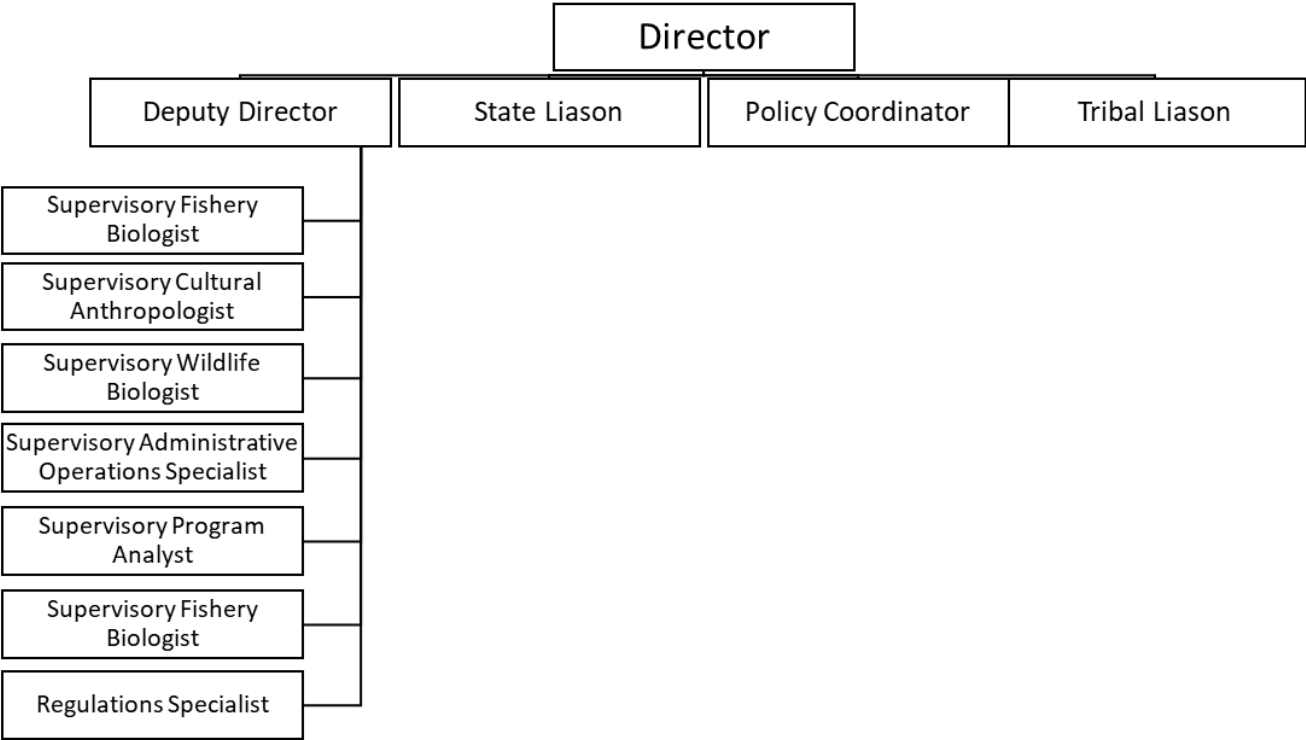
standard of deference to Council recommendations when making regulatory decisions. Councils comprise up to 13 members each and meet twice per year.

- **Interagency Staff Committee (ISC):** The ISC consists of staff members from each of the five federal agencies. The OSM Tribal/Native Liaison serves as the Board public members’ representative on the ISC. An OSM staff member chairs the ISC. The ISC evaluates regulatory proposals and policy issues and develops unified interagency recommendations to the Board.
- **Regulatory Processes:** The OSM leads the regulatory processes to establish annual harvest regulations and make subsistence eligibility determinations under Board’s authority and drafts regulations remaining under Secretarial authority. OSM coordinates closely with the Forest Service to ensure unified development and promulgation of FSMP regulations. The FSMP publishes approximately 50 wildlife regulations per two-year cycle, 20 fisheries regulations per two-year cycle, and 15 special actions per year.
- **Technical Support:** Staff within OSM provides most technical support for developing analysis of regulatory proposals and policy issues and promulgation of regulations. These functions are carried out by OSM wildlife biologists, fisheries biologists, anthropologists, and regulatory specialists.
- **Fisheries Resource Monitoring Program (FRMP) and Partners Programs:** The FRMP provides funding to partners to provide information needed for management of subsistence fisheries on federal public lands. Projects are funded through a competitive process based on research priorities identified by management agencies and the public through the Councils. The OSM administers approximately \$4.5 million in FRMP and Partners program grants annually.
- **Tribal Consultation:** OSM upholds the federal trust responsibility to consult on a government-to-government basis with Alaska’s 229 federally recognized Tribes and to also consult with approximately 200 Alaska Native Claims Settlement Act Corporations, as required by law.

OSM’s key strategic and priority goals include completion of regulatory processes for wildlife and fisheries harvest regulations. Wildlife and fisheries harvest regulations are completed in alternating years and are effective for a 2-year cycle. The regulatory cycle for the 2025-2027 fisheries cycle was initiated in early 2024 with a proposed rule soliciting changes to the existing regulations. Board action is expected in January 2025, and publication of the final rule is expected in March 2025. Initiation of the wildlife regulatory process is expected to begin January 2025 with final rule promulgation in 2026.

Another OSM goal is the appointment of Council members and reauthorization of Councils charters by December 2. One third of Council seats expire each year. The nomination and vetting process begins early each calendar year and new members should be seated by December 2 annually to ensure continuity in the Council’s activities.

OSM seeks to continue Tribal consultations and outreach to Alaska Tribes, Tribal members, and Alaska Native Corporations and organizations. OSM also aims to solicit proposals for projects for FRMP and Partners programs.



OSM Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

None

Other Senior Career Employees:

Crystal Leonetti, Acting Director

Katerina Wessels (September 3 – October 31, 2024), Acting Deputy Director

Brent Vickers (November 1 – December 31, 2024), Acting Deputy Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Transfer of OSM from the U.S. Fish and Wildlife Service to the Office of the Secretary. In 2024, Congress moved OSM from the U.S. Fish and Wildlife Service to the Office of the Secretary. The move is expected to strengthen federal subsistence policies and structure and ensure that federally qualified subsistence users and Alaska Native peoples have an opportunity for meaningful engagement in the FSMP implementation. The transfer was completed in July 2024, and the next steps will be to determine resources, policies, and protocols needed to ensure that OSM and the FSMP achieve the results anticipated because of the move.

Severe Reductions in Subsistence Harvest Opportunities for Salmon and Other Fisheries. Over the last several years, catastrophic declines in salmon abundance have caused severe reductions and complete closures of subsistence fishing in many areas. This causes disastrous consequences on Alaska Natives' and rural users' food security; physical-, mental-, and spiritual- well-being; and economic health. Fisheries management and allocation decisions are made outside the scope of the FSMP. Subsistence users and the Board have requested greater interagency collaboration and broader, ecosystem-based management, as well as increased recognition of subsistence needs in fisheries allocation decisions. Key contacts include Department of Commerce and State of Alaska Department of Fish and Game.


Adequate Support for Subsistence Regional Advisory Council Members and Federal Subsistence Board Public Members. The three public members of the Board are not provided with adequate staff support to fulfill their role on the Board. Regional Advisory Council members are not compensated for time spent away from their jobs and subsistence activities supporting their families, which results in significant financial losses because costs of living in rural Alaska are very high.

Impacts of Canadian mines on watersheds in Southeast Alaska. Large-scale mining operations in Canada have adverse effects on water quality and fisheries production on three major rivers in Southeast Alaska. Jurisdiction on this issue resides with the Department of State and State of Alaska.

[!\[\]\(b4eeff342f60cc7bcd67d869b4fedca2_img.jpg\) Go to previous section: Secretary's Indian Water Rights Settlement Office](#)


[Go to the next section: Assistant Secretary - Policy, Management and Budget !\[\]\(4f6bf54ae7e4144a72d78316053e412d_img.jpg\)](#)

Assistant Secretary—Policy, Management & Budget




Office of the Assistant Secretary—Policy,
Management & Budget


Deputy Assistant Secretaries




Deputy Assistant Secretary—
Policy and Environmental...




Deputy Assistant Secretary—
Budget, Finance, Grants and...



Deputy Assistant Secretary—
Administrative Services




Deputy Assistant Secretary—
Public Safety, Resource...




Deputy Assistant Secretary—
Human Capital and Diversity


Other Offices within AS-PMB




Office of Natural Resources
Revenue




BIL - IRA Program Management
Office




Great American Outdoors Act
PMO



Orphaned Wells Program Office



Associate Chief Information
Officer



Office of the Chief Information
Officer

[Go to the previous section: Office of Subsistence Management](#)

[Go to the next section: Office of the Assistant Secretary—Policy, Management & Budget](#)

Office of the Assistant Secretary—Policy, Management & Budget

 [Go back to Assistant Secretary—Policy, Management & Budget](#)

OFFICE CONTACT:

Oluwarotimi Abimbola, Chief of Staff

Email: oluwarotimi_abimbola@ios.doi.gov

Phone: 202-208-2912

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Assistant Secretary – Policy, Management and Budget (AS-PMB) provides overall policy direction, leadership, guidance, and assistance on a broad range of management and operational issues that directly affect the DOI's ability to fulfill its mission. The AS-PMB serves in several statutorily designated positions including as the agency's Chief Financial Officer, Chief Acquisition Officer, and Chief Performance Officer. The AS-PMB oversees and directs the DOI's information management and technology programs and resources and has responsibility for major operational components that support DOI-wide functions, including the: Interior Business Center, Appraisal and Valuation Services Office, Office of Aviation Services, Natural Resource Damage Assessment, and Restoration program, Central Hazardous Materials Fund, and the Payments in Lieu of Taxes program.

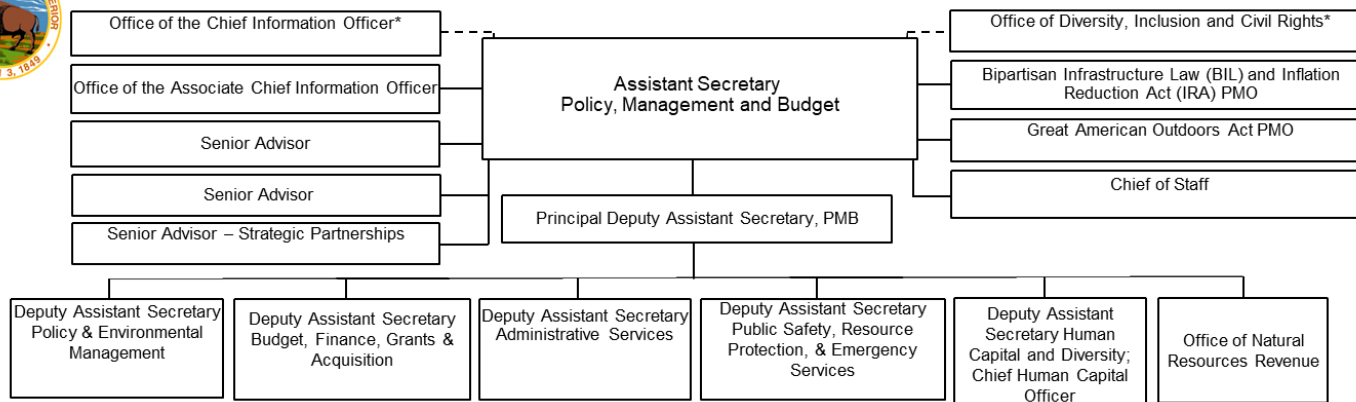
The AS-PMB hosts the National Invasive Species Council (NISC) and oversees the Wildland Fire program in coordination with the three land management bureaus (Bureau of Land Management, U.S. Fish and Wildlife Service, and National Park Service) and the Bureau of Indian Affairs. In addition, AS-PMB oversees the Bipartisan Infrastructure and Inflation Reduction Act Program Management Office, Great American Outdoors Act Program Office, and the Office of Natural Resources Revenue, which is responsible for the collection and disbursement of revenues from energy and mineral development on State, Tribal and Federal lands. The AS-PMB plays a pivotal role in the stewardship of DOI's fiscal resources, leading budget formulation and execution as well as financial reporting and annual audit activities and is a service provider for DOI for several administrative-oriented functions. The Chief Information Officer and the Office of Civil Rights report to the Secretary of the Interior and receive administrative support and guidance from the AS-PMB.

Major objectives include:

- Advancing management reforms among DOI bureaus and offices.
- Promulgating policies, processes, and tools to implement priorities and lead the development of long-term strategies to optimize mission and administrative services.
- Empowering and supporting bureau-level, regional and field-based reforms to improve service delivery.
- Providing cross cutting policy development and analysis to guide programs requiring DOI attention due to their national concern, budgetary significance, legislative requirements, precedent-setting nature, or issues crossing bureau or office lines.
- Coordinating information, outreach, and the development of strategies to address major policy issues of importance.
- Providing leadership and strategic guidance to ensure the protection of employees, visitors, residents, and resources and recovery from natural disasters and human-caused incidents.
- Coordinating the development of the strategic plan, agency priority goals, annual performance plans, and quarterly performance reviews, and expanding the use of performance-based information for effective decision-making.
- Ensuring DOI compliance with legislative and regulatory requirements related to annual appropriations bills and DOI-wide functions such as performance, finance, environmental compliance, acquisition, financial assistance, and property management, budget, human resources, information technology, general management, administration, and civil rights.



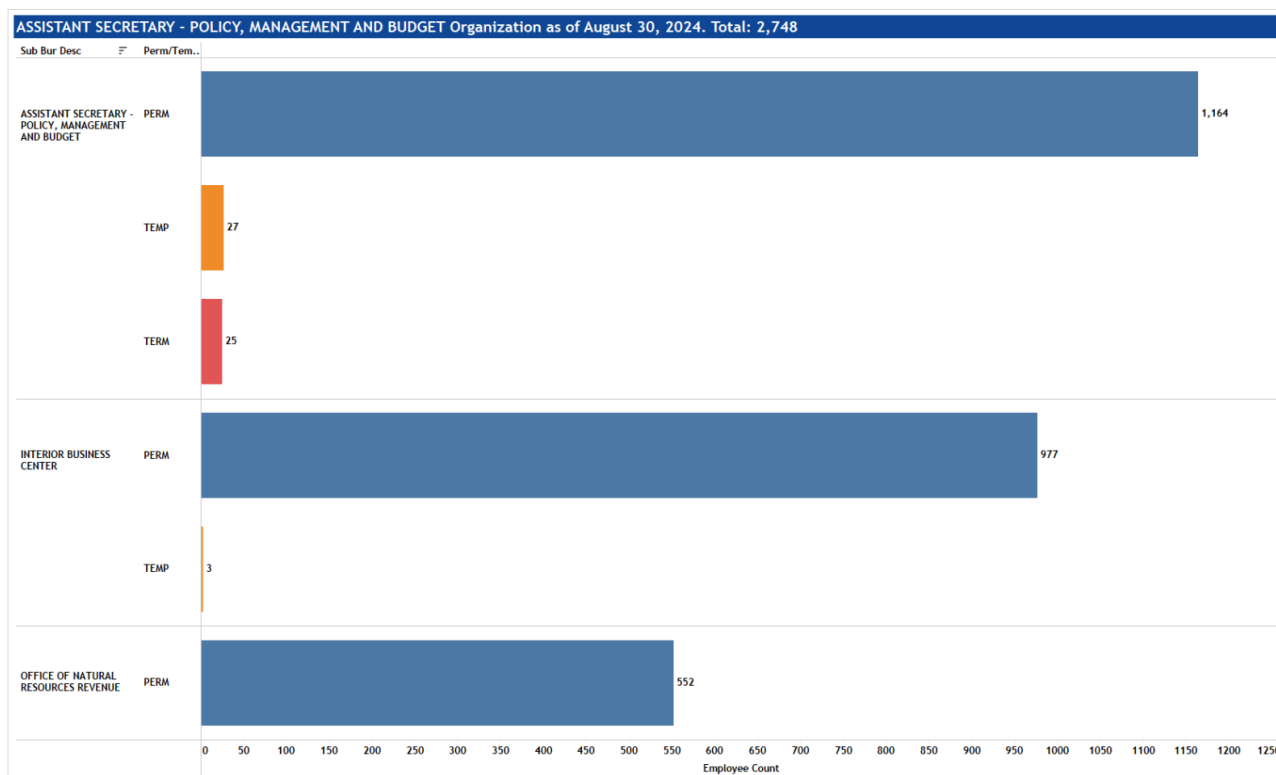
Office of the Assistant Secretary – Policy, Management and Budget



*Reports to the Secretary of the Interior and receives administrative support and guidance from the Assistant Secretary - Policy, Management and Budget.

AS-PMB Organizational Chart

PMB Offices and staff are located across the country. The greatest concentrations of employees are in Colorado and the Washington DC area.



AS-PMB Employee Counts by Main Organization and Employee Type

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Assistant Secretary for PMB – VACANT

Non-Career SES/SL/ST:

Joan Mooney, Principal Deputy Assistant Secretary

Eric Werwa, Deputy Assistant Secretary- PEM

Schedule C Employees:

Rebecca Jablonski-Diehl, Senior Advisor

Career SES/SL:

Rotimi Abimbola, Chief of Staff

Jaqueline M. Jones, Deputy Assistant Secretary - AS

Andrea L. Brandon, Deputy Assistant Secretary - BFGA

Mark Green, Deputy Assistant Secretary - HCD

Lisa Branum, Deputy Assistant Secretary - PRE
Scott de la Vega, Director, BIL/IRA PMO
Brian Bloodsworth, Director, GAOA
Howard Cantor, Director, ONRR
Rachel Brown, Senior Advisor

Other Senior Career Employees:

None

The following Offices report directly to the AS-PMB:

Deputy Assistant Secretary – Administrative Services (DAS-AS)

Administrative Services includes AS-PMB offices responsible for leadership and strategic guidance, infrastructure, and business operations for DOI and its bureaus including administration and oversight of all aspects of facility management. The DAS-AS conducts hearings, considers and decides DOI-related administrative appeals, provides collaborative conflict management and resolution services, and operates the Interior Business Center, which provides shared human resources, acquisition, and financial services. The DAS-AS also provides valuation services to ensure the DOI's fiduciary trust responsibilities are met for Tribes and beneficiaries in trust, as well as ensuring public trust in Federal real property transactions.

Deputy Assistant Secretary – Budget, Finance, Grants and Acquisition (DAS-BFGA)

Budget, Finance, Grants and Acquisition includes AS-PMB offices responsible for leadership and strategic guidance in directing and managing the formulation, presentation, justification, and execution of the budget; directing planning and coordinating financial policy, procedures, reporting, and audit follow-up; and coordinating and directing DOI-wide implementation of Federal policy for procurement, real property, and personal property. The DAS-BFGA develops policies and provides direction for financial assistance programs across the DOI, oversees and implements all policies, regulations, and procedures for the DOI's small and disadvantaged business programs, and manages the DOI's Enterprise-wide Financial and Business Management System (FBMS).

Deputy Assistant Secretary – Human Capital and Diversity (DAS-HCD)

Human Capital and Diversity oversees Department-wide human capital programs, employee training and development, and employee health and safety. This includes leading the DOI's Human Resource strategic planning efforts by providing policies, solutions, oversight, and guidance to further the overall mission of the DOI and hire the best talent. The DAS-HCD coordinates and strategically manages DOI training and employee development to ensure the workforce has the capability and competency to accomplish Departmental missions. In addition, the DAS-HCD ensures the health, safety, and well-being of our employees and visitors, and provides managers with tools for creating inclusive workplaces that are best places to work for all employees by improving employee accountability and engagement, and ensures we recruit, retain, and reward a high performing and diverse workforce.

Deputy Assistant Secretary - Policy and Environmental Management (DAS-PEM)

Policy and Environmental Management includes AS-PMB offices that provide leadership and management of DOI-wide programs that support environmental compliance as well as the response, clean up, assessment, and restoration of lands and trust resources damaged by hazardous substance releases and oil spills. The DAS-PEM provides policy and economic analysis on issues related to the responsibilities of the DOI. The DAS-PEM discharges the Secretary's responsibilities as they relate to Native Hawaiians, hosts the National Invasive Species Council (NISC) and provides leadership and guidance throughout the DOI on strategic planning, performance assessment and reporting, risk management, and organizational processes.

Deputy Assistant Secretary - Public Safety, Resource Protection and Emergency Services (DAS-PRE)

Public Safety, Resource Protection and Emergency Services includes AS-PMB offices responsible for leadership and strategic guidance in five primary areas: law enforcement; emergency management; aviation; borderlands coordination; and wildland fire. These offices manage DOI efforts to coordinate with the Department of Homeland Security (DHS) on border activities impacting Interior equities; lead the DOI's efforts to plan for, prevent, protect against, and recover from natural disasters and human-caused incidents; ensure the protection of employees, visitors, residents, and resources; and enable Bureaus to deploy safe and mission-ready aircraft and personnel. The DAS-PRE Also coordinates the Wildland Fire Program across the three land management bureaus (Bureau of Land Management, U.S. Fish and Wildlife Service, and National Park Service) and the Bureau of Indian Affairs.

Bipartisan Infrastructure Law / Inflation Reduction Act (BIL/IRA) Program Management Office (PMO)

The BIL/IRA PMO is responsible for the governance, execution, and oversight of over four dozen of the DOI's programs funded by nearly \$40 Billion under the Bipartisan Infrastructure Law and the Inflation Reduction Act. The PMO provides executive-level oversight and strategic direction to BIL/IRA funded Bureaus and Offices to support implementation and effective communication/information sharing across the DOI of all BIL and IRA programs. The PMO assists these infrastructure programs in leveraging administrative and technical capacity necessary for mission success within the DOI and externally. The BIL/IRA PMO also tracks, monitors, and provides oversight for programmatic, financial, risk management, and performance for all BIL and IRA programs as well as ensuring timely and accurate information is provided to all key stakeholders, including the Secretary, The White House, and Congress.

Great American Outdoors Act PMO (GAOA PMO)

The Great American Outdoors Act Program Management Office (GAOA PMO) is responsible for administering and directing the implementation of the Great American Outdoors Act National Parks and Public Land Legacy Restoration Fund (GAOA LRF) program. Through the GAOA LRF, DOI invests in much-needed maintenance for critical assets and infrastructure in our national parks, wildlife refuges, recreation areas, and Bureau of Indian Education (BIE)-funded schools to improve safety, visitor experience, and accessibility; protect wildlife and the natural environment; and preserve the nation's most important natural and cultural resources for generations. The GAOA PMO provides the central governance structure, issues guidance, and assists Bureaus with strategically selecting and executing priority deferred maintenance for DOI's GAOA implementation. The ultimate responsibility for project selection and program implementation lies with the individual bureaus receiving GAOA LRF funds.

Office of the Associate Chief Information Officer (OACIO)

The Office of the Associate Chief Information Officer (OACIO) leads Information, Management and Technology (IMT) Support for all Office of the Secretary organizations and missions. The OACIO provides technology oversight, integration, and direction for the PMB offices and other Departmental offices and functions. The OACIO is accountable to the DOI's CIO in the same manner as the other bureau ACIOs, coordinating with the Deputy CIO for Bureau and Office Support.

Office of the Chief Information Officer (OCIO)

The Office of the Chief Information Officer (OCIO) leads Information Management and Technology (IMT) support for all Interior organizations and missions. The OCIO assures Information Technology (IT) solutions are safe and secure for use. The OCIO ensures transparency and accessibility of information to Interior employees and the public. The AS-PMB serves as PMB's Chief Information Officer and reports directly to the Secretary, serving as the primary strategic advisor concerning the use of information and technology in all annual and multiyear planning, programming, budgeting, and execution decisions, as well as in all management, governance, and oversight processes related to IT.

Office of Natural Resources Revenue (ONRR)

The Office of Natural Resources Revenue (ONRR) manages and ensures full payment of revenues owed for the development of the nation's energy and natural resources on the Outer Continental Shelf and onshore Federal and Indian lands. ONRR collects an average of more than \$10 billion dollars in annual revenue—one of the Federal government's largest sources of non-tax revenue. It also fulfills the Department's Indian trust responsibility by providing revenue management services for mineral leases on American Indian lands and advocating for the interests of Indian Tribes and individual Indian mineral owners; 100% of the revenues that ONRR collects for mineral leases on Indian lands are transferred for distribution to the appropriate Tribe or individual Indian mineral owner.

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Appraisal Pilot Program. In November 2023, DOI leadership authorized a two-year pilot program in response to increased attention to Federal land acquisitions. This pilot program entrusts the National Park Service (NPS) and the U.S. Fish and Wildlife Service (FWS) with the responsibility to conduct appraisals for less complex land acquisitions that have an estimated acquisition value of less than \$1 million. The primary goal of this pilot program is to identify any efficiencies in the land acquisition process while continuing to fulfill the DOI's financial stewardship responsibilities. The pilot will enable the DOI to maintain its financial stewardship responsibilities while evaluating whether bureaus can substantively reduce the time it takes to perform less complicated, lower value appraisals. An approved Pilot Implementation Plan is in place and bureau-performed appraisals will begin in October 2024.

Bipartisan Infrastructure Law Ecosystem Restoration Program. The Bipartisan Infrastructure Law (BIL) provides a total of \$905 million to the Office of the Secretary for the DOI's appropriated portions of Title VIII, Section 40804, Ecosystem Restoration (ER). To guide multi-agency coordination and drive transformational outcomes for the restoration of the Nation's natural infrastructure, the BIL ER program has funded over 600 projects to-date that seek to restore healthy lands and waters, build climate change resilience, and enhance communities' quality of life. Projects have predominantly been focused within strategic restoration initiatives that align with bureau missions, are driven by locally led and collaboratively developed restoration strategies, and provide an opportunity to leverage funds from other sources. BIL ER funds also support a grant program, managed by the National Fish and Wildlife Federation (NFWF), for voluntary restoration by States, Tribes, and Territories.

National Environmental Policy Act Implementation. The Council on Environmental Quality (CEQ) made revisions to the National Environmental Policy Act (NEPA) regulations at [40 CFR 1500-1508](#) which became effective on July 1, 2024. The new CEQ regulations aim to enhance procedural efficiency, strengthen public involvement in the NEPA process, and streamline the environmental review process. The Office of Environmental Policy and Compliance (OEPC) is undertaking a revision of the [DOI's NEPA regulations \(43 CFR Part 46\)](#) to ensure statutory and regulatory compliance, as required by the new CEQ rule.

Fast-41 Infrastructure Permitting. The DOI provides support for major infrastructure project permitting efforts, including work pursuant to Title 41 of the Fixing America's Surface Transportation Act of 2015 ([FAST-41](#)), as amended by the Infrastructure Investment and Jobs Act of 2021. The FAST-41 work includes coordination with the Permitting Council and PMB and OEPC support to bureaus across the DOI. The infrastructure program provides guidance to help bureaus in complying with the legislative and administration policy requirements. The DOI is currently the lead for 12 FAST-41 projects that are in progress, all but one of which are renewable energy production projects.

Reducing Wildfire Risk. The severity of the current wildfire year and historical wildfire trends reinforce the need to continue ongoing cooperative efforts to address wildfire risk through pre-fire, response, and post-fire management of DOI lands and resources. The Office of Wildland Fire (OWF), in collaboration with Federal, state, local, and Tribal partners, is leading an array of efforts to achieve strategic management objectives. The Wildland Fire Leadership Council (WFLC) is a key interagency forum for discussing and collaborating on these central wildland fire management issues. Responsibility for chairing WFLC alternates between the DOI and Department of Agriculture annually. The AS-PMB represents the Secretary of the Interior as WFLC Co-Chair.

Transfer of Office of Subsistence Management from Fish and Wildlife Service to Office of the Secretary. In 2024, Congress moved the Office of Subsistence Management (OSM) from the U.S. Fish and Wildlife Service to the Office of the Secretary. The DOI requested the move in response to feedback from Tribes and Tribal organizations who requested that the OSM be transferred to the Secretary's office to increase DOI responsiveness to Tribal needs and to strengthen delivery of the federal subsistence management program. Tribal members and other subsistence users expect the move to facilitate action on several long-standing issues that are beyond the purview of federal subsistence managers. As the transition of OSM is completed during fiscal year 2025, there will be fiscal and operational matters to be resolved.

Office Space Utilization and Occupancy

Post-pandemic federal office space occupancy (the number of people routinely coming into a building) and utilization (square feet per person) are being assessed in a critical way. Since 2021, GAO has audited federal office space use and found that many buildings are underutilized. The Office of Management and Budget (OMB) and the General Services Administration (GSA), which has responsibility for managing the majority of federal

real property, through the Federal Real Property Council (FRPC), have been working to develop better metrics and practices to measure office space utilization. Agencies contributed to the development of OMB policy MPM-2024-01, which requires agencies to collect and report office space occupancy data and to establish an occupancy target of 60%. The Office of Acquisition and Property Management (PAM) is leading DOI's efforts to comply with this requirement and implement policy, processes, and solutions to measure office space utilization across all bureaus and offices. PAM is also leading workgroups to optimize space utilization in key cities where DOI has multiple bureaus operating.

PMB Quick Links




Deputy Assistant Secretary—
Policy and Environmental...



Deputy Assistant Secretary—
Budget, Finance, Grants and...




Deputy Assistant Secretary—
Administrative Services



Deputy Assistant Secretary—
Public Safety, Resource...



Deputy Assistant Secretary—
Human Capital and Diversity



Office of Natural Resources
Revenue



Office of the Chief Information
Officer



Office of Diversity, Inclusion and
Civil Rights

[!\[\]\(9dfdaff1d86ba3c1f8353b4d1b61b8c5_img.jpg\) Go back to Assistant Secretary—Policy, Management & Budget](#)








[Go to the next section: Deputy Assistant Secretary—Policy and Environmental Management !\[\]\(83f22ed94ec5517769dd76d702c6bfd8_img.jpg\)](#)

Deputy Assistant Secretary—Policy and Environmental Management

[!\[\]\(919a2cb85b99741a73c0c31a427236a8_img.jpg\) Go back to Assistant Secretary—Policy, Management & Budget](#)

Deputy Assistant Secretary: Eric Werwa

Policy and Environmental Management includes AS-PMB offices that provide leadership and management of DOI-wide programs that support environmental compliance as well as the response, clean up, assessment, and restoration of lands and trust resources damaged by hazardous substance releases and oil spills. The DAS-PEM provides policy and economic analysis on issues related to the responsibilities of the DOI. The DAS-PEM discharges the Secretary's responsibilities as they relate to Native Hawaiians, hosts the National Invasive Species Council (NISC) and provides leadership and guidance throughout the DOI on strategic planning, performance assessment and reporting, risk management, and organizational processes.

- | | | | | | |
|---|-----------------------------------|---|---|---|---|
|  | Office of Policy Analysis |  | Office of Environmental Policy and Compliance |  | Office of Restoration and Damage Assessment |
|  | National Invasive Species Council |  | Office of Planning and Performance Management |  | Office of Native Hawaiian Relations |
|  | Gulf of Mexico Restoration Office | | | | |

[!\[\]\(e3f8612927870f2e0f9f5989e6dd3064_img.jpg\) Go to the previous section: Office of the Assistant Secretary—Policy, Management & Budget](#)

[Go to the next section: Office of Policy Analysis!\[\]\(003082e50e3009141f59bd5df831749f_img.jpg\)](#)

Office of Policy Analysis

[!\[\]\(3dfb8d66e81160ad61421a3452093d1b_img.jpg\) Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

AT A GLANCE

Established: 1973

Mission: The Office of Policy Analysis serves the Nation and advances the mission of the Department of the Interior and its bureaus with innovative, objective, cross-cutting policy and economic analyses and program coordination.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 23 permanent employees.

BUREAU/OFFICE CONTACT

Jacob Malcom, Director, Office of Policy Analysis

Email: jacob_malcom@ios.doi.gov

Phone: 202-657-2877 (office)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of Policy Analysis (PPA) leads, supports, and coordinates effective, accurate, and creative policy-relevant analyses and programs to meet the needs of the Department and the Nation, identifying and advising on:

1. Policy problems, defining the policy issue to be resolved;
2. Expected policy outcomes;
3. Preferred policies, including the best outcomes given a suite of policy options;
4. Observed policy outcomes, including whether DOI has achieved the desired outcomes for a select policy; and
5. Policy performance, including whether DOI has been effective, efficient, and equitable in implementing a policy.

Further, PPA provides program coordination and leadership across bureaus or offices and with other Federal agencies to help ensure the fruits of the policy analyses are realized. Absent such coordination and leadership, a policy problem PPA identifies may never make it to outcomes, or a preferred policy option may never make it to being evaluated for its performance. PPA's scope is anchored in these fundamental concepts of policy analysis, with some extension into program coordination.

Strategic Goals

To realize PPA's vision and advance its mission, PPA has four strategic goals:

1. Support effective, efficient, and equitable outcomes for the work of the Department and its bureaus through innovative, cross-cutting, and evidence-based analytical work.
2. Support effective, efficient, and equitable outcomes for the work of the Department and its bureaus by leading and coordinating cross-department programs.
3. Establish the standing of the Office of Policy Analysis as a thought leader and "Center of Excellence" in and out of the Department.
4. Recruit, cultivate, and retain a diverse and effective team.

As we accomplish these goals, we will advance the [strategic goals of the Department](#).

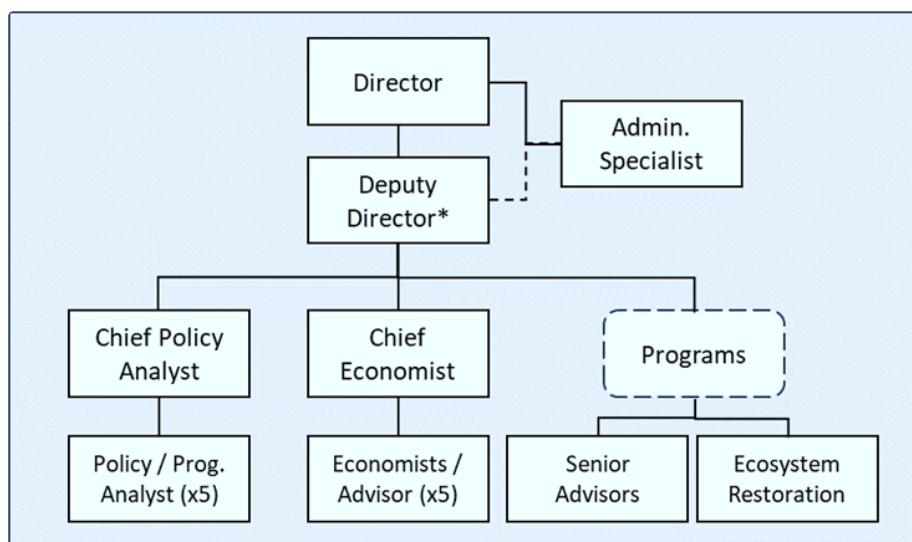
Core Priorities

While specific projects led by PPA may change in accordance with the Secretary's priorities, our core priorities are consistent with the mission that remains relatively unchanged over time. Aligned with the Department's mission, PPA's core priorities are organized into priority domains as we advise leadership:

DOI Mission Area	PPP Priority Domain
"protect and manage natural resources and cultural heritage"	<ul style="list-style-type: none"> • Climate and nature • Energy • Recreation • Agriculture • Focal landscapes
"provides scientific and other information about those resources"	<ul style="list-style-type: none"> • Science-policy integration • Economic analyses • Evidence
"honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated Island Communities"	<ul style="list-style-type: none"> • Inclusion - Ensure inclusion in cross-cutting issues • Co-stewardship • Indigenous knowledge

Key Activities

- Policy Analysis and Coordination –PPA carries out the analysis of proposed and existing policies and helps coordinate Department-wide policies to ensure inclusion and consistency among bureaus and offices.
- Evidence-building – The Director of PPA serves as the Department's Statistical Official, and in collaboration with the Chief Data Officer and the Evaluation Officer, helps ensure that policy analysis is included in evidence-building efforts.
- Regulations – PPA reviews analyses undertaken to meet the requirements of Executive Order 12866, *Regulatory and Planning Review*, and Executive Order 13771, *Reducing Regulation and Controlling Regulatory Costs*.
- Economic Contributions Analyses – PPA produces economic contributions reports, which provide estimates of employment and economic contributions supported by Departmental programs and activities.
- Invasive Species – PPA provides guidance to senior leadership on invasive species policy and program matters, coordinates across bureaus and offices, serves as a Departmental contact to external groups, and supports the Department's political representative in its role as Co-Chair to the National Invasive Species Council.
- Ecosystem Restoration – PPA hosts the Department's Ecosystem Restoration program, first established under the Bipartisan Infrastructure Law, and extended under the Inflation Reduction Act, coordinating restoration priorities across bureaus and offices.
- Natural Resource Damage and Restoration – PPA provides economic analysis in support of the Office of Restoration and Damage Assessment, including analysis for case teams, policy analysis to support the program, and economics training.
- Insular and International Affairs – PPA supports the Assistant Secretary for Insular and International Affairs by conducting economic studies and analyses of program issues, compiling statistics and reports, and coordinating with other entities.
- Recreation Issues – PPA leads the preparation of the Triennial Recreation Fee Report to Congress. PPA has also participated in research evaluating techniques to use social media data to supplement traditional visitor monitoring data.



PPP Organizational Chart

Key decision-makers

- Secretary of the Interior
- Deputy Secretary
- Assistant Secretary – Policy, Management, and Budget
- Deputy Assistant Secretary – Policy and Environmental Management
- Other appointees, such as the Senior Advisor for Infrastructure
- Director, Office of Policy Analysis

Workforce snapshot

- 23 total staff
- 14 based in Washington, DC; 2 based at other federal offices; 7 remote staff
- Details program: 2-4 detailees from bureaus, other agencies

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Malcom, Jacob; Director

Other Senior Career Employees:

Jonathan Steele; Deputy Director and Head, Program Coordination

Janet Cushing; Chief Policy Analyst

Kawa Ng; Chief Economist

Alisa Wade-Wilcox; Program Manager, Ecosystem Restoration

Hilary Smith; Senior Advisor, Invasive Species

Allison Leidner; Senior Advisor, Nature Conservation and Management

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Ecosystem restoration investments and landscape-level management. Infrastructure investments may be separate or combined with landscape-level management policies.

Expanding public lands outdoor recreation experiences. See [EXPLORE Act](#), passed in the House in April 2024; the Department will play a major role in implementation if this legislation passes the Senate and is signed into law.

Social Cost of Carbon. Long running issue spanning administrations with economic and policy dimensions.

Invasive species management. May include intergovernmental invasive species initiatives, in coordination with or separate from NISC.

Statistical Policy Directive (SPD) 15: Updating federal race and ethnicity standards. Multi-year effort that will affect ongoing data collections across the Department.

[!\[\]\(a2bb1e57b467f1e41142026aa73db90f_img.jpg\) Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

[Go to the next section: Office of Environmental Policy and Compliance !\[\]\(89a5017cdd03c2e4afc4be6aed118419_img.jpg\)](#)

Office of Environmental Policy and Compliance

 [Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

AT A GLANCE

Established: 1970

Mission: Provides leadership and program evaluation in implementing the environmental policy of the Department of the Interior (DOI).

Leadership: Office Director

Headquarters: Washington, D.C. and eight (8) regional offices throughout the nation

Workforce: Total employee count is 39 permanent and 12 non-permanent employees (as of 8/30/24).

OFFICE CONTACT

Steve Tryon, Office Director

Email: stephen.tryon@ios.doi.gov

Phone: 202-208-4221

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

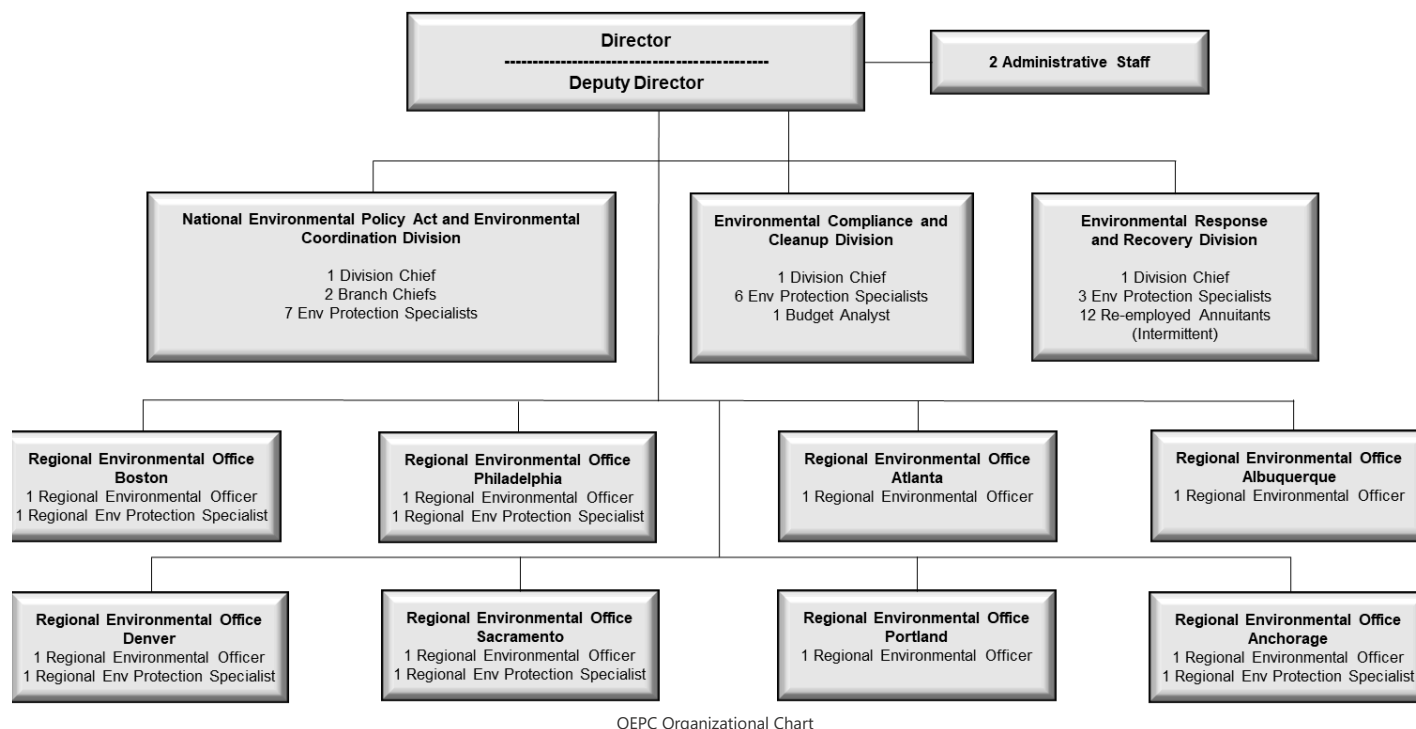
The Office of Environmental Policy and Compliance (OEPC) serves as a leader in resource stewardship and the sustainable and equitable management of the DOI's resources. OEPC fosters partnerships to enhance resource use and protection as well as to expand public access to safe and clean lands under the DOI's jurisdiction. The OEPC strives to continually improve environmental policies and procedures to increase management effectiveness and efficiency.

The OEPC supports all four of the DOI's strategic goals with programs including implementation of the National Environmental Policy Act (NEPA) and Title 41 of the Fixing America's Surface Transportation Act of 2015 (FAST-41), Environmental Justice, implementation of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) and administration of the Central Hazardous Materials Fund (CHF) and the Abandoned Hardrock Mineland (AHML) Reclamation Fund, management of Formerly Used Defense Sites (FUDS), Environmental Response and Recovery, Sustainability, and the DOI's compliance with the nation's suite of environmental laws (compliance).

The OEPC serves as the DOI's unifying and lead voice for a wide range of environmental issues. The OEPC ensures Departmental compliance with the NEPA and related laws, executive orders, and regulations as well as reviews environmental and natural resource aspects of non-Interior projects. The OEPC manages the DOI's funding and cost recovery program of long-term cleanups of hazardous materials; resource planning, response and recovery from oil and hazardous material spills; environmental compliance and sustainability issues; environmental justice and single use plastics initiatives; and serves as the national coordinator to protect and recover natural and cultural resources and historic properties from natural disasters.

The OEPC accomplishes its objectives through the work of three headquarter divisions located in Washington, DC, and eight regional offices located throughout the nation. The OEPC provides guidance and technical advice to Senior Departmental officials. The eight regional offices support the regional organizations of DOI bureaus, FEMA, EPA, and the U.S. Coast Guard, and also support the DOI's Field Special Assistants. The OEPC relies on a cadre of intermittent, re-employed annuitants to fulfill field coordinator responsibilities in response to natural disasters.

OEPC Organizational Chart



Key decision-makers include the OEPC Director; the Deputy Assistant Secretary – Policy and Environmental Management; the Assistant Secretary – Policy, Management and Budget; the Associated Deputy Secretary (as the Senior Agency Official for NEPA); and the Deputy Secretary (as the Permitting Council Member).

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES:

Stephen Tryon, Office Director

Other Senior Career Employees:

Laura Fleming, Deputy Director

Carol Braegelmann, NEPA/Environmental Coordination Division Chief

Gregory Nottingham, Compliance and Cleanup Division Chief

Pasquale Scida, Environmental Response and Recovery Division Chief

Cheryl Kelly, Stakeholder Engagement Branch Chief

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

NEPA/FAST-41/Permitting. The Council on Environmental Quality's (CEQ) NEPA regulations at [40 CFR 1500-1508](#) were revised and became effective on July 1, 2024. The OEPC is currently undertaking a comprehensive revision of the DOI's NEPA regulations to ensure full compliance and consistency, as required by the new CEQ rule. A draft of any new agency regulations must be completed by July 1, 2024. The DOI is currently the lead for 12 FAST-41 projects that are in progress. The lead agency is responsible for the NEPA review as well as overall coordination of the project. Leading 12 out of a total of 21 projects (57%) currently in progress makes the DOI the leading agency for FAST-41 implementation government-wide. The DOI is also a cooperating agency on all remaining projects specific to other Departmental authorities, especially Endangered Species Act consultation. Support for the FAST-41 is challenging at times to provide sufficient staff. DM account funding is not available for an FTE for this program.

I-NEPA. The OEPC, in coordination with all Interior bureaus, is currently engaged in development of two IT systems intended to enhance transparency and timeliness of the DOI's NEPA decisions. I-NEPA and the Public Comment Analysis Tool (PCAT) are intended to complement NEPA content development systems already in some degree of use among several of the DOI's bureaus. Like I-NEPA and PCAT, certain of these systems received additional funding through the Inflation Reduction Act, to enhance their ability to support permitting for infrastructure.

Central Hazardous Materials Fund (CHF) and Abandoned Hardrock Mine Reclamation (AHMR) Programs. The demand for CHF funding, which supports reclamation of CERCLA sites on Interior lands, remains well above the available funding. The AHMR Program was authorized in 2021 under the Bipartisan Infrastructure Law (BIL) at a level of \$3.0 billion; however, no funding was appropriated in the BIL. Congress subsequently appropriated

to the DOI \$5.0 million in both FY 2022 and FY 2023, and \$4.8 million in FY24. While the AHMR Program is a potential funding source for contaminated mine sites on Federal, State, private, and Tribal land, most of the inventory of mine features is comprised of physical safety risks, such as the need to close human access to adits, shafts, and dilapidated structures. As the abandoned mine land (AML) inventory database grows, the program is developing a cost modeling tool that will allow OEPC to estimate the total cost of remediation and reclamation at hardrock AML features, providing an important source of information on the overall budget needs of both physical safety and contaminated AMLs.

Environmental Response and Recovery. The OEPC is the Federal lead and the national coordinator under the National Disaster Recovery Framework (NDRF) for recovery of natural and cultural resources and assists FEMA disaster recovery efforts year-round. Shortage of trained staff continues to be a top constraint, while disasters themselves are increasing in number and severity annually. This growth of the disaster curve places a greater and greater strain on the emergency response community, which has not grown in size in the case of OEPC for decades. In addition, Congress is often slow to provide disaster supplemental funding, and also slow to replenish the Disaster Recovery Fund managed by FEMA, thus increasing response times for agencies with emergency response and recovery duties. A White House Office (WHO) for Long-Term Community Recovery and Rebuilding was recently created, and a Steering Group convened. This group is reviewing successes and systematic impediments to success in long term recovery as well as the thresholds for how and when long-term recovery should begin and is continuing to explore and discuss options for a new Recovery Coordination Structure within the Federal Government. The conclusion of these initiatives on long-term recovery may result in requests for support from agencies in the form of long-term detailers to the WHO, potentially further eroding agencies' already thin ability to support disaster response and recovery requirements.

Sustainability/Plastics. It is a challenge to find the resources needed to make the initial investments in building and infrastructure improvements that can result in improved efficiency and cost savings in the long run. Acquisition of zero emission vehicles (ZEV) has similarly been limited by the General Services Administration's inability to provide fleet ZEV to federal agencies at a level that can match agency demand. Future investment in these activities can result in improved efficiency, lower operating costs, and reduced exposure to risks posed by natural hazards. Other challenges related to plastics reduction is the limited availability of non-plastic alternatives, particularly for drink containers such as water and soda bottles, and the decline in recycling markets for single-use plastics nationally.

[!\[\]\(9dfdaff1d86ba3c1f8353b4d1b61b8c5_img.jpg\) Go to the previous section: Office of Policy Analysis](#)

[Go to the next section: Office of Restoration and Damage Assessment !\[\]\(83f22ed94ec5517769dd76d702c6bfd8_img.jpg\)](#)

Office of Restoration and Damage Assessment

[!\[\]\(34b4f260a8587d2e97eeaee361cc357b_img.jpg\) Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

AT A GLANCE

Established: 2010

Mission: To restore natural resources injured as a result of oil spills or hazardous substance releases into the environment.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 18 permanent employees.

BUREAU/OFFICE CONTACT

Emily Joseph, Director

Email: emily_joseph@ios.doi.gov

Phone: 202-208-4438

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The primary mission of the Office of Restoration and Damage Assessment (ORDA) is to restore natural resources injured because of oil spills or hazardous substance releases into the environment. The ORDA accomplishes this through its oversight and management of the Department of the Interior's (DOI) Natural Resource Damage Assessment and Restoration (NRDAR) Program. In partnership with affected state, Tribal and federal trustee agencies, the NRDAR Program conducts damage assessments, which are used to determine the restoration needs that address the public's loss and use of natural resources. The funds received from settlements with the responsible parties are then used to restore the injured resources at no expense to the taxpayer.

The ORDA's priorities are to support the DOI's NRDAR case teams by developing and issuing policy, guidance, and regulations ([43 CFR Part 11](#)); providing funding and technical support; coordinating with DOI bureaus and offices, other Federal agencies, states, Tribes, and non-governmental organizations, and industry; and performing oversight and evaluation duties of the NRDAR Program.

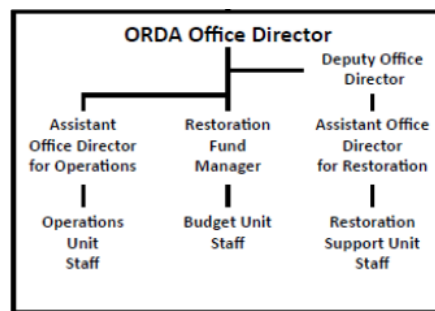
ORDA key strategic and priority goals:

- Managing the NRDAR Fund which includes all deposits, disbursements, and interest accruals on behalf of the public. This includes the allocation of funds to other federal, state, and Tribal trustees. There is currently over \$2 billion in the NRDAR Fund, largely due to the \$489 million annual Deepwater Horizon (DWH) payments received starting in 2016. So far for Fiscal Year 2024, ORDA has disbursed almost \$350 million for restoration projects. In FY 2023, restoration activities allowed for 137,289 acres to be restored, managed, or protected and 20 stream/shoreline miles to be restored/managed.
- Developing and maintaining the Damage Assessment and Restoration Tracking System (DARTS, found at https://www.cerc.usgs.gov/orda_docs/), which houses information on all DOI NRDAR cases. This system is used to submit damage assessment funding applications, request to withdraw funds from the NRDAR Fund, and display information on cases and restoration projects.
- Providing damage assessment funding to cases (new and ongoing) each year based on recommendations from the NRDAR Technical Support Group (consisting of bureau representatives). In FY 2024, the office received \$1.8 million in Congressional Appropriations for this activity.
- Supporting over 30 case teams through restoration planning, implementation, and monitoring. The ORDA's Restoration Support Unit is currently supporting work on 15 restoration plans. Restoration projects range from land acquisitions to support habitat restoration to creating accessible trails for recreation opportunities.
- Allocating almost \$1.0 million each year for inland oil spill training, drills, and contingency planning in cooperation with the Office of Environmental Policy and Compliance.

The ORDA works closely with all levels of the Fish and Wildlife Service including HQ, regional, and field level. The ORDA also works closely with DOI's other land managing bureaus (BIA, BLM, BOR, NPS). The ORDA maintains strong relationships with the Office of Budget and the Gulf of Mexico Restoration Office, the office responsible for overseeing the DWH settlement.

For additional information on the ORDA and the [NRDAR Program](#), as well as a link to DARTS with the searchable map of cases and case documents, please go to www.doi.gov/restoration.

The ORDA's Office Director, Assistant Office Director for Operations, and Restoration Fund Manager are located in Washington, D.C. The Deputy Office Director and Assistant Office Director for Restoration are located in Denver, CO. In total, the ORDA has 18 staff members with half located in Washington, D.C. and the remaining half in Denver.



ORDA Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Emily Joseph, Director

Other Senior Career Employees:

Tim Hoelzle, Deputy Office Director

Susan Lingenfelter, Assistant Office Director – Operations

Bruce Nesslage, NRDAR Fund Manager

Charles (Chip) Wood, Assistant Office Director – Restoration

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

National Interagency Seed and Restoration Center. As part of the Keystone Initiatives – Native Seed Strategy, the DOI was tasked with establishing up a National Interagency Seed and Restoration Center (NISRC) with an executive director and an executive steering committee. In FY2024, ORDA provided funding to support a detailee to help with this effort as the concept of utilizing seeds in restoration fits within the ORDA's mission. Moving forward into future years, it is the ORDA's intention to continue this partnership and support the activities of the NISRC.

NRDAR Fund. The NRDAR Fund contains over \$2 billion from court settlements that can only be used for restoration projects with a nexus to injured natural resources relevant to the underlying claim. Staffing issues at the bureaus have resulted in fewer trained personnel to work on NRDAR cases. Retirements, cuts to programs, hiring freezes, and lack of filling of vacancies over the years has hampered capacity, which has resulted in fewer new cases being pursued and restoration projects stalling. Increased funding and hiring would help sustain the program and move forward several restoration plans and projects being implemented.

IV. BUDGET OVERVIEW

NATURAL RESOURCE DAMAGE ASSESSMENT AND RESTORATION (\$ in thousands)					
	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual) Appropriations	8,037	7,715	8,037	7,715	7,769
Permanent Appropriations	607,479	700,000	670,000	670,000	670,000
Total	615,516	707,715	678,037	677,715	677,769
Supplemental Appropriations	0	0	0	0	0
FTE	17	18	19	0	0

Natural Resource Damage Assessment and Restoration

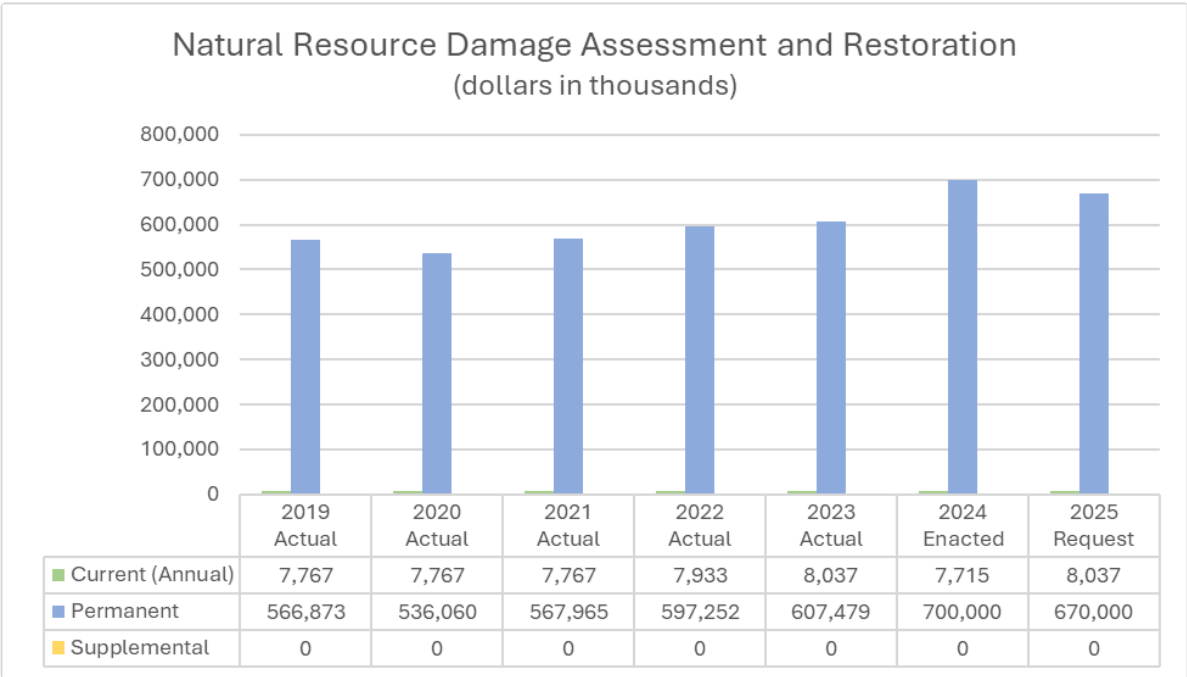
Budget Profile

The FY2025 discretionary budget request for the NRDAR is \$8.0 million. The FY2025 budget delivers NRDAR's core mission requirements for oversight and supports state and Tribal programs to ensure effective, consistent, and high-quality regulatory and reclamation programs across the Nation. The FY2025 budget estimates \$670.0 million in permanent funding from settlements received from responsible polluting parties and interest that can only be used to restore injured natural resources in partnership with other affected federal, state, and Tribal co-trustees.

Key Budget Issue

\$2 billion residing in NRDAR Fund: Permanent funds from legal settlements with parties responsible for natural resource damages are used to restore the injured resources at no expense to the taxpayer. These funds reside in the NRDAR Fund which has over 800 individual accounts tied to a

particular settlement or claim, governed by a court-approved consent decree. The funds must be used for the purposes laid out in a publicly reviewed Restoration Plan and approved by DOI's Authorized Official and by the relevant state and Tribal co-trustees. Management of the NRDAR Fund does not give DOI the authority to unilaterally re-direct the funds for other Departmental purposes. Rather, the money is dedicated for restoration projects with a nexus to the injured natural resources relevant to the underlying claim. The number of settlements received in recent years has resulted in a balance of approximately \$2 billion within the Fund. Funds received from the settlement of the 2010 Deepwater Horizon oil spill incident contributes nearly \$500 million annually to the Fund through 2031. The program relies on DOI bureaus as well as other federal, state, and Tribal co-trustees to expend restoration funds. From 2021 through 2024 year-to-date, DOI and its trustee partners have directed over \$1.95 billion towards numerous restoration efforts across the Nation.



[!\[\]\(99f58673407353e96a019fbca558fd72_img.jpg\) Go to the previous section: Office of Environmental Policy and Compliance](#)

[Go to the next section: National Invasive Species Council!\[\]\(0f848bbd71cef6b345273b16f905912a_img.jpg\)](#)

National Invasive Species Council

 [Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

AT A GLANCE

Established: 1999

Mission: Provide the vision and national leadership necessary to coordinate, sustain, and expand federal efforts to safeguard the interests of the United States through the prevention, eradication, and control of invasive species.

Leadership: Executive Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 5.

BUREAU/OFFICE CONTACT

Stanley “Stas” Burgiel, Ph.D., NISC Executive Director

Email: stanley_burgiel@ios.doi.gov

Phone: 202-297-5143

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The National Invasive Species Council (NISC) was established under Presidential Executive Orders 13112 and 13751. Its purpose is to provide the vision and national leadership necessary to coordinate, sustain, and expand Federal efforts to safeguard the interests of the United States through the prevention, eradication, and control of invasive species, and through the restoration of ecosystems and other assets impacted by invasive species.

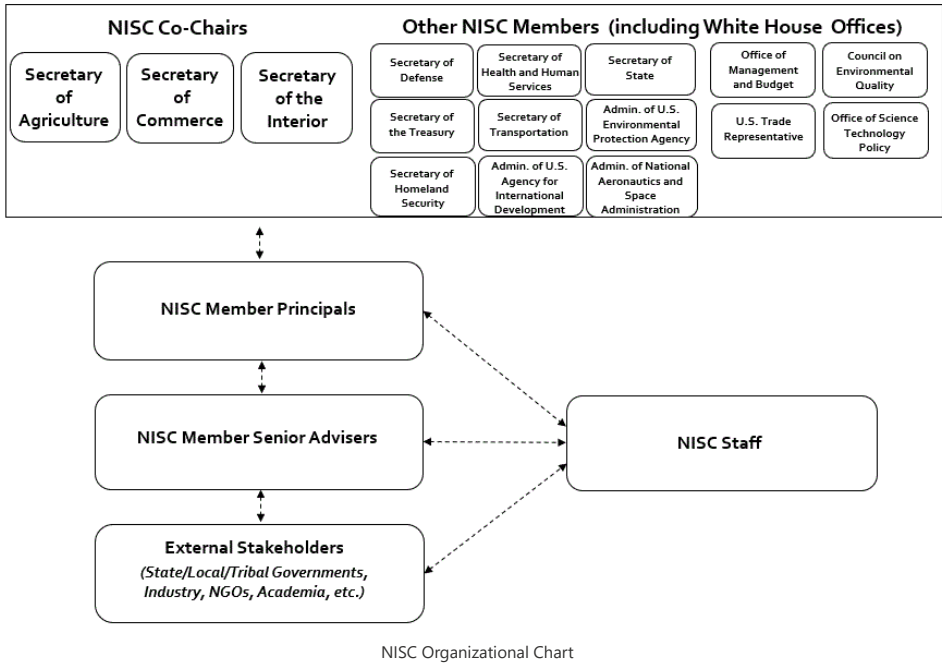
The Council is made up of the Secretaries and Administrators of twelve (12) Federal Departments, and four White House Offices, including: Department of Agriculture, Department of Commerce, Department of Defense, Department of the Interior (DOI), Department of Health and Human Services, Department of Homeland Security, Department of State, Department of Transportation, Department of the Treasury, Environmental Protection Agency, National Aeronautics and Space Administration, U.S. Agency for International Development, Council on Environmental Quality, Office of Management and Budget, Office of Science and Technology Policy, and Office of the U.S. Trade Representative.

Council Roles:

- **Co-Chairs:** The Council is co-chaired by the Secretary of the Interior, the Secretary of Agriculture, and the Secretary of Commerce.
- **Principals:** Council members may designate a senior-level official to perform their functions. Principals are responsible for oversight and approval of their agency's positions, submissions, and engagement regarding Council activities; and overseeing their agency Senior Advisers. Currently, the Deputy Assistant Secretary for Policy and Environmental Management (DAS PEM) serves as the Principal for Interior.
- **Senior Advisers:** Council members may designate a Senior Adviser to liaise and work with Council staff and other Senior Advisers on the day-to-day implementation of Council priorities. They serve as a main point of contact for communications and inquiries coming through other Council member representatives.
- **Council Staff:** The Council is supported by a small staff who maintain a whole-of-government awareness of all-taxa invasive species issues. Council staff also coordinate implementation of Annual Work Plans and related operations and directives of the Council and its representatives.
- **Council Activities:** The Council's operations are detailed in an annual Work Plan. The Work Plan includes core coordination activities for everyday operations, as well as select priority activities for more detailed work on themes of interest to the Council.
- **Invasive Species Advisory Committee (ISAC):** EO 13112 and 13751 also established a non-Federal advisory committee to provide input and advice to the Council on priority issues. The ISAC generally convenes two to three times a year in a combination of in person and virtual meetings.

Council staff includes four FTEs, all located in the Washington, DC metro area, with an additional FTE to be hired in early FY2025. Council staff occasionally engages details from other Federal agencies.

National Invasive Species Council



II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Stanley “Stas” Burgiel, Ph.D., Executive Director (Washington, DC)
Angela McMellen Brannigan, Ph.D., Technical Adviser (Washington, DC)

Other Senior Career Employees:

None

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

General coordination responsibilities and priority activities are documented in the Council’s annual Work Plan. Priority themes of work include issues such as climate change, wildland fire, and early detection and rapid response to invasive species. Timely operational issues for the Council’s conduct include:

Designation of Council Principals. With the transition to a new administration, NISC member departments will need to designate their Principals to the Council. For the DOI, this role has traditionally been located within the Office of the Secretary, Office of Policy, Management, and Budget at the Assistant Secretary, Principal Deputy Assistant Secretary, or Deputy Assistant Secretary level. As one of the three Co-Chairs to the Council, filling this role early will help maintain Council activities and facilitate integration of the new Administration’s priorities.

Invasive Species Advisory Committee (ISAC). ISAC will have a new class of members starting in December 2024. Council staff will help with their orientation but anticipate that their first meeting will be in the spring of 2025. The meeting agenda and issues for ISAC’s consideration will need to be considered by Council leadership.

National Early Detection and Rapid Response (EDRR) Framework. The annual cost of controlling established invasive species in the United States is estimated to be in the billions of dollars with impacts on human health, infrastructure, food security, and biodiversity. Addressing newly arriving invasive species with a strategic national EDRR framework is among the most cost-effective ways to prevent harm caused by additional invasive species becoming established.

The DOI strategically invested in such a framework using Bipartisan Infrastructure Law funding to realize a coordinated set of actions to find and eradicate initial invasive species infestations before they establish, spread, and cause harm. The DOI is coordinating across bureaus and offices and working in collaboration with other Federal agencies, states, tribes, territories, interagency bodies, and other partners to advance the EDRR

framework and strengthen capacity across the nation. Investments have included innovative approaches for surveillance, data integration, and response capabilities. Leadership engagement is important for maintaining the momentum of this work and ensuring coordination across the DOI's bureaus and offices, as well as with other Federal agencies.

 [Go to the previous section: Office of Restoration and Damage Assessment](#)

[Go to the next section: Office of Planning and Performance Management](#) 

Office of Planning and Performance Management

[!\[\]\(5eb1325dfdc3f1cad8426726c0db51cd_img.jpg\) Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

AT A GLANCE

Mission: The Office of Planning and Performance Management (PPP) aims to support data-driven decisions via evidence, high-quality data, and transparency to ensure efficient and effective delivery of critical services to the public.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 12 permanent employees (as of 8/30/2024).

OFFICE CONTACT

Patricia Currier, Director

Email: patricia_currier@ios.doi.gov

Phone: 202-208-3681

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of Planning and Performance Management (PPP) is at the forefront of building and using evidence for decision-making across all phases of programs and projects, and across all disciplines of the Department. PPP leads bureaus and offices in capacity building, including identifying and articulating outcomes and evidence-road maps for achievement. The PPP team works with Departmental leads and bureaus that support “common” goals, and strengthens the integration of disparate measurement approaches into a more cohesive, or “portfolio” view of evidence. This better enables PPP to look at work through a systems-view, identify and build synergy across organizations, find efficiencies, and provide the public and lawmakers a more complete understanding of performance on priority mission outcomes.

PPP leads several communities of practice and helps bureau/office teams build evidence into planning and operations, and then using findings to strengthen project management, policy decisions, address gaps and unintended impact, and improve effectiveness of Interior’s programs. The Office provides expertise for and integrates all-of-Interior reporting and decision making related to evidence “lines of business,” including performance, evaluation, program/project management (P/PM), customer experience (CX), and enterprise risk management (ERM).

The Office ensures compliance with evidence-related legislation, OMB guidance, and Executive Orders, including the following:

- The Foundations for Evidence Based Policymaking Act of 2018 (Evidence Act) and associated OMB guidance
- The Program Management Improvement Accountability Act (PMIAA)
- The Government Performance and Results Act Modernization Act of 2010 (GPRAMA)
- OMB A-123 Management’s Responsibility for Enterprise Risk Management and Internal Control
- OMB A-11, Part 6—The Federal Performance Framework for Improving Program and Service Delivery
- OMB M-22-12, Advancing Effective Stewardship of Taxpayer Resources and Outcomes in the Implementation of the Infrastructure Investment and Job Act
- Government Service Delivery Improvement Act (2024, in committee)

In FY2025 significant activities will include the following:

- **Update and promote the FY2026-2030 strategic plan:** Coordinate department-wide efforts to review, update, and publish the plan by February 2026, with promotion to Interior leaders.
- **Enhance performance plans:** Work with bureaus to strengthen performance plans, develop measures for Administration priorities, address reporting gaps, and establish new Agency Priority Goals (APGs) for quarterly reporting.
- **Advance enterprise risk management:** Mature risk management from bureau-specific to department-wide, create an Interior risk register, establish a leadership risk council, and coordinate on emerging risks like artificial intelligence.
- **Align learning with the strategic plan:** Identify priority learning questions, execute the first Departmental impact evaluation on grantee resilience, and develop the annual evaluation plan.
- **Conduct portfolio reviews:** Collaborate with stakeholders to review common goals, strategies, data needs, and performance measures for the Department.
- **Improve BIL/IRA performance reporting:** Strengthen reporting and analysis, develop user-friendly measures, and provide data to oversight authorities like GAO.
- **Enhance customer experience:** Work with the OCIO and bureaus to improve service delivery, focusing on accessibility, digital availability, ease-of-use, timeliness, and satisfaction.
- **Promote evidence-based decision-making:** Partner across Interior to enhance data literacy, support artificial intelligence initiatives, and strengthen the use of evidence in decision-making.

- **Build evidence capacity:** Collaborate with bureaus to address GAO/OIG recommendations, improve data use, and develop reporting measures for cross-organizational initiatives.

PPP Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Patricia Currier, Director

Other Senior Career Employees:

David Bugg, Program Analyst (GS-15)

Dana Fowler, Program Analyst (GS-15)

Jacob Lee, Program Analyst (GS-15)

Paul Quimby, Program Analyst (GS-15)

Kimberly Tripp, Program Analyst (GS-15)

Erika Vaughn, Program Analyst (GS-15)

Andrew Webb, Program Analyst (GS-15)

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None at this time.

[!\[\]\(b58c23cb5aab1cd63092eda333892cb9_img.jpg\) Go to the previous section: National Invasive Species Council](#)

[Go to the next section: Office of Native Hawaiian Relations!\[\]\(488d36215f31304317ffb20d512ebb61_img.jpg\)](#)

Office of Native Hawaiian Relations

[!\[\]\(34b4f260a8587d2e97eeaee361cc357b_img.jpg\) Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

AT A GLANCE

Established: 2004

Mission: The Office of Native Hawaiian Relations (ONHR) serves as a liaison with the Native Hawaiian Community, and the Department of the Interior (DOI) and its bureaus and offices, on issues affecting Hawai'i. ONHR also seeks to fulfill the U.S. Government's responsibilities to effectuate and implement the special political and legal relationship between the United States and the Native Hawaiian Community and continue the process of reconciliation with the Native Hawaiian people.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total government employee count is 5; 3 permanent staff, 2 term staff (with 1 contractor).

BUREAU/OFFICE CONTACT

Kaiini Kaloi, Director

Email: Kaiini.Kaloi@ios.doi.gov

Phone: 202-208-7462

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

In 1995, Congress directed the Secretary to appoint an individual to administer the responsibilities of the United States under the Hawaiian Home Lands Recovery Act (109 Stat. 357, 363) and the Hawaiian Homes Commission Act (42 Stat. 108). In 2004, Congress established the Office of Native Hawaiian Relations (ONHR) within the Office of the Secretary of the Interior to effectuate this and for related purposes. (118 Stat. 445).

The organizational structure for this office is spread across two primary locations: Washington, D.C. and Honolulu, Hawaii. In Washington, D.C., the office is led by the Director. In Honolulu, Hawaii, leadership includes a Senior Program Director, Hawaiian Home Lands Program Manager, Kapapahuliau Program Manager, and Hō'ihi Program Manager.

Key decision-makers and influencers outside the office include the Office of Policy, Management and Budget (PMB), which is led by the Assistant Secretary (AS) for PMB, and the Deputy Assistant Secretary (DAS) for Policy and Environmental Management, to whom the office directly reports. Additionally, the Office of the Secretary has a Senior Advisor on Native Hawaiian Affairs, who plays a significant role in guiding Native Hawaiian issues.

ONHR has several critical duties and responsibilities, particularly in administering federal laws related to the Hawaiian Home Lands Trust. This includes analyzing proposed land exchanges involving Trust lands, providing recommendations to the Secretary on whether to approve or disapprove such exchanges, as outlined in 43 CFR part 47. ONHR also reviews proposed amendments to the Hawaiian Homes Commission Act submitted by the State of Hawai'i and presents these reviews to Congress when appropriate, in accordance with 43 CFR part 48. Another key responsibility is conducting federal cadastral surveys of the 200,000 acres of Trust lands, which are held for the benefit of the Native Hawaiian Community.

Furthermore, the office is tasked with overseeing two important grant programs: the Hō'ihi Program, which is related to the Native American Tourism and Improving Visitor Experience (NATIVE) Act, and the Kapapahuliau Program, which is funded through the Inflation Reduction Act. It also maintains the Department of the Interior's (DOI's) Native Hawaiian Organization List and Homestead Beneficiary Association List, ensuring these records remain up-to-date.

ONHR likewise maintains active relationships with federal, state, Native Hawaiian Community, and private sector stakeholders, serving as a liaison between these groups. It also provides leadership and direction to other federal agencies involved in issues impacting Native Hawaiian Community rights, resources, or lands.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Kaiini Kaloi, Director

Stanton Enomoto, Senior Program Director

Other Senior Career Employees:

None

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

HŌ'IHI Grant Program (NATIVE Act). Since FY 2022, ONHR has administered the HŌ'IHI Grant Program. The HŌ'IHI grant is meant to encourage a tourism model that accurately showcases Native Hawaiian culture and traditions while providing protection and awareness for Hawai'i's natural and cultural resources. ONHR seeks out awardees who exemplify Hawai'i's overall movement towards regenerative tourism, with projects assisting in enhancing Native Hawaiian Community involvement and presenting culturally mindful education opportunities for kama'āina and visitors alike. The Hawaiian value of hō'ihi (respect), reflected in the 'ōlelo no'eau (Hawaiian proverb) "E hō'ihi aku, e hō'ihi mai," meaning "show respect, get respect" represents the core principle of the ONHR's Heritage Opportunities in Hawai'i (HŌ'IHI) Program. In FY 2024, the ONHR awarded \$1 million in funding for HŌ'IHI projects implementing P.L. 117-221. In FY 2025, the ONHR will provide oversight and support of the FY 2024 awarded grants. Approximately two-thirds of the grantees are new to the federal grant process and will require heightened oversight and support. The high level of new federal grantees reflects the efforts of the ONHR to do outreach and provide technical assistance to the underserved Native Hawaiian Community.

Oversight of the Hawaiian Home Lands Trust. The Secretary is responsible for oversight of the State of Hawaii's day-to-day management of the Hawaiian Home Lands Trust (Trust). The Trust consists of approximately 200K acres of land and multiple trust fund accounts.

- **Land exchanges (43 CFR part 47).** – the Secretary is required to approve or disapprove all land exchanges involving Trust lands. In FY 2025, the ONHR will process a land exchange involving a Trust land parcel on O'ahu sought by the City and County of Honolulu for their light rail system maintenance facility, and a Waianae, Oahu parcel the State of Hawai'i Department of Hawaiian Home Lands seeks to exchange for additional homesteading land.
- **Amendments to the HHCA (43 CFR part 48).** – The Secretary is required to determine if state-proposed amendments to the HHCA require Congressional approval.
- **Cadastral Boundary Survey of the Hawaiian Home Lands Trust (HHLRA).** – During the Trust's 100-year history, records confirm the misappropriation of its limited land base, which was set aside for the rehabilitation of members of the Native Hawaiian Community. In 1995, Congress required the Secretary of the Interior to conduct a cadastral boundary survey of the approximately 200,000-acre trust to allow for proper management and protection of these lands (total project cost is projected at \$40 million). For FY 2024, Congress allocated \$500K for this purpose. These funds are being used to conduct federal cadastral surveys of Trust lands on the island of Hawai'i (Keaukaha and Kealahou Homesteads, where approximately 450 Native Hawaiian families reside on these Trust lands), complete the Nanakuli Homestead survey on the island of O'ahu, and to continue development of a Trust Land Information System. The Trust Land Information System development is particularly important because there is currently no local, state, or federal centralized location for all Trust land boundary surveys, title of origin, or other historical Trust land documents. The survey work is done in partnership with the Bureau of Land Management California Cadastral Survey Office.

Promoting and Maintaining the DOI's Native Hawaiian Organizations (NHO) and Homestead and Beneficiary Associations (HBA) Lists. These lists assist federal agencies in obtaining input from the Native Hawaiian Community when required under federal law and provide a powerful tool for creating and implementing policies that address the responsibilities of the United States and the needs of the Native Hawaiian Community. The DOI, the Advisory Council on Historic Preservation (ACHP), Department of Defense, Department of Transportation, and other federal agencies use the DOI's NHO and HBA lists as their standard for beginning their consultations with the Native Hawaiian Community.

Integrating the Principle and Practice of Consultation with the Native Hawaiian Community. Leading the DOI's efforts in promoting the principle and best practices of consulting with the Native Hawaiian Community when required under current federal law, as well as when decision-making significantly affects Native Hawaiian Community resources, rights, or lands, the ONHR developed and published its Standard Operating Procedures for Consultation with the Native Hawaiian Community. In FY 2024, the ONHR also published a draft policy for consultation with the Native Hawaiian Community. The ONHR expects the document to be finalized in FY 2025.

International Repatriation and Safeguard Tribal Objects of Patrimony (STOP) Act Activities. In partnership with the Assistant Secretary for Indian Affairs, in FY 2025 the ONHR will publish the final rule to implement the STOP Act, Public Law 117-258. The Act aims to prevent the international export of cultural items prohibited from trafficking under the Native American Graves Protection and Repatriation Act (NAGPRA) and the Archeological Resources Protection Act (ARPA). In FY 2026, the ONHR will need to develop the capacity to fulfill the requirements of the Act that specifically pertain to the Native Hawaiian Community.

Kia Manu Project (Hawaiian Forest Bird Restoration). In FY 2025, the Kia Manu Program will seek to utilize Native Hawaiian biocultural knowledge and practices to assist in the restoration of the ecological health of Hawai'i forests located on federal lands through the protection and propagation of four native forest bird species (Hawaiian honeycreepers) on Kaua'i ('Akeke'e [*Loxops caeruleirostris*] and 'Akikiki [*Oreomysyris bairdi*]) and Maui (Kiwikiu [*Pseudonestor xanthophrys*] and 'Ākohekohe [*Palmeria dolei*]). Specifically, Native Hawaiian cultural practitioners who possess the requisite biocultural knowledge be engaged by the ONHR to:

- Provide technical assistance and guidance during conservation action planning, consultation, implementation, and after-action activities (monitoring, evaluation, reporting, etc.); and

- Orient and develop cultural competency in conservation professionals from various government agencies and non-governmental organizations on proper conduct, practice, and protocol when conducting field operations.

Kapapahuliau Native Hawaiian Climate Resilience & Adaptation Program (P.L. 117-169). The goal of the ONHR's Kapapahuliau program is to enhance the ability of the Native Hawaiian Community to navigate the effects of climate change in ways that maintain the integrity and identity of the Native Hawaiian people while also maintaining and enhancing their capacity for coping, adaptation, and transformation. In FY 2024, the ONHR awarded 17 NHOs with \$20 million in funding for climate resiliency projects implementing section 80002 of P.L. 117-169. In FY 2025, the ONHR will provide oversight and support of the three funding categories listed below. Each category requires varying levels of support by the ONHR. Approximately two-thirds of the grantees are new to the federal grant process and will require heightened oversight and support. The high level of new federal grantees reflects the efforts of the ONHR to do outreach and provide technical assistance to the underserved Native Hawaiian Community.

- Kiakahi (12 Individual NHO Grants) Named for a single-masted sailing canoe, Kiakahi applicants are those who propose a single project resulting in outcomes that support the applicant and the constituents it serves.
- 'Auwa'a (3 NHO Collaboration Grants) Named for a fleet of sailing canoes, 'Auwa'a applicants are those that represent a group of identified partners collaborating on a joint project with shared outcomes.
- Ho'okele (2 NHO Grant-Maker Cooperative Agreements – highest level of ONHR support required) Named for the helmsman or navigator of a canoe, Ho'okele applicants are those who have the administrative capacity and experience to provide financial and technical assistance to sub-recipient NHOs (sub-recipient NHOs must meet the same eligibility requirements as recipient NHOs) from underserved or disadvantaged communities that need assistance but often lack the administrative capacity to be successful in a competitive grant environment.

[!\[\]\(0f848bbd71cef6b345273b16f905912a_img.jpg\) Go to the previous section: Office of Planning and Performance Management](#)

[Go to the next section: Gulf of Mexico Restoration Office!\[\]\(339a16584d5da0f0a3ca4e9ec17bf6a1_img.jpg\)](#)

Gulf of Mexico Restoration Office

[!\[\]\(c507f772dba2b921f86777f01218e570_img.jpg\) Back to Deputy Assistant Secretary—Policy and Environmental Management](#)

AT A GLANCE

Established: 2017

Mission: Guide restoration of the Gulf of Mexico ecosystem using funds from the Deepwater Horizon oil spill Natural Resource Damage Assessment and Restoration (NRDAR) settlement and the Resources and Ecosystems Sustainability, Tourist Opportunity and Revived Economies of the Gulf Coast States Act of 2012 (RESTORE Act).

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 1 permanent employee.

OFFICE CONTACT

Mary Josie Blanchard, Director, Gulf of Mexico Restoration

Email: MaryJosie.Blanchard@ios.doi.gov

Phone: 202-208-3406 (office), 202-997-1338 (cell)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Director of Gulf of Mexico Restoration (Director) provides executive level leadership to support implementation of the programmatic and comprehensive restoration plans of the Deepwater Horizon NRDAR Trustee Council and the RESTORE Council. At the same time, the Director considers the priorities of the Administration, the Secretary, and the Department's Strategic Plan. As a program level office housing a single staff person, the Director works primarily by collaborating with others for positive outcomes. Specifically, the Director works across seven bureaus and multiple offices within the DOI that devote dedicated staff to Gulf Restoration to collaborate with groups that represent State, Tribal, and local governments as well as non-governmental interest groups.

The Director of Gulf of Mexico Restoration, as a member of the Deepwater Horizon NRDAR Trustee Council and the RESTORE Council Steering Committee, is seeking to achieve the adopted goals of these two entities.

The Deepwater Horizon NRDAR programmatic restoration plan identifies high level goals for restoration:

- Restore and Conserve Habitat
- Restore Water Quality
- Replenish and Protect Living Coastal and Marine Resources
- Provide and Enhance Recreational Opportunities
- Provide for Monitoring, Adaptive Management, and Administrative Oversight

The goals adopted by the RESTORE Council and memorialized in its Comprehensive Plan include the first three bullets above as well as:

- Restore Water Quantity
- Enhance Community Resilience
- Restore and Revitalize the Gulf Economy

Background

The Deepwater Horizon oil spill occurred in April 2010 and caused an unprecedented level of injury to the Gulf of Mexico's natural resources and the services they provide. It was the worst oil spill in U.S. history. The injury included oiling of countless marine and coastal wildlife species, and the Fish and Wildlife Service National Wildlife Refuges, the National Park Service properties, and to a smaller degree, lands managed by the Bureau of Land Management.

In 2012, Congress passed the Resources and Ecosystems Sustainability, Tourist Opportunity, and Revived Economies of the Gulf Coast States Act of 2012 (RESTORE Act). The Act uniquely established the RESTORE Council as an independent agency within the Federal government directed by Governors of five Gulf States and Secretaries/Administrator of six Federal agencies.

The RESTORE Act directs 80% of the settlement funds for civil and administrative penalties under the Clean Water Act into a Gulf Coast Restoration Trust Fund. The RESTORE Council manages 60% of the Gulf of the Restoration Trust Fund monies and development and implementation of a Comprehensive Plan for restoration.

In 2016, a settlement with BP provided up to \$8.8 billion in natural resource damages under the Oil Pollution Act to be paid out over 15 years. The first payment was made in April 2017. Annual payments are \$489.6M. At the time, it was the largest settlement with a single entity in U.S. history.

The 2016 settlement also allocated 80% of \$5.5 billion in federal Clean Water Act penalties to the Restoration Trust Fund, which was established pursuant to the RESTORE Act of 2012 in addition to the natural resource damages.

Key Responsibilities of the Director of Gulf of Mexico Restoration:

Implementing the goals in the NRDAR consent decree through the Deepwater Horizon Trustee Council and the goals of the RESTORE Act through the RESTORE Council requires an unprecedented level of coordination and collaboration in restoration of the Gulf of Mexico. Besides working with fellow members of each Council, the Departmental representative must consider the interests of Federally recognized Tribes, the concerns of commercial and recreational use interest groups as well as local, state, and national environmental non-profits.

There is overlap in membership of the Deepwater Horizon NRDAR Trustee Council and the RESTORE Council. Governors' designees. Whether designees are the same or not, communication, coordination, and collaboration are common as the State and Federal agencies strive to maximize the restoration benefits of their efforts.

The Director works closely with DOI bureaus and offices including the Office of Restoration and Damage Assessment (ORDA), Office of the Solicitor, Fish and Wildlife Service, National Park Service, Bureau of Land Management, U.S. Geological Survey, Bureau of Indian Affairs, Bureau of Safety and Environmental Enforcement, and Bureau of Ocean Energy Management.

Implementation of Deepwater Horizon NRDAR Consent Decree

- Serves as the Secretary's representative on the Deepwater Horizon Trustee Council and represents the DOI's interests in implementation of the Deepwater Horizon oil spill NRDAR settlement consent decree.
- Works directly with fellow Trustees to develop and implement consensus-based decisions for overarching policy, administrative, financial and communication actions. The Deepwater Horizon Trustee Council is composed of nine members: One each representing the five States that border the Gulf and one each representing U.S. Environmental Protection Agency, U.S. Department of Agriculture, Department of Commerce (represented by NOAA), and the DOI.
- Works with all DOI bureaus to implement the goals of the Trustees' Programmatic Restoration Plan and Programmatic Environmental Impact Statement and ensures their engagement in technical and compliance review and evaluation of all projects included in proposed restoration plans drafted by seven place-based planning groups called Trustee Implementation Groups (TIGs), five of which are state-specific.
- Provides oversight of Lead Administrative Trustee (LAT) responsibilities. The LAT is responsible for Trustee Council's financial and data management, outreach, and public transparency.
- Instructs the Office of Restoration and Damage Assessment (ORDA) on withdrawals, transfers, and deposits among accounts to assure funding for Deepwater Horizon restoration on behalf of all the Trustees.
- Approves on behalf of the Secretary, TIG restoration plans and NEPA documents.

Implementation of RESTORE Act of 2012

- Serves as the Secretary's representative on the RESTORE Council Steering Committee.
- Works directly with fellow RESTORE Council members to develop and update the Council's Comprehensive Plan and develop funded priorities lists for restoration projects and activities. The RESTORE Council is composed of 11 members: One representing each of the five States that border the Gulf and one representing each of the following: U.S. Environmental Protection Agency, U.S. Department of Agriculture, U.S. Department of Commerce (represented by NOAA), U.S. Department of the Army, U.S. Department of Homeland Security, and the DOI.
- Works with DOI bureaus to ensure Departmental technical, scientific, and compliance expertise is available to the RESTORE Council to implement its Comprehensive Plan and help solve problems in the Gulf of Mexico region while meeting best available science statutory requirement.
- Works with all DOI bureaus to ensure Departmental projects are developed, submitted to, discussed with, and considered by the RESTORE Council Steering Committee for funding. Planning for the Funded Priorities List 4 is now underway.
- As a member of the RESTORE Council Steering Committee, collaborates with other members to select projects for the Funded Priorities List.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Mary Josie Blanchard, Director, Gulf of Mexico Restoration

Other Senior Career Employees:

None

Other Decision-Makers:

The Gulf of Mexico Restoration Program is led by the Director, who works hand-in-hand with Senior staff and SES in ORDA, Office of the Solicitor, seven Bureaus: U.S. Fish and Wildlife Service, National Park Service, Bureau of Land Management, U.S. Geological Survey, Bureau of Indian Affairs, Bureau of Safety and Environmental Enforcement, and Bureau of Ocean Energy Management; six Federal Agencies: NOAA, EPA, USDA, U.S. Department of the Army (RESTORE Only); U.S. Department of Homeland Security (RESTORE Only); and governors' representatives and senior leadership in each of the five Gulf States: Florida, Alabama, Mississippi, Louisiana, and Texas.

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Working Through Collaboration and Partnerships. Chandeleur Islands, part of the Breton National Wildlife Refuge, is an example of collaboration and partnerships. The Refuge is the site of important avian habitat, rare sea turtle nesting habitat, and westernmost site of sea grass beds in the northern Gulf of Mexico that serve as habitat for fish, invertebrates, sea turtles and dolphins. Loss of the islands would imperil 76 "species of greatest conservation need" in Louisiana including seven species that are federally listed as threatened or endangered. The barrier island chain of which the Chandeleur Islands is part, acts as a first line of defense against storm surges and wave impacts. The islands protect coastal wetlands from erosion and inundation and increase the resilience of coastal Louisiana and Mississippi. For these reasons, many organizations are coming together to restore the Chandeleur Islands.

The Deepwater Horizon NRDAR Trustee Council's Regionwide Trustee Implementation Group began investigations into the restoration potential when they finalized their first restoration plan in 2021. As the Regionwide group has a representative of each Trustee in its membership, this reflects the Trustees' willingness to work as partners with the State of Louisiana, which is leading the project to restore the Chandeleur Islands. Building from the information provided by the Regionwide Trustees, the Louisiana and the Open Ocean Trustee Implementation groups have agreed to jointly prepare a restoration plan for Chandeleur Islands.

At the same time, Trustees are identifying other partners and sources of funds to add to this effort. NOAA has provided \$10 million to Louisiana's Coastal Protection and Restoration Authority (CPRA) through its Transformational Habitat Restoration and Coastal Resilience funding program. Louisiana and the DOI are partnering to request for funding from the RESTORE Council's Funded Priorities List 4, which is under development. An NGO has indicated they plan to provide funding for some construction costs. We anticipate additional stakeholders will indicate their support soon.

[!\[\]\(830769b31eeeaca920791081939ff8ba_img.jpg\) Go to the previous section: Office of Native Hawaiian Relations](#)

[Go to the next section: Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition !\[\]\(0b5e7e25e8775f7e7e80906ada4f0021_img.jpg\)](#)

Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition

[!\[\]\(5eb1325dfdc3f1cad8426726c0db51cd_img.jpg\) Go back to Assistant Secretary—Policy, Management & Budget](#)

Deputy Assistant Secretary: Andrea L. Brandon

Budget, Finance, Grants and Acquisition includes AS-PMB offices responsible for leadership and strategic guidance in directing and managing the formulation, presentation, justification, and execution of the budget; directing planning and coordinating financial policy, procedures, reporting, and audit follow-up; and coordinating and directing DOI-wide implementation of Federal policy for procurement, real property, and personal property. The DAS-BFGA develops policies and provides direction for financial assistance programs across the DOI, oversees and implements all policies, regulations, and procedures for the DOI's small and disadvantaged business programs, and manages the DOI's Enterprise-wide Financial and Business Management System (FBMS).



Office of Budget



Office of Grants Management



Office of Financial Management



Business Integration Office



Office of Acquisition and
Property Management



Office of Small and
Disadvantaged Business...

[!\[\]\(21226b58c700e5231ab98d27101bac58_img.jpg\) Go to the previous section: Gulf of Mexico Restoration Office](#)

[Go to the next section: Office of Budget!\[\]\(097cdd6c9c875b64d9b8c9a2409491c4_img.jpg\)](#)

Office of Budget

 [Back to Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition](#)

AT A GLANCE

Established: 1943

Mission: The Office of Budget (POB) directs and manages budget formulation, presentation, and justification; and execution funds control for the Department of the Interior funding and is the Office of the Secretary Budget Officer.

Leadership: Director

Headquarters: Washington, DC

Workforce: Total employee count is 51 permanent employees (as of 8/30/2024)

BUREAU/OFFICE CONTACT

Denise Flanagan, Director of Budget

Email: Denise.Flanagan@ios.doi.gov

Phone: 202-208-5309

Office Location: Washington, D.C.

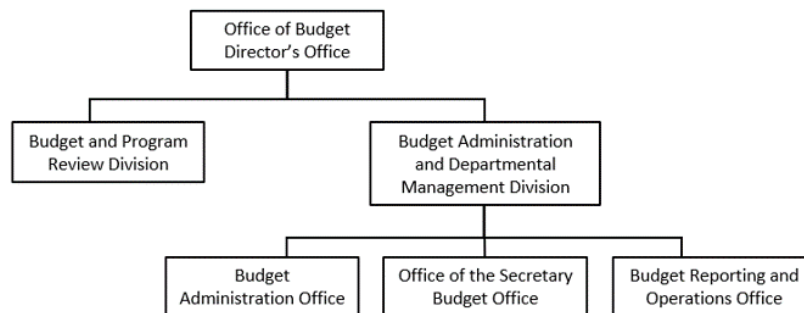
I. SUMMARY OF ORGANIZATION

The Office of Budget (POB) directs and manages formulation, presentation, justification, and execution funds control for the Department of the Interior budget. POB manages the process of accessing resource needs, taking into consideration Administration and Secretarial priorities, program performance goals and accomplishments, policy guidance, legislative direction and requirements, and overall spending targets and limitations for current and permanent portions of the federal budget. POB also serves as the Budget Officer for the Office of the Secretary and other organizations within Departmental offices, providing direct execution services and administering the Department's Working Capital Fund and Interior Franchise Fund.

POB advises the Assistant Secretary for Policy, Management and Budget and senior Departmental leadership on Department-wide and Office-of-the-Secretary-specific budget matters. POB serves as the Department's liaison to the Congressional Appropriations Committees, the Office of Management and Budget (OMB), other federal agencies, and the Department's budget community on budget and appropriations issues. POB is located in the Udall Building in Washington, D.C. and is organized into two Divisions: Budget and Program Review, and Budget Administration and Departmental Management. Each year, POB publishes the Interior Budget in Brief, and 19 bureau and office Congressional budget justification books to assist the Congressional Appropriations Committees and the public in understanding the details of the President's request for the Department's programs.

The Division of Budget and Program Review provides budget examination, analysis, and comprehensive reviews for budget formulation, presentation, and defense before senior Departmental leadership, OMB, and Congress. The Division ensures the review and clearance of all materials impacting the budget, including Congressional budget hearing materials provided for the record; works with Interior bureaus and offices to develop briefing materials for budget hearing preparation; and supports preparation of the Secretary of the Interior and other agency officials for annual budget hearings.

The Division of Budget Administration and Departmental Management is organized into three offices, including the Budget Administration Office, the Office of the Secretary Budget Office, and the Budget Reporting and Operations Office. The Division provides the full suite of operational budget services for the Office of the Secretary, the Department's Working Capital Fund, and the Interior Franchise Fund. The Division manages the principal Departmental funds control activities, including the apportionment of funds from OMB; oversees compliance with statutory funding requirements; and calculates budget scoring. The Division also manages the Payments in Lieu of Taxes program, including the calculation and disbursement of payments to over 1,900 local governments.



POB Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Denise Flanagan, Director

Adrianne Moss, Deputy Director

Thomas Wayson, Chief, Budget Administration and Departmental Management

Tiffany Taylor, Chief, Budget and Program Review

Other Senior Career Employees:

None

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

FY2025 Appropriations: The Department is operating under a Continuing Resolution through December 20, 2024. It is not known if Congress will extend the short-term Continuing Resolution until after the Inauguration or if they will enact full-year appropriation bills or a year-long Continuing Resolution before the new Administration. Two major factors will be considered in reaching a path forward on FY2025 appropriations. First, the current suspension of the debt limit ends on January 2, 2025, and Congress will likely need to consider another debt suspension bill. Also, to enact a full-year appropriation, both the House and Senate must first agree to FY2025 government-wide targets for defense and non-defense spending. These considerations may slow progress on enactment of full-year appropriations.

During this process, POB will provide technical assistance to appropriations staff and work with senior leadership, OMB, and bureaus and offices to address questions and provide guidance to budget officers, particularly on the availability of funds, until a full-year FY2025 funding bill is enacted. Upon enactment of an appropriation, POB will track Congressional directives, manage the apportionment of funds, and in the event of a year-long Continuing Resolution, manage development and clearance of any required operating plans.

FY2026 President's Budget Development: Shortly after the Inauguration of the new Administration, OMB will work to formulate the FY2026 budget. OMB directed agencies to submit an initial FY2026 budget proposal in September 2024, and deferred consideration of policy and funding options until after the new Administration is in place. OMB plans to prepare a "current services" budget at the start of the year which reflects enacted funding levels and updated estimates of anticipated receipts and outlays. After the transition of the new Administration, OMB will provide specific budget direction and budget controls for formulation of an FY2026 Budget to Departments through a "passback" process. POB will work closely with senior leadership to develop any appeals to the OMB direction, negotiate elements of the request with OMB, provide guidance to bureaus and offices, ensure Administration priorities are reflected in detailed bureau and office budget materials, clear all material through OMB, deliver budget materials to Congress, and work with senior leadership to roll out the budget to Congress and the public.

FY2026 President's Budget Release: Typically, in the first year of an Administration, the President's Budget is released in two parts. The first product, sometimes referred to as a Blueprint, is released centrally by the Administration, frequently in March, and contains high-level policy goals, agency-level funding totals, and some programmatic funding highlights. Detailed budget material, including Administration budget volumes, Agency Budget Highlights book, and Agency Congressional budget justifications are released to Congress, often in May.

FY2026 Congressional Budget Hearings: The Congressional budget hearings before the Appropriations Committees closely follow the submission of the detailed budget material to Congress. The Secretary typically testifies on the Department's President's Budget Request in four hearings before the House and Senate Interior, Environment and Related Agencies Appropriations Subcommittees, Senate Committee on Energy and Natural Resources, and the House Committee on Natural Resources. The Assistant Secretary for Water and Science and/or the Bureau of Reclamation

Commissioner testify on the budget before the House and Senate Energy and Water Development Appropriations Subcommittees. Appropriations and Authorization committees may hold additional more detailed budget hearings with bureau/office leadership for the Department's major bureaus/offices.

FY2027 Budget Submission to the Office of Management and Budget: In April 2025, POB will issue planning guidance to bureaus and offices to develop their FY2027 initial budget submissions, providing funding targets and overall policy direction as informed by senior leadership. POB reviews and analyzes the bureau and office budget submissions and presents recommendations to senior leadership for funding decisions in mid-July. POB works with senior leadership to transmit funding decisions to the bureaus and offices in late July, finalize any appeals, and prepare a letter from the Secretary to transmit the budget to OMB outlining Secretarial budget priorities. In September, POB transmits the Department's submission to OMB, briefs OMB on the budget submission, and manages detailed program briefings to OMB examiners. OMB provides their recommendations on the budget submission, called the "passback," around the end of November or early December.

[Go to the next section: Office of Grants Management](#) 

Office of Grants Management

[!\[\]\(3dfb8d66e81160ad61421a3452093d1b_img.jpg\) Back to Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition](#)

AT A GLANCE

Established: 2019

Mission:

The Office of Grants Management (PGM) is responsible for providing executive leadership, oversight, and policy for the financial assistance across the Department of the Interior. The responsibilities of this office include (1) drafting and implementing Department-wide financial assistance regulations, policies, and guidance; (2) ensuring the Department has adequate data and information technology resources for the administration and oversight of the financial assistance function; (3) ensuring adequate internal controls for financial assistance; and (4) providing Department-wide financial assistance workforce planning and strategy. In addition, with the passage of the Infrastructure Investment and Jobs Act (IIJA), commonly referred to as the Bipartisan Infrastructure Law (BIL), the PGM's responsibilities expanded to include the Build America Buy America (BABA) policy, implementation, monitoring, and oversight, to include the BABA waiver process and coordination with the Office of Management and Budget (OMB), Made in America Office (MIAO).

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 9 permanent employees (as of 8/30/2024)

BUREAU/OFFICE CONTACT

Cara Whitehead, Director

Email: cara_whitehead@ios.doi.gov

Phone: 202-603-5735 (office)

Office Location: Washington, D.C.

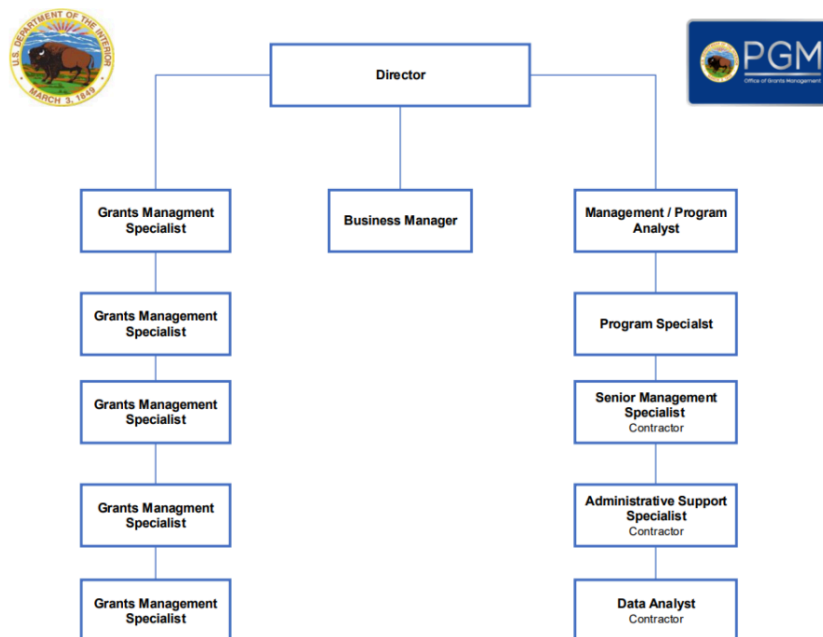
I. SUMMARY OF ORGANIZATION

The Office of Grants Management (PGM) serves as the focal point for the Department of the Interior's financial assistance matters by providing direction, planning, and oversight for policy and procedures, financial assistance information reporting, and training. The Office is responsible for all non-acquisition policy aspects of Department-wide functions related to grants, cooperative agreements, loans, and direct payments; and supports government-wide grants initiatives and related automated systems. The Office develops policies and guidance affecting all Interior bureaus and offices, collectively responsible for a volume of over 14,000 financial assistance actions over 300 different programs, totaling approximately \$7 billion in Fiscal Year 2024. Interior's annual assistance transactions are approximately 40 percent of the Department's appropriated budget. The Office is committed to strengthening financial assistance within the Department through the collaborative development of policies that serve to strengthen the stewardship of federal funds by both the Department and our grant recipients.

The Office of Grants Management provides executive level leadership and direction, program evaluation and oversight, and coordinates the development and implementation of Departmental policy and guidance. The Office also provides advocacy and support for bureau programs and operations. The PGM performs the following functions:

- Develops and implements regulations, policy, and technical guidance related to the Department's financial assistance programs, and coordinates Department-wide implementation of Government-wide initiatives in the financial assistance areas.
- Serves as the Interior's liaison for all financial assistance-related matters with the Office of Management and Budget and inter-agency forums to establish and coordinate Government-wide policies and procedures in the Office's functional area.
- Administers the Department of the Interior Certification for Financial Assistance Program, certifying that approximately 340 financial assistance professionals throughout the Department maintain the proper training and experience requirements to effectively conduct the financial assistance business of the Department.
- Establishes and implements performance measures and internal controls related to financial assistance.
- Manages Department-wide access and input into Government-wide data collection systems.
- Manages the implementation and ongoing support of GrantSolutions, the Department's grants management system that supports the administration of financial assistance awards through all stages of their lifecycle.
- Manages Build America, Buy America policy, oversight, training, and waiver process, including liaison functions with the OMB MIAO.

PGM was established in 2019 by Departmental Manual 112 DM 23 at initial operating capability and then re-authorized by the Secretary of the Interior in 505 DM 1 in 2021. Since its establishment, PGM remains underfunded and, lacks the necessary resources to meet the scope of program expansion that has occurred from FY2019 to FY2024 and future operational requirements in FY2025 and beyond. As such, the Office is still in its infancy in being able to accomplish the level of oversight of financial assistance for an Executive level agency.



PGM Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Cara Whitehead, Director

Other Senior Career Employees:

None

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Human Capital – Due to budget constraints PGM has not been able to staff to the necessary size to mature pass the infancy stage. Currently PGM is operating at a net deficit of 25% of the required staffing estimated to maintain its current portfolio. Due to this constraint, PGM must prioritize activities based on mandates or regulations needed to sustain normal operations and is unable to expand efforts to provide more robust oversight and proactive policy development.

Build America, Buy America (BABA) Responsibilities – Due to the increase in responsibilities with the passage of the IIJA, commonly referred to as BIL, the PGM's responsibilities expanded to include the BABA policy, implementation, monitoring, and oversight, to include the BABA waiver process and coordination with the MIAO. In FY 2025, PGM requested an additional funding to increase additional staffing and to provide additional market research to assist in compliance.

[Go to the previous section: Office of Budget](#)

[Go to the next section: Office of Financial Management](#)

Office of Financial Management

 [Back to Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition](#)

AT A GLANCE

Established: 1991

Mission: Financial management excellence and increasing value through collaboration and continuous learning.

Leadership: Deputy Chief Financial Officer and Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 42 permanent employees (as of 8/30/2024)

BUREAU/OFFICE CONTACT

Tonya R. Johnson-Simmons, Deputy Chief Financial Officer for the Department of the Interior and Director of the Office of Financial Management

Email: Tonya.Johnsonsimmons@ios.doi.gov

Phone: 202-513-0362

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

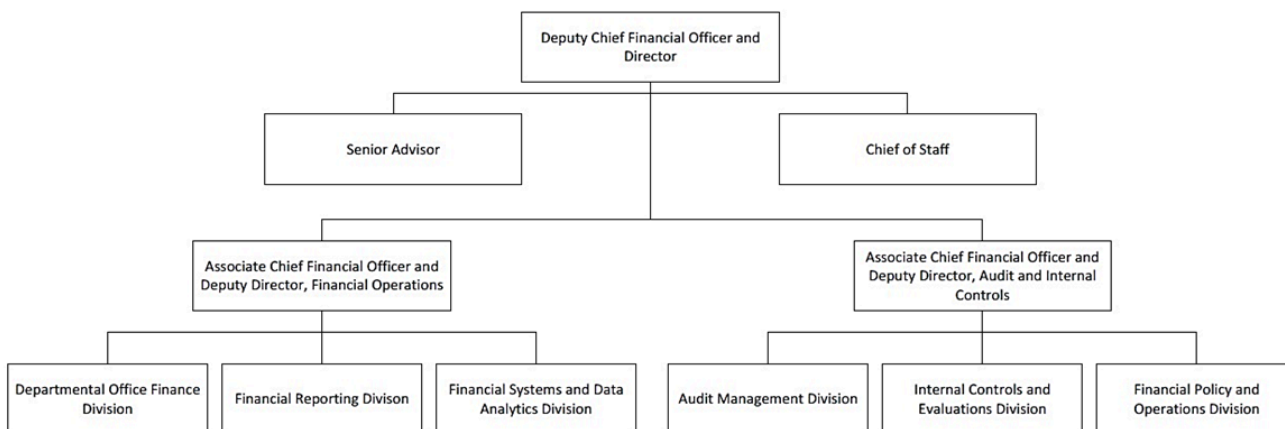
The [Office of Financial Management \(PFM\)](#) is the focal point for the Department of the Interior's (DOI) financial matters. PFM provides direction, planning, and oversight for financial policy and procedures, financial reporting, the management control program, accounting policy and systems, and audit follow-up. PFM is committed to strengthening financial management within the DOI through a coordinated program involving the modernization and integration of financial systems, improving financial reporting and accountability, enhancing efficient and effective management controls, and preparing financial statements for audit.

PFM is led by a director, who serves as the DOI's Deputy Chief Financial Officer (CFO). The Deputy CFO is also supported by two Associate CFOs: the Associate CFO of Audit Internal Controls and the Associate CFO of Financial Operations. Both ACFOs also serve as Deputy Directors in PFM.

The Director of PFM and Deputies are also supported by six Division Chiefs, a Senior Advisor, a Chief of Staff, and staff in the following divisions to address issues critical to the financial management of the DOI:

- **Audit Management Division (AM)** – The AM is responsible for providing oversight-level guidance, governance, and audit follow-up to comply with the full scope of Office of Management and Budget (OMB) Circular A-50 Revised- Audit Follow-Up, Single Audit oversight functions per (2 CFR § 200.513(c)), and Departmental Conference-Related Activities & Spending management per OMB Memoranda governing conferences and the Consolidated Appropriations Act. In addition, the AM Division has primary responsibility in the DOI for monitoring and coordinating DOI's audits (Accountability Office (GAO), Office of Inspector General (OIG) and Independent Audits). Audit coordination phases include – Initiating an audit at the DOI, Monitoring the Audit, audit Response Review & Communications (responses to Draft & Final Reports), Response Clearance and/or Coordination Tracking & Management, and Final External Communication to auditors or oversight bodies pertaining to the DOI's audits.
- **Departmental Offices Finance Division (DOF)** – The DOF is responsible for providing accounting guidance, expertise, reporting, and oversight functions to the DOI's Offices to ensure financial data and subsequent financial statement reporting are accurate, timely, and in compliance with applicable Federal Accounting Standards Advisory Board, Office of Management and Budget (OMB), Department of Treasury, and the Government Accountability Office (GAO) standards. The DOF performs data validations, reviews, analysis, and reconciliations, provides Chief Financial Officer audit support, and actively participates in support of the DOI's consolidated internal control and financial reporting processes.
- **Financial Policy and Operations Division (FPO)** – The FPO is responsible for coordinating and maintaining DOI-wide financial management regulations, policies, procedures, and data requirements, including but not limited to Debt and Credit Management, Cash Management, Interagency Agreements, and G-Invoicing guidance. The monitoring of Bureau and Office Treasury Report on Receivables and Debt Collection Activities (TROR), Imprest Funds, Civil Monetary Penalties as well as Travel Management over Temporary Duty (TDY) and Permanent Change of Station (PCS)/Relocation. The FPO is also responsible for the coordination and completion of the Agency Financial Report (AFR) as per OMB A-136.
- **Financial Reporting Division (FRD)** – The FRD is the principal lead on consolidating the DOI's financial reporting to the Department of the Treasury and OMB which currently is \$167 billion. The FRD provides leadership and guidance to the DOI's bureaus in preparation of the Agency Financial Report (AFR)/ Management Discussion & Analysis for the Financial and Analysis Section, Reconciliation to the Statement of Budgetary Resources (SF-133), Intragovernmental Differences Report and Reconciliation in accordance with Treasury guidance.
- **Financial Systems and Data Analysis (FSDA)** – The FSDA is responsible for coordinating and maintaining a master set of definitions of financial data and related codes necessary for reporting to OMB, and Treasury, and for DOI-wide decision-making and management, as well as participation in numerous Government-wide workgroups to ensure the interests of Interior are addressed. FSDA is responsible for the collection of financial performance data and data analysis. The FSDA is also accountable for audit support; facilitating alternative and interactive reporting (i.e., visualizations); participating in the DOI's reporting strategy groups; agile project management; the development of visualizations, financial system-related issues, and system controls.

- **Internal Control and Evaluation Division (ICE)** – The ICE is responsible for ensuring internal control testing and assessments throughout the DOI, fraud training, fraud awareness, and managing and evaluating other financial management risks. Ensures compliance with the Federal Manager’s Financial Integrity Act (FMFIA) as implemented by OMB Circular No. A-123 regarding internal control over financial reporting, the Improper Payments Information Act of 2002, the Improper Payments Elimination and Recovery Act of 2010 (IPERA), and the Improper Payment Elimination and Recovery Improvement Act of 2012. The ICE is responsible for Entity Level Controls throughout the DOI.



PFM Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Tonya Johnson-Simmons, Deputy Chief Financial Officer for the DOI and Director of PFM

Jaime Rullán, Associate Chief Financial Officer Financial Operations and Deputy Director, Financial Operations

Naznin Rahman, Associate Chief Financial Officer – Audit and Internal Controls and Deputy Director, Audit and Internal Controls

Other Senior Career Employees:

None

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Closing Audit Recommendations. PFM, as the DOI’s liaison, works closely with the Office of Inspector General (OIG) and the Government Accountability Office (GAO) offices for audits of the DOI’s financial management operations. Each year, PFM develops strategic objectives to reach the DOI’s goal of closing 85% of the audit recommendations. Recommendations are scheduled to be closed throughout the year.

Annual Audit. Congress mandated financial management reform by enacting the Chief Financial Officers Act: A Mandate for Federal Reform (CFO Act), which was signed into law by President Bush on November 15, 1990. The Chief Financial Officers Act of 1990, as amended (CFO Act), the Government Management Reform Act of 1994 (GMRA), and the Accountability of Tax Dollars Act of 2002 (ATDA) require Executive Departments and Agencies to prepare and submit annual audited financial statements. The audit normally begins in February and runs through September with auditors issuing their audit opinion on November 15. The audit is led by an Independent Auditor where OIG serves as oversight. During this same time, OMB A-136 Financial Reporting Requirements requires publishing an Agency Financial Report on November 15 which is submitted to Congress and various congressional offices. The DOI has received 27 unmodified (clean) opinions.

[Go to the previous section: Office of Grants Management](#)

[\[Go to the next section: Business Integration Office\]\(#\)](#)

Business Integration Office

 [Back to Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition](#)

AT A GLANCE

Established: 2013

Mission: The mission of the Business Integration Office (BIO) is to improve the Department of the Interior's (DOI) operations by deploying, optimizing, and sustaining DOI's Financial and Business Management System (FBMS), Business Analytics, and Innovative Technology solutions and related mission systems, optimize those solutions, and leverage those investments across the DOI.

Leadership: Director

Headquarters: Reston, VA and Lakewood, CO

Workforce: Total employee count is 102 permanent employees as of 8/30/2024 (with support from 93 contractors).

BUREAU/OFFICE CONTACT

Katherine McCulloch, Director

Email: katherine_mcculloch@ios.doi.gov

Phone: 202-339-8300

Office Location: Reston, VA

I. SUMMARY OF ORGANIZATION

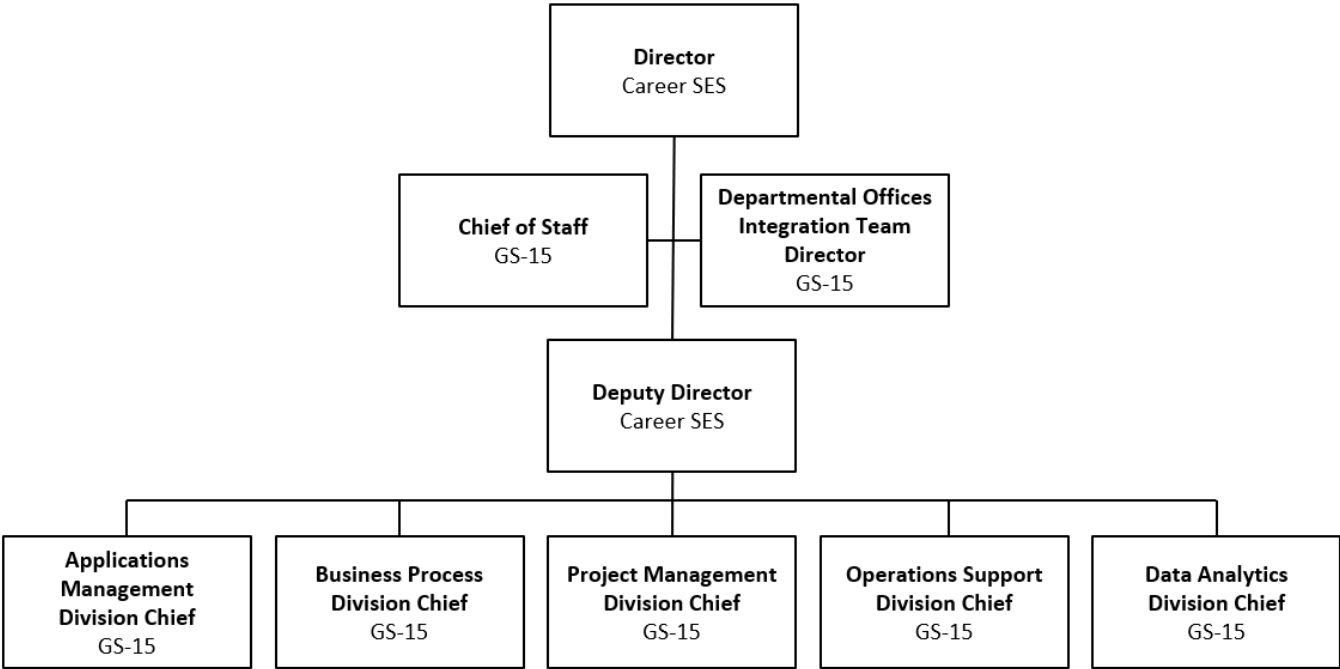
The Business Integration Office (BIO) serves a critical function within the Deputy Assistant Secretary-Budget, Finance, Grants and Acquisitions (DAS-BFGA) community. The BIO facilitates communication and action across the various policy communities within the DAS-BFGA to support DOI's integrated approach to policy compliance and business management improvement and modernization. A primary component of the BIO's mission is to manage DOI's enterprise Financial and Business Management System (FBMS) which replaced the DOI's many legacy administrative systems in 2013, to provide a modernized, fully integrated, enterprise-wide solution used by all of the DOI for core accounting, budget execution, acquisition, financial assistance, real and personal property management, fleet management, travel financials, enterprise information management, and reporting. DOI was the first cabinet level agency in the Federal government to complete such an ambitious enterprise-wide migration.

FBMS maintains a user base of over 14,000, with a daily average log-on volume of 4,500 users during the business week. FBMS facilitates a common approach to financial and business management through standardization and integration. As a result, the DOI is positioned to deliver programs and services in a more efficient and effective manner, with greatly improved internal controls. Benefits of FBMS include:

- Enhanced access to, and sharing of, real-time business information that supports effective business decisions for mission delivery across the DOI, bureaus, and in the field;
- Timely business reports that facilitate data-driven decisions using core financial, budget execution, acquisition, financial assistance, and property data;
- A single, shared internal control environment with separation of duties and standardized business practices to support the internal controls;
- Support for the consolidated financial DOI-wide audit with centrally produced information that can be used by the DOI, the Office of Inspector General, and an independent auditor;
- Shared expertise across the DOI and the bureaus so knowledge can be leveraged across the entire enterprise;
- Development and adoption of shared approaches improving reporting and data management, management of tracking and reporting of administrative efficiencies, and value management; and
- Retirement of 87 outdated legacy systems that did not comply with current mandates, many of which were no longer supported by their software vendors.

The BIO continues to develop this valuable business management integration, through the proper management of the FBMS investment and closely related systems. The BIO performs all system analysis, system security and information assurance and project management to develop, maintain and optimize the FBMS, including system changes needed to meet critical administrative and legislative directives (e.g., G-Invoicing). The BIO also supports other critical business management improvement and modernization initiatives across the DAS-BFGA.

The BIO is recognized as a leader in the federal business management community including leading the Treasury sponsored Financial Management Standards Committee SAP Working Group. The BIO has also received multiple awards for innovation for its use of Robotics Process Automation (RPA) technology to automate and streamline business processes.



BIO Organizational Chart

Workforce Snapshot: The BIO’s core locations are Reston, Virginia, and Lakewood, Colorado. The BIO also has remote employees. The BIO workforce is comprised of both federal employees (102 onboard as of 8/30/2024) and contractors (93 onboard).

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Katherine McCulloch, Director
Kimberly Fix, Deputy Director

Other Senior Career Employees:

Bernice Roberson, Chief of Staff
Chad Mock, Applications Management Division Chief
Chris VanSickle, Business Process Division Chief
Michael Perrine, Project Management Division Chief
Joshua Roark, Operations Support Division Chief
Matthew Jenkins, Data Analytics Division Chief
Victoria Swanson, Departmental Offices Integration Team Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Avoid technical obsolescence. FBMS supports the administrative systems requirements of all DOI bureaus for core accounting, budget execution, acquisition, financial assistance, real and personal property management, fleet management, travel integration, enterprise information management, and reporting. Proper on-going stewardship and protection of this large investment is a critical business priority. FBMS must remain technically current to leverage next generation products from software vendors; keep the system secure and operational; and expand automation and innovation. Careful planning of on-going fact-of-life updates/upgrades to the system are important to maintain and secure the investment.


Mandatory Compliance Priorities. DOI is required to implement certain enhancements to support regulatory compliance; government-wide mandates, mission critical business operational needs; and enhance internal controls. Current mandatory compliance priorities include:

- **G-Invoicing.** G-Invoicing is a Treasury-mandated long-term solution for Federal Program Agencies (FPAs) to manage and improve the quality of intragovernmental (IGT) Buy/Sell transactions. G-Invoicing assists DOI and trading partners to negotiate and accept General Terms and Conditions (GT&C) agreements; broker orders; exchange performance information and validate settlement requests through IPAC.

Enhancements to realize the full G-Invoicing solution is a multi-year endeavor that requires substantial changes to FBMS. DOI is working closely with Treasury and other Federal agencies to establish compliance plans, timelines, and standardized core software solutions.

- **SFFAS 54 and 59.** Standards for Federal Accounting are governed by the Federal Accounting Standards Advisory Board (FASAB). FASAB issued Statements of Federal Financial Accounting Standards (SFFAS) that mandate changes to accounting for federal leases (SFFAS 54) and accounting and reporting of government land (SFFAS 59). These mandatory accounting and reporting standards necessitate a combination of system, process, and policy analyses and updates to meet the full requirements. The BIO, in partnership with PFM, is working to understand the mandatory SFFAS requirements and assist SAP with core solution design and development to bring DOI into compliance.
- **ETSNext.** DOI's current ConcurGov travel solution is provided through a GSA contract, E-Gov Travel Services 2 (ETS 2). ETS 2 will be replaced with a new contract and solution, ETSNext. The Office of Financial Management (PFM) (as the Transition Manager) and BIO (as the System Integration lead) have been working with Federal user groups (ETSNext, SAP FMSC, FM QSMO) to prepare for the transition to the new Travel solution in FY2027. The transition requires a significant change to DOI business processes to obligate all travel as DOI does not currently obligate most travel today. In preparing for this change, DOI has had multiple discussions with GSA and Treasury on Financial Standards and system and functional processes to minimize DOI's change management risk profile and create the most workable solution possible.

 [Go to the previous section: Office of Financial Management](#)

[Go to the next section: Office of Acquisition and Property Management](#) 

Office of Acquisition and Property Management

[!\[\]\(919a2cb85b99741a73c0c31a427236a8_img.jpg\) Back to Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition](#)

AT A GLANCE

Established: prior to 1988

Mission: Coordinate Department-wide implementation of Federal policy and regulations for acquisition and real, personal, and museum property and direct activities in a number of other essential areas including motor vehicle fleet management, space management, energy efficiency, water conservation, renewable energy programs, and capital planning for real and personal property assets

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 37 permanent employees (as of 8/30/2024)

BUREAU/OFFICE CONTACT

Megan Olsen, Director

Email: megan_olsen@ios.doi.gov

Phone: 202-513-0692 (office)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of Acquisition and Property Management (PAM) coordinates Department-wide implementation of Federal policy for acquisition; and real, personal, including fleet, and museum property.

PAM directs activities in other essential areas including space and housing management, energy efficiency, water conservation, renewable energy programs, and capital planning for real and personal property assets. PAM also directs motor vehicle fleet management and alternatively fueled vehicles. Other activities include promoting the use of electronic commerce and automated systems for all business functions under its purview.

Acquisition – PAM develops policies and guidance affecting all Interior bureaus and offices, which are collectively responsible for a volume of over 42,000 annual procurement transactions totaling approximately \$5.5 billion, excluding purchase card activity.

PAM oversees the Department's Charge Card Program with approximately 100,000 purchase, travel, and fleet cards in use, with over 2.5 million transactions totaling \$815 million, and earning the Department \$16.4 million in refunds back to DOI. PAM develops Purchase, Travel, and Fleet Card program policies and training for program participants. PAM also implements an internal controls program to prevent fraud, abuse and misuse of contract authority and charge cards. The major responsibilities of PAM in this area include:

- Developing and implementing Department-wide policy, guidance, and career management programs for acquisition, including coordination of Department-wide implementation of Government-wide initiatives.
- Administering the Department's Suspension and Debarment program. This program protects the integrity of Interior's procurement and non-procurement activities and promotes responsible stewardship of taxpayer dollars through prevention of poor performance, fraud, waste, and abuse.
- Providing policy, direction, and oversight for the Department's charge card program.
- Managing Department-wide access and input into Government-wide data collection and reporting systems.
- Promoting use of innovative contracting methods to reduce the administrative burden associated with contract management; leveraging the collective buying power of the Department through strategic sourcing vehicles; implementing process improvements; and enhancing the capabilities of the acquisition workforce.

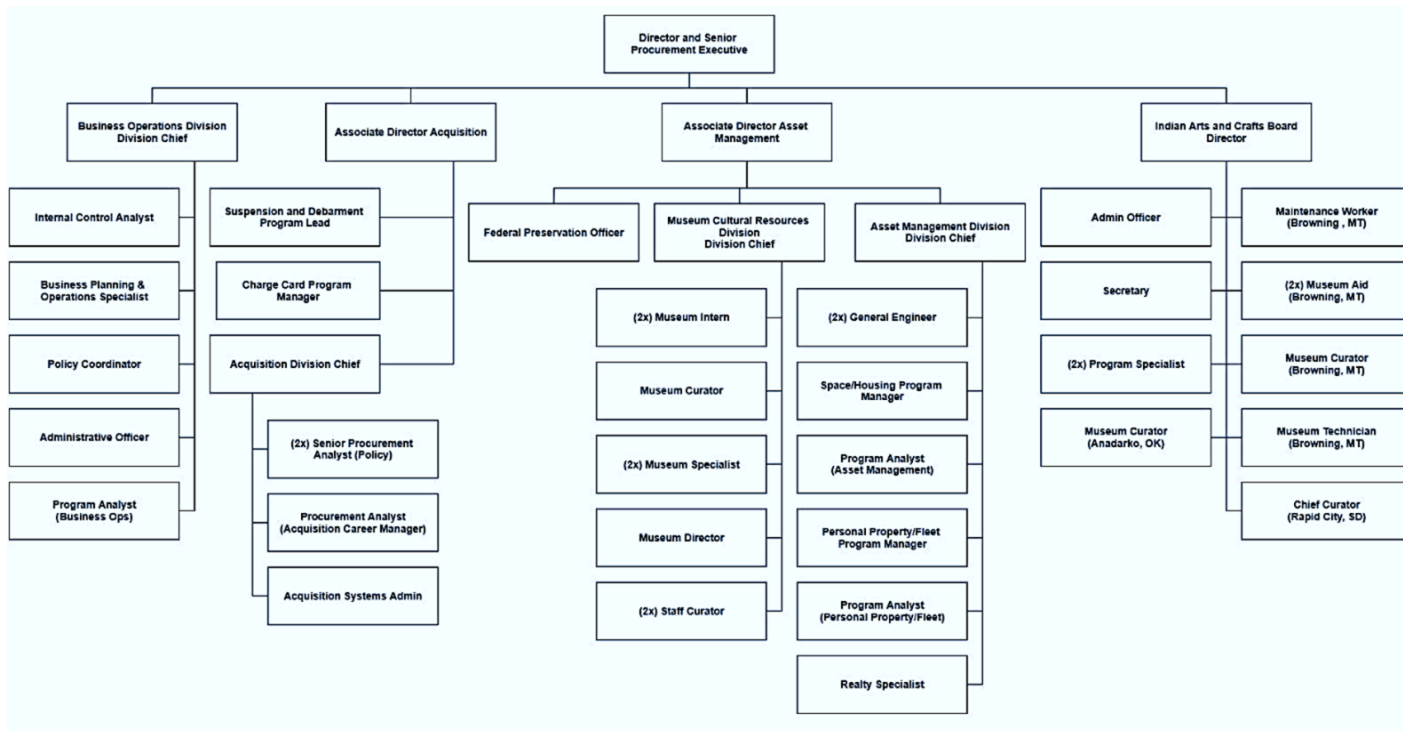
Asset Management – PAM develops and implements the Department's policies to assure accountability for Government-owned real and personal property (including fleet and museum property). Responsibilities include:

- Providing leadership to maximize use of real property, in terms of economy and efficiency, and to ensure appropriate real property life-cycle planning and investments. In addition, PAM provides guidance and assistance to bureaus in balancing the Department's stewardship and asset management roles, to ensure that mission-critical assets are maintained to fulfill the Department's mission.
- Coordinating Interior's space management and housing programs to strengthen policy, management, and governance of the portfolio of owned and leased office and warehouse space agency-wide; and to ensure equitable and consistent employee housing in field locations. The Department manages nearly 43,000 buildings and 90,000 structures, valued at more than \$400 billion, as well as nearly every type of asset found in a local community. Many of these assets have historic or cultural significance that support Interior's mission and are important to our Nation's heritage.

- Establishing and implementing policies, performance measures and internal controls related to the management of over 500,000 government-owned personal property items valued in excess of \$1 billion.
- Leading the Department of the Interior's transportation infrastructure program. Through coordination with Interior bureaus and the Department of Transportation, PAM evaluates programs to find ways to share expertise across agencies and to improve the efficiency, cost and consistency of Interior activities and data collection related to paved roads, unpaved roads, and bridges.
- Leading progress to optimize the Department's fleet of approximately 33,000 Government-owned and leased motor vehicles, increasing the proportion of zero emission and alternative fuel vehicles, and reducing petroleum consumption.
- Ensuring energy and water conservation at Interior facilities and increasing renewable energy utilization.
- Provides leadership, oversight, and coordination to streamline and standardize IT systems, including a facility maintenance and management business roadmap.
- Providing leadership and policy guidance to ensure preservation of more than 209 million museum objects including artwork, artifacts, documents, and scientific specimens.
- Providing direction and coordinating the work of the Interior Museum, located in the Udall Building.
- Providing leadership, oversight, and coordination of results-driven approaches to NAGPRA compliance within the Department to accelerate repatriation, emphasize Tribal consultation, promote these responsibilities with line officers, establish accountability, and track progress. Facilitating collaborative projects, securing training and expertise, compiling collections and permit information, and establishing tools to build capacity for resilient program operations and sustain focus until 100% of claimed ancestors and cultural items are repatriated.
- Provides leadership, oversight, and coordination to streamline and standardize IT systems, including the legacy Interior Museum Collections Management Systems and second-generation Museum Collections Management System

Cultural Resources and Museum Collections – PAM coordinates policies for management of the Department's cultural resource and museum collection portfolios through the Federal Preservation Officer and the Interior Museum Program. The Interior Museum Program provides policy direction, technical assistance, professional development, and data management support for bureaus and offices that together manage over 75 million objects in over 2,000 locations nationwide and abroad. PAM oversees Interior's Museum in the Stewart Lee Udall Building which includes its collection of 8,000 objects and curation of the Office of the Secretary Fine Arts Collections, and the Departmentwide Interior Museum Collections Database Systems, both funded through the Working Capital Fund Central Bill. Responsibilities include:

Indian Arts and Crafts Board (IACB) - The IACB promotes the economic development of American Indians and Alaska Natives of federally recognized Tribes through the expansion of the Indian arts and crafts market. The IACB is responsible for the implementation and enforcement of the Indian Arts and Crafts Act, which was enacted to combat counterfeit activity in the Indian arts and crafts market, including the influx of mass-produced and imported counterfeit Indian art and craftwork. The IACB manages three museums in Indian Country dedicated to the promotion, integrity, and preservation of authentic Indian art and culture; promoting the economic development of Indians through their creative work; expanding the market for authentic Indian art and craftwork; increasing participation of Indians in fine arts and crafts businesses; and assisting emerging artists' entry into the market.



PAM Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Megan Olsen, Director
Kaprice Tucker, Associate Director, Acquisition
Robert Rushing, Associate Director, Asset Management
Stanley Stocker, Suspension and Debarment Program Lead

Other Senior Career Employees:

VACANT, Chief, Business Operations Division
Tiffany Harvey, Chief, Acquisition Division
Craig Lasser, Chief, Asset Management Division
Emily Palus, Chief, Museum and Cultural Resources Division
Meridith Stanton, Director, Indian Arts and Crafts Board

Total Staffing Complement: 37 employees (includes PAM, Interior Museum, and Indian Arts and Crafts Board) as of 8/30/2024.

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One: *Federal Office Space Utilization.* Newsworthy bills introduced in Congress, a GAO report ([GAO-23-106200](#)) regarding daily occupancy of Agency headquarters, and multiple OMB policy memoranda ([M 22-14](#), [M 23-15](#), [MPM 2024-01](#)) have brought Federal Office Space Utilization to the forefront of interagency policy discussions. OMB and GSA, via the Federal Real Property Council (FRPC) has requested each CFO Act agency assess its real property portfolio with emphasis on increasing office space utilization. OMB issued policy requiring agencies to develop implementation plans to maintain a minimum average annual occupancy target of 60% in all office space that exceeds 50,000 square feet. Additionally, agencies are required to collect and report occupancy metrics in accordance with the policy.

The Department of the Interior has an established enterprise space strategy which requires bureaus and offices to seek consolidation into owned facilities and underutilized leased space while exploring opportunities for creative space management, such as hoteling, touchdown spaces, and office sharing, to reduce their real property costs with a focus on divesting leased space. The Department anticipates increased scrutiny and reporting of office space occupancy information to Congress, OMB, and GSA this fiscal year and beyond.

Issue Two: *Deferred Maintenance and the Great American Outdoors Act.* The deterioration of buildings and structures, including roads and bridges, threatens the health and safety of visitors, employees, and residents, and impairs mission effectiveness. Interior has a diverse real property asset portfolio that directly supports and enables the mission. At the end of 2023, Interior reported a deferred maintenance backlog estimated at nearly \$55 billion. Deferring regular operations and maintenance (O&M) increases the need for more costly future repairs, shortens the useful asset life, and hastens early replacement.

The Great American Outdoors Act (GAOA) was enacted on August 4, 2020, and established the National Parks and Public Land Legacy Restoration Fund in Fiscal Years 2021-2025 to support deferred maintenance projects on Federal lands. This is one of the largest infusions of resources for construction activities that DOI has experienced. PAM has partnered with the GAOA PMO in the development of Department-level policy and procedures to implement the GAOA and provide oversight for bureau GAOA-related acquisitions and major projects.

[!\[\]\(7d1d6890825e83a6a4a51febe2dcc7f3_img.jpg\) Go to the previous section: Business Integration Office](#)

[Go to the next section: Office of Small and Disadvantaged Business Utilization !\[\]\(2bae76de5ebbd5c4d7d47162f1673734_img.jpg\)](#)

Office of Small and Disadvantaged Business Utilization

[!\[\]\(2bdfe261b986065ee0ac76460d6528c9_img.jpg\) Back to Deputy Assistant Secretary—Budget, Finance, Grants and Acquisition](#)

AT A GLANCE

Established: 1979

Mission: The Office of Small and Disadvantaged Business Utilization (OSDBU) advises Department of the Interior (DOI) leadership on all matters related to small businesses, collaborates with personnel throughout the DOI to maximize opportunities for small businesses in acquisitions, recruits small businesses to build the small business vendor base, and provides small business expertise both internally and externally to small businesses. The OSDBU provides support to small businesses in general and to those in the socioeconomic classifications of small disadvantaged, women-owned, veteran-owned, service-disabled veteran-owned, small businesses located in historically underutilized business zones (HUBZone), and the AbilityOne Program.

Leadership: Executive Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 4 permanent employees as of 8/30/2024.

OFFICE CONTACT

Colleen Finnegan, Executive Director

Email: colleen_finnegan@ios.doi.gov

Phone: 202-513-0706 (office)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

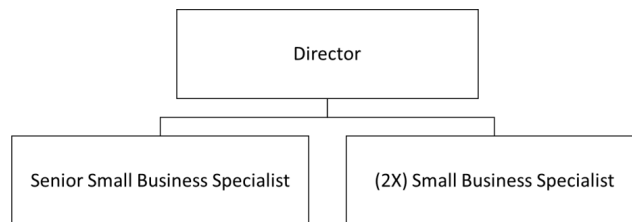
The [Office of Small and Disadvantaged Business Utilization](#) (OSDBU) oversees and implements all policies, regulations, and procedures affecting the DOI's Small and Disadvantaged Business Programs as described in the Small Business Act. OSDBU advises the Secretary of the Interior and Departmental leadership on all matters related to small business and collaborates with stakeholders throughout the DOI to maximize acquisition opportunities for small businesses. OSDBU implements policies, procedures, and training programs for the DOI to emphasize its commitment to contracting with small businesses. The OSDBU mission also includes recruitment of small and disadvantaged businesses, including Indian economic enterprises, small disadvantaged, women-owned, veteran-owned, service-disabled veteran-owned, and small businesses located in historically underutilized business zone (HUBZone) areas, and the AbilityOne Program.

The Small Business Act requires each agency to have an OSDBU with a Director who is a member of the Federal Senior Executive Service (SES), dedicated to the position, and reports to the Secretary or Deputy Secretary. The OSDBU is comprised of four full-time equivalent staff, including one Executive Director, one Senior Small Business Specialist and two Small Business Specialists.

Key functions of OSDBU include advising the Assistant Secretary for Policy, Management and Budget and senior Departmental leadership on DOI-wide and Office of the Secretary specific small business matters. OSDBU serves as the DOI's liaison to the Small Business Administration (SBA), the Office of Management and Budget (OMB), other Federal agencies, and Congress on small business issues. OSDBU negotiates with SBA, per Small Business Act requirements, to establish DOI-specific small business goals for statutorily defined small business categories.

OSDBU maintains and prepares appropriate small business procurement-related Departmental regulations, policies, procedures, internal controls, and data for publication and to ensure compliance with small business laws and guidance. OSDBU also provides technical guidance, assistance, and training to bureaus, offices, and the DOI's procurement community to promote and facilitate the use of small business in DOI procurements and ensure compliance with small business laws, regulations, and policies. The OSDBU builds a robust vendor base by recruiting small businesses to compete on the DOI's contracts and increasing awareness of the DOI's small business and socio-economic programs and contracting opportunities. OSDBU serves as a liaison and resource for the small business community to provide information about federal contracting and specific upcoming opportunities within the DOI.

Addressing and resolving issues regarding awarded small business contracts and ensuring that planned acquisitions are analyzed to maximize opportunities for small and disadvantaged businesses also fall within the functions of OSDBU.



OSDBU Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Colleen Finnegan, Executive Director

Other Senior Career Employees:

Christopher Bell, Senior Small Business Specialist

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Interior Vendor Base. The DOI has experienced a drastic loss of more than 50% of its vendor base since 2010 ([SBA DataHub](#)) with annual erosion of about 2% since FY2020. A reduction in the vendor base, and therefore a reduction in the number of bidders on contracts, has a negative impact on pricing, supply chain disruptions, and inability of contractors in high demand industries to meet demand, in turn, delaying projects. OSDBU's unique statutory responsibility to recruit small business vendors contributes to building a robust vendor base that supports all the critical industries that the DOI needs to meet mission requirements.

Indian Small Business Economic Enterprise (ISBEE) Goal. In FY2022, DOI updated the [Interior Acquisition Regulations](#) to improve implementation of the Buy Indian Act, promoting economic development opportunities in Indian Country. The Buy Indian Act procurement procedures are mandatory for Indian Affairs and optional for the other Bureaus. In FY2023, DOI established an annual goal for the percent of total contract awarded dollars to ISBEs. As reported in the [2023 Progress Report for Tribal Nations](#), DOI's non-Indian affairs bureaus awarded 9.1% of contract dollars to ISBEs in FY2023, falling short of the 10% goal by 0.9%.

[!\[\]\(e50091943b385fe16d3277389202856f_img.jpg\) Go to the previous section: Office of Acquisition and Property Management](#)

[Go to the next section: Deputy Assistant Secretary—Administrative Services !\[\]\(4436e6b00b9d5e62c2a161129eb3e4d0_img.jpg\)](#)

Deputy Assistant Secretary—Administrative Services

[!\[\]\(5eb1325dfdc3f1cad8426726c0db51cd_img.jpg\) Go back to Assistant Secretary—Policy, Management & Budget](#)

Deputy Assistant Secretary: Jaqueline M. Jones

Administrative Services includes AS-PMB offices responsible for leadership and strategic guidance, infrastructure, and business operations for DOI and its bureaus including administration and oversight of all aspects of facility management. The DAS-AS conducts hearings, considers and decides DOI-related administrative appeals, provides collaborative conflict management and resolution services, and operates the Interior Business Center, which provides shared human resources, acquisition, and financial services. The DAS-AS also provides valuation services to ensure the DOI's fiduciary trust responsibilities are met for Tribes and beneficiaries in trust, as well as ensuring public trust in Federal real property transactions.



Appraisal and Valuation Services Office



Office of Hearings and Appeals



Office of Facilities and Administrative Services



Interior Business Center



Office of Collaborative Action and Dispute Resolution



Business and Administrative Services Division

[!\[\]\(5a132f13505a6571904d622757b7a8f0_img.jpg\) Go to the previous section: Office of Small and Disadvantaged Business Utilization](#)

[Go to the next section: Appraisal and Valuation Services Office!\[\]\(10f8862fc183b400327470ea85afe9ae_img.jpg\)](#)

Appraisal and Valuation Services Office

 [Back to Deputy Assistant Secretary—Administrative Services](#)

AT A GLANCE

Established: 2018

Mission: Provide credible, timely, and efficient valuation services, ensuring the Department of the Interior's (DOI) fiduciary responsibilities are met for Tribes and beneficiaries in trust and restricted-fee real property transactions and uphold public trust in federal real property transactions.

Leadership: Director

Headquarters: Washington, DC

Workforce: Total employee count is 165 permanent employees (as of 10/01/2024).

OFFICE CONTACT

Timothy J. Hansen, Director

Email: timothy_hansen@ios.doi.gov

Phone: 202-480-3030 (office)

Office Location: Denver, CO

I. SUMMARY OF ORGANIZATION

The [Appraisal and Valuation Services Office \(AVSO\)](#) is a consolidated office within the Office of the Secretary with delegated authority to conduct real property valuation functions and develop and approve real property valuation policy for the Department. AVSO's role is crucial in protecting the public trust in Federal real property transactions and for Tribes and beneficiaries in Trust and Restricted fee real property. The office provides credible, timely, and efficient valuation services, ensuring the DOI's fiduciary trust responsibilities are met. AVSO services include real property appraisals, appraisal reviews, evaluation of mineral potential, grazing lease valuations, valuations of right of way interests, market studies, area-wide minerals evaluations, consultations on property value, and concessions valuations.

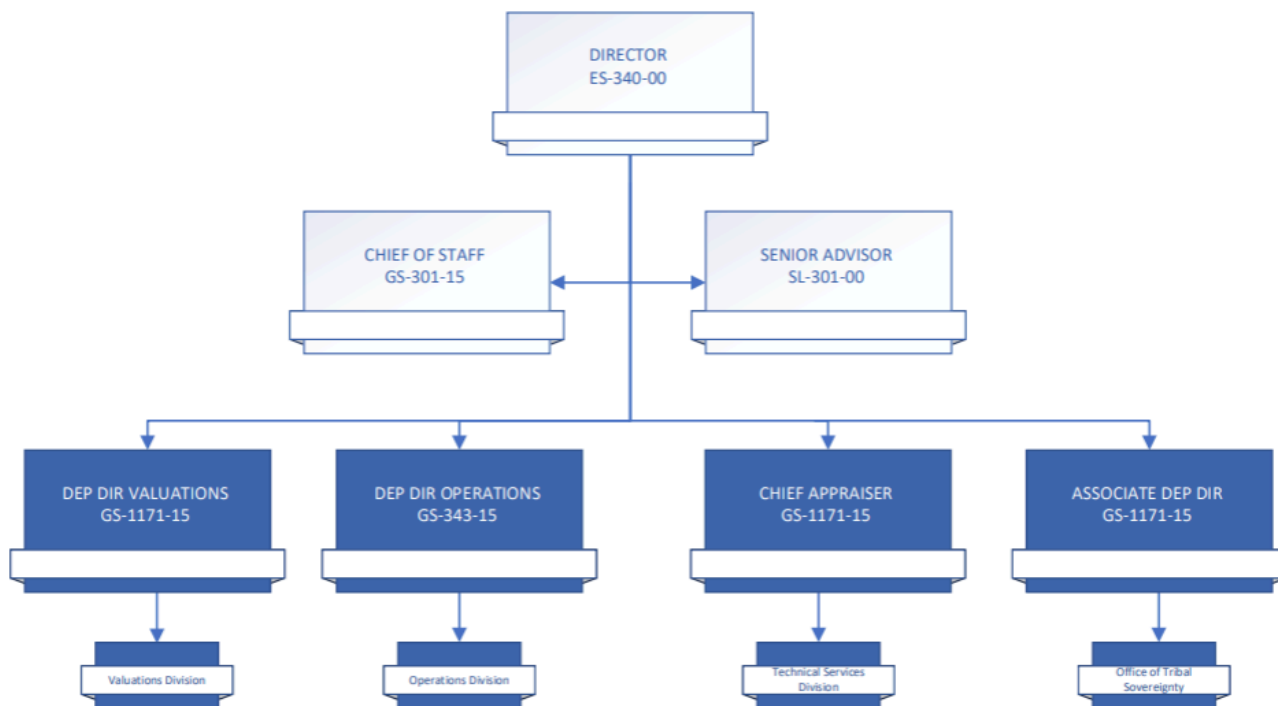
AVSO has a highly qualified geographically dispersed staff to support bureau clients within each of the 12 Unified Interior Regions. Currently, the AVSO staff is divided into five primary divisions:

Valuation Division (VAL): The Valuation Division provides appraisal, appraisal review, and consulting services to the National Parks Service (NPS), Fish and Wildlife Service (FWS), Bureau of Land Management (BLM), and Bureau of Reclamation (USBR) in direct support of their varied land acquisition, disposal, exchange, leasing, and permitting activities as well as providing real property appraisal services, including mass appraisal work to the Bureau of Indian Affairs (BIA), Office of Hearing and Appeals (OHA), Office of the Solicitor, Eastern Oklahoma, and through Bureau of Indian Affairs (BIA), to American Indian Tribes and Alaska Natives, including Tribes under Public Law 93-638 Tribal Appraisal Programs.

Operations Division (OPS): The Operations Division provides all non-appraisal work in support of AVSO operations including budget and finance, property, grants and agreements, administrative support, space management, travel, contracting, and human resources. In addition, the AVSO Appraiser Apprentice Program is located within the Operations Division and seeks to remove barriers to entry into the appraisal profession through outreach to Historically Black Colleges and Universities, Minority Serving Institutions, and Tribal Colleges and Universities.

Division of Minerals Evaluation (DME): The DME provides mineral valuation, evaluation, and consultation services to Interior's land management agencies for both Federal and Indian Trust Lands. The DME also provide support for the Office of the Solicitor, Eastern Oklahoma Region, and expert consultation to the Internal Revenue Service through a reimbursable service agreement.

Technical Services Division (TSD): The TSD is led by the Chief Appraiser and is responsible for valuation policy development and oversight work of all valuation work completed within the Department. TSD also maintains and supports the Appraisal Valuation Information System (AVIS) which is a cloud-based appraisal request and tracking system that serves as the official repository of all valuation records for the Department and facilitates the intake of requests from AVSO's clients providing reporting of various metrics associated with the appraisal process.



AVSO Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Timothy Hansen, Director

Other Senior Career Employees:

Shirley Milli, Deputy Director – Valuation

Melvin Capers, Deputy Director - Operations

Eldred Lesansee, Associate Deputy Director

Pierre Welch, Chief Appraiser

Joel Lynch, Chief of Staff

Brian Lee, Senior Advisor

Gregory Powell, Regional Director – West Region

David McInnis, Regional Director – Central Region

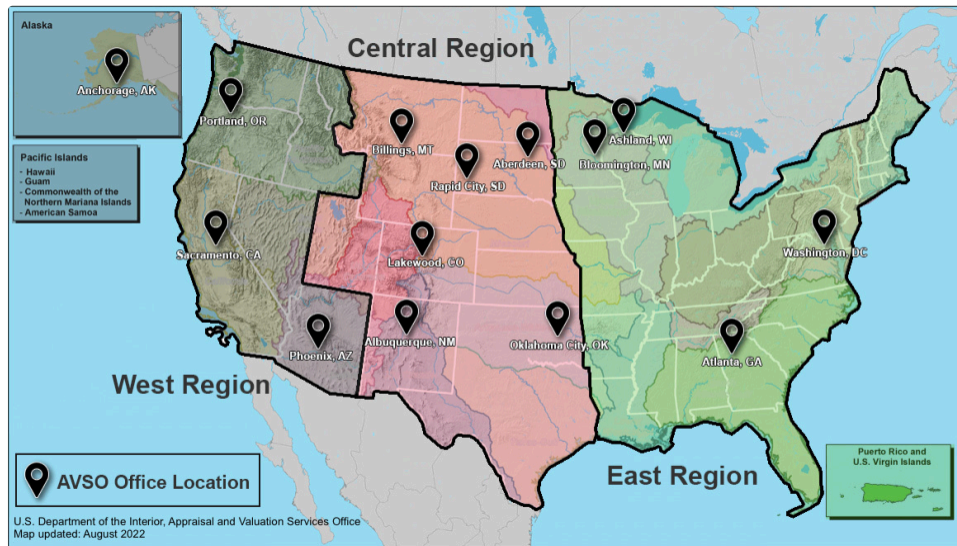
Kelly Underwood, Regional Director – East Region

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Staffing Challenges. The appraisal profession faces a high attrition level with an aging workforce. A 2023 survey of the appraisal profession by the Appraisal Institute found that 66% of appraisers are over the age of 50 with 23% being over the age of 65. Only 6.7% of appraisers are between the ages of 25-34. There will not be enough appraisers to meet future demands as older appraisers end their careers. These numbers are similar to internal AVSO numbers where 47% of AVSO staff are eligible to retire in the next five years. AVSO has been a leader throughout government in incentivizing recruiting and retention of appraisers. In 2021, AVSO obtained a special pay rate for appraisers in the 1171 job series, allowing an additional 15% pay rate above the general schedule. This was later adopted by nearly all federal agencies that have appraisers on staff and has been beneficial in recruitment and retention. AVSO also became the first registered appraisal apprenticeship program recognized by the Department of Labor. This program seeks to build appraisal capacity from the ground up with a focus on diversity, equity, and inclusion of underrepresented groups. Currently, 77% of appraisers within the industry are white.

Appraisal Delivery Times. Over the last 2-3 years, appraisal delivery time has been scrutinized by different stakeholders including non-governmental organizations (NGOs) involved in the land acquisition process and Congress. Appraisals are required for most land transactions and the standards for appraisals conducted when the United States acquires private property for public use are more stringent than other types of appraisals. A Land Acquisition Working Group comprised of bureau representatives, AVSO appraisers, attorneys from the Office of the Solicitor, and staff from the Office of Budget was convened to identify root causes of delays in the land acquisition process including appraisals. While some

problem areas were discussed outside of appraisal, the primary focus became appraisal delays. In November of 2023, leadership implemented a two-year appraisal pilot program within the NPS and FWS to allow the bureaus to conduct non-complex acquisition appraisals for properties with market values less than \$1 million. The pilot aims to identify efficiencies that may be created by having appraisers located within the bureau lands programs. BIA, BLM, and USBR are not participating in the pilot and continue to work with AVSO to provide all valuations for their land transactions. The pilot will be staffed primarily by AVSO appraisers detailed to the pilot program with AVSO continuing to fund the salary, travel, professional development, and license fees for the employees in the pilot. While the AVSO employees are on detail, their positions cannot be filled and work remaining with AVSO will be distributed to other employees. The pilot program creates additional staffing challenges and will likely extend appraisal delivery times rather than shorten them. AVSO continues to work with all bureaus to identify and resolve the causes of appraisal delivery delays including those within the bureaus' realty functions.



AVSO office locations by region

[Go to the next section: Office of Hearings and Appeals](#) ➡

Office of Hearings and Appeals

 [Back to Deputy Assistant Secretary—Administrative Services](#)

AT A GLANCE

Established: 1970

Mission: The Office of Hearings and Appeals (OHA) exercises the delegated authority of the Secretary of the Interior to conduct hearings and decide appeals of decisions by bureaus and offices of the Department of the Interior (DOI).

Leadership: Director

Headquarters: Arlington, VA

Workforce: Total employee count is 65: 60 permanent; 5 term (as of 8/30/2024)

BUREAU/OFFICE CONTACT

Janet H. Lin, (Acting) Director

Email: Janet.Lin@oha.doi.gov

Phone: 703-235-1255 (office)

Office Location: Arlington, VA

I. SUMMARY OF ORGANIZATION

The OHA exercises the delegated authority of the Secretary of the Interior to conduct hearings and decide appeals of decisions by bureaus and offices of the DOI. OHA provides an impartial forum for affected parties to obtain independent review of those decisions as required by either statute or regulation.

In addition to the Director's office, OHA is comprised of two appeals boards – the Interior Board of Land Appeals (IBLA) and the Interior Board of Indian Appeals (IBIA) – and two hearing units – the Departmental Cases Hearings Division (DCHD) and the Probate Hearings Division (PHD). These units, led by Administrative Judges (AJ), Administrative Law Judges (ALJ), and Indian Probate Judges (IPJ), bring a wealth of expertise to their roles, ensuring a thorough and fair review process. In many cases, decisions made by Judges at OHA are final for the DOI.

IBLA AJs play a significant role in the OHA structure, deciding appeals of decision by the Bureau of Land Management (BLM), Office of Natural Resources Revenue (ONRR), Bureau of Ocean Energy Management (BOEM), Bureau of Indian Affairs (BIA), Bureau of Safety and Environmental Enforcement (BSEE), Office of Surface Mining Reclamation and Enforcement (OSMRE), or DCHD. OHA decisions cover a wide range of areas including mining, grazing, on- and off-shore energy development, royalty management, timber harvesting, wildfire management, recreation, wild horse and burro management, cadastral surveys, Alaska land conveyances, rights of way, land exchanges, vegetation management, and trespass actions. This comprehensive coverage ensures that all relevant aspects of a case are thoroughly reviewed, providing a robust basis for the decisions made. The IBLA AJs review briefs filed by the parties and the underlying administrative record to determine legal and factual issues in each appeal.

DCHD ALJs conduct hearings on decisions by the BLM, ONRR, OSMRE, BIA, U.S. Fish and Wildlife Service (FWS), Bureau of Reclamation (BOR), Interior Business Center (IBC), National Park Service (NPS), Federal Energy Regulatory Commission (FERC), and U.S. Department of Agriculture (USDA) relating to oil and gas, coal, rangeland, wildlife and cultural resources, and claims by Native Americans and Alaska Natives. DCHD ALJs conduct prehearing conferences, rule on motions such as dismissal, summary judgment, and discovery, conduct trial-type hearings, review briefings, evidence, and hearing transcripts, and prepare decisions. Most decisions are appealable to the IBLA.

IBIA AJs decide appeals from decisions by the BIA, Assistant Secretary for Indian Affairs, PHD, Health and Human Services, Indian Health Service, and DCHD relating to the use of Indian trust lands; the use of mineral resources; conveyances of rights-of-way on Indian lands; land sales, exchanges, or other encumbrances; trespass; acquisition of land into trust; and disputes over the recognition of Tribal officials for government-to-government relations between the Department and a Tribe, White Earth Land Settlement Act (WELSA) heirship determinations, Indian Self-Determination and Education Assistant Act, Native American Graves Protection and Repatriation Act, and probate. The AJs review the pleadings filed with IBIA and the underlying administrative or probate record.

PHD ALJs and IPJs conduct hearings nationwide to determine the rightful heirs and devisees of decedents who owned Indian trust or restricted property. Probate cases are submitted to PHD by the BIA. The ALJ or IPJ holds a hearing to obtain sworn testimony about the decedent's potential heirs, and to determine the validity of the decedent's will, if any. Decisions are based on the documentary record, such as the decedent's death certificate, and on hearing testimony. Most decisions are appealable to the IBIA.

OHA hearing judges also determine heirships under WELSA.

The Director's Office is a key component of OHA, providing policy direction and operational support for OHA. The Director, the staff, and Ad Hoc Boards of Appeals appointed by the Director decide various categories of appeals from the bureau and office decisions that do not lie within the jurisdiction of the IBLA or IBIA. These appeals are sought mainly by DOI employees and relate to waivers of overpayments or property



PAS Officials:

None

None

None

Shayla Freeman Simmons, Director

Janet H. Lin, Deputy Director

Thomas A. Blaser, *Chief Administrative Judge, IBIA*

James Maysonett, *Administrative Judge, IBIA*

Kenneth A. Dalton, *Administrative Judge, IBIA*

Silvia Riechel Idziorek, Chief Administrative Judge, IBLA

Steven J. Lechner, Deputy Chief Administrative Judge, IBLA

K. Jack Haugrud, Administrative Judge, IBLA

Amy B. Sosin, Administrative Judge, IBLA

Anna T. Katselas, Administrative Judge, IBLA

Dave Gunter, Administrative Judge, IBLA

Clifford E. Stevens, Administrative Judge, IBLA

Mary P. Thorstenson, Chief Administrative Law Judge, PHD

Dawn Perry, Supervisory Administrative Law Judge, DCHD

Kelly L. Latimer, *Administrative Law Judge, DCHD*

Christopher D. Prandoni, *Administrative Law Judge, DCHD*

Indian Probate Judge, Excepted Service, GS-15:

Roderick P. Ventura, Supervisory Indian Probate Judge, PHD

Daniel W. Vis, Supervisory Indian Probate Judge, PHD

Courtney Allensworth Esposito, Supervisory Indian Probate Judge, PHD

Thomas K. Pfister, Indian Probate Judge, PhD

Leah Harjo-Ware, Indian Probate Judge, PHD

Albert C. Jones, Indian Probate Judge, PHD

David R. Armstrong, Indian Probate Judge, PHD

Paul M. Kienzle, Indian Probate Judge, PHD

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Procedural Regulation Improvements. OHA is making comprehensive improvements to its procedural regulations governing hearings and appeals. These new changes are expected to be in place by the second quarter of FY2025.

New e-Filing System. OHA is developing a new e-filing and case docket management system for IBLA, IBIA, DCHD, and the Director's Office. OHA's units have traditionally used paper files. This system, which will allow parties to e-file, is expected to be in phased deployment in the second quarter of FY2025.

Probate Case Backlog. OHA is working with the DOI, BIA, and Bureau of Trust Funds Administration (BTFA) to develop strategies to address the probate case backlog, including the development of legislative proposals. Cases originate with BIA and are sent to OHA PHD for adjudication. The cases are sent back to BIA and BTFA for distribution of trust assets in accordance with the OHA PHD judge's decision. Most decisions are appealable to IBIA, a separate unit of OHA.

Congressional Inquiries. OHA has received Congressional inquiries about the probate case backlog. OHA also occasionally receives inquiries about particular matters pending before OHA.

IV. BUDGET OVERVIEW

OHA is funded through two sources. The Director's office, IBLA, IBIA, and DCHD are primarily funded through annual appropriations known as Departmental Management (DM) funds. PHD is primarily funded with pass through no-year funds through the BIA, referred to as OHA PHD funds. OHA PHD has been working with the DOI, BTFA, and BIA on strategies to address the probate case backlog.

OHA's combined average annual budget allocation each year is \$14.5 million. Given that OHA employs judges and attorneys, it has a larger percentage of higher salaried employees than a typical DOI office. For this reason, personnel costs account for approximately 80 % of the budget. OHA also spends approximately 11% percent of its annual allocations on IT-related expenses, and these costs are expected to increase.

[!\[\]\(aa53ad6fea213b8b2226d3077e30533a_img.jpg\) Go to the previous section: Appraisal and Valuation Services Office](#)

[Go to the next section: Office of Facilities and Administrative Services !\[\]\(dd161862f9164df98f62b726e9846241_img.jpg\)](#)

Office of Facilities and Administrative Services

 [Back to Deputy Assistant Secretary—Administrative Services](#)

AT A GLANCE

Established: 2012

Mission: To support the goals of the Department of the Interior (DOI) and Office of the Assistant Secretary – Policy, Management and Budget (PMB) by providing facility services for the Stewart Lee Udall Building (Udall Building) and administrative services for the Office of the Secretary (OS) nationwide.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count: 51 permanent employees and 110 contractors (as of 8/30/24).

OFFICE CONTACT

Roberta Richardson, Chief of Support Services Division

Email: roberta_richardson@ios.doi.gov

Phone: 202-409-2097

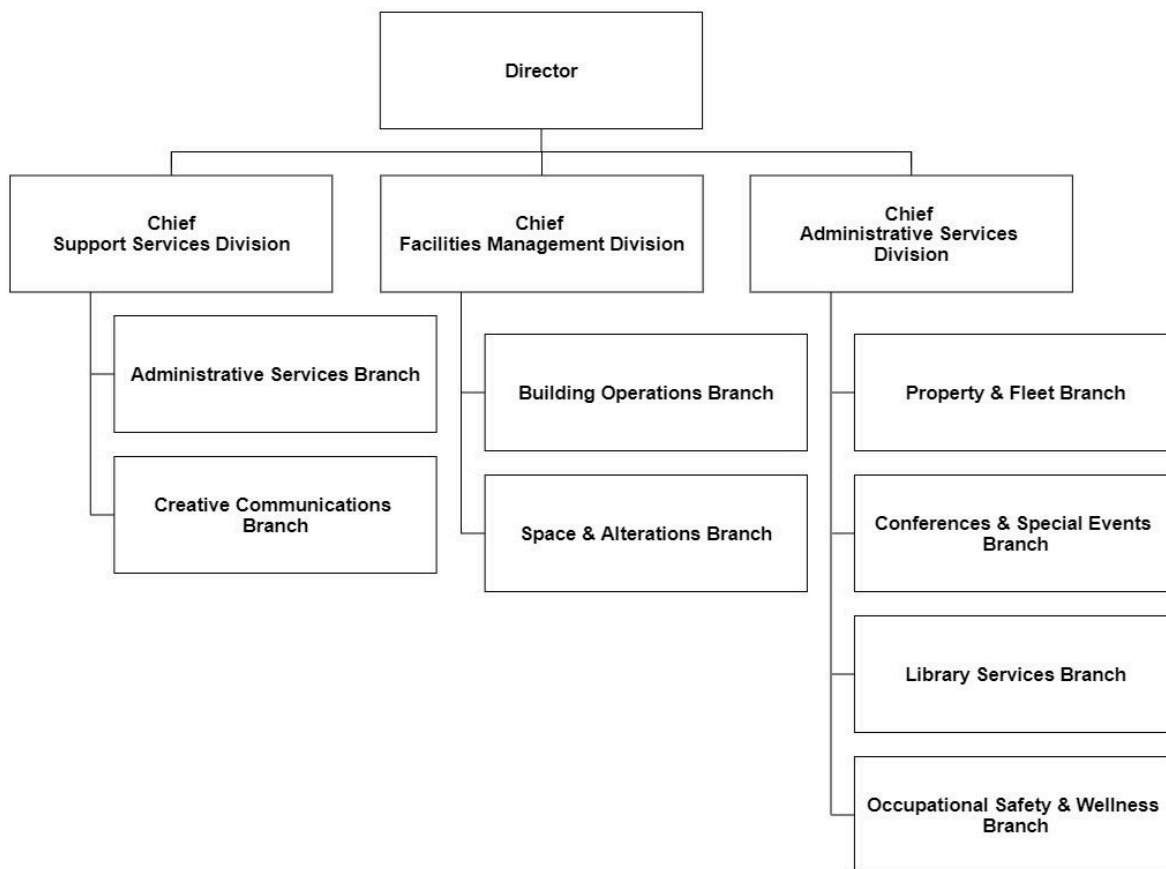
Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The [Office of Facilities and Administrative Services \(OFAS\)](#) provides facility services for the Stewart Lee Udall Department of the Interior Building in Washington, D.C. as well as administrative services for the Office of the Secretary nationwide. The Director of OFAS provides enterprise-level leadership and oversight to the organization. OFAS has three Divisions, each led by a Division Chief.

The Support Services Division provides print, copy, graphic design, U.S. Mail and express package services, executive transportation, messenger, and parking services for occupants of the Udall Building; manages the transportation subsidy and bicycle subsidy program for the Office of the Secretary nationwide; and administers the flags and seals policy and locator services for the DOI. The division also serves as the facilities-related liaison for non-DOI entities in the Udall Building such as the cafeteria service provider, Interior Department Recreation Association (gymnasium, dry cleaners/gift store, post office), DOI Federal Credit Union, Randolph Sheppard Snack Bar, Child Care Center, and the Indian Craft Shop.

The Facilities Management Division manages the Udall Building operations, maintenance, alterations, space management and environmental compliance in accordance with the General Services Administration Delegation Agreement. The division is also responsible for real property space management for the Office of the Secretary nationwide and moving services (including shipping and receiving) for the Udall Building. The Administrative Services Division manages personal property and occupational workplace safety for the Office of the Secretary nationwide and provides fleet management for AS-PMB offices. The division is also responsible for policy and management of the Interior library; communal conference rooms and Auditorium scheduling; special event management; and the Udall Building Wellness Center.



OFAS Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Michael Rusten, Director

Other Senior Career Employees:

None

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Deferred Maintenance Backlog. OFAS continues to respond to a deferred maintenance backlog for the Udall Building, caused by insufficient annual funding and staff shortage. Numerous infrastructure projects (roof leaks, window repairs, structural issues, floor maintenance, cyclical painting) are unfunded, which continues to degrade the building's material condition.

Low Building Occupancy. The Udall Building is currently 21% utilized with an average of 668 people working on-site each day (as of August 2024), compared to a capacity of 3,114. The low daily occupancy has resulted in the closing of the main cafeteria and has strained the viability of services such as the credit union, gymnasium, gift store, dry cleaners, post office, and Child Care Center. OFAS is working with the Udall Building tenants to consolidate space to conform with [OMB Management Procedures Memorandum No. 2024-01](#) and [DOI-AAAP-0049](#) to achieve the required 60% utilization.

IV. BUDGET OVERVIEW

The OFAS manages 12 Central Billed accounts, 6 Direct Billed accounts, and 2 Overhead accounts. The FY25 Budget is \$30,288,076. The Office executes the missions within the funds allocated, with efficiencies sought to offset cost increases.

Central Billed

1. Conference and Special Events
2. Departmental Library
3. Interior Complex

4. Mail Policy
5. Mail and Messenger Services
6. Personal Property
7. Real Property Leasing
8. Safety, Environmental and Health Services
9. Shipping, Receiving and Moving
10. Space and Alterations
11. Vehicle Fleet
12. Office of the Secretary Safety Specialist

Direct Billed

1. Building Automation System
2. Creative Communications
3. Lease Administration
4. Operations and Maintenance
5. Reimbursable Mail Services
6. Reimbursable Vehicle Fleet

[!\[\]\(9dfdaff1d86ba3c1f8353b4d1b61b8c5_img.jpg\) Go to the previous section: Office of Hearings and Appeals](#)

[Go to the next section: Interior Business Center !\[\]\(83f22ed94ec5517769dd76d702c6bfd8_img.jpg\)](#)

Interior Business Center

[!\[\]\(34b4f260a8587d2e97eeaee361cc357b_img.jpg\) Back to Deputy Assistant Secretary—Administrative Services](#)

AT A GLANCE

Established: 2000

Mission: Interior Business Center (IBC) employees provide exceptional quality business solutions and customer services to our clients so they may focus on achieving their missions.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 980: 977 permanent; 3 temporary (as of 8/30/2024).

BUREAU/OFFICE CONTACT

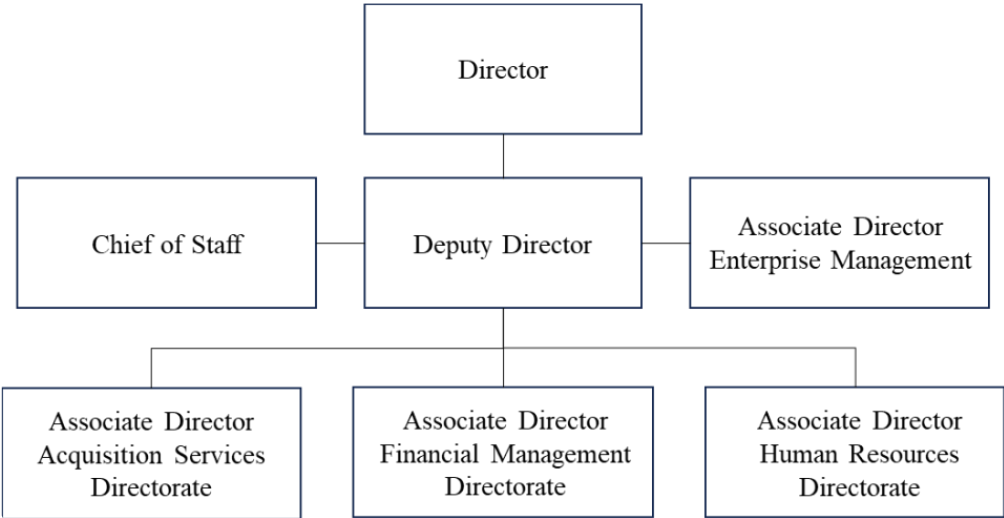
Jeffrey Miller, Chief of Staff
Email: jeffrey_miller@ibc.doi.gov
Phone: 202-208-7166 (office) or 202-491-5760 (mobile)
Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Interior Business Center (IBC) is a federal shared services provider of acquisition services, financial management systems and services, and human resources and payroll systems and services. The IBC operates through the Department of the Interior’s (DOI) working capital and franchise revolving fund authorities under a fee-for-service, full-cost-recovery model, with no directly appropriated funds. Operating budget authority for FY2024 is approximately \$283 million. Of the budget authority for FY2024, approximately 30% came from Interior customers and 70% came from non-DOI customers.

The Director reports to the Deputy Assistant Secretary for Administrative Services in the Office of Policy, Management and Budget and provides enterprise-level leadership and oversight to the organization. The IBC has three revenue-generating Directorates, each led by an Associate Director:

- Acquisition Services Directorate – Provides assisted acquisitions from project inception through contract closeout for the DOI and over 150 other federal agency customers. Procurement services are supported by policy and business expertise and include acquisition planning, pre-award documentation and solicitation, negotiation, award, and administration, protest and audit support, and contract closeout.
- Financial Management Directorate – Provides financial management and business solutions to the DOI and over 75 other federal agency customers. Services include financial systems management, eTravel support, charge card support, quarters management, accounting operations, acquisition audit services, project management, contracting officer’s representative (COR) services, and indirect cost-rate negotiations.
- Human Resources Directorate – Provides payroll and human resources services to the DOI and over 125 other federal agency customers. Services include personnel and payroll processing, human resources operations, personnel security, and drug and alcohol testing.



IBC Organizational Chart

The IBC has offices in the following locations.

- Herndon, VA (approx. 40 federal employees)
- Lakewood, CO (approx. 432 federal employees)
- Sacramento, CA (approx. 26 federal employees)

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Quan M. Boatman, Director

Vacant, Deputy Director

Matthew Costello, Associate Director, Enterprise Management, CFO

Sharon Roberts, Associate Director, Acquisition Services Directorate

Wendell Bazemore, Associate Director, Financial Management Directorate

Julie Bednar, Associate Director, Human Resources Directorate

Other Senior Career Employees:

Jeffrey Miller, Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Full Cost Recovery. As described above, IBC receives no direct appropriations and operates on a full-cost-recovery, fee-for-service basis. In the event of unforeseen resource limitations, such as a continuing resolution, a related lapse in appropriations, or a general hiring freeze, consideration and flexibility may be necessary for the IBC to continue operations in support of the DOI and other federal agencies.

Funding for IBC IT Modernization. As a fee-for-service, full-cost-recovery organization operating in DOI's working capital and franchise revolving funds, IBC currently has no ability to retain funding to invest in future years for system and software modernization. Such modernization is necessary for IBC to meet customer needs, meet evolving legislative, regulatory, and cybersecurity standards, and ensure IBC's continued viability in the federal shared services marketplace.

[!\[\]\(23a2e9ddc7bb0ef55393d38b772a848d_img.jpg\) Go to the previous section: Office of Facilities and Administrative Services](#)

[Go to the next section: Office of Collaborative Action and Dispute Resolution!\[\]\(9f3852d68d41e1e95bc4ec10e81aba4b_img.jpg\)](#)

Office of Collaborative Action and Dispute Resolution

 [Back to Deputy Assistant Secretary—Administrative Services](#)

AT A GLANCE

Established: 2001

Mission: The Office of Collaborative Action and Dispute Resolution (CADR) leads The Department of the Interior's (DOI) conflict management and dispute resolution programs in support of all bureaus and offices. CADR works collaboratively with DOI employees and entities including Tribal, state, local governments and other external interest holders to: establish and implement Department-wide conflict management and collaboration policies and procedures; provide education, advice, guidance, conflict coaching, and training; ensure timely access to expert impartial assistance through mediators and facilitators; and track and evaluate outcomes for continuous improvement.

Leadership: Director

Headquarters: Arlington, VA

Workforce: Total employee count is 13: 12 permanent employees (including 5 vacancies), 1 term employee.

BUREAU/OFFICE CONTACT

William E. Hall, Director/Dispute Resolution Specialist

Email: william_e_hall@ios.doi.gov

Phone: 202-494-3480 (office)

Office Location: Arlington, VA

I. SUMMARY OF ORGANIZATION

The Office of Collaborative Action and Dispute Resolution (CADR) is an independent, confidential, and impartial source of collaborative problem solving and alternative dispute resolution (ADR) expertise and services. CADR supports the DOI and its bureaus; leaders, managers, and staff at all levels; and external interest holders in working through and resolving the most sensitive and complex issues they face, including many matters that would otherwise fall between the cracks because they do not have a straightforward solution. CADR's neutral third-party conveners, mediators, facilitators, and ombuds assist with Equal Opportunity Employment (EEO) complaints, administrative grievances, and any other matter or concern in the workplace, as well as any public lands, natural resource, or Tribal issues involving Interior, bureaus, and external interest holders that would benefit from facilitated dialogue or collaboration.

The Director/Departmental Dispute Resolution Specialist reports to the Deputy Assistant Secretary for Administrative Services. CADR's Director supervises a team of 12 staff members and leads a network of collateral duty conflict management coordinators, mediators, and facilitators throughout Interior and its bureaus.

CADR's Responsibilities:

- Overseeing implementation of the Administrative Dispute Resolution Act of 1996, other relevant laws, regulations, directives and guidance, and Interior's policy on the use of collaborative processes and problem-solving, ADR, environmental/external collaboration and conflict resolution, consensus-building, and training;
- Establishing DOI policies and guidance on conflict management, public participation, collaborative problem-solving, ADR, and negotiated rulemaking;
- Ensuring timely access to qualified third-party neutral ombuds, facilitators, mediators, coaches, and other professional conflict management and ADR service providers through contracts for external professionals, internal rosters of mediators and facilitators, and CADR staff;
- Tracking and evaluating the use of collaborative processes, ADR, and negotiated rulemaking and recommending improvements;
- Advising on appropriate engagement options, processes, or program design, and assisting parties in selecting appropriate third-party neutral assistance;
- Identifying and coordinating demonstration and pilot programs to expand and advance the use of collaborative processes, ADR, and negotiated rulemaking; and
- Coordinating efforts to build capacity, including skills, within the DOI.

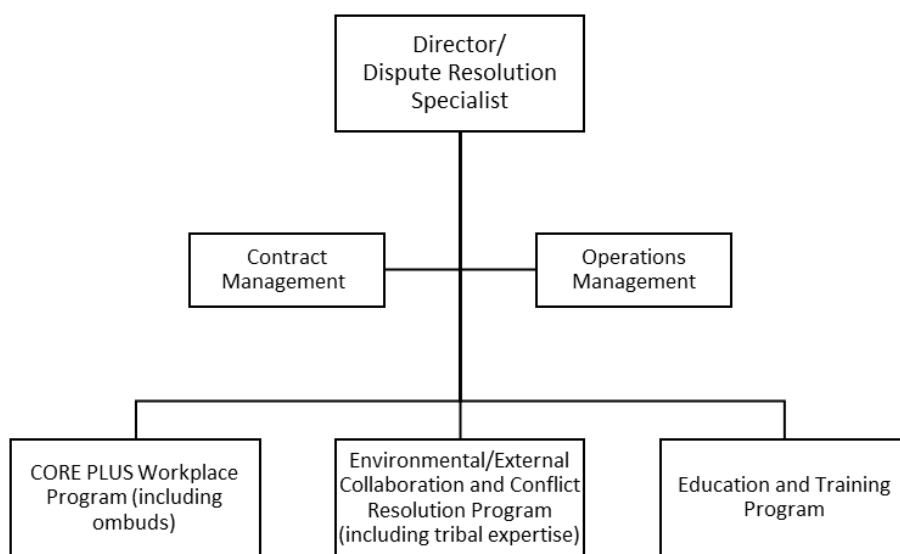
CADR, uniquely positioned within the DOI, works collaboratively among all the bureaus and offices and with external interest holders — federal, state, local, and Tribal governments, non-governmental organizations, industry, and the public. CADR provides DOI decision-makers with analysis and advice about when to use ADR and how Interior can effectively engage those with interests in its missions. Moreover, CADR's strategic position

enables it to effectively address inter-bureau natural resource, cultural resource, and land management issues, and to assist individual bureaus and offices in reaching unified decisions.

CADR leads the DOI's workplace collaboration and conflict management program (CORE-PLUS) independent from EEO offices and other formal administrative functions. CORE- PLUS is a comprehensive and inclusive conflict management system that provides all employees with a wide range of services, including mediation for EEO matters and grievances, facilitation to promote effective internal dialogues, leadership coaching, and conflict prevention and resolution training. CADR manages more than 200 workplace mediation cases, more than 100 group facilitation cases, and more than 150 leadership coaching engagements annually. The office also provides training to more than 3,000 employees each year.

In coordination with the Office of Human Capital, the Office of the Solicitor, and the Office of the Inspector General, CADR has led the growth of ombuds services within the DOI. CADR ombuds help to ensure that workplace concerns, particularly those that are complex, contentious, and controversial, are raised without fear, and are addressed at the appropriate management level to institute workplace improvements. Ombuds services, with their significant cost avoidance for Interior and the bureaus – an estimated return on investment of 435% -- demonstrate our financial responsibility. This is because concerns are addressed without recourse to more expensive and time-consuming administrative processes, involving management, human resources, EEO officials, and the Office of the Inspector General. CADR also provides critical information to leadership on important trends in the workplace that they might not know about through other means. The increased demand for ombuds is helping to respond to allegations of harassment and discrimination. CADR ombuds serve more than 1,000 staff members and supervisors in all bureaus and offices each year.

As the sole manager of two contracts for professional third-party neutral services for the DOI's bureaus and offices, CADR plays a crucial role in planning and facilitating collaborative processes and conflict resolution. DOI's wide demand and reliance on these expert services has steadily increased to more than \$10 million yearly to procure ADR services through CADR's contracts. This includes more than 150 projects annually for neutral-facilitated engagement with external interest holders on environmental, natural resource, cultural resource, and Tribal matters.



CADR

CADR has a significant positive impact on the Interior workplace and external engagement with a small, dedicated staff of conflict management professionals. In addition to the Director, CADR positions include a team leader for training and operations, a contracting officer's representative, two workplace mediation program managers, five organizational ombuds, and three environmental/external collaboration and conflict resolution program specialists.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

None


Other Senior Career Employees:

William E. Hall, Director and Dispute Resolution Specialist

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

CADR Staffing. Due to budgetary constraints and a hiring freeze, CADR has been unable to backfill five vacant positions and is prioritizing and eliminating some services. The current situation at CADR is concerning. The Ombuds Program, which is no longer able to adequately serve the entire DOI due to staffing shortages, may need to be suspended or eliminated. This would lead to an increase in workplace conflict costs and reduce DOI's ability to address harassment concerns. CADR's capacity to respond to external conflict management requests is leaving some clients without needed neutral facilitation services. The elimination of most conflict management training provided by CADR staff, which could save the DOI money compared to using contractors, further compounds the human resources issue.

 [Go to the previous section: Interior Business Center](#)

[Go to the next section: Business and Administrative Services](#)
[Division](#) 

Business and Administrative Services Division

 [Back to Deputy Assistant Secretary—Administrative Services](#)

AT A GLANCE

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 10 permanent employees (as of 8/30/2024).

OFFICE CONTACT

Julie L. Spano, Director

Email: Julie.Spano@ios.doi.gov

Phone: 202-208-7624

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Business and Administrative Services Division (BASD) functions as a Shared Service Office by providing comprehensive administrative and operational support services to many offices, C-Suite executives, political appointees, and presidentially appointed officials throughout Interior. By handling a vast portfolio of business and administrative support functions, the BASD ensures that all aspects of routine operational tasks are well-cared for, allowing Departmental heads and key decision-makers to focus on their core responsibilities. BASD reports to the Deputy Assistant Secretary for Administrative Services (DAS-AS)

The Division supports the Office of the Assistant Secretary for Land and Minerals Management (AS-LM), the Office of the Assistant Secretary for Water and Science (AS-WS), and a range of offices reporting to the Office of the Assistant Secretary for Policy, Management, and Budget (AS-PMB). Its primary mandate is to provide a centralized and streamlined delivery of business and administrative services, significantly reducing costs for the Agency. By centralizing and streamlining services, the BASD not only enhances operational efficiency but also ensures that each supported office can focus on its core missions with the assurance that its business and administrative needs are proficiently managed.

Primary support provided by the BASD to the following offices:

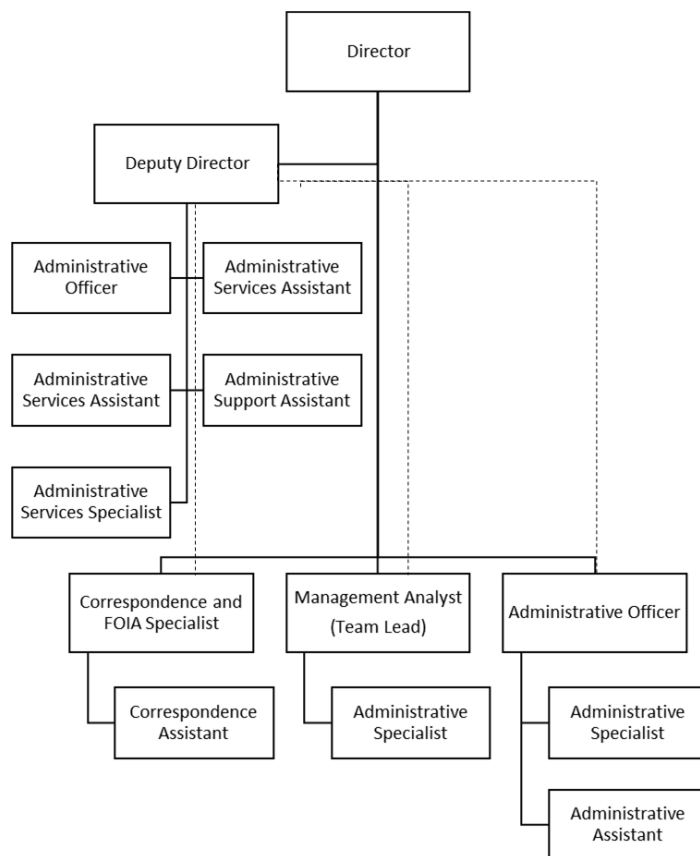
Secretary's Immediate Office (SIO)
Deputy Secretary's Office (DSIO)
Office of the White House Liaison (OWHL)
Office of Scheduling and Advance (OSAA)
Office of the Assistant Secretary for Water and Science (AS-WS)
Office of the Assistant Secretary for Land and Minerals Management (AS-LM)
Deputy Assistant Secretary for Administrative Services (DAS-AS)
Deputy Assistant Secretary for Budget, Finance, Grants and Acquisitions (BFGA)
Deputy Assistant Secretary for Policy and Environmental Management (DAS-PEM)
Deputy Assistant Secretary for Human Capital (DAS-OHC)
Deputy Assistant Secretary for Public Safety, Resource Protection and Emergency Services (DAS-PRE)
Office of Small Disadvantaged Business Utilization (OSDBU)
Office of Financial Management (PFM)
Office of Planning and Performance Management (PPP)
Office of Native Hawaiian Relations (ONHR) (DC and Hawaiian Field Office)
Gulf of Restoration Program Office (GRPO)

Partial or Temporary Support is provided by the to the following offices:

Office of Collaborative Action and Dispute Resolution (CADR)
Office of Human Capital (OHC)
Borderland Coordinator Program Manager and detailed employee(s)
Office of Facilities and Administrative Services (OFAS)
Office of Subsistence Management
PMB Offices under the AS-PMB Umbrella

Abbreviated List of Support Services Provided:

Contracts and Acquisitions
 Budget, Projections, Purchase Card(s), and Funding Agreement Reallocations
 Financial Management Services
 Hardware and Software Purchases and Management
 Mobile Device Management
 Hardware and Software Purchases and Management
 Property Management
 Risk Management
 Inventory Management
 Staffing Budgetary Projections
 Undelivered Orders Reconciliation
 Official Travel Support Management
 Calendaring and Meeting Support
 Time and Attendance Management
 Human Resources Support
 Federal Personnel Processing Support (FPPS)
 Human Resources Management
 Federal Business Management Support (FBMS)
 Office of the Federal Register Liaison – Publication of Notices for the Office of the Secretary and the Office of Policy, Management and Budget
 Government Publishing Office (GPO) Purchases, Print Orders and Submissions
 GPO Purchase Card Management and Reconciliation
 Code of Federal Regulations (CFR) purchases, tracking, funding, and management
 Spring and Fall Agendas for the Office of the Secretary, and the Office of Policy Management and Budget
 Travel Management
 Correspondence and Freedom of Information Act (FOIA) Control for Offices and Bureaus via the Document Tracking System (DTS)
 Parking Management and Audit for all Policy, Management and Budget Offices
 Inter-Agency and Intra-Agency Reimbursable Funding Agreements
 Memorandum(s) of Agreement
 On and Off-Boarding for Political and Career employees



BASD Organization Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

None

Other Senior Career Employees:

Julie L. Spano, Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - Staffing Challenges: Over the past four years, the Department of the Interior has witnessed a significant exodus of its business and administrative staff. This departure, whether through retirement or transition to the private sector, has left the BASD in a critical state, grappling with a severe shortage of resources and personnel. This has had a profound impact on the BASD, and it's crucial to address the staffing shortages.

There is a misperception that administrative positions are unnecessary in relation to the Department's main goals and core mission. This belief is inaccurate and detrimental to the staff that have remained resilient during these lean times. The staff within BASD, who have shown unwavering dedication, are cross-trained in various critical business operations, including contracting, acquisitions, finance, budgeting, human resources, facilities management, on and off-boarding, budgeting, Federal Register Notices, and correspondence control. Their multifaceted expertise is vital to the seamless functioning of the Department and reducing the burden on the executives who need to focus on mission-related issues.

The BASD is currently grappling with four vacant positions, one of which is the Deputy Director role. The absence of a Deputy Director has created a management oversight gap, placing undue strain on the remaining administrative staff and the leadership across the Department. For instance, the Deputy Director is responsible for overseeing aspects of the Interior's budgeting process, and the absence has led to delays and errors in this area. This situation has forced leaders to divert their attention from their primary mission responsibilities to learning and executing administrative and business support tasks.

Moreover, the staffing and funding allocated for administrative and business support have seen significant shortfalls. This deficiency has exacerbated the workload on the already overburdened support staff, many of whom have sought employment opportunities elsewhere. As a result, the support staff are struggling to keep up with the increasing demands, leading to delays in processing contracts and managing the budget. These challenges result in a diminished capacity to effectively support Interior's mission.

The critical role of administrative personnel must be recognized and addressed through appropriate staffing and funding allocations. Such measures are not just necessary, but urgent for the efficiency and effectiveness of the Department of the Interior's operations to continue to be protected, and to prevent more administrative personnel from retiring or seeking other means of employment.

[!\[\]\(f219cfc00b8db0cd1a81ae1fc9afaf28_img.jpg\) Go to the previous section: Collaborative Action and Dispute Resolution](#)

[Go to the next section: Deputy Assistant Secretary—Public Safety, Resource Protection and Emergency Services !\[\]\(06a315363e7801bba8c7489a6694af19_img.jpg\)](#)

Deputy Assistant Secretary—Public Safety, Resource Protection and Emergency Services

[!\[\]\(34b4f260a8587d2e97eeaee361cc357b_img.jpg\) Go back to Assistant Secretary—Policy, Management & Budget](#)

Deputy Assistant Secretary: Lisa A. Branum

Public Safety, Resource Protection and Emergency Services includes AS-PMB offices responsible for leadership and strategic guidance in five primary areas: law enforcement; emergency management; aviation; borderlands coordination; and wildland fire. These offices manage DOI efforts to coordinate with the Department of Homeland Security (DHS) on border activities impacting Interior equities; lead the DOI's efforts to plan for, prevent, protect against, and recover from natural disasters and human-caused incidents; ensure the protection of employees, visitors, residents, and resources; and enable Bureaus to deploy safe and mission-ready aircraft and personnel. The DAS-PRE Also coordinates the Wildland Fire Program across the three land management bureaus (Bureau of Land Management, U.S. Fish and Wildlife Service, and National Park Service) and the Bureau of Indian Affairs.



Office of Emergency Management



Office of Law Enforcement and Security



Office of Wildland Fire



Office of Aviation Services



Inter-Agency Borderland Coordinator and Field...

[!\[\]\(2b17f17ebbacc911bb0ff784ab641779_img.jpg\) Go to the previous section: Office of Collaborative Action and Dispute Resolution](#)

[Go to the next section: Office of Emergency Management!\[\]\(4146d17f71dced09c6ad789cacceaa6d_img.jpg\)](#)

Office of Emergency Management

 [Back to Deputy Assistant Secretary—Public Safety, Resource Protection and Emergency Services](#)

AT A GLANCE

Established: 2008

Mission: The Office of Emergency Management's (OEM) mission is to serve as the focal point for program guidance and oversight of the Department's emergency management and continuity programs providing leadership, policy guidance, oversight, and direction to prepare for and during emergencies.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 23 permanent employees (as of 8/30/2024)

OFFICE CONTACT

Tom Balint, Director

Email: thomas_balint@ios.doi.gov

Phone: 202-208-4829 (office)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

OEM advises the Secretary and senior leadership on all matters related to emergency management and continuity programs and collaborates throughout the Department to maximize efforts to support the Nation's core capabilities across five preparedness mission areas: Prevention, Protection, Mitigation, Response, and Recovery.

OEM provides operational oversight and coordination of bureau and office response activities during major emergency incidents and assures effective coordination of these activities with the White House / National Security Council, other federal departments and agencies, and State and Tribal governments.

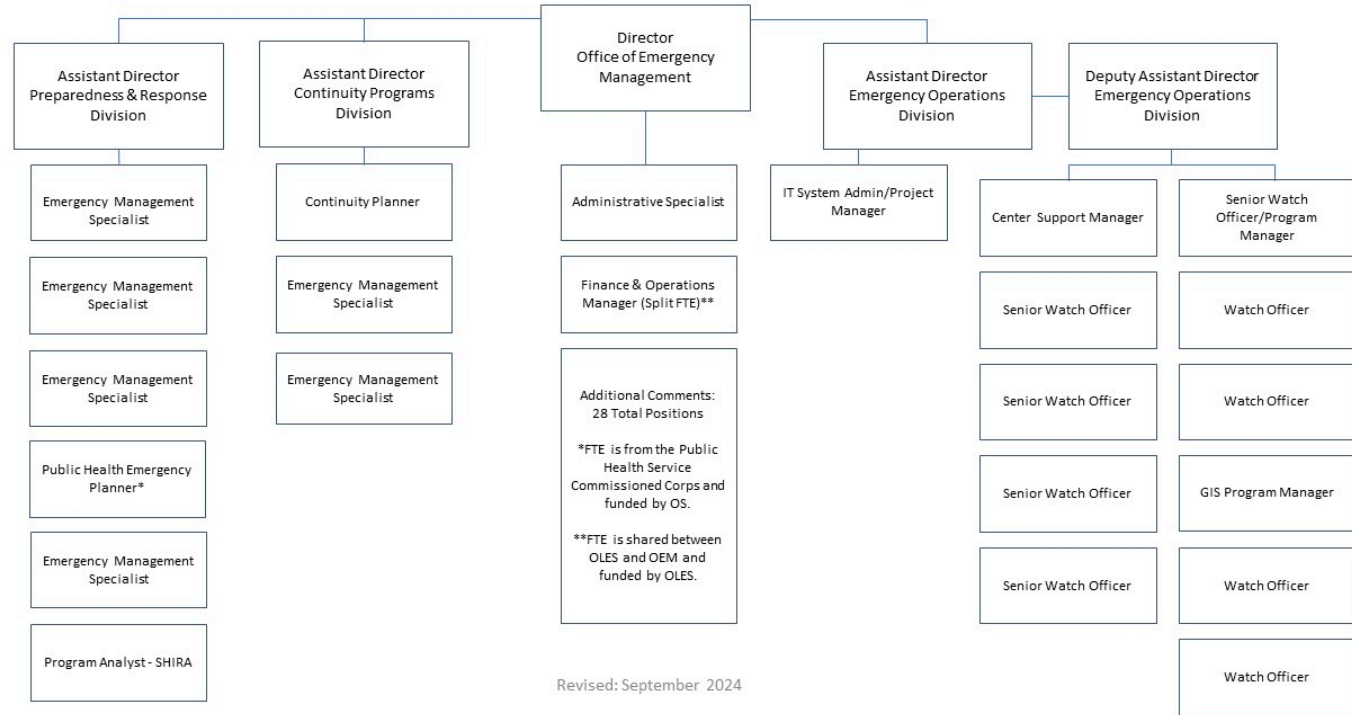
Key Functions:

- Oversight of Interior's emergency management program
- Operational oversight of and coordination with bureau and office response; coordination with Federal Emergency Management Agency (FEMA) and other external federal and local agencies
- Manages Interior's continuity programs
- Coordinates incident information sharing

Strategic Initiatives:

- Modernizing Continuity Programs to Increase Mission Resilience and Strengthening Regional Preparedness
- Leveraging Information Management to Support Crisis Communications

Office of Emergency Management



Revised: September 2024

OEM Organizational Chart

OEM has 27 FTE and one position which is shared with OLES. OEM has offices in Washington, DC; Denver, CO; and Minneapolis, MN.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Tom Balint, Director

Other Senior Career Employees:

Christine Howlett, Assistant Director, Preparedness and Response Division
Emily Price, Assistant Director, Continuity Programs Division
Marshall Bickert, Assistant Director, Emergency Operations Division

[Go to the next section: Office of Law Enforcement and Security](#)

Office of Law Enforcement and Security

[!\[\]\(c507f772dba2b921f86777f01218e570_img.jpg\) Back to Deputy Assistant Secretary—Public Safety, Resource Protection and Emergency Services](#)

AT A GLANCE

Established: Established by Secretarial Order No. 3234 on October 1, 2001

Mission: The Office of Law Enforcement and Security (OLES) mission is to support the Department's law enforcement, security, and intelligence activities by fostering innovation; providing coordination, technical assistance, and oversight; and prioritizing efforts that increase public trust and the wellness of our workforce.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 32: 31 permanent, 1 temporary (as of 8/30/24)

OFFICE CONTACT

Rob MacLean, Director

Email: robert_maclean@ios.doi.gov

Phone: 202-438-6656 (office)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

OLES provides leadership, policy guidance, oversight and compliance to the Department and its six bureau law enforcement, security, intelligence, counterintelligence/insider threat, and information sharing programs (National Park Service, U.S. Park Police, Bureau of Land Management, U.S. Fish and Wildlife Service Refuge Law Enforcement, U.S. Fish and Wildlife Service Office of Law Enforcement, and Bureau of Indian Affairs).

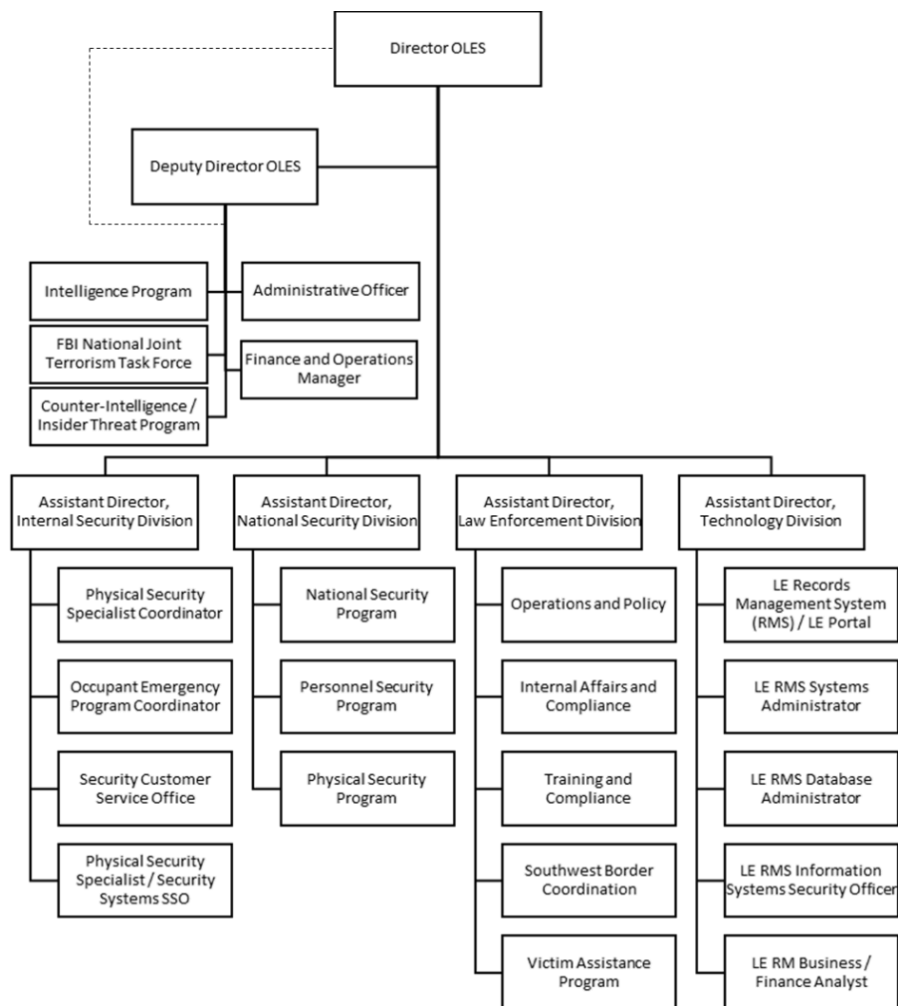
Key Functions:

- Provides policy, oversight, guidance, and coordination to Interior's bureaus nationwide.
- Represents the Department in high-level interagency and intergovernmental committees and task forces established to review homeland security, law enforcement, intelligence, and counterterrorism issues; principal Interior point of contact with other federal law enforcement agencies and the intelligence community.
- Oversees the security and protection of national icons and critical infrastructure, maintenance and management of the physical security systems that protect the Stewart Lee Udall Interior Building, and is responsible for collecting and reporting significant criminal activity throughout Interior's public lands.

Strategic Initiatives:

- 2023 Law Enforcement Task Force Report focused on Public Trust, Policy and Oversight, and Mental Health, Wellness, and Safety of our law enforcement officers.
- Champion Executive Order 14074: Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety.
- Lead the Enterprise-wide law enforcement records management system (LERMS) for the Department.
- Provide physical security of the Stewart Lee Udall Interior Building; including its workforce, visitors, resources, and operations.
- Ensuring a Trusted Workforce.

There are approximately 3,000 permanent uniformed law enforcement officers and agents within the six bureaus.



OLES Organizational Chart

OLES has 32 employees in Washington, D.C.; Boise, ID; Glynco, GA; Tucson, AZ; Reston, VA; and Vero Beach, FL.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Rob MacLean, Director

Other Senior Career Employees:

Chris Stock, Deputy Director

Niel Hernandez, Assistant Director, National Security Division.

Osceola Red Shirt, Assistant Director, Law Enforcement Division

Steve Hargrave, Assistant Director, Internal Security Division

Lorenzo Moore, Assistant Director, Technology Division

[Go to the previous section: Office of Emergency Management](#)

[Go to the next section: Office of Wildland Fire](#)

Office of Wildland Fire

 [Back to Deputy Assistant Secretary—Public Safety, Resource Protection and Emergency Services](#)

AT A GLANCE

Established: 2001

The Office of Wildland Fire (OWF) was created in 2001 after a series of events in the 1980s and 1990s highlighted the need for consolidated oversight on Interior's wildland fire activities.

Mission: OWF strategically invests approximately \$1.75 billion annually to reduce wildfire risk, respond to wildfires, rehabilitate burned landscapes, promote a better understanding of wildfire, and support the wildland fire workforce.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 36 permanent employees (as of 8/30/2024)

OFFICE CONTACT

Cynthia Moses-Nedd, Chief of Staff

Email: Cynthia.Moses-Nedd@ios.doi.gov

Phone: 202-208-5710 (office)

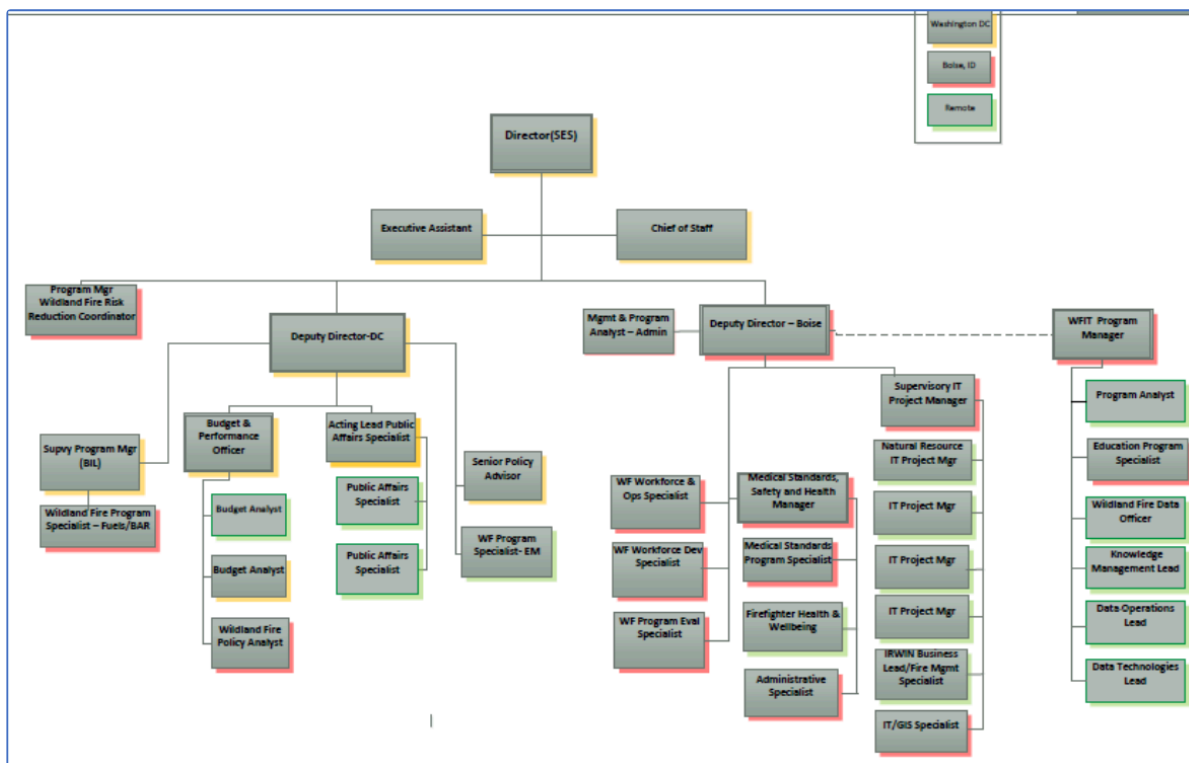
Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

OWF oversees the coordinated development, oversight, and evaluation of the Department of the Interior's (the Department/Interior) Wildland Fire Management (WFM) program, including WFM policies, programs, and budget. In doing so, OWF ensures the integration and coordination of the WFM program across the Department's fire bureaus (Bureau of Indian Affairs, Bureau of Land Management, Fish and Wildlife Service, and National Park Service), as well as coordination with U.S. Geological Survey for science support and increased coordination with the Bureau of Reclamation. OWF also fosters coordination and support to all Interior bureaus and offices for collateral wildfire incident responders. Additionally, OWF coordinates WFM activity and partnership with other Federal agencies, Tribes, state and local governments, and partners and stakeholders. OWF has a leadership role on a number of WFM governing bodies and engages with external groups to represent the Department's interests in strategic management discussions about WFM programs and policies.

Congress appropriates funding for WFM Program activities, including, preparedness, [suppression](#), fuels management, facilities, burned area rehabilitation and science. The Wildland Fire Information and Technology program (WFIT) is a multi-federal and state agency-level IT program that is co-led by Interior and the U.S. Department of Agriculture senior level program managers, including senior level IT staff. WFIT provides technically complex oversight of the implementation of an enterprise-level strategic plan to improve efficiency, streamline data and reduce duplication of the agencies' WFM IT portfolios.

OWF responds to national media inquiries on behalf of the Department, communicates with the public regarding WFM programs and policies and coordinates internally to keep Interior leadership apprised of WFM issues and significant developments affecting the program. The office also serves as the contact for Interior on WFM congressional matters, including responding to congressional inquiries, preparing OWF leadership for annual oversight hearings and post-hearing follow-up, and meeting and proactively briefing Members of Congress and congressional staff.



OWF Organizational Chart

OWF employs a team of 38 professionals who are either located in offices in Washington, DC, and Boise, ID, or in remote positions. This team provides Departmental program management, including budget formulation and execution, internal and external communications, policy development and coordination, program oversight and review, and technological innovation.

Key stakeholders include the U.S. Department of Agriculture, U.S. Forest Service, and the Wildland Fire Leadership Council (WFLC)

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Jeff Rupert, Director (SES)

Jolie Pollet, Program Manager (SL)

Other Senior Career Employees:

Craig Leff, Deputy Director

Joseph Majewski, Deputy Director (located in Boise, ID)

Cynthia Moses Nedd, Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Wildland Fire Risk Reduction: The severity of the current wildfire season and historical wildfire trends reinforce the need to continue on-going cooperative efforts to reduce wildfire risk through active management of the Department's public lands. OWF, in collaboration with Federal, state, local and Tribal partners, is leading an array of efforts to achieve strategic wildland fire management objectives.

Commission Recommendations: There are numerous wildfire-related proposed and introduced congressional bills; nearly all have a strong nexus to the [Wildland Fire Mitigation and Management Commission](#) final report and recommendations.

IV. BUDGET OVERVIEW

Current (Annual) Appropriations							
Permanent Appropriations							
Supplemental Appropriations							
Appropriation/ Bureau/Account	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Enacted	2025 Request
<i>Current Appropriations</i>							
Wildland Fire Management.....	941,211	952,338	992,623	1,026,097	663,786	1,113,471	447,694
Shifted Base Appropriations.....	0	0	0	0	+429,000	0	+831,816
Bipartisan Infrastructure Law (P.L. 117-58).....	0	0	0	+407,600	+262,600	+262,600	+262,600
Disaster Relief Act, 2022 (P.L. 117-43).....	0	0	0	+100,000	0	0	0
Disaster Relief Act, 2023 (P.L. 117-328).....	0	0	0	0	+75,000	0	0
Transfer to OIG (P.L. 117-58).....	0	0	0	-2,038	-1,313	-1,313	-1,313
Transfer to FWS (P.L. 117-58).....	0	0	0	-2,100			
Other transfers.....	+47,849	+117,953	+32,003	+2,500	+1,877	0	0
Account total.....	989,060	1,070,291	1,024,626	1,532,059	1,430,950	1,374,758	1,540,797
Wildfire Suppression Operations Reserve Fund (Cap Adjustment).....	0	300,000	310,000	330,000	340,000	350,000	360,000
Other transfers.....	0	-68,000	-28,000	0	0	0	0
Account total.....	0	232,000	282,000	330,000	340,000	350,000	360,000

OWF Budget (FY2019 through FY2025 Budget Request)

Budget Profile

The FY2025 budget request for Wildland Fire Management (WFM) is \$1.9 billion. The budget includes a major investment to develop a wildland fire workforce that is better aligned to address the challenges associated with today's wildfire activity and to reduce wildfire risk. The funding supports reforms to build a professional, year-round WFM workforce that is better aligned with the challenges of today's year-round wildfire and risk mitigation activity. It proposes permanent pay levels that provide equitable, competitive compensation for Federal wildland firefighters. The total investment of \$114.8 million for the Plan to Transform the Firefighting Workforce includes workforce capacity increases of \$39.8 million in Preparedness and a permanent pay increase of \$50 million in Preparedness and \$25.0 million in Fuels Management, which is essential to providing wildland firefighters a more competitive and equitable wage, helping prevent burnout and fatigue, and improving recruitment and retention. The budget supports an estimated 4,394 direct and reimbursable Federal Full Time Equivalents (FTEs) — an increase of 61 FTEs from the 2024 CR level — and an estimated 775 Tribal FTEs — an increase of 7 FTEs from the 2024 level.

Fuels Management is funded in the FY2025 budget at \$287.6 million, \$40.6 million above the FY2024 level, which includes a program increase of \$25.0 million for compensation reform. The requested funding for fuels management activities, paired with funding for workforce investments improving firefighter recruitment and retention, will allow the Department to continue meeting its fuels management goals, including increasing the pace and scale of prescribed fire treatment. The workforce reforms and increases in capacity will address the persistent challenges affecting wildland firefighter recruitment and retention.

The FY2025 budget includes support for Interior to establish a Joint Office for Wildfire Science and Technology with the USDA Forest Service, the request for Preparedness includes a \$2.5 million increase. This office is meant to address, in part, the recommendations and challenges identified in recent federally directed advisory reports on wildland fire management, such as accelerating the development and deployment of new firefighting technologies and more fully integrating science, data, and technology into decision making.

[Go to the previous section: Office of Law Enforcement and Security.](#)

[Go to the next section: Office of Aviation Services](#)

Office of Aviation Services

[!\[\]\(34b4f260a8587d2e97eeaee361cc357b_img.jpg\) Back to Deputy Assistant Secretary—Public Safety, Resource Protection and Emergency Services](#)

AT A GLANCE

Established: 1973

Mission: To raise the safety standards, increase the efficiency, and promote the economical operation of aircraft activities in the Department of the Interior.

Leadership: Director

Headquarters: Boise, ID

Workforce: Total employee count is 72 permanent employees (as of 8/30/2024)

OFFICE CONTACT

Joanne Woods, Administrative Officer

Email: joanne_woods@ios.doi.gov

Phone: 208-433-5000 (office)

Office Location: Boise, ID

I. SUMMARY OF ORGANIZATION

The primary functions of the Office of Aviation Services (OAS) include program oversight, policy and planning, fleet management, vendor and cooperator pilot and aircraft inspections and approvals, aviation safety program management, and inter/intra-agency coordination and collaboration. OAS serves both the Secretary and the Department's bureaus and offices as primary customers and enables the Department to meet its legal and regulatory requirements as a Public Aircraft Operator. Leveraging its resident wealth of experience and expertise, OAS follows the Departmental management excellence initiatives, the President's Management Agenda and, also serves the aviation needs of numerous other Federal agencies.

Strategic initiatives:

- Improving aviation safety throughout the natural resource community and the aviation industry through the adoption of Safety Management Systems (SMS).
 - Advancing Uncrewed Aircraft Systems (UAS) (drones) to improve operational capabilities, efficiency, safety, and security.
 - Standardizing fleet aircraft composition to improve operational readiness, training, safety, and management of operating costs.
 - Provide Interior Fleet Pilot training for special use activities conducted by the Department.

Program responsibilities:

- Aviation Policy Development, Implementation, & Oversight - Secretary's office for the oversight of the Department's aviation policies in support of bureau operations. Ensure compliance with OMB Circulars A-11, A-76, A-94, A-123, A-126, Federal Management Regulations 102-33, Federal Aviation Regulations, and the Departmental Manual.
 - Serve as the Interior representative on the Interagency Committee for Aviation Policy (ICAP).
 - Deliver safe, mission-ready, inspected aircraft and qualified pilots.
 - Train bureau personnel to support Interior's mission including associated partners (e.g., states, Tribes, other federal agencies).
 - Conduct aircraft and equipment research and development and manage all commercial aviation service contract specifications.
 - Represent Interior within the federal interagency community and aviation industry/academia including serving as the Department's representative for all aircraft accident investigations conducted by the National Transportation Safety Board, and often investigates on their behalf due to the Department's unique type of operations.
 - UAS are aircraft as defined by the Federal Aviation Administration (FAA). All Interior's UAS are purchased and managed by OAS.

OAS has offices in Anchorage, AK; Atlanta, GA; and Boise, ID. OAS staff is augmented by five contract employees.

II. MANAGEMENT AND KEY PERSONNEL

None

None

None

Susan Bates, Director

Vacant, Deputy Director

Bradley Koeckeritz, Uncrewed Aircraft Systems Division
Keith Raley, Aviation Safety, Training, and Program Evaluation Division
Walker Craig, Aviation Technical Services Division
Kevin Fox, Alaska Region Office Director
Frank Crump, III, Eastern Region Office Director
Gene Bannister, Western Region Office Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None.

Inter-Agency Borderland Coordination and Field Communications

[!\[\]\(3dfb8d66e81160ad61421a3452093d1b_img.jpg\) Back to Deputy Assistant Secretary—Public Safety, Resource Protection and Emergency Services](#)

AT A GLANCE

Established: 2007

Mission: The Interagency Borderland Coordination and Field Communications Program is responsible for working with all affected Department of the Interior bureaus and offices to implement policy regarding environmental and cultural compliance law, regulation, and policy as it relates to border infrastructure, security operations, and access to and across border-adjacent Interior lands. Additionally, the Program Manager leads efforts to improve field communications within the Department.

Leadership: Program Manager

Headquarters: Washington, D.C.

Workforce: Total employee count is 2 permanent employees (as of 8/30/24)

OFFICE CONTACT

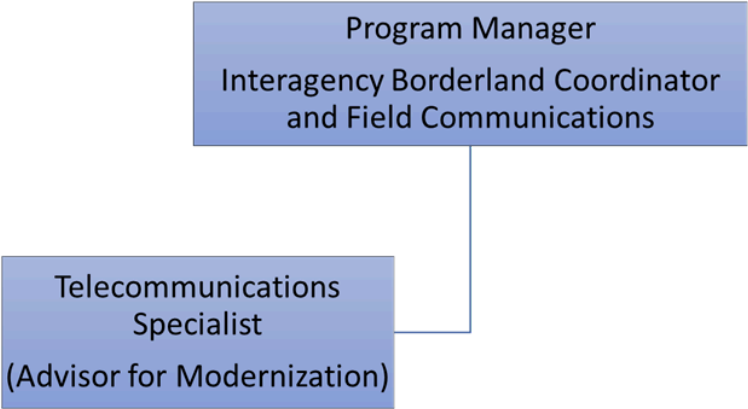
Brent Range, Program Manager
Email: brent_range@ios.doi.gov
Phone: 202-897-7206 (office)
Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Program Manager oversees two distinct functions on behalf of the Deputy Assistant Secretary for Public Safety, Resource Protection and Emergency Services (DAS-PRE):

Borderland Coordination - The Program Manager facilitates coordination across the Department’s Bureaus, and among Interior and the Department of Homeland Security (DHS), U.S. Department of Agriculture (USDA) Forest Service and U.S. Army Corps of Engineers (USACE). The Program Manager develops and maintains operational relationships, while fostering conservation of environmental and cultural resources. These activities ensure effective alignment with administration priorities and Interior’s mission to conserve natural and cultural resources by influencing national policy and initiatives.

Field Communications - The Program Manager works closely with the Department’s Office of the Chief Information Officer (OCIO) and other federal partners to leverage resources and lead the improvement and modernization of field communications across the Interior’s lines of business. These activities are guided by Interior’s Field Communications Strategic Plan (2022 – 2027) and governed through the Field Communications Improvement Program – Executive Leadership Team (FCIP-ELT). The Program Manager administers and chairs the FCIP-ELT that was established to support the Department’s ability to achieve success across all mission areas through the implementation of a strategic vision for field communications capabilities, and assist with project oversight and governance of field communications modernization.



Organizational Chart

The Program Manager provides leadership to assure timely, effective coordination and communication with the Department of Homeland Security (DHS), primarily the U.S. Border Patrol, as they accomplish their work to: minimize impacts to the Department's managed lands and resources; support training for DHS personnel; negotiate cooperative agreements to facilitate work of both Interior and DHS; and assure resolution of disputes as quickly as possible. The Program Manager also advises and assists Interior's bureaus and offices to increase capacity and capability through policy and planning of modernized field communications capabilities.

The Program Manager works with a Telecommunications Specialist, Advisor for Modernization, and a Field Communications Specialist detailee.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL/ST:

Brent Range, Program Manager

Other Senior Career Employees:

None

 [Go to the previous section: Office of Aviation Services](#)

[Go to the next section: Deputy Assistant Secretary—Human Capital and Diversity](#) 

Deputy Assistant Secretary—Human Capital and Diversity

[!\[\]\(2bdfe261b986065ee0ac76460d6528c9_img.jpg\) Go back to Assistant Secretary—Policy, Management & Budget](#)

Deputy Assistant Secretary: Mark Green

The DAS-Human Capital and Diversity oversees Department-wide human capital programs, employee training and development, and employee health and safety initiatives. This includes leading the Department's Human Resource strategic planning efforts by providing policies, solutions, oversight and guidance to further the Department's overall mission and ensuring we recruit, retain and reward a high performing and diverse workforce. Human Capital and Diversity coordinates and strategically manages training and employee development to ensure the workforce has the capability and competency to accomplish Department missions. In addition, this office ensures the health, safety, and well-being of our employees and visitors, and provides managers with tools to create inclusive workplaces by improving employee accountability and engagement.



Office of Human Capital



Office of Employee Development



Office of Occupational Safety and Health

[!\[\]\(758ebdf4629c903da74c2e079717ae32_img.jpg\) Go to the previous section: Inter-Agency Borderland Coordinator and Field Communications](#)

[Go to the next section: Office of Human Capital !\[\]\(fe3aebe81acea8d45108cd2768939da7_img.jpg\)](#)

Office of Human Capital

[!\[\]\(2e897e890e69d81eae4503a8342c36b0_img.jpg\) Back to Deputy Assistant Secretary—Human Capital and Diversity](#)

AT A GLANCE

Established: 2000

Mission: The Office of Human Capital (OHC) serves as a strategic partner to provide leadership, expert consultation, organization, technical knowledge, and oversight to further the Department of the Interior's (DOI) human capital capacity, capability, and value to meet all stakeholders' needs and ensure human capital policies and strategic plans align to DOI's overall mission, initiatives, and strategies.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 32 permanent staff with 1 contractor

OFFICE CONTACT

Jennifer Ackerman, Director

Email: jennifer.ackerman@ios.doi.gov

Phone: 202-573-1203 (office)

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The [Office of Human Capital](#) (OHC) is the lead for the Department of the Interior's (DOI) human capital strategic planning efforts by providing policies, solutions, oversight, and guidance to further the Department's overall mission and hire the best talent. The Office coordinates with the bureaus' servicing HR offices to ensure hiring practices are free from discrimination and provide managers with the tools to recruit, retain, and reward a high-performing and diverse workforce consistent with statutes, regulations, executive orders, and departmental policies. The four major areas are: *Policies, Oversight, Guidance, Employee Engagement and Solutions* for our 70,000 customers and 1,800 Human capital practitioners.

The Director of OHC reports to the Deputy Assistant Secretary - Human Capital and Diversity, who reports to the Assistant Secretary - Policy, Management and Budget. The Director of OHC is aided by five directors and staff.

OHC's Five Divisions:

- [Youth Programs](#) This program provides Department-wide leadership, coordination, direction, technical assistance, and oversight for programs engaging, educating, and employing youth and young adults through partnership programs at the Department of the Interior. The program is authorized through the John D. Dingell Jr. Conservation, Management and Recreation Act of 2019.
- [The Executive Resources Division](#) promotes innovative Executive Resources tools, practices, and develop and executive policies that will help the Department leadership attract and retain a highly effective Senior Executive Service (SES), Senior Level (SL) and Scientific and Professional (ST) workforce. This office manages the Executive Resources Board, Senior Executive Performance Management Certification and working with the White House Liaison.
- [The Strategic Initiatives Division](#) supports, coordinates, and monitors strategic human capital planning and provides strategic direction to Bureaus and Offices; evaluates human capital programs and manages the Department's accountability activities; and supports and coordinates Department-wide information technology, data analytics, and other automation programs that impact strategic human capital decision-making, execution, and reporting.
- [The Strategic Talent Management \(STM\) Division](#) promotes innovative tools and practices, builds partnerships, and establishes policies that build the Department's capacity to recruit and employ a highly qualified and diverse workforce. The STM Division is uniquely situated to enhance outcomes and improve practices in talent management across the Department of the Interior. This includes the program areas of assessment and selection, compensation, competency management, employee experience, hiring, human capital communication, job analysis, position classification, position management, recruitment, and staffing. In these areas, the STM division drafts Department-wide policy, provides interpretation of Federal laws and regulations, creates products leading to greater consistency and efficiency, enables effective and comprehensive communication and collaboration throughout the Department, initiates or engages in special projects or pilot programs, facilitates collaboration with other Federal agencies and non-government partnerships, and responds to OPM, Merit Systems Protection Board, Government Accountability Office, and Congress. The intended goals of the STM division include improving hiring outcomes (e.g., quality, timeliness, diversity), creating fair and equitable human capital practices, and empowering a creative and strategic talent management workforce.

- The Workforce Relations Division (WRD) provides strategic leadership and transparent delivery of human resource advice and consultation for employee performance and workforce management programs to include Department level Employee and Labor Relations policies and programs, Retirement and Benefits, Anti-Harassment, Telework and Remote work policies, and programs. Provide interpretations of legislative and regulations policies related workforce relations to senior leadership and bureaus and to implement policies across the Agency. Develop and implement Enterprise-wide systems to track Labor, Discipline and Anti-harassment secure database across the government. Provide all Workers Compensation guidance, training and policy and maintain the Protecting Employees, Enabling Reemployment Initiative goals for the Department.

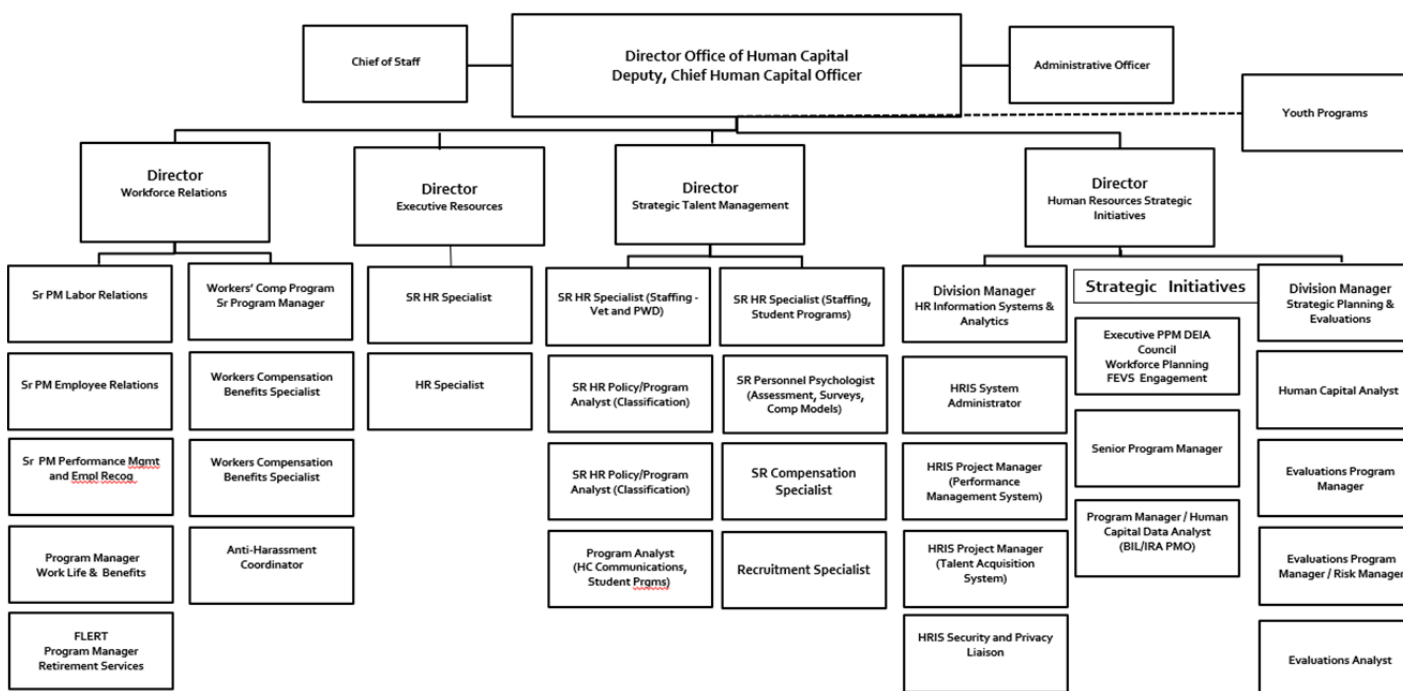
The Department's Human Capital Operating Plan FY 2022-2026 goals for FY 2022-2026 include:

- Implement DEIA Strategic Plan in coordination with Bureaus and Offices;
- Support Bipartisan Infrastructure Law and Great American Outdoors Act Talent Acquisition;
- Advance Workforce Transformation for Priority Occupations;
- Enhance the Employee Experience; and,
- Leverage Innovative Technology to Support the HC Lifecycle and Amplify HR Practitioner Capabilities.

OHC Initiatives:

- **Time to Hire** provides insight into efficacy of the hiring process and informs process improvements.
- **Standard Position Descriptions** accomplishes classification at the operational level, which contributes to inconsistencies in describing like work and creation of duplicate or overlapping position descriptions.
- **Wildland Fire Hiring** identifies and implements efficiencies that promote a stable and professional DOI wildland fire workforce.
- **Virtual Audits** leverages a new accountability platform called the Virtual Accountability- Compliance and Evaluation (VACE) system that engages risk-management practices and procedures, reduces travel costs and gives auditors the capacity to provide quantifiable data.
- **Federal Employee Viewpoint Survey (FEVS)** is a tool for employees to provide direct feedback to senior agency leaders and for leadership to utilize when making decisions impacting the workforce.
- **My DOI Career** is a tool to make career pathing data easily accessible to Interior employees and prospective candidates for employment and is intended to connect an ecosystem of tools that support an employee's career journey.
- **Paperless Performance Management** is supported by the Office of Personnel Management (OPM) USA Performance tool to automate the performance appraisal process, improving efficiency and service delivery across the Department and its geographically dispersed offices.
- **Feds Feed Families** and the **Combined Federal Campaign** are agency-wide campaigns that encourage federal employees to donate their time, in-kind goods, and money to support local, national, and international organizations.
- **Senior Executive Service (SES) Onboarding Program** is an agency wide initiative designed to provide new career executives with the knowledge, skills and contacts to support a successful foundation to SES positions and integrates new executives into the structure, culture, vision, mission, and values of the Department.

The Director of the Office of Human Capital and the Deputy Chief Human Capital Officer is supported by four direct reports.



OHC Organizational Chart

Workforce Snapshot:

OHC consists of 32 staff located primarily in Washington, DC (22) and Boise, ID (3). OHC also has staff that work remotely in Albuquerque, NM; Boulder City, NV; Chesapeake, VA; Cibolo, TX; Conley, GA; Dallas, GA; Las Vegas, NV; Melbourne, FL; and Woodbury, MN.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Jennifer Ackerman, Director, Office of Human Capital

Robyn Rees, Director, Human Resources Strategic Initiatives

Other Senior Career Employees:

Michelle Rabuck, Director, Executive Resources

Landon Mock, Director, Strategic Talent Management

Megan Castaneda, Director, Workforce Relations

Chris Lawson, Director, Human Resources Information Systems

John Castaneda, Director, Strategic Human Capital Planning & Evaluations Branch

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None

[Go to the next section: Office of Employee Development](#) 

Office of Employee Development

[!\[\]\(34b4f260a8587d2e97eeaee361cc357b_img.jpg\) Back to Deputy Assistant Secretary—Human Capital and Diversity](#)

AT A GLANCE

Established: 2010

Mission: The Office of Employee Development (OED) is responsible for administering training and development within the Department of the Interior (DOI), transforming DOI employees, teams, and organizations through high quality, innovative, and cost-efficient solutions and strategies that assist our federal workforce to respond and adapt to a changing environment.

Leadership: Director

Headquarters: Washington, D.C., Denver, CO, Albuquerque, NM

Workforce: Total employee count is 33 permanent employees (plus 11 contractors and 2 interns)

OFFICE CONTACT

Dava Deschler, Chief Learning Officer and Director

Email: dava_deschler@ios.doi.gov

Phone: 720-610-7830 (office)

Office Location: Denver, CO

I. SUMMARY OF ORGANIZATION

The [Office of Employee Development \(OED\)](#) is responsible for administering training and development within the Department of the Interior and provides requirements for aligning workforce planning with training.

The Director of OED also serves as the DOI's Chief Learning Officer (CLO) and reports to the Deputy Assistant Secretary - Human Capital and Diversity, who reports to the Assistant Secretary - Policy, Management and Budget. The OED is composed of four divisions:

Department of the Interior University

The Department of the Interior University (DOIU) is the Department's corporate training organization that delivers leadership, professional, and career development training through two divisions: Leadership Engagement and Development (LEAD), also known as the DOI Leadership Institute, and Learning Delivery and Professional Development (LDPD).

LEAD offers a variety of leadership development courses and programs to address the needs of the Interior workforce including the SES Candidate Development Program and DOI Career Connection. LEAD also manages the Interior Coaching Program, which provides coaching to managers, supervisors, and employees to improve individual and organization performance.

LDPD conducts training virtually and through three main learning centers (Albuquerque, Denver, and Washington, DC) and at remote locations to geographically dispersed federal employees. The National Indian Programs Training Center (NIPTC), as part of DOIU LDPD, is located on the grounds of the old Albuquerque Indian School and offers a unique opportunity for training related to Indian programs. The Professional Development Program Management Office (PDPMO) assists HR, IT, Acquisition, and Financial Management workforce members in leveraging learning and development for high demand skills, reskilling, and certification.

Federal Consulting Group

The Federal Consulting Group (FCG) specializes in project management to contract for training, executive coaching, organizational development, change and strategy execution, customer experience, marketing, video production, and general consulting. FCG contracts for these short-term services for the Department but also with all Federal agencies through an interagency agreement to improve the services and performance delivered to or on behalf of the American people.

Business Operations and DOI Talent

The Business Operations Division maximizes the efficiency and effectiveness of the Department's investment in training by providing oversight of the OED financial transactions, fee for service training, and personnel issues and technology support.

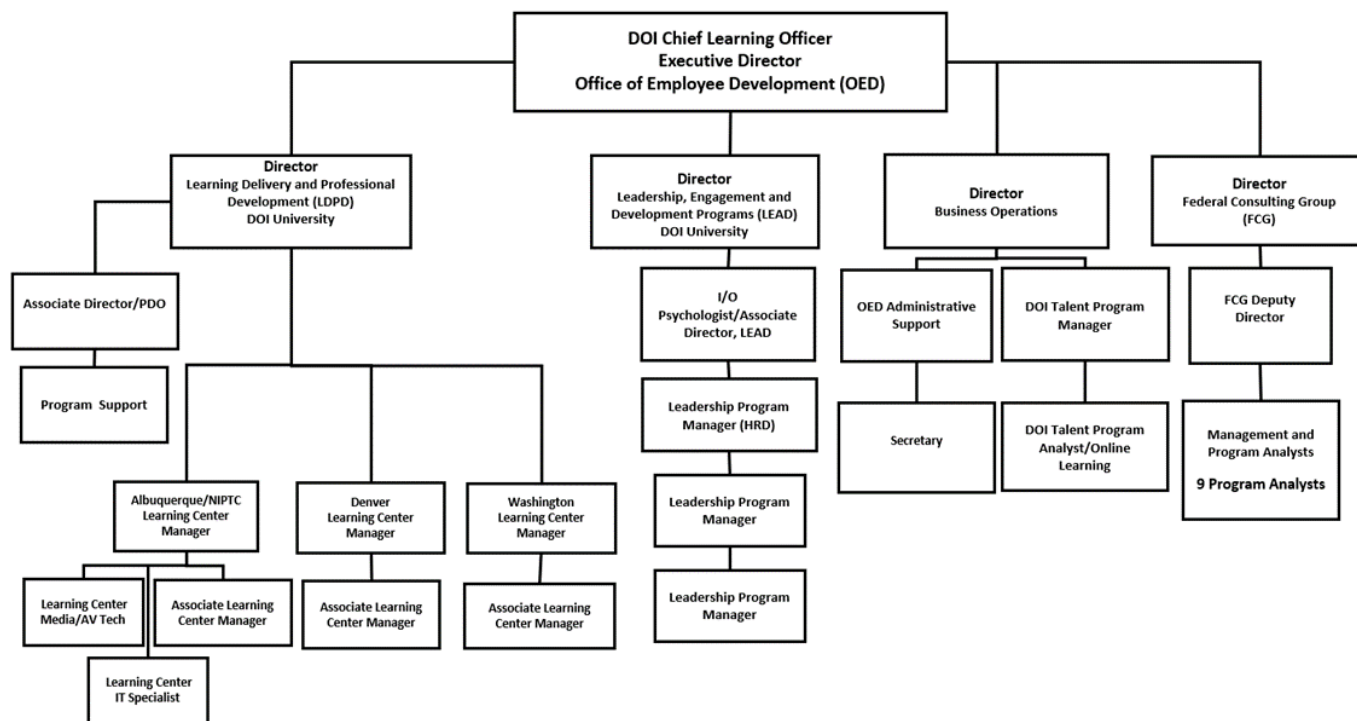
- DOI Talent is the agency-wide learning management system for all Interior employees where over 7,300 courses are cataloged, and employees can register for learning, complete online training, and request approval to attend training from outside sources. DOI Talent has a weekly average of 18,000 visitors with 15,000 – 20,000 training completions, which directly improves both individual and organizational performance.
- [Department of the Interior University \(DOIU\)](#) services include: DOI Career Connection (DCC) that empowers employees, supervisor, and managers via a robust portal for sharing short-term broadening projects, details, and lateral opportunities across Interior.

Welcome to the DOI Course

Welcome to the DOI Course introduces all new employees to the Department, key services and programs, supports bureau new employee onboarding, and promotes the concept of “One DOI.”

- **The Interior Coach Training Program** trains and develops Interior employees to provide coaching, at no cost, to entry-mid level employees and supervisors. A roster of external coaches for executive members is also available through FCG.
- **Instructional Design and Webinars.** This business line provides quality service to Bureaus in developing online training courses that are specific to the needs of Interior.
- **Professional Development Programs.** DOIU offers a variety of learning and development programs and services, including performance consulting and needs assessments, tailored for professionals in federal acquisition, program/project management, grants/financial assistance, digital IT, and other federal business lines. Programs and services include **Interior Acquisition Institute** (federal acquisition certification courses as a federal acquisition teaching school and the Digital IT Acquisition Professional program), **Artificial Intelligence Training Program** (comprehensive AI training), **Community Leadership** (co-leading the Interior Program/Project Management Community of Practice), **Certification Development** (co-development of the DOI Financial Assistance Certification (DOI-FAC), **Professional Development Courses** (delivering closed enrollment courses), **Workforce Professionalization Initiatives** (partnering on initiatives with PPP, PAM, PGM, OCIO, CHCO, and the Interior Training Directors Council) and **Federal Collaboration** (participating in federal-wide workgroups and councils, including OPM, OMB/OFPP, and FAI).

The Director of the Office of Employee Development and the Department’s Chief Learning Officer is supported by four direct reports.



OED Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Dava Deschler, Chief Learning Officer, Director

Other Senior Career Employees:

Suzanne Lipcaman, DOIU, Director of Learning Delivery and Professional Development (LDPD)

Sonia Stines Derenoncourt, DOIU, Director of Learning, Engagement, and Development (LEAD)


Pattie Buel, Director of Business Operations and DOI Talent

Jessica Reed, Director of Federal Consulting Group

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None to report.

 [Go to the previous section: Office of Human Capital](#)

[Go to the next section: Office of Occupational Safety and Health](#) 

Office of Occupational Safety and Health

[!\[\]\(c507f772dba2b921f86777f01218e570_img.jpg\) Back to Deputy Assistant Secretary—Human Capital and Diversity](#)

AT A GLANCE

Established: 2004

Mission: The Office of Occupational Safety and Health (OSH) supports the accomplishment of the Department of the Interior's (DOI) mission by promoting a safety and health culture that recognizes and prevents injury and illness associated with workplace hazards.

Leadership: Director

Headquarters: Denver, CO

Workforce: Total employee count is 11 permanent employees (and 3 contractors).

OFFICE CONTACT

Jonathan Thomas, Director

Email: jonathan.thomas@ios.doi.gov

Phone: 303-236-7113 (office)

Office Location: Denver, CO

I. SUMMARY OF ORGANIZATION

The [Office of Occupational Safety and Health \(OSH\)](#) is responsible for the health, safety, and well-being of our employees and visitors. The Director of OSH reports to the Deputy Assistant Secretary-Human Capital and Diversity.

OSH consists of three safety and health management teams:

- Policy, Evaluations, and Consultation Services
- Program Support – Occupational Health and Medical Services
- Information Systems and Analytics

OSH ensures the health, safety, and well-being of our employees and visitors. OSH provides management and direction for DOI Safety and Health Programs. OSH develops DOI-wide policies that protect lives, property, and natural resources. OSH facilitates the safety and health decision-making process so the DOI can achieve a safe and healthful occupational and recreational environment for our customers: DOI employees, volunteers, contractors, concessionaires, and the visiting public.

OSH Strategic Safety and Occupational Health Plan Goals:

- Goal 1: Enhance the role of leadership and management in promoting a culture of safety.
- Goal 2: Enhance employee inclusion, participation, and engagement in achieving safety and health commitments.
- Goal 3: Prevent exposure to hazards and mitigate risk through recognition and prevention programs and processes.
- Goal 4: Enhance internal evaluation and analysis processes to validate the effectiveness of the safety and health program.
- Goal 5: Improve occupational safety and health training and awareness throughout the DOI.
- Goal 6: Implement and continuously improve the occupational safety and health program.

OSH Major Deliverables:

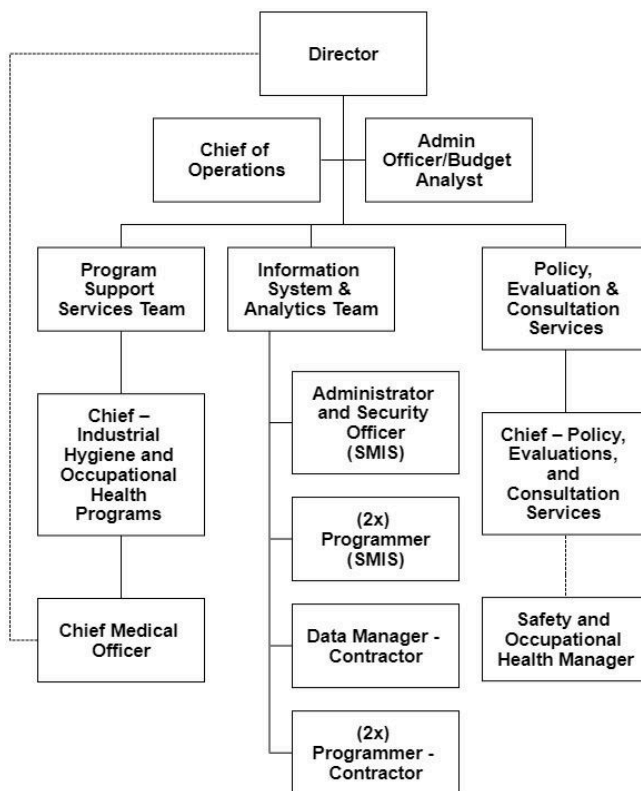
- Annual summary briefing to the Secretary on Interior's Safety and Health program
- Annual OSHA report to Department of Labor on Interior's Safety and Health program
- Annual summary of accident and injury data to Bureau of Labor and Statistics
- Program evaluations of bureau and offices

OSH Initiatives:

- Provide timely, accurate and useful technical support and subject matter expertise to address critical safety, health, and medical program needs.
- Provide mechanisms to improve OSH's ability to assess and evaluate current health, safety, and medical conditions to better manage operational risk and liabilities.

- Provide a process to ensure current safety, health, and medical policy is relevant, accurate, and addresses the needs of the Interior community.

The OSH Director is supported by a staff of 10 government employees (seven FTEs, three U.S. Public Health Service Officers) and three contractors. OSH consists of government staff located in Denver, CO (two). OSH also has staff that work remotely in Gainesville, VA; Beverly, WV; Lebanon, OH; West Chicago, IL; Covington, LA; Denver, CO; and Evergreen, CO; and is supported by three contractors.



OSH Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Jonathan Thomas, Director, Office of Occupational Safety and Health

Other Senior Career Employees:

Michael Quinn, Chief of Operations, U.S. Public Health Service

Dr. Kate Sawyer, Chief Medical Officer – Occupational Medicine, U.S. Public Health Service

Darrin Ott, Chief – Industrial Hygiene and Occupational Health Programs

David Schuller, Chief – Policy, Evaluations, and Consultation Services

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None

Office of Natural Resources Revenue

 [Go back to Assistant Secretary—Policy, Management & Budget](#)

AT A GLANCE

Established: 2010

Mission: The Office of Natural Resources Revenue (ONRR) collects, accounts for, and verifies natural resource and energy revenues due to States, American Indians, and the U.S. Treasury.

Leadership: Director

Headquarters: Denver, Colorado

Workforce: Total employee count is 552 permanent employees (as of 8/30/2024).

OFFICE CONTACTS

Howard Cantor, Director

Phone: 303-231-3058

Email: Howard.Cantor@onrr.gov

April Lockler, Deputy Director

Phone: 303-231-3105

Email: April.Lockler@onrr.gov

Office Location: Denver, CO

I. SUMMARY OF ORGANIZATION

The Office of Natural Resources Revenue ([ONRR](#)) manages and ensures full payment of revenues owed for the development of the nation's energy and natural resources on the Outer Continental Shelf and onshore Federal and Indian lands. In performing this important fiduciary role, ONRR collects an average of over \$10 billion dollars in annual revenue—one of the Federal government's largest sources of non-tax revenue. The vision of ONRR is to deliver excellence in public service as the nation's most trusted steward of natural resources revenue.

Every American benefits from the revenues that ONRR collects, either directly through payments to Tribes and individual Indian mineral owners, or, indirectly through contributions to the Historic Preservation Fund, the Land and Water Conservation Fund, and the Reclamation Fund, and disbursements to States and the U.S. Treasury.

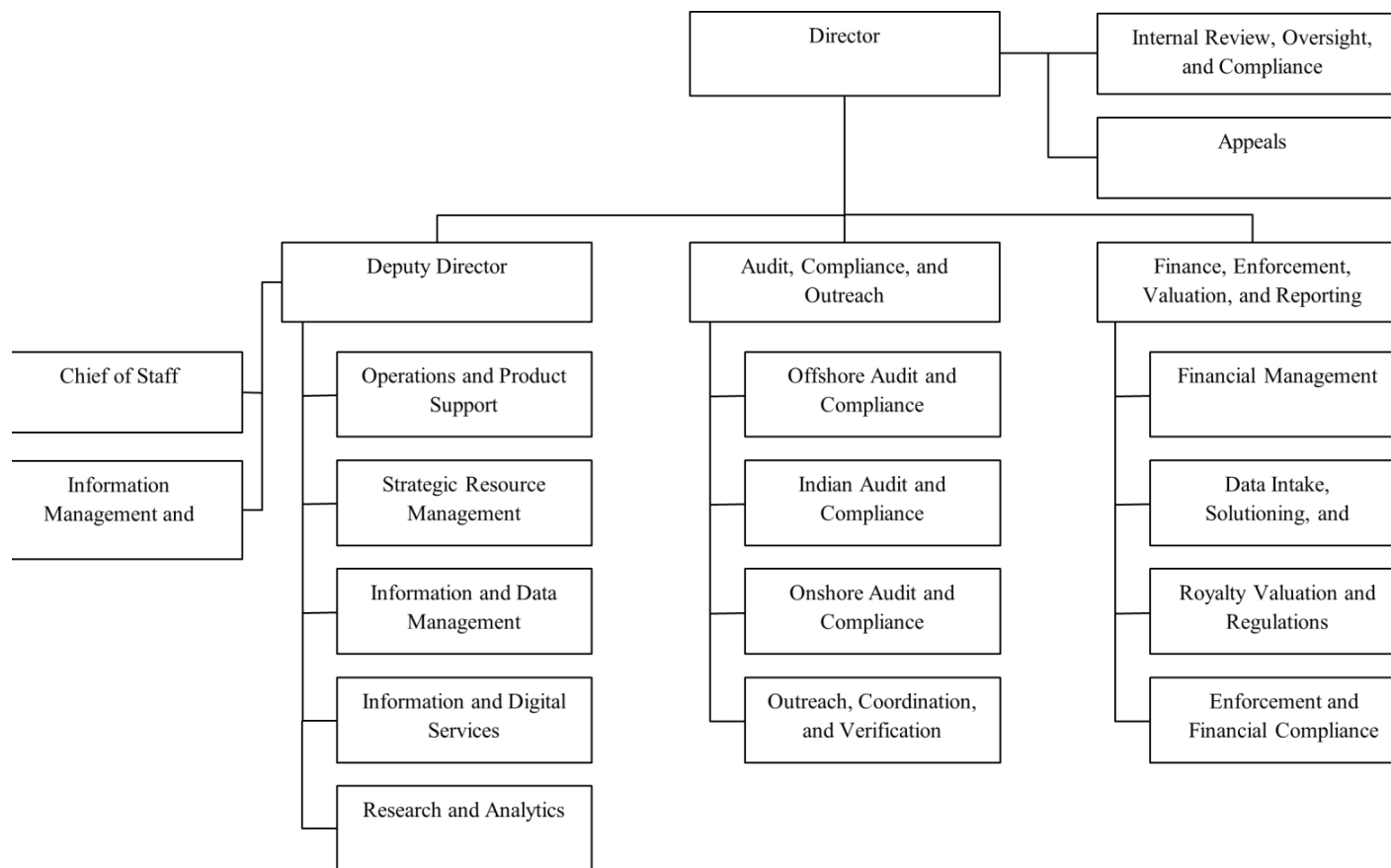
ONRR fulfills the Department of the Interior's (DOI) Indian trust responsibility by providing revenue management services for mineral leases on American Indian lands and advocating for the interests of Indian Tribes and individual Indian mineral owners. One hundred percent of the revenues that ONRR collects for mineral leases on Indian lands are transferred to the Bureau of Trust Fund Administration (BTFA) for distribution to the appropriate Tribe or individual Indian mineral owner.

In addition to BTFA, ONRR coordinates with other DOI entities, including the Bureau of Indian Affairs (BIA), the Bureau of Land Management (BLM), the Bureau of Ocean Energy Management (BOEM), and the Bureau of Safety and Environmental Enforcement ([BSEE](#)) to support the Department's management of oil, gas, and other natural resources.

ONRR is headquartered in Denver, Colorado at the Denver Federal Center in Lakewood, Colorado. ONRR has a Main Interior Building liaison office in Washington, D.C. as well as field offices near energy development areas in New Mexico, Oklahoma, and Texas ([ONRR's Office Locations](#)). As of August 15, 2024, ONRR has 550 full-time employees.

ONRR Organizational Values

- Build trust through excellence
- Commit to progress and adapt to change
- Communicate for shared understanding
- Engage and be accountable
- Capitalize on our diverse strengths



II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SLT/ST:

None

Schedule C Employees:

None

Career SES/SL:

Howard Cantor, Director for Office of Natural Resources Revenue

April Lockler, Deputy Director

Jeffrey Carlson, Program Director for Audit Management

Ruth Welch, Program Director for Revenue, Reporting, & Compliance Management

Other Senior Career Employees:

Joseph Coleman, Chief of Staff

Chris Mentasti, Public Affairs & Congressional Liaison

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Osage Nation Royalty Management. The Bureau of Indian Affairs (BIA) manages the collection of oil and gas royalties for the Osage Nation, while the ONRR handles the collection, verification, and distribution of energy and mineral royalties for all other tribes. In August 2013, the BIA proposed a rule to delegate its royalty management responsibilities for the Osage Nation to the ONRR. This proposed rule was finalized on May 11, 2015, but implementation was halted by a court order before it could take effect. The transition of royalty and production reporting functions from the BIA to the ONRR necessitates regulatory changes to 25 CFR 226. On January 13, 2023, the BIA published a proposed rule to amend 25 CFR part 226, but the rule has yet to be finalized.

ONRR's Modernization Project. ONRR's Modernization is a multi-year, strategic initiative that will streamline business activities, increase operational efficiencies, reduce system complexity and customization, and enhance information technology security. Currently, ONRR relies on a two-decade-old over-engineered mixed financial, compliance, and analytical system, Minerals Revenue Management Support System (MRMSS). The modernization project has already been successful in establishing a cloud data warehouse, integrating business intelligence tools, launching

internal ONRR use of a customer relationship management module, engaging in a comprehensive planning and discovery phase for a new financial management module, and developing business case analysis and implementation plans for operational issues

Natural Resources Revenue Data Portal. The Natural Resources Revenue Data (NRRD) Portal provides comprehensive information about the extraction of energy minerals produced on Federal and tribal lands as well as the associated royalty revenues they generate. Various stakeholders rely on the NRRD, including Interior personnel, congressional staff, industry partners, and civil society organizations. The information provided through the NRRD is both accurate and timely, furnishing users with production, royalty, and disbursement data by month and year as well as commodity type. In its quest to improve usability and increase data accessibility, ONRR recently finalized various enhancements to the NRRD Portal.

[!\[\]\(3d8c13c92b853674f749aac6fa869926_img.jpg\) Go to the previous section: Office of Occupational Safety and Health](#)

[Go to the next section: BIL - IRA Program Management Office !\[\]\(6605b201d6f14d9b3bcb8ab5f274d107_img.jpg\)](#)

Bipartisan Infrastructure Law and Inflation Reduction Act Program Management Office (BIL / IRA PMO)

[!\[\]\(919a2cb85b99741a73c0c31a427236a8_img.jpg\) Go back to AS-PMB Offices](#)

AT A GLANCE

Established: 2022

Mission: Provides executive-level oversight and strategic direction to Bipartisan Infrastructure Law (BIL)- and Inflation Reduction Act (IRA)- funded bureaus and offices to support implementation and effective communication/information sharing across the Department of all BIL and IRA programs.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 16.

BUREAU/OFFICE CONTACT

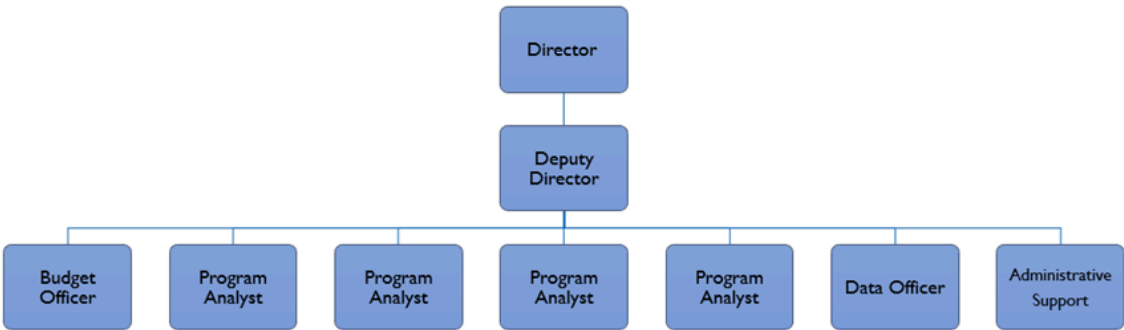
Scott A. de la Vega, Director, BIL/IRA PMO
Email: scott_delavega@ios.doi.gov
Phone: 202-740-0359
Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The PMO is responsible for the governance, execution, and oversight of over four dozen of the Department’s programs funded by nearly \$40 billion under the Infrastructure Investment and Jobs Act (also known as the Bipartisan Infrastructure Law) and the Inflation Reduction Act. The PMO provides executive-level oversight and strategic direction to BIL/IRA funded Bureaus and Offices to support implementation and effective communication/information sharing across the Department of all BIL and IRA programs. The PMO assists these infrastructure programs in leveraging administrative and technical capacity necessary for mission success within Interior and externally. The Office also tracks, monitors, and provides oversight for programmatic, financial, risk management, and performance for all BIL and IRA programs as well as ensuring timely and accurate information is provided to all key stakeholders, including the Secretary, The White House, and Congress.

The Bipartisan Infrastructure Law and Inflation Reduction Act Program Management Office (BIL/IRA PMO) is located within the Office of the Assistant Secretary – Policy, Management and Budget (AS-PMB).

BIL and IRA Program Management Office



BIL and IRA PMO Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Scott A. de la Vega, Director

Other Senior Career Employees:

Katherine (Ketti) Spomer, Deputy Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Operationally, the most critical issue impacting the management of the Office is an annual assessment that it must collect from Bureaus and Offices.

IV. BUDGET OVERVIEW

The BIL set an annual 3% cap on “salaries, expenses, and administration” for certain accounts, covering PMO assessments and administrative spending. An annual assessment of the total program is used to fund the PMO and related services, which:

- Support most or all BIL programs.
- Address unique BIL requirements or increased service levels directly related to BIL.
- Are centrally managed for efficiency.

Additionally, IRA funds required PMO support for administration, management, and coordination across the Department. In FY2022 bureaus who received direct funding through the IRA were charged a one-time assessment to fund PMO staff support over multiple fiscal years.

[!\[\]\(9c2e8d1b5bd77cb5c9f83b7a9cff79fd_img.jpg\) Go to previous section: Office of the Chief Information Officer](#)

[Go to the next section: Great American Outdoors Act PMO !\[\]\(e3275251d0893157c3584e20c81dc3ba_img.jpg\)](#)

Great American Outdoors Act Program Management Office

 [Go back to AS-PMB Offices](#)

AT A GLANCE

Established: 2021

Mission: The Great American Outdoors Act Program Management Office (GAOA PMO) is responsible for administering and directing the implementation of the Great American Outdoors Act, National Parks, and Public Land Legacy Restoration Fund (GAOA LRF) program at Interior.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 6: One (1) permanent, five (5) term.

BUREAU/OFFICE CONTACT

Brian Bloodsworth, Director

Email: brian_bloodsworth@ios.doi.gov

Phone: 703-328-0447

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Great American Outdoors Act (Public Law 116-152) established the National Parks and Public Land Legacy Restoration Fund (GAOA LRF) to protect and sustain the nation's most important natural and cultural resources for future generations. For fiscal years 2021 through 2025, Congress authorized up to \$1.9 billion annually to be deposited in the GAOA LRF to invest in projects that address the Deferred Maintenance & Repair (DM&R) backlog at four U.S. Department of the Interior (DOI) bureaus (the National Park Service, the U.S. Fish and Wildlife Service, the Bureau of Land Management, and the Bureau of Indian Education) and the USDA's Forest Service. DM&R occurs when scheduled maintenance and repairs are not performed when they should have been or were scheduled to be and are put off or delayed to a future period. The total Interior DM&R backlog for the four GAOA LRF bureaus is estimated at approximately \$32.4 billion as of September 2023.

The GAOA PMO is responsible for administering and directing the implementation of the GAOA LRF program. Through the GAOA LRF, DOI invests in much-needed maintenance for critical assets and infrastructure in our national parks, wildlife refuges, recreation areas, and Bureau of Indian Education (BIE)-funded schools to improve safety, visitor experience, and accessibility; protect wildlife and the natural environment; and preserve the nation's most important natural and cultural resources for generations. The GAOA PMO views the LRF as one critical piece of the comprehensive puzzle of asset management and works across the DOI community to develop a lasting impact on the Bureaus' ability to maintain these critical assets.

The GAOA PMO provides the central governance structure, issues guidance, and assists Bureaus with strategically selecting and executing priority deferred maintenance for DOI's GAOA implementation. The ultimate responsibility for project selection and program implementation lies with the individual bureaus receiving LRF funds.

The GAOA PMO is situated in the Office of the Assistant Secretary – Policy, Management and Budget (PMB) and is led by a Director who reports to the Principal Deputy Assistant Secretary – Policy, Management and Budget. The GAOA PMO performs the following functions related to its assigned responsibilities:

Program Implementation and Compliance

- **Provides program oversight** to ensure the GAOA LRF program is implemented consistent with all applicable laws, regulations, and policies.
- **Provides guidance** on annual project selection and tracking, as well as on policies to maximize successful program implementation.
- **Monitors Department-wide GAOA LRF budget authority** and cash throughout the year including the management and oversight of all GAOA LRF investments and earnings on investments.

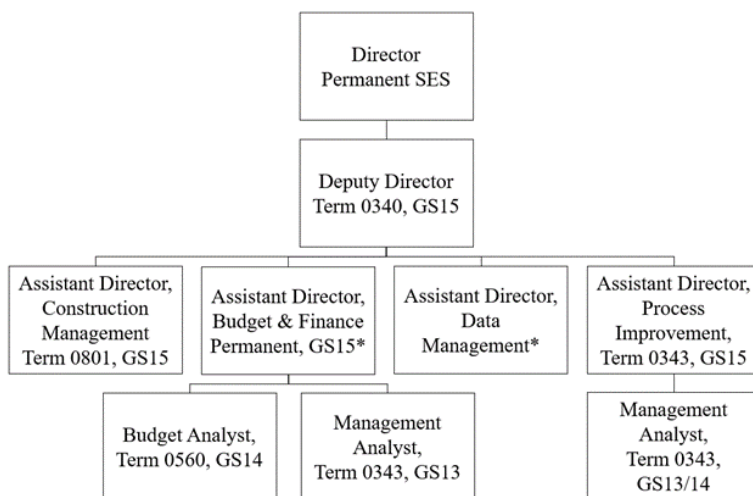
Process Improvements and Technical Support

- Engages with Interior's Office of Acquisition and Property Management and industry leaders to **identify best practices** to prioritize continued improvement and advance effective project and construction management in GAOA LRF projects.
- **Designs systems, tools, processes, and reports** for GAOA LRF information management, progress reporting, schedule and budget tracking, and performance reporting.
- Supplies **access to technical expertise and training** in critical topics related to construction and asset management.

Stakeholder Collaboration

- **Coordinates collaboration and knowledge sharing** amongst participating bureaus to ensure consistency and share best practices in program implementation, data management, reporting, communication, and risk management.
- **Represents Interior** and/or coordinates Bureau participation on all GAOA LRF-related interagency committees and/or working groups, including coordination of GAOA LRF program implementation and execution activities with the Forest Service.
- In coordination with other PMB offices, serves as **Interior's primary liaison to and responds to inquiries from** the Office of Management and Budget (OMB), the United States Department of the Treasury (Treasury), the Office of the Inspector General (OIG), the United States Government Accountability Office (GAO), and the Interior's financial statement auditors on matters related to GAOA LRF.
- Manages Interior level **communications** for the Program in close collaboration with the DOI Office of Communications. Develops content for and manages the Interior GAOA LRF website: www.doi.gov/gaoa. Supports the **formulation of press releases** and responses to internal and external inquiries for requests for information related to the GAOA LRF program.

For additional information on the Program, visit: www.doi.gov/gaoa.



**The ADs for Budget & Finance and Data Management are filled via agreements with other offices within the Office of the Secretary.*

GAOA PMO Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES:

None

Schedule C Employees:

None

Career SES/SL/ST:

Brian Bloodsworth, Director

Other Senior Career Employees:

Martha Spadafore, Deputy Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Absent program reauthorization, FY25 marks the fifth and final year of new GAOA LRF funding. The four bureaus (BIE, BLM, FWS, NPS) that receive GAOA LRF funding reported a maintenance backlog \$32.4 billion as of September 30, 2023. Insufficient annual/cyclic maintenance funding is the primary driver of new backlog growth. GAOA LRF mandatory funds are essential to helping the Department and its bureaus “catch up” on overdue maintenance needs and asset recapitalization requirements nationwide. For context, GAOA LRF funding represents a 34% increase to the National Park Service’s annual operating budget, the biggest Congressional investment in the NPS since World War II. Should this program not get reauthorized, it will become increasingly difficult for bureaus to maintain their asset portfolios and Interior’s maintenance backlog will grow at an accelerated rate.

IV. BUDGET OVERVIEW

For fiscal years 2021 through 2025, up to \$1.9 billion annually is deposited in the LRF for priority projects that reduce deferred maintenance. The annual deposit to LRF is calculated based on 50 percent of energy development receipts from oil, gas, coal, alternative, or renewable energy on Federal land and water in the preceding year. Of the annual funding, 70 percent is allocated to the National Park Service, 5 percent is allocated to the U.S. Fish and Wildlife Service, 5 percent is allocated to the Bureau of Land Management, 5 percent is allocated to the Bureau of Indian Education, and the remaining 15 percent is allocated to the U.S. Forest Service within the Department of Agriculture.

The GAOA PMO within the Office of the Secretary is responsible for directing the implementation of the GAOA LRF program and is funded via reimbursable agreements with the Interior LRF Bureaus. The GAOA PMO issues guidance and helps to coordinate the strategic selection and

execution of priority deferred maintenance projects with the overarching goal of addressing Interior's deferred maintenance backlog and improving the condition of deteriorating assets.

Absent reauthorization, FY25 is the last year of full LRF funding. However, due to the time frame to complete complex construction projects, work on GAOA LRF-funded projects and associated program administration will continue for years beyond 2025.

 [Go to previous section: BIL-IRA PMO](#)

[Go to the next section: Orphaned Wells Program Office](#) 

Orphaned Wells Program Office

 [Go back to AS-PMB Offices](#)

AT A GLANCE

Established: 2023

Mission: The Orphaned Wells Program Office (OWPO) fulfills the orphaned wells requirements of the Bipartisan Infrastructure Law (BIL, PL 117-58) and Secretary's Order 3409 by facilitating the effective, accountable, and efficient implementation of the state, Tribal, and Federal assistance programs to reduce methane emissions, prevent groundwater and surface water contamination, eliminate health and safety hazards, create good paying jobs, and benefit historically disadvantaged communities.

Leadership: Director

Headquarters: Lakewood, CO

Workforce: Total employee count is 24; 17 permanent and 7 term employees (as of 8/30/2024). The ceiling is 34 permanent and term employees.

OFFICE CONTACTS

Kimbra Davis, Director

Email: kimbira_davis@ios.doi.gov

Phone: 720-556-6660

Office Location: Lakewood, CO

Jennifer Goldblatt, Deputy Director

Email: jennifer_goldblatt@ios.doi.gov

Phone: 202-255-2393

Office Location: Lakewood, CO

I. SUMMARY OF ORGANIZATION

Section 40601 of the BIL delivers the largest investment in tackling legacy pollution in American history and provides the Department of the Interior \$4.677 billion to plug, remediate, and reclaim orphaned oil and gas wells on federal, state, Tribal, and private lands. Millions of Americans live within miles of an orphaned oil and gas well. These legacy pollution sites are environmental hazards and jeopardize public health and safety by contaminating groundwater, emitting noxious gases like methane, littering the landscape with rusted and dangerous equipment, creating flooding and sinkhole risks, and harming wildlife.

The Orphaned Wells Program Office (OWPO) was officially established by Secretary's Order 3409 on January 10, 2023, to implement and manage the financial assistance (grant) programs and programmatic activities required by Section 40601 of the BIL. The primary work of OWPO includes awarding grants to states and Tribes, as well as providing direct financial assistance to federal land managers for well plugging, remediation, and restoration.

The OWPO is structured to support three program areas:

- The BIL provides up to \$150 million for Tribal well plugging, remediation and restoration. Under the **Tribal Orphaned Wells Program**, Tribes may seek implementation and program development grants, or they may request that the Secretary administer the well plugging on behalf of the Tribe through "in lieu of grant" assistance. OWPO awarded over \$40 million in Phase 1 grants and assistance during 2023, plans to award approximately \$50 million in Phase 2 during 2024, and will distribute the remaining funding in the coming years.
- The BIL provides up to \$250 million to the **Federal Orphaned Wells Program**. OWPO leads a multi-agency effort along with the Bureau of Land Management (BLM), Bureau of Safety and Environmental Enforcement (BSEE), Fish and Wildlife Service (FWS), National Park Service (NPS), and the U.S. Department of Agriculture's Forest Service (USFS) to inventory, assess, plug, and restore orphaned well sites on federal lands and the Outer Continental Shelf. Through 2024, OWPO distributed nearly \$150 million in funding for Federal orphaned wells projects and plans to distribute the remaining funding at the end of 2024.
- The largest BIL funded orphaned wells program is the \$4.275 billion **State Orphaned Wells Program**. Three distinct state grant programs provide significant financial resources to eligible states over several years to plug, remediate, and reclaim tens of thousands of orphaned wells on state and private lands.

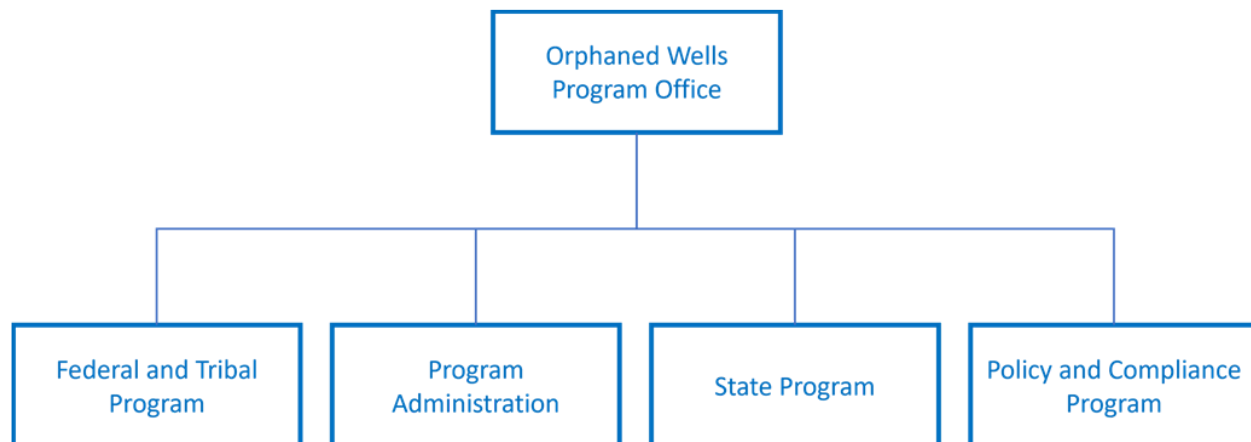
State Initial Grants: These grants bolster eligible states' longstanding well plugging programs and help build capacity for states to expand or begin well plugging activities. As of 2024, \$560 million of the almost \$775 million in available funds has been awarded to 24 states.

- **Formula Grants:** In 2023, OWPO announced Phase 1 of the approximately \$2 billion State Formula Grant program and made almost \$660 million available to 26 states for orphaned well plugging, remediation and reclamation activities. In 2024, OWPO awarded \$520 million in State Formula Grants to 19 states and published Phase 2 Formula grant guidance that opened the availability of \$775 million in additional funds.
- **Performance Grants:** The BIL provides up to \$1.5 billion for two types of State Performance Grants: Matching Grants and Regulatory Improvement Grants. Matching grants are intended to encourage state orphaned well program spending above 2010-2019 spending levels, while Regulatory Improvement grants are intended to incentivize states to enact laws or regulations that will reduce future orphaned well

burdens and improve plugging standards and procedures. In 2024, OWPO opened up the Matching Grant application period, with one state receiving a Matching Grant and several others in process and drafted Regulatory Improvement Grant Guidance for review and public comment.

The OWPO will continue to collaborate with federal agencies, states, and Tribes to address legacy pollution and community revitalization as orphaned wells plugging, remediation, and restoration activities progress. States have plugged approximately 8,200 wells with these funds, federal partners have plugged close to 200, and Tribes are identifying wells and ramping up efforts to plug. Additional information on the benefits from funds distributed by OWPO through the Tribal, federal, and state programs described above are highlighted in the following publicly available documents:

- Orphaned Wells 101: [Orphaned Oil and Gas Wells 101 \(arcgis.com\)](https://arcgis.com).
- Plugging Away Story Map: [Plugging Away \(arcgis.com\)](https://arcgis.com).
- 2023 Congressional Report: [Annual Report to Congress \(doi.gov\)](https://doi.gov).



OWPO Organizational Chart

Workforce Details: OWPO's current Full Time Equivalent (FTE) ceiling is 34. Within that ceiling, OWPO is allocated 18 permanent positions and 16 term appointments. As of September 1, 2024, there are 23 employees on board and hiring actions are in progress to fill the remaining vacancies this fall. Permanent employees are split between small offices in Washington, DC, and Lakewood (Denver area), Colorado; and most employees with term appointments work remotely.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Kimbra Davis, Director

Other Senior Career Employees:

Jennifer Goldblatt, Deputy Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Implementation. OWPO will continue to collaborate with Federal agencies, states, and Tribes to address legacy pollution and community revitalization as orphaned wells plugging, remediation, and restoration activities progress.

[!\[\]\(465772ce2fc0e39b7001e2580b915cc2_img.jpg\) Go to previous section: Great American Outdoors Act PMO](#)

[Go to the next section: Associate Chief Information Officer !\[\]\(dc0c40d45c42e86bc0669168926f812c_img.jpg\)](#)

Associate Chief Information Officer

[!\[\]\(34b4f260a8587d2e97eeaee361cc357b_img.jpg\) Go back to AS-PMB Offices](#)

AT A GLANCE

Mission: Provide excellent information management, information technology, resource optimization, and data advocacy, so that all Departmental offices can optimize information technology resources to achieve their missions.

Leadership: Associate Chief Information Officer

Headquarters: Washington, D.C.

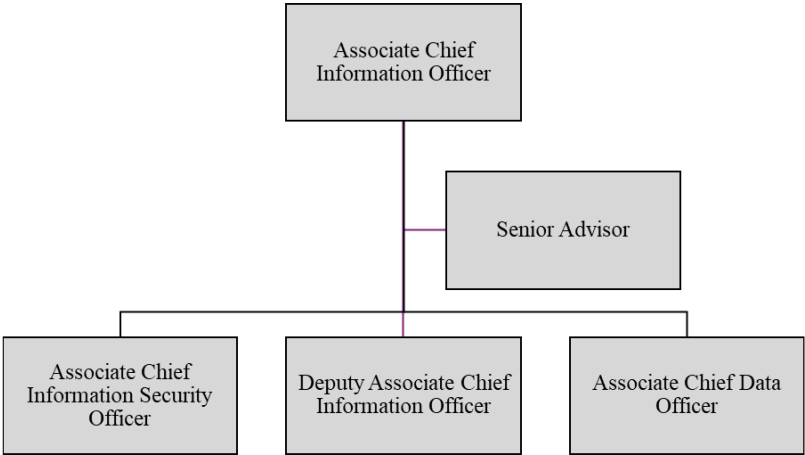
OFFICE CONTACTS

Harrell Watkins, Associate Chief Information Officer
Email: harrell_watkins@ios.doi.gov
Phone: 202-735-7944
Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of the Associate Chief Information Officer (OACIO) leads Information, Management and Technology (IMT) Support for all Office of the Secretary organizations and missions. The OACIO provides technology oversight, integration, and direction for the PMB offices and other Departmental offices and functions. The ACIO report directly to the Principal Deputy Assistant Secretary (PDAS) for Policy, Management and Budget. The OACIO is accountable to the Department’s CIO in the same manner as the other bureau ACIOs, coordinating with the Deputy CIO for Bureau and Office Support. The ACIO:

- Provides thought leadership and strategic direction for Office of the Secretary (OS) information technology (IT) operations, including infrastructure and architecture, applications development, reengineering business processes, networks, sourcing alternatives, and computer and auxiliary operations and support.
- Leads the bureau’s Federal Information Technology Acquisition Reform Act (FITARA) implementation, which seeks to strengthen authority over information management and technology (IMT) and supports the implementation of the Department-wide FITARA plan.
- Partners with program and OS leadership to define technology strategy in support of their mission objectives and operational strategy and to facilitate delivery thereof.
- Exercises delegated authority to guide and implement IMT strategy throughout the OS.
- Manages the OS IT budget and oversees and advises on spending on IT to ensure alignment with Chief Information Officer’s priorities and consistency with overall strategic objectives, mission and program needs, and Secretarial priorities.
- Ensures compliance with the Department of the Interior (Department’s) policies, procedures, and plans related to records, privacy, and Freedom of Information Act throughout the OS. Oversees and ensures the effectiveness of these programs throughout the OS.
- Provides Department and bureau-level leadership on issues of information security policy, procedures, and plans.
- Serves on, as assigned, Departmental planning and policy-making committees; supports the development of Department-wide technology standards, governance processes and performance metrics to ensure IT delivers value to the enterprise.



OACIO Organizational Structure

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

Harrell Watkins, Associate Chief Information Officer

Other Senior Career Employees:

Patrick Brown, Deputy Associate Chief Information Officer

Theresa Beazer, Associate Chief Information Security Officer

Jeff Hyacinthe, Associate Chief Data Officer

Karyn Perkins, Senior Advisor

 [Go to previous section: BIL-IRA PMO](#)

[Go to the next section: Assistant Secretary—Land and Minerals Management](#) 

Assistant Secretary—Land and Minerals Management



Office of the Assistant Secretary
—Lands and Minerals...



Bureau of Land Management



Office of Surface Mining
Reclamation and Enforcement



Bureau of Ocean Energy
Management



Bureau of Safety and
Environmental Enforcement

[!\[\]\(9c2e8d1b5bd77cb5c9f83b7a9cff79fd_img.jpg\) Go to the previous section: Associate Chief Information Officer](#)

[Go to the next section: Office of the Assistant Secretary—Lands and Minerals Management !\[\]\(e3275251d0893157c3584e20c81dc3ba_img.jpg\)](#)

Office of the Assistant Secretary—Lands and Minerals Management

[!\[\]\(c507f772dba2b921f86777f01218e570_img.jpg\) Back to Assistant Secretary—Land and Minerals Management](#)

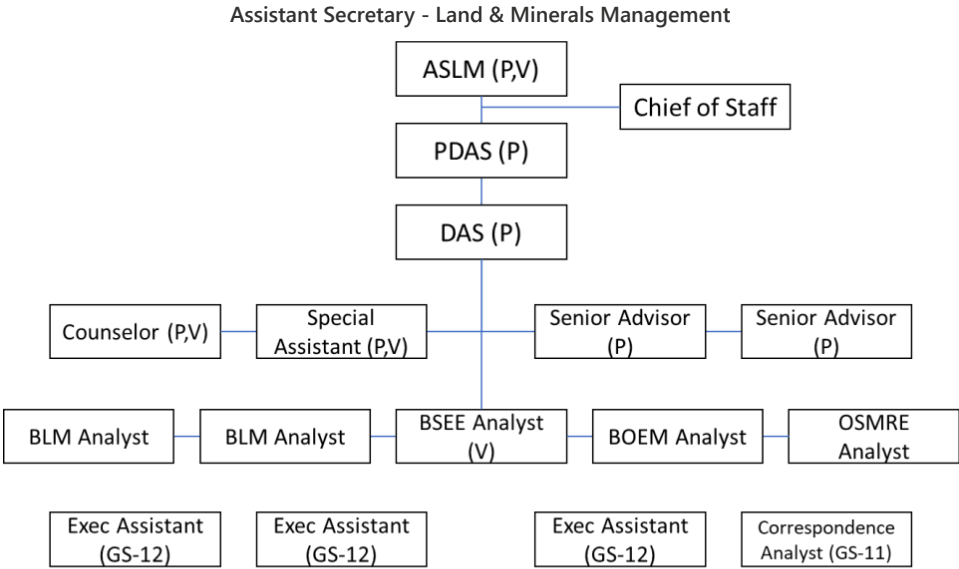
BUREAU/OFFICE CONTACT

Cara Lee Macdonald, Chief of Staff
Email: cara_macdonald@ios.doi.gov
Phone: 202-578-4543 (mobile)
Location: Washington, DC

I. SUMMARY OF ORGANIZATION

The Office of the Assistant Secretary, Land and Minerals Management (ASLM) provides administrative oversight and policy guidance to four bureaus within the Department of the Interior (DOI): Bureau of Land Management (BLM); Bureau of Ocean Energy Management (BOEM); Bureau of Safety and Environmental Enforcement (BSEE); and Office of Surface Mining Reclamation and Enforcement (OSMRE). ASLM develops and reviews policies concerning public land management, resource use, and regulatory oversight and enforcement, and promotes their effective implementation by the ASLM bureaus.

ASLM office positions consist of the Assistant Secretary, a Presidentially nominated, Senate-confirmed appointee (PAS); a Principal Deputy Assistant Secretary and a Deputy Assistant Secretary (both non-career, SES); a Senior Counselor (non-career SES attorney) or a Counselor (Schedule C attorney, General Schedule); one or two Advisors (Schedule C, General Schedule); the Chief of Staff (career, SES/SL); five bureau-sponsored analysts/liaisons (career, General Schedule), and four administrative support staff (career, General Schedule).



(P) = Political (V) = Vacant

AS-LM Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Official:

VACANT, Assistant Secretary, Land and Minerals Management

Non-career SES:

Steven Feldgus, Principal Deputy Assistant Secretary, Land and Minerals Management

Kathryn Kovacs, Deputy Assistant Secretary, Land and Minerals Management

Schedule C Employees:

Vacant, Counselor

Alexandra Sanchez, Senior Advisor

Sara Cawley, Senior Advisor

Vacant, Special Assistant

Career SES/SL:

Cara Lee Macdonald, Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

BLM, Renewable Energy Development on Public Lands: Interested members: Western delegations. The Energy Act of 2020 set a national goal to permit 25,000 megawatts (MW) of renewable energy on public land by 2025. As of April 1, 2024, the BLM has permitted 67 geothermal plants, 41 wind projects, 53 solar projects, and 42 renewable energy gen-tie projects, representing a total of 28,900 MW of renewable energy capacity onshore. The Inflation Reduction Act (IRA) provided \$400 billion in Federal funding to support clean energy deployment and added new requirements for the BLM to hold onshore oil and gas lease sales prior to issuing rights-of-way for wind or solar energy projects. The BLM's Renewable Energy Coordination Offices are working to expedite cross-agency permitting coordination. The BLM is currently processing applications for 66 utility-scale (23 solar, 2 wind, 8 geothermal, and 4 gen-tie) onshore clean energy projects.

BLM, Alaska Energy and Mineral Development: North Slope Oil & Gas Development in the National Petroleum Reserve – Alaska (NPR-A), Coastal Plain, and Ambler Road. Interested members: All, especially the AK delegation. The BLM has worked on these three high-profile projects in Alaska that continue to get national attention.

BLM, Critical Minerals: Interested members: All. In FY2023, there were 508,806 active mining claims nationwide, as well as 743 active mining plans of operation and 891 active mining notices for exploration activities on BLM-managed lands. Since January 2021, the BLM has approved 38 new mines or mine modifications. In FY2023, mining fees generated approximately \$104 million in revenues, which offset the \$39.7 million cost of running the BLM's mining law administration program. In September 2023, the Department's Interagency Working Group on Mining Laws, Regulations, and Permitting published a report recommending reforms and improvements for mining on U.S. public lands. BLM is beginning to implement some of the recommendations.

BLM, Wild Horse and Burro Management: Interested members: Western delegations. Under the Wild Free-Roaming Horses and Burros Act of 1971, the BLM protects and manages wild horses and burros on 26.9 million acres of public land. The BLM estimates there are over 73,500 animals on BLM-managed public lands as of March 2024, nearly three times the target population size. This is the third year of decreases from a peak of over 95,000 in 2020. In FY2023, the BLM gathered 5,759, removed 5,335, and treated 720 animals with fertility control, and placed a near-record 8,046 animals into private care. As of January 2024, the BLM is caring for nearly 65,000 animals in off-range corrals and pastures. Off-range corral and pasture costs increased from more than \$81.5 million in FY2022 to over \$109 million in FY2023. The wild horse and burro program is high-profile and controversial.

BLM, Wildland Fire Management: Interested members: Western delegations. The BLM implements fire protection on approximately 245 million acres and manages 72% of all DOI-managed lands that have high or very high wildfire risk. In 2023, there were 1,836 wildfires that burned more than 274,004 acres of BLM-managed public lands, with suppression costs totaling approximately \$302 million. The BLM achieved over 1.2 million acres of fuels treatments in 2023, an increase of 211,000 acres over 2022. By increasing fuels treatments, the BLM is improving firefighter and public safety, protecting communities, increasing landscape resilience to wildfire, and boosting local economies.

BLM, Oil and Gas Development: Interested members: Western delegations. The BLM manages the Federal government's onshore subsurface mineral estate. As of the end of FY 2023, the BLM's oil and gas program manages 33,702 Federal leases covering 23.2 million acres, of which 23,641 leases and 12.4 million acres were in producing status.

BOEM, Enhancing Domestic Energy Diversity and Efforts to Provide Clean Energy through Development of Renewable Outer Continental Shelf (OCS) Energy Resources: BOEM manages the responsible leasing and regulation of renewable energy development activities on the OCS. BOEM currently oversees thirty-five commercial wind leases and three renewable energy research leases on three coasts. Two additional leases were provisionally awarded in August 2024, and two more lease sales are scheduled in October 2024. As of September 1, 2024, BOEM has approved nine commercial projects. One commercial project is fully operational, one has begun operations in a portion of the project with the rest under construction; and two additional projects are under construction. BOEM continues to process and review incoming plans associated with the leased areas. A new five-year offshore wind leasing schedule was announced in April 2024.

BOEM, Contributing to the American Economy and Energy Security through Development of Conventional OCS Energy Resources: BOEM is responsible for developing and administering the National OCS Oil and Gas Leasing Program, a national-level, five-year program of offshore oil and gas lease sales. It is designed in a manner to best meet the Nation's energy needs while carefully considering factors to balance the potential for accessing oil and gas resources with the potential for adverse impacts from such activities. BOEM is currently implementing the approved 2024-2029 National OCS Program, which includes three scheduled lease sales in the Gulf of Mexico, with one sale each in 2025, 2027, and 2029.

BOEM, Increasing Access to OCS Marine Mineral Resources: BOEM manages the use of OCS sand and sediment resources that are critical to shore protection, beach nourishment, and wetlands restoration projects. To date, BOEM has supported the restoration of nearly 500 miles of the Nation's coastline and is developing a National Offshore Sand Inventory to proactively identify potential OCS sand resources for coastal resilience projects. BOEM also manages OCS critical minerals.

BOEM, Updating Regulatory Programs to Ensure Proper Management of the OCS: As described in the Office of Management and Budget 2024 Spring Regulatory Agenda for DOI, BOEM is pursuing a proposed rule to establish Fitness to Operate Standards for oil and gas companies operating on the OCS and a proposed rule with the Bureau of Safety and Environmental Enforcement (BSEE) for regulating sub-seabed carbon sequestration on the OCS. BOEM recently published a final rule to address the protection of marine archaeological resources.

BSEE, Vineyard Wind 1 Incident: On July 13, 2024, a blade failure incident occurred on VW1 about 21 miles off the coast of Massachusetts. BSEE has issued multiple suspension orders directing cease power production on all wind turbine generators and conducting an independent investigation. Operational efforts include establishing a federal presence for the response, engagement with the federal interagency, congressional

offices, states and local governments, and Tribes. Key Congressional and Stakeholder interests include: Sen. Ed Markey (MA), Sen. Elizabeth Warren (MA), Rep. William Keating (MA), Wampanoag Tribe of Gay Head (Aquinnah), and Mashpee Wampanoag Tribe.

BSEE, Carbon Sequestration: The Infrastructure Investment and Jobs Act of 2021 directs the Interior Department to establish regulations for CO2 transportation and geologic sequestration on the Outer Continental Shelf (OCS). Storing carbon underground is a proven technology that utilizes similar skill sets to those in the oil and gas industry. BSEE is currently working with BOEM on a joint rulemaking, as well as coordinating with other federal agencies with relevant expertise such as the Department of Energy. Key Congressional interests: House Committee of Natural Resources.

BSEE, Decommissioning Liabilities: BSEE is responsible for ensuring that infrastructure used for energy exploration, development, and production activities undertaken pursuant to the Outer Continental Shelf Lands Act are properly secured and removed (i.e., decommissioned) to ensure the long-term protection of the resource and the surrounding environment. Decommissioning is a growing portion of BSEE's oversight activities as operations mature. BSEE also coordinates with the Bureau of Ocean Energy Management (BOEM) to address OCS infrastructure that became orphaned because of industry bankruptcies. Key Congressional interests: House Committee of Natural Resources and Gulf of Mexico region delegations.

OSMRE, The Bipartisan Infrastructure Law (BIL) Abandoned Mine Land (AML) Program: The BIL included \$11.283 billion for the OSMRE AML program: \$10.873 billion to eligible States and Tribes, up to 3% for OSMRE operations, 0.5% for OIG oversight, and \$25 million for OSMRE to provide States and Tribes financial and technical assistance in making amendments to the AML inventory system. The BIL also extended the authority for OSMRE to collect the AML Fee for an additional 13 years, until Sept. 30, 2034, and lowered the reclamation fee rates by 20%. The FY2022 and FY2023 BIL AML grants were awarded totaling over \$1.4 billion.

OSMRE, Abandoned Mine Land Economic Revitalization (AMLER) Program: Congress first authorized the AMLER Program (previously known as the AML Pilot Program) under the Consolidated Appropriations Act of 2016 (Public Law 114-113). Congress has since authorized AMLER funding annually as part of the Consolidated Appropriations Acts (FY2016 – FY2024). AMLER funds are to be used for economic and community development in conjunction with the cleanup of AML sites. In FY2024, Congress changed the funding mechanism of AMLER funds from grants to direct payments. OSMRE made a total of \$130 million in payments to the six (6) States and three (3) Tribes eligible for AMLER payments on June 3, 2024, in compliance with the requirement that payments be made within 90 days of enactment of the Consolidated Appropriations Act of 2024 (Public Law 118-42)

IV. BUDGET OVERVIEW

Budget information is included in the Office of the Secretary.

[Go to the next section: Bureau of Land Management](#) 

Bureau of Land Management

[◀ Back to Assistant Secretary—Land and Minerals Management](#)

AT A GLANCE

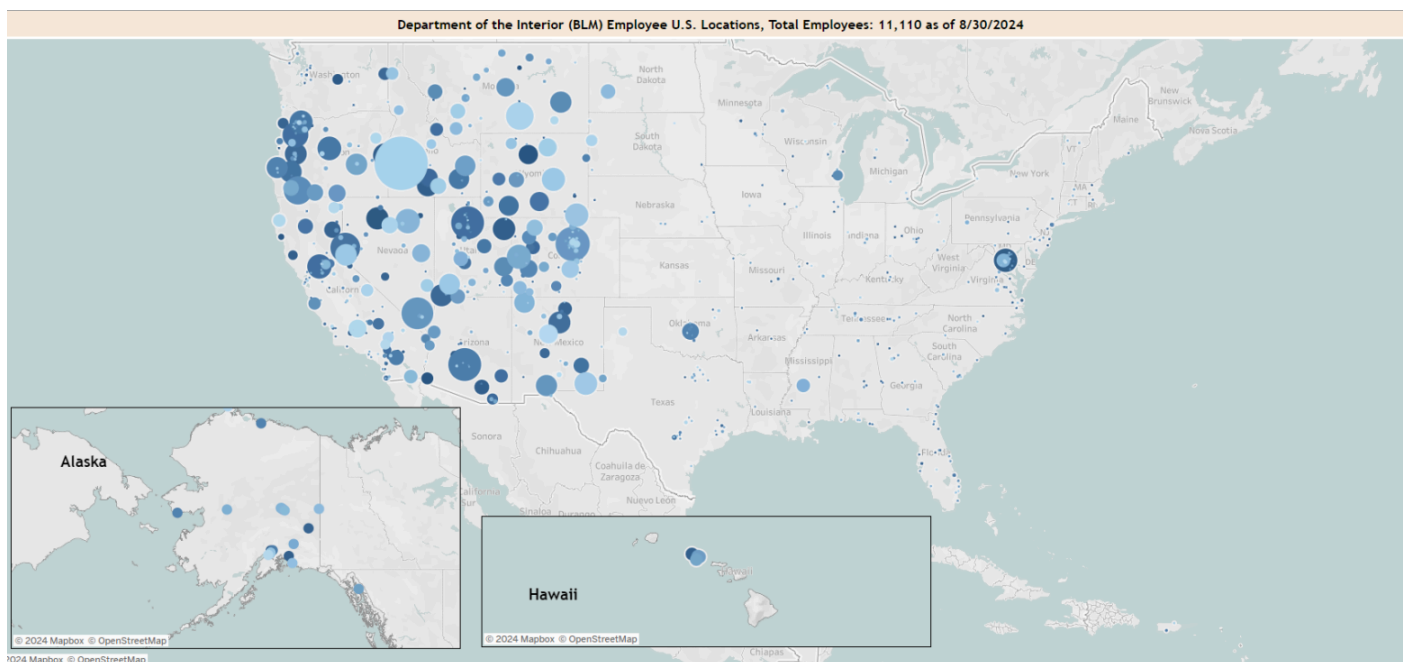
Established: December 10, 1946

Mission: The Bureau of Land Management's mission is to sustain the health, diversity, and productivity of public lands for the use and enjoyment of present and future generations.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 11,110: 9,896 permanent, 1,103 temporary, and 111 term (as of 8/30/24)



BLM Employee Distribution across the US

BUREAU/OFFICE CONTACTS

Jill Moran, Chief of Staff

Email: jcmoran@blm.gov

Phone: 202-510-4812 (cell)

Office Location: Washington, D.C.

Jeff Krauss, Assistant Director, Communications

Email: jkrauss@blm.gov

Phone: 202-329-2517 (cell)

Office Location: Washington, D.C.

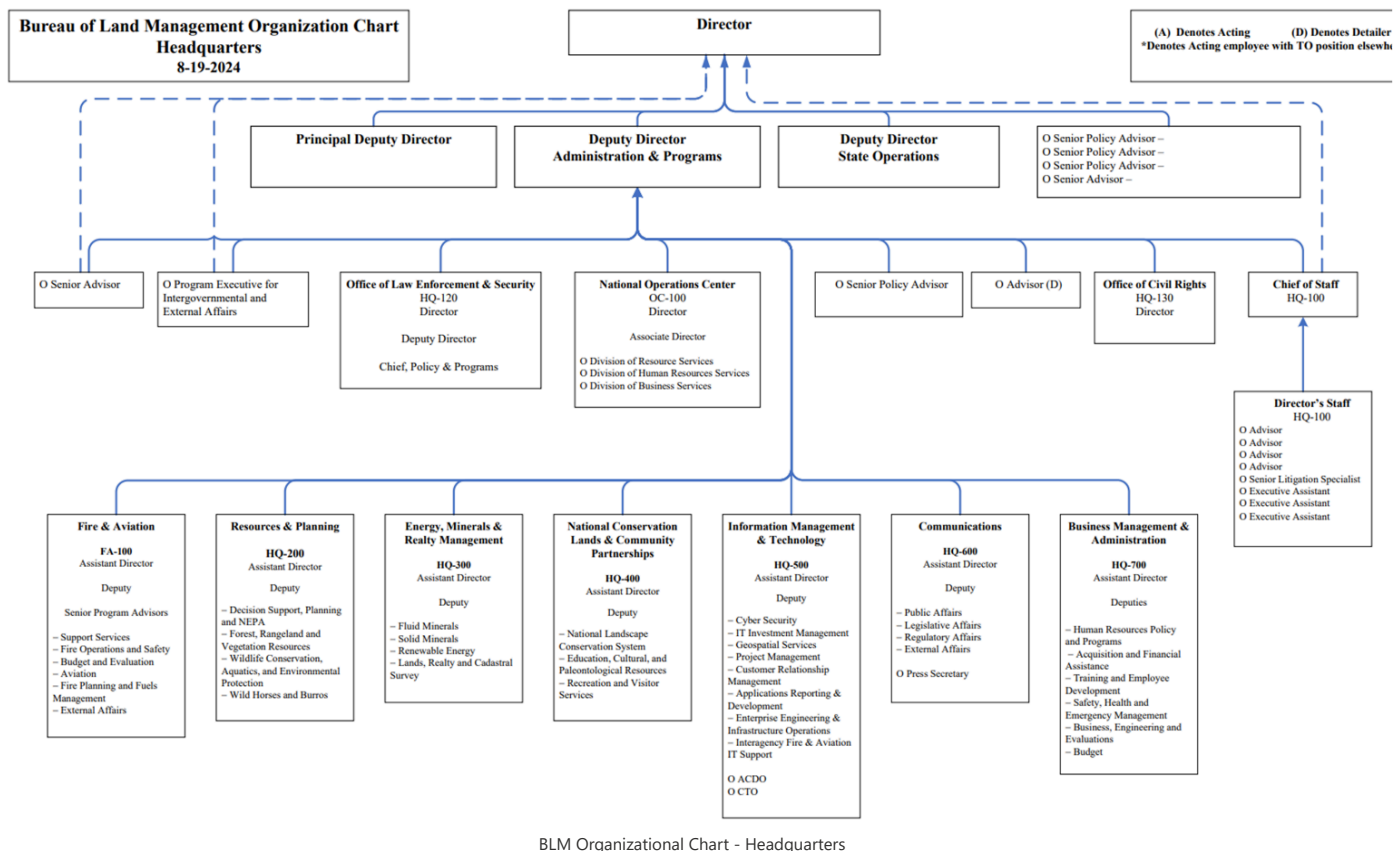
I. SUMMARY OF ORGANIZATION

The [BLM](#) manages some of the Nation's most historic and scenic landscapes as well as the vast natural resources that endow them. These public lands – totaling approximately 245 million acres found primarily in the West and Alaska – represent roughly one-tenth of the Nation's surface area. The surface areas encompass arctic tundra, desert, forest, mountains, and rangeland. The Bureau also manages approximately one-third of the Nation's subsurface mineral estate, or about 700 million acres. No other Federal land management agency has a mission that matches that of the BLM in scale, scope, and diversity.

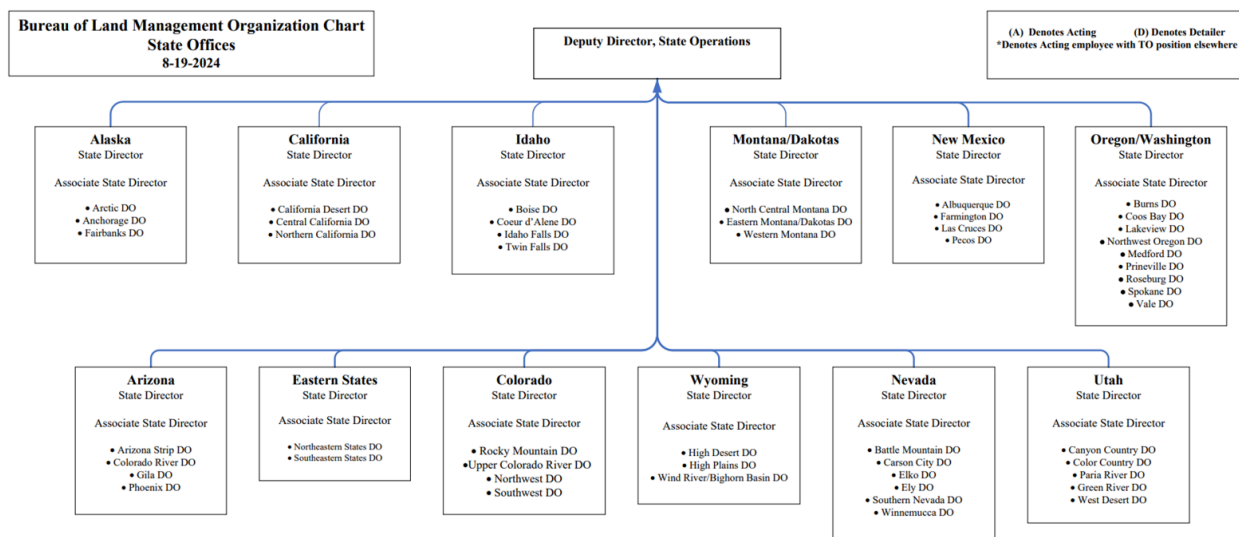
Established in 1946 through the merger of the U.S. Grazing Service and the General Land Office, the BLM's mission is to sustain the health, diversity, and productivity of public lands for the use and enjoyment of present and future generations. This requires a balanced approach to managing activities such as outdoor recreation, energy production, livestock grazing, mining, conservation, wildlife habitat management and watershed protection. With direction from the [Federal Land Policy and Management Act of 1976](#) (FLPMA) to manage the public lands for multiple-use and

sustained-yield, the BLM can generate revenue, create jobs, conserve natural resources, and improve the quality of life for all Americans, both environmentally and economically.

In 2022 alone, activities on BLM lands injected \$262 billion into the national economy, supporting more than one million jobs. This included roughly \$11 billion from recreation, \$4.6 billion from clean energy, and \$2 billion from grazing. The treasury sent payments of \$10.2 billion dollars to states and counties because of our work. Despite managing more land than any other federal agency, the BLM operates at a cost of \$4.85 per acre compared to an average of \$19.45 for other land management agencies.



BLM Organizational Chart - Headquarters



BLM Organizational Chart - State Offices

II. MANAGEMENT AND KEY PERSONNEL

PAS Official:

Tracy Stone-Manning, Director

Non-career SES/SL/ST:

Nada Wolff-Culver, Principal Deputy Director

Schedule C Employees:

Sara Moffat, Senior Advisor

Henry Wykowski, Advisor

Career SES/SL:

Michael Nedd, Deputy Director, Administration and Programs

Karen Kelleher, Deputy Director, State Operations

Jason O'Neil, Director, Law Enforcement and Security

Sharif Branham, Assistant Director, Resources and Planning

David Rosenkrance, Assistant Director, Energy, Minerals and Realty Management

Tom Heinlein, Assistant Director, National Conservation Lands and Community Partnerships

Jim Rolfes, Assistant Director for Information Management and Technology

Jeffrey Krauss, Assistant Director, Communications

Barbara Eggers, Assistant Director, Business Management and Administration

Grant Beebe, Assistant Director, Fire and Aviation

Thomas Workman, Director, National Operations Center

John Gayle, Program Executive, Intergovernmental and External Affairs

Steve Cohn, Alaska State Director

Raymond Suazo, Arizona State Director

Joseph Stout, California State Director

Doug Vilsack, Colorado State Director

Mitchell Leverette, Eastern States State Director

Peter Ditton, Acting Idaho State Director

Sonya Germann, Montana/Dakotas State Director

Jon Raby, Nevada State Director

Melanie Barnes, New Mexico/Kansas, Oklahoma and Texas State Director

Barry Bushue, Oregon/Washington State Director

Greg Sheehan, Utah State Director

Andrew Archuleta, Wyoming State Director

Other Senior Career Employee:

Jill Moran, Chief of Staff

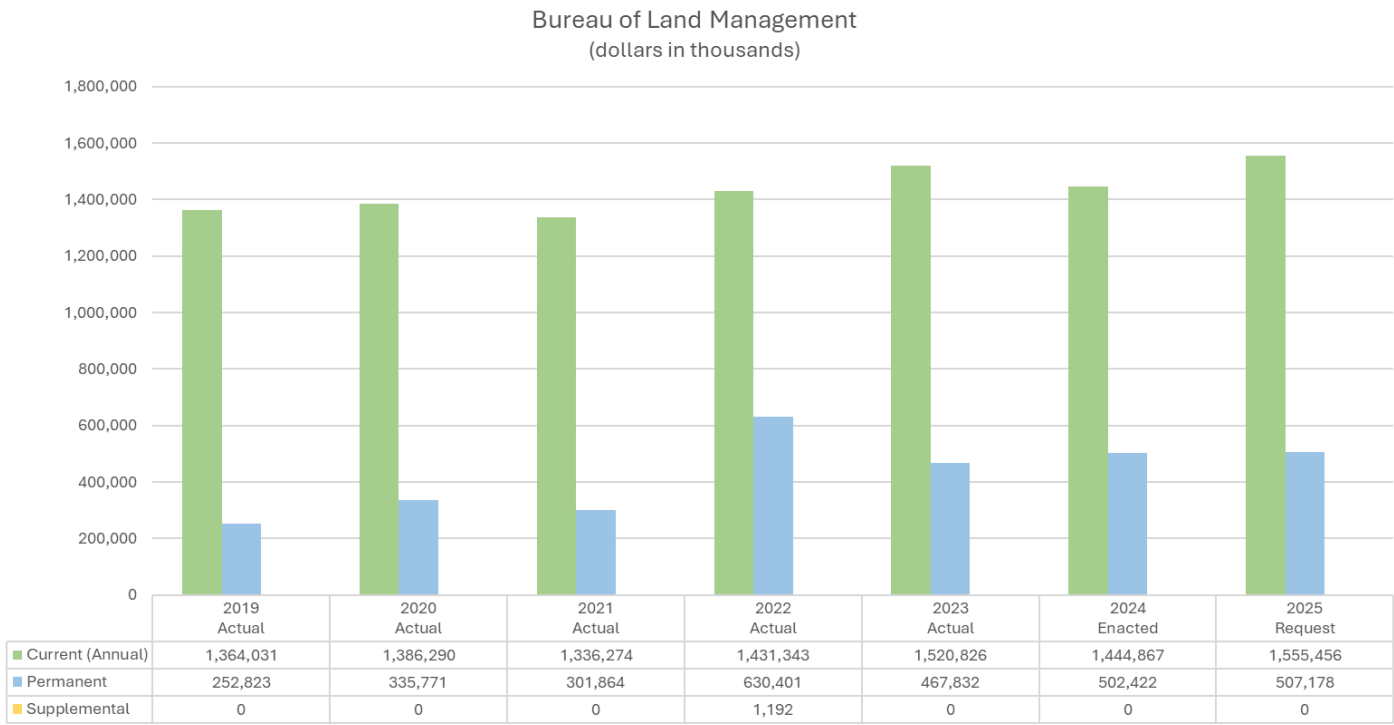
III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **Issue 1 – Wild Horse and Burro Management:** Interested members: Western delegations. Under the [Wild Free-Roaming Horses and Burros Act of 1971](#), the BLM protects and manages wild horses and burros on 26.9 million acres of public land. The BLM estimates there are over 73,500 animals on BLM-managed public lands as of March 2024, nearly three times the target population size. This is the third year of decreases from a peak of over 95,000 in 2020. In FY 2023, the BLM gathered 5,759, removed 5,335, and treated 720 animals with fertility control, and placed a near-record 8,046 animals into private care. As of January 2024, the BLM is caring for nearly 65,000 animals in off-range corrals and pastures. Off-range corral and pasture costs increased from more than \$81.5 million in FY 2022 to over \$109 million in FY 2023. The wild horse and burro program is high-profile and controversial.
- **Issue 2 – Wildland Fire Management:** Interested members: Western delegations. The BLM implements fire protection on approximately 245 million acres and manages 72% of all DOI-managed lands that have high or very high wildfire risk. In 2023, there were 1,836 wildfires that burned more than 274,004 acres of BLM-managed public lands, with suppression costs totaling approximately \$302 million. The BLM achieved over 1.2 million acres of fuels treatments in 2023, an increase of 211,000 acres over 2022. By increasing fuels treatments, the BLM is improving firefighter and public safety, protecting communities, increasing landscape resilience to wildfire, and boosting local economies.
- **Issue 3 – Greater Sage-Grouse:** Greater Sage-Grouse Draft Supplemental EISs (SEIS): Interested members: ID, WY, CO, UT, CA, and OR delegations. The BLM manages 67 million acres of greater sage-grouse habitat, 46% of the total habitat nationwide. The BLM's 2015 resource management plan amendments (RMPAs) included 10 million acres of habitat designated as Sagebrush Focal Areas (SFAs) that were recommended for mineral withdrawal. In 2015, the FWS determined that greater sage-grouse no longer warranted listing under the Endangered Species Act, in large part due to the 2015 RMPAs. In 2017, the BLM canceled the SFA mineral withdrawal process. In 2019, the BLM revised the 2015 RMPAs. A U.S. district court preliminarily enjoined the 2019 amendments, putting the 2015 RMPAs back in effect until the BLM could incorporate new relevant science and updated information from state wildlife agencies, and address climate change factors that may be affecting greater sage-grouse habitats on BLM land. On March 15, 2024, the BLM published the draft SEIS and plan amendments for a 90-day public comment period that ended on June 13, 2024.
- **Issue 4 – Renewable Energy Development on Public Lands:** Interested members: Western delegations. The Energy Act of 2020 set a national goal to permit 25,000 megawatts (MW) of renewable energy on public land by 2025. As of April 1, 2024, the BLM has permitted 67 geothermal plants, 41 wind projects, 53 solar projects, and 42 renewable energy gen-tie projects, representing a total of 28,900 MW of renewable energy capacity onshore. The Inflation Reduction Act (IRA) provided \$400 billion in Federal funding to support clean energy deployment and added new requirements for the BLM to hold onshore oil and gas lease sales prior to issuing rights-of-way for wind or solar energy projects. The BLM's Renewable Energy Coordination Offices are working to expedite cross-agency permitting coordination. The BLM is currently processing applications for 66 utility-scale (23 solar, 2 wind, 8 geothermal, and 4 gen-tie) onshore clean energy projects.

- **Issue 5 – Alaska Energy and Mineral Development:** [North Slope Oil & Gas Development in the National Petroleum Reserve- Alaska \(NPR-A\)](#), [Coastal Plain](#) and [Ambler Road](#): Interested members: All, especially the AK delegation. The BLM has worked on these three high-profile projects in Alaska that continue to get national attention.
- **Issue 6 – Increasing Recreation on Public Lands:** Interested members: All. Over 99 percent of BLM-managed public lands are open to hunting, fishing, and recreational shooting opportunities. In FY 2023, the BLM recorded more than 82 million visits, representing a 41 percent increase in use since 2012. On August 31, 2023, the BLM published the [Blueprint for 21st Century Outdoor Recreation](#), which will guide Bureau decisions to proactively meet modern demands for exceptional and one-of-a-kind recreational experiences. This Blueprint will help BLM prioritize recreation investment, enhance partnerships, and diversify staffing appropriate for current and future needs. Implementation of the Blueprint includes state-level recreation assessments to determine program needs and opportunities and challenges nationwide.
- **Issue 7 – Critical Minerals:** Interested members: All. In FY 2023, there were 508,806 active mining claims nationwide, as well as 743 active mining plans of operation and 891 active mining notices for exploration activities on BLM-managed lands. Since January 2021, the BLM has approved 38 new mines or mine modifications. In FY 2023, mining fees generated approximately \$104 million in revenues, which offset the \$39.7 million cost of running the BLM's mining law administration program. In September 2023, the Department's Interagency Working Group on Mining Laws, Regulations, and Permitting published a report recommending reforms and improvements for mining on U.S. public lands. BLM is beginning to implement some of the recommendations.
- **Issue 8 – Oil and Gas Development:** Interested members: Western delegations. The BLM manages the Federal government's onshore subsurface mineral estate. The following are key statistics from the BLM's oil and gas program as of the end of FY 2023:
 - The BLM manages 33,702 Federal leases covering 23.2 million acres, of which 23,641 leases and 12.4 million acres were in producing status.
 - There are over 10.7 million leased acres held by companies but not drilled.
 - In FY 2023, the BLM received 4,281 Applications for Permit to Drill (APDs) and approved 3,829. Operators drilled 2,106 wells on Federal and Indian lands.
 - In FY 2023, the BLM offered 297 parcels (249,757 acres) for oil and gas lease sales in LA, MI, MT, NM, NV, ND, OK, UT, and WY. The BLM received bids on 197 parcels (134,118 acres) with an associated \$124,644,808 in total revenue.
- **Issue 9 – BLM Rules:** Interested members: All. The BLM recently issued several rules for a wide range of resource management on public lands.
 - [Waste Prevention, Production Subject to Royalties, and Resource Conservation](#)
 - [Update of the Communications Uses Program, Cost Recovery Fee schedules, and Section 512 of FLPMA for Rights-of-Way](#)
 - [Fluid Mineral Leases and Leasing Process](#)
 - [Rights-of-Way, Leasing, and Operations for Renewable Energy](#)
 - [Management and Protection of the National Petroleum Reserve in Alaska](#)
 - [Conservation and Landscape Health](#)
 - [Temporary Closure and Restriction Orders](#)
- **Issue 10 – BLM Headquarters Relocation:** Interested members: All, especially the CO delegation. While several hundred staff have historically worked at the BLM's Headquarters in Washington, D.C., more than 95% of BLM employees are located outside of this region. The Trump Administration moved 328 BLM National HQ positions out of Washington, D.C. Of those positions, 287 employees did not relocate and either retired or found new employment between July 2019 and December 2020. In 2021, Secretary Haaland announced her intention to restore BLM's National HQ in Washington, D.C., while creating a BLM Western HQ in Grand Junction, CO. In 2022, the BLM HQ voted to form a union affiliated with the National Employees Treasury Union. Over the past year, the BLM has been in the process of negotiating a collective bargaining agreement.

VI. BUDGET OVERVIEW

BUREAU OF LAND MANAGEMENT (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	1,520,826	1,444,867	1,555,456	1,332,292	1,502,201
Permanent	467,832	502,422	507,178	507,178	507,178
Supplemental	0	0	0	0	0
Total	1,988,658	1,947,289	2,062,634	1,839,470	2,009,379
FTE	9,633	9,621	9,881	0	0



BLM Budget Profile

Budget Profile


The Fiscal Year (FY) 2025 Bureau of Land Management (BLM) proposed budget for current appropriations is \$1.6 billion, \$26.7 million above the 2024 level. The FY 2025 amount includes \$1.4 billion for the **Management of Lands and Resources (MLR)** appropriation (\$26.3 million above the 2024 level) and \$120.8 million for the **Oregon and California Grant Lands** appropriation (\$443,000 above the 2024 level), which are the BLM’s principal operating accounts. In FY 2025, the BLM estimates approximately \$507 million in permanent funding from sources such as Federal land revenues and special funds.

Additional information on the FY 2025 President’s Budget request may be found on the Department’s website: [FY2025 Bureau Land Management – Bureau Highlights \(doi.gov\)](#).

Key Budget Issues

- Wild Horse and Burro:** The BLM manages wild horse and burro populations across 177 herd management areas in 10 Western states under the Wild Free-Roaming Horses and Burros Act, aiming to maintain ecological balance by addressing overpopulation. With populations at approximately 73,000 and an Appropriate Management Level (AML) of 26,785, the BLM plans to remove 20,000 animals annually to reach AML within ten years, despite rising short-term holding costs. The agency also cares for over 64,000 unadopted animals and seeks to mitigate costs through private placements and transfer to cheaper pastures. The projected funding level of \$170 million in the FY 2025 Presidents budget falls short of supporting ongoing wild horse and burro management initiatives estimated to be approximately \$215 million.
- Sunsetting of GAOA Funding:** FY 2025 marks the final year of funding for the Great American Outdoors Act National Parks and Public Land Legacy Restoration Fund (GAOA LRF) which has played a crucial role in addressing the deferred maintenance and repair backlog for critical facilities and infrastructure. The BLM's maintenance funding via the MLR appropriation was \$115 million in FY 2020 (prior to GAOA LRF) but dropped to \$77.6 million in FY 2021 (initial year of GAOA LRF funding) and further to \$55 million in FY 2024, significantly hindering maintenance activities. Although the GAOA LRF has helped target critical maintenance projects, without restoring previous funding levels, the BLM risks losing its ability to maintain a functional maintenance program, leading to an accelerated growth of the existing \$5.7 billion backlog.
- Recreation:** Recreational use on public lands is rising annually, presenting increasing challenges. In FY 2023, the BLM recorded over 82 million visits, a 41% increase since 2012, with nearly a third of that growth occurring since 2020. This highlights the urgent need for investment in recreation management. The BLM’s budget for recreation resources management was \$55.5 million in FY 2023, or \$0.68 per visitor, down from \$0.84 in 2012. To address these pressures, the BLM is collaborating with partners like the Foundation for America's Public Lands through the [Blueprint for 21st Century Outdoor Recreation](#), aiming to enhance program offerings, reduce resource impacts, and support staff while ensuring exceptional recreational experiences on BLM-managed lands.
- Restoring major Reductions in Wildlife Habitat Management:** The Wildlife Habitat Management sub-activity includes four programs: Wildlife, Sage-Grouse Conservation, Threatened &Endangered (T&E) Species, and Plant Conservation & Restoration. The sub-activity allocates at least 35% of its funding to on-the-ground conservation projects, with 65% covering administrative costs. While there has been an 8% increase in funding since 2021, Congressionally mandated increases for Sage-Grouse, T&E, and Plant programs have resulted in a 50% funding reduction for the Wildlife program, limiting on-the-ground habitat initiatives for non-listed wildlife species. The BLM's funding often receives matching support from state agencies and NGOs, and reductions have halved overall conservation efforts. Restoring funding to the Wildlife program is crucial for enhancing habitats, addressing migration corridors, improving resilience to climate change, aiding recovery of sensitive species, and supporting wildlife-related recreational opportunities.

- **Landscape Restoration:** BLM allocates roughly 6% of its funding to on-the-ground restoration projects, increasing to about 10% when including non-MLR funding sources like the DOI Office of Wildland Fire and U.S. Treasury Range Improvement Funding. The agency is developing a restoration program focused on maximizing restoration funding through nature-based solutions, prioritizing landscapes, integrating actions among programs, and fostering partnerships. Supported by the Bipartisan Infrastructure Law and Inflation Reduction Act (IRA), the BLM is implementing nearly 600 ecosystem restoration projects that enhance native seed infrastructure, habitat connectivity, and riverscape restoration. A key initiative is BLM's 21 Restoration Landscapes, which will see over \$160 million in IRA funding to improve the health and resiliency of managed lands and waters; maintaining funding continuity is essential for these investments to succeed.

 [Go to the previous section: Office of the Assistant Secretary—Lands and Minerals Management](#)

[Go to the next section: Office of Surface Mining Reclamation and Enforcement](#) 

Office of Surface Mining Reclamation and Enforcement

[◀ Back to Assistant Secretary—Land and Minerals Management](#)

AT A GLANCE

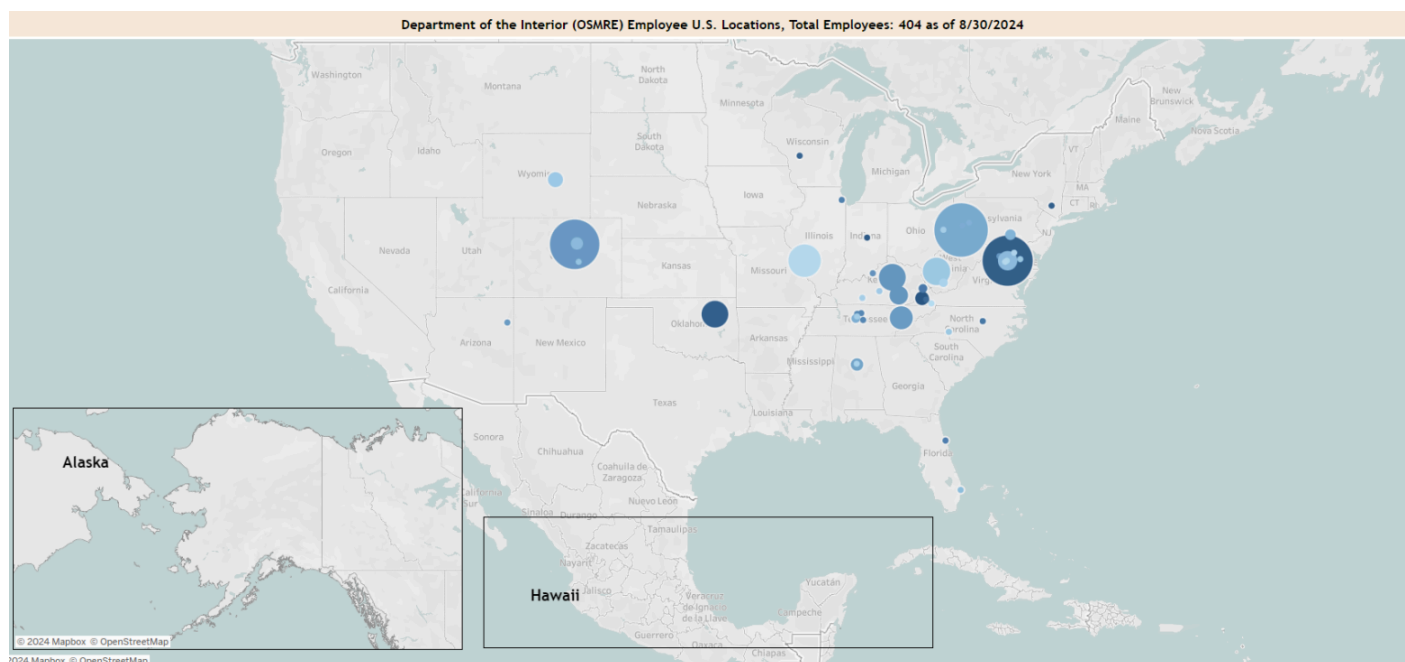
Established: August 3, 1977

Mission: The Office of Surface Mining Reclamation and Enforcement's mission is to carry out the requirements of the Surface Mining Control and Reclamation Act (SMCRA) in cooperation with States and Tribes.

Leadership: Principal Deputy Director

Headquarters: Washington, D.C.

Workforce: Total Workforce as of August 30, 2024: 404 (399 permanent, 3 temporary, 2 term)



OSMRE Employee Distribution across the US

OFFICE CONTACTS

Glenda Owens, Deputy Director
Email: gowens@osmre.gov
Phone: 202-208-2755
Office Location: Washington, D.C.

Harry Payne, Acting Chief of Staff
Email: hpayne@osmre.gov
Phone: 202-208-5683
Office Location: Washington, D.C.

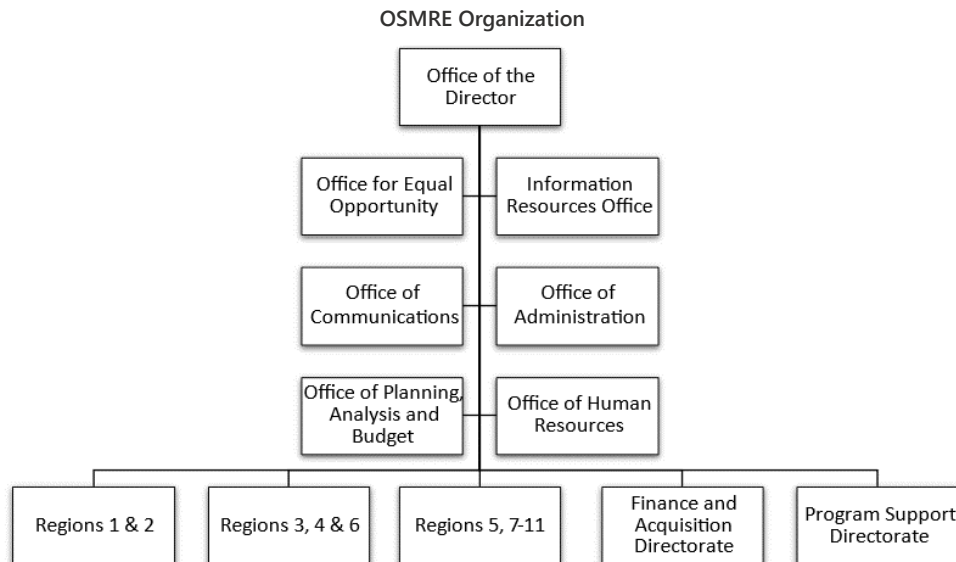
I. SUMMARY OF ORGANIZATION

The Office of Surface Mining Reclamation and Enforcement (OSMRE) is responsible for ensuring, through a nationwide regulatory program, that coal mining is conducted in a manner that protects society and the environment from the adverse effects of active mining, restores the land to beneficial use following mining, and mitigates the effects of past mining by aggressively pursuing reclamation of abandoned mine lands.

OSMRE implements the Bipartisan Infrastructure Law (BIL) Abandoned Mine Land (AML) Program which provided \$11.283 billion for the OSMRE AML program: \$10.873 billion in the form of grants to eligible states and Tribes, 3% for OSMRE operations, 0.5% for OIG oversight, and \$25 million

for OSMRE to provide States and Tribes financial and technical assistance in making amendments to the AML inventory system.

OSMRE is organized with headquarters in Washington, D.C. and three regional offices in Pittsburgh, PA (DOI Regions 1&2), Alton, IL (DOI Regions 3, 4 & 6), and Denver, CO (DOI Regions 5, 7-11). The regional offices are comprised of field and area offices across the DOI Regions. OSMRE is charged with carrying out the requirements of the Surface Mining Control and Reclamation Act (SMCRA) in cooperation with states and tribes. OSMRE oversees the states' regulatory and reclamation activities under federally approved programs and provides the states and tribes technical assistance, technology development and training programs, and resources.



OSMRE Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS officials:

Director, Vacant

Non-career SES/SL/ST:

Sharon Buccino, Principal Deputy Director

Schedule C Employees:

None

Career SES/SL:

Glenda H. Owens, Deputy Director

David Berry, Regional Director, Interior Regions 5, 7, 8, 9, 10, & 11

Thomas D. Shope, Regional Director, Interior Regions 1 & 2

William L. Joseph, Mid-Continent Regional Director, Interior Regions 3, 4, & 6

Sterling Rideout, Assistant Director, Program Support Directorate

Georgene Thompson, Assistant Director, Finance and Acquisition Directorate

Other Senior Career Employees:

Harry Payne, Acting Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Ten-Day Notice and Corrective Action for State Regulatory Program Issues. The Surface Mining Control and Reclamation Act (SMCRA) authorizes OSMRE to evaluate citizen complaints on potential SMCRA violations and notify the State Regulatory Authority (SRA) who have enforcement primacy. In April 2024, OSMRE published the Ten-Day Notice and Corrective Actions final rule (2024 TDN Rule) to enhance citizen participation and fix delays and increase efficiency in the TDN process. On June 7, 2024, the State of Indiana, and 14 states filed a complaint in US District Court to obtain judicial review of the 2024 TDN Rule. The plaintiffs claim the rule exceeds the Secretary's statutory authority, is arbitrary, capricious, an abuse of discretion, and is otherwise inconsistent with law. On August 16, 2024, plaintiffs filed a motion for stay/preliminary injunction seeking to prevent the Department from enforcing the 2024 TDN Rule.

The Bipartisan Infrastructure Law (BIL) Abandoned Mine Land (AML) Program. The BIL included \$11.283 billion for the OSMRE AML program: \$10.873 billion to eligible States and Tribes, up to 3% for OSMRE operations, 0.5% for OIG oversight, and \$25 million for OSMRE to provide States and Tribes financial and technical assistance in making amendments to the AML inventory system. The BIL also extended the authority for OSMRE to collect the AML Fee for an additional 13 years, until Sept. 30, 2034, and lowered the reclamation fee rates by 20%. The FY 2022 and FY 2023 BIL AML grants were awarded totaling over \$1.4 billion.

The Consolidated Appropriations Act, 2023 (commonly referred to as the STREAM Act). The Consolidated Appropriations Act, 2023 (commonly referred to as the "STREAM Act"), amended section 40701(c) of the BIL to authorize eligible States and Tribes to retain up to 30 percent of the "total amount of a grant made annually" under section 40701(b)(1) of the BIL in a long-term AML reclamation fund established under State or Tribal law. STREAM Act funds may be expended for the abatement of acid mine drainage, the abatement and control of subsidence, or the prevention, abatement, and control of coal mine fires.

Abandoned Mine Land Economic Revitalization (AMLER) Program. Congress first authorized the AMLER Program (previously known as the AML Pilot Program) under the Consolidated Appropriations Act of 2016 (Public Law 114-113). Congress has since authorized AMLER funding annually as part of the Consolidated Appropriations Acts (FY 2016 – FY 2024). AMLER funds are to be used for economic and community development in conjunction with the cleanup of AML sites. In FY 2024, Congress changed the funding mechanism of AMLER funds from grants to direct payments. OSMRE made a total of \$130 million in payments to the six States and three Tribes eligible for AMLER payments on June 3, 2024, in compliance with the requirement that payments be made within 90 days of enactment of the Consolidated Appropriations Act of 2024 (Public Law 118-42).

State Regulatory Program and AML Plan Amendments. SMCRA authorizes primacy states, those with OSMRE-approved regulatory programs, to submit proposed amendments to their state regulatory programs and abandoned mine land reclamation plans to OSMRE for approval, ensuring they meet or exceed federal standards. Since November 2023, OSMRE has prioritized reducing the backlog of proposed amendments, achieving a 28% reduction by September 2024, with continued efforts expected into 2025. Each amendment undergoes a thorough review process, including legal evaluations and input from pertinent federal agencies.

United Mine Workers of America (UMWA) Health Care Benefit and Pension Plans. OSMRE is required to make annual transfers to the UMWA Combined Benefit Fund, the 1992 UMWA Benefit Plan and the 1993 Multiemployer Health Benefit Plan using the interest earned by the AML Fund. In Fiscal Year 2024, OSMRE transferred \$362M of AML interest and \$1.6M in Treasury funds to support the health care benefit plans. The Bipartisan American Miners Act of 2019 (the "BAM Act") created a requirement that OSMRE transfer funds to the 1974 Pension Plan. In Fiscal Year 2024, OSMRE transferred \$718M of Treasury funds to support the 1974 Pension Plan.

Endangered Species Act 2020 Biological Opinion Litigation. In 2020, OSMRE prepared a biological assessment, initiating formal Section 7 Endangered Species Act (ESA) consultation on Title V implementation of the Surface Mining Control and Reclamation Act (SMCRA) which resulted in the FWS' *Final Programmatic Biological Opinion and Conference Opinion* (2020 BiOp) submitted by OSMRE for acceptance and compliance. In November 2023, the Center for Biological Diversity (CBD) filed a lawsuit in US District Court alleging OSMRE's and FWS' failure to comply with the specific requirements of the 2020 BiOp.

OSMRE's Federal Indian Lands program in Oklahoma. The 2020 decision of the U.S. Supreme Court in *McGirt v. Oklahoma* and subsequent court cases reaffirmed the ongoing existence of the historic Muscogee (Creek), Cherokee, and Choctaw Nation Reservations. All coal mining and coal abandoned mine land (AML) in Oklahoma occur within the historic boundaries of these three reservations. The Surface Mining Control and Reclamation Act (SMCRA) designates OSMRE as the sole regulatory authority over surface coal mining and reclamation operations on Indian lands where a Tribe has not obtained regulatory primacy. As a result, OSMRE has assumed authority for regulatory and AML programs on Indian lands in Oklahoma.

Mining Plan Decision Documents and NEPA Compliance. The Secretary, through the Assistant Secretary for Land and Minerals Management (ASLM), must authorize mining plans, or mining plan modifications, that are prepared to mine Federal coal. The Federal mining plan and modification recommendations must include compliance with the National Environmental Policy Act (NEPA). OSMRE is currently preparing three EISs for projects in Montana because of court decisions and two EISs in Wyoming. The five EISs are either subject to the two-year EIS preparation requirement established by the Fiscal Responsibility Act (FRA) or a court-ordered deadline.

State Regulatory Grants Funding. Under Title V of SMCRA a state may choose to assume primary regulatory authority within its State for the regulation of surface coal mining operations ("primacy"). OSMRE provides state regulatory program grants to primacy states to operate their approved programs. State regulatory grant funding has been reduced over the past few fiscal years below the amount requested. As a result, States are challenged to effectively implement their SMCRA approved regulatory programs.

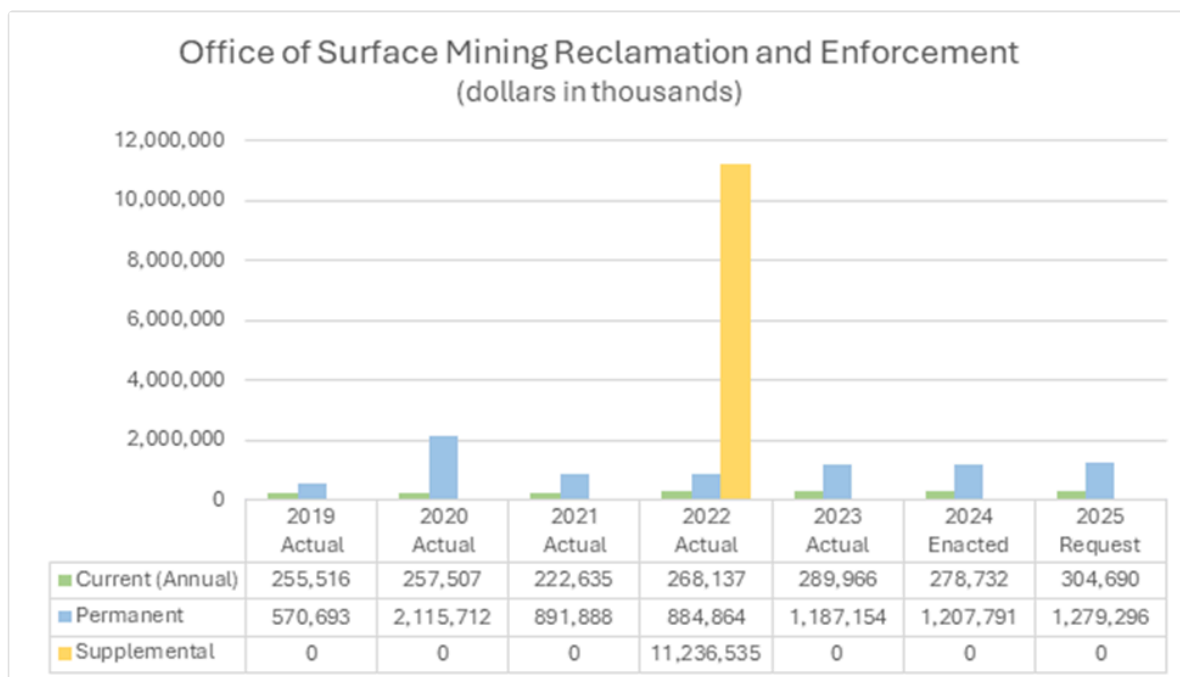
IV. BUDGET OVERVIEW

Office of Surface Mining Reclamation and Enforcement (OSMRE)

(\$ in thousands)

Budget Authority	2023 Actual	2024 Enacted	2025 Request	2025 House (H.R 8998)	2025 Senate (S. 4802)
Regulation and Technology	121,062	116,186	128,875	119,786	118,223
Abandoned Mine Reclamation Fund	168,904	162,546	175,815	168,231	164,207
Total Current	289,966	278,732	304,690	288,017	282,430
Payments to States in Lieu of Coal Fee Receipts (Treasury Funds)	31,447	30,300	24,900	24,900	24,900
<i>Less Mandatory Sequester</i>	<i>-1,792</i>	<i>-1,727</i>	<i>-1,419</i>	<i>-1,419</i>	<i>-1,419</i>
Mandatory Grants to Non-Certified States (AML Funds)	102,707	102,400	108,000	108,000	108,000
<i>Less Mandatory Sequester</i>	<i>-5,853</i>	<i>-5,836</i>	<i>-6,156</i>	<i>-6,156</i>	<i>-6,156</i>
Funds Transferred to UMWA Health Benefit Plans and the 1974 UMWA Pension Plan (Treasury and AML Funds)	1,060,645	1,082,654	1,153,971	1,153,971	1,153,971
Total Permanent	1,194,799	1,215,354	1,286,871	1,286,871	1,286,871
Total Permanent (after Sequester)	1,187,154	1,207,791	1,279,296	1,279,296	1,279,296
<i>FTEs</i>	<i>384</i>	<i>520</i>	<i>521</i>	<i>0</i>	<i>0</i>

OSMRE Budget Information



OSMRE Budget Profile

Budget Profile

The 2025 discretionary budget request for OSMRE is \$304.7 million. The 2025 budget delivers OSMRE's core mission requirements for oversight and supports State and Tribal programs to ensure effective, consistent, and high-quality regulatory and reclamation programs across the Nation. OSMRE estimates staffing will equal 521 full-time equivalents (FTEs) in 2025. This would include 93 BIL FTEs, as shown for FY 2024, as well. The 2025 budget estimates \$1.3 billion in permanent funding for reclamation grants to States and Tribes, and for United Mine Workers of America (UMWA) health benefit plans and the 1974 UMWA pension plan.

Additional information on the FY 2025 President's Budget request may be found on the Department's website:

<https://www.doi.gov/media/document/fy2025-office-surface-mining-reclamation-and-enforcement-bureau-highlights>


Key Budget Issues

The FY 2025 President's Budget Request includes targeted increases for priorities such as Diversity, Equity, Inclusion, and Accessibility, AML passive treatment, and IT modernization. OSMRE's operational budget, however, remains constrained to core mission responsibilities. In FY 2024, the bureau's budget was reduced by \$23.1 million (7.7%) to \$278.7 million.

The FY 2025 President's Budget Request aligns discretionary funding and FTEs across business lines to optimize fulfillment of OSMRE's statutory responsibilities and support of the Administration's priorities. However, if faced with a prolonged period of operation under a continuing resolution, or enactment of an appropriation below its requested level, OSMRE would face significant challenges in its efforts to maintain technical and programmatic capacity, support essential functions, and meet statutory requirements mandated by SMCRA, such as:

- **Regulatory Oversight:** Reduced, or level funding with FY 2024, would negatively impact OSMRE's State Program Evaluation and Federal and Indian Lands Programs Activities by limiting the bureau's ability to conduct oversight inspections, develop annual oversight performance agreements with States, regulate coal mining and reclamation activities on States without approved regulatory programs and on Indian Lands. This would ultimately hinder OSMRE's efforts in identifying and addressing violations of SMCRA.
- **Reclamation Oversight:** Reduced, or level funding with FY 2024, would negatively impact OSMRE's efforts in working with State and Tribal reclamation agencies to meet its responsibilities under SMCRA's abandoned mine land (AML) program. Future limits on funding would impede OSMRE's ability to hire and train program analysts, grant specialists, and other critical personnel who evaluate and manage the State and Tribal grants program and conduct program evaluations. In addition, fewer resources would be available to hire, train, and foster a diverse and multidisciplinary scientific, engineering, information technology, and analytically skilled workforce. This would lead to less funding being devoted to necessary and important reclamation work including, establishing reclamation project designs, construction criteria, and reviewing and monitoring watershed cooperative agreements and civil penalty and bond forfeiture reclamation projects. In addition, OSMRE would not be able to direct sufficient funding for the necessary IT staff and contractors needed to maintain and improve the enhanced-Abandoned Mine Land Inventory System (e-AMLIS). E-AMLIS is the statutorily mandated inventory system which stores, manages, and contains data on the inventory of abandoned mine land problems eligible for AML funding.
- **Technical Assistance Training and Technology:** OSMRE provides States, Tribes, and staff with the best available technical data and information to support science-based decisions on mining plans, reclamation project designs, permit reviews, blasting, and acid mine drainage prevention. A reduction in resources necessary to support these critical efforts would significantly limit OSMRE's ability to support and enhance the technical skills that State and Tribal staff need to effectively operate their regulatory and reclamation programs. Further, fewer resources would also impact OSMRE's staff ability to review and oversee State programs, develop rules and directives, assist in the litigation of rules and regulatory actions, conduct enforcement actions, or provide technical training and software to States and Tribes through the Technical Innovation and Professional Services (TIPS) and National Technical Training Program (NTTP), and ensure violators do not get permits through use of the Applicant Violator System.
- **Bureau Capacity:** OSMRE continues to prioritize the hiring and retention of qualified staff with the technical expertise necessary to fulfill mission requirements. While the Bureau continuously monitors its programs for management efficiencies and savings, limited funding will hamper OSMRE's ability to hire, train, and maintain and retain a diverse and multi-disciplinary cadre of personnel to accomplish the mission and goals of SMCRA. These personnel will continue to be critical in guiding OSMRE through programmatic and policy decisions to ensure that coal-mining activities, including post-mining reclamation, are carried out in a manner that protects the safety and health of coalfield citizens as well as the environment.

 [Go to the previous section: Bureau of Land Management](#)

[Go to the next section: Bureau of Ocean Energy Management](#) 

Bureau of Ocean Energy Management

[◀ Back to Assistant Secretary—Land and Minerals Management](#)

AT A GLANCE

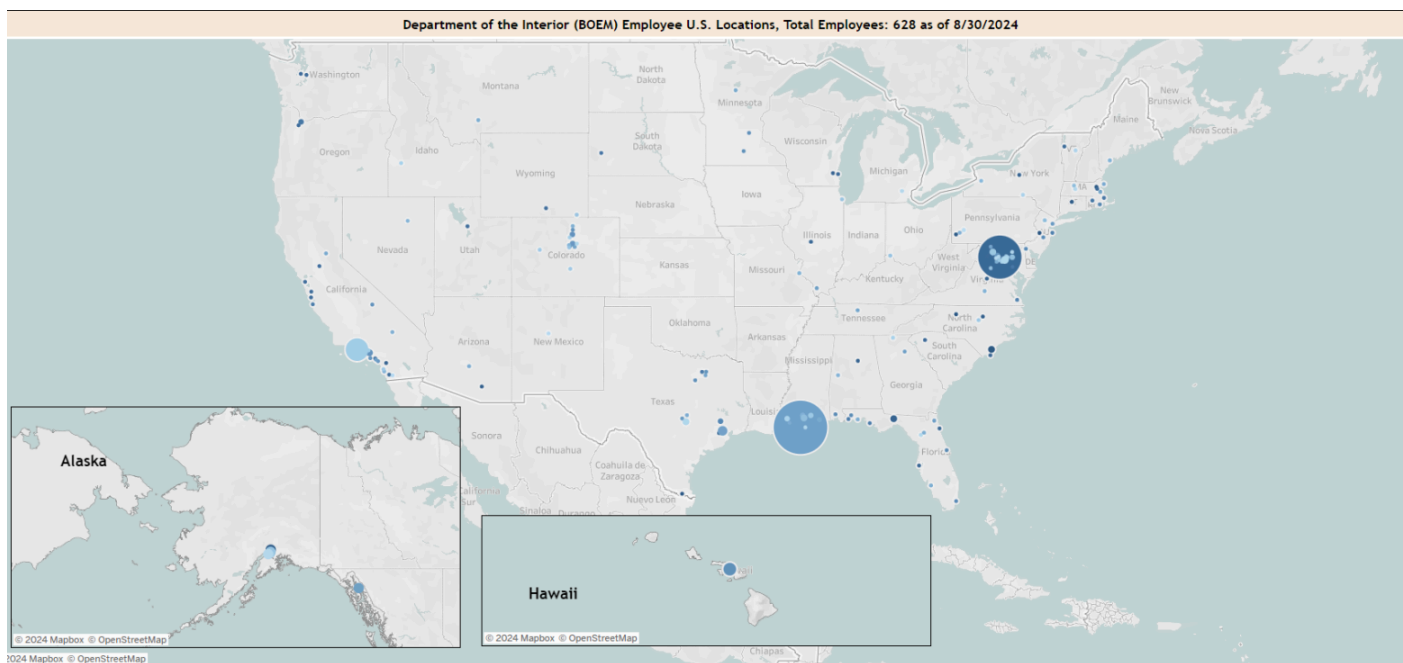
Established: 2011

Mission: To manage development of U.S. Outer Continental Shelf energy, mineral, and geological resources in an environmentally and economically responsible way.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 628: 617 permanent, 7 temporary, and 4 term (as of 8/30/24).



BUREAU/OFFICE CONTACT

Walter Cruickshank, Deputy Director

Email: walter.cruickshank@boem.gov

Phone: 202-208-6300

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The mission of the [Bureau of Ocean Energy Management](#) (BOEM) is to manage development of U.S. [Outer Continental Shelf](#) (OCS) energy, mineral, and geological resources in an environmentally and economically responsible way. In Fiscal Year (FY) 2023, OCS activities accounted for 15 percent of domestic crude oil production and generated approximately \$7 billion in offshore oil and gas revenues and over \$595 million in offshore wind revenues.

BOEM's [strategic operational priorities](#) include:

- Sustainably Manage OCS Energy and Mineral Resources
- Position BOEM to Address Emerging Offshore-Related Technologies, Opportunities, and Uses
- Ensure that BOEM has a First-in-Class Environmental Program and Advances Environmental Stewardship
- Build Effective Relationships with Tribal Nations, Native Hawaiian Communities, and Pacific and Caribbean Indigenous Communities in the U.S. Territories
- Meaningfully Engage with Ocean Users, Partners, and Stakeholders
- Modernize Our Data and Technology Infrastructure

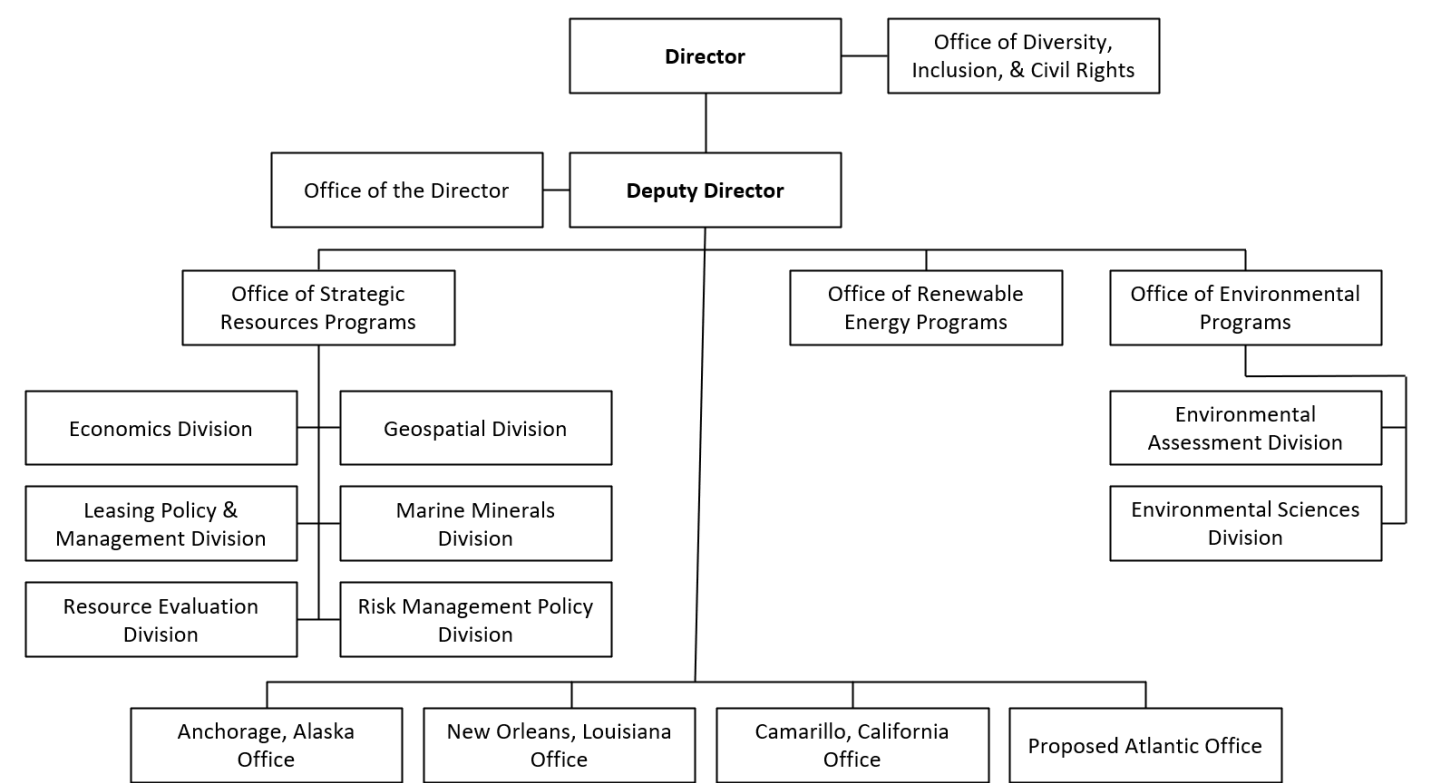
BOEM’s organizational structure (see graphic below) is designed to advance each of the elements of its mission. The national functions are grouped into three program offices headquartered in the greater Washington D.C. area and focus on strategic resource development, environmental analysis and applied science, and renewable energy development. Additionally, BOEM has three regional offices that oversee and execute the bureau’s responsibilities in the Gulf of Mexico, Pacific, and Alaska.

The [Office of Strategic Resources](#) manages the leasing and development of conventional energy, mineral, and geologic resources on the OCS to help meet domestic energy and resource needs through developing and implementing the National OCS Oil and Gas Leasing Program, assessing OCS mineral resource potential, authorizing the use of OCS sand resources to restore coastal habitat and protect coastal infrastructure, tracking inventories of OCS oil and gas reserves and resources, developing production projections, performing economic evaluation to ensure the receipt of fair return through lease sales and lease terms, developing the financial assurance program for OCS programs, and overseeing geospatial operations.

The [Office of Renewable Energy Programs](#) advances a sustainable OCS renewable energy future through interactive site planning and environmentally responsible construction, operations, and energy generation. As the lead permitting agency for offshore wind on the OCS, BOEM reviews all activities associated with siting, leasing, and construction of new offshore renewable energy projects.

The [Office of Environmental Programs](#) oversees compliance with environmental laws and executive orders, forms BOEM national environmental policies, and provides strategic guidance regarding environmental considerations related to OCS resources, including guidance for protecting marine, coastal, and human environments. The Office of Environmental Programs directs scientific research studies to inform program decisions and manages the bureau’s Tribal Program.

BOEM has [regional offices](#) located in New Orleans, LA; Camarillo, CA; and Anchorage, AK. The regional offices are integrated into BOEM’s national programs and conduct region-specific activities associated with the leasing and development of energy and mineral resources and region-specific environmental analyses. These activities include oil and gas resource evaluations, environmental studies and assessments, leasing activities, review of exploration and development plans, fair market value determinations, renewable energy leasing and project reviews, marine mineral resource evaluations and leasing, and geological and geophysical permitting.



BOEM Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES/SL/ST:

[Elizabeth Klein](#), Director

Schedule C Employees:

Marissa Knodel, Senior Advisor

Manu Tupper, Advisor

Career SES/SL:

[Walter Cruickshank](#), Deputy Director
[James Anderson](#), Chief, Office of Budget and Administration
[Karen Baker](#), Chief, Office of Renewable Energy Programs
[Megan Carr](#), Chief, Office of Strategic Resources
Vacant, Chief Environmental Officer, Environmental Programs
[James Kendall](#), Regional Director, Gulf of Mexico Region
[Douglas Boren](#), Regional Director, Pacific Region
[Givvy Kochanowski](#), Regional Director, Alaska Region
Jill Lewandowski, Chief, Division of Environmental Assessment, Office of Environmental Programs, and Director, Center for Marine Acoustics
Rodney Cluck, Chief, Division of Environmental Studies, Office of Environmental Programs

Other Senior Career Employees:

[Stephen Boutwell](#), Chief, Office of Congressional and Intergovernmental Affairs
[Carlisa Broadway](#), Director, Office of Diversity, Inclusion & Civil Rights
Jenna Foreman, Chief of Staff (Acting)
Timothy McCune, Director, Office of Strategic Policy and International Affairs
[Tracey Moriarty](#), Chief, Office of Communications
[Karen Thundiyil](#), Director, Office of Regulatory Affairs

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Enhancing Domestic Energy Diversity and Efforts to Provide Clean Energy through Development of Renewable OCS Energy Resources.
BOEM manages the responsible leasing and regulation of renewable energy development activities on the OCS. BOEM currently oversees 35 commercial wind leases and three renewable energy research leases on three coasts. Two additional leases were provisionally awarded in August 2024, and one more lease sale is scheduled in October 2024. As of October 9, 2024, BOEM has approved 10 commercial projects. One commercial project is fully operational, one has begun operations in a portion of the project with the rest under construction; and two additional projects are under construction. BOEM continues to process and review incoming plans associated with the leased areas. A new [five-year offshore wind leasing schedule](#) was announced in April 2024.

Contributing to the American Economy and Energy Security through Development of Conventional OCS Energy Resources.
BOEM is responsible for developing and administering the National OCS Oil and Gas Leasing Program, a national-level, five-year program of offshore oil and gas lease sales. It is designed in a manner to best meet the nation's energy needs, while carefully considering factors to balance the potential for accessing oil and gas resources with the potential for adverse impacts from such activities. BOEM is currently implementing the approved [2024-2029 National OCS Oil and Gas Leasing Program](#), which includes three scheduled lease sales in the Gulf of Mexico, with one sale each in 2025, 2027, and 2029.

Increasing Access to OCS Marine Mineral Resources.
BOEM manages the use of OCS sand and sediment resources that are critical to many shore protection, beach nourishment, and wetlands restoration projects. To date, BOEM has supported the [restoration of nearly 500 miles](#) of the nation's coastline and is developing a [National Offshore Sand Inventory](#) to proactively identify potential OCS sand resources for coastal resilience projects. BOEM also manages OCS critical minerals.

Updating Regulatory Programs to Ensure Proper Management of the OCS.
As described in the Office of Management and Budget's 2024 Spring Regulatory Agenda for DOI, BOEM is pursuing a proposed rule to establish [Fitness to Operate Standards](#) for oil and gas companies operating on the OCS and a proposed rule with the Bureau of Safety and Environmental Enforcement for [regulating sub-seabed carbon sequestration](#) on the OCS. BOEM recently published a final rule to address the [protection of marine archaeological resources](#).

IV. BUDGET OVERVIEW

Bureau of Ocean Energy Management (dollars in thousands)					
	2023	2024	2025	2025	2025
	Actual	Enacted	Request	House	Senate
Current (Annual)*	219,960	211,162	242,045	199,057	216,043
Permanent	0	0	0	0	0
Supplemental	0	0	0	0	0
Total	219,960	211,162	242,045	199,057	216,043
FTE	599	666	681	0	0

Table 1. BOEM budget overview. * Represents total budget authority, consisting of appropriated dollars and offsetting collections.

Budget Profile
The FY2025 President's budget includes \$242.0 million for BOEM programs, including \$183.4 million in net current appropriations and \$58.6 million in offsetting collections from offshore rental receipts and cost recoveries. BOEM estimates a FY2025 staffing total of 681 FTEs.

Key Budget Issues

Inflation Reduction Act (IRA) Funding: BOEM expects to receive a total of \$42 million in IRA Section 50303 funding for improving environmental review and permitting processes and advancing meaningful Tribal consultations and stakeholder engagements. These IRA funds expire on September 30, 2026. BOEM also anticipates a total of \$26 million of IRA Section 70007 funding from the Federal Permitting Improvement Steering Council to hire term positions and to develop an Integrated Renewable Energy Information Management System (IREIMS). IREIMS will result in a secure integrated system capable of managing information for the renewable energy leasing and plan approval processes through their entire life cycles.

Proposed Atlantic Region: Within the FY2025 budget, BOEM proposed to establish an Atlantic Region by realigning its existing Atlantic-related energy and minerals functions and reassigning staff from headquarters and other BOEM regional offices in response to the rapid growth in demand for offshore wind and marine minerals along the Atlantic Coast. The Department transmitted a formal reprogramming letter to Congress on August 13, 2024. In September 2024, Congress approved the establishment of a new BOEM Atlantic Region office. The process to establish the new office will be implemented in phases over several fiscal years to ensure operational efficiency and a smooth transition to the new structure. The first step will involve engaging with affected offices and initiating the hiring process for a Regional Director, who will lead the transition.

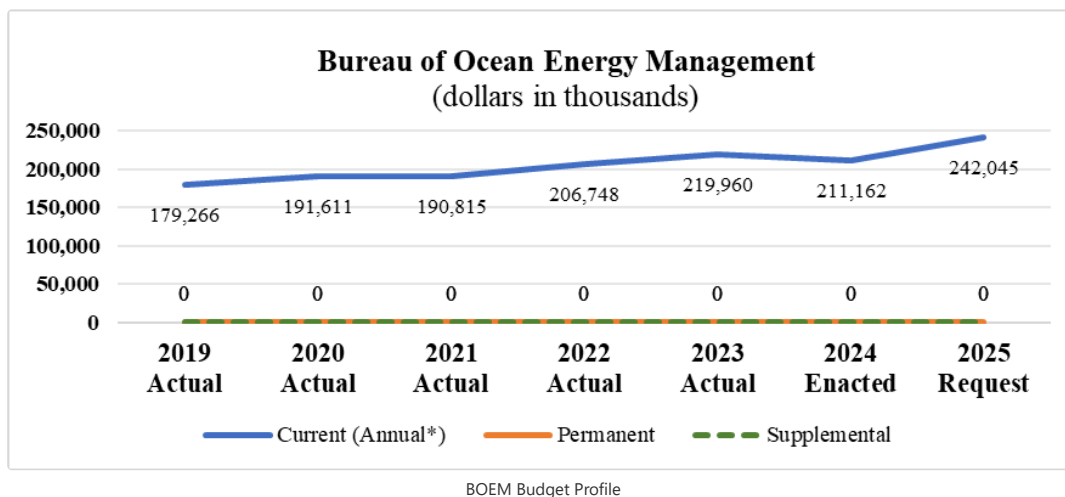
Offshore Renewable Energy Development: Within the FY2025 budget, BOEM requests FTEs and funding to develop solutions to expedite project reviews across BOEM and to ensure access to the most up-to-date scientific information throughout the renewable energy leasing process. Requested resources would also expand the Bureau's technical assessment and scientific capabilities, thus expediting technical plan reviews, and enhance and increase engagement with and outreach to Tribes and Indigenous Peoples.

Offshore Carbon Sequestration: The FY2025 budget proposes resources to establish a dedicated Offshore Carbon Sequestration Program, as BOEM and BSEE are currently advancing the Program with staff tasked with pre-existing responsibilities and priorities. Resources would support environmental studies, acquiring and maintaining geological interpretive tools, and acquiring the geological and geophysical data necessary to develop a model and methodology to provide regional and national-level assessments of CO₂ storage capacity across the OCS.

Environmental Stewardship: Environmental assessments and studies are critical to the successful management of offshore energy, mineral, and geologic resources. In FY2025, BOEM proposes funding to support Tribal co-stewardship and to conduct environmental studies that advance scientific progress and inform decision-making related to renewable energy, conventional energy, and marine minerals.

FY25 Contribution Authority Legislative Proposal: BOEM requests to extend its contribution authority through 2029 to accept contributions for environmental and technical work related to the development of OCS resources. BOEM's current contribution authority expires at the end of FY2024.

FY25 Grant Authority Legislative Proposal: BOEM proposes to refine its appropriations language to remove the matching requirement for grants and cooperative agreements. This improves the ability of Tribes and communities with environmental justice concerns to access potential grants and cooperative agreements, thereby improving the Bureau's ability to provide technical assistance, tools, and resources, and enhancing the capacity of these communities to provide information to BOEM.



[Go to the previous section: Office of Surface Mining Reclamation and Enforcement](#)

[Go to the next section: Bureau of Safety and Environmental Enforcement](#)

Bureau of Safety and Environmental Enforcement

[Go back to AS-LM](#)

AT A GLANCE

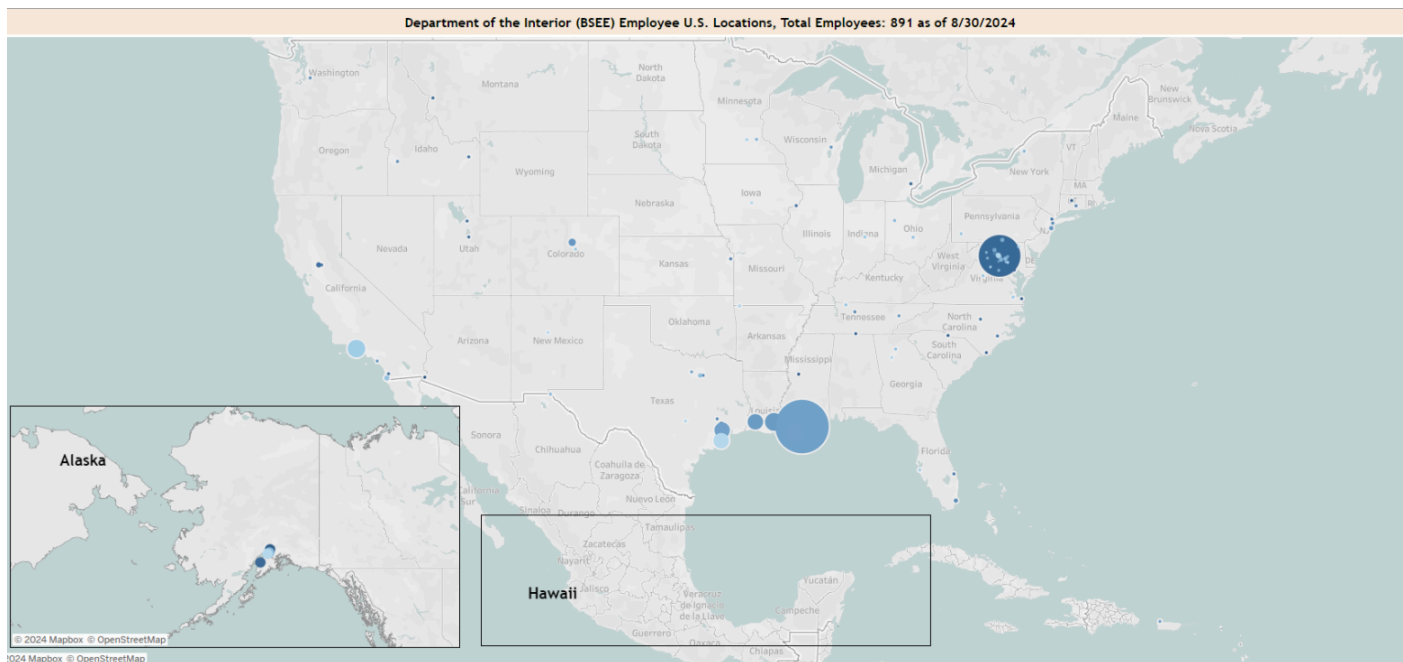
Established: 2011

Mission: The Bureau of Safety and Environmental Enforcement (BSEE) works to promote safety, protect the environment, and conserve resources offshore through vigorous regulatory oversight and enforcement.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 884 permanent, 5 temporary and 2 term (as of 8/30/24).



BSEE Employee Distribution across the U.S.

BUREAU CONTACT

Paul Huang, Deputy Director

Email: paul.huang@bsee.gov

Office phone: 202-531-4152

Office location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Bureau of Safety and Environmental Enforcement (BSEE) promotes safe and environmentally responsible oil, gas, and renewable energy development offshore through vigorous regulatory oversight and enforcement operations that protect the environment and conserve natural resources. [BSEE's FY2023-2026 Strategic Plan](#) guides the Bureau's annual activities and outlines through its four strategic goals: BSEE's commitment to people, protection, reliability, and sustainability.

BSEE, consistent with its strategic goals of protection and reliability, is committed to updating guidance, reviewing and building out training approaches, and strengthening the use of the Bureau's toolkit to ensure strong offshore energy compliance. BSEE's priorities include creating a robust compliance verification and assurance program; decommissioning orphaned wells and infrastructure; growing BSEE's Renewable Energy Program; and building out new program areas such as the Carbon Sequestration Program.

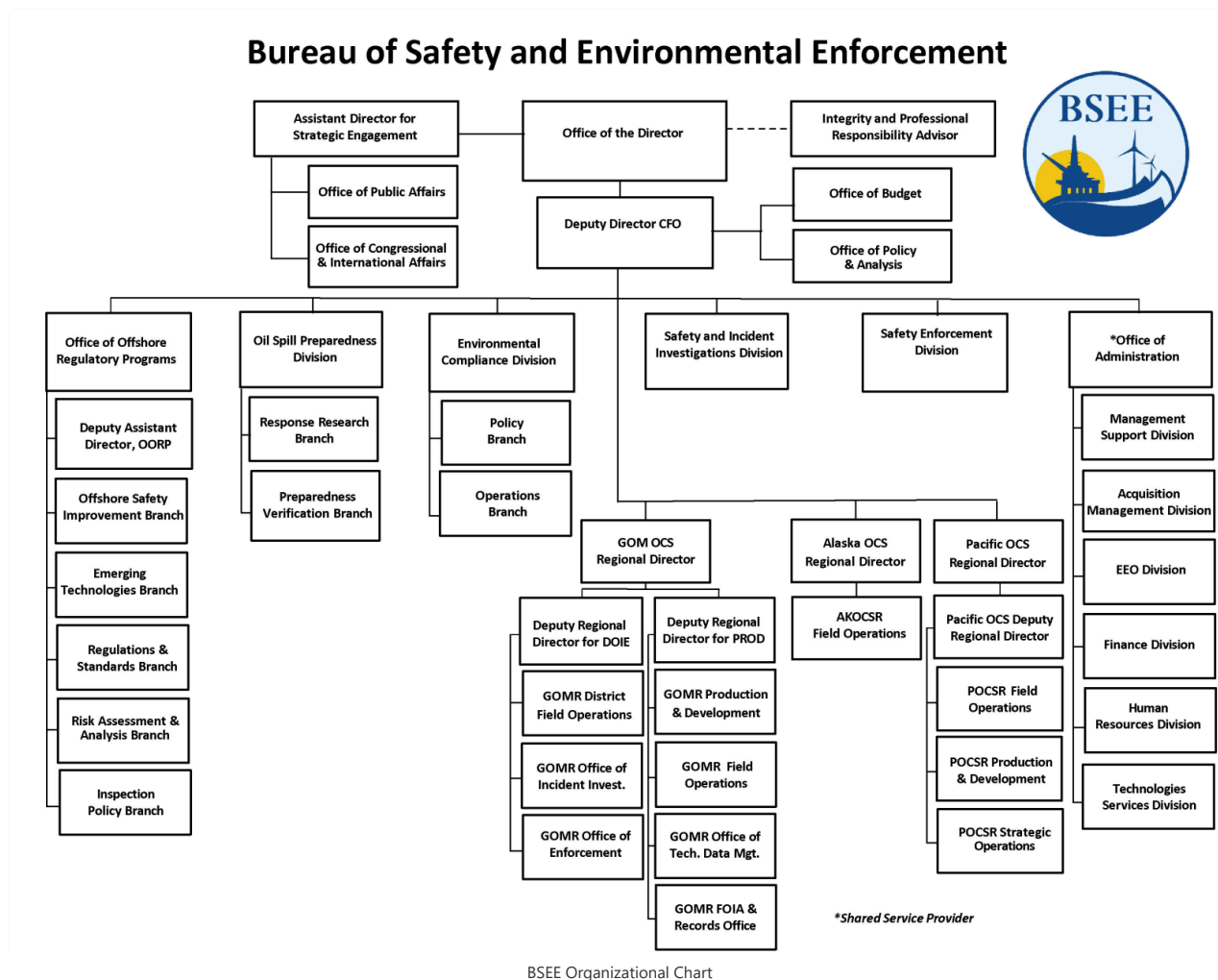
BSEE's core functions include:

- Inspections of offshore facilities;
- Review and permitting of energy activities conducted offshore;
- Development and implementation of regulations governing offshore operations;

- Administration of investigation, civil penalty, and enforcement programs;
- Development of technical standards;
- Comprehensive research programs to help the Bureau keep pace with industry's technological improvements, encourage innovation, and inform risk reduction and incident prevention; and
- Oil spill response planning, preparedness for discharges from offshore facilities, and offshore containment.

BSEE's authority comes from legislation and Secretarial assignments, orders, and delegations. BSEE primarily executes its authority to regulate offshore energy operations through the Outer Continental Shelf Lands Act (OCSLA) as amended (43 United States Code §§ 1331 *et seq.*). The Bureau's jurisdiction extends from the end of "state waters," typically three miles offshore, to the seaward extent of federal jurisdiction, typically 200 nautical miles offshore.

BSEE's Director reports to the Department of the Interior Assistant Secretary for Land and Minerals Management. The Director is the Chief Executive Officer for BSEE and is assisted by a Deputy Director. BSEE's two national offices and four national divisions set the Bureau's policy and performance goals, while implementation of those goals occurs in the field. Daily field operations are managed by regions and districts in accordance with national policies. Additional organizational information can be found [here](#).



II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES:

Kathryn (Kati) Kovacs, Delegated authorities of the Director

Schedule C Employees:

Iqra Bachu, Senior Advisor

Career SES:

Paul Huang, Deputy Director

Bryan Domangue, Gulf of Mexico Outer Continental Shelf (OCS) Regional Director

Scott Mabry, Associate Director for Administration

Michaela Noble, Assistant Director for Renewable Energy and Regulatory Compliance

Stacey Noem, Assistant Director for Offshore Regulatory Programs

Other Senior Career Employees:

Bruce Hesson, Pacific OCS Regional Director

Justin Miller, Alaska OCS Regional Director

Cheri Hunter, Renewable Energy Operations Director

Wes James, Assistant Director of Staff

Seong Kim, Assistant Director for Strategic Engagement

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Decommissioning Liabilities – BSEE is responsible for ensuring that infrastructure used for energy exploration, development, and production activities undertaken pursuant to OCSLA are properly secured and removed (i.e., decommissioned) for the long-term protection of the resource and surrounding environment. Decommissioning is a growing portion of BSEE's oversight activities as operations mature. BSEE coordinates with the Bureau of Ocean Energy Management (BOEM) to address orphaned infrastructure due to industry bankruptcies. Key stakeholders: House Natural Resources (HNR) and Senate Energy and Natural Resources (SENHR) Committees; Louisiana and Texas members.

Mississippi Canyon Area, Block 20 (MC20) Oil Spill Response – In 2004, Hurricane Ivan toppled the platform on the MC-20 lease block owned by Taylor Energy, and oil has continuously leaked from the damaged wells since. Taylor relinquished the lease and entered into an agreement with DOI to place \$432 million in trust as financial assurance to satisfy the regulatory decommissioning requirement. The United States Coast Guard, the National Oceanic and Atmospheric Administration, BSEE, and BOEM jointly manage MC-20 pollution response and decommissioning. The majority of leaking oil—over 1 million gallons—has been collected by a containment system since April 2019.

Renewable Energy – BSEE is the lead regulator for the safe and environmentally responsible production of offshore renewable energy. BSEE oversees safety and environmental requirements for facility design, fabrication, installation, operation, and decommissioning for offshore wind. BSEE ensures the safety of operations through regulatory requirements and programs such as safety management systems, inspections, reporting, and investigations. BSEE also enforces compliance with all applicable safety, environmental, and conservation laws and regulations. Key stakeholders: all coastal States/Districts with proposed OSW sales and projects off their coastline; HNR, SENR.

Vineyard Wind 1 Incident – On July 13, 2024, a blade failure incident occurred on VW1 about 21 miles off the coast of Massachusetts. BSEE has issued multiple suspension orders directing cease power production on all wind turbine generators and conducting an independent investigation. Operational efforts include establishing a federal presence for the response, engagement with the federal interagency, congressional offices, states and local governments, and Tribes. Key stakeholders: Sen. Ed Markey (MA), Sen. Elizabeth Warren (MA), Rep. William Keating (MA), HNR, SENR, Wampanoag Tribe of Gay Head (Aquinnah), and Mashpee Wampanoag Tribe.

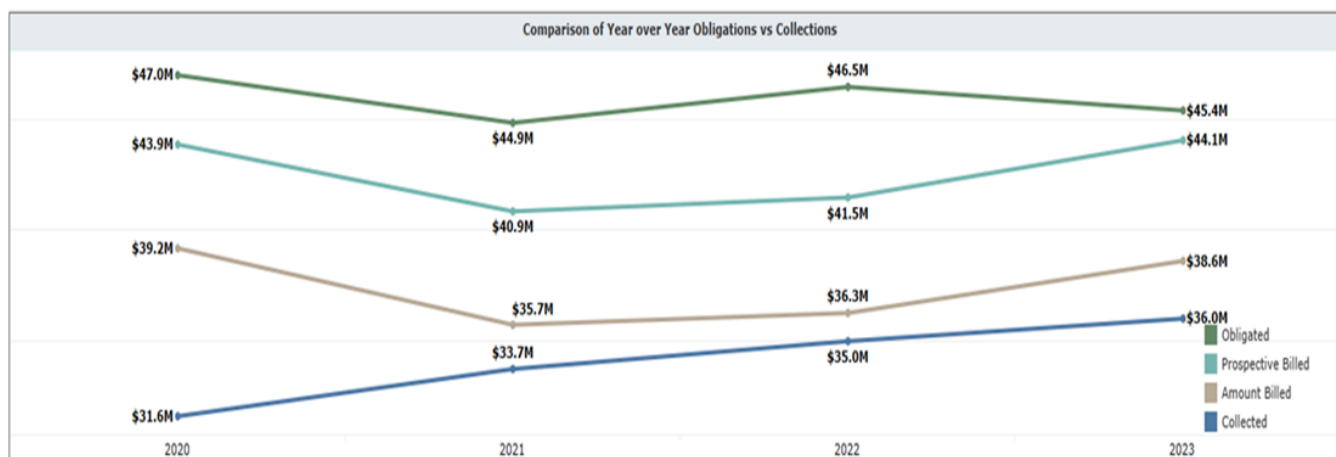
Carbon Sequestration – The Infrastructure Investment and Jobs Act of 2021 directs the Interior Department to establish regulations for CO2 transportation and geologic sequestration on the OCS. Storing carbon underground is a proven technology that utilizes similar skill sets to those in the oil and gas industry. BSEE is currently working with BOEM on a joint rulemaking, as well as coordinating with other federal agencies with relevant expertise such as the Department of Energy. Key stakeholders: HNR, SENR, Louisiana and Texas members.

IV. BUDGET OVERVIEW

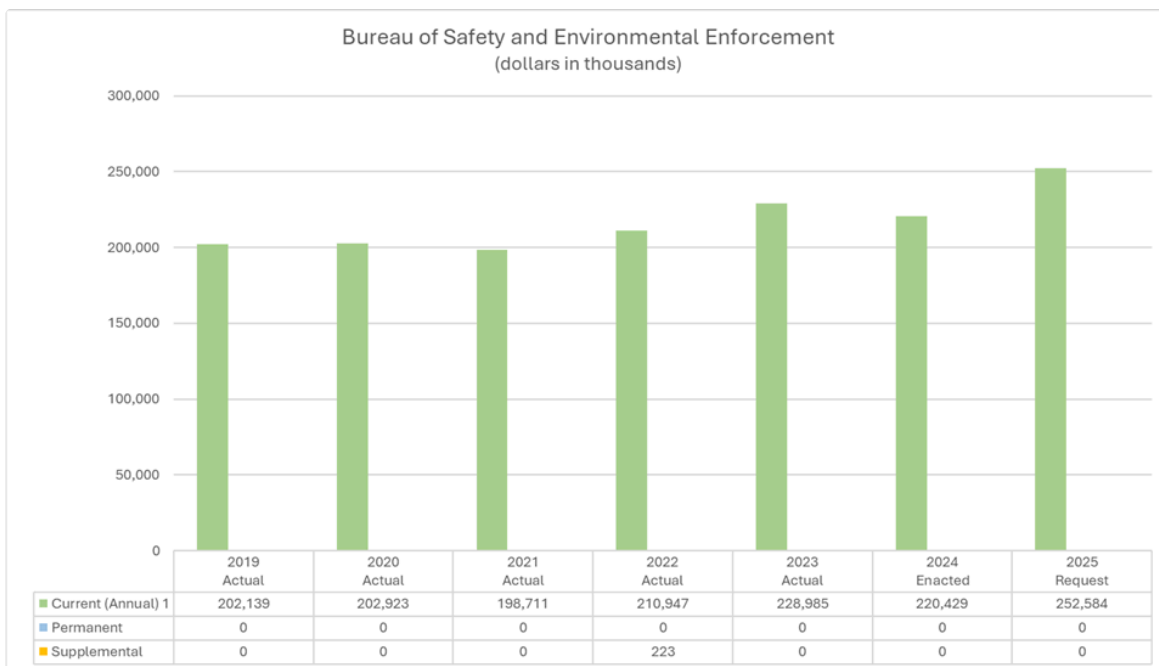
BUREAU OF SAFETY AND ENVIRONMENTAL ENFORCEMENT (dollars in thousands)	2023	2024	2025	2025	2025
	Actual	Enacted	Request	House	Senate
Current (Annual) ¹	228,985	220,429	252,584	220,429	225,985
Permanent	0	0	0	0	0
Supplemental	0	0	0	0	0
Total	228,985	220,429	252,584	220,429	225,985
FTE	819	926	938	0	0

¹. Represents total budget authority, consisting of appropriated dollars and offsetting collections.

BSEE Budget Profile



BSEE Year Over Year Comparison of Obligations Versus Collections



BSEE Budget Profile Graph

¹ Represents total budget authority, consisting of appropriated dollars and offsetting collections.

Budget Profile

The 2025 budget request for BSEE is \$252.6 million, \$32.1 million above the 2024 enacted level, including \$170.4 million in current appropriations and \$82.2 million in offsetting collections from rental receipts, cost recoveries, and inspection fees. BSEE estimates staffing will total 938 full-time equivalents (FTEs) in 2025, including 125 FTEs that are fully reimbursed from other accounts to provide departmentwide shared services. Additional information on the FY 2025 President's Budget request may be found on the Department's website:

<https://www.doi.gov/media/document/fy2025-bureau-safety-and-environmental-enforcement-bureau-highlights>

Key Budget Issues

Decommissioning: Following significant industry bankruptcies in 2023 and 2024, the inventory of orphaned infrastructure on the OCS doubled to over 200 assets with outstanding decommissioning costs of approximately \$200 million with only \$50 million in forfeited financial assurance available to perform the necessary decommissioning of the orphaned infrastructure. In January 2024, BSEE awarded its first in a series of task orders to conduct initial platform inspections, perform the necessary repairs for safe platform operations, perform well diagnostic testing, and perform wellbore decommissioning on orphaned infrastructure in the Matagorda Island Area of the Gulf of Mexico. While BSEE continues to seek all avenues for funding, the total available funding (e.g. Bipartisan Infrastructure Law funding, financial assurance, and appropriated funding) falls well short of the \$200 million cost.

Inspection Fees: Each fiscal year, Congress provides BSEE with the authority to bill and collect inspections fees from operators. However, BSEE's inspection program costs far exceed the actual inspection fees that BSEE is authorized to collect. In an attempt to close this gap, BSEE has proposed in its annual President's Budget for the past several years an inflation adjustment to its existing fees and a new follow up facility inspection fee. Congress has not acted to adjust the current fee structure.

Rental Receipts Offsetting Collections Estimate: The Office of Management and Budget routinely releases Administration economic assumptions as part of the budget cycle. The Bureau of Ocean Energy Management (BOEM) uses these assumptions to update annual estimates for rental receipts, which are part of the total funding levels for BOEM and BSEE. If the assumptions reflect a decreased estimate for rental receipts collections, it could impact total BSEE funding if Congress does not offset the estimated decrease with appropriated funding.

[!\[\]\(6a9b39b98eb945faa14c645ec99e4eaa_img.jpg\) **Back to Assistant Secretary—Land and Minerals Management**](#)

[!\[\]\(9c2e8d1b5bd77cb5c9f83b7a9cff79fd_img.jpg\) **Go to the previous section: Bureau of Ocean Energy Management**](#)

[**Go to the next section: Assistant Secretary—Water and Science** !\[\]\(e3275251d0893157c3584e20c81dc3ba_img.jpg\)](#)

Assistant Secretary—Water and Science



Office of the Assistant Secretary
—Water and Science



U.S. Geological Survey



Bureau of Reclamation



Central Utah Project Completion
Act Office

[!\[\]\(cf531ed27e91483460120fcc057b3901_img.jpg\) Go to the previous section: Bureau of Safety and Environmental Enforcement](#)

[Go to the next section: Office of the Assistant Secretary—Water and Science!\[\]\(d3102649f02e825ddb76dc3de0190154_img.jpg\)](#)

Office of the Assistant Secretary—Water and Science

[Back to Assistant Secretary—Water and Science](#)

BUREAU/OFFICE CONTACT

Isis Farmer, Chief of Staff to Assistant Secretary – Water and Science

Email: isis_farmer@ios.doi.gov

Phone: 202-513-0535

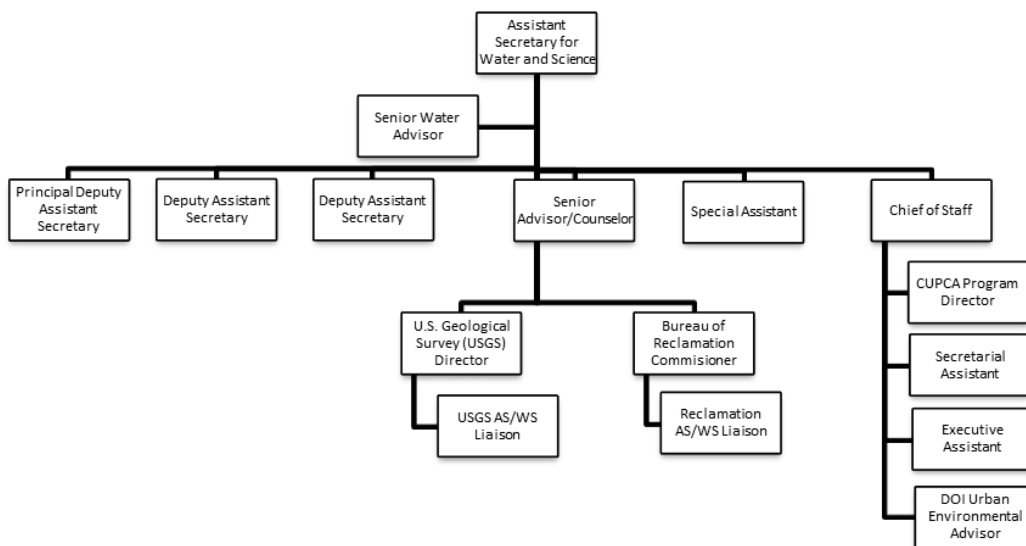
Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Office of the Assistant Secretary – Water and Science (AS/WS) implements Departmental policy and provides oversight for the projects and programs of the Bureau of Reclamation (Reclamation), U.S. Geological Survey (USGS), and the Central Utah Project Completion Act Office (CUPCA) for the purpose of accomplishing the agency missions and carrying out the priorities of the Secretary. Major objectives include:

- maximizing the effectiveness of program operations of the three bureaus;
- leadership and coordination on water sustainability efforts;
- serving as Interior’s focal point for national policy on water, hydropower, and science issues;
- leadership on water supply conflicts;
- assuring that program goals in support of Interior objectives are identified with measurable results; and
- ensuring appropriate consultation, communication, and coordination with all affected parties in program and policy development and implementation.

The AS/WS Office is staffed by the Assistant Secretary (PAS); a Principal Deputy Assistant Secretary (political, SES), two Deputies (political, SES); a Senior Advisor or Counselor to the Assistant Secretary (political, SES); Special Assistant to the Assistant Secretary (political, general schedule); Chief of Staff (career, SL); and administrative support staff (career, general schedule). The Office also includes a Senior Water Legal Advisor (career, SL); DOI’s Urban Environmental Advisor (career, general schedule); and the CUPCA Program Director, located in Provo, UT (career, general schedule) and CUPCA Office staff. Reclamation and USGS both house an advisor/special assistant (i.e., liaison) in the AS/WS Office to facilitate interactions and communication between the bureaus and the AS/WS.



ASWS Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Vacant, Assistant Secretary for Water and Science

Non-career SES/SL/ST:

Michael Brain, Principal Deputy Assistant Secretary (DAS)

Gary Gold, Deputy Assistant Secretary

Annalise Blum, Deputy Assistant Secretary
Vacant, Counselor to the Assistant Secretary

Schedule C Employees:

Joseph Younkle, Special Assistant to the Assistant Secretary

Career SES/SL/ST:

Isis Farmer, Chief of Staff
Christina Kalavritinos, Senior Legal Water Advisor

Other Senior Career Employees:

Paul Christensen, Central Utah Project Completion Act Office Program Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Colorado River

The AS/WS implements the Secretary's role as Water Master for the lower Colorado River and ensures implementation of the 1944 Colorado River Compact and associated management actions in the Colorado River basin including development of annual operating plans; implementation of Drought Contingency Plans; implementation of Shortage Criteria; implementation of the Glen Canyon Dam Adaptive Management Program; and implementation of a Long-Term Experimental and Management Plan (LTEMP) for the operation of Glen Canyon Dam. Notably, efforts to address drought conditions and long-term operation of the Colorado River system (Post-2026) Operating Guidelines are ongoing.

Glen Canyon Dam Adaptive Management Program (GCD AMP)

The AS/WS is the Secretary's designee to oversee the GCD AMP and, as such, is Chair of the GCD Adaptive Management Work Group (GCD AMWG), the federal advisory committee formed to advise the Secretary on actions to improve resources below Glen Canyon Dam on the Colorado River. The AMWG consists of representatives from 23 federal agencies, states, Tribes, environmental groups, recreation and power interests with very divergent views. More information: <https://www.usbr.gov/uc/progact/amp/index.html>.

Central Utah Project Completion Act (CUPCA) Office

The CUPCA Office, located in Provo, UT, was established to ensure implementation of the CUPCA legislation (enacted in P.L. 102-575) and the Secretary's responsibilities. The CUPCA Office reports to the AS/WS, which carries out the responsibilities of the Secretary to implement CUPCA and manage the CUPCA Office. This includes the preparation of budgets, management of personnel, and support for coordination with our implementation partners: the Central Utah Water Conservancy District and the Utah Reclamation Mitigation and Conservation Commission. More on CUPCA is included below and linked here: <https://www.doi.gov/cupcao>.

Columbia River

The AS/WS is engaged in ongoing policy and litigation issues in the Columbia River basin: 1) ongoing revision of the operating plan for the Federal Columbia River Power System (FCRPS) which was initiated in October 2016 and driven, in part, by litigation; 2) Columbia River Treaty negotiations and Canadian transboundary issues (AS/WS is DOI's policy lead); 3) litigation and Natural Resources Damage Assessment (NRDA) settlement discussions relating to Upper Columbia River/Lake Roosevelt (UCR/LR) contamination by Teck Resources Limited's (Teck's) smelter in Trail, British Columbia; and 4) the Yakima Integrated Plan and related efforts by stakeholders to advance the Plan.

Urban Waters Federal Partnership (UWFP)

The DAS/WS or Senior Advisor have served as DOI's Principal to this multi-agency national team, and DOI's Urban Environmental Advisor is the primary DOI representative on the team. The UWFP was initiated to set goals for and establish a national Urban Waters Program and meets weekly at headquarters to better coordinate with the 19 city project leads. The UWFP coordinates and leverages federal funding and expertise to work with local communities to improve their waterways and promote their economic, environmental, and social benefits. Fourteen federal agencies currently participate in the Partnership in 19 formally designated Partnership locations across the country to revitalize urban waters and the communities that surround them.

Additional Water-Related Federal Coordination

The AS/WS coordinates with counterparts across the federal agencies with water-related missions. The examples listed herein are representative, not exhaustive:

- **Water Policy Council:** The Department of the Interior and the Environmental Protection Agency (EPA) co-chair this committee and provide support as permitted by law and subject to the availability of appropriations. The AS/WS is the DOI representative. The purpose of the committee is to promote efficient and effective coordination across agencies engaged in water-related matters, and to prioritize actions to modernize and safeguard our water resources and infrastructure.
- **Drought and Water Supply Reliability:** The AS/WS is the DOI representative to the National Drought Resilience Partnership (NDRP). The federal partnership was created to help communities better prepare for future droughts and reduce the impact of drought events on livelihoods and the economy by strengthening coordination of federal drought policies and programs in support of state, Tribal, and community efforts.
- **Mississippi River/Gulf of Mexico Hypoxia Task Force:** The DAS/WS is DOI's designee to the Mississippi River Gulf of Mexico Watershed Nutrient Task Force, which is made up of federal and state agencies that are committed to the long-term goals of reducing the size and impact of the Gulf of Mexico hypoxic zone ("dead zone") and improving water quality in the Mississippi River Basin. More information: <https://www.epa.gov/ms-htf>.

- **Additional Coordination:** The AS/WS ensures coordination among the USGS, Reclamation, the National Oceanic and Atmospheric Administration, and the Army Corps of Engineers to drive policy, technology advances, and efficiencies in the areas of water monitoring, forecasting, and hydrologic modeling. The AS/WS also coordinates within DOI and with other agencies, including the Department of Energy, the power marketing agencies, and the Federal Energy Regulatory Commission regarding hydropower licensing, development and optimization opportunities, and other DOI interests.

Federal Science Coordination

The AS/WS is a primary DOI point of coordination with the Office of Science and Technology Policy (OSTP) and the National Science and Technology Council (NSTC). The AS/WS represents DOI at the principals' level on Policy Coordinating Committees and similar steering committees for issues including position, navigation, and timing; biodefense/biosurveillance; critical minerals; quantum information science; and other OSTP/NSTC areas of focus. The AS/WS also chairs the DOI Science Advisors' Council.

Federal Geographic Data Committee

The AS/WS is the Secretary's designee to and Chair of the Federal Geographic Data Committee (FGDC). The FGDC is an organized structure of federal geospatial professionals and constituents that provides executive, managerial, and advisory direction and oversight for geospatial decisions and initiatives across the federal government. The AS/WS chairs the FGDC Steering Committee, which is the policy-level interagency group that provides executive leadership for the coordination of federal geospatial activities between, among, and within agencies; and actively engages with the National Geospatial Advisory Committee, the federal advisory committee that provides advice and recommendations on geospatial policy and management issues. More information: <https://www.fgdc.gov/>.

IV. BUDGET OVERVIEW

The AS/WS Office budget is covered under the Office of the Secretary budget.

[Go to the next section: U.S. Geological Survey](#) 

U.S. Geological Survey

[◀ Back to Assistant Secretary—Water and Science](#)

AT A GLANCE

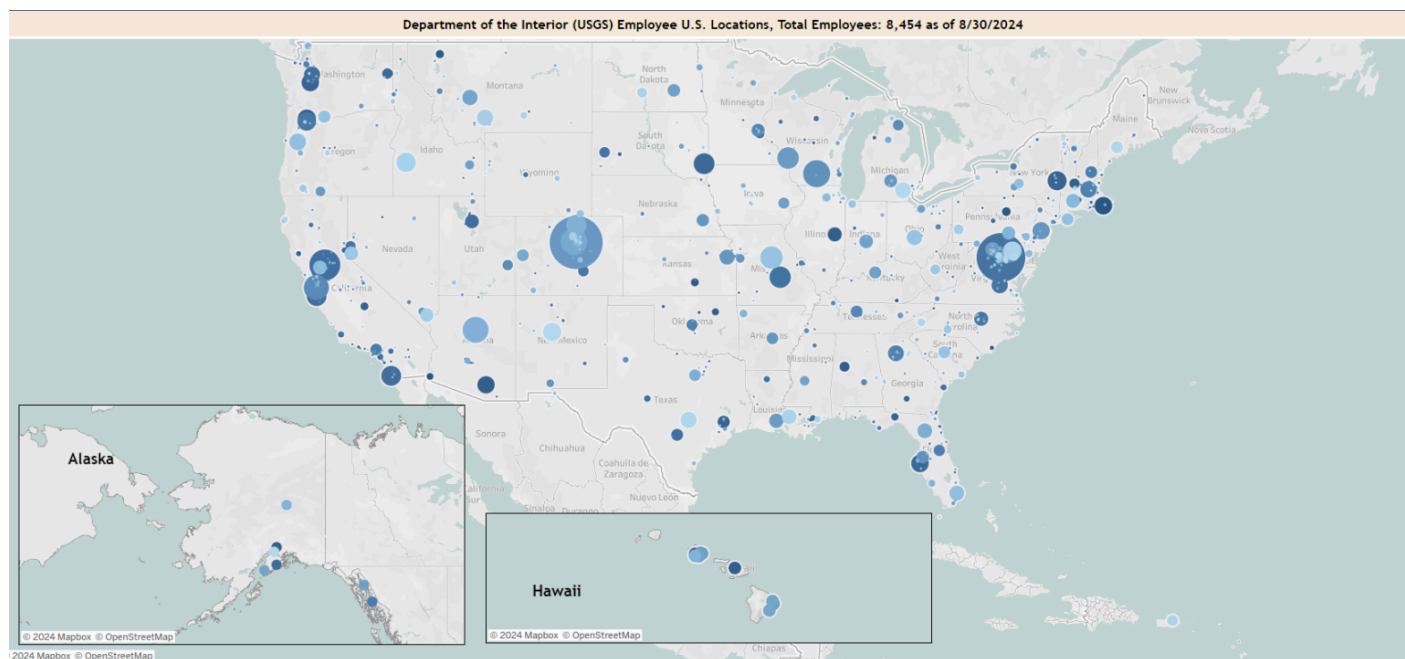
Established: 1879

Mission: The U.S. Geological Survey's (USGS) mission is to monitor, analyze, and predict current and evolving dynamics of complex human and natural Earth-system interactions and to deliver actionable information at scales and timeframes relevant to decision makers.

Leadership: Director

Headquarters: Reston, VA

Workforce: USGS total employee count is 8,454: 6,864 permanent, 624 temporary, and 966 term (as of 8/30/2024)



USGS Employee Distribution across the US

BUREAU/OFFICE CONTACT

Cynthia Lodge, Deputy Director Operations

Email: clodge@usgs.gov

Phone: 703-648-7412 (Office) | 571-524-2239 (Cell)

Office Location: Reston, VA

I. SUMMARY OF ORGANIZATION

"Science for a changing world" is the official slogan of the USGS, and it also describes the ethos of our agency. The USGS is the primary federal source of science-based information on ecosystems, climate and land use impacts, energy and mineral resources, natural hazards, water use and availability, and updated maps and images of the Earth's features available to the public. Our mission is to monitor, analyze, and predict current and evolving dynamics of complex human and natural Earth-system interactions and to deliver actionable information at scales and timeframes relevant to decision makers.

To better meet demand for scientific products and tools that are useful, relevant, and accessible to the American public and decision makers, the USGS engages with federal, tribal, state, local, and academic partners early in its research formulation process. Through collaboration with partners across a range of national sectors and industries, the USGS addresses enduring societal needs:

- Protect life and property by providing hazard and risk assessments and warning of earthquakes, volcanic activity, landslides, flooding, geomagnetic storms, and coastal and marine hazards in the United States (U.S.).
- Ensure the availability and quality of the nation's freshwater supply through leading-edge modeling capabilities.
- Conduct on-the-ground research and sophisticated data modeling to provide actionable intelligence on land resources and species management, invasive species, and biological threats.

- More accurately characterize the Earth and its processes and provide three-dimensional data, maps, and models that enhance scientific insight and enable new applications in the management of the nation's public lands and resources, through lidar, remote sensing, and satellite operations.
- Conduct geological studies, research, and assessments that help ensure continued availability and quality of mineral and energy resources.
- Use science to understand the causes, consequences, and benefits of wildfire and help prevent and manage larger, catastrophic events.
- Deliver science to support the development of adaptive management plans that incorporate environmental changes and their impacts on fish, wildlife, water, land, and people.

The USGS embraces Fundamental Science Practices, a set of fundamental principles that underlie USGS science practices including how research activities are planned and conducted and how the results of these research activities are appropriately reviewed, approved, and released. We are on the cutting edge of on-demand storage, processing hardware and software for scientific computing and analysis, allowing the Earth System Science community to take advantage of the age of big data and cloud computing. We work in a collaborative spirit and strategic focus on the future of natural sciences to ensure that we are able to respond to 21st-century challenges with 21st-century science and technology.

With nearly 300 facilities and field sites across the U.S, we proudly serve all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, and Guam. The USGS organization chart shown below is also available with contact information on [our website](#).



USGS Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS officials:

David Applegate, Director

Non-career SES/SL/ST:

(None)

Schedule C employees:

Alexx Diera, Special Assistant to the Director

Career SES/SL:

Cynthia Lodge, Deputy Director Operations
Roseann Gonzales-Schreiner, Deputy Director Administration and Policy
Anne Barrett, Associate Director for Budget, Planning, & Integration
David Brostuen, Director for National Geospatial Directorate
Bill Cunningham, Director for the Office of International Programs
Aimee Devaris, Alaska Regional Director (DOI Region 11)
Christine Eustis, Acting Associate Director for the Office of Communications and Publishing
Mark Gaikowski, Acting Midcontinent Regional Director (DOI Regions: 3 Great Lakes & 5 Missouri Basin)
Peter Griffiths, Rocky Mountain Regional Director (DOI Region: 7 Upper Colorado River Basin)
Roseann Gonzales-Schreiner, Acting Associate Director for Administration
Michael Grimm, Associate Director for Natural Hazards
Anne Kinsinger, Associate Director for Ecosystems
Anne Kinsinger, Acting DOI Science Advisor
Jenn Lacey, Associate Director for Core Science Systems
Geoffrey Plumlee, Chief Scientist
Timothy Quinn, Associate Chief Information Officer
Eric Reichard, Southwest Regional Director (DOI Regions: 8 California-Great Basin & 10 Lower Colorado River Basin)
Craig Robinson, Director for the Office of Science Quality and Integrity
Jill Rolland, Northwest Pacific Islands Acting Regional Director (DOI Regions: 9 Columbia-Pacific Northwest & 12 Pacific Islands)
Sarah Ryker, Associate Director for Energy and Minerals
Michael Tupper, Northeast Regional Director (DOI Region: 1 North Atlantic-Appalachian)
Bill Werkheiser, Associate Director for Water Resources
Holly Weyers, Southeast Regional Director (DOI Regions: 2 South Atlantic, 4 Mississippi Basin, & 6 Arkansas-Rio Grande-Texas Gulf)

Other senior career employees:

Ngozi Butler-Guerrier, Director Diversity and Equal Opportunity
Leslie Jones, Director's Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Emergency Management and Mission Essential Functions. When a natural disaster strikes, emergency managers everywhere depend on USGS information to respond effectively, and the news media and the public turn to the USGS to understand what has happened. The USGS delivers alerts on earthquakes, volcanoes, landslides, and provides the National Weather Service with critical information for coastal storms, including hurricanes, floods, post-wildfire debris flows, geomagnetic storms, and tsunamis. The USGS supports interagency wildfire response and coordinates information collection for all disaster types. Federal users of USGS data include DOI, Commerce (NOAA, FAA), FEMA, DOD, and the White House Situation Room. In addition, another Mission Essential Function of USGS is monitoring diseases in free-ranging wildlife populations, predicting the ecological and public health consequences, and providing data for disease management practices in an interagency One Health response.

Reauthorization of Statutory Programs. The USGS operates several statutorily authorized programs where the current authority has lapsed. Working with Congress to reauthorize these statutory programs is crucial to ensure continued support is provided to carry out the important work of these programs for the nation. These programs support vital research on natural resources, natural hazards risk reduction, and environmental changes, which help protect public safety and support economic growth. Without reauthorization, USGS may face resource challenges or lose the legal authority to perform certain tasks, hindering our ability to serve the public effectively. Ongoing support also allows for the continuation of long-term projects and the development of new technologies and methods. Additionally, reauthorization demonstrates the government's commitment to science-based decision-making, which is essential for addressing complex challenges like climate change. Finally, it ensures that the USGS can collaborate with other organizations and provide critical data and resources to policymakers, researchers, and the public.

Drought Collaboration. Drought and cascading consequences like wildfire, agricultural losses, habitat loss, and invasive, threatened and endangered species cost the U.S. economy more than \$10 billion per year. With changing climate patterns, both short- and long-term droughts are increasing in severity and extent across many regions of the United States, even in regions that have heretofore not needed to consider water scarcity as a driver of resource management. The USGS is providing the local data and science needed by community leaders to confront the challenges of drought. Department of the Interior bureaus, the Department of Defense, and others rely on USGS science and data to assess the risk, vulnerability, and likelihood of drought events through forecasting, assessment, and evaluation of alternative actions. Congressional committees, enthusiastic about the ability of USGS to deeply engage with local, state, federal, and Tribal partners, is interested in the role of USGS in response to these threats and the National Drought Resilience Partnership.

Wildland Fire Research to Operations. Wildland fires are increasing in size and intensity, and addressing fire issues is complicated by such things as invasive plant species, insect and disease outbreaks, community expansion into the wildlands, and changing climate patterns. From the swamps to the prairies to the wildland-urban interface, the USGS provides critical information to understand and address the challenges of wildland fire. USGS scientists provide timely information and tools to fire and land managers before, during, and after wildfires. USGS uses cutting-edge technology to provide critical data and mapping tools that are used by fire and land managers in their decision making across the nation in forests, deserts, grasslands, swamps, tundra, and the sagebrush biome. Beyond land and fire managers with Tribes, Department of the Interior bureaus and the Department of Defense, the USGS works with other partners to provide information on fires at the wildland-urban interface to help people understand what makes homes and communities vulnerable and what they can do to reduce the risk of wildfires and ensure public safety. Congressional committees are interested in the role of USGS fire science in addressing recommendations from the 2023 Wildland Fire Mitigation and Management Commission.

Landsat Data Continuity and Improvement via Landsat Next Mission Development. The Landsat satellite program, a joint activity of NASA and USGS, provides 52 years of comprehensive data records of the Earth's land surfaces, surface waters, and coastal ecosystems. Landsat data supports day-to-day decisions on land, water, and natural resources that protect life and property; advance science, technology, and education; and grow the

U.S. economy (with calculated economic benefits of more than \$2 billion per year). Two White House-led Earth observation (EO) systems assessments have shown Landsat to be the most impactful satellite EO data for federal public services and research. Commercial EO satellite operators use highly calibrated Landsat data to improve the quality and value of their imagery. Much like GPS and weather data, Landsat's unique observations are used every day to help us better understand our dynamic planet. To meet the nation's growing needs for continued science-quality Earth observations, NASA and USGS are developing the next-generation Landsat Next mission as the foundation for a global, comprehensive operational land-observing program, augmented by complementary international partnerships and commercial data buys. Landsat Next is uniquely designed to meet user needs for richer spectral information, improved spatial resolution, and increased local revisit time.

Critical Laboratory Investments. The science conducted by nearly 500 USGS laboratories contributes immensely to the quality of USGS research products and fulfillment of the bureau's mission. The USGS is completing actions to reorganize the management and oversight of the laboratory Quality Management System, following an OIG audit report released in July 2024. Additionally, USGS is working to strengthen the network of policies, processes, research protections, strategies, and workforce topics (e.g., training, development, shortages, workloads, supervision) to support and oversee the diverse portfolio of USGS laboratory science through the Laboratory Advisory Board and associated bureau-wide workgroups.

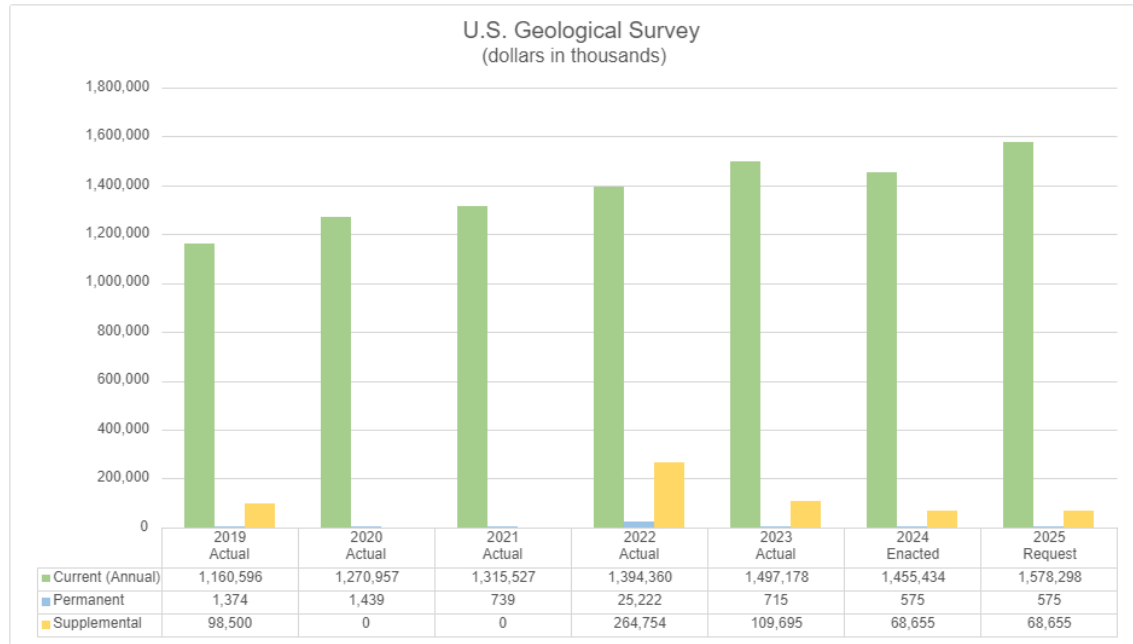
USGS Supports Departmental Scientific Integrity. The USGS is a leader in Government-wide scientific integrity efforts, including serving as a Co-chair for the National Science Technology Council (NSTC) Subcommittee on Scientific Integrity. In 2024, DOI released a revised scientific integrity policy, which is built upon NSTC guidance, has a strengthened Code of Scientific and Scholarly Conduct, improves procedures for reporting and investigating concerns, and prohibits inappropriate political interference. The USGS routinely aids other DOI bureaus with scientific integrity matters, such as assistance with investigations and coordination with policy implementation. The USGS conducts scientific integrity surveys of its own staff and aids other DOI bureaus to do the same.

Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA). Over the past three years, the USGS has received significant funding from the BIL and the IRA. 2025 will be the final year of supplemental BIL funding for the National Geologic and Geophysical Data Preservation Program, and 2026 will be the final year of supplemental BIL funding for the Earth Mapping Resources Initiative. The USGS is also receiving indirect supplemental funding from a variety of other bureaus and agencies. BIL and IRA funding has been transformational for several USGS programs and has created both new areas of work and data collection and intergovernmental responsibilities to states. As the supplemental funding ends, the USGS will need a continuation plan to support both ongoing data management and the new partnerships.

Facilities. The world-class science provided by the USGS continues to be jeopardized by aging real property infrastructure in need of significant investment. The deferred maintenance needs for replacement, repair, and rehabilitation of major building components are estimated to be \$176M in 2024, with an additional \$222M required over the next four years for whole facility replacements and modernization needs. It is critical that USGS maintain its annual appropriation of approximately \$75M in the Facilities Maintenance Modernization and Restoration budget sub-activity. At this funding level, these facility construction projects could be completed by 2031, and other required deferred maintenance, repairs, and rehabilitation could be accomplished at existing USGS science centers. These projects are critical to ensuring future mission success for USGS.

IV. BUDGET OVERVIEW

U.S. GEOLOGICAL SURVEY (\$ in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	1,497,178	1,455,434	1,578,298	1,376,385	1,481,963
Permanent	715	575	575	575	575
Supplemental	109,695	68,655	68,655	68,655	68,655
Total	1,607,588	1,524,664	1,647,528	1,445,615	1,551,193
FTE	7,931	7,741	8,000	0	0



USGS Budget Profile

Budget Profile

The 2025 USGS budget is \$1.6 billion, an increase of \$81.1 million. The budget request proposes investments to advance scientifically sound and useful tools and information to support effective and efficient decision-making on our nation's lands, waters, and biological resources. Additional information on the FY 2025 President's Budget request may be found on the Department's website: [FY2025 Interior Budget in Brief | U.S. Department of the Interior \(doi.gov\)](#) or USGS at [FY2025-508-bib-usgs \(doi.gov\)](#).

Key Budget Issue

Landsat Next. Requires full-requested funding in FY2025 and FY2026 for the development to remain on schedule for a launch in 2031. See above Critical Operational and Management Issues.

[!\[\]\(d66ff64371a51729ac8c1cdaa685ba6f_img.jpg\) Go to the previous section: Office of the Assistant Secretary.
—Water and Science](#)

[Go to the next section: Bureau of Reclamation!\[\]\(e3f8612927870f2e0f9f5989e6dd3064_img.jpg\)](#)

Bureau of Reclamation

[Back to Assistant Secretary—Water and Science](#)

AT A GLANCE

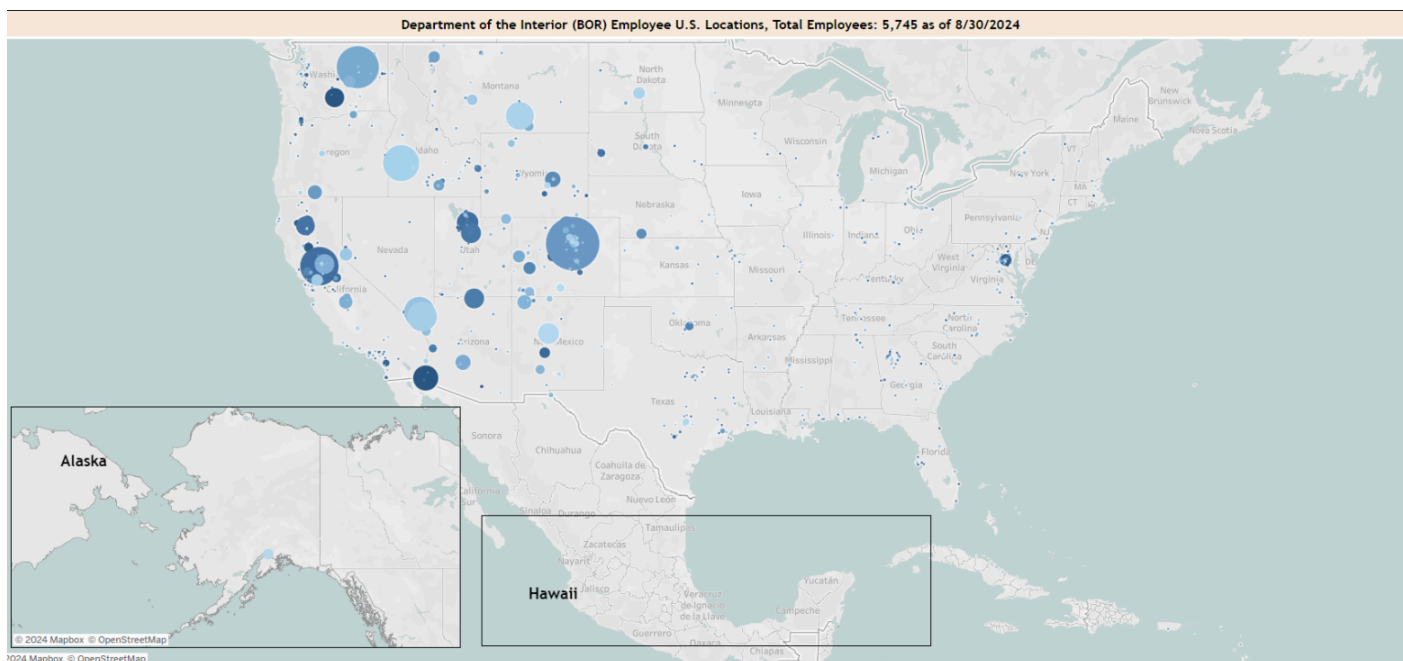
Established: 1902

Mission: The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

Leadership: Commissioner

Headquarters: Washington, D.C.

Workforce: Total employee count is 5,745: 5,612 permanent, 113 temporary and 20 term (as of 8/30/24)



BOR Employee Distribution across the U.S.

BUREAU/OFFICE CONTACT

Grayford Payne, Deputy Commissioner, Policy, Administration, and Budget

Email: gfpayne@usbr.gov

Phone: 202-834-3208

Office Location: Washington, D.C.

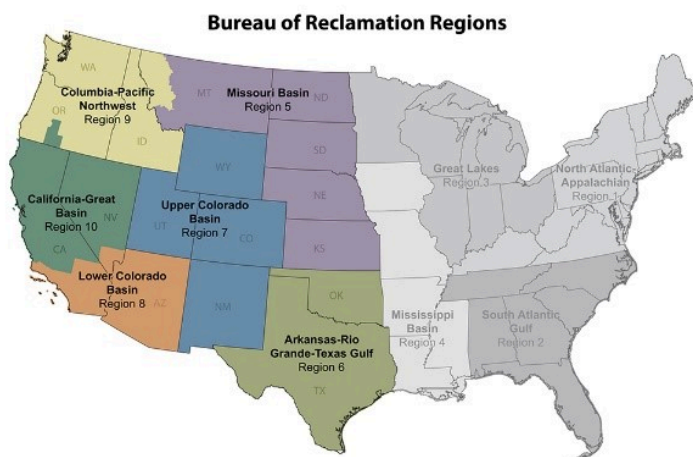
I. SUMMARY OF ORGANIZATION

The Bureau of Reclamation (Reclamation or BOR) is best known for the [dams, powerplants, and canals](#) it constructed in the 17 western states. Since its establishment in 1902, Reclamation has constructed more than 600 dams and reservoirs. Reclamation has numerous [programs, initiatives and activities](#) that will help the 17 western states (States), Native American Tribes (Tribes) and stakeholders meet new water needs and balance the multitude of competing uses of water in the west. Through partnerships and collaboration, we assist in meeting the increasing water demands of the west while protecting the environment and the public's investment in these structures. We place great emphasis on fulfilling our water delivery obligations, water conservation, water recycling and reuse, and developing partnerships with our customers, states, and [Native American Tribes](#), and in finding ways to bring together the variety of interests to address the competing needs for our limited water resources.

Reclamation operations and activities are funded through a combination of discretionary or current appropriations and permanent appropriations including revenue derived from customer fees. The FY 2025 President's request included \$1.599 billion in gross discretionary budget authority, while FY 2024 enacted appropriations provided \$1.9 billion. Current funding is within the jurisdiction of the Energy and Water Appropriations Subcommittee. Reclamation funding supports ongoing project construction and maintenance, research and technical expertise in water resource development and efficient use of water through conservation, reuse, and research. Funding also supports environmental mitigation and restoration work, Indian Water Rights Settlements, and financial assistance programs.

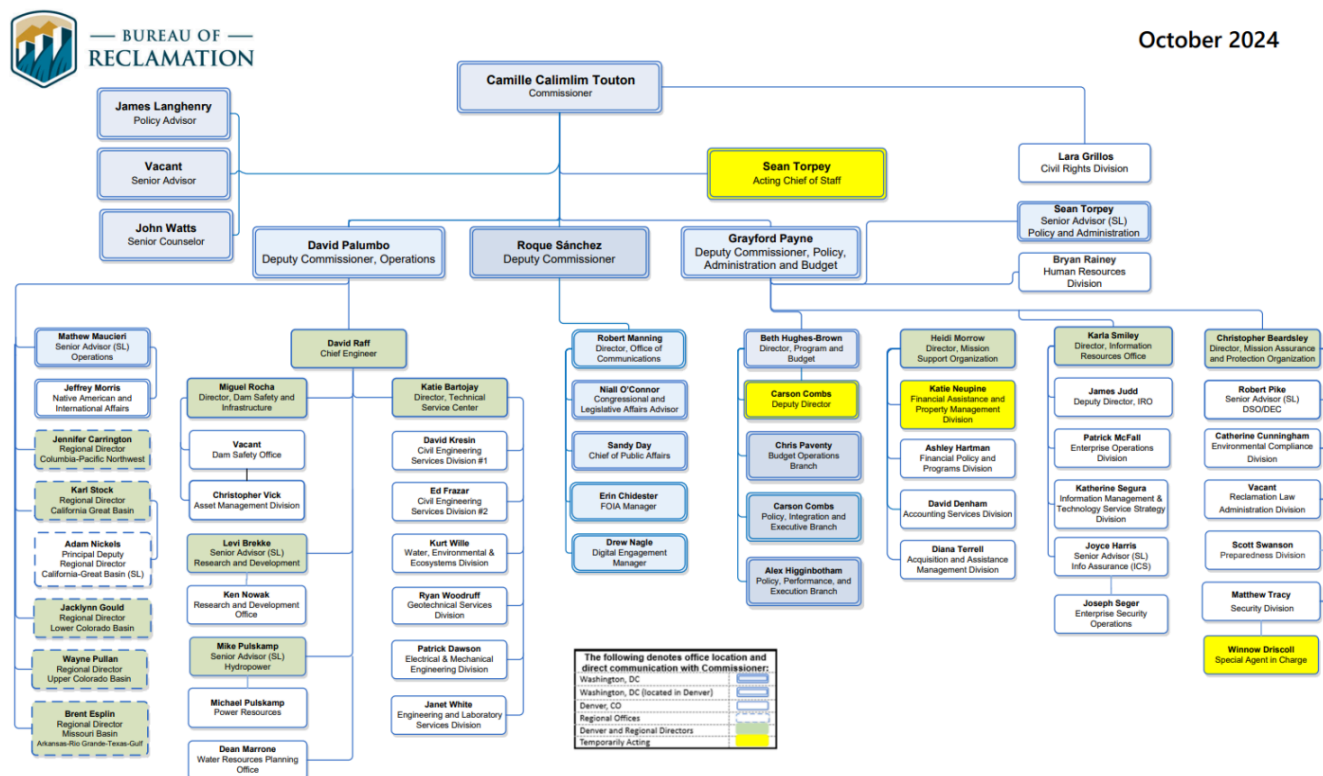
Reclamation supports a workforce of over 5,700 employees with most staff located in the 17 western states. The organizational structure consists of two headquarters offices (one in Washington, D.C. which provides policy and leadership and the other in Denver, CO which provides mission support and program management); five Regional Offices located in Billings, MT; Sacramento, CA; Boulder City, NV; Boise, ID; and Salt Lake City, UT; and 26 Area Offices throughout the 17 western states.

Reclamation is the second largest producer of [hydroelectric power](#) in the United States. Our 53 powerplants annually provide more than 40 billion kilowatt hours generating nearly a billion dollars in power revenues and generate approximately 14 percent of the hydroelectric power produced in the United States. Reclamation manages 490 dams and 294 reservoirs with the capacity to store 140 million acre-feet of water. These facilities deliver water to one in every five western farms, which irrigates about 10 million acres of land, and over 31 million people receive water for municipal, rural, residential, and industrial uses. We have jurisdiction over 3,008 miles of roads and 290 bridges. Our recreational areas have 590 campground areas with an annual visitation of about 90 million visits per year.



Bureau of Reclamation Regions

Reclamation's Organizational Chart:



II. MANAGEMENT AND KEY PERSONNEL

PAS Official:

M. Camille Calimlim Touton, Commissioner

Non-career SES:

Roque Sanchez, Deputy Commissioner

Schedule C employees:

John Watts, Senior Counselor

James Langhenry, Policy Advisor

Career SES/SL:

Career SES/SL Biographies: <https://www.usbr.gov/newsroom/presskit/bios/bios.cfm>

David Palumbo, Deputy Commissioner, Operations

Grayford Payne, Deputy Commissioner, Policy, Administration and Budget

Robert Manning, Director of Communications

Niall O'Connor, Congressional Affairs Advisor

Sean Torpey, Senior Advisor, Policy and Administration

Beth Hughes-Brown, Director, Program and Budget

Mathew Maucieri, Senior Advisor, Operations

Karla Smiley, Director, Information Resources Office

Joyce Harris, Senior Advisor, Cybersecurity

Heidi Morrow, Director, Mission Support Organization

Christopher Beardsley, Director, Mission Assurance and Protection Organization

Robert Pike, Senior Advisor, Design, Estimating and Construction

David Raff, Chief Engineer

Nathan Myers, Acting Senior Advisor, Hydropower

Miquel Rocha, Director, Dam Safety and Infrastructure

Katie Bartojay, Director, Technical Service Center

Levi Brekke, Senior Advisor, Research and Development

Brent Espin, Regional Director, Missouri Basin and Arkansas-Rio Grande-Texas Gulf

Wayne Pullan, Regional Director, Upper Colorado Basin

Jacklynn Gould, Regional Director, Lower Colorado Basin

Jennifer Carrington, Regional Director, Columbia-Pacific Basin

Karl Stock, Regional Director, California-Great Basin

Adam Nickels, Deputy Principal Regional Director, California-Great Basin

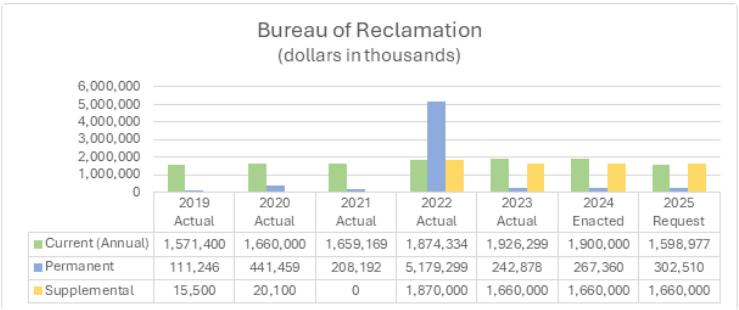
III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **California Water Operations** - The Central Valley Project (CVP) is California's largest federal water infrastructure project, built to generate power and protect against shortages and floods. It consists of a complex network of dams, reservoirs, canals, and hydroelectric plants extending over 400 miles. The water allocation process for the CVP is challenging, and Endangered Species Act issues are a central concern. Initial allocations for the CVP are typically announced in February of each year, with updates as hydrology allows. Reclamation coordinates operation of the CVP with the California State Water Project. Reclamation, the state, and the wildlife agencies are nearing completion of a new Biological Opinion for the CVP. Total needs for the CVP typically exceed \$200M-\$300M each fiscal year.
- **Indian Water Rights Settlements (IWRS)** - BOR has 12 active Indian water rights settlements, including four in ongoing status, with several pending legislative amendments or new settlement proposals pending in Congress. Available funding sources include the Reclamation Water Settlements Fund (provides \$120 million annually in mandatory authority for IWRS in FY 2020-2029), the BIL Completion Fund (anticipated to be exhausted in FY 2025), and annual discretionary budget requests to fund these items. BOR faces several challenges regarding settlements, including funding, legal disputes, complex negotiations, cultural and historical factors, infrastructure needs, and environmental impacts. Settlements exist in ID, CO, NM, MT, and AZ.
- **The Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act of 2022 (IRA)** - BOR received \$8.3 billion in BIL appropriations, provided in 12 categories focused on modernizing water infrastructure, enhancing water management, supporting local water conservation efforts, and environmental needs. The largest of these is the Aging Infrastructure appropriation of \$3.2 billion, funding extraordinary maintenance for Reclamation's reserved and transferred works. The IRA provided \$4.588 billion, including \$4 billion for drought mitigation actions. Other funded activities from the IRA focus on improving solar energy over canals, domestic water supplies for local Municipal, Rural & Industrial water systems, and tribal drought efforts. Both appropriations aim to boost infrastructure reliability and promote sustainability and economic growth.
- **Rural Water Projects** - BOR's rural water projects aim to enhance water supply infrastructure and access for underserved rural communities, ensuring reliable and safe water resources for drinking, sanitation, and agricultural use. BOR has seven active rural water projects in construction status, one of which (Garrison) is partially in O&M status as well. One rural water project is fully in O&M status (Mni Wiconi), while one is authorized for feasibility study (Dry Redwater). Due to BIL appropriations for rural water, five of the rural water construction projects are anticipated to be completed by FY 2026/FY 2027; however, BOR anticipates approximately \$1 billion is needed to finish the other two projects. Reclamation Rural Water Projects exist in NM, SD, MN, IA, ND, and MT.

- **Water Infrastructure Improvements for The Nation (WIIN) and BIL Storage** - WIIN was passed by Congress in December 2016 to provide new authority for water recycling, desalination, and water storage, as well as accelerated prepayment of obligations under existing Irrigation and Municipal and Industrial (M&I) water service and repayment contracts. WIIN created a special account to receive those funds, subject to appropriation by Congress, as a revenue source for new or expanded water storage projects. Congress has typically provided \$134 million above requested appropriations for water storage projects, while the BIL subsequently provided over \$1 billion specific to storage. California has benefited significantly, receiving over \$780 million for water storage initiatives in the CVP to date. Between \$1.5 billion and \$2 billion in federal cost share commitments is required to complete these projects.
- **Columbia River System (CRS) Litigation and The Columbia River Treaty** - In July 2024, the U.S. and Canada announced an agreement in principle (AIP) on Columbia River Treaty modernization, as current terms expire on September 16, 2024. With the AIP's flood risk management (FRM) provision of 3.6-million-acre feet of pre-planned FRM space in Canada, BOR will see water and power resource impacts at Grand Coulee. BOR, Bonneville Power Authority, and the U.S. Army Corps of Engineers completed the CRS Environmental Impact Statement/Record of Decision and Environmental Site Assessment consultations in 2020. Under subsequent litigation and two mediated agreements in 2023, the U.S. Government made commitments to benefit anadromous fish in the Columbia River Basin. In 2024, the Columbia River Task Force was formed to coordinate, track, and report on federal commitments.
- **Colorado River Drought** - The Colorado River System is experiencing the driest period in over 100 years of record keeping with over 24 years in ongoing drought conditions. Reclamation, Colorado River Basin States, Tribes, and other partners developed and implemented Interim Guidelines in 2007 to govern Colorado River operations through the end of 2026. These parties also developed a Drought Contingency Plan in 2019 to further conserve water in Lake Mead to reduce the likelihood of Lake Mead declining to critical elevations. As drought has persisted in the basin, further actions may be needed to create or conserve additional quantities of Colorado River system water in Lake Mead and other Colorado River reservoirs. Efforts to address long-term operations of the Colorado River System Post-2026, when the current Operating Guidelines expire, are underway.
- **Environmental Needs** - Environmental restoration and compliance efforts enable BOR to balance environmental protection responsibilities with its role as a water supplier and power generator. Environmental needs are inherent in BOR's work to address the ongoing challenges presented by drought, increasing populations, and the water demand associated with energy generation. Needs typically exceed \$300 million each year. BOR is currently engaged in a number of actions to comply with requirements, including Upper Colorado River and San Juan River recovery programs, various river restorations, as well as the Lower Colorado River Multi-Species Conservation Program. In addition, BOR has several significant National Environmental Policy Act actions underway, such as the Post-2026 EIS to address the long-term operation of Lakes Powell and Mead.
- **Projects Under Construction** - In the western U.S., BOR is responsible for constructing and managing water infrastructure projects such as dams, canals, and reservoirs to provide water for irrigation, hydroelectric power, and municipal uses. The agency's construction efforts support agriculture, flood control, ecosystem restoration and water supply reliability, playing a key role in regional development. BOR has more than 30 active new construction efforts underway, almost all of which address some combination of water storage, sustainability, conveyance and delivery, not including extraordinary maintenance activities. Total construction needs for BOR typically range from \$450 million to \$800 million each fiscal year, and while inflation continues to drive project costs up, continued funding is critical for each effort's success.
- **WaterSMART Program** - BOR's WaterSMART program is designed to tackle water management challenges in the 17 western states. Focusing on sustainable water use, WaterSMART offers financial assistance to support primarily non-federal projects that improve water efficiency, enhance water conservation, and promote watershed management. It facilitates collaboration among federal, state, local, and Tribal partners to address climate change and increasing water demands. By investing in water-saving technologies, the program helps communities and builds resilience against droughts and other water-related challenges. WaterSMART serves as the primary contributor to BOR/DOI's Water Conservation Priority Goal.

IV. BUDGET OVERVIEW

BUREAU OF RECLAMATION (\$ in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	1,926,299	1,900,000	1,598,977	1,928,450	2,020,000
Permanent	242,878	267,360	302,510	302,510	302,510
Supplemental	1,660,000	1,660,000	1,660,000	1,660,000	1,660,000
Total	3,829,177	3,827,360	3,561,487	3,890,960	3,982,510
FTE	5,257	5,373	5,480	0	0



BOR Budget Profile from FY2019 to FY2025 (Request)

Budget Profile

Reclamation’s FY2025 budget request is \$1.6 billion in current appropriations, including an offset by current receipts of \$55.7 million in the Central Valley Project Restoration Fund (CVPRF). Reclamation estimates the budget supports staffing of 5,480 full-time equivalents (FTEs). Reclamation’s 2025 budget request also includes \$302.5 million in permanent appropriations. Additional information on the FY 2025 President’s Budget request may be found on the Department’s website: [FY2025 Bureau of Reclamation - Bureau Highlights \(doi.gov\)](https://www.doi.gov/fy2025-bureau-of-reclamation-bureau-highlights).

Key Budget Issues

Dam Safety: The Dam Safety Program represents a major funding need over the next 10 years, driven largely by necessary repairs at B.F. Sisk Dam in California. In addition to B.F. Sisk, Reclamation has identified 12 projects with anticipated modification needs through 2030, as well as five additional projects that will be assessed for potential risk reduction efforts starting in 2024.

Indian Water Rights Settlements: The FY 2025 request includes \$181 million in discretionary funding. Reclamation faces several challenges regarding settlements, including funding, legal disputes, complex negotiations, cultural and historical factors, infrastructure needs, and environmental impacts.

[!\[\]\(e1d6102fe77919492c04879c8450f1f5_img.jpg\) Go to the previous section: U.S. Geological Survey.](#)

[Go to the next section: Central Utah Project Completion Act Office !\[\]\(73002692dd5e7a64e60946be3158e719_img.jpg\)](#)

Central Utah Project Completion Act Office

[!\[\]\(d84e7ea36f695d92cb39ec32c307ac93_img.jpg\) Back to Assistant Secretary—Water and Science](#)

AT A GLANCE

Established: 1993

Mission: Oversee completion of the Central Utah Project in accordance with the Central Utah Project Completion Act (Titles II-VI of P.L. 102-575)

Leadership: Program Director

Headquarters: Provo, UT

Workforce: 4 permanent employees

BUREAU/OFFICE CONTACT

Paul Christensen, Program Director – Central Utah Project Completion Act Office

Email: pchristensen@usbr.gov

Phone: 801-379-1205

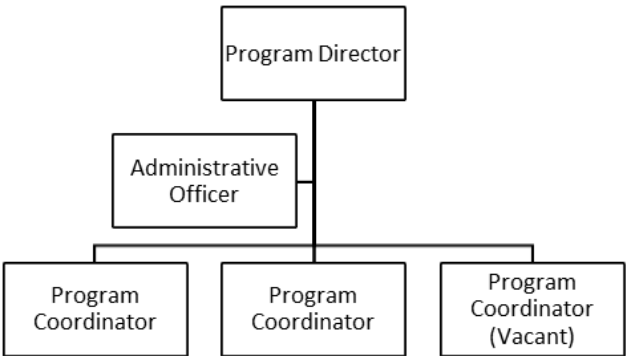
Office Location: Provo, UT

I. SUMMARY OF ORGANIZATION

The Central Utah Project Completion Act (CUPCA) Office was created in 1993 to oversee completion of the Central Utah Project (CUP) and ensure implementation of the CUPCA legislation enacted in P.L. 102-575. The CUPCA Office reports to the Assistant Secretary – Water and Science (AS/WS), who fulfills the responsibilities of the Secretary as directed in the CUPCA legislation. The CUPCA Office prepares budgets, manages personnel, and provides support to and coordination with our implementation partners – the Central Utah Water Conservancy District and the Utah Reclamation Mitigation and Conservation Commission.

The CUPCA legislation, enacted on October 30, 1992, transferred responsibility and authority to complete construction of the Central Utah Project, initially the responsibility of the Bureau of Reclamation, to the Central Utah Water Conservancy District (District). In addition, it established the Utah Reclamation Mitigation and Conservation Commission (Commission) to coordinate mitigation and conservation activities for the project. The Department of the Interior retained oversight responsibility and ultimate authority to ensure completion and operation of the project in accordance with federal laws, regulations, and policies.

The CUPCA Office prepares and submits the annual CUP budget requests and tracks expenditures; reviews and approves construction plans and oversees construction activities; determines policy regarding various water resource matters associated with progress on the CUP; and verifies compliance with environmental laws and regulations. The CUPCA Office also oversees implementation of the Ute Indian Rights Settlement enacted under CUPCA, and the remaining funds held by the Bureau of Trust Funds Administration.



CUPCA Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:
N/A

Non-career SES/SL/ST:
N/A

Schedule C Employees:
N/A

Career SES/SL:
N/A

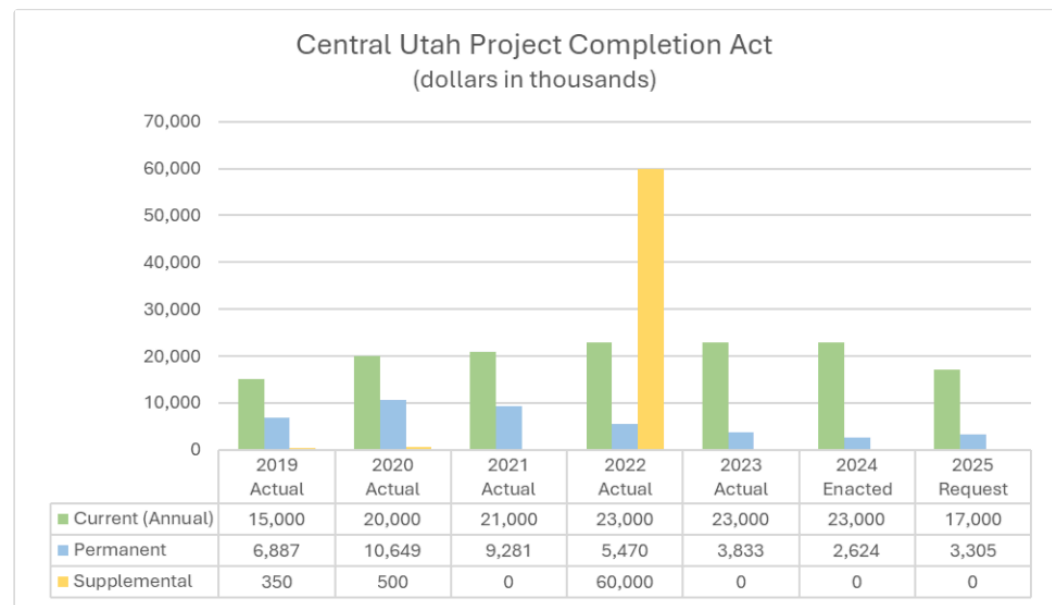
Other Senior Career Employees:
Paul Christensen, Central Utah Project Completion Act Office Program Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None.

IV. BUDGET OVERVIEW

CENTRAL UTAH PROJECT COMPLETION ACT (\$ in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	23,000	23,000	17,000	23,000	23,000
Permanent	3,833	2,624	3,305	3,305	3,305
Supplemental	0	0	0	0	0
Total	26,833	25,624	20,305	26,305	26,305
FTE	12	12	12	0	0



Budget Profile

The 2025 requested budget for CUPCA activities is \$17.0 million. The budget supports continuing construction of the Utah Lake Drainage Basin Water Delivery System, the final component of the Central Utah Project, and provides support for associated fish and wildlife conservation measures.

As authorized, the completion of the Utah Lake System pipelines will deliver 60,000 acre-feet of municipal and industrial water to Salt Lake and Utah Counties. The completed project will provide increased water security, helping communities adapt to changing climate conditions.

The request provides funding for the construction of the Spanish Fork–Santaquin Pipeline component of the Utah Lake System; the recovery of threatened and endangered species; the implementation of mitigation efforts for impacts to fish, wildlife, and recreation; and the implementation of water conservation projects. Funding also supports activities of the Utah Reclamation Mitigation and Conservation Commission, which includes the completion of the Provo River Delta Restoration Project for the recovery of the June sucker fish, a critical element of listed species recovery efforts. At current funding levels, the Spanish Fork–Santaquin Pipeline, which is under construction, is estimated to be completed in 2026. The Santaquin–Mona Pipeline, the next and last pipeline, is estimated to be completed by 2030. The Department’s commitments in water conservation, water recycling, and groundwater recharge will continue after the Utah Lake System pipelines are complete.

The 2025 budget includes \$5.2 million for the Central Utah Water Conservancy District to administer planning and project construction activities; \$1.5 million for water conservation; \$4.4 million for fish and wildlife conservation activities funded through the CUPCA program office; and \$1.9 million for program administration. In addition, the budget includes \$4.0 million for mitigation and conservation activities funded through the Utah Reclamation Mitigation and Conservation Commission.

Mitigation Commission account funding in 2025 will support the Administration's America the Beautiful initiative through construction of the Provo River Delta Restoration Project. The project diverts the majority of the lower Provo River's flow into nearly 300 acres of braided waterways and wetlands flowing into Utah Lake. The project will provide enhanced fish and wildlife habitat, climate resilience and recovery for Endangered Species Act listed species (such as the June sucker), and recreational access to conservation lands for nearby urban populations. In 2025, the Mitigation Commission anticipates \$4.2 million in funding will be available from the Utah Reclamation Mitigation and Conservation Permanent Account. Those funds will be used for continued operations, management, maintenance, rehabilitation, and ecosystem restoration associated with the project.

Additional information on the FY 2025 President's Budget request may be found on the Department's website: [FY2025 Central Utah Project Completion Act - Bureau Highlights \(doi.gov\)](#).

Key Budget Issues

Construction: To date approximately 50 of 60 miles of pipeline on the Utah Lake System project have been completed. The Santaquin Reach of the Spanish Fork–Santaquin pipeline is currently under construction and is the last reach of this pipeline that remains to be completed, pending Federal funding. The Federal cost share for the project is currently \$33.5 million behind the non-Federal share. The Santaquin–Mona Pipeline is yet to be designed and will be the last pipeline of the Utah Lake System.

[!\[\]\(d66ff64371a51729ac8c1cdaa685ba6f_img.jpg\) Go to the previous section: Bureau of Reclamation](#)

[Go to the next section: Assistant Secretary—Fish and Wildlife and Parks !\[\]\(e3f8612927870f2e0f9f5989e6dd3064_img.jpg\)](#)

Assistant Secretary—Fish and Wildlife and Parks



Office of the Assistant Secretary
— Fish and Wildlife and Parks



National Park Service



U.S. Fish and Wildlife Service

[!\[\]\(3211b5d1d968fc1665909b34f9f16010_img.jpg\) Go to the previous section: Central Utah Project Completion Act Office](#)

[Go to the next section: Office of the Assistant Secretary—Fish and Wildlife and Parks!\[\]\(6059a5aa8b4ca7bb793408023d6c6e42_img.jpg\)](#)

Office of the Assistant Secretary—Fish and Wildlife and Parks

[◀ Back to Assistant Secretary—Fish and Wildlife and Parks](#)

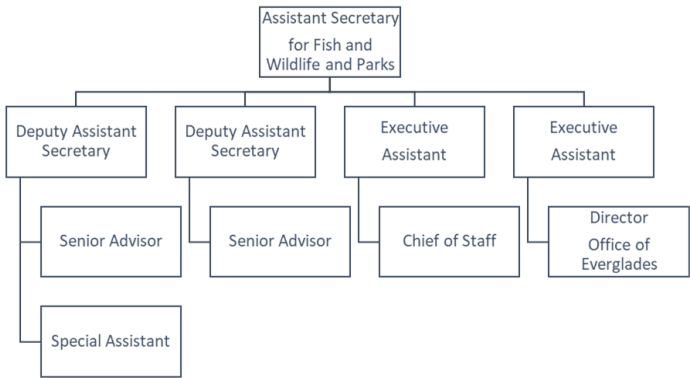
OFFICE CONTACT

Maureen Foster, Chief of Staff
Email: Maureen.Foster@ios.doi.gov
Phone: 202-306-3845

I. SUMMARY OF ORGANIZATION

The Assistant Secretary for Fish and Wildlife and Parks (ASFWP) discharges the duties of the Secretary with the authority and direct responsibility for programs associated with the development, conservation and utilization of fish, wildlife, recreation, historical, and national park system resources. The ASFWP exercises Secretarial direction and supervision over the U.S. Fish and Wildlife Service (FWS) and the National Park Service (NPS). The ASFWP represents the DOI on the Board of Trustees of the Conservation Trust of Puerto Rico and Migratory Bird Conservation Commission and as the United States Commissioner on the Great Lakes Fisheries Commission.

The Office of the ASFWP has four career employees plus Schedule-C appointees. The majority are duty stationed in Washington, DC. The Office of Everglades Restoration Initiatives, with its SES leader, is duty stationed in Davie, Florida. One executive assistant works remotely from Iowa.



AS-FWP Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Shannon A. Estenoz, Assistant Secretary for Fish and Wildlife and Parks

Non-career SES/SL/ST:

Michael Martinez, Deputy Assistant Secretary
Matthew Strickler, Deputy Assistant Secretary

Schedule C Employees:

Margrette (Maggie) Thompson, Senior Advisor
Courtney Fogwell, Senior Advisor
Maria Camila Gomez Osorio, Special Assistant

Career SES/SL:

Adam Gelber, Director, Office of Everglades Restoration Initiatives
Maureen Foster, Chief of Staff

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

South Florida/Everglades Ecosystem Restoration. The DOI has responsibilities in the management, restoration, and preservation of the Everglades. The NPS manages four national park units in the region (Everglades, Dry Tortugas, and Biscayne National Parks and Big Cypress National Preserve) and FWS manages sixteen National Wildlife Refuges. In 1996, Congress established the South Florida Ecosystem Restoration Task Force (SFERTF) pursuant to the Water Resources Development Act of 1996 to coordinate scientific and other research and exchange information associated with

the south Florida ecosystem, and to provide assistance and support to the agencies and organizations represented on the Task Force in their restoration activities. The Secretary of the Interior is designated as the Task Force Chair, which has been delegated to the Assistant Secretary for Fish and Wildlife and Parks. The SFERTF is comprised of fifteen members representing seven Federal agencies, four state agencies/offices, two American Indian tribes, and two local governments (<https://www.evergladesrestoration.gov>). The Director, Office of Everglades Restoration Initiatives, serves as the Executive Director of the Task Force, coordinates the development of policies and priorities, and reports to the ASFWP.

Historical and Cultural Preservation. The ASFWP is the DOI's representative to the Advisory Council on Historic Preservation, an independent federal agency that promotes the preservation, enhancement, and productive use of our nation's historic resources, and advises the President and Congress on national historic preservation policy. The ASFWP also chairs the US Interagency Panel on World Heritage, consisting of representatives from the State Department, the Smithsonian Institution, and other federal agencies. The World Heritage program itself lies within the National Park Service.

Land and Water Conservation Fund (LWCF)/Great American Outdoors Act (GAOA). The ASFWP oversees the timely completion of NPS and FWS work funded from the National Parks and Public Land Legacy Restoration Fund established by GAOA. This funding supports priority deferred maintenance projects and directly related infrastructure deficiencies. The ASFWP oversees the timely completion of grant awards under the Outdoor Recreation Legacy Partnership (ORLP) funded through LWCF. ORLP enables urban communities to create new outdoor recreation spaces, reinvigorate existing parks, and form connections between people and the outdoors in economically underserved communities.

[Go to the next section: National Park Service](#) 

National Park Service

[Back to Assistant Secretary—Fish and Wildlife and Parks](#)

AT A GLANCE

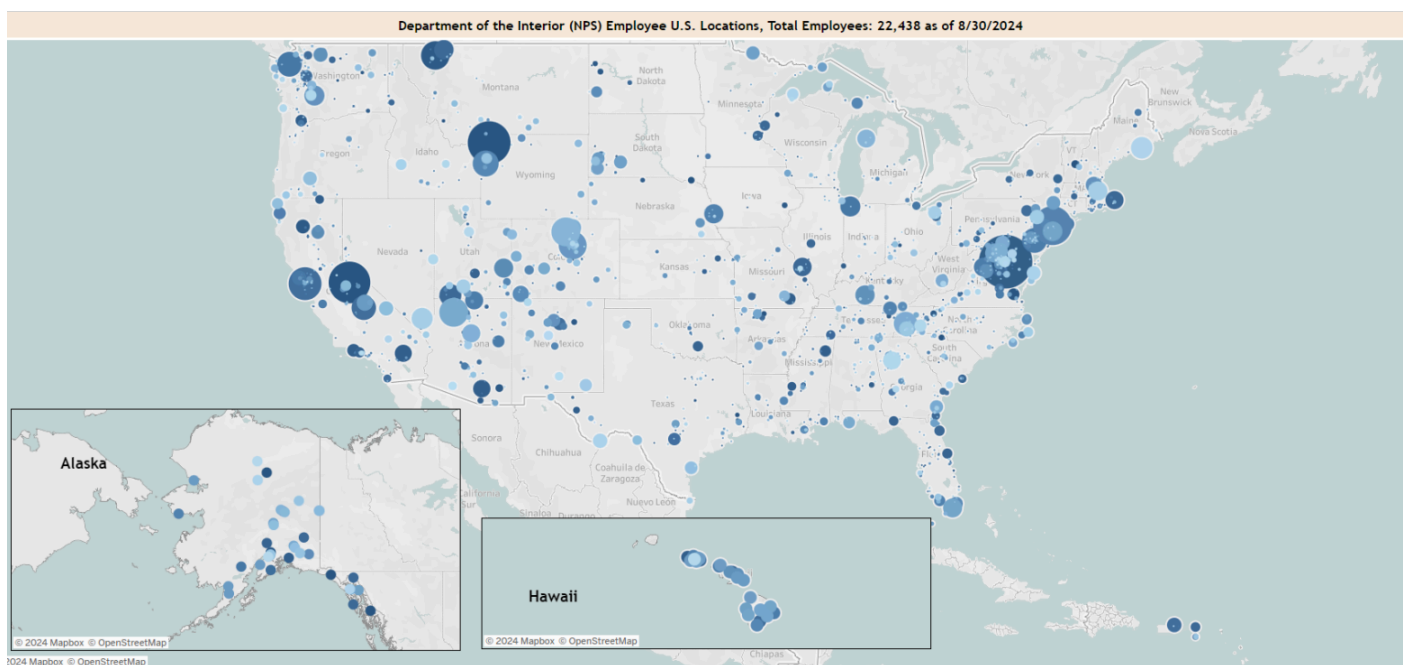
Established: 1916

Mission: The National Park Service (NPS) preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The NPS cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 22,438: 16,448 permanent, 5,220 temporary, and 6,132 term employees (as of 8/30/2024).



NPS Employee Distribution Across the United States

BUREAU/OFFICE CONTACT

Susan Farinelli, Chief of Staff

Email: Susan_Farinelli@nps.gov

Phone: 202-309-3272

Office Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The NPS preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The NPS cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. Numerous laws provide authority or direction for NPS programs and policies. Congress has provided for the authorities of the NPS generally under Title 54 of the US Code.

The NPS is tasked with providing opportunities for public use and enjoyment, and simultaneously protecting its natural and cultural resources. Equally important is the responsibility to provide opportunities to the public that ensure access to recreation and enjoyment of the resources, including hunting, fishing, camping, hiking, rock climbing, horseback riding, cycling, and boating; as well as providing the educational component or story behind these valued resources. The NPS achieves this through active management of native and invasive species, resource education, landscape conservation efforts, water and air quality monitoring, historic preservation, artifact conservation, and many other activities central to the

NPS mission. This dual mission is central to the purpose of the NPS: these special places are kept in perpetuity so that all Americans have access to their public lands for their enjoyment and use.

The NPS manages 431 individual park units covering more than 85 million acres in all 50 states, the District of Columbia, and US territories. While there are at least 19 naming designations, these units are commonly referred to as "parks." Multiple parks may be managed together as an administrative unit within the NPS. Collectively, these units are known as the "National Park System." A complete listing of park units in the National Park System, including their locations and designations, is available here: <https://www.nps.gov/aboutus/national-park-system.htm>.

In addition to managing the operation of the National Park System, the bureau provides technical assistance and funding through the various preservation and recreation programs that the NPS manages with its many partners, such as natural and cultural resources (including sites listed on the National Register of Historic Places, National Historic Landmarks, and National Natural Landmarks), wild and scenic rivers, national trails, and heritage and recreation areas. These resources are commonly outside park boundaries and are not directly managed by the NPS but are supported through legislated formal partnerships and federal funding programs. Through these programs and partnerships with national and international organizations, and other federal, state, and local agencies, the NPS contributes to a nationwide system of parks, open spaces, rivers, and trails that provides educations, recreational, and conservation benefits for the American people.

The NPS is a bureau of the U.S. Department of the Interior (DOI) and is led by a Director nominated by the President and confirmed by the U.S. Senate. Throughout the NPS, more than 20,000 employees work in a wide variety of disciplines and organizations. Combined, these employees represent about 18,500 full-time equivalents (FTE). The bureau consists of a headquarters office, seven regional offices, and park and support units located in all 50 states, the District of Columbia, and many territories.

According to the "[Best Places to Work in the Federal Government](#)," compiled by the Partnership for Public Service based on Federal Employee Viewpoint Surveys, in 2023 the NPS ranked 385 out of 459 agency subcomponents for Overall Employee Engagement, with an index score of 61.6. Since 2015, this score has improved from a low of 53.1, representing an 8.3-point improvement over the past eight years.

The headquarters office is in Washington, DC, and consists of the Director, three Deputy Directors (Operations; Management and Administration; Congressional and External Relations), nine Associate Directors, the Comptroller, two Assistant Directors, and the Chief of Staff. The role of the headquarters office is to provide national level leadership and advocacy; policy and regulatory formulation and direction; program guidance; budget formulation; legislative support; and accountability for programs and activities managed by the field and key program offices. An organizational chart of key leadership personnel is included in the section below.

There are seven regional directors who oversee the 12 Department of Interior Unified Regions. A map of the parks within each region is available here: https://www.nps.gov/carto/hfc/carto/media/NPS_UnifiedRegionsMap2020.jpg. The regional directors report to the Deputy Director, Operations. The regional director is responsible for strategic planning and direction, policy oversight, and assistance in public involvement, media relations, and strategies for parks and programs within their region(s). The regional director is also responsible for program coordination, budget formulation and financial management. Each regional director serves as the principal authority and spokesperson for the area as a whole and ensures consistency with national policies and priorities. The regional director and deputy regional directors are the line managers for all park superintendents within each region. The regional office headquarters are Philadelphia (Region 1), Washington, DC (Region 1A, National Capital Area), Atlanta (Region 2), Omaha (Regions 3, 4, and 5), Denver, (Regions 6, 7, and 8), San Francisco, (Regions 9,10, and 12), and Anchorage (Region 11).

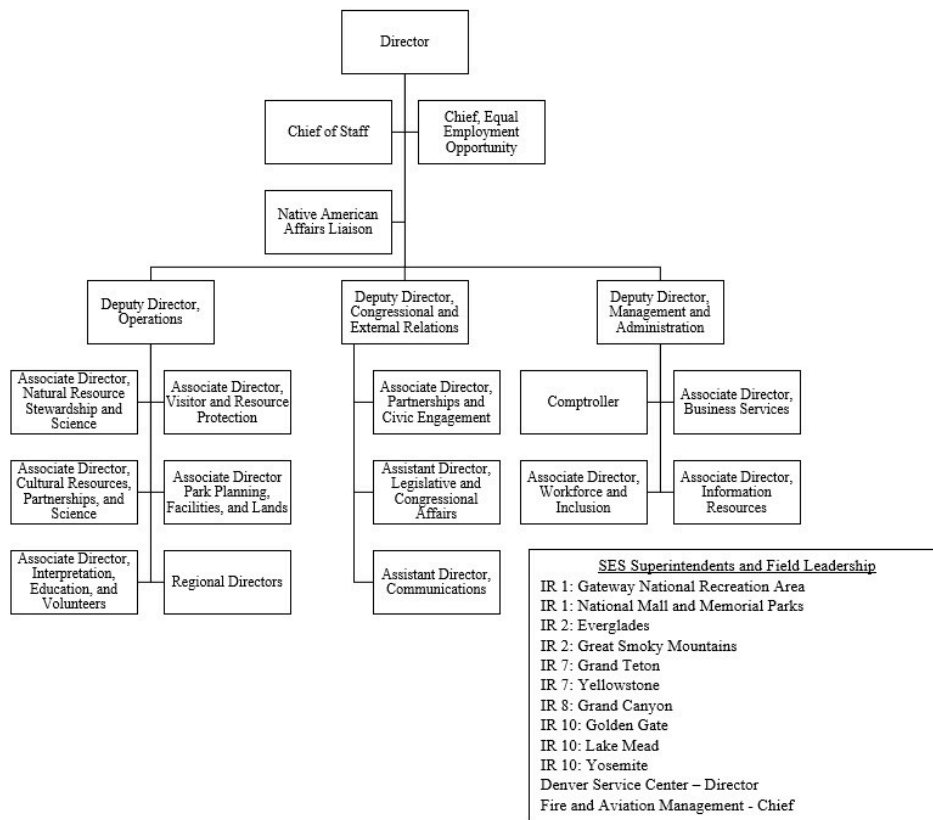
Park units are the basic management entity of the NPS. Each is headed by a superintendent (or site manager) who may be responsible for more than one park unit. Park superintendents report to the regional director or deputy regional director. The superintendent manages all park operations to achieve program goals. The superintendent also develops and fosters external partnerships. They direct and control all program activities, including interpretation and education; visitor services; resource management and protection; facility management; and financial management. In addition, superintendents are field representatives for all NPS programs.

Year	Visitation	Discretionary FTE
2020	236,305,913	14,830
2021	295,169,589	14,961
2022	308,119,790	14,474

Visitation and discretionary full-time employees by year.

Visitation to the National Park System over the past four years has rebounded to near record high numbers, exceeding 321 million in 2023. Record annual visitation for the bureau was 330,971,689 occurring during the NPS Centennial year in 2016. From 2020 to 2023, visitation increased by 36% but partially reflects a return to more typical use conditions post-pandemic. This is contrasted by the NPS workforce funded by discretionary appropriations, which during the same time fell by 2%. More visitation information can be found here: [Visitor Use Data - Social Science \(U.S. National Park Service\)\(nps.gov\)](#).

In 2023, park visitors spent an estimated \$26.4 billion in local gateway regions while visiting NPS lands across the country. These expenditures supported a total of 415.4 thousand jobs, \$19.4 billion in labor income, \$32 billion in value added, and \$55.6 billion in economic output in the national economy. For more information, refer to: <https://www.nps.gov/subjects/socialscience/vse.htm>. Additionally, in 2023 over 123,000 volunteers contributed 3.7 million hours, valued at \$119 million, towards the NPS's mission.



NPS Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Charles F. Sams III, Director

Non-career SES/SL/ST:

Vacant, Deputy Director, Congressional and External Relations

Schedule C Employees:

Maria Castro, Policy Analyst

Malcolm McGeary, Senior Advisor to the Director

Career SES/SL:

Frank Lands, Deputy Director, Operations

Lena McDowall, Deputy Director for Management & Administration

Bethany Barron, Denver Service Center

Joy Beasley, Associate Director, Cultural Resources, Partnerships, and Science

Jessica Bowron, Comptroller

Mike Caldwell, Associate Director, Park Planning, Facilities, and Lands

Charles Cuvelier, Associate Director, Visitor and Resource Protection

Lauren Imgrund, Associate Director, Partnerships and Civic Engagement

Tom Medema, Associate Director, Interpretation, Education, and Volunteers

Matthew Montano, Associate Chief Information Officer

Rita Moss, Associate Director, Workforce and Inclusion

Ray Sauvajot, Associate Director, Natural Resource Stewardship and Science

Justin Unger, Associate Director, Business Services

Christopher Wilcox, Chief, Fire and Aviation Management

Vacant, Regional Director, Region 1 - National Capital Area

Gay Vietzke, Regional Director, Region 1

Mark Foust, Regional Director, Region 2

Bert Frost, Regional Director, Regions 3, 4, 5

Kate Hammond, Regional Director, Regions 6, 7, 8

David Szymanski, Regional Director, Regions 9, 10, 12

Sarah Creachbaum, Regional Director, Region 11

Cassius Cash, Superintendent, Great Smoky Mountains National Park

Mike Gauthier, Superintendent, Lake Mead National Recreation Area
 Chip Jenkins, Superintendent, Grand Teton National Park and John D. Rockefeller Memorial Parkway
 Ed Keable, Superintendent, Grand Canyon National Park
 Cicely Muldoon, Superintendent, Yosemite National Park
 Jen Nersesian, Superintendent, Gateway National Recreation Area
 Pedro Ramos, Superintendent, Everglades and Dry Tortugas National Parks
 Jeffrey Reinbold, Superintendent, National Mall and Memorial Parks
 Cam Sholly, Superintendent, Yellowstone National Park
 David Smith, Superintendent, Golden Gate National Recreation Area

Other Senior Career Employees:

Susan Farinelli, Chief of Staff
 Dana Trytten, Assistant Director, Legislative and Congressional Affairs
 Jim Wilson, Assistant Director, Communications

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Great American Outdoors Act (GAOA). Public Law 116-152, the Great American Outdoors Act, was signed into law on August 4, 2020. GAOA established the National Parks and Public Land Legacy Restoration Fund (LRF), which receives funds from energy development revenues to address deferred maintenance needs across the system. The NPS has aggressively implemented GAOA with over 600 large, medium, and small projects that will address nearly \$5 billion worth of deferred maintenance. The law also provides permanent, mandatory funding for the Land and Water Conservation Fund.

Deferred Maintenance and Repair. At the end of FY2023, the Deferred Maintenance & Repairs (DM&R) needs on NPS assets totaled approximately \$23.3 billion. GAOA-LRF is a primary source of funding being used to address DM&R projects. The FY2025 President's budget includes \$405 million for facility operations (e.g., utilities payments, custodial activities, etc.) and \$569 million for facility maintenance, for a total of \$974 million. These functions prioritize activities that promote health and safety, provide resource preservation, and prevent or address DM&R.

Employee Housing. The NPS provides employee housing in over 200 parks with a total of over 5,600 housing units available. Housing assets range from 100-year-old cabins to modern dormitories and duplexes. The average age of assets in the portfolio is 62 years. Quality housing that is available for our workforce is a critical issue. The FY2025 President's Budget Request includes an increase of \$9 million, for a total of \$16.89 million for the Housing Improvement Program. The NPS leases housing to meet the housing needs through the Leased Housing Program which currently supports over 250 housing units at 76 parks across the system.

Bipartisan Infrastructure Law/Inflation Reduction Act. The NPS has received over \$1 billion through the Bipartisan Infrastructure Law (BIL) and over \$900 million through the Inflation Reduction Act (IRA). BIL funding is allowing the NPS to restore ecosystems, inventory and plug orphaned oil wells, mitigate mine hazards, implement transportation enhancements, and invest in wildland fire management. IRA funding is being used to hire critical positions, implement landscape-level restoration efforts and resilience projects, improve environmental review processes, and complete deferred maintenance work at the Presidio of San Francisco.

America 250. The NPS is one of several federal agencies to sign an MOU with the Semiquincentennial Commission contributing to collective commemoration activities. Emphasis is national but includes four signature cities with a significant NPS presence, Boston, New York, Philadelphia, and Charleston, SC. The NPS is coordinating activations with parks in these signature cities and in Washington, DC. The NPS released internal guidance to provide direction for the bureau, published a public facing webpage on NPS.gov to communicate service wide efforts, and established a permanent commemorations office in 2022 to support commemorations and anniversaries.

Land and Water Conservation Fund State and Local Assistance Program. This program supports close to home recreation opportunities. Since 1965, Land and Water Conservation Fund (LWCF) has provided matching grants for 46,000 community projects across the country. In 2024, \$325 million was provided to states for matching grants. The Outdoor Recreation Legacy Partnership program (ORLP), a nationally competitive grant program established in 2014 and funded by the LWCF provides funding to urban areas, with jurisdictions of at least 30,000 people, and priority given to projects located in economically disadvantaged areas and lacking in outdoor recreation opportunities. ORLP is currently funded at \$125 million.

National Park Foundation. Established by Congress in 1967 as the official nonprofit partner of the NPS, the National Park Foundation (NPF) generates private support and builds strategic partnerships to protect and enhance America's national parks for present and future generations. Since 2019, the NPF has raised \$670 million in cumulative revenue (including in-kind revenue) from 1M+ donors. This includes \$184 million in 2023. The Secretary and the Director serve in ex-officio roles on the Board of Directors. In 2024, NPF officially announced its Campaign for National Parks with a goal to raise \$1 billion by 2028. As of August 2024, \$814 million has been raised towards this goal.

IV. BUDGET OVERVIEW

NATIONAL PARK SERVICE (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	3,473,491	3,232,778	3,573,056	3,119,012	3,487,242
Permanent	1,270,639	1,252,330	1,240,347	1,240,347	1,240,347
Supplemental	1,500,000	0	0	0	0
Total	6,244,130	4,485,108	4,813,403	4,359,359	4,727,589
FTE	18,905	18,899	19,953	0	0

NPS Budget Overview

Budget Profile

The 2025 budget request for the NPS is \$3.6 billion in current appropriations, a net increase of \$251.3million over the 2024 enacted level. The 2025 budget estimates \$1.24 billion in mandatory funding. The NPS estimates the budget will support total staffing of 19,953 full-time equivalents (FTEs) in 2025. Changes in the 2025 budget aid efforts to protect and preserve America’s national treasures and enhance visitor services, adaptively manage resources to increase resilience to the changing climate, use science to inform decisions, expand inclusion of historically underrepresented communities, and facilitate agreements with Tribes to collaborate in the co-stewardship of NPS lands and waters.

Additional information on the FY 2025 President’s Budget request may be found at: <https://www.doi.gov/media/document/fy2025-national-park-service-bureau-highlights>.

Key Budget Issues

Staffing and Fixed Costs: Collectively, the NPS has lost 15 percent of its FTE since FY 2010. Over the same period, the National Park System has grown from 391 units to 431 units, existing units have seen responsibilities grow, and visitation has increased by tens of millions. The NPS now has a workforce commensurate in size with employment levels from 25 years ago.

The reduction in staffing is primarily attributable to parks and programs experiencing lost purchasing power due to inflation and unfunded fixed costs growth. The FY 2024 Request for the NPS included approximately \$100 million for salary and benefit increases in the Operations appropriation. The 5.2% pay increase took effect, but the enacted appropriation did not include additional funding for these increased costs and simultaneously included a -\$10.0 million reduction to operational capacity. For example, the average cost of a U.S. Park Police (USPP) officer in Washington DC has gone from approximately \$125,000 in 2015 to \$168,000 in 2024, an increase of \$42,000 (+34.4 percent). Comparatively, the USPP’s budget was \$102.0 million in FY 2015, and \$123.4 million in FY 2024, an increase of \$21.4 million (+20.9 percent). In FY 2024 alone, the USPP will absorb \$6.1 million in pay and benefit increases.

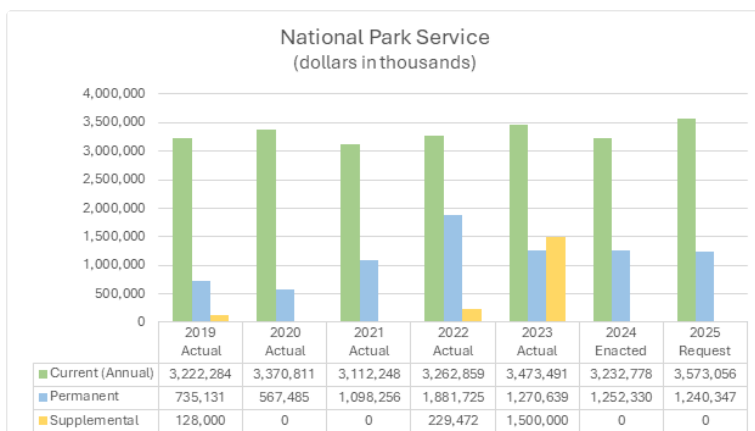
To help address this issue, the Inflation Reduction Act provided \$500 million to the NPS to hire employees at units of the National Park System and national historic and scenic trails, available through FY 2030. These funds have been allocated to parks, and hiring is ongoing. However, this one-time funding surge does not replace the need for maintained increases in discretionary appropriations to restore capacity.

Employee Housing: See Section III for more detail.

Facility Management and Deferred Maintenance: See Section III for more detail.

Disaster Recovery: Each year, park operations are interrupted by disasters—some of which cause extensive damage to infrastructure, and resources. Since 2018, the NPS has received four supplemental appropriations for disaster recovery totaling more than \$2 billion. Since the most recent FY 2023 supplemental was enacted in December 2022, NPS parks have weathered additional disasters, including storms, tornadoes, and flooding in Oklahoma, California, and Maine; wildfires in the West and in Hawai’i; Hurricane Hilary; and more, with cumulative recovery estimates in the hundreds of millions of dollars. Without a new supplemental appropriation, the NPS would need to absorb recovery costs within existing funding.

Funding History Chart



NPS Funding History

U.S. Fish and Wildlife Service

[Back to Assistant Secretary—Fish, Wildlife & Parks](#)

AT A GLANCE

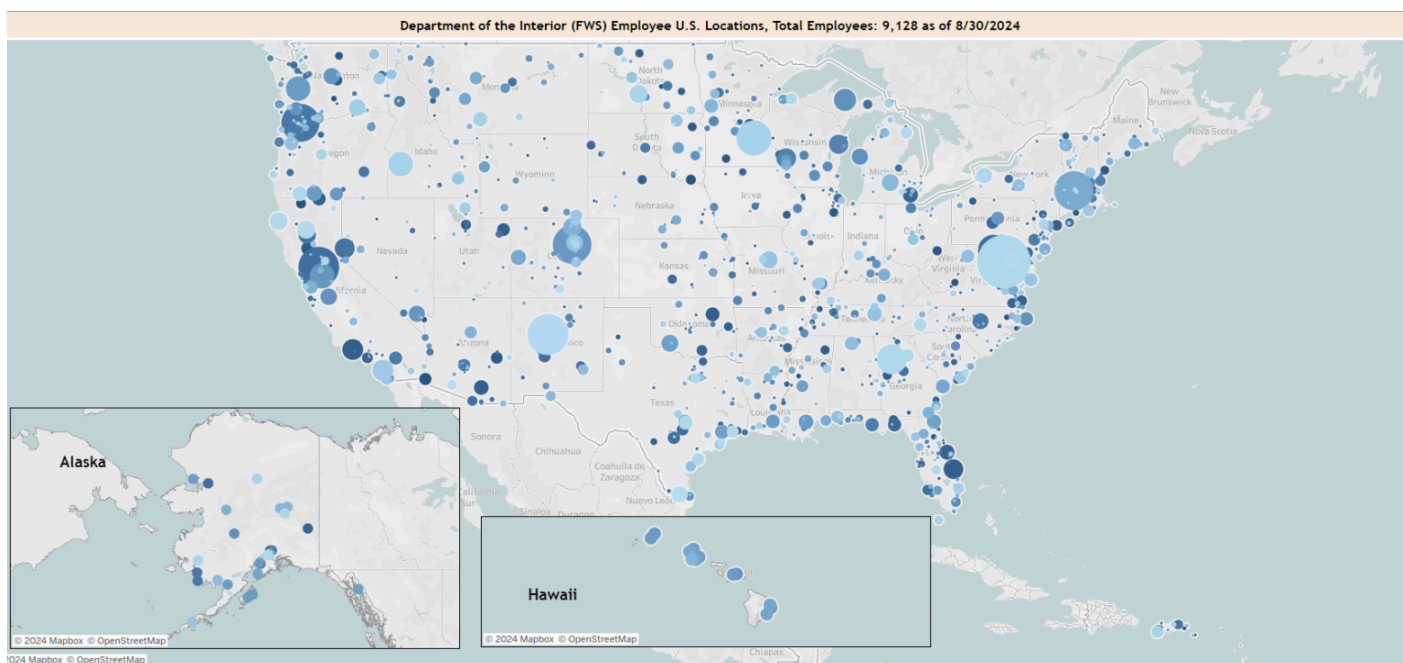
Established: 1871

Mission: The U.S. Fish and Wildlife Service (FWS) mission is working with others to conserve, protect and enhance fish, wildlife, plants and their habitats for the continuing benefit of the American people.

Leadership: Director

Headquarters: Washington, D.C.

Workforce: Total employee count is 9,128: 8,401 permanent, 430 temporary, 297 term (as of 8/30/2024).



BUREAU/OFFICE CONTACT

Stephen Guertin, Deputy Director for Program Management and Policy

Email: stephen.guertin@fws.gov

Phone: 202-208-0467 (Office), 720-884-6513 (Cell)

I. SUMMARY OF ORGANIZATION

The FWS is the primary government agency dedicated to the conservation, protection, and enhancement of fish, wildlife, plants, and their habitats. It is the only agency in the federal government whose primary responsibility is the conservation and management of these important natural resources for the American public. FWS's origins date back to 1871 when Congress established the U.S. Fish Commission to study the decrease in the nation's food fishes and recommend ways to reverse that decline.

The mission of the FWS is working with others to conserve, protect and enhance fish, wildlife, plants and their habitats for the continuing benefit of the American people. FWS is responsible for implementing some of our Nation's most important environmental laws, such as the Endangered Species Act (ESA), Migratory Bird Treaty Act, Pittman-Robertson/ Dingell-Johnson wildlife and sportfish restoration laws, Lacey Act, North American Wetlands Conservation Act, and Marine Mammal Protection Act. FWS fulfills these and other statutory responsibilities through an array of programs, activities, and offices that function to:

- Manage the National Wildlife Refuge System.
- Protect and recover threatened and endangered species.
- Monitor and manage migratory birds.
- Restore nationally significant fisheries.

- Enforce federal wildlife laws and regulate international wildlife trade.
- Conserve and restore fish and wildlife habitat such as wetlands.
- Manage and distribute over a billion dollars each year to states, territories, and Tribes for fish and wildlife conservation.
- Help foreign governments conserve wildlife through international conservation efforts.
- Fulfill FWS's federal tribal trust responsibility.

Under the National Wildlife Refuge System Administration Act, FWS manages a network of 572 National Wildlife Refuges, with at least one refuge in each U.S. state and territory, and with more than 100 refuges close to major urban centers. The Refuge System plays an essential role in providing outdoor recreation opportunities to the public. Last year, more than 68 million visitors went to refuges to hunt, fish, observe or photograph wildlife, or participate in environmental education or interpretation. Of the 572 refuges and 38 Wetland Conservation Districts, 430 are open to hunting and 360 are open to fishing.

Access to Refuge System lands generates economic contributions to local communities. In doing so, they support regional economies by contributing \$3.2 billion dollars per year and support more than 41,000 jobs. The National Survey of Fishing, Hunting and Wildlife-Associated Recreation, published every five years by the Service, found that more than 39.9 million Americans fished and more than 14.4 million hunted in 2021. They spent over \$144 billion in 2022 pursuing those activities. Also, during 2021, more than 148 million Americans participated in at least one type of wildlife-watching activity including observing, feeding or photographing fish and other wildlife in the United States.

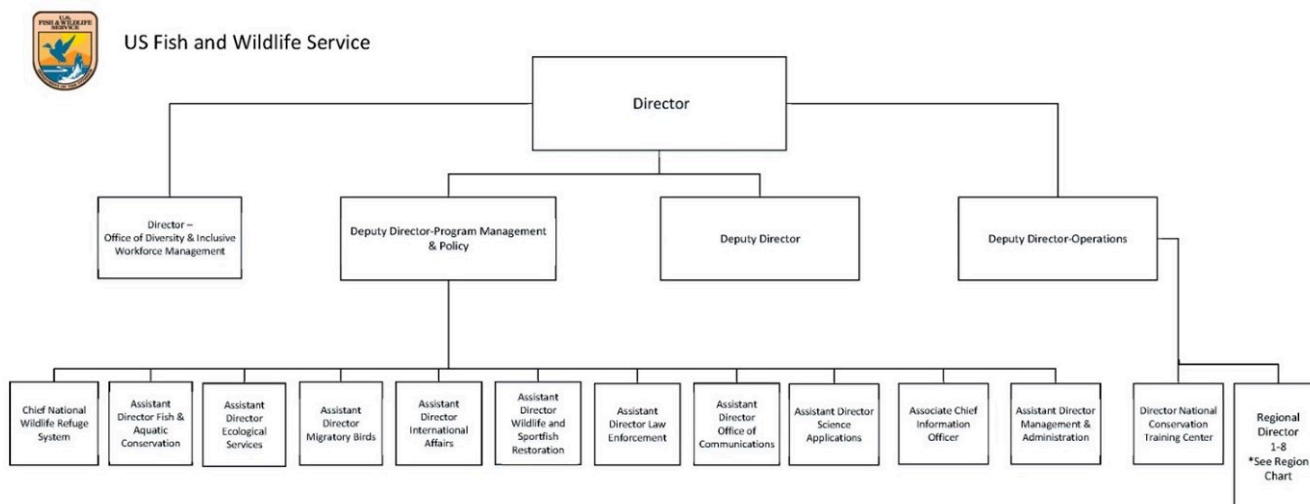
Through its Ecological Services program, FWS delivers conservation for imperiled species through its administration of the ESA, which has been successful in preventing the extinction of more than 99 percent of the species it protects. Through its ESA consultation and permitting roles, FWS evaluates over 10,000 development projects each year. FWS is committed to the recovery of listed species and to returning management of those species to our state and tribal partners when they no longer require protections. Since 2021, FWS has proposed or finalized downlisting or delisting for more than 55 species, including Apache trout, razorback sucker and the snail darter.

The Migratory Bird program works to conserve birds and preserve traditional subsistence and outdoor recreational pursuits involving birds, as well as migratory bird management, cooperation with states, and environmental reviews. The program works with partners such as outdoor recreation and sporting groups, conservation organizations, tribes, and State wildlife agencies to conserve habitats needed to support these populations for future generations of Americans.

The Fish and Aquatic Conservation program works with partners and the public to manage fish and other aquatic resources to achieve the goals of healthy, self-sustaining populations, and the conservation or restoration of their habitats. The National Fish Hatchery System provides fish to states and tribes, while also propagating and providing refugia for endangered aquatic species enabling us to fulfill our trust responsibilities and Tribal partnerships.

The International Affairs program leads domestic and international efforts to protect, restore, and enhance the world's wildlife and their habitats. FWS works to ensure that wildlife trade is both legal and sustainable to benefit the survival of species and domestic economies through the implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora and domestic wildlife laws. FWS also provides technical and financial assistance to partners to support innovative projects addressing wildlife trafficking.

FWS's Office of Law Enforcement (OLE) facilitates a multi-billion-dollar legal wildlife trade, while simultaneously interdicting illegal wildlife and wildlife products and investigating wildlife trafficking crimes. OLE provides critical work in the fight against wildlife trafficking.



FWS Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Martha Williams, Director

Non-career SES/SL/ST:

Siva Sundaresan, Deputy Director

James M Guthrie, Senior Advisor to the Director

Schedule C Employees:

None

Career SES/SL/ST:

Stephen Guertin, Deputy Director for Program Management and Policy

Gary Frazer, Deputy Director of Operations

Cynthia Martinez, Assistant Director – National Wildlife Refuge System

Gina Shultz, Acting Assistant Director – Ecological Services

Jerome Ford, Assistant Director – Migratory Birds

David Miko, Assistant Director – Fish and Aquatic Conservation

Paul Rauch, Assistant Director – Office of Conservation Investment

Deborah Rocque, Assistant Director – Science Applications

Hila Levy, Assistant Director – International Affairs

Edward Grace, Assistant Director – Office of Law Enforcement

Lesli Gray, Assistant Director – Office of Communications

Janine Velasco, Assistant Director – Management and Administration

Soha Mahgoub, Assistant Director – Information Resources & Technology Management

Steve Chase, Director – National Conservation Training Center

Hugh Morrison, Pacific Region Regional Director

Amy Lueders, Southwest Region Regional Director

Will Meeks, Midwest Region Regional Director

Mike Oetker, Southeast Region Regional Director

Wendi Weber, Northeast Region Regional Director

Matt Hogan, Mountain Prairie Region Regional Director

Sara Boario, Alaska Region Regional Director

Paul Souza, Pacific Southwest Region Regional Director

Bud Cribley, Senior Advisor for Energy

Other Senior Career Employees:

Alyssa Hausman, Head of Staff

Karen Cogswell, National Native American Program

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Endangered Species Act (ESA) Implementation. Implementation of the ESA remains a hot topic with Congress and a variety of constituencies. FWS continues efforts to improve implementation for the benefit of species and the public. During Biden Administration, FWS finalized several rules to improve implementation of the ESA, some were joint with the National Marine Fisheries Service. There are currently 2,380 species listed as endangered or threatened. A briefing paper is included on high interest listed species.

Migratory Bird Treaty Act (MBTA) Incidental Take. The FWS developed proposed regulations to authorize the incidental take of migratory birds under the MBTA. This will improve the conservation of migratory birds, codify and clarify longstanding interpretation that the MBTA prohibits incidental take of migratory birds, and provide certainty and transparency to the public in implementation of the MBTA. The Spring 2024 Unified Agenda provided an updated timeline for MBTA incidental take rulemaking, anticipating December 2024 as the target date for publishing the proposed rule. FWS will ensure any rulemaking works to protect birds and provide regulatory certainty to stakeholders.

FWS Bipartisan Infrastructure Law (BIL), Inflation Reduction Act (IRA), Great American Outdoors Act (GAOA) Activities.

- **BIL** - BIL provides FWS with a five-year, \$455 million investment. Funding supports locally led conservation; improves public access; protects people, infrastructure, and wildlife habitats; and rebuilds the ecological infrastructure nationwide.
- **GAOA** - FWS made significant strides in managing its deferred maintenance backlog. With GAOA funds, FWS expects to retire an estimated \$489M in DM.
- **IRA** - IRA Recovery Implementation funds allow FWS to use a strategic approach to identify recovery actions to achieve impactful conservation for historically underfunded listed species and to achieve specific species' recovery within approximately 10 years.

National Wildlife Refuge System Management. In February 2024, the FWS published the proposed Biological Integrity, Diversity, and Environmental Health Policy policy update and new regulations. The proposal directs a comprehensive, science-based approach to management to ensure imperiled species and diverse wildlife populations are secure and thriving, sustained by a network of healthy lands and waters. FWS received more than 200,000 public comments and is working through next steps currently.

FWS Grant Funding. Financial assistance plays a key role in the delivery of the FWS mission. FWS delivers conservation and natural resource management across the nation through 50+ financial assistance programs. FWS awards over \$2.5B in financial assistance annually, which is more

than 50% of the FWS' total budget and over 40% of the Department of the Interior's total financial assistance funding.

Klamath Basin. In February 2024, DOI signed an historic MOU that seeks to deepen collaboration and find solutions in the Klamath Basin. BIL directs \$162M to FWS for restoring the Klamath ecosystem, supporting ecosystem and community infrastructure needs, Tribal trust resource recovery and resilient agriculture, and completion of construction of the Klamath Falls National Fish Hatchery, which benefits endangered Klamath suckers. Expected completion is in FY26.

Southwest Border Projects and Issues. The U.S.–Mexico border region is home to many FWS resources including multiple National Wildlife Refuges and over 70 federally listed, proposed and candidate species under the ESA. Pursuant to section 102 of the Real ID Act, most construction of border projects along much of the border has waived environmental and cultural compliance laws. FWS and Customs and Border Patrol work cooperatively to balance conservation concern with border construction, management, and security.

Climate Change. Climate change is profoundly affecting our nation's wildlife by fueling droughts and rising seas, disrupting weather patterns, and exacerbating threats such as invasive species. FWS is responding to these impacts by using nature-based solutions to build community and habitat resiliency, protect species from extinction, and reduce our carbon footprint through sustainable natural climate solutions. FWS is committed to landscape-level actions that support the collective voices of our partners.

IV. BUDGET OVERVIEW

U.S. Fish and Wildlife Service (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	1,773,292	1,722,665	1,886,091	1,580,982	1,760,096
Permanent	2,118,762	1,921,632	2,022,745	2,022,745	2,022,745
Supplemental	345,044	90,545	90,545	90,545	90,545
Total	4,237,098	3,734,842	3,999,381	3,694,272	3,873,386
FTE	8,642	8,625	9,183	0	0

Budget Profile

The 2025 President's Budget for FWS totals \$1.9 billion, \$163.4 million above the 2024 enacted. In total, FWS estimates the budget request will support 9,183 full-time equivalents (FTEs). The 2025 budget request for the principal FWS operating account, Resource Management, is \$1.7 billion, an increase of \$150.9 million. The 2025 budget promotes investments to address climate change effects on FWS trust resources, implement the America the Beautiful initiative, reconnect Americans with the outdoors, enable economic development, and create good-paying job opportunities. Additional information on the FY 2025 President's Budget request may be found in the table and chart below and on the Department's website: <https://www.doi.gov/media/document/fy2025-us-fish-and-wildlife-service-bureau-highlights> and <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh031.pdf>.

Key Budget Issues

Capacity - Erosion of budgets in the last several years has resulted in insufficient capacity for most of FWS' programs to meet their objectives. The FY2025 request invests in that capacity, with additional funds for ESA consultation and other environmental permitting work, as well as funding for migratory birds and native fish. The FWS is instrumental in supporting economic growth and job creation through timely evaluations of proposed infrastructure and other development projects, assisting permitting agencies, and issuing permits.

BIL and IRA funding – FWS is receiving a great deal of funding through FY 2026 from BIL and IRA, which ends in FY 2026. Expectations for continuing work along the same lines may be high and reduced funding levels will make the transition difficult.

GAOA funding – FWS has received additional GAOA funding for deferred maintenance since 2020. This expires in FY 2025, after which FWS will longer have additional deferred maintenance funding, potentially resulting in an increased backlog of maintenance needs.

[!\[\]\(0fb13ad0bfa3d86868cdd3883e5665b3_img.jpg\) Go to the previous section: National Park Service](#)

[Go to the next section: Assistant Secretary—Indian Affairs!\[\]\(799877f5c2f906134441300079881630_img.jpg\)](#)

Assistant Secretary—Indian Affairs

[!\[\]\(5eb1325dfdc3f1cad8426726c0db51cd_img.jpg\) Go to the previous section: U.S. Fish and Wildlife Service](#)



Office of the Assistant Secretary
—Indian Affairs



Bureau of Indian Affairs



Bureau of Indian Education



Bureau of Trust Funds
Administration

[Go to the next section: Office of the Assistant Secretary—Indian Affairs !\[\]\(35dc653d59570f8f891c312eeece91a2_img.jpg\)](#)

Office of the Assistant Secretary—Indian Affairs

 [Back to Assistant Secretary—Indian Affairs](#)

OFFICE CONTACT

Clint J. Bowers, Chief of Staff

Email: Clint.Bowers@bia.gov

Phone: 571-926-1724

Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

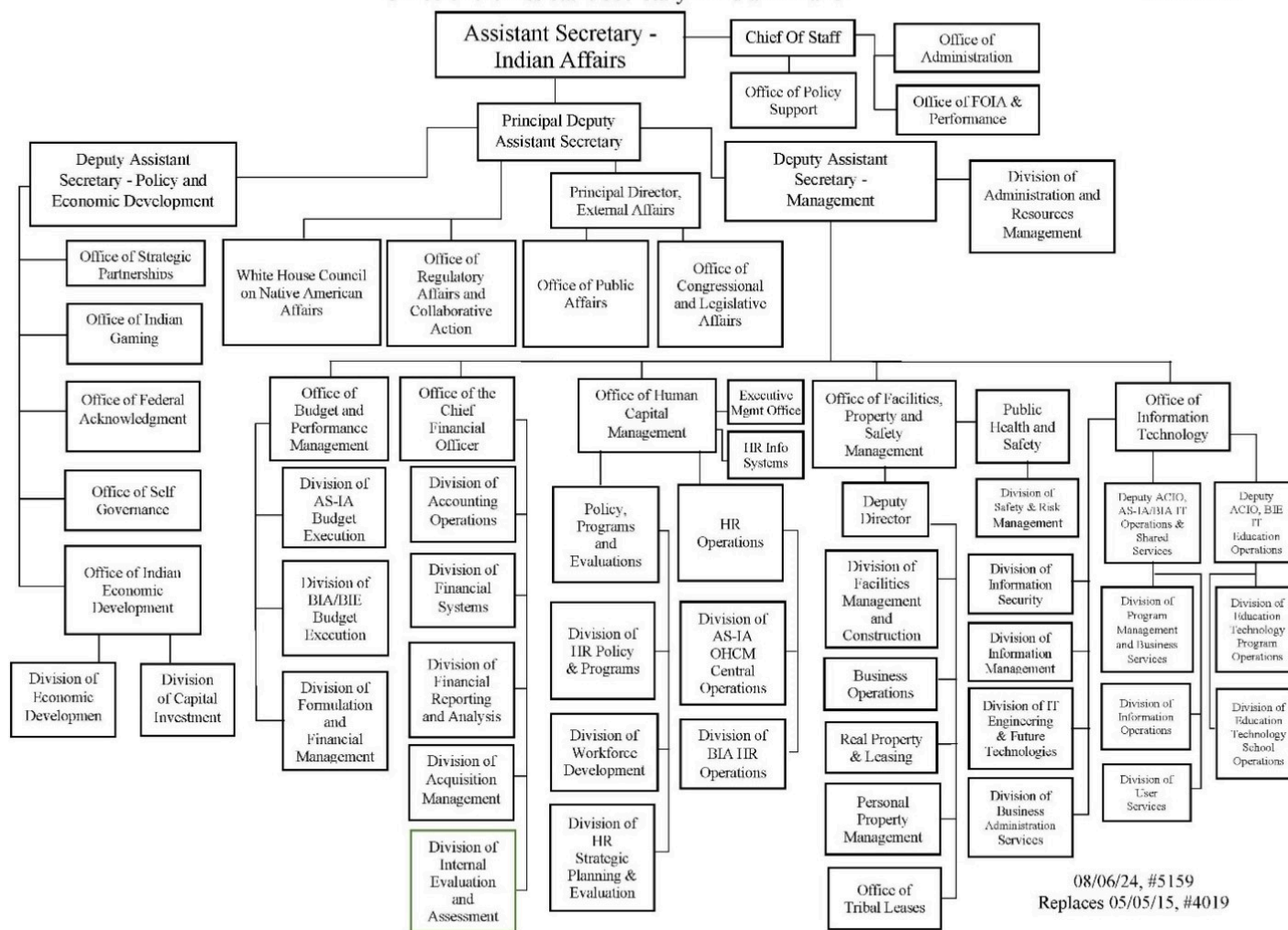
The Assistant Secretary - Indian Affairs (AS-IA) is established under the authority contained in 43 U.S.C. 1453. The AS-IA is a Senate-confirmed political appointee who provides, with the assistance of political and career Deputy Assistant Secretaries (DASs), policy guidance and organizational oversight to the Bureau of Indian Affairs (BIA), the Bureau of Indian Education (BIE), and the Bureau of Trust Funds Administration (BTFA). The AS-IA assists the Secretary of the Interior in fulfilling the Department's trust responsibilities to American Indian and Alaska Native Tribes and individuals.

The AS-IA carries out the duties of the office with the assistance of a political Principal Deputy Assistant Secretary (PDAS), one political Deputy Assistant Secretary (DAS), and one career DAS, both of whom report to the PDAS, as well as a career Chief of Staff (COS). The AS-IA directs the activities of the immediate policy staff through the COS and Indian Affairs (IA) bureau/office directors through PDAS and DAS leaders. These office directors include career SES and GS-15 executives.

Through these bureaus and offices, IA provides services directly or through contracts, grants, or compacts to 574 federally recognized Tribes with a service population of nearly two million American Indian and Alaska Natives. In addition, IA provides a wide variety of programs and services, either directly or through contracts, compacts, and grants to the 574 federally recognized Tribes and 183 Indian schools, 53 of which are operated directly by the BIE. IA programs and services are authorized by treaties, legislation, and court decisions. Under these authorities, AS-IA restores Tribal homelands, promotes strong and stable Tribal governments, and assists Tribes in improving educational opportunities, community infrastructure, and the quality of life for their members. Note that healthcare services are provided by the Indian Health Service within the U.S. Department of Health and Human Services (HHS).

Office of the Assistant Secretary – Indian Affairs

110 DM 8



AS-IA Organizational Chart

While AS-IA has a direct workforce of 442 in total with its DAS-Management (DAS-M) division, it employs 91 staff directly in its other (non-DAS-M) AS-IA offices. AS-IA also employs around 30 Senior Executive Service (SES) members across its bureaus and offices with five career, non-bureau senior executives directly within the AS-IA organization. The IA bureaus and offices currently employ more than 7,000 federal workers in more than 200 field locations from coast to coast and Alaska. The three IA bureaus, the BIA, BIE, and BTFA, are headed by career SES Directors and are described in more depth via separate organizational briefing papers. IA offices reflected in the organizational chart report directly within the AS-IA chain of command, as identified below, and report to either the PDAS, the DAS-Policy and Economic Development (DAS-PED), the IA COS, or the DAS-M.

The Principal Deputy Assistant Secretary (PDAS)

The PDAS serves as the first assistant and principal advisor to the AS-IA in developing and interpreting program policies affecting IA, and discharges the duties assigned by the AS-IA or exercised in the absence of the AS-IA (including recusal). The PDAS directly supervises the political DAS-PED and the career DAS-M as primary IA senior executives, as well as provides direct oversight to the following offices.

The Office of Regulatory Affairs and Collaborative Action:

The Office of Regulatory Affairs and Collaborative Action (RACA) is responsible for five functional areas, each of which involves collaboration with all IA bureaus, offices, Tribal partners, and other stakeholders: development and amendment of regulations; policy development; Federal Register publications; Paperwork Reduction Act clearances; collaborative action; and international affairs.

The White House Council on Native American Affairs:

The White House Council on Native American Affairs (WHCNA) was established to improve the coordination of federal programs and the use of available federal resources for the benefit of Tribal communities. The Executive Director, WHCNA, is responsible for providing inter-agency coordination, deliverables, and facilitating policy recommendations that advance the priority areas of the WHCNA identified in Executive Order 13647.

The Office of Congressional and Legislative Affairs:

The Principal Director – External Affairs is the intermediary career senior executive between the PDAS and the Director of the Office of Congressional and Legislative Affairs (OCL), which is responsible for legislative planning and congressional liaison activities of IA. The office serves as the primary focal point for Congressional correspondence, provides legislative research and assistance in analyzing proposed legislation, prepares IA leaders for Congressional oversight and legislative hearings testimony, and coordinates this work with the Departmental Office of Congressional and Legislative Affairs in the Office of the Secretary to ensure consistency of Departmental communications with Congress.

The Office of Public Affairs:

The Principal Director – External Affairs is the intermediary career senior executive between the PDAS and the Director of the Office of Public Affairs (OPA), which manages the AS-IA's external media and related accounts, drafts and distributes press releases, coordinates press engagements, manages web content, and provides liaison functions with the media, the public, and other government agencies in need of information about IA. OPA coordinates video services offered by the Department and works with the IA bureaus and offices to make maximum use of external media to promote the policy and program goals of the AS-IA.

DAS - Policy and Economic Development:

The DAS - Policy and Economic Development (DAS-PED) is a political senior executive who assists the AS-IA and PDAS in providing policy guidance and direction to the IA bureaus and select IA offices. The DAS-PED directly oversees the following offices.

The Office of Indian Gaming:

The Office of Indian Gaming (OIG) serves as the primary advisor to the Secretary and AS-IA on Indian gaming issues and implementation of the Indian Gaming Regulatory Act (IGRA), 25 U.S.C. § 2701 *et seq.* The office, established following the enactment of IGRA in 1988, specifies compliance requirements to Tribes and stakeholders. This work includes processing gaming-related acquisitions and Tribal-State gaming compacts for Secretarial approval and providing technical assistance to Tribes.

The Office of Self-Governance:

The Office of Self-Governance (OSG) is responsible for implementation of the Tribal Self-Governance Act of 1994. OSG manages self-governance compacts funding, which is negotiated on the same basis as funding provided to Tribes via P.L. 93-638 contracting and self-governance compacting process. Also included in self-governance funding agreements are funds from other federal programs allocated or awarded to self-governance Tribes, such as funds from the Department of Transportation, Federal Highway Administration, Tribal Transportation Program, Bureau of Land Management, the Department of Labor, and the HHS under the Employment, Training, and Related Services Demonstration Act (P.L. 102-477).

The Office of Federal Acknowledgement:

The Office of Federal Acknowledgment (OFA) implements Part 83 of Title 25 of the Code of Federal Regulations (25 CFR Part 83), Procedures for Federal Acknowledgment of Indian Tribes. The acknowledgment process is the Department's administrative process by which petitioning groups that meet the criteria are given federal "acknowledgment" as Indian Tribes and by which they become eligible to receive services provided to members of Indian Tribes.

The Office of Indian Economic Development:

The Office of Indian Economic Development (OIED) supports the economic development of American Indian and Alaska Native (AI/AN) communities by offering access to capital through grant opportunities and loan guarantees, and by providing technical assistance to Tribes. To maximize the economic benefits for Tribes, OIED works in partnership with other federal agencies like the Economic Development Administration and the Small Business Administration.

The Office of Strategic Partnerships:

The Office of Strategic Partnerships (OSP) supports the development and implementation of public-private partnerships to leverage federal and private resources and promote innovative solutions for Indian Country.

Chief of Staff:

The COS is a career senior executive who manages and oversees the immediate Office of the AS-IA for administrative matters such as personnel management, information technology, procurement, records management, and fiscal and property management. The COS also serves as the AS-IA's principal advisor, alongside the PDAS, on matters related to the management and operations of the office, as well as advises AS-IA bureaus and divisions on such matters. The COS supervises and provides oversight of support provided by the AS-IA Executive Secretariat staff, who manage correspondence, and oversees centralized Freedom of Information Act (FOIA) support and the AS-IA policy support staff.

DAS - Management:

The DAS - Management (DAS-M) is a career senior executive who discharges the responsibilities of the AS-IA through the PDAS in working with offices reporting to the AS-IA, BIA, and BIE regarding leadership, oversight, monitoring, and compliance with policy and procedures in the areas of administrative operations; financial and budget management; strategic planning and performance management; and workforce planning, hiring, and human resources management. The offices of the DAS-M also advise and assist BTFA, as needed, on internal and administrative operations.

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Bryan Newland, Assistant Secretary - Indian Affairs

Non-career SES:

Wizipan Garriott - Principal Deputy Assistant Secretary

Schedule C Employees:

Kathryn Isom-Clause, Deputy Assistant Secretary - Policy and Economic Development

Tracy Goodluck, Senior Advisor

Career SES/SL:

Clint J. Bowers, Chief of Staff

Jason Freihage, Deputy Assistant Secretary - Management

Paula Hart, Director, Office of Indian Gaming

Sharee Freeman, Director, Office of Self-Governance

Vacant, Principal Director – External Affairs

Other Senior Career Employees:

Oliver Whaley, Director, Office of Regulatory Affairs and Collaborative Action

Anthony “Morgan” Rodman, Director, White House Council on Native American Affairs

Veronica Watters, Director, Office of Congressional and Legislative Affairs

Josh Barnett, Director, Office of Public Relations

Nikki Bass, Director, Office of Federal Acknowledgment

Katharine “Denise” Litz, Acting Director, Office of Indian Economic Development

Estakio Beltran, Office of Strategic Partnerships

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

IA has worked diligently over the years to improve its operational efficiencies and capacity to serve Indian Country. However, organizational issues do persist that will require attention in the next Administration and are covered in more detail in our individual issues papers. These issues include the following:

- **Infrastructure and deferred maintenance.** Modernizing and improving the condition of IA infrastructure is of critical importance to the safety, economic and educational well-being to Indian Country. The breadth of infrastructure includes water infrastructure, BIE schools, law enforcement offices, Tribal courts, detention centers, and other administrative buildings. IA took several steps to streamline construction project processes, built a new Indian Self Determination Act 105(l) lease program, and is focusing on implementation of the Great American Outdoors Act (GAOA). Next steps will require innovative new processes and, lacking significant new appropriations, there will need to be a focus on other creative financing approaches for infrastructure.
- **Workforce retention and development.** IA is working to rebuild low staffing levels that were significantly impacted due to budget sequestrations and reform initiatives in 2013/2014, as well as the 2017/2018 utilization of the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) programs. In 2020, the pandemic caused a mass turnover within the organization. IA is making progress in staffing programs by working on streamlining hiring processes while continuing to focus on critical hiring areas. The ongoing challenge continues to be the largely eligible-for-retirement workforce with institutional knowledge. A key area with high vacancies is within the BIA Office of Justice Services, and there are other key job series including Awarding Officials and Realty and Social Workers.
- **Funding needs in Indian Country.** The Broken Promises report and other efforts have clearly documented that appropriated funding has not properly supported the needs of Indian Country. Responding to this challenge will require improving the level of information available to fully understand the capacities and needs across Indian Country. Access to this information will allow decision makers to better target available funding and to make informed decisions on how additional funding from Interior’s direct appropriations and other agencies would be best utilized. IA is actively coordinating with Tribes and other federal agencies to develop a strategy and governance model to ensure information needed to inform funding decisions for Indian Country is available.
- **Improving integrity and reporting.** In FY2025, IA will work to finalize a conversion plan to fully upgrade the Financial and Business Management System (FBMS), its core financial system responsible for all financial, budget, and property transactions. IA is also completing plans to install Treasury’s G-Invoicing solution, making intra-governmental agreements more secure and transparent.

[Go to the next section: Bureau of Indian Affairs](#) 

Bureau of Indian Affairs

[Back to Assistant Secretary—Indian Affairs](#)

AT A GLANCE

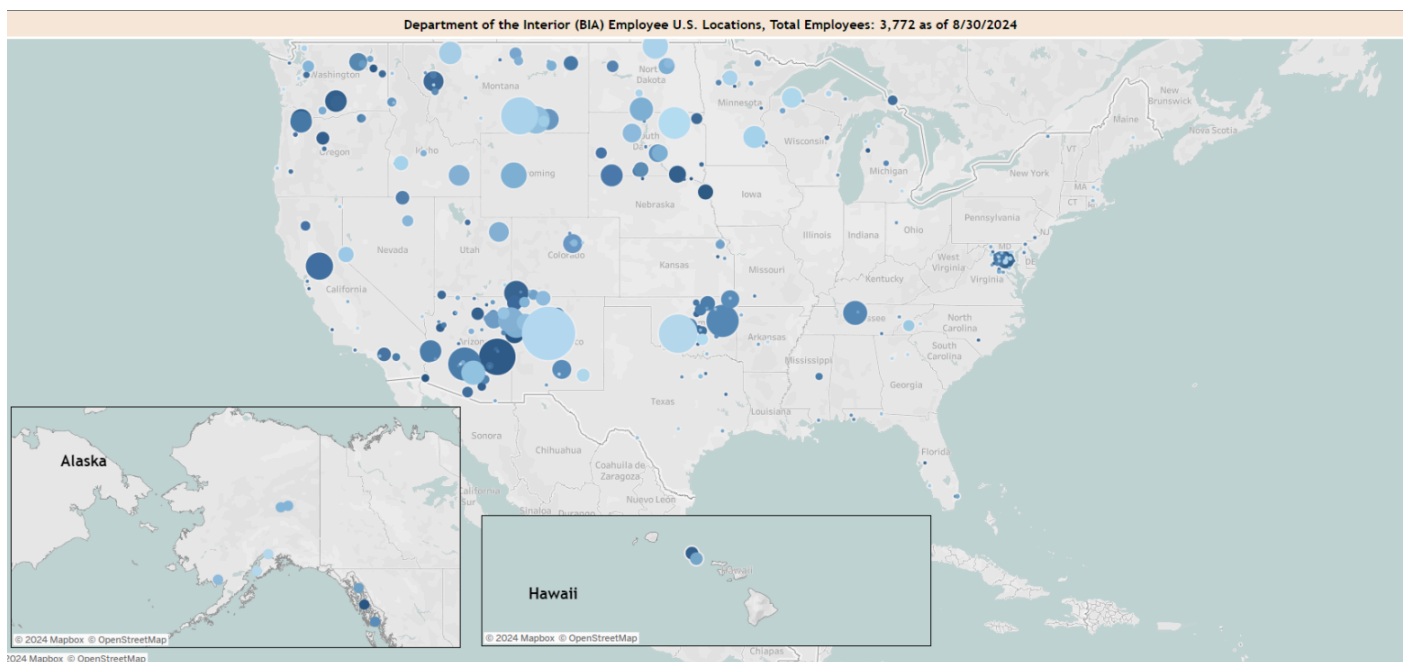
Established: 1824

Mission: To enhance the quality of life, to promote economic opportunity, and to carry out the responsibility to protect and improve the trust assets of American Indians, Indian Tribes, and Alaska Natives. We accomplish this through the delivery of quality services and maintaining government-to-government relationships within the spirit of Indian self-determination.

Leadership: Bryan Mercier, Director

Headquarters: Washington, D.C.

Workforce: 3,648 permanent, 116 temporary, and 8 term as of August 30, 2024.



BIA Employees Across the United States

BUREAU CONTACT

Peter Wakeland, Chief of Staff (Acting)

Email: Peter.Wakeland@bia.gov

Phone: 202-208-5611 (Office) and 541-294-0431 (Mobile)

Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Bureau of Indian Affairs (BIA) is part of the Office of Indian Affairs and is organized into four centralized offices, 12 regional offices, and 85 agencies and field offices. These offices include the [Directorate](#), [Field Operations](#), [Justice Services](#), [Trust Services](#), and [Indian Services](#). The scope of the BIA programs is extensive, covering virtually the entire range of federal, state, and local government services. The Director, BIA, reports to the Principal Deputy Assistant Secretary for Indian Affairs and provides leadership and direction for all matters relating to policies and procedures for the BIA.

In keeping with the authorities and responsibilities granted under the [Snyder Act of 1921](#) and other federal laws, regulations, and treaties, the BIA is charged with the primary responsibility for administering federal programs and managing 66 million acres of land held in trust by the United States on behalf of 574 federally recognized Tribes, and for carrying out the trust responsibilities emanating from treaties, the U.S. Constitution, laws, court decisions and other agreements for American Indian and Alaska Natives (AI/AN). Given the BIA's long historical and significant presence in

the Indian communities it serves, and Congress’s recognition of needing its workforce to reflect those communities, the BIA was given authority to use Indian Preference in its recruitment and hiring processes.

Organization Priorities:

Improving Delivery of Service to Tribes: Strengthen coordination within the bureau by aligning the different directives and reporting chains to ensure optimal consistency among Central Office programs and the Field Operations execution.

Workforce Recruitment/Retention: Establish strong relationship with future Indian Affairs – Office of Human Capital Management (IA-HCO) Director to ensure continuity of efforts for overall improvement of services for staffing, and a Recruitment/Retention Division in the Office of Justice Services (OJS) and the Office of Trust Services (OTS) for outreach to new candidates and support the work-life balance and morale of existing OJS staff.

Tribal Self-Determination: Coordinate across BIA to increase aggregate staffing levels, which currently show an approximate 30% vacancy rate, but have historically been closer to 40%, as recruitment, retention and succession planning have presented long-term challenges. Focused efforts on increasing the number of Awarding Officials have proven successful and will improve our ability to move funding to Tribes more efficiently.

Law Enforcement Recruitment and Retention: Realign BIA-OJS Law Enforcement Officers salary/wages consistent with other federal bureaus within DOI to establish pay parity of law enforcement positions.

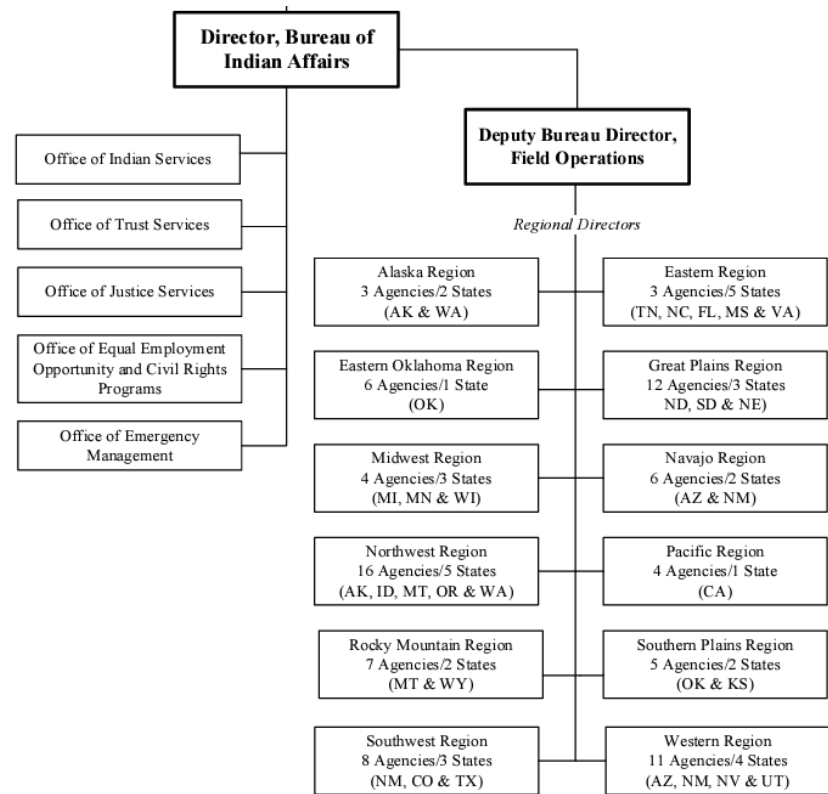
Policy Priorities:

Land into Trust: Update regulations of 25 CFR 151 and expand on FY2023 success increasing the number of Fee to Trust (FTT) applications processed in a year. Reduce the timeframes to process FTT applications on behalf of Tribes and individuals.

Environment: Complete extensive permitting work to review the Fixing America’s Surface Transportation Act (FAST) Title 41, broadband and other infrastructure deployment on Tribal lands through facilitation, support of regional staffing needs to work with Tribes, and procurement of national contracting support.

Energy: Update [trust mineral and energy management leasing regulations](#) to streamline/modernize processes to ensure timely processing of mineral and energy leasing applications. This work entails developing federal policies within DOI’s framework of cooperation and coordination between federal partners, Tribes, and individual mineral owners.

BIA Offices and Staffing:



BIA Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:
None

Non-career SES:

None

Schedule C:

None

Career SES/SL:

Bryan Mercier, Director, BIA
 Bartholomew "Bart" Stevens, Deputy Bureau Director (DBD), Field Operations
 Richard "Glen" Melville, DBD, Justice Services
 Louis, Poitra, Assistant DBD, Justice Services
 Johnna Blackhair, DBD, Trust Services
 Trina Locke, Associate DBD, Environment & Natural Resources Directorate
 Genevieve Giaccardo, DBD, Indian Services
 Jolene John, Alaska Regional Director
 Kimberly Bouchard, Eastern Regional Director
 Eddie Streater, Eastern Oklahoma Regional Director
 Francine Fasthorse (Acting, Non-SES), Great Plains Regional Director
 Tammie Poitra, Midwest Regional Director
 Deborah Shirley, Navajo Regional Director
 Rudy Peone, Northwest Regional Director (Acting)
 Amy Dutschke, Pacific Regional Director
 Jodi Camrud, Acting, Non-SES, Rocky Mountain Regional Director
 Robert "Gabe" Morgan, Southern Plains Regional Director
 Patricia Mattingly, Southwest Regional Director
 Jessie Durham, Western Regional Director

Other Senior Career Employees (GS):

Peter Wakeland, (Acting) Chief of Staff
 Robyn Broyles, Advisor

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **Support of Law Enforcement:** The Tribal Law and Order Act (TLOA) and Violence Against Women Act Reauthorization of 2013 have promoted [Tribal courts](#); however, neither piece of legislation came with increased funding. Thus, the total estimated unmet obligations identified in the "Report to the Congress on Spending, Staffing, and Estimated Funding Costs for Public Safety and Justice Programs in Indian Country, 2021" ([2021 TLOA report](#)) report for Tribal law enforcement, detention, and courts funding are just over \$3 billion. The total estimated public safety and justice staffing need for Indian Country is 29,436 full-time equivalent personnel.
- **Drug Enforcement and Missing and Murdered Investigations:** Tribal officials have consistently called for action toward addressing an increasingly common cause of Indian Country crime by strengthening drug enforcement capabilities throughout the nation. Drug-related activity in Indian Country is a major contributor to violent crime and imposes serious health and economic difficulties on Indian communities.
- **Energy Permitting:** Delays in energy permitting cause a very real and immediate adverse economic consequence to Indian Country. The [Indian Energy Service Center](#) is composed of four Interior bureaus: BIA, Bureau of Land Management, the Office of Natural Resource Revenue, and Bureau of Trust Fund Administration. Intended to help expedite the leasing and permitting processes associated with Indian energy development, the Center was a response to the inability of federal agencies to timely process administrative requirements. The Center provides a wide suite of support services and assists in coordination among federal agencies that are involved in the permitting process.
- **Transportation:** There is a critical need to modernize the Roads Inventory and Systems database (National Tribal Transportation Facility Inventory) to manage program and data needs for road construction and maintenance projects. In addition, continued road maintenance program efforts will focus on the deferred maintenance backlog, programmatic reforms, and coordination with other road owners.
- **Indigenous Connectivity and Technology:** Federal Communications Commission statistics show that American Indian and Alaska Native (AI/AN) communities have less access to broadband and other technology assets than the general U.S. population. This digital divide in Indian Country will continue to grow without federal assistance. Indigenous Connectivity and Technology assists Tribal Nations and entities that seek to expand access to high-speed internet and promote digital equity through managing, developing, and maintaining telecommunications, electric vehicle, and technological infrastructure and development on Tribal lands.

IV. BUDGET OVERVIEW

The requested FY2025 budget for BIA is \$2.9 billion, \$377.2 million above the 2024 level, in current appropriations. BIA estimates the budget will support staffing of 4,139 full-time equivalents (FTEs) in FY2025. The funding total includes \$426.2 million for Contract Support Costs and \$120.0 million for Payments for Tribal Leases; the budget proposes to reclassify these accounts from discretionary to mandatory funding beginning in 2026. The President's Budget supports an all-of-government approach to addressing federal responsibilities and Tribal needs in Indian Country.

BUREAU of INDIAN AFFAIRS (\$ in thousands)					
	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)					
Appropriations	2,448,091	2,564,523	2,941,715	2,933,881	2,718,783

Permanent Appropriations	225,473	228,919	477,497	477,497	477,497
Total	2,813,298	2,88,176	3,511,946	3,504,112	3,289,014
Supplemental Appropriations	139,734	92,734	92,734	92,734	92,734
FTE	3,661	3,659	4,139	0	0

BIA Budget Table

Budget Profile

The FY2025 budget request includes \$2.2 billion, \$262.4 million above the 2024 level, for the Operation of Indian Programs account. Programs in this account support the stewardship of natural resources and energy resources, deliver community services, support law enforcement, help restore Tribal homelands, aid Tribal governance, and create economic opportunity.

The BIA Tribal Government activity promotes Tribal self-determination and provides assistance to Tribes and Alaska Native entities to strengthen and sustain Tribal government systems and support Tribal self-governance through the Indian Self-Determination and Education Assistance Act (ISDEAA) (Public Law 93–638), contracting, and a self-governance compacting process. The FY2025 budget request would provide \$438.7 million for programs supporting Tribal government activities. Within that total, the budget includes \$251.2 million for compact activities for self-governance Tribes. Those funds enable Tribes to plan, conduct, consolidate, and administer programs, services, functions, and activities for Tribal citizens according to priorities established by their Tribal governments. The budget also includes \$89.5 million to support Consolidated Tribal Government programs that promote Indian self-determination, giving approximately 275 Tribes the flexibility to combine and manage contracted programs and grants that are similar or compatible to simplify contracting. Additional information on the FY 2025 President’s Budget request may be found on the [Department’s website](#).

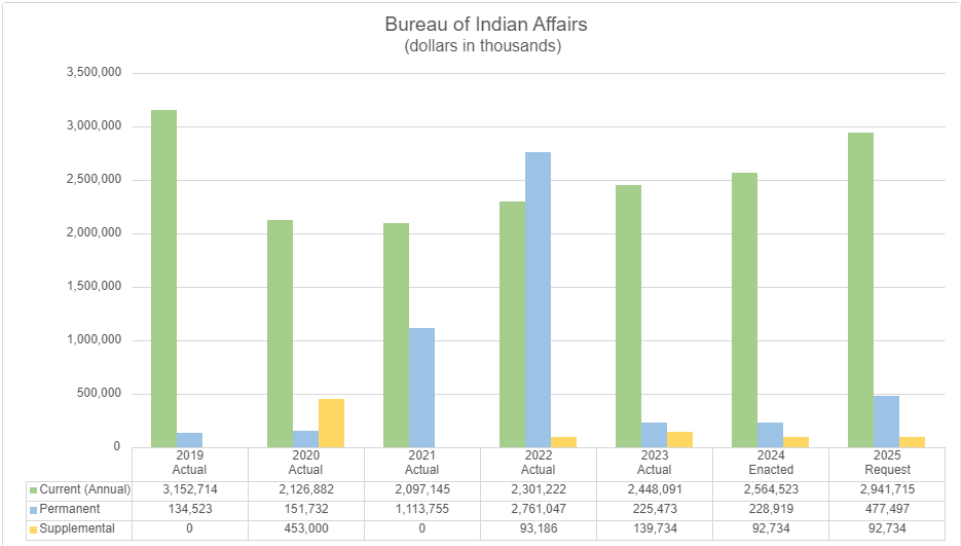
Key Budget Issues

Tribal Budget Priorities: The Tribal Interior Budget Council, comprised of Tribal leaders across the nation, meets with Indian Affairs three times a year to voice their concerns and priority budget issues. Tribal leaders contend the key budget issue is inadequate funding levels for BIA and BIE programs. Recent priority issues discussed include funding for law enforcement and Missing and Murdered AI/AN concerns; Tribal facilities, including schools and detention centers; transportation; and Tribal data sovereignty.

Contract Support Costs: Contract Support Costs funding is critical for Tribal sovereignty, enabling Tribes to assume responsibility for operating federal programs by covering the costs to administer the programs. The budget proposes to reclassify Tribal Contract Support Costs from discretionary to mandatory funding beginning in 2026, while estimating \$426.2 million in discretionary funding needs in 2025 to fully cover projected requirements.

Payments for Tribal Leases: Section 105(l) of the ISDEAA provides that Tribes and Tribal organizations carrying out federal functions under a self-determination contract or self-governance compact may enter into a lease agreement with the Department of the Interior for the Tribally owned or rented facility used to carry out those functions. The FY2025 budget proposes to reclassify 105(l) lease agreement requirements from discretionary to mandatory funding beginning in 2026, while estimating \$120.0 million in discretionary funding needs in 2025 to fully cover projected requirements.

Indian Land and Water Rights Settlements: Tribal land and water rights settlements ensure Tribes have access to land and water to meet domestic, economic, and cultural needs. The FY2025 budget proposes \$45.9 million for the Settlements account and legislation to provide permanent funding for Indian Water Rights Settlements, building on the Indian Water Rights Settlement Completion Fund established in the Bipartisan Infrastructure Law (Public Law 117–58).



[!\[\]\(35e4f762fc1cfea5610d92e2d225d5b4_img.jpg\) Go to the previous section: Office of the Assistant Secretary
—Indian Affairs](#)

[Go to the next section: Bureau of Indian Education!\[\]\(d84e7ea36f695d92cb39ec32c307ac93_img.jpg\)](#)

Bureau of Indian Education

[◀ Back to Assistant Secretary—Indian Affairs](#)

AT A GLANCE

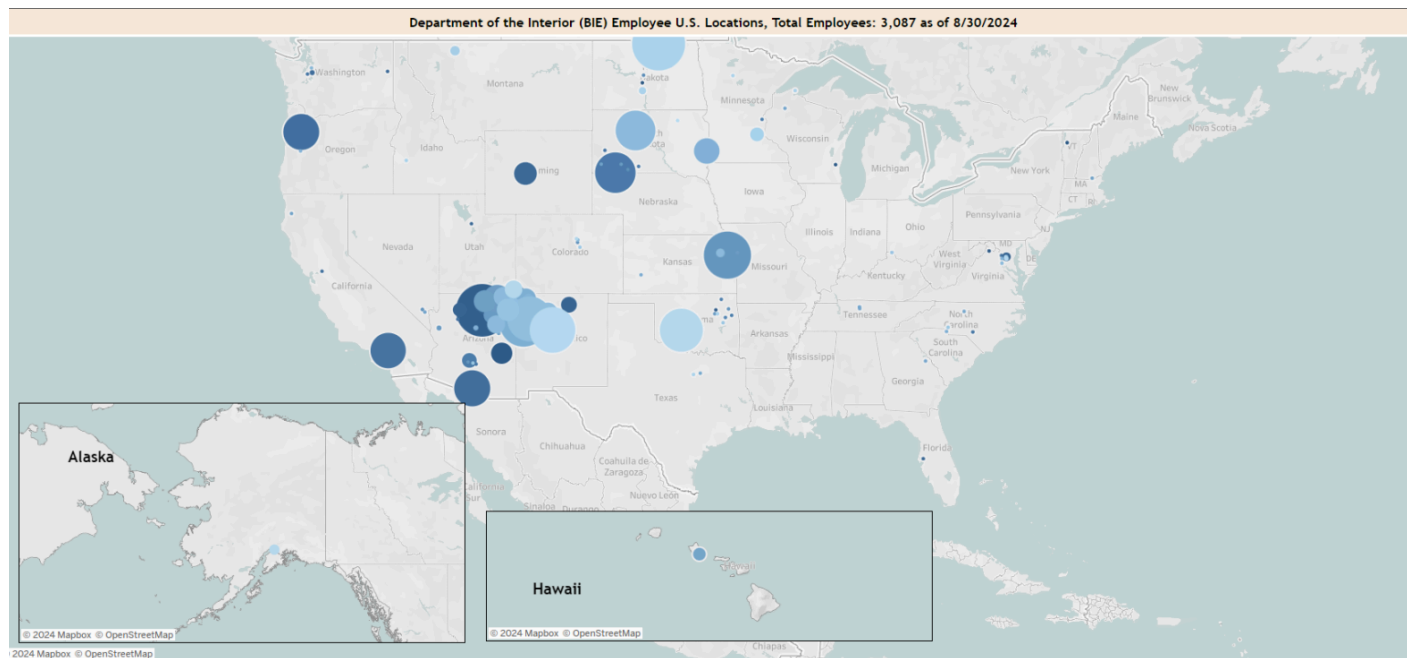
Established: August 29, 2006

Mission: In partnership with Indigenous Nations, the BIE promotes a culturally based, holistic education that prepares and empowers students to be healthy and successful.

Leadership: Tony Dearman, Director

Headquarters: Washington, D.C.

Workforce: 547 permanent, 2,525 temporary, and 15 term as of August 30, 2024.



BIE Employee Distribution across the U.S.

BUREAU CONTACT

Jennifer Bell, Chief of Staff

Email: jennifer.bell@bie.edu

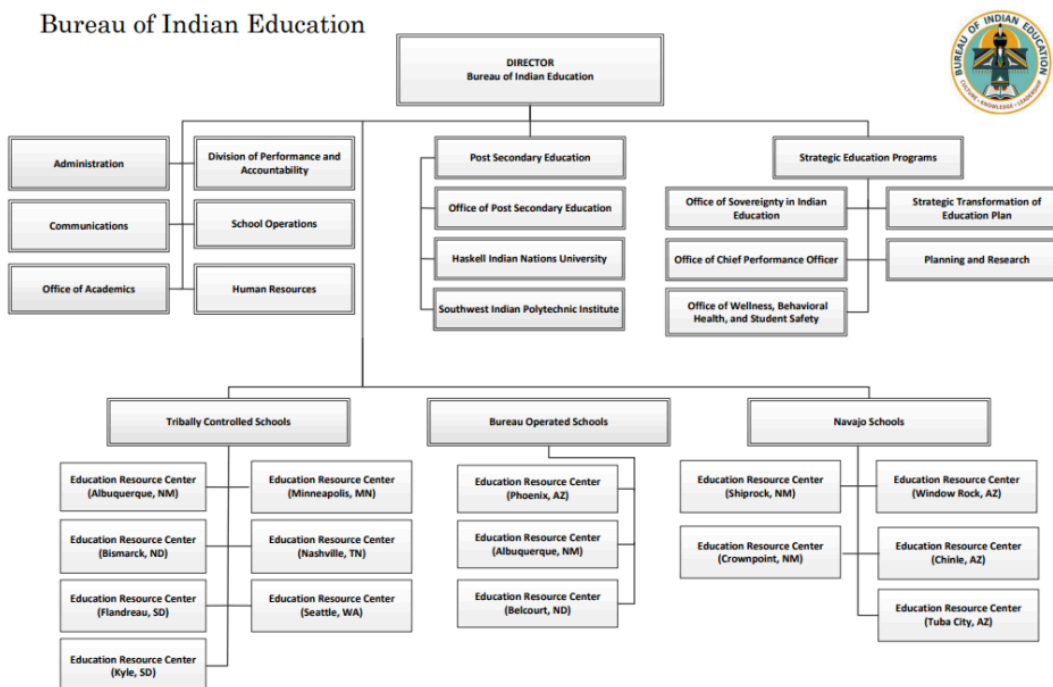
Phone: 202-941-0789

Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

The Bureau of Indian Education (BIE) is headed by a director, who is responsible for the line direction and management of all education functions. There are 183 bureau-funded elementary and secondary schools on 64 reservations in 23 states, serving approximately 40,000 students. Of these, 55 are directly operated by the BIE and 128 are tribally controlled. The bureau also funds or operates off-reservation residential schools and peripheral dormitories near reservations for public school students. BIE also serves American Indian and Alaska Native post-secondary students through higher education scholarships and supports funding for Tribal colleges and universities. The BIE directly operates two post-secondary institutions: the Haskell Indian Nations University (HINU) in Lawrence, Kansas, and the Southwestern Indian Polytechnic Institute in Albuquerque, New Mexico.

The BIE workforce is particularly unique among federal agencies, as the majority of employees are not classified as Title 5 competitive service but rather Title 25 education contract personnel. Broadly speaking, Title 5 staff are non-school-level and Title 25 are school-level employees. Notable differences between Title 5 and Title 25 personnel include, among other things: differing appointment authorities; competitive vs. excepted service; differing hiring authorities; waiver of Indian preference; contract renewals vs. continuous appointment; and different adverse and disciplinary action processes. Of the entire BIE workforce, over 500 are Title 5 and over 2,200 are Title 25.



BIE Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES:

None

Schedule C:

None

Career SES/SL:

Tony Dearman, Director

Sharon Pinto, Deputy Director – School Operations

Travis Clark, Associate Deputy Director - Strategic Education Programs

Margo DeLaune, Associate Deputy Director – Division of Performance and Accountability

Hankie Ortiz, Associate Deputy Director – Bureau Operated Schools

Cherie Poitra, Associate Deputy Director – Tribally Controlled Schools

Emily Arviso, Associate Deputy Director – Navajo Schools

Stephanie Conduff, Associate Deputy Director - Postsecondary

Carmelia Becenti, Chief Academic Officer

Tamarah Pfeiffer, President – Southwestern Indian Polytechnic Institute

Frank Arpan, President – Haskell Indian Nations University

Other Senior Career Employees (GS):

Jennifer Bell, Chief of Staff

Juanita Mendoza, Senior Advisor to the Director

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- Strategic Direction: The [BIE Strategic Direction 2024-2029](#) paves the way for excellence in student-centered Indigenous education and details the approaches to realizing this BIE vision. The new strategic direction, shaped by extensive stakeholder input, aims to better serve Indigenous students and communities. With a focus on empowering local leadership, improving educational outcomes, and enhancing accountability, BIE aims to streamline operations and foster greater collaboration.
- Deferred maintenance at Bureau of Indian Education schools has accumulated over the years, resulting in deteriorating facilities that hinder the delivery of quality education. With additional funding, BIE is poised to address these critical infrastructure needs, ensuring that schools are safe, functional, and conducive to student success. BIE is committed to creating an environment where students can thrive by prioritizing repairs and modernization efforts.
- United Keetoowah Band Johnson O'Malley (JOM) Funding: The United Keetoowah Band of Cherokee Indians in Oklahoma ("UKB" or "Band"). UKB has requested funding for the JOM and Scholarship programs. BIE is awaiting AS-IA leadership input before acting.
- Havasupai Elementary School (HES) is a K-8 school serving approximately 80 students located eight miles below the rim of the Grand Canyon. Because of its remote location, HES faces many challenges, including employee recruitment and retention, school facility constraints, student

performance issues, access to opportunities, and a critical employee housing shortage.

IV. BUDGET OVERVIEW

BUREAU OF INDIAN EDUCATION (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	1,352,777	1,366,342	1,520,926	1,469,083	1,421,628
Permanent	2,454	1,000	1,000	1,000	1,000
Supplemental	90,465	0	0	0	0
Total	1,445,696	1,367,342	1,521,926	1,470,083	1,422,628
FTE	2,794	2,910	2,983	0	0

Budget Profile

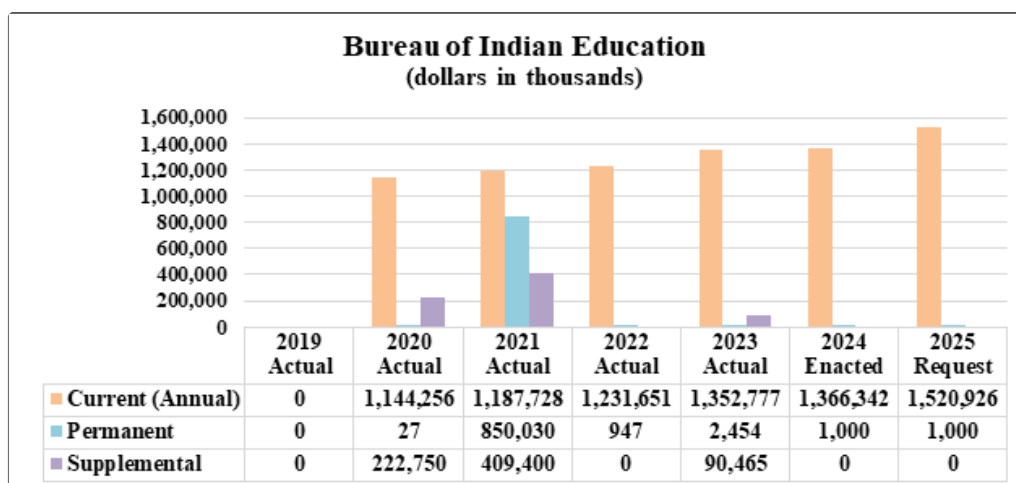
The United States has a trust and treaty responsibility to provide eligible Indian students with a quality education. BIE serves as a capacity builder and service provider to support Tribes in delivering culturally appropriate education with high academic standards to allow students across Indian Country to achieve success. The BIE 2025 budget request invests in improved educational opportunities for Native American students from their earliest years through college.

The proposed BIE 2025 discretionary budget is \$1.5 billion in current (annual) appropriations, a \$154.6 million increase from the 2024 enacted. The 2025 budget request includes key investments to strengthen BIE's autonomy as a federal agency and improve local services to 183 Tribally controlled and bureau-operated elementary and secondary schools, while advancing equity for historically underserved and underfunded Tribal communities. BIE estimates the 2025 budget supports staffing of 2,983 full-time equivalents (FTEs). BIE gifts and donations are estimated at \$1 million annually and reflected in the Budget Overview under permanent appropriations.

Targeted funding in the BIE 2025 request will improve Native American student academic outcomes, support early childhood education and native language programs, provide pay parity for Tribal teachers, fully fund Tribal Grant Support Costs, and address maintenance needs while supporting construction of BIE schools, facilities, and employee quarters in Indian Country.

Key Budget Issues

- The 2025 budget requests an increase for Indian School Equalization Program (ISEP) formula funds to enhance opportunities and outcomes in the classroom, provide improved instructional services, and support increased teacher quality, recruitment, and retention. The ISEP funds serve as the primary funding source for educational programs at BIE-funded schools and the 2025 request level is \$518 million.
- The 2025 budget proposes \$26.6 million in Early Child and Family Development funding to provide preschool opportunities at BIE-funded schools. Over 1,300 children and 1,200 adults are served each school year under BIE's Family and Children Education (FACE) programs that operate in 11 states. The 2025 request will allow BIE to expand its FACE programs.
- The 2025 BIE budget proposal invests in activities that promote educational self-determination for Tribal communities and includes \$100.7 million for Tribal Grant Support Costs. These funds are designed to ensure BIE provides necessary administrative costs that accompany the operation and management of tribally controlled schools.
- The 2025 budget proposal includes an appropriation language change to support earlier availability (June 1, 2025) of BIE forward funding to accelerate federal funding for Tribes.
- The 2025 budget requests \$77.9 million for Education Program Management and Education Information Technology. This funding supports ongoing improvements in high-priority functional areas, including acquisition, bureau performance tracking, and technical support to schools in the field.

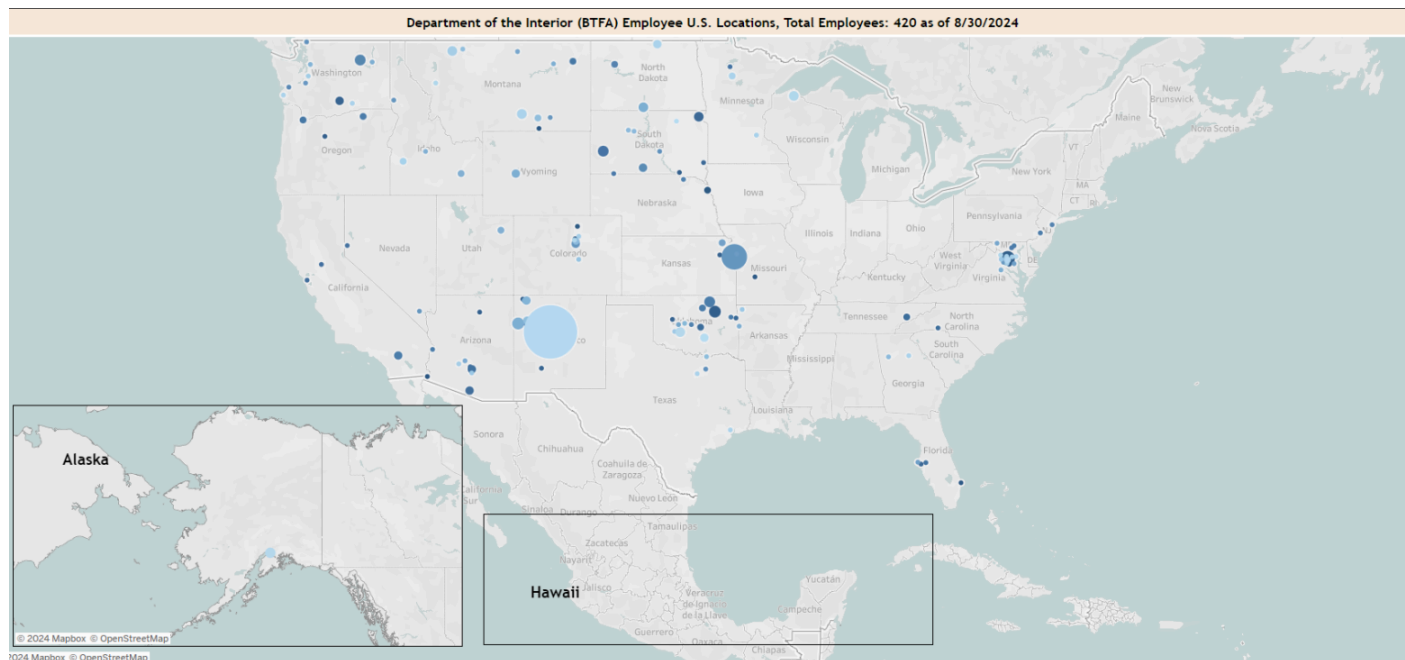


Bureau of Trust Funds Administration

[Back to Assistant Secretary—Indian Affairs](#)

AT A GLANCE

Established: October 1, 2020
Mission: Manage the Trust Beneficiaries' Financial Assets
Leadership: Director
Headquarters: Washington, D.C.
Workforce: 416 permanent, 1 temporary, and 3 term as of August 30, 2024



BTFA Employee Distribution across the US

BUREAU CONTACTS

Jerry Gidner, Director
Email: Jerold_Gidner@btfa.gov
Phone: 202-302-9731
Location: Washington, D.C.

Danelle McQuillen, Principal Deputy Bureau Director – Trust Operations
Email: Danelle_Mcquillen@btfa.gov
Phone: 605-850-4158

I. SUMMARY OF ORGANIZATION

Vision - We Excel, Native America Prospers

On August 31, 2020, the Secretary of the Interior signed Secretarial Order 3384, establishing the Bureau of Trust Funds Administration (BTFA), effective October 1, 2020. BTFA reports to the Assistant Secretary - Indian Affairs (AS-IA) and has responsibility for financial operations functions previously performed by the Office of the Special Trustee for American Indians (OST). BTFA manages trust funds, which include payments from judgment awards, settlements of claims, land use agreements, royalties on natural resource use, other proceeds derived directly from trust resources, and financial investment income.

BTFA oversees 4,200 Tribal accounts and 411,000 Individual Indian Money (IIM) accounts totaling over \$8 billion dollars of investments in U.S. Treasury and Government Fixed income securities (pursuant to 25 USC 162a). BTFA processes more than \$1 billion a year in over 11 million financial transactions and has field offices at over 50 locations throughout the country to serve beneficiaries in their communities. BTFA operates the American Indian Records Repository (AIRR) in Lenexa, Kansas, which oversees management of trust records for the Office of the AS-IA, the Bureau

of Indian Affairs (BIA), and the Bureau of Indian Education (BIE). The AIRR currently houses over 330,000 boxes of trust records and 1,254 boxes of tribal records.

Organization Priorities:

Trust Operations – Accounting: The office of Trust Operations – Accounting is responsible for fiduciary accounting activities, including receipt, disbursement, reconciliation, and financial reporting related to the trust funds managed by the Department.

Trust Operations – Field (TO-F): Field Operations staff serve as the primary point of contact for trust beneficiaries—Tribes, individual Indians, and Alaska Natives—seeking information and services in conjunction with their trust assets. TO-F also oversees Trust Funds Investments (TFI), which is responsible for managing over \$8B in trust funds.

Trust Operations – Settlement Support: BTFA provides litigation and document production support for lawsuits related to Tribal or Individual Indian Money (IIM) accounts. BTFA has the responsibility to plan and execute the historical accounting of Tribal Trust and IIM accounts. That work is accomplished by the Office of Trust Analysis and Research (OTAR), which also works to resolve the ownership of residual balances in special deposit accounts and to distribute account balances to Tribes, individual Indians, and non-trust entities.

Office of Strategic Oversight and Planning: Oversees and evaluates Indian fiduciary trust programs and manages a comprehensive system of internal controls of BTFA operations.

Office of Beneficiary Experience: BTFA was designated as one of 38 High Impact Service Providers (HISP) across the Federal Government in 2019 due to the critical effect of its services in Indian Country. This office coordinates and leads an enterprise-wide strategy and approach to understand the needs and wants of its beneficiaries, aligning its resources and projects to enhance their overall experience.

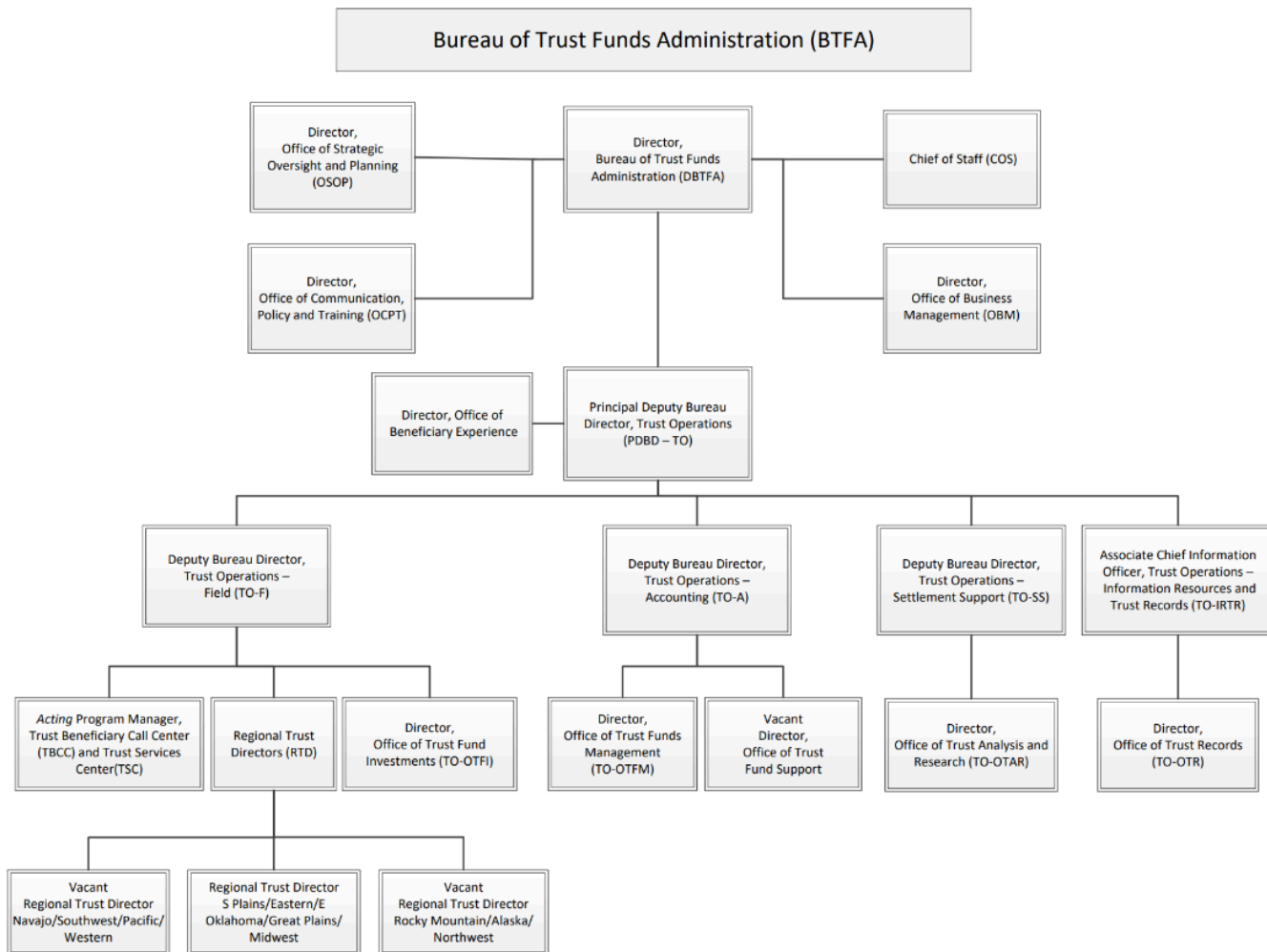
Information Resources and Trust Records: Information Resources manages trust fund technology, architecture and related systems. The Office of Trust Records (OTR) provides records management services for all of IA through training, technical assistance, and guidance to protect and safeguard Indian Trust records for Tribes, individual Indians, and federal agencies. OTR operates the AIRR, which stores and digitizes trust records in accordance with federal record retention requirements.

Key Strategic and Priority Goals

- Modernize operations and systems to operate more effectively within the bureau and the Department.
- Continually improve beneficiary trust services for Tribes and individual Indians.
- Establish a positive workplace culture which promotes employee engagement and performance to achieve Department goals.

Workforce:

BTFA is headquartered in Washington, D.C. The main operations center is in Albuquerque, NM. The AIRR is in Lenexa, Kansas. Field offices are located throughout the country at or near BIA agencies and regional offices. BTFA positions that are “directly and primarily related to the providing of services to Indians” are subject to Indian Preference (25 USC 5116). Approximately 76% of BTFA employees are Native American.



Updated 8/16/2024

BTFA Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-career SES:

None

Schedule C Employees:

None

Career SES/SL:

Jerry Gidner, Director, BTFA (SES)
 Margaret Williams, Senior Advisor to the Director (SES)
 Jeanette Hanna, Senior Advisor to the Director (SES)
 Jason Bruno, Director, Office of Strategic Oversight and Planning (SES)
 Danelle Mcquillen, Principal Deputy Bureau Director – Trust Operations (SES)
 Rob Craff, Deputy Bureau Director Trust Operations – Accounting (SES)
 Kevin Bearquiver, Detailed to Office of Tribal Leases (OTL) (SES)
 Deb DuMontier, Acting Deputy Bureau Director, Trust Operations – Field (SES)
 Janel Perry, Regional Trust Director, Trust Operations – Field (SES)
 Tom Reynolds, Director, Office of Beneficiary Experience (SES)
 John McClanahan, Deputy Bureau Director Trust Operations – Settlement Support (SL)
 John Montel, Associate Chief Information Officer, Trust Operations (SL)

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- Electronic Record Management Transition Program (ERMTPT): BTFA is beginning a project to create a digital records management system. The end goal is to change business processes and policies within AS-IA, BIA, BIE, and BTFA to eliminate paper documents. This program anticipates digitizing over 400,000 existing boxes of paper records located at the AIRR and field locations.

- GAO issues: There are four open Government Accountability Office (GAO) recommendations of record concerning actions needed to improve the Department’s management of trust services. Two GAO recommendations are in the process of closure and two have been extended to fiscal year 2025.
- GAO-23-105356 - *Tribal Programs - Actions Needed to Improve Interior's Management of Trust Services*: The AS-IA should develop a strategic workforce plan for the staff responsible for carrying out functions related to Interior's management of trust funds.
- GAO-23-105356 - *Tribal Programs - Actions Needed to Improve Interior's Management of Trust Services*: The AS-IA should routinely monitor and update BTFA and BIA's Office of Trust Services' collaboration guidance, including clarifying roles and responsibilities.

IV. BUDGET OVERVIEW

BUREAU OF TRUST FUNDS ADMINISTRATION (dollars in thousands)					
	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	111,272	100,009	111,277	105,277	100,472
Permanent	1,720,455	1,800,000	1,874,000	1,874,000	1,874,000
Supplemental	0	0	0	0	0
Total	1,831,727	1,900,009	1,985,277	1,979,277	1,974,472
FTE	422	439	444	0	0

BTFA Budget Table

Budget Profile

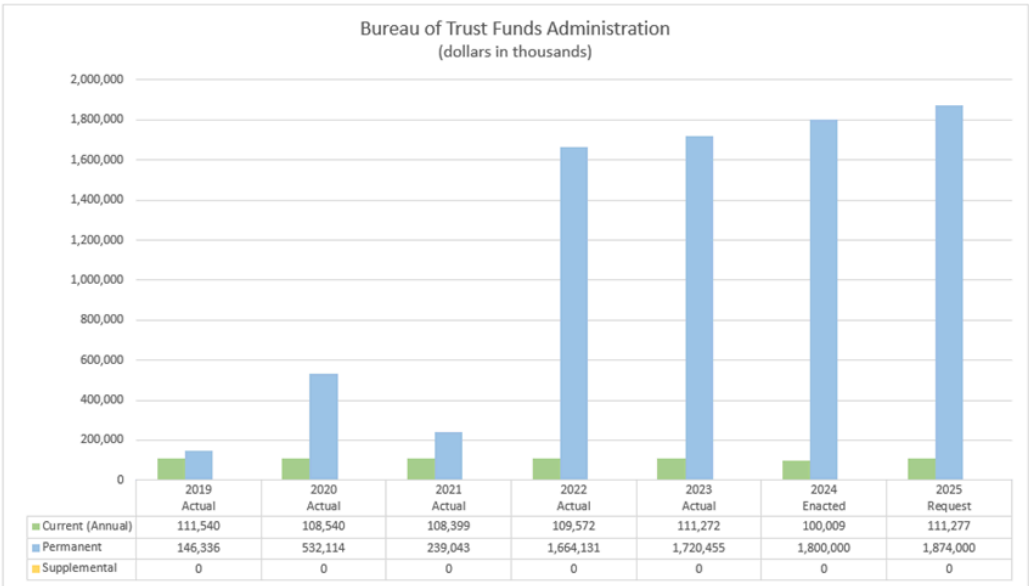
The FY2025 current budget request for BTFA is \$111.3 million. This provides resources for the financial management of Indian trust funds, including receipt, investment, disbursement, and reporting of trust funds on behalf of individual Indians and Tribes. With these resources, BTFA manages approximately \$9 billion for Tribes and Tribal members. BTFA estimates staffing will approximately be a total of 444 full-time equivalents in 2025. Permanent budget authority can vary from year to year and is equal to receipts of settlements and/or judgments from the Judgment Funds and investments activity. Additional information on the FY 2025 President’s Budget request may be found on the Department’s website:

[FY2025 Bureau of Trust Funds Administration Greenbook \(doi.gov\).](#)

[FY2025 Bureau of Trust Funds Administration - Bureau Highlights \(doi.gov\).](#)

Key Budget Issues

BTFA faces critical information technology and system modernization issues related to fulfillment of its multi-faceted trust responsibilities. Its beneficiaries demand a secure, efficient, and electronic experience for their financial needs. BTFA must shift from manual processes, aging software, and hardware solutions to new technologies such as cloud-based computing, serverless computing and digital service delivery. This issue is compounded by a shrinking budget and purchasing power decline.



Note: The 2019 actual column reflects appropriations for the Office of the Special Trustee for American Indians (OST). OST functions were transferred to the Bureau of Trust Funds Administration in FY 2020.

BTFA Budget Overview Chart

[Go to the next section: Assistant Secretary—Insular and International Affairs](#) 

Assistant Secretary—Insular and International Affairs



Office of the Assistant Secretary
—Insular and International...



Office of Insular Affairs




Office of International Affairs



Ocean, Great Lakes, and Coastal
Program



[Go to the previous section: Bureau of Trust Funds
Administration](#)

[Go to the next section: Office of the Assistant Secretary—
Insular and International Affairs](#) 

Office of the Assistant Secretary—Insular and International Affairs

[!\[\]\(919a2cb85b99741a73c0c31a427236a8_img.jpg\) Back to Assistant Secretary—Insular and International Affairs](#)

OFFICE CONTACT

Caroline Romano, Chief of Staff
Email: caroline_romano@ios.doi.gov
Phone: 202-735-4295
Office Location: Washington, D.C.

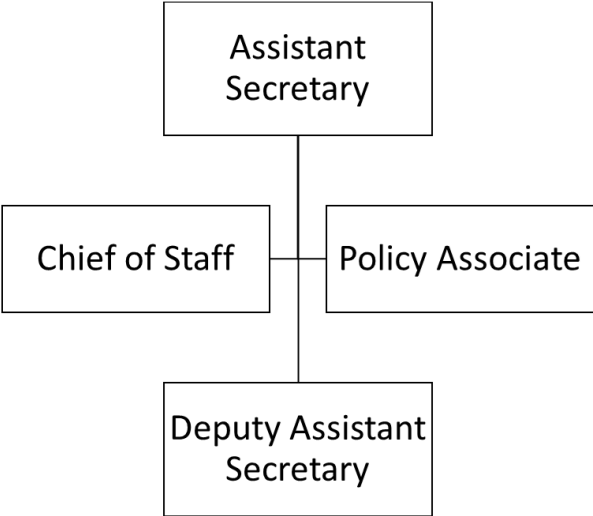
I. SUMMARY OF ORGANIZATION

The Office of the Assistant Secretary – Insular and International Affairs (AS-IIA) carries out the Secretary’s responsibilities for coordinating Federal policy with respect to the U.S. territories of American Samoa, Guam, the Commonwealth of the Northern Mariana Islands, and the U.S. Virgin Islands as well as administering and overseeing U.S. Federal assistance provided to the Freely Associated States (FAS) of Palau, the Republic of the Marshall Islands, and the Federated States of Micronesia. AS-IIA additionally assumes responsibility over Interior’s international technical engagement and coordination of the Department’s Ocean, Great Lakes, and Coastal Program. As of 2024, AS-IIA is in the process of changing its name to more accurately reflect its three offices, which includes the Office of Insular Affairs, the Office of International Affairs, and the Ocean, Great Lakes, and Coastal Program.

Office of Insular Affairs (OIA): The Assistant Secretary, through OIA, carries out the duties of the Secretary regarding the administration of laws, functions, responsibilities, and authorities related to the U.S. territories, as well as all financial and administrative matters for the territories and the FAS vested in the Secretary by the President and the Congress.

Office of International Affairs (INT): The Assistant Secretary, through INT, supports the Secretary and other senior Departmental officials on international relations advancing Interior’s mission and to support complementary U.S. foreign policy objectives abroad in coordination with the State Department and the White House.

Ocean, Great Lakes, and Coastal Program (OGLC): The Assistant Secretary, through OGLC, coordinates the Department’s ocean, Great Lakes, and coastal portfolio, which provides tremendous economic, cultural, recreational, and biological value to the Nation, including over 35,000 miles of coastline, 268 coastal and island National Parks and National Wildlife Refuges, and billions of acres of mineral and renewable energy resources on the outer continental shelf.



Office of the AS-IIA

AS-IIA has four employees: the Assistant Secretary, Deputy Assistant Secretary, Chief of Staff, and Policy Associate, all of whom are duty stationed in Washington, DC.

II MANAGEMENT AND KEY PERSONNEL

PAS Officials:
Carmen Cantor, Assistant Secretary

Non-Career SES/SL/ST:

Keone Nakoa, Deputy Assistant Secretary

Schedule C Employees:

Abdiel Razo, Policy Associate

Career SES/SL:

Caroline Romano, Chief of Staff

Other Senior Career Employees:

None

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Critical operational and management issues are identified and included in the Bureau/Office Overviews for the Office of Insular Affairs, the Office of International Affairs, and the Ocean, Great Lakes, and Coastal Program.

[Go to the next section: Office of Insular Affairs](#) 

Office of Insular Affairs

 [Back to Assistant Secretary—Insular and International Affairs](#)

AT A GLANCE

Established: 1934

Mission: To coordinate Federal policy with respect to the U.S. territories of American Samoa, Guam, the Commonwealth of the Northern Mariana Islands (CNMI), and the U.S. Virgin Islands (USVI) and to administer and oversee the U.S. Federal assistance under the Compact of Free Association (COFA) provided to the Freely Associated States (FAS) of the Republic of Palau, Republic of the Marshall Islands (RMI), and the Federated States of Micronesia (FSM).

Leadership: Director

Headquarters: Washington, D.C.

Workforce: 26 permanent employees

BUREAU/OFFICE CONTACT

John Brewer, Director

Email: john_brewer@ios.doi.gov

Phone: 202-251-2236

Location: Washington, D.C.

Jonathan Dunn, Associate Director, Budget Officer

Email: jonathan_dunn@ios.doi.gov

Phone: 202-769-6363

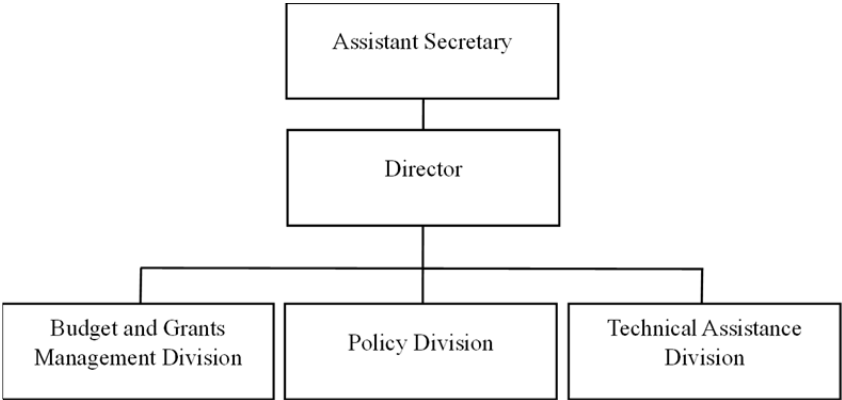
Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

Executive Order 6726 (May 29, 1934) established the Division of Territories and Island Possessions in the Department of the Interior (DOI). The Division of Territories and Island Possessions was renamed the Office of Insular Affairs (OIA) on August 4, 1995. The OIA carries out the duties of the Secretary regarding the administration of laws, functions, responsibilities, and authorities related to the U.S. territories, as well as all financial and administrative matters for the territories and the FAS vested in the Secretary by the President and the Congress.

The OIA provides over \$700 million in annual financial assistance benefiting insular areas' health, education, energy, infrastructure, climate change, and natural and cultural resources. The OIA works to strengthen local government capacities, economic, and health capacities in the insular areas and fulfill U.S. compact obligations to the FAS. The U.S. territories under OIA's purview are American Samoa, Guam, CNMI, and USVI. Residents of these U.S. territories are U.S. citizens or nationals. The OIA also administers and oversees Federal assistance under COFA to the FAS of the Republic of Palau, RMI, and FSM.

The OIA is led by a Director, who reports to the Assistant Secretary. The OIA has three divisions, each led by an Associate Director. The divisions are located within the OIA headquarters in Washington, DC. The OIA also has employees duty stationed in Honolulu, Hawaii, and in field locations that include American Samoa, Guam, CNMI, USVI, the Republic of Palau, RMI, and FSM.



Office of Insular Affairs Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

John Brewer, Director

Other Senior Career Employees:

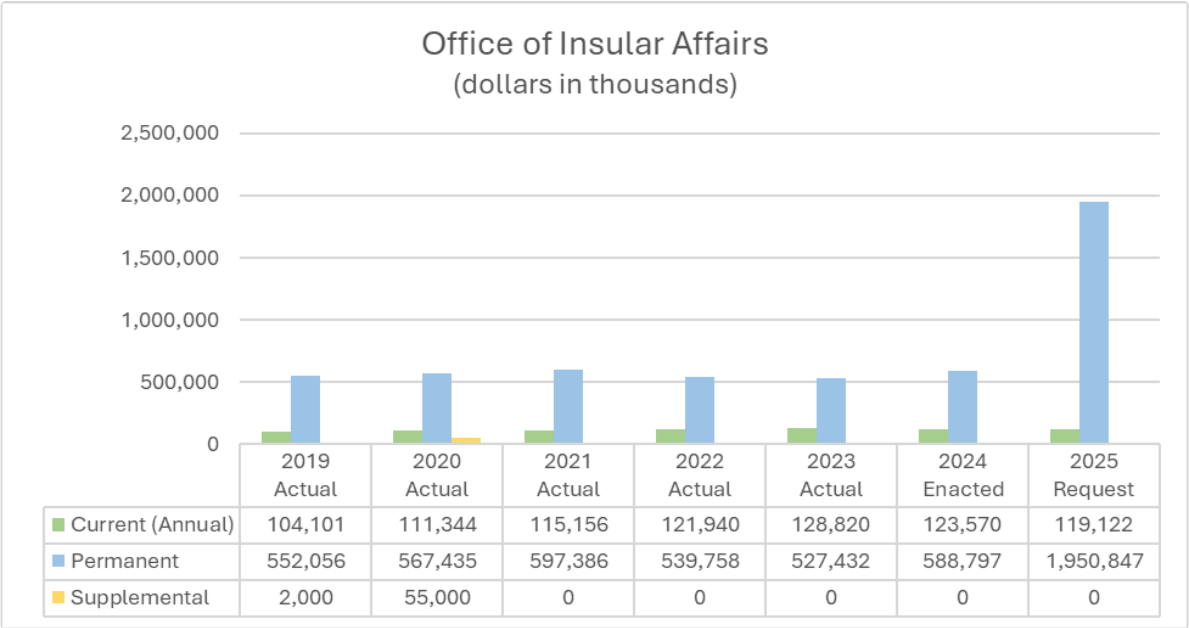
- Jonathan Dunn, Associate Director, Budget and Grants Management Division
- Basil Ottley, Associate Director, Policy Division
- Charlene Starr, Associate Director, Technical Assistance Division

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

COFA Implementation. The DOI leads the implementation of economic assistance provisions under the newly amended Compact of Free Association (COFA) agreements, which extend \$6.5 billion in economic assistance to the freely associated states for the next 20 years (P.L. 118-42, March 9, 2024). The amended agreements with each of the FAS requires the establishment of bi-lateral committees to review and approve plans of use for economic assistance from the U.S. Both the U.S. and the FAS have made the necessary appointments to all required committees. In the meantime, the Compact-required committees are fully operational, are meeting regularly, and have successfully adjudicated plans from the FAS governments for the use of economic assistance and the disbursement of grants. The economic assistance is being used primarily to support the health and education sectors in the FAS countries.

IV. BUDGET OVERVIEW

OFFICE OF INSULAR AFFAIRS (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	128,820	123,570	119,122	119,502	115,428
Permanent	527,432	588,797	1,950,847	1,950,847	1,950,847
Supplemental	0	0	0	0	0
Total	656,252	712,367	2,069,969	2,070,349	2,066,275
FTE	28	36	36	0	0



[!\[\]\(2e897e890e69d81eae4503a8342c36b0_img.jpg\) Go to the previous section: Office of the Assistant Secretary
—Insular and International Affairs](#)

[Go to the next section: Office of International Affairs!\[\]\(bd1a142de767a21e5362c595f844a4ff_img.jpg\)](#)

Office of International Affairs

 [Back to Assistant Secretary—Insular and International Affairs](#)

AT A GLANCE

Established: 2010

Mission: The Office of International Affairs facilitates, supports, and coordinates the Department of the Interior's (DOI) international engagement to advance DOI's mission and support complementary U.S. foreign policy objectives abroad.

Leadership: Director

Headquarters: Washington, D.C.

OFFICE CONTACT

Tammy Duchesne, Director (Acting)

Email: tammy_duchesne@ios.doi.gov

Phone: 202-573-1378

Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

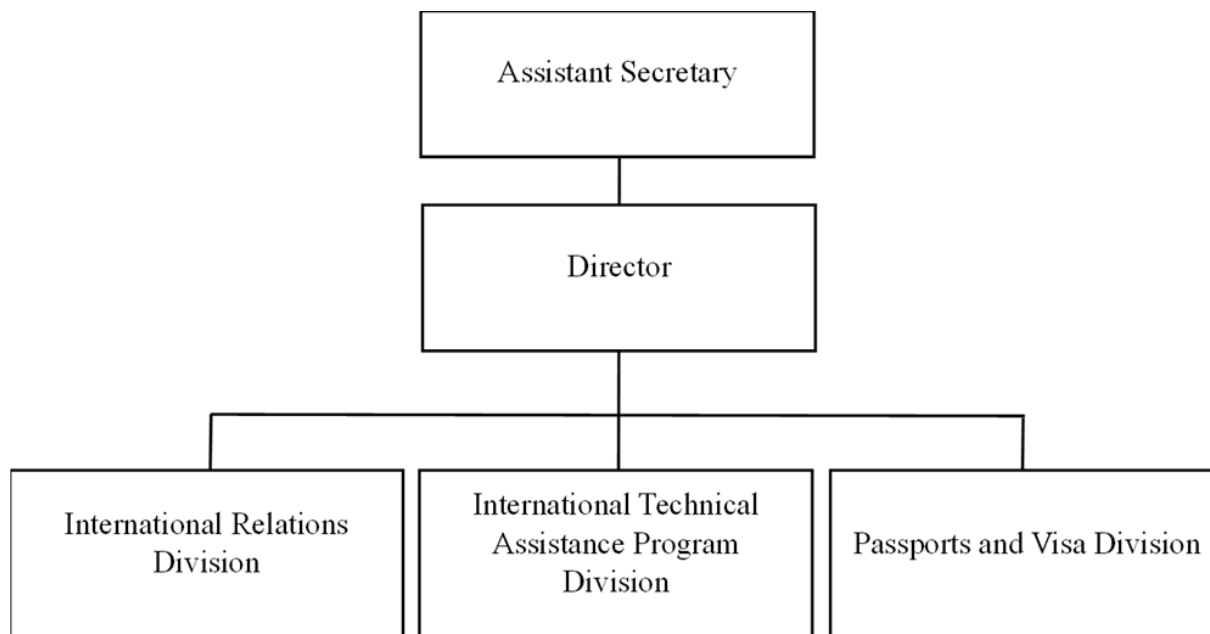
The Office of International Affairs (INT) supports the Secretary and other senior DOI officials on international relations advancing the DOI's mission and to support complementary U.S. foreign policy objectives abroad in coordination with the State Department and the White House.

INT is led by a Director who reports to the Assistant Secretary – Insular and International Affairs. INT has three divisions and is headquartered in Washington, DC: the International Relations Division, International Technical Assistance Program Division, and Passports and Visa Division.

The International Relations Division plays a lead role for the Department on international issues that relate to more than one Bureau or that require specialized expertise. The International Relations Division also supports DOI officials engaging in international issues and activities and advises on consistency of the DOI's international activities with U.S. foreign policy and national security.

The International Technical Assistance Program Division provides technical assistance to foreign countries on matters which the Department of the Interior has expertise.

The Passport and Visa Operations Division has certified passport acceptance agents who process official passport and visa transactions in coordination with the Department of State and foreign embassies.



Office of International Affairs Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

None

Other Senior Career Employees:

Tammy Duchesne, Senior Advisor and Acting Director

David Downes, Chief, International Relations Division

Barbara Pitkin, Chief, International Technical Assistance Division

[!\[\]\(06a315363e7801bba8c7489a6694af19_img.jpg\) Go to the previous section: Office of Insular Affairs](#)

[Go to the next section: Ocean, Great Lakes, and Coastal Program !\[\]\(683dba75afe26e28cd4de5730b776760_img.jpg\)](#)

Ocean, Great Lakes, and Coastal Program

 [Back to Assistant Secretary—Insular and International Affairs](#)

AT A GLANCE

Established: 2004

Mission: The Ocean, Great Lakes, and Coastal Program is responsible for upholding the Department's stewardship responsibilities for the ocean, Great Lakes, and coastal resources and responding to complex changes through increased understanding, conservation, responsible use, and collaborative science-based management.

Leadership: Deputy Assistant Secretary

Headquarters: Washington, D.C.

Workforce: Total employee count is 3 permanent employees.

OFFICE CONTACT

Wendy Fink, Senior Advisor for Ocean Policy Committee

Email: wendy_r_fink@ios.doi.gov

Phone: 202-208-4615

Location: Washington, D.C.

I. SUMMARY OF ORGANIZATION

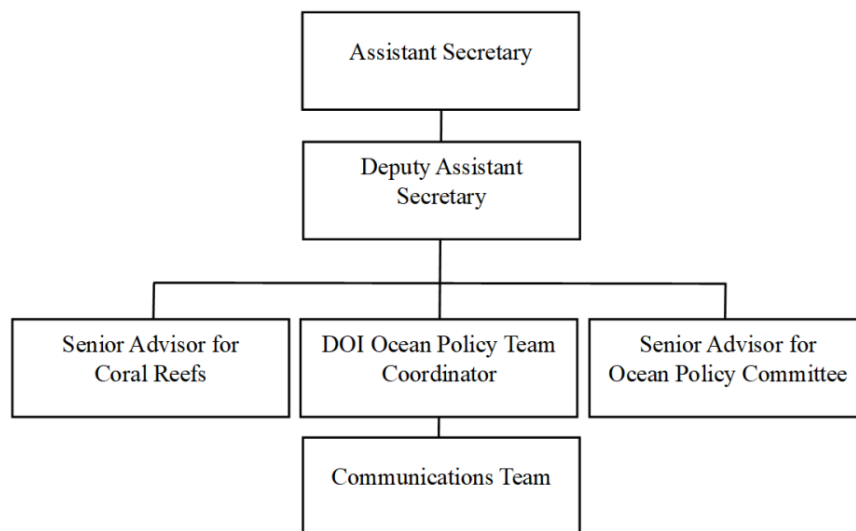
The Ocean, Great Lakes, and Coastal Program coordinates the Department's ocean, Great Lakes, and coastal portfolio, which provides tremendous economic, cultural, recreational, and biological value to the nation, including over 35,000 miles of coastline, 268 coastal and island National Parks and National Wildlife Refuges, and billions of acres of mineral and renewable energy resources on the Outer Continental Shelf.

The Ocean, Great Lakes, and Coastal Program staff lead efforts to develop policy, program implementation, and collaboration among bureaus to support interagency initiatives and mandates, including the activities of the U.S. Coral Reef Task Force and Ocean Policy Committee.

The Ocean, Great Lakes, and Coastal Program office reports to the Assistant Secretary with delegated authorities to the Deputy Assistant Secretary. All staff are duty stationed in Washington, D.C. where the office is headquartered.

Background

Executive Order 13366 (December 17, 2004) established the Committee on Ocean Policy to coordinate activities of executive departments and agencies regarding ocean and coastal-related matters. Secretary's Order No. 3279 (October 9, 2008) designated the Deputy Assistant Secretary – Policy and Program Management as the official responsible for coordinating the Department's oceans programs. Secretary's Order 3361 (February 1, 2018) transferred the Ocean, Great Lakes, and Coastal Activities Program from Assistant Secretary – Policy, Management and Budget, Office of Policy Analysis, to the Assistant Secretary – Insular and International Affairs.



Ocean, Great Lakes, and Coastal Program Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

None

Non-Career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

None

Other Senior Career Employees:

Wendy Fink, Senior Advisor for Ocean Policy Committee

Liza Johnson Delp, Senior Advisor for Coral Reefs

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

No critical issues are identified.

[!\[\]\(56549452e01ca28bdf2500ced9653143_img.jpg\) Go to the previous section: Office of International Affairs](#)

[Go to the next section: National Indian Gaming Commission !\[\]\(1f56542a42e2413e44a2b2023033aa2e_img.jpg\)](#)

National Indian Gaming Commission

 [Go to the Departmental Organization](#)

AT A GLANCE

Established: 1988

Mission: To support and promote tribal economic development, self-sufficiency, and strong tribal governments through the operation of gaming on Indian lands.

Leadership: Chair & Associate Commissioners

Headquarters: Washington, D.C.

BUREAU/OFFICE CONTACT:

Rea Cisneros, General Counsel (Acting)

Email: rea.cisneros@nigc.gov

Phone: 202-631-0435

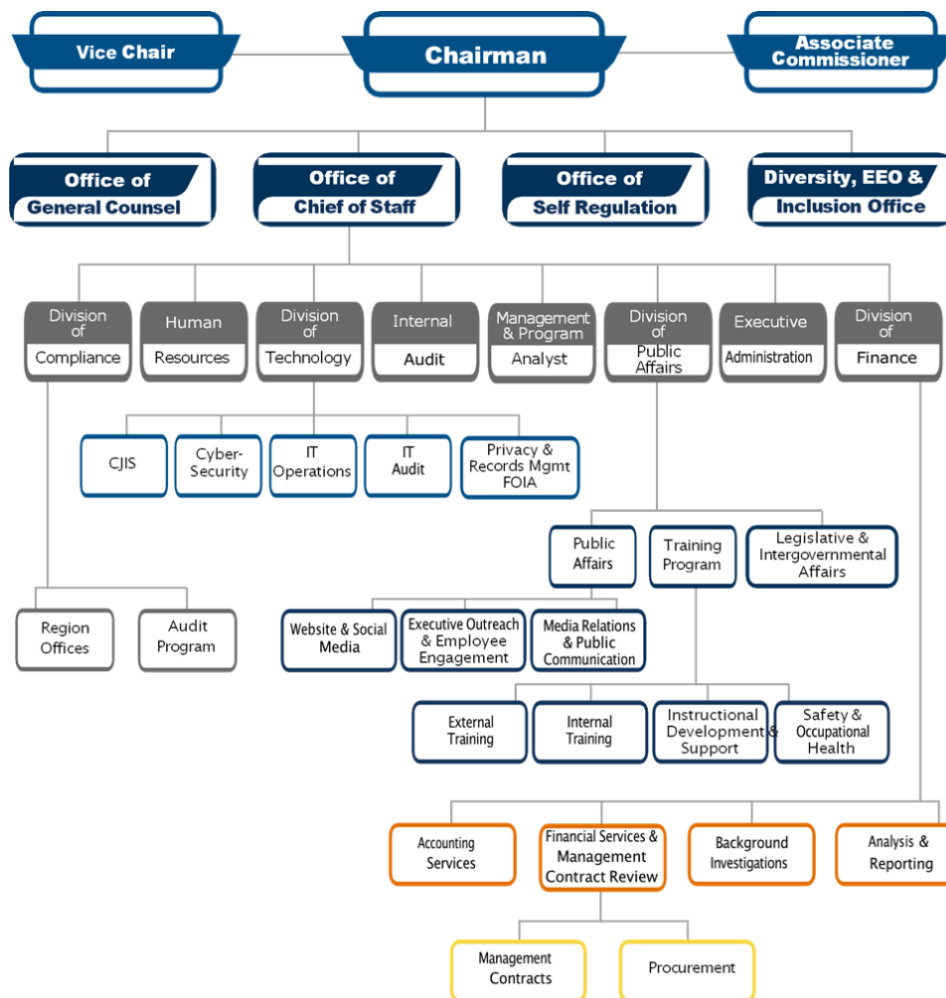
I. SUMMARY OF ORGANIZATION

The National Indian Gaming Commission (NIGC) is an “independent Federal regulatory authority” associated with the Department of the Interior (DOI). 25 U.S.C. § 2702(3). In the Indian Gaming Regulatory Act of 1988 (IGRA), 25 U.S.C. § 2701, *et. seq.*, Congress established the NIGC to provide federal regulatory oversight of gaming on Indian lands. The NIGC is composed of three members: a Chair and two associate commissioners. The Chair is appointed by the President and must be confirmed by the Senate. The associate commissioners are appointed by the Secretary of the Interior. The three commissioners vote to elect a Vice Chair. Under IGRA, at least two of the three commissioners must be enrolled members of federally recognized Indian tribes, and no more than two may be of the same political party. Each commissioner serves a three-year term, but a commissioner may serve after the expiration of their term until a successor has been appointed. Two members of the NIGC constitute a quorum.

Under IGRA, the NIGC has several responsibilities. The NIGC Chair must approve tribal gaming ordinances before Indian tribes operate gaming on their Indian lands. Also, if a tribe wishes to use an outside contractor to manage its gaming operation, the Chair must first review and approve the management contract. In conjunction with such a review, the principals of each management company must pass a detailed background investigation conducted by NIGC investigators. The IGRA also provides authority for the NIGC to inspect gaming operations and monitor the tribes’ use of gaming revenue. The Chair has authority to bring enforcement actions and assess civil fines against Indian tribes or outside managers for any violation of IGRA, the NIGC’s regulations, or an approved tribal gaming ordinance. Appeals from the Chair’s decisions regarding tribal gaming ordinances, management contracts, alternate standards, and enforcement actions are heard, at the election of the appealing party, either by: (1) the full Commission (solely on written submissions); or (2) by a Presiding Official within the Office of Hearings and Appeals. The Commission also possesses the authority to promulgate final rules/regulations and to issue subpoenas.

The NIGC regulates and ensures the integrity of the more than 543 Indian gaming facilities, associated with nearly 251 tribes across 29 states. The agency is funded entirely by fees paid from the Indian gaming operations and potential management contractors.

The NIGC has 134 employees some of which work at the headquarters office, located in Washington, D.C. The NIGC also has eight regional offices in Portland, Oregon; Sacramento, California; Phoenix, Arizona; St. Paul, Minnesota; Tulsa and Oklahoma City, Oklahoma; Rapid City, South Dakota; and Washington, D.C.



NIGC Organizational Chart

II. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

VACANT

Non-career SES/SL/ST:

None

Schedule C Employees:

None

Career SES/SL:

None

Other Senior Career Employees:

Dustin Thomas, Chief of Staff
Rea Cisneros, General Counsel (Acting)

Other:

Sharon M. Avery, Acting Chair
Jeannie Hovland, Vice Chair

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

NIGC Chair Vacancy. On July 23, 2024, President Biden nominated Patrice H. Kunesh to serve as the Chair of the National Indian Gaming Commission. The Office of Congressional and Legislative Affairs at DOI has informed the NIGC that Patrice's Senate Confirmation hearing date has been tentatively set for September 18, 2024. The results of Patrice's Senate confirmation hearing may create some uncertainty in relation to the NIGC Chair position. If Patrice is not confirmed, then the current Acting Chairwoman, Sharon M. Avery may continue to serve as the Acting Chair for an additional but limited amount of time.

However, when that time expires, the NIGC may have a vacant NIGC Chair position. The NIGC Chair is a crucial position within the NIGC because the Chair possesses certain authorities that may only be exercised by the Chair including but not limited to the ability to bring enforcement actions, assess civil fines, and approve management contracts and gaming ordinances. It is critical that the NIGC Chair position is filled so that the NIGC may exercise several critical functions and fully carry out the mandates of IGRA.

IV. BUDGET OVERVIEW

NATIONAL INDIAN GAMING COMMISSION (dollars in thousands)	2023 Actual	2024 Enacted	2025 Request	2025 House	2025 Senate
Current (Annual)	0	0	0	0	0
Permanent	27,384	29,378	30,587	30,587	30,587
Supplemental	0	0	0	0	0
Total	27,384	29,378	30,587	30,587	30,587