

From: [Knodel, Marissa S](#)
To: [Sanchez, Alexandra L](#)
Subject: Knodel, Marissa S replied to a comment in "DRAFT Report Combined 050221"
Date: Monday, May 3, 2021 7:29:05 PM
Attachments: [e7f848f1-516d-4b4d-b43f-6c0ec1f58bd46505a3bf-ab94-4500-87e6-f128f60fa66a0ba7dbb8-7b44-46bf-be9c-1cdb085ae834f21ba9cf-8b56-454a-a4e4-235bf423791c40dfa8ce-c50a-4b20-b2d1-95ec5461ba04cfefd67f-f8d0-452a-a9b9-49f8520989a583f0587e-8058-474f-9eb4-58f835786fe2](#)



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4 more replies



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Knodel, Marissa S left a comment



Knodel, Marissa S replied

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To: [Sanchez, Alexandra L](#)
Subject: Knodel, Marissa S left a comment in "DRAFT Report Combined 050221"
Date: Monday, May 3, 2021 3:57:15 PM
Attachments: [7c7c1c35-30b9-44a3-85b9-71e5d3196c8f207073f2-d4e3-4060-9eae-572303d7910251903074-9b0d-43fd-9f53-b4d80dc008be90f68b15-9047-49e4-bff0-509d657c875fc923485a-b0eb-47ec-a477-fd1f5d7476e905c54ffb-5e19-4791-8d32-0d20b4212f9bc5a3591c-c9f0-458e-94ec-aceb557cf6b5e8100a1a-cc83-4c5a-835a-146fc69b21f077c1d2ab-130e-46ca-bd01-ac74fe097b264f668b79-f968-4c87-a9b7-c59a3ab7d336](#)



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3 more replies



Culver, Nada L left a comment



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Knodel, Marissa S replied

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Knodel, Marissa S added a comment

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From: [Knodel, Marissa S](#)
To: [Sanchez, Alexandra L](#)
Subject: Knodel, Marissa S left a comment in "DRAFT Report Combined 050221"
Date: Monday, May 3, 2021 3:26:35 PM
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Knodel, Marissa S replied

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From: [Knodel, Marissa S](#)
To: [Sanchez, Alexandra L](#)
Subject: Knodel, Marissa S replied to a comment in "DRAFT Report Combined 050221"
Date: Monday, May 3, 2021 3:05:48 PM
Attachments: [800b63aa-6685-482f-b6a6-dcf6b19c7d5496f27da7-b0bc-4890-a926-538d14 added](#)
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Knodel, Marissa S added a comment

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Culver, Nada L left a comment



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Knodel, Marissa S replied

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From: [Klaja, John M](#)
To: [Sanchez, Alexandra L](#); [Macdonald, Cara Lee](#)
Cc: [Ravas, Theodore J](#)
Subject: Graphic Designer/Visual Information Specialist working on new ASLM Report
Date: Monday, May 3, 2021 2:44:59 PM
Attachments: [OFAS-0321 The Interior Budget in Brief - Fiscal Year 2022 Cover Design.pdf](#)
[JOHN KLAJA USIP Book Cover Designs.pdf](#)
[JOHN KLAJA Mini Portfolio.pdf](#)
[IR-0619 UNITED FOR THE FUTURE 8.5x5.75 INVITATION \(ROUND 4 Interactive\).pdf](#)
[UWW annual report 2018.pdf](#)
[OFAS-0321 Agency Financial Report 2021 Cover Comps.pdf](#)

Good Afternoon Alexandra and Cara,

As per TJ Ravas's request, attached please find several samples of my design work for you review. Please let me know if there are any additional specific design examples you would like to see, and I will gladly provide. I'm also happy to hop on a Team's call to discuss the project in more detail.

A few questions:

- Do we have a working title for the front cover yet?
- Any infographics or charts to be included?
- Any specific photos to include?

If so, please provide these at your earliest convenience.

I look forward to working with you on this project.

Thank you,

John

John Klaja

U.S. Department of the Interior
Office of Facilities and Administrative Services (OFAS)
Creative Communication Services
1849 C Street NW RM 1647
Washington, DC 20240
Mobile: 202-421-4195
John_Klaja@ios.doi.gov

For more information visit our website at: <http://www.doi.gov/ofas>
Graphics mailbox ofas_creative_services@ios.doi.gov



FISCAL YEAR 2022

The Interior Budget in Brief April 2021

2022



2022

FISCAL YEAR 2022

The Interior Budget in Brief

April 2021





THE
DIPLOMAT'S
DAY PLANNER

2009



AMERICAN INTERESTS

AND UN *Reform*

REPORT OF THE TASK FORCE
ON THE UNITED NATIONS



TASK FORCE ON THE UNITED NATIONS

*The Imperative
for
Action*

*An Update of the Report of the Task Force on
American Interests and UN Reform*





Getting In

*Mediators' Entry
into the Settlement of
>>> African Conflicts*

Mohammed O. Maundi **I. William Zartman** **Kwaku Nuamah** **Gilbert Khadiagala**



SPRING 2006

U n i t e d S t a t e s I n s t i t u t e o f P e a c e P r e s s



Interim Governments

INSTITUTIONAL
BRIDGES TO
PEACE AND
DEMOCRACY

Karen Gutteri & Jessica Piombo EDITORS





YUGOSLAVIA
IMPLODES

A View from the Inside Out

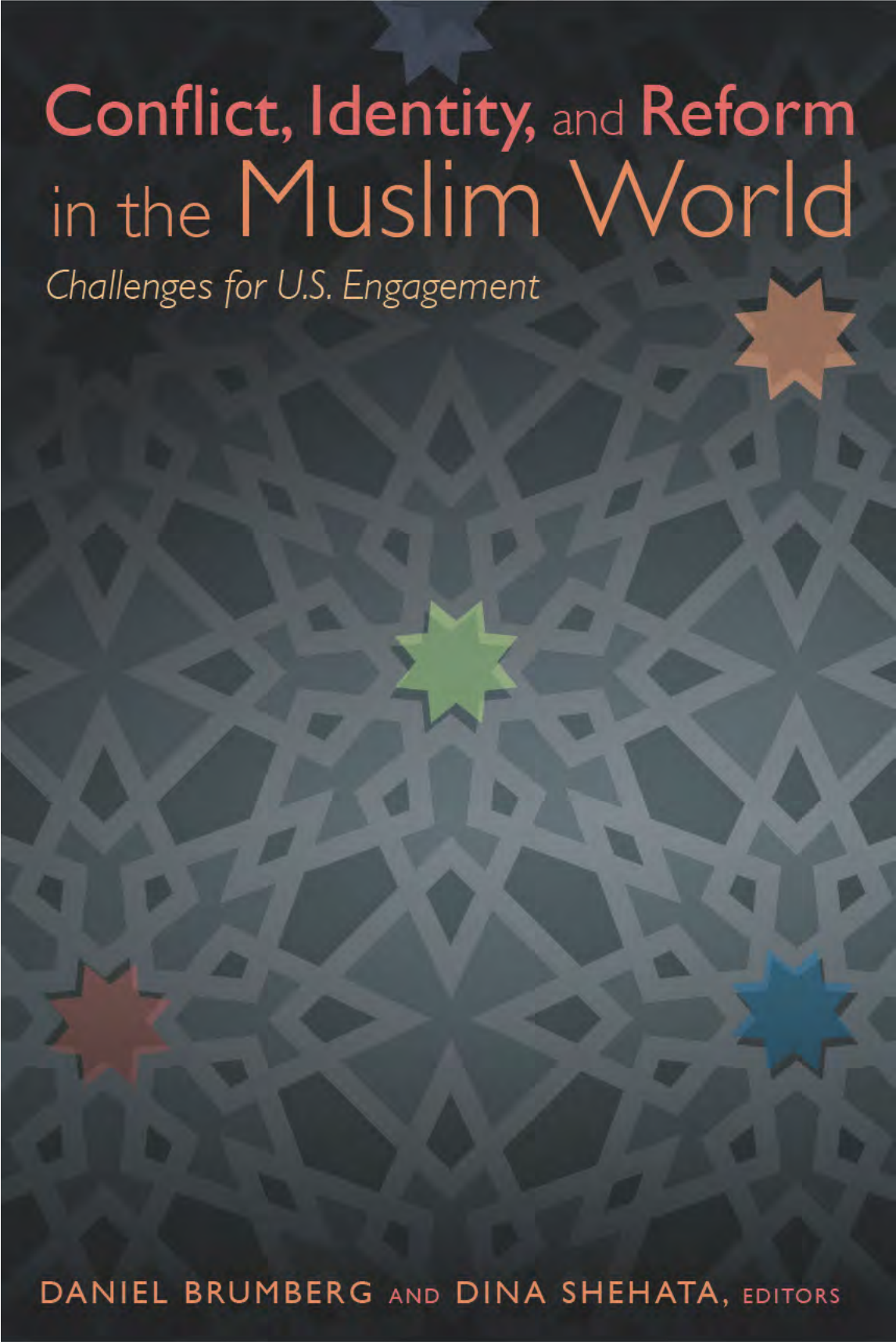
Sonja Biserko

edited by ▶ Chester A. Crocker ▶ Fen Osler Hampson ▶ Pamela Aall



LEASHING THE
DOGS OF WAR

CONFLICT MANAGEMENT IN A DIVIDED WORLD



Conflict, Identity, and Reform in the Muslim World

Challenges for U.S. Engagement

DANIEL BRUMBERG AND DINA SHEHATA, EDITORS

COLONEL GARLAND H. WILLIAMS

ENGINEERING

DEFEND

CONSTRUCT

*The Military Role
in Postconflict
Reconstruction*

SAVING LIVES AND WINNING THE PEACE

UNITED STATES INSTITUTE OF PEACE



An American Agenda for the United Nations

A REPORT OF THE TASK FORCE ON THE UNITED NATIONS

CLIENT: *Spotsylvania Battlefield
Education Association*

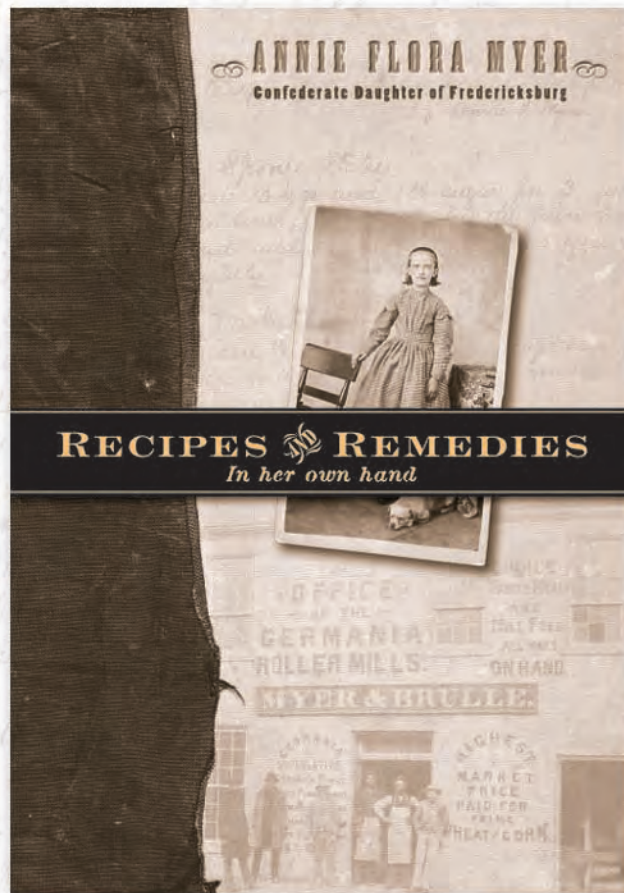
PROJECT: *A Historical Cookbook*

*Handwritten recipes & home remedies
from the 1850's and period photography
come together to create a unique glimpse
into Fredericksburg, Virginia's past in this
36 page cookbook and fundraiser*

JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM



CLIENT: *The Hitachi Foundation*

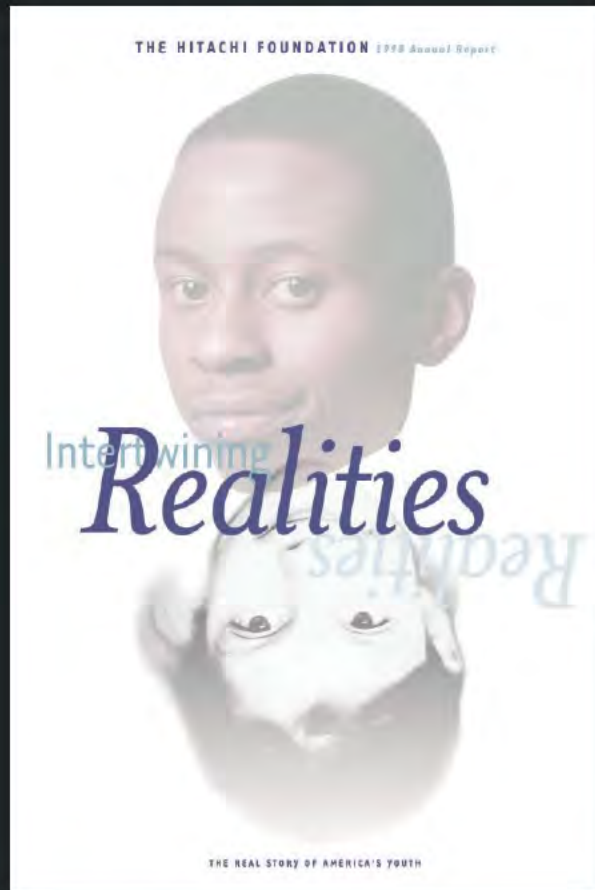
PROJECT: *Annual Report*

*Cover and interior layouts illustrate
the concept that two realities intertwine...
that we have failed our young people,
but in recent years we have made
significant progress for youth*

JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM





CLIENT: *Megisto Systems, Inc*

PROJECT: *Logo and identity suite for
a developer of mobile internet
infrastructure equipment*

J O H N K L A J A

202.421.4195

JOHN@KLAJADesign.COM



CLIENT: *Internal Revenue Service*

PROJECT: *Informational brochure
unveils the purpose and logistics of
an effective IRS Creative Brief
to staff members and clients*

JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM



CLIENT: *Federal Aviation
Administration*

PROJECT: *Poster for the Federal
Aviation Administration's
Worklife Program incorporating
balance, wellness programs and the FAA*

JOHN KLAJA

202.421.4195

JOHN@KLAJADESIGN.COM

The poster features a vertical stack of seven smooth, dark grey stones on a beach. A vertical line with small blue dots passes through the center of the stones. Callout boxes with white text and blue borders are connected to the stones by thin blue lines. The background is a clear blue sky with a white contrail from an airplane streaking across it. The text 'It's Your Life' is written in a large, elegant, blue script font, with 'It's all about Balance' in a smaller, similar font below it. The FAA logo is in the bottom right corner.

FAA WorkLife Program

It's Your Life
It's all about Balance

- HR Concierge Service
- Employee Assistance Program
- Geriatric Care Management Services
- Telework
- Child Care Subsidy
- Child Care Development Program
- Child and Elder Care Resource and Referral Services
- Health and Wellness Program
- Legal and Financial Services
- Magellan Health

Sponsored by
Human Resource
Management

Federal Aviation
Administration

<https://employees.faa.gov/org/staffoffices/ahr/benefits/worklife/>

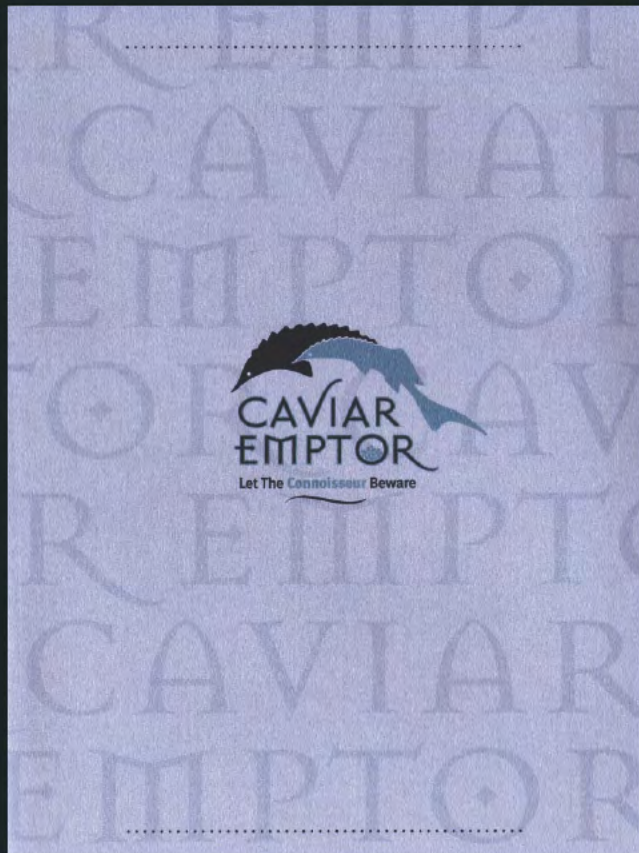
CLIENT: *SeaWeb*

PROJECT: *Logo and PR materials
raise awareness of the decline of
the Caspian Sea Sturgeon*

JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM



CLIENT: *The River School*

PROJECT: *An identity piece introduced The River School to parents of prospective students as well as donors*



JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM



CLIENT: *SodexoUSA*

PROJECT: *Logo, packaging, and instructional materials for a new training product aimed at frontline employees of Sodexo*

J O H N K L A J A

202.421.4195

JOHN@KLAJADDESIGN.COM



CLIENT: *Great American Restaurants*

PROJECT: *Beer label and packaging
for Sweetwater Tavern's pale ale*

JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM





CLIENT: *ZedWear*

PROJECT: *Created and marketed a line of award-winning T-shirt designs inspired by my dalmatian named "Zed"*

Unique artful designs engaged the viewer/wearer of the shirt with inventive placement of graphics on sportswear and other products



JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM

CLIENT: *The Park at Fourteenth*

PROJECT: *Fanciful elaborate
Photoshop illustrations on a CD mailer
promote this stunning restaurant &
nightclub venue as the perfect place
to host a holiday party*

JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM



CLIENT: *Self*

PROJECT: *An eye-catching invitation
to a fun summer party was
Emailed to friends*

JOHN KLAJA

202.421.4195

JOHN@KLAJADesign.COM

Hey **June Bug**



glow

on over to Johnny's Lounge
Friday June 21st at 7pm

DJ Adrian Collazo provides the sexy beats

(b) (6)

Rain date: Saturday June 22 7-Midnight B.Y.O.B.



UNITED FOR THE FUTURE

TOCQUEVILLE. TOMORROW. TOGETHER.

NOVEMBER 6-8, 2019 • MARRIOTT EAST SIDE • NEW YORK CITY, NEW YORK





UNITED FOR THE FUTURE
TOCQUEVILLE. TOMORROW. TOGETHER.

United Way Worldwide, together with United Way of New York City, invite you to join us in sharing experiences and ideas for building strong and vibrant communities.

Your participation in the inaugural

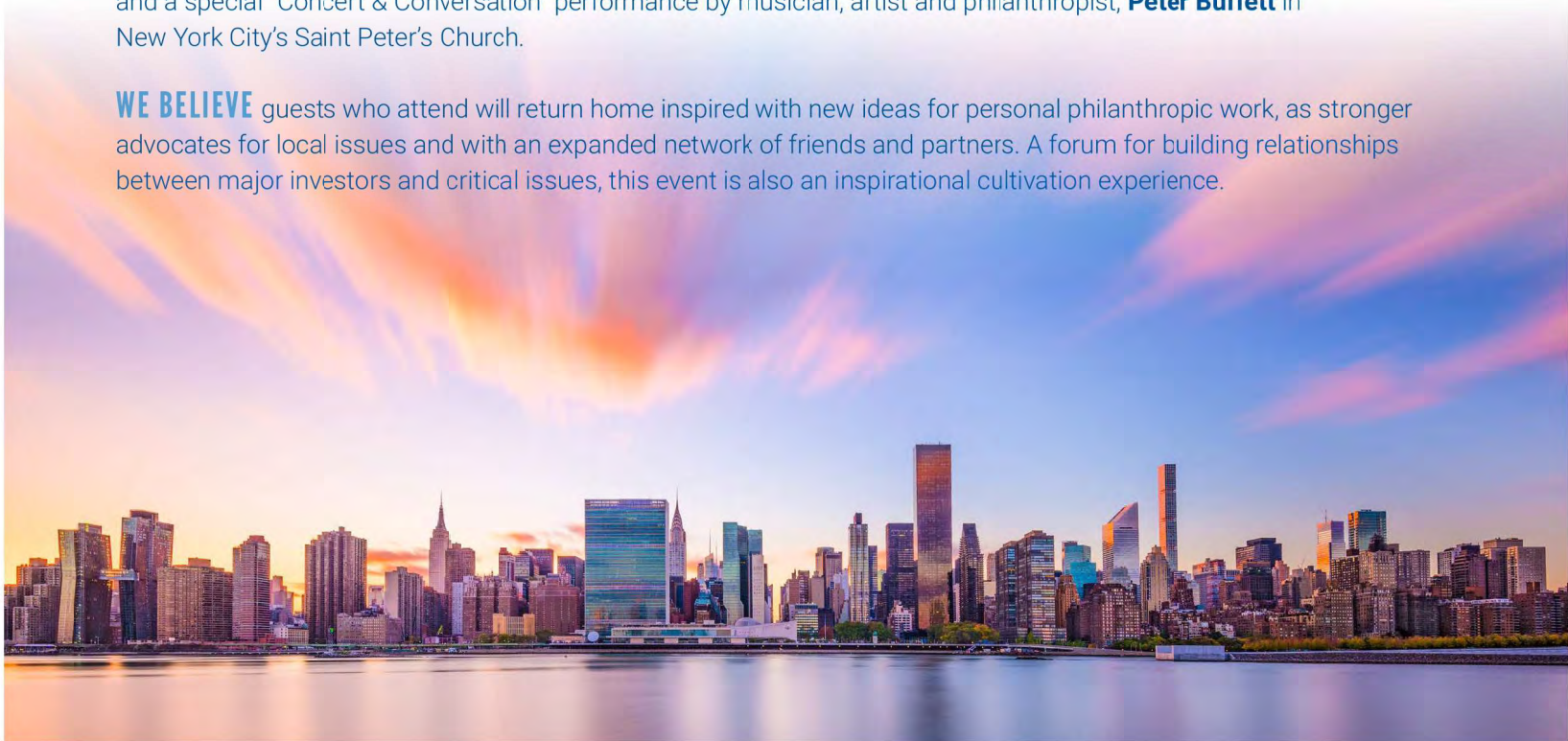
UNITED FOR THE FUTURE: TOCQUEVILLE. TOMORROW. TOGETHER.

event will provide you opportunities for what “we” the donors, partners and local United Ways can do together to overcome the barriers related to social and economic disparities.

THE SESSIONS balance keynote speakers, audience discussion and impact driven presentations aligned with United Way's values of collaboration, inclusion, and transparency. You will hear new concepts, data and ideas as we learn from thought-leaders, field experts and some of the most well-known philanthropic names of our day.

EVENING EVENTS will include a welcome dinner and 35-year anniversary of the United Way *Tocqueville Society* and a special "Concert & Conversation" performance by musician, artist and philanthropist, **Peter Buffett** in New York City's Saint Peter's Church.

WE BELIEVE guests who attend will return home inspired with new ideas for personal philanthropic work, as stronger advocates for local issues and with an expanded network of friends and partners. A forum for building relationships between major investors and critical issues, this event is also an inspirational cultivation experience.



ACCOMMODATIONS

Attendees will stay at **New York Marriott East Side** hotel whose history dates to the 1920's. Designed by architect Arthur Loomis Harmon, who later contributed to the design of the Empire State Building, the hotel stands out as an architectural jewel that has left its mark on New York City.

A block of Standard King rooms has been secured for the event at a rate of \$329 per night. Please make your reservation before October 15, 2019.

REGISTRATION AND SCHEDULE

To register for the **UNITED FOR THE FUTURE: TOCQUEVILLE. TOMORROW. TOGETHER.** event and to secure your hotel accommodations, please visit <http://conferences.unitedway.org/tocqueville-event19>. The registration fee is \$695 per person.

The event begins the evening of November 6th with a Welcome Dinner and 35-year United Way *Tocqueville Society* anniversary celebration and the final session will end by 3 PM on November 8th. The site will be updated as the agenda and new speakers are confirmed, so please check back often.

To provide attendees the unique and exclusive opportunity to engage, contribute and learn with speakers and other attendees', registration is limited to the first 150 guests. Please register early and book your travel accordingly.



GUEST SPEAKERS INCLUDE

DR. JOHN IZZO has been a pioneer on creating successful businesses and emerging work trends for over twenty-five years. Izzo was a pioneer on employee engagement and social responsibility with his book *Awakening Corporate Soul* (1994), a trail blazer on shifting generational values when he wrote *Values Shift-The New Work Ethic* (2000), showed how individuals shape the future with *Stepping Up* (2014) and now is blazing a new trail showing business why a rising class of people worldwide will shape the economy of the future with his forthcoming book *The Purpose Revolution*. This rising class is not one of nationality, income, race or gender but one that aspires to have a good life while doing good.



CARY MCCLELLAND is an award-winning writer, filmmaker, lawyer, and human rights advocate whose work has taken him around the world to document and bring to life stories of people persisting in turbulent times. In his newly released book, *Silicon City: San Francisco in the Long Shadow of the Valley*, Cary turns his lens home to create a portrait of a city transformed by the tech industry. The book explores the challenges posed by the new American economy, serves as a clarion call for action on behalf of those underserved and displaced, and is perhaps a story of hope that so many are working to address their common challenges. Cary holds a B.A. from Harvard University, a Masters in International Affairs from Columbia University, and a J.D. from Stanford Law School.

DRESS CODE


Wednesday – Welcome Reception and Dinner COCKTAIL ATTIRE
Thursday and Friday – Sessions and Evening Events BUSINESS ATTIRE

FOR MORE INFORMATION ABOUT THIS EVENT PLEASE CONTACT

Kathy Parker
Kathy.Parker@UnitedWay.org
678.372.5662

Jennifer Gipp
Jennifer.Gipp@UnitedWay.org
336.312.4613





"As soon as individuals with a cause have found one another out, they combine. From that moment, they are no longer isolated people, but a power seen from afar, whose actions serve as example, and whose language is listened to."

— ALEXIS DE TOCQUEVILLE



TRANSFORMATION & IMPACT



UNITED WAY FIGHTS FOR THE HEALTH, EDUCATION AND FINANCIAL STABILITY OF EVERY PERSON IN EVERY COMMUNITY.

1,800 communities

40+ countries and territories

61 million
people served annually



2.9 million
volunteers

\$4.8 billion raised

8.1 million donors

OUR VISION

UNITED WAY ENVISIONS A WORLD WHERE ALL INDIVIDUALS AND FAMILIES
ACHIEVE THEIR HUMAN POTENTIAL THROUGH EDUCATION, INCOME STABILITY
AND HEALTHY LIVES.

OUR MISSION

TO IMPROVE LIVES BY MOBILIZING THE CARING POWER OF COMMUNITIES
AROUND THE WORLD.

A LETTER FROM OUR LEADERS

In 2018, United Way's transformation – and the transformation of philanthropy – really gained momentum.

Philanthropy in the 21st Century will look different than it did in the 20th Century. People have more information at their fingertips and digital technology brings them closer together. The future of giving, volunteering and advocating will be about engaging individuals, particularly online. People want to easily find and participate in meaningful volunteer opportunities, contribute to the causes that matter to them, see the impact of their contributions and share their experiences.

One of our key 2018 achievements was the launch of Salesforce.org Philanthropy Cloud, a trailblazing digital platform that provides individuals and companies with unique community-focused experiences. Philanthropy Cloud makes it easy for professionals to learn about and donate to the causes they care about while finding meaningful activities in their communities. Most of all, it connects them to one another and offers new possibilities to engage in the global philanthropy movement.

The online platform also helps companies achieve their philanthropic and business goals. Businesses want a streamlined, simpler, sophisticated way to advance their Corporate Social Responsibility efforts. They also want to leverage United Way's unparalleled community reach and engagement. At Deloitte, for instance, in the United States, Philanthropy Cloud is beginning to provide a more integrated way to bring people together in the spirit of social impact.

In 2018, United Way transformed in other ways, too, working with 60,000 companies across the world, including more than half of the Fortune 500. Together, we've built the largest global community of donors, advocates and volunteers who fight for the health, education and financial stability of every person in every community. The result is more children reading at grade level, more people living healthier lives, more families emerging from poverty, for example.

With our collaborators, we're finding new ways to help when crises occur. After Hurricane Michael hit the U.S. Gulf Coast, we worked with IBM to create a new chat bot that supported 211's efforts to help people evacuate and secure shelter, food and water. Not every innovation involves technology, though. Sometimes, it's as simple as bringing people together to write notes of encouragement to middle school students, like we did with Wells Fargo employees.

Throughout its history, United Way has helped passionate people make a difference in their communities. We go where they are to help them find organizations that focus on causes they care about, build partnerships and multiply their impacts. In today's interconnected world, it's up to non-profits, businesses and community leaders to work together and innovate to provide tools to make a difference. Paired with ambitious goals in education, health and financial stability, United Way is determined to bring people together to help communities to reach their potential.

Most of us are hungry for connection, idea sharing and coalitions that help people live better lives. The urgent needs of communities compel us to build community at scale by empowering everyone to be part of the solution.

The future of philanthropy and the future of community building are here. We invite you to join us to fight for the health, education and financial stability of every person in every community.



PUNIT RENJEN
Chairman, Board of Trustees
United Way Worldwide



BRIAN A. GALLAGHER
President and CEO
United Way Worldwide

TRANSFORMATIVE EXPERIENCES FOR PEOPLE, BY PEOPLE

The advent of new digital technologies, such as artificial intelligence and the Internet of Things, has redefined what it means to be connected as individuals within a community.

In 2018, United Way and our corporate partners took bold steps in adopting technologies that will forever change the way we impact society. We launched an innovative global platform that connects companies, employees, customers and partners in new ways to transform social causes that are most important to them. We leveraged artificial intelligence to assist people in distress from disasters. And we partnered with a smart-home device maker to serve people who struggle with their energy costs.

As these stories show, the transformative power of technology is igniting United Way's best work.

Elevating the Power of Individuals

We live in the era of the individual. Each person has power to choose how they want to make a difference, and how to invest their unique resources for positive impact. In 2018, United Way went further than ever to harness that power.

Salesforce.org Philanthropy Cloud is a breakthrough partnership between United Way Worldwide and Salesforce.org, the nonprofit subsidiary of **Salesforce**. It's giving individuals and companies a new tool to scale social change in a powerful way. We're revolutionizing philanthropy.



The first company to use Philanthropy Cloud was global software and engineering company **MiTek**. With Philanthropy Cloud and the support of United Way of Greater St. Louis, in its headquarter market, MiTek finds it easier to help its employees get more involved in making a real difference in their communities.

"As a company, we care deeply about innovation and harnessing the power of technology to connect our people and allow us to do more with the data we have," said Rachel Seward, Vice President of Enterprise Communications & Philanthropy.



"We invested in Philanthropy Cloud early on because of its potential to scale globally and enable us to unite our people with a common vision, driven by our goal of Transforming Global Communities," she said. "Having Philanthropy Cloud available for our team members has helped them have a 'weekend experience at work,' interacting with a digital platform much like they would anywhere else in their lives to learn more about charitable causes and sign up to participate in events."

Kellogg Company, one of our global corporate partners, signed onto Philanthropy Cloud in 2018 for similar reasons. Another example involves corporate collaborator **Deloitte**, where in the U.S., Philanthropy Cloud is beginning to provide a more integrated way to bring people together in the spirit of social impact.

Kellogg is using Philanthropy Cloud to further elevate its commitment to help eradicate hunger by the end of 2030. It's part of the company's work on Sustainable Development Goals, which can be tracked via Philanthropy Cloud. The company actively advocates on behalf of children facing hunger around the world and engages people to help address the important global issue of food security. Philanthropy Cloud better enables Kellogg to create lasting impact on hunger by empowering its employees across the country to donate their time, money and skills to the causes of their choice.

"Our employees are committed to giving back," said Stephanie Slingerland, global philanthropy lead for Kellogg Company and executive director of the company's charitable fund. "With this state-of-the-art tool and support from our partners at United Way, we're able to better engage our employees and create even more impact for people and communities."

 **Don Fenhagen**
@dfenhagen

Follow

#IBM's chatbot #CARLA in action! Helping Hurricane Michael survivors find shelters and know what steps to take for additional disaster assistance. #AI #ChatBot @fema @UnitedWay



United Way, IBM chatbot CARLA helps Hurricane Michael survivors
IBM and United Way Worldwide partnered to use an artificial intelligence driven "chatbot" to provide assistance after Hurricane Michael.

pnj.com

A 211 Experience Transformed by Artificial Intelligence

Every day, thousands of people across North America turn to 211, a vital service that connects them to critical resources. It's free, confidential, and available 24/7. In 2018, some 12 million people contacted 211 for help to access crisis and emergency counseling, disaster assistance, food, health care and insurance assistance, stable housing and utilities payment assistance, employment services, veteran services, childcare and family services.



We're always looking for ways to innovate. During hurricane season, we turned to **IBM**, our long-time corporate partner, to help boost access to 211 during high-volume times.

IBM offered its artificial intelligence technology, CARLA (Cognitive Automated Response Learning Agent), at no cost. With CARLA, we now have a virtual agent, or "chatbot," to augment 211 services. During Hurricane Michael in 2018, CARLA provided answers and guidance in both English and Spanish to people seeking life- and property-saving information. The top inquiries CARLA handled were "mandatory evacuation," "nearest shelter," "financial assistance," "evacuation zone," "emergency food," and "road closure."

When technology helps people access reliable information quickly, the experience can be transformative.



United Way and Nest's Power Project

Every year, a quarter of U.S. families wonder how they will afford to pay their home energy bills.

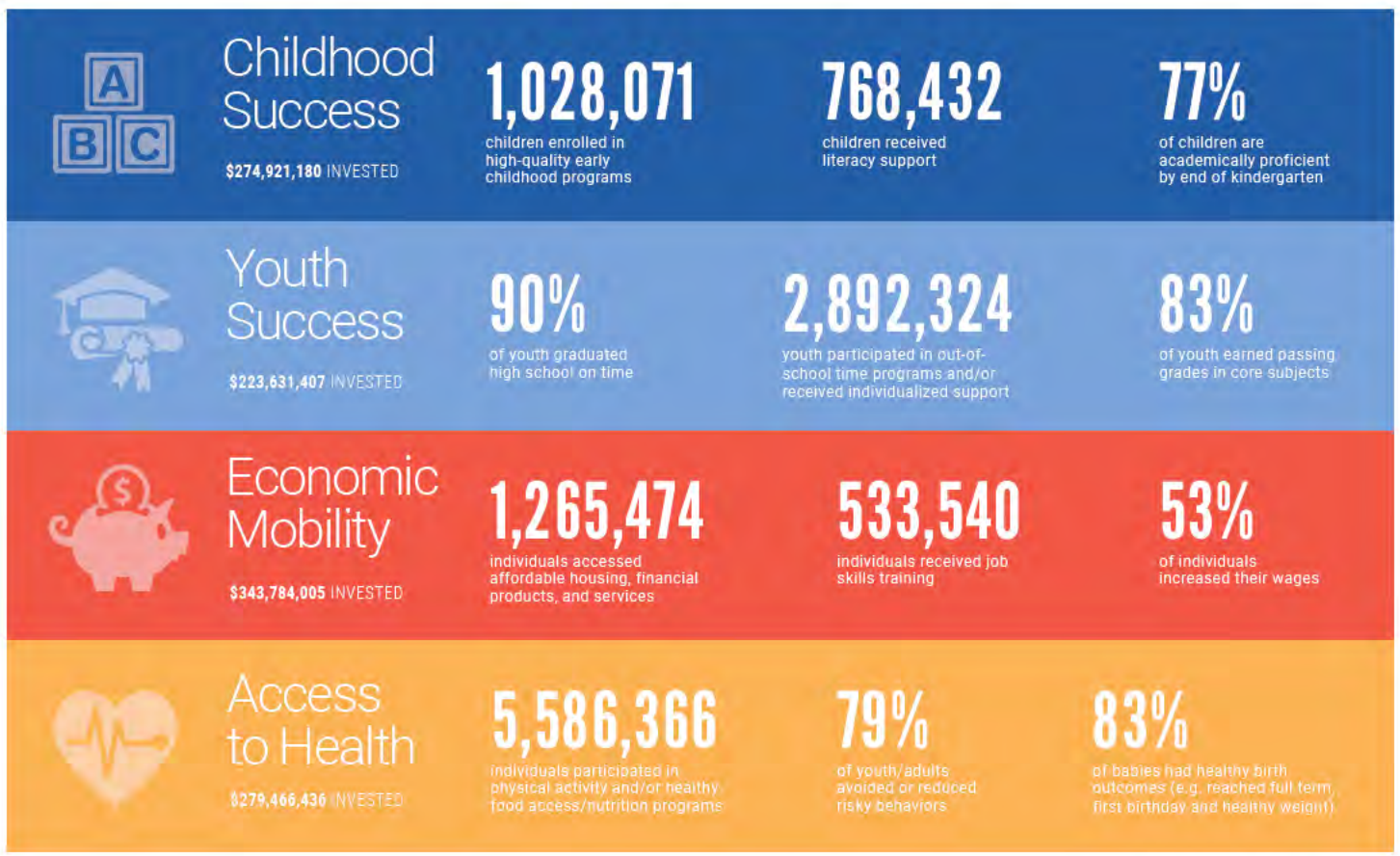
It's one of the reasons people contact 211. In 2018, more than 1.1 million – or 13.4 percent – of the asks for 211 help were for utility assistance.

United Way's partnership with **Google Nest** was created to help solve that problem. Google Nest launched the Power Project on Earth Day 2018, to bring energy-saving technology to those struggling with high energy costs and to raise awareness of the energy burden facing families.

The Power Project has donated more than \$800,000 to United Way and other nonprofits to help low-income families with their energy expenses. Google has a goal to bring 1 million thermostats to people in need, coordinating with energy and nonprofit partners.

Those who need more support can use 211 to find energy assistance programs and other resources. Together, we're transforming lives by helping to ensure energy security.





United Way Worldwide Global Results Framework, 2018 data



(From L to R) Daniele Zanotti, United Way Greater Toronto President & CEO; John Tory, Toronto Mayor; Darryl White, BMO Financial Group CEO; Axelle Janczuc, Exec. Dir., Access Alliance Multicultural Health & Community Services

BMO Financial Group: Economic Equality and Inclusion

In Toronto, **BMO Financial Group's** \$10 million gift to United Way Greater Toronto paved the way for economic transformation throughout this diverse community. With a dedication to reducing inequality and closing gaps in economic prosperity, BMO's investment brought together business leaders and community organizations to develop breakthrough approaches to economic inclusivity. The goal is to boost economic development and elevate prosperity for all in the Greater Toronto area.

UPS: The Fight To End Human Trafficking

With the help of **UPS** and **The UPS Foundation**, United Way's Center on Human Trafficking and Slavery launched a pilot program in five U.S. cities to teach social service providers, educators, labor activists, health care providers and others how to spot signs of trafficking and what to do in response.

A \$150,000 gift from The UPS Foundation made this community training program possible, and \$1.3 million in employee contributions from the 2018 employee giving campaign is boosting the Center's impact. Now, any United Way in the United States can use this curriculum to train local partners.



United Way Worldwide
in Partnership with UPS



LASTING SOLUTIONS THROUGH POWERFUL PARTNERSHIPS

John Deere: Employee Volunteers Build Stronger Communities

In France, Germany, Poland, and Spain, United Way partnered with **John Deere** to address pressing local social needs – and strengthen local NGOs (non-governmental organizations, or nonprofits). Tapping into four European United Ways, John Deere sought to address hunger and improve education outcomes for underserved youth.

John Deere employees played a critical role. With 17 school and nonprofit partners, the initiative leveraged 4,821 employee volunteer hours to support 835 youth and provide 120,584 people with food. This is an increase of 72 percent in youth impacted, supported by more than double the number of employee volunteer hours, from the year before.

At the same time, the John Deere-United Way partnership is building up NGO capacity in Europe. For example, in France, John Deere donations funded critical equipment and helped one hunger-focused nonprofit open a new office.

Robert Wood Johnson Foundation: Localized Roadmaps for Community Success

United Way believes that health, education, and financial stability are the building blocks of a healthy life. That's why the **Robert Wood Johnson Foundation** and University of Wisconsin Population Health Institute partner with us in a data-driven initiative to deepen and accelerate the impact of our community improvement work. Our partnership supported a collaboration with the County Health Rankings & Roadmaps (CHR&R), an annual county-by-county snapshot of the factors that affect people's health in the United States.

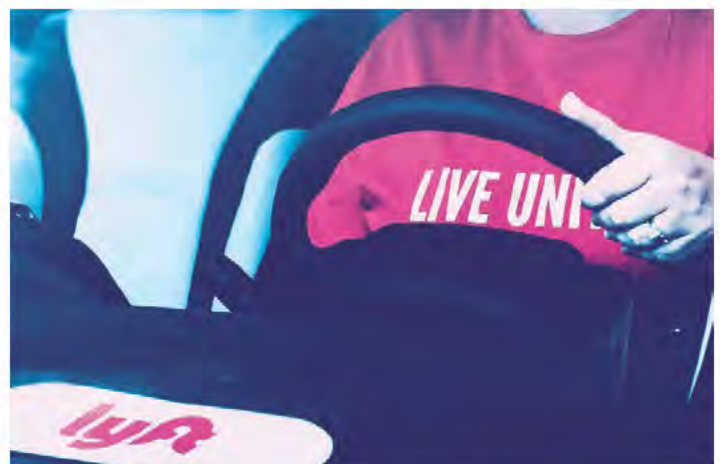
Over 18 months, 11 United Ways and their partners used CHR&R tools and community coaches to glean holistic data and insights about the overall health of communities, with a particular focus on its youngest residents. This collaboration has led to United Ways developing new partners and refining strategies to accelerate lasting local change.

Lyft: The Powerful Impact of Transportation

Lyft, the fastest growing rideshare company in the United States, partnered with United Way to pilot a program in 12 communities that helps people in need get to critical appointments. In 2018, 211 specialists provided veterans, seniors, and jobseekers with more than 12,000 free rides with Lyft.

Each year, 211 receives more than 230,000 transportation requests nationwide, but 25 percent of those can't be met with existing resources. By partnering with Lyft, we're better able to create local community impact with people who need support. Plans to expand the pilot were formalizing by year's end.

"Lyft is re-imagining how transportation can solve social problems by creating access to transportation around the nation for those in need," said Mike Masserman, head of Social Impact at Lyft.



Each year, United Way works with 60,000 corporate partners to improve lives and strengthen communities. The 91 companies listed here are members of our Global Corporate Leadership program, with those in bold representing our newest partners. Combined, these companies and their employees contribute nearly \$1 billion and countless volunteer hours every year. We thank them for their passion for change and commitment to our shared purpose.

*Criteria for membership in the Global Corporate Leadership program includes (but is not exclusive to) running a workplace campaign at multiple sites, raising at least \$2.5 million per year and contributing at least 50 percent of funds raised directly to United Way.

3M
 Abbott Laboratories
 AbbVie
 Accenture
 Aetna Inc.
Alston & Bird
 American Express
 Anthem
 AT&T
 Avery Dennison
 Bank of America
 Best Buy Co. Inc.
 BMO Financial Group
 C&S Wholesale Grocers
 Cargill Inc.
 Caterpillar Inc.
 CenturyLink Inc.
 Chevron
 Citigroup
 Comcast NBCUniversal
 Costco Wholesale
 Cummins Inc.
 Deere & Company
 Deloitte & Touche LLP
 Delta Air Lines Inc.
 DowDuPont
 DuPont
 Duke Energy
 Eaton Corporation
 Ecolab Inc.
 Eli Lilly and Company

Enterprise Holdings Inc.
 Ernst & Young LLP
 Exxon Mobil Corporation
 FCA US LLC
 FedEx Corporation
 Fifth Third Bancorp
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 Kellogg Company
 Keurig Dr Pepper
 Kimberly-Clark
 Land O'Lakes
 L Brands Inc.
Lyft
 Macy's Inc.
 Medtronic Inc.
 MetLife Inc.
 Microsoft Corporation
 Mosaic Company
 Nationwide

Perdue Farms Inc.
 Pfizer Inc.
 Pitney Bowes Inc.
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 Procter & Gamble
 Publix Super Markets
 PwC
 Shell Oil Co.
 Sprint Corporation
 SunTrust Bank
 Synchrony Financial
T.D. Williamson Inc.
 Target
 Texas Instruments
 The Boeing Company
 Toyota Motor North America
 Travelers Companies
 U.S. Bancorp
 United Technologies
 UPS
 USAA
 Valero Energy
 Walmart
 Wells Fargo
WEX
 Whirlpool Corporation
 Williams Companies
 Xcel Energy Inc
 Xerox Corporation



ALIGNING VOICES AND ORGANIZING FOR CHANGE



When a bill in the U.S. House of Representatives threatened nearly 2 million families' access to the federal Supplemental Nutrition Assistance Program (SNAP), United Ways across the country fought back. SNAP is a vital, short-term lifeline that makes food available to millions of Americans – mostly children, seniors and veterans – at a cost-effective scale that no nonprofit can match.

During United Way's Day of Action in June, advocates from across the U.S. met with Congress to voice support for bipartisan SNAP provisions in the Farm Bill. United Way led more than 100 meetings on Capitol Hill, while advocates from across the country e-mailed nearly 1,000 letters to Congress and engaged in social media (resulting in 1.4 million digital impressions during United Way's Day of Action).

These advocacy efforts got a boost when **Women United®**, a global force of more than 70,000 women who have collectively invested \$2 billion in their communities, joined the fight. They called and e-mailed lawmakers, sharing nearly 300 posts on social media in support of SNAP. Throughout the year, some 900 of our advocates sent more than 2,500 letters to Congress.

Finally, Congress approved a bipartisan bill that protected SNAP. The voice of United Way and our volunteers helped ensure that people who need it most continue to have access to critical food support.



#VoteTogether

It's no secret that Millennials and Gen Z'ers want to tackle many of society's toughest challenges. They also expect companies to do more to address these critical issues. United Way provides a unique opportunity to engage them. Each year, more than 60,000 individuals take part in our Young Leaders Society, United Way LINC® and Student United Way programs.

In fall 2018, **United Way LINC** (Lead.Impact.Network.Change.) partnered with MTV to harness the power of young activists by hosting a series of non-partisan voting parties. Nearly 20 United Ways from across the country participated, hosting panel presentations on community hot topics and workshops about issues on the ballot. They also spread the word through a national social media campaign that urged young people to speak out, regardless of their affiliation.

Reached more than **1 MILLION** social media accounts

105 Twitter posts plus **95** retweets

41 Instagram posts from **27** accounts

62 Facebook posts from **47** accounts

The #VoteTogether parties were a great hit with next-gen philanthropists and game changers, offering them a meaningful way to be heard and seen, while influencing their country's policy agenda.

FIGHTING FOR EVERY PERSON IN EVERY COMMUNITY

Around the world, United Way is a powerful conduit for connecting millions of people to volunteer opportunities that deliver impact throughout their communities.

We spotlight volunteerism each year through our global Day of Action. In 2018, we engaged volunteers in 19 countries who worked through 528 United Ways to fight for the health, education and financial stability of every person in every community.

Of course, the Day of Action is just one chapter in our year-round volunteerism story. Each day, United Way helps employee volunteers from our partner companies make a difference where they live and work. Here are a few examples from 2018:

Wells Fargo: Notes of Encouragement

During United Way's Write a Note project, **Wells Fargo** team members from across the country inspired students to keep working hard in school with a simple, meaningful volunteer activity. Through a special virtual volunteer initiative held during their annual Community Support Campaign in September, team members wrote notes of encouragement to hundreds of middle school students — helping boost their confidence and reminding them that even strangers were rooting for them.

"This project means so much to our community! These notes showed each one of them that someone cares," said Shirley Burgess of United Way of Central Iowa, who helped organize the effort. "It also let them know that their success in school matters to the entire community."

Publix: Focused on Literacy

Publix Super Markets, Inc. and United Way have worked together for 40 years to improve early education, build thriving families, and strengthen communities where they live and work. In their home state of Florida, Publix supports ReadingPals, a statewide early learning initiative fueled by United Way and volunteers, to help young children improve reading skills through weekly one-on-one mentoring. The initiative, sponsored by Carol and Barney Barnett, is currently in 17 United Ways serving 26 counties across the state.

AT&T: At Your Service

AT&T and United Way partnered to provide tailored volunteer projects for 388 AT&T employees in six cities. Through an innovative volunteer concierge service, local AT&T teams requested volunteer projects via their regional representatives; United Way Worldwide coordinated with United Ways in each city to offer and support customized opportunities.

"Our team was excited to participate, knowing that we were giving back to our community while helping those in need and making a positive impact in the lives of others," said Kolicia Baskin, an AT&T Call Center manager. "We also had a great group of student volunteers. It was important for us to include them so they could experience firsthand the importance of giving back. I think everyone had a great time!"

Vello: A New Approach to Tutoring

Reading is essential to achieving success in school, work and life. Children can thrive when they have access to education, learning tools and support from their community.

In Phoenix, Valley of the Sun United Way launched an innovative online tutoring program, called Vello®, for students and volunteer tutors to connect and read books from a virtual library. The platform allows people to volunteer for 30-minute one-on-one tutoring sessions whenever they have access to a computer with Internet. United Way partners encouraged employees to volunteer, including **Wells Fargo, Deloitte, Freeport-McMoRan, Edward Jones, American Family Insurance** and **Vanguard**.

These tutoring sessions are achieving remarkable results. To date, 77 percent of students said reading with Vello volunteers made them feel a lot better about their reading skills, while 90 percent of volunteers called Vello a meaningful use of their time.



INSPIRATIONS IN BUILDING COMMUNITY

United Way has a long history of bringing people together to ask tough questions about society's problems, and to act collectively to accelerate solutions. It's been our focus for almost 135 years, and it holds tremendous potential in today's challenging environment.

In 2018, United Way took community-building to another level through a powerful partnership with musician and philanthropist **Peter Buffett** (the youngest son of Warren Buffett). Across the U.S., 15 United Ways hosted *A Concert & Conversation with Peter Buffett*. His program brought philanthropists together with local business, academic and community leaders for music and engaging conversation about what it takes to transform communities. Peter told compelling stories that made audiences think about relationships, the context of community – and their place in it.



"When we talk with one another, powerful things happen," said Peter. "Barriers are lowered, and these hard conversations serve as catalysts for change. Our collective will to make each community better and more resilient is our greatest asset in building a better future for everyone."

Peter believes that engagement begins by talking with each other, and asking provocative questions to understand the world around us – all in service to making a deeper difference. That's especially true for issues affecting equity, inclusion and justice. He believes United Way is the ideal channel for partnering with leaders to build and accelerate inclusive and equitable communities, one neighborhood at a time.

We're grateful for Peter's tireless advocacy. We hope these inspiring events, grounded in shared values and United Way's 135 years of community-building, will spark more people to step up to make a bigger difference.

"What we measure and what we reward tells us who we are."

– Peter Buffett

LEADING LONG-TERM RECOVERY AFTER DISASTERS

At United Way, we step up whenever our communities need us. Never is this need greater than when a community is facing a disaster. Across the Americas, 2018 was another intense disaster year.

Restoring Hope After Disaster

Hurricane Florence blasted into the Carolinas in September 2018. As response efforts evolved from immediate relief to long-term recovery, the United Way Hurricane Florence Recovery Fund raised and allocated \$1.25 million to assist people impacted by this disaster. In true United Way tradition, many of our partners joined our fight to help ease suffering and pave the way to recovery for affected communities. **Humana Foundation's** generous contribution of \$250,000 gave a significant boost to our focus areas of food and household assistance, temporary shelter, volunteer mobilization, small-business recovery and local 211 assistance. **Chipotle Mexican Grill** raised \$150,000 for local United Ways responding to Hurricane Florence, part of the \$1.4 million that Chipotle has contributed since 2017 to help United Way rebuild communities after natural disasters.

Hurricane Michael slammed into the Florida Panhandle a month later, the most powerful storm to hit the continental United States in nearly 50 years. Once again, United Way launched a national recovery fund to complement local United Way efforts and provide a single clearinghouse for individual and corporate donors seeking to support those impacted. The Humana Foundation donated another \$250,000 to the Hurricane Michael Recovery Fund, just a month after its initial donation. In all, United Way allocated more than \$761,000 to support important relief and rebuilding collaborations.

Airbnb partnered with 211 to provide \$85,000 in coupons and credits to people who needed safe, free housing during Hurricane Michael, the



California wildfires and in the aftermath of the Thousand Oaks shooting. With this partnership, volunteer responders and people directly impacted by the disasters got the safe housing they needed for free. Airbnb is also partnering with 211 to help potential guests and hosts utilize Open Homes, a global program that provides free or low-cost, short-term stays through a user-friendly platform that's activated during disasters.

In 2018, United Way and **Lyft** teamed up on multiple occasions to support communities recovering from natural disasters. For Hurricanes Florence and Michael, Lyft offered donated rides through 211 to help people get food and shelter across the Carolinas, Georgia and Florida.

On the opposite side of the country, Lyft also drove into action following the Woolsey and Camp Fires in California. To support those evacuating from the wildfire's path, Lyft provided a public ride code that transported affected people for free. We worked with Lyft to provide those in need of more assistance with additional resources through 211.

As the Camp Fire relief and recovery needs spilled into the new year, Lyft remained involved and provided free rides so people could meet inspectors at damaged or destroyed homes, apply for financial assistance claims, receive FEMA assistance, obtain prescriptions, attend non-emergency medical appointments and more.

UNITED WAY U.S.A. BOARD OF TRUSTEES*

The United Way U.S.A. Board of Trustees is charged with providing oversight on matters related to – and specific to – the network of United Ways in the United States. Its responsibilities include U.S. membership issues, public policy, community impact, resource development and U.S. board development.

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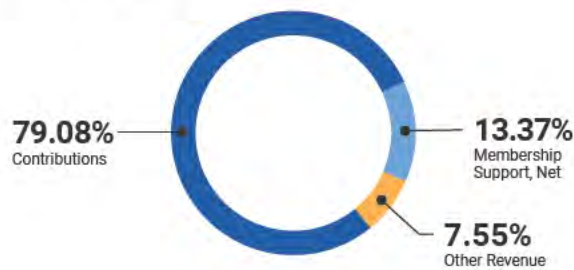
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President
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* December 31, 2018

In 2018, United Way raised \$4.6 billion for long-term community solutions around the world. The financial information below is for United Way Worldwide, the leadership and support organization for our network of nearly 1,800 United Ways around the world.

2018 United Way Worldwide Consolidated Revenue
USD 221,743,621

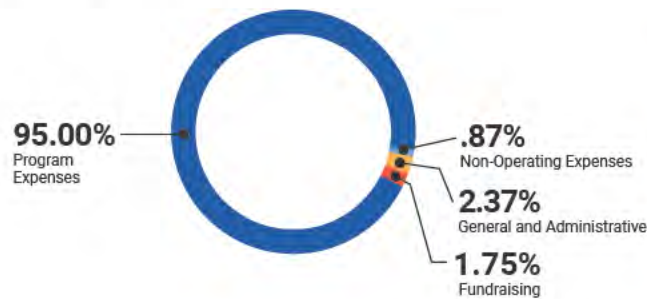


Contributions are funds donated to support United Way Worldwide's mission and its programs that promote education, income and health. These funds consist of unrestricted, temporarily-restricted and permanently-restricted donations.

Membership Support is received annually from local United Ways for continued membership in the United Way network. Local United Ways receive the benefits of membership and comply with standards established by United Way Worldwide.

Other Revenue includes income generated from the sale of promotional materials, program service fees, investment activity, conferences, rent and non-professional services transaction fees and miscellaneous activity.

2018 United Way Worldwide Consolidated Expenses
USD 233,407,536



Program Expenses include Investor Relations (including Donor Advised Fund Contributions), Grants, International Network, Community Impact, Leadership and Learning, Public Policy, Marketing, Campaign and Public Relations and Promotional Material Sales.

Non-Operating Expenses are pension-related changes.*

General and Administrative activities include Finance, Legal, IT and other services that support United Way Worldwide's business operations.

Fundraising is responsible for United Way Worldwide's fundraising efforts.

*Reflects increased pension obligations based upon current actuarial analysis.

United Way Worldwide and Subsidiaries Consolidated Statements of Financial Position

As of December 31, 2018
(In USD Thousands)

	2018	2017
Assets		
Current Assets	\$ 77,873	\$ 93,798
Custodial Assets	3,428	8,193
Total Assets	81,301	101,991
Liabilities and Net Assets		
Liabilities		
Current Liabilities	27,253	29,231
Custodial Liabilities	3,428	8,193
Total Liabilities	30,681	37,424
Net Assets		
Without Donor Restrictions	36,126	39,701
With Donor Restrictions	14,494	24,866
Total Net Assets	50,620	64,567
Total Liabilities and Net Assets	81,301	101,991
Revenue		
Membership Support, net	29,333	30,093
Contributions	173,557	134,764
Other Revenue	16,571	10,034
Total Revenue	219,461	174,891
Expenses		
Program Expenses		
Donor-advised Giving	146,404	76,811
U.S. Network	26,959	17,951
Digital Services	22,001	-
Brand Strategy and Marketing	8,873	10,448
Investor Relations	6,040	6,077
International Network	5,937	7,109
Other Program Expenses	4,907	5,800
Impact, Strategy and Innovation	623	15,413
Total Program Expenses	221,744	139,609
Support Services		
General and Administrative	5,539	5,448
Fundraising	4,087	2,272
Total Support Services	9,626	7,720
Total Operating Expenses	231,370	147,329
Change in Net Assets from Operations	(11,909)	27,562
Non-Operating Adjustments to Net Assets	(2,038)	(3,680)
Changes in Net Assets	(13,947)	23,882
Net Assets, Beginning of the Year	64,566	40,684
Net Assets, End of the Year	\$ 50,619	\$ 64,566

United Way Worldwide
701 North Fairfax Street
Alexandria, Virginia, 22314 USA
+1.703.836.7112
info@unitedway.org






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Please share how **YOU** plan to join the fight and transform your community with United Way.

Be sure to include **#LiveUnited**

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-  instagram.com/unitedway
-  linkedin.com/company/united-way-worldwide
-  twitter.com/unitedway
-  youtube.com/unitedway



U.S. DEPARTMENT OF THE INTERIOR Agency Financial Report **2021**

Bureau of Land Management · Bureau of Ocean Energy Management · Bureau of Reclamation · Bureau of Safety & Environmental Enforcement · Indian Affairs



U.S. DEPARTMENT OF THE INTERIOR Agency Financial Report **2021**

National Park Service · Office of the Secretary · Office of Surface Mining Reclamation & Enforcement · U.S. Fish & Wildlife Service · U.S. Geological Survey



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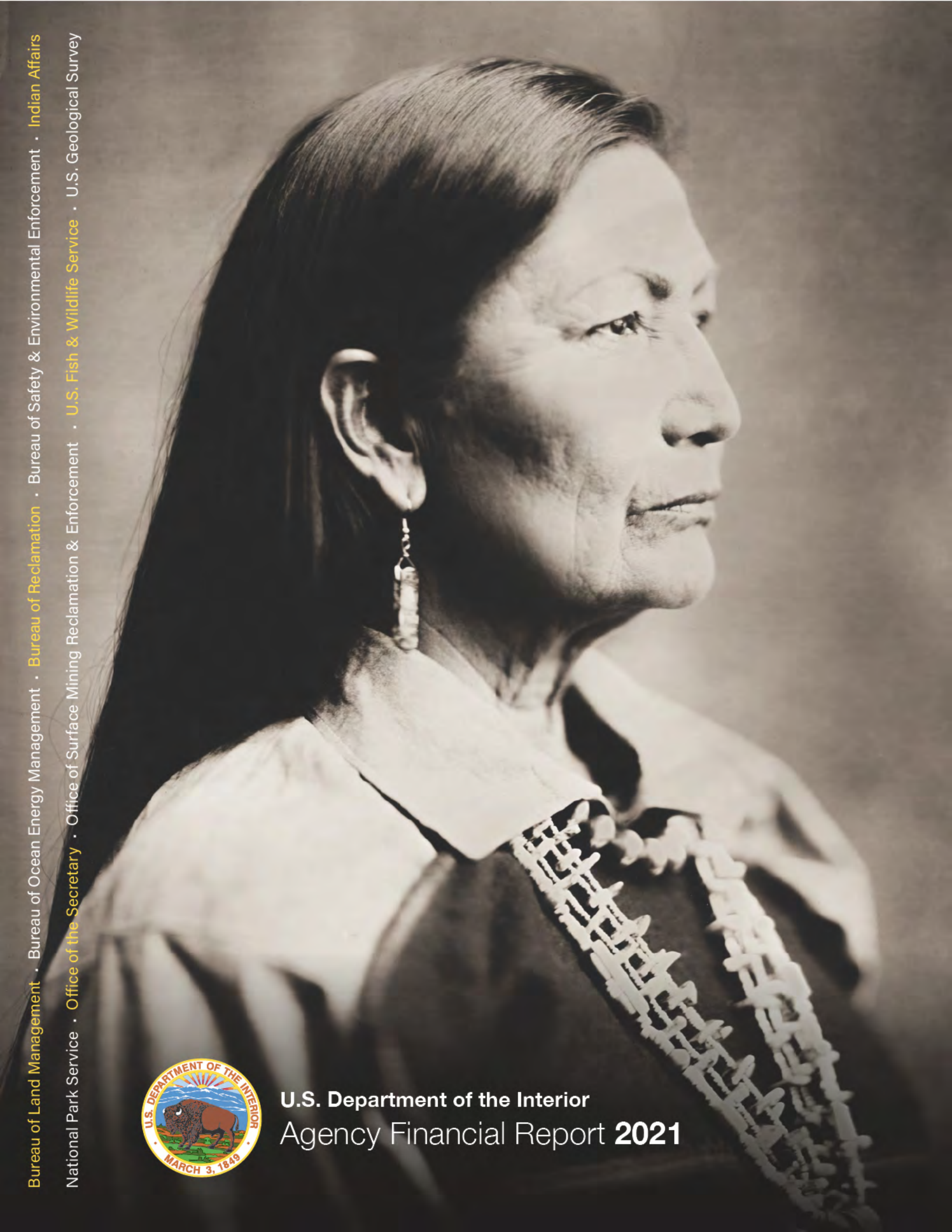
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Bureau of Land Management · Bureau of Ocean Energy Management · Bureau of Reclamation · Bureau of Safety & Environmental Enforcement · Indian Affairs
National Park Service · Office of the Secretary · Office of Surface Mining Reclamation & Enforcement · U.S. Fish & Wildlife Service · U.S. Geological Survey



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To: [Sanchez, Alexandra L](#)
Subject: Knodel, Marissa S left a comment in "DRAFT Report Combined 050221"
Date: Monday, May 3, 2021 2:41:13 PM
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Subject: From Energywire -- ENERGY TRANSITIONS: 4 key questions about Big Oil's comeback
Date: Monday, May 3, 2021 2:29:26 PM

I thought this was very helpful context as we're reading/editing/writing the oil & gas report.

Nada Wolff Culver
Deputy Director, Policy and Programs
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Cell: 202-255-6979
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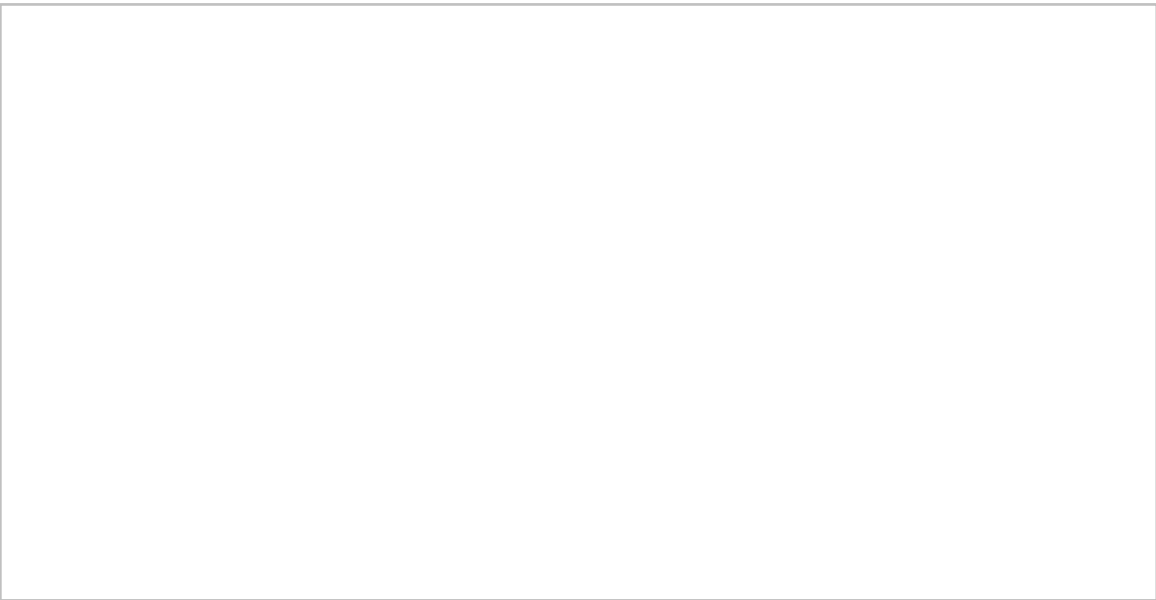
AN E&E NEWS PUBLICATION

ENERGY TRANSITIONS

4 key questions about Big Oil's comeback

[Mike Lee](#) and [Carlos Anchondo](#), E&E News reporters

Published: Monday, May 3, 2021



Oil companies say there could be a yearslong economic recovery on the horizon, but the picture may not be as rosy as the industry predicts. Claudine Hellmuth/E&E News(illustration); Arne Hückelheim/Wikipedia(pumpjacks); Freepick(stock market ticker)

Big Oil has bounced back from its worst year in decades, buoyed by rising oil prices and a growing belief that the world may soon return to normalcy after the pandemic and global recession.

Five of the world's biggest oil producers reported that they turned a profit in the first quarter of 2021, after losing more than \$73 billion combined in 2020.

Oil prices are rising, and fuel consumption, which was battered by lockdowns and the worldwide recession in 2020, is resurgent. Analysts and the companies themselves say oil production might get back to its pre-pandemic levels as soon as the first half of 2022.

Oil was the hardest-hit fuel in 2020, according to a recent [report](#) from the International Energy Agency. Global oil demand dipped more than 20% below pre-crisis levels as coronavirus restrictions peaked last April, the Paris-based organization said. Oil demand is expected to jump by 6% this year, it said, though it is still forecast to stay below 2019 levels.

That's good news for an industry that lost hundreds of thousands of jobs during the early months of the pandemic, and that saw prices plummet by two-thirds. Oil prices dove briefly into negative territory last year for the first time ([Energywire](#), April 21, 2020).

Historically, the oil industry has powered its way out of recessions by providing the fuel and other products that the broader economy needs to expand. During the last so-called supercycle, which ran from the early 2000s to 2014, prices surged above \$100 a barrel.

But this recovery could be different.

During the depths of the pandemic, European companies like BP PLC, Royal Dutch Shell PLC and Total SE pledged to cut their emissions and invest in the energy transition. American companies, including Exxon Mobil Corp. and Chevron Corp., largely opted to stick with their core oil and gas business but said they'd cut costs.

"What investors want is for companies to focus on capital discipline, not growth," said Ben Cahill, a senior fellow in the Energy Security and Climate Change Program at the Center for Strategic and International Studies. "I think that that is really clear for the industry across the board."

Yet some analysts are already asking whether Big Oil will have the restraint to live within its means.

"Could the sector get carried away yet again?" Greig Aitken, a director on Wood Mackenzie's corporate analyst team, said in an April 19 note. "It could take several quarters' worth of strong earnings results to materialise, but the oil sector has a history of being its own worst enemy."

Here are four questions answered on what's next for the oil industry:

What's driving the spike in demand?

In a recent outlook, Moody's Investors Service said pent-up consumer demand and an uptick in trade and manufacturing "are spurring a rebound in economic activity, encouraging a faster recovery in demand and prices for oil and gas" through this year and into early 2022.

The global oil industry is expected to see earnings grow through the middle of next year, Moody's said, with the exploration and production sector benefiting from higher oil prices and "relatively low" operating and oil field services costs.

Schlumberger Ltd. CEO Olivier Le Peuch said the industry is already seeing signs of a recovery in drilling: The oil field services giant expects oil production to return to its pre-pandemic levels by 2022.

"The magnitude of these leading indicators, combined with upward revisions to global economic growth and demand recovery, present the potential for an even stronger inflection than initially anticipated for the second half of the year," Le Peuch said on his company's earnings call last month, citing data from the International Monetary Fund and the IEA.

In the U.S., crude oil production could lag the broader recovery, returning to 2019 levels in 2023, according to the U.S. Energy Information Administration's most recent annual energy [outlook](#).

Still, the EIA [also said](#) oil prices averaged \$65 per barrel in March, up from \$33 per barrel the same month last year.

Axel Dalman, an associate analyst at the financial think tank Carbon Tracker, said companies should watch the longer trends in energy, particularly the impact of the Paris Agreement on climate change, not just short-term oil prices.

"We might see a temporary uptick in demand, but ultimately, if we're going to meet the goals of the Paris Agreement, there's just no way that demand can rise," Dalman said. "It's going to fall, and fall by a very, very large amount, and that could really sting the oil and gas companies."

What could undermine the recovery?

Unlike past upturns, the latest mini-oil boom could run into a string of early obstacles.

The U.S. oil industry has pinned its long-term hopes on growing demand in China and other developing countries, but China may increasingly look for its energy in other places, according to

the consulting firm RSM.

Meanwhile, the worldwide transition to cleaner forms of energy is picking up steam, and it could get a boost from the Biden administration.

Perhaps most importantly, Saudi Arabia and its allies in OPEC still hold the key to worldwide oil prices. Just a year ago, the bloc agreed to cut its production to prop up the price of oil; its members and allies could decide to ramp up production and put a damper on prices, said Anne Slattery, a senior analyst at RSM's Houston office.

"We don't see a case for \$100 oil simply because there's too much supply," she said.

The OPEC nations also understand that high oil prices could boost the transition to electric vehicles and other alternatives, said Randy Bell, director of the Atlantic Council's Global Energy Center.

"They're pretty sensitive to not letting prices get too high," he said.

And the pandemic, which is still killing thousands of people a day worldwide, could slow down economic growth and reverse the oil recovery.

India is now registering over 300,000 daily new confirmed COVID-19 cases, [reports](#) the Our World in Data project at the University of Oxford.

India's "continuously worsening situation" could knock 915,000 barrels a day off oil demand this month, the data firm Rystad Energy said in a [note](#).

The "tragic crisis in India is a reminder that the road to recovery is anything but predictable or smooth, and that oil demand is still very much at risk in the near term," Rystad senior oil markets analyst Louise Dickson wrote.

Where will European majors move on clean energy?

Rising oil prices gave the European companies room to keep their promises on clean energy while also turning a healthy profit in the first three months of the year.

Shell announced that it bought a German company, Next Kraftwerke, that specializes in aggregating power from homes and businesses and supplying it to other customers. BP teamed up with the Norwegian producer Equinor ASA to announce big offshore wind plans in the eastern U.S. and, separately, applied for regulatory permission to sell electricity in five U.S. states ([Energywire](#), April 27).

"This quarter demonstrates what we mean by performing while transforming," BP CEO Bernard Looney said.

The companies remain dependent on fossil fuels for the bulk of their earnings. Total, for instance, said two-thirds of its \$3 billion profit for the quarter came from exploration and production operations.

BP, which turned a \$2.6 billion profit in the quarter, said its gas and low-carbon division earned more than its oil operations, but the company made a \$1 billion windfall on its gas operations during February's devastating winter storm in Texas, the *Houston Chronicle* [reported](#).

Cahill, the CSIS fellow, said increased investment in renewables from the European majors is a "mega-trend" and won't be affected much by changes from one quarter to another.

"It's a really core part of their pitch to investors at this point," Cahill said, adding, "It's answering investor demand and market demands, and so I think it's here to stay."

How will U.S. companies face the energy transition?

The U.S. companies saw rising first-quarter profits as proof that they were right to stick to their core businesses over the past year. While Exxon and Chevron both announced new energy ventures during the pandemic, the companies also pledged to cut their debt and focus on the highest-returning oil and gas fields.

Chevron reported a \$1.4 billion profit for the quarter, which is lower than the same first quarter last year, but a turnaround from the last three months of 2020, when the company lost \$665 million.

Gasoline and diesel use have started returning to normal, and the company is optimistic that the broader travel sector will recover too, Chief Financial Officer Pierre Breber said Friday on the company's analyst call.

"We see in China and Australia that domestic travel fully recovered once those countries got their arms around the virus, so I'm confident domestic travel will come back very quickly here in this country," Breber said.

At Exxon, the \$2.7 billion quarterly profit not only validated the company's strategy, it gave CEO Darren Woods ammunition in a running fight with activist investors. A startup fund, Engine No. 1, has been pressing Exxon to shake up its board and invest in new forms of energy ([Energywire](#), April 5).

Exxon has responded by announcing its own slate of new directors and plans for carbon capture projects. But Woods was clearly buoyed by the company's results.

"The positive results we announced today reflect not only last year's work but the work we started years ago," he told analysts Friday.

Some observers said the industry needs to remain cautious.

Dalman, at Carbon Tracker, said the clean energy transition will make this recovery different from previous rebounds.

While U.S. companies recognize the shift exists, "they don't really recognize that it's such a huge problem for them," Dalman said, "whereas the European companies recognize both that it exists and that it's a huge threat to them."

Wood Mackenzie's Aitken said the industry in general will face challenges sticking to its plans. As oil prices rise, governments and service companies will fight to get a bigger share of the profit, he said. And the bigger producers — which have been planning to sell their underperforming assets — could face pressure to hold on to them.

"Changing circumstances will make strategy execution more challenging, particularly as it relates to doing deals," Aitken wrote. "And there's the hubris that comes in every upswing, when stakeholders

begin to regard hard-learned lessons as outdated views."

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1000 Wilson Blvd, 8th Floor, Arlington, VA 22209

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Subject: Comment analysis update & schedule
Date: Monday, May 3, 2021 12:34:15 PM
Attachments: [BOEM 3Week Comment Period Weekly Dashboard 4-29-2021.xlsx](#)
[Comment Analysis Project Schedule.docx](#)

Hello everyone,

Attached is last week's progress report and the schedule of deliverables.

Note that the comment total is now over 100,000 because several e-mails contained bundles of letters.

Also important to note is that the contractor is already working on an expedited 8-week timeline, but the earliest we will get the report is June 3rd. So, we may need to find out if we can get a draft in advance, wait to release the report until we can incorporate their findings, and/or do our own summary.

Peace,

Marissa

Marissa Knodel
Advisor, Bureau of Ocean Energy Management
202.538.2415
Marissa.Knodel@boem.gov

BOEM 3-Week Comment Period Weekly Dashboard

April 29, 2021

Exhibit 1: Total Number of Comment Submissions Received to Date

Emailed Comments	Paper Comments	Comments from Meeting Transcript	Bundled Comments	Total Submissions Received
38,239	0	43	64,283	102,565

Exhibit 2: Total Number of Submissions Triaged/Analyzed by ICF

Total Number of Submissions	Substantive & Unique	Non-Substantive & Unique	Total Number of Unique Submissions	Form Letters		Duplicate	Non-Germane	Undetermined / Not Yet Triaged by ICF	Submissions for which ICF's Analysis is Complete	Submissions Still Undergoing Review by ICF
				Total Number of Form Letters	Number of Form Letter Campaigns					
102,565	210	3,468	3,678	98,862	23	8	16	0	70	102,495

Field Name Definitions

Exhibit 1:

Batch 1 email comments = 18,036. Batch 2 email comments = 20,203.

Exhibit 2:

Non-substantive count includes ~3,000 unique submissions submitted as part of a petition. 107 unique emails identified as non-substantive.

Undetermined / Not Yet Triaged by ICF: Count of submissions received by ICF but not yet classified as unique, form letter, duplicate or non-germane.

Submissions for which ICF's Analysis is Complete: Count of submissions that ICF has analyzed including any form letter copies identified to date.

Submissions Still Undergoing Review by ICF: Submissions triaged but analysis is not yet complete.

Counts by Issue Topic (as of 4/29/2021)

Issue Number	Issue Title	Count of Unique Submissions	Total count of submissions (including form copies)	Notes
1	Greenhouse Gas Emissions/Climate	0	0	
1.1	Technologies or strategies to reduce emissions on facilities or through other means	4	461	
1.2	SC-GHG	10	58,495	
2	Environmental Justice, underserved communities	2	1,874	
3	Other Environmental Considerations (not climate or EJ)	4	3,782	
4	Tribal Considerations	1	24,026	
5	Jobs/Unions	11	9,023	
6	Revenues	1	1	
7	Leasing Strategy (for example, Onshore Resource Management Plans, Offshore National Program, leasing pause or moratorium)	9	51,878	
8	Fiscal Terms/Fair Market Value/Royalties/Bonding	2	6,940	
9	Permitting/Exploration, Development, and Drilling Plans (for example, offshore exploration, development, and production plans; onshore applications for permits to drill)	2	2	
10	Decommissioning	0	0	
11	Energy Needs/Future Climate Scenarios/Substitutions	7	1,495	
12	Protected Areas/30 by 30	0	0	
13	Orphan Wells/Remediation	2	459	
14	Regulatory Changes	0	0	
15	Legislative Recommendations	0	0	
16	Executive Actions	0	0	
17	Other Impacts	2	2	
18	Additional Groups to Outreach/Coordinate	11	1,878	
19	Other comments	5	108	

Number of Comments by Commenter Type (as of 4/29/2021)

Commenter Category	Individual Submissions (including transcripts)	Form Letter Copies (bundled)	Form Letter Copies (individual emails)	Total # of Commenters	Notes
State Governors and State Agencies	5	0	0	5	
Local Government (including Mayors, City Council members, County Commissioners)	3	0	0	3	
Tribes and Tribal Organizations	14	0	0	14	
State-level Elected Officials	1	0	0	1	
Federal Agencies	2	0	0	2	
Members of Congress	0	0	0	0	
Public Interest and Non-governmental Organizations	74	0	0	74	
Unions	5	0	0	5	
Universities/Colleges/Academia	7	0	0	7	
Energy Exploration and Production Companies and Associations	37	0	0	37	
Non-energy Industry and Associations	7	0	0	7	
Other	2	0	0	2	
Anonymous	2	0	0	2	
General Public	3,519	60,922	37,951	102,392	
Totals	3,678	60,922	37,951	102,551	

Note: Counts exclude duplicate, non-germane submissions and those not yet reviewed by ICF.

Submission Number	Committer	Committer Type
BOEM-EMAIL-32521-000009	Impact Exploration & Production, LLC, Rhonda Tigner	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-000018	American Petroleum Institute, Frank Macchiarola	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-018330	American Exploration and Production Council, Wendy Kirchoff	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-019020	International Association of Drilling Contractors, Matthew Giacona	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-019118	BP, Alves F	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-019746	ConocoPhillips, Fennessey Karl	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-020436	Texas Oil & Gas Association, Todd Staples	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-020638	National Ocean Industries Association, Richard England	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-020685	Keystone Energy Board, Mallory Huggins	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-021182	National Ocean Industries Association, Richard England	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-023720	Petroleum Association of Wyoming, Pete Obermueller	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-023878	New Mexico Oil & Gas Association, Robert McEntyre	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-024693	Lionberger, Lauren Lionberger	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-027862	Energy Workforce & Technology Council, Tim Tarpley	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-033102	Chickasaw Distributors, Inc., Brad Baker	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-034691	Louisiana Mid-Continent Oil & Gas Association, Tyler Gray	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-034751	Gulf Economic Survival Team, Lori Leblanc	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-035316	American Petroleum Institute, Holly Hopkins	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-035334	Terra Energy Partners, Michael Jewell	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-035679	EnVen Energy Ventures, LLC, Tanya Lauer	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-036313	Independent Petroleum Association of New Mexico, Jim Winchester	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-036709	North Dakota Petroleum Council, Kristen Hamman	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-036813	Shell Offshore Inc.	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-037134	Industrial Energy Consumers of America, Marnie Satterfield	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-037397	Texas Alliance of Energy Producers, Karr Ingham	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-037411	Canary, LLC, Robert Dillon	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-037429	Western Energy Alliance, Tripp Parks	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-037869	Utah Petroleum Association, Jennette King	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000010	American Exploration and Production Council, Wendy Kirchoff	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000011	National Ocean Industries Association, Erik Milito	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000012	American Petroleum Institute, Frank Macchiarola	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000013	American Exploration and Production Council, Wendy Kirchoff	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000014	National Ocean Industries Association, Erik Milito	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000015	American Petroleum Institute, Frank Macchiarola	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000016	American Exploration and Production Council, Wendy Kirchoff	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000017	National Ocean Industries Association, Erik Milito	Energy Exploration and Production Companies and Associations
BOEM-TRANS-32521-000018	American Petroleum Institute, Frank Macchiarola	Energy Exploration and Production Companies and Associations
BOEM-EMAIL-32521-000037	Small Business Administration, Office of Advocacy, Prianika P. Sharma	Federal Agencies
BOEM-EMAIL-32521-019712	Bureau of Land Management, Buffalo Field Office, Todd Yeager	Federal Agencies
BOEM-EMAIL-32521-024755	Duchesne County Commission, Mike Hyde	Local Government
BOEM-EMAIL-32521-025059	Johnson County Commissioners, Bill Novotny	Local Government
BOEM-EMAIL-32521-036365	Wyoming County Commissioners Association, Bailey Brennan	Local Government
BOEM-EMAIL-32521-020362	Albuquerque Hispano Chamber of Commerce, Annette Pitera	Non-Energy Industry and Associations
BOEM-EMAIL-32521-022800	Portland Chamber of Commerce, Shelly Stuart	Non-Energy Industry and Associations

BOEM-EMAIL-32521-023750	Resource Development Council for Alaska, Inc., Marleanna Hall	Non-Energy Industry and Associations
BOEM-EMAIL-32521-024814	Farmington Chamber of Commerce, Jamie Church	Non-Energy Industry and Associations
BOEM-EMAIL-32521-027032	Alaska Eskimo Whaling Commission, John Hopson	Non-Energy Industry and Associations
BOEM-EMAIL-32521-031882	Surety & Fidelity Association of America, Stephen Taylor	Non-Energy Industry and Associations
BOEM-EMAIL-32521-036530	Business Alliance for Protecting the Atlantic Coast, Tom Kies	Non-Energy Industry and Associations
BOEM-EMAIL-32521-018993	Operation Homecare, Jackie Antalan	Other
BOEM-EMAIL-32521-035678	Public Revenues Consulting, Dan Bucks	Other
BOEM-EMAIL-32521-000038	Committee for a Constructive Tomorrow, David Bucarey Grace Cancelmo	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-016729	Resources for the Future, Brian Prest	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-018204	Mountain Pact, Anna Peterson	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-018389	Earth Justice and cosigners, Steve Mashuda	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-018769	U.S. PIRG and Environment America, Len Montgomery	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-019105	International Mountain Bicycling Association, Aaron Clark	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-019726	Wilderness Society Action Fund and cosigners, Alex Daue	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-019946	Nevada Conservation League, Paul Selberg	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-019955	Defenders of Wildlife, Peter Nelson	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-019979	Western Leaders Network, Jessica Pace	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-019996	Oceana, Diane Hoskins	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-020040	Sustaining Landscapes, Dennis Willis	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-020244	Global energy institute & U.S. Chamber of Commerce, Christopher Guith	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-020306	Center for American Progress, Jenny Rowland-Shea	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-020627	Our Wild New Mexico and Sierra Club: Rio Grande Chapter, Miya Flaherty	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-020687	Alaska Wilderness League, Kelsie Rudolph	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-020798	Natural Resources Group, Greg Walcher	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-021822	League of Conservation Voters, Alex Taurel	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-021962	HECHO, Camilla Simon	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-022409	American Enterprise Institute, Benjamin Zycher	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-023161	Western Organization of Resource Councils, David Wieland	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-024412	Southern Utah Wilderness Alliance, Landon Newell	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-025654	Alaska SOLES, Loren Karro	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-025757	Sierra Club, Kim Pope	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-026196	New Mexico Interfaith Power and Light, Joan Brown	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-026584	Red River Valley Climate Action, Ronald Gaul	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-028708	Pew Charitable Trust, Melissa Parks	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-030652	National Parks Conservation Association, Matthew Kirby	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-030826	National Parks Conservation Association, Matthew Kirby	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-032223	International Dark-Sky Association, Patrick Sommer	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-033513	Access Fund, Erik Murdock	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-034219	Taxpayers for Common Sense, Michael Maragos	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-034546	Multiple Public Advocacy Groups, Mary Greene	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-034589	Heritage Foundation, Steven Bucci	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-035130	Institute for Energy Research, Kenny Stein	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-035527	Ocean Conservancy, Andrew Hartsig	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-035660	Ocean Conservancy, Andrew Hartsig	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-035695	Citizens Caring for the Future, Kayley Shoup	Public Interest and Non-Governmental Organizations

BOEM-EMAIL-32521-035709	Environmental Defense Center, Rachel Kondor	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-035897	Conservation Voters of South Carolina, Cassie Ratliff	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036153	Wilderness Society, Kim Stevens	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036336	Backcountry Hunters & Anglers, Theodore Roosevelt Conservation Partnership, and Trout Unlimited, Corey Fisher	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036517	Rocky Mountain Wild, Alison Gallensky	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036524	National Ocean Policy Coalition, Brent Greenfield	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036534	Hispanic Access Foundation, Shanna Edberg	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036781	National Association of Hispanic Publications Media, Ricardo Hurtado	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036936	American Alpine Club, Amelia Howe	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-036975	Ohio Environment Council, Nathan Johnson	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037080	Friends of the Earth, Caroline James	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037419	Montana Wilderness Association, Aubrey Bertram	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037427	Public Land Solutions, Jason Keith	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037460	Multiple Environmental Advocacy Groups, Erik Goodrich	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037505	Surfrider Foundation and the Surf Industry Manufacturers Association, Pete Stauffer	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037690	Stop Offshore Drilling in the Atlantic	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037717	Wyoming Outdoor Council, John Rader	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037745	Western Colorado Alliance, Brian Williams	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-037855	Coalition to Protect America's National Parks, Philip Francis	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-038222	The Ocean Foundation, Richard Charter	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-038237	Energy Fairness, Paul Griffin	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000019	Earthworks, Nathalie Eddy	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000020	Ocean Conservancy, Michael LeVine	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000021	Natural Resources Defense Council, Sharon Buccino	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000022	Earthworks, Nathalie Eddy	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000023	Ocean Conservancy, Michael LeVine	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000024	Natural Resources Defense Council, Sharon Buccino	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000025	Natural Resources Defense Council, Sharon Buccino	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000026	Ocean Conservancy, Michael LeVine	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000027	Earthworks, Nathalie Eddy	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000033	Hispanic Access Foundation, Maite Arce	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000034	NAACP, Jacqui Patterson	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000035	Deep South Center for Environmental Justice, Beverly Wright	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000036	Deep South Center for Environmental Justice, Beverly Wright	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000037	NAACP, Jacqui Patterson	Public Interest and Non-Governmental Organizations
BOEM-TRANS-32521-000038	Hispanic Access Foundation, Maite Arce	Public Interest and Non-Governmental Organizations
BOEM-EMAIL-32521-019894	Wyoming State Representative, Bill Henderson	State Elected Officials
BOEM-EMAIL-32521-019934	Coalition of State Governors, Meg Bankston	State Governors and State Agencies
BOEM-EMAIL-32521-023551	State of Utah, Office of the Governor, Spencer Cox	State Governors and State Agencies
BOEM-EMAIL-32521-026500	State of Louisiana, Office of the Governor, John Bel Edwards	State Governors and State Agencies
BOEM-EMAIL-32521-027601	State of Alabama, Office of the Governor, Kay Ivey	State Governors and State Agencies
BOEM-EMAIL-32521-028084	State of Wyoming, Office of the Governor, Mark Gordon	State Governors and State Agencies
BOEM-EMAIL-32521-022815	Pueblo of Acoma, Brian Vallo	Tribes and Tribal Organizations

BOEM-EMAIL-32521-031857	Arctic Slope Regional Corporation, Bridget Anderson	Tribes and Tribal Organizations
BOEM-EMAIL-32521-034328	Pueblo de San Ildefonso, Mike Bremer	Tribes and Tribal Organizations
BOEM-EMAIL-32521-035249	Santa Clara Pueblo, Katie Klass	Tribes and Tribal Organizations
BOEM-EMAIL-32521-035789	All Pueblo Council of Governors, Wilfred Herrera	Tribes and Tribal Organizations
BOEM-TRANS-32521-000001	National Congress of American Indians, Fawn Sharp	Tribes and Tribal Organizations
BOEM-TRANS-32521-000002	Dine CARE, Mario Atencio	Tribes and Tribal Organizations
BOEM-TRANS-32521-000003	Alaska Federation of Natives, Nicole Borromeo	Tribes and Tribal Organizations
BOEM-TRANS-32521-000004	National Congress of American Indians, Fawn Sharp	Tribes and Tribal Organizations
BOEM-TRANS-32521-000005	Dine CARE, Mario Atencio	Tribes and Tribal Organizations
BOEM-TRANS-32521-000006	Alaska Federation of Natives, Nicole Borromeo	Tribes and Tribal Organizations
BOEM-TRANS-32521-000007	National Congress of American Indians, Fawn Sharp	Tribes and Tribal Organizations
BOEM-TRANS-32521-000008	Alaska Federation of Natives, Nicole Borromeo	Tribes and Tribal Organizations
BOEM-TRANS-32521-000009	Dine CARE, Mario Atencio	Tribes and Tribal Organizations
BOEM-TRANS-32521-000028	North American Building Trades Union, Sean McGarvey	Unions
BOEM-TRANS-32521-000029	Association of Plumbers and Pipefitters, Wendell Hibdon	Unions
BOEM-TRANS-32521-000030	North American Building Trades Union, Sean McGarvey	Unions
BOEM-TRANS-32521-000031	Association of Plumbers and Pipefitters, Wendell Hibdon	Unions
BOEM-TRANS-32521-000032	North American Building Trades Union, Sean McGarvey	Unions
BOEM-EMAIL-32521-000004	Energy Policy Institute at the University of Chicago, Victoria Ekstrom High	Universities/Colleges/Academia
BOEM-EMAIL-32521-019684	Columbia University Center on Global Energy Policy, Marianne Kah	Universities/Colleges/Academia
BOEM-TRANS-32521-000039	Natural Resources Law Center at University of Colorado Law School, Mark Squillace	Universities/Colleges/Academia
BOEM-TRANS-32521-000040	Harte Research Institute for Gulf of Mexico Studies at Texas A&M University, David Yoskowitz	Universities/Colleges/Academia
BOEM-TRANS-32521-000041	Resources for the Future, Brian Prest	Universities/Colleges/Academia
BOEM-TRANS-32521-000042	Natural Resources Law Center at University of Colorado Law School, Mark Squillace	Universities/Colleges/Academia
BOEM-TRANS-32521-000043	Resources for the Future, Brian Prest	Universities/Colleges/Academia

**Order # 140M0121F0019: PUBLIC COMMENT PROCESSING, ANALYSIS, AND CREATION OF REPORTS
FOR A THREE-WEEK COMMENT PERIOD**

Project Schedule

Award Date: April 6, 2021

Deliverable	Distribution	Due Date	Actual Due Date
A) Post-Award Meeting, Agenda, and Draft Quality Control Plan	Agenda: One (1) PDF copy of the Agenda to the CO and COR via email. Draft Quality Control Plan: One (1) Word copy of the Plan to the CO and COR via email.	Meeting shall occur within 3 calendar days of award. Agenda shall be provided at least one (1) day prior to the meeting. Draft Quality Control Plan shall be provided at the Post-Award Meeting.	Thursday, April 8
B) Meeting Summary and Final Quality Control Plan	Meeting Summary: One (1) PDF copy of the summary to the CO and COR via email. Final Quality Control Plan: One (1) Word copy of the Plan to the CO and COR via email.	Within 4 calendar days of the post-award meeting.	Wednesday, April 14
C) Weekly Dashboard Reports	Word documents, Excel files, and native file formats, uploaded to BOEM's SharePoint site.	Weekly, with the first report due 7 days after post-award meeting.	Thursdays, starting April 15
D) Weekly Meetings	Virtual (Teams, Zoom, or similar).	Weekly, with the first meeting to occur one week after the post-award meeting.	Thursdays, starting April 15
E) Report	Word document uploaded to BOEM's SharePoint site.	Within 8 weeks of the post-award meeting.	Thursday, June 3
F) Comment Database	Access database, emailed to COR.	Within 10 weeks of the post-award meeting.	Thursday, June 17

From: [Culver, Nada L](#)
To: [Sanchez, Alexandra L](#)
Subject: Culver, Nada L mentioned you in "DRAFT Report Combined 050221".
Date: Monday, May 3, 2021 12:22:49 PM
Attachments: [AttachedImage](#)
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