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FOIA submission during COVID-19 pandemic:
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United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

IN REPLY REFER TO:
1212.1-DOI-OS-2021-001553

March 10, 2021

Via email

The Office of the Secretary FOIA office received your Freedom of Information Act (FOIA) request, dated January 1, 2021, on January 4, 2021 and assigned it control number **DOI-OS-2021-001553**. Please cite this number in any future communications with our office regarding your request.

A digital/electronic copy of the transition briefing document(s) (late 2020) prepared by the Department of Interior for the incoming Biden Administration.

In addition, you stated your willingness to pay up to \$30 in processing fees for this request.

On January 13, 2021, we acknowledged your request, classified you as an “other-use” requester, placed your request into the normal track, and noted your desired format for records - PDF.

Response

On behalf of the Office of the Secretary, we are writing to respond to your request. We have enclosed **three (3) files** consisting of a total of **285 pages**, which is being released to you in full.

Fees

There is no billable fee for processing this request as the items responsive to your request were processed in previous requests. This letter serves as our final response to your request.

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Your appeal must be made in writing. You may submit your appeal and accompanying materials to the FOIA/Privacy Act Appeals Officer by mail, courier service, fax, or email. All communications concerning your appeal should be clearly marked with the words: "FREEDOM OF INFORMATION APPEAL." You must include an explanation of why you believe this response is in error. You must also include with your appeal copies of all correspondence between you and the Office of the Secretary concerning your FOIA request, including your original FOIA request and this response. Failure to include with your appeal all correspondence between you and the Office of the Secretary will result in the Department's rejection of your appeal, unless the FOIA/Privacy Act Appeals Officer determines (in the FOIA/Privacy Act Appeals Officer's sole discretion) that good cause exists to accept the defective appeal.

Please include your name and daytime telephone number (or the name and telephone number of an appropriate contact), email address and fax number (if available) in case the FOIA/Privacy Act Appeals Officer needs additional information or clarification of your appeal.

DOI FOIA/Privacy Act Appeals Office Contact Information

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Office of the Solicitor
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Conclusion

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of the FOIA. *See* 5 U.S.C. § 552(c). This response is limited to records that are subject to the requirements of the FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

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The National Archives and Records Administration
Office of Government Information Services
8601 Adelphi Road- OGIS
College Park, MD 20740-6001

E-mail: ogis@nara.gov
Web: <https://ogis.archives.gov>
Telephone: 202-741-5770
Fax: 202-741-5769
Toll-free: 1-877-684-6448

Please note that using OGIS services does not affect the timing of filing an appeal with the Department's FOIA & Privacy Act Appeals Officer.

If you have any questions about our response to your request, you may contact Milicent White by phone at 202-513-0765, by fax at 202-219-2374, by email at os_foia@ios.doi.gov, or by mail at U.S. Department of the Interior, 1849 C Street, NW, MS-7328, Washington, D.C. 20240.

Additionally, contact information for the Department's FOIA Requester Centers and FOIA Public Liaison is available at <https://www.doi.gov/foia/foiacenters>.

Sincerely,
**MILICENT
WHITE**
 Digitally signed by
MILICENT WHITE
Date: 2021.03.10
11:41:04 -05'00'
Milicent D. White
Office of the Secretary
FOIA Office



U.S. Department of the Interior

PRESIDENTIAL TRANSITION 2020-2021

Briefing Book



This is a CONTROLLED document, until dispositioned or until controls are revoked by the DOI Transition Lead (Scott de la Vega).

It has been prepared in order to support a timely and orderly transition should a new President be elected. Distribution and release of the full document, or any component of this document, is limited to the transition planning team.



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1. 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 for 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 and 1 out of every 5 western farmers.

Operates

- 2,400 regional and field offices.
- 421 units of the National Park System.
- 568 National Wildlife Refuges.
- 70 National Fish Hatcheries.
- 51 National Conservation Areas and National Monuments.
- 183 Elementary and Secondary Native American schools and two Tribal Colleges.

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.

Collects

- \$10.8 billion in oil and gas receipt actuals (FY 2019).
- \$2.4 billion in other receipt actuals (FY 2019).

Economic Impact

- Interior-managed lands hosted an estimated 501 million recreational visits in FY 2019.
- Interior activities supported \$336 billion in economic output and 1.9 million jobs in FY 2019.
- Interior-managed lands, waters, and facilities produced an estimated: 1.06 billion barrels of crude oil, 4.8 trillion cubic feet of natural gas, and 317 million tons of coal, 36.5 terawatt-hours of hydroelectric energy and 543,000 thousand board feet of timber in FY 2019.

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

Organizational Structure



DEPARTMENT OF THE INTERIOR

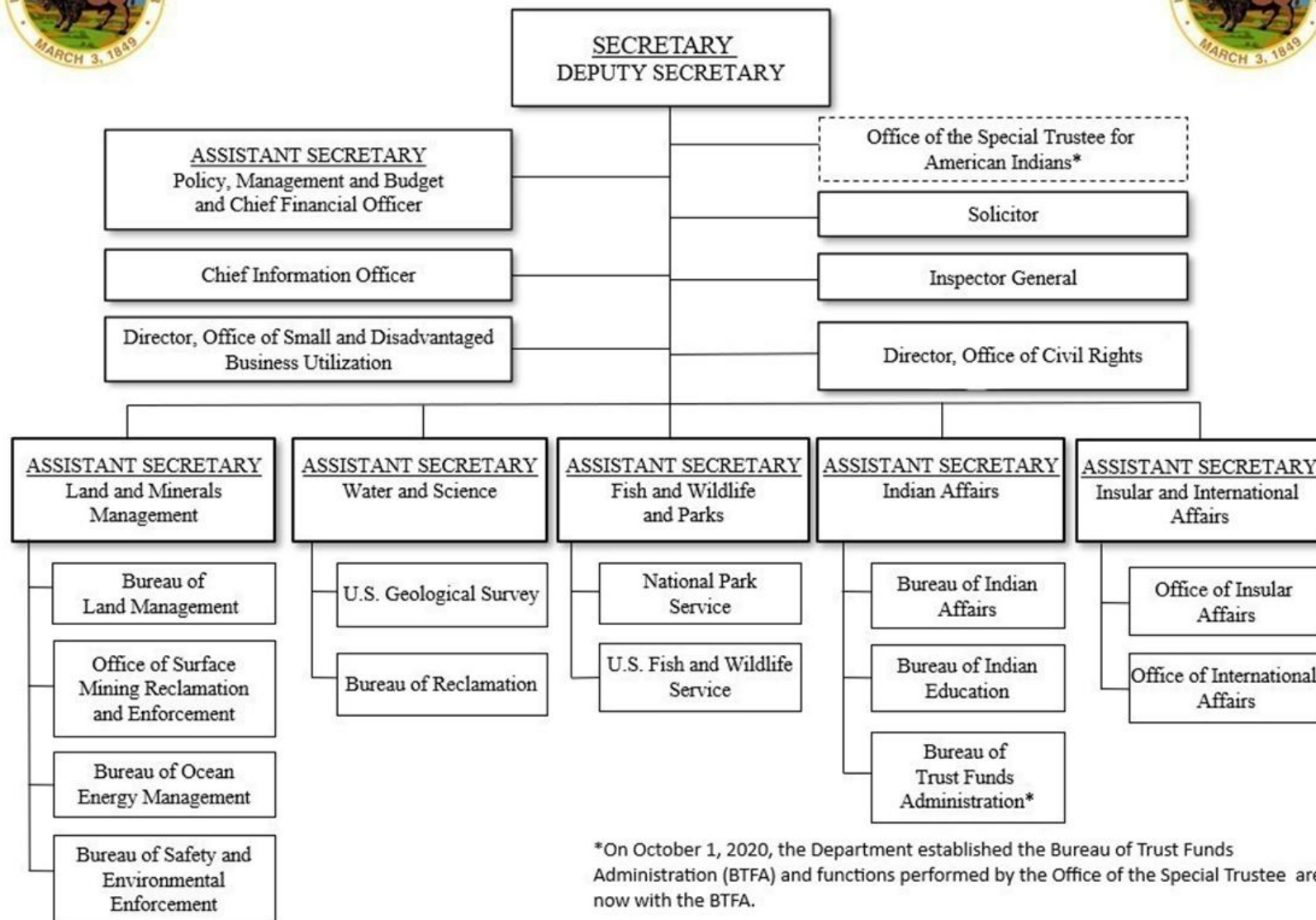


Figure 1.1

DOI Bureaus and Offices

Assistant Secretary—Land and Minerals Management



BUREAU OF LAND MANAGEMENT (BLM)

- Manages public lands for the benefit of all Americans under the dual framework of multiple use and sustained yield on approximately 245 million acres of surface land and 700 million acres of subsurface mineral estate. Priorities include:
- Making use of the Nation's domestic energy and mineral sources, including conventional and renewable energy sources.
- Providing outdoor recreation opportunities that are key to the Nation's heritage and its economy.
- Managing working landscapes to support sustainable livestock grazing operations and timber and biomass production.
- Developing and maintaining strong partnerships with state, local, and private stakeholders in shared conservation stewardship.



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.



BUREAU OF OCEAN ENERGY MANAGEMENT (BOEM)

- Manages development of renewable and conventional energy resources of the Outer Continental Shelf (OCS).
- Administers over 2,395 active fluid mineral leases on over 12.7 million OCS acres.
- Oversees 3 percent of the natural gas and 16 percent of the oil produced domestically in FY19.
- Oversees lease and grant issuance for offshore renewable energy projects.
- Has leased approximately 1.7 million acres in the OCS for offshore wind development.
- Has completed 47 coastal restoration projects and restored nearly 384 miles of shoreline in 8 states.
- Has funded more than \$1 billion in scientific research since 1973.



BUREAU OF SAFETY AND ENVIRONMENTAL ENFORCEMENT (BSEE)

- Fosters secure and reliable energy production from the Outer Continental Shelf (OCS) for America's energy future.
- Conducts inspections, permitting, incident and equipment failure analysis, oil spill preparedness and enforcement programs aimed at promoting a culture of safety and reducing risk to those who work offshore.
- Supports the technical expertise to engage opportunities and to meet challenges to tap the full potential of OCS energy resources.

Figure 1.2

Assistant Secretary—Water and Science



U.S. GEOLOGICAL SURVEY (USGS)

- Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.
- Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, and environmental effects.
- Conducts reliable scientific research in 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
- Produces topographic, geologic, hydrographic, and biogeographic data and maps.



— BUREAU OF —
RECLAMATION

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.
- America's second largest producer of hydroelectric power, generating an average of 40 billion kilowatt-hours of energy per year.

Assistant Secretary—Fish, Wildlife & Parks



NATIONAL PARK SERVICE (NPS)

- Maintains and manages a system of 421 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 327 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.



U.S. FISH AND WILDLIFE SERVICE (FWS)

- Manages the lands and waters of the over 830 million-acre National Wildlife Refuge System, primarily for the benefit of fish and wildlife.
- Hosts about 60 million visitors annually at more than 568 refuges and 38 wetland management districts located in all 50 states and territories.
- Manages 70 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.

Figure 1.3

Assistant Secretary—Indian Affairs



BUREAU OF INDIAN AFFAIRS (BIA)

- Fulfills Indian trust responsibilities.
- Promotes self-determination on behalf of 574 federally recognized Indian Tribes.
- Funds self-determination compact 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)

- Supports 183 elementary and secondary schools and dormitories, providing educational services to approximately 46,000 students in 23 States.
- Supports 33 community colleges, universities, post-secondary schools, and technical colleges.



BUREAU OF INDIAN TRUST FUNDS ADMINISTRATION (BTFA)

- Manages the financial assets of trust beneficiaries.
- Invests and manages over \$5.5 billion dollars for Tribal and Individual trust beneficiaries.
- Processes over 11 million financial transactions a year.
- Manages and stores over 1.5 billion pages of Indian Trust records at the American Indian Records Repository (AIRR).

Assistant Secretary—Insular and International Affairs



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.

Figure 1.4



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.



Figure 1.5

The Unified Region structure:

- Allows important decisions to be made closer to where our partners live and work and facilitates problem-solving and improved coordination between our bureaus and other Federal, State, and local agencies.
- Helps alleviate the confusion caused by a complicated organizational structure where Interior bureaus were organized into 49 geographic regions
- Creates opportunities to explore sharing and standardizing administrative services across bureaus that 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, earthquakes, and the COVID- 19 pandemic response.

As a result of Tribal consultation, the Bureau of Indian Affairs, Bureau of Indian Education, and the Bureau of Trust Funds Administration (formerly the Office of the Special Trustee for American Indians) were not included in the Reorganization.

A new 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. The bureaus are revising their own manual chapters and policies to implement Interior's Unified Regions.

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



2. DEPARTMENT OVERVIEW

Mission

Interior conserves and manages the Nation's natural resources and cultural heritage for the benefit and enjoyment of the American people, provides scientific and other information about natural resources and natural hazards to address societal challenges and creates opportunities for the American people, and honors the Nation's trust responsibilities and special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper.

Strategic Plan

Interior's 2018-2022 Strategic Plan guides its near-term actions. Through this plan, which is due to be updated within one year after the President's inauguration, Interior strives to fulfill a vision to:

Promote energy security and critical minerals development to create jobs for Americans, insulate our nation from volatile political developments overseas, provide additional energy security to allies via surplus domestic supply, and generate revenue for all levels of government so they in turn have the resources to better serve the American people.

Increase access to outdoor recreation opportunities for all Americans so that our people can be healthier, more fully enjoy the wonderful features of their federal lands, and take advantage of hunting, fishing, and other outdoor recreation pursuits that are the roots of the conservation movement.

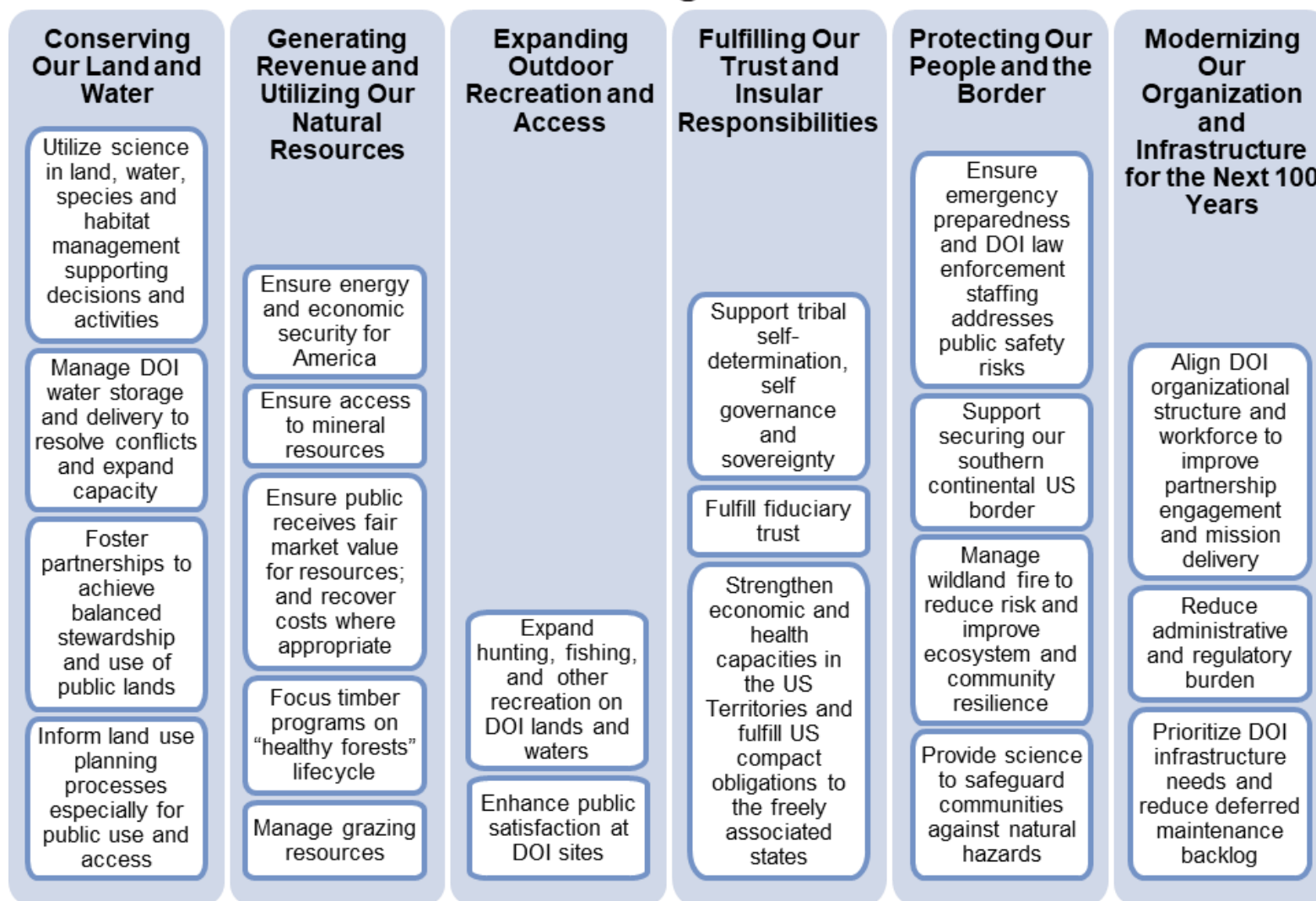
Enhance conservation stewardship whereby all levels of government and private landowners work cooperatively together in an atmosphere of mutual respect to achieve shared natural resource management goals across landscapes.

Improve management of species and their habitats by focusing our financial and staff resources on improving the status of our nation's fish and wildlife and the healthy habitats that support them, and by streamlining bureaucracy to help us spend relatively more of our funding productively on the ground to better meet societal needs and our own natural resource management responsibilities.

Uphold trust and related responsibilities, recognizing the importance of government-to-government relationships with Indian tribes, Alaska Natives, and insular areas, and respecting self-determination and sovereignty.

The current strategic plan includes six mission areas, 21 goals, 34 strategies, and approximately 120 performance measures. The mission areas guide Interior's near-term actions and reflect the Secretary of the Interior's priorities, while the goals and strategies describe the means by which those priorities will be achieved. The performance measures allow Interior to measure progress. The general framework follows.

FY 2018-2022 Strategic Plan Framework



Crosscutting principles: Senior executives provide leadership in achieving Presidential and Secretarial goals and are expected to: ensure cost-effective operations and quality service to the public; facilitate organizational cooperation and conflict resolution; ensure workplace environment conducive to employee productivity and safety; and hold individuals accountable for their actions.

Figure 2.1

The Strategic Plan for fiscal years 2018-2022 can be found here: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2018-2022-strategic-plan.pdf>

The Annual Performance Plan and Report can be found here: <https://www.doi.gov/performance/performance-reports>



Workforce Information

Interior's strategic goals are accomplished through the work of its dedicated workforce. Interior's workforce includes approximately 66,000 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.

Interior fosters a workforce culture that aligns with its four core values of respect, collaboration, honesty, and fairness. Interior's Workforce Cultural Transformation Advisory Council (WCTAC) implements Department-wide programming that enables all bureaus and offices to make positive changes to the work environment and provide workplaces that align with our values. For more information, visit the Workplace Culture Transformation website at <https://www.doi.gov/employees/culturetransformation>.

Total number of DOI employees (as of October 2020): 66,133

Demographics: The workforce is 60% male and 40% female. The distribution of race and ethnicity is:

- 2% Hispanic or Latino;
- 70% Caucasian;
- 5% African American or Black;
- 2% Asian;
- 12% American Indian or Alaskan Native; and
- 1% Native Hawaiian or other Pacific Islander.

Currently, 17% of all Interior employees are veterans; and 8% are veterans with a disability.

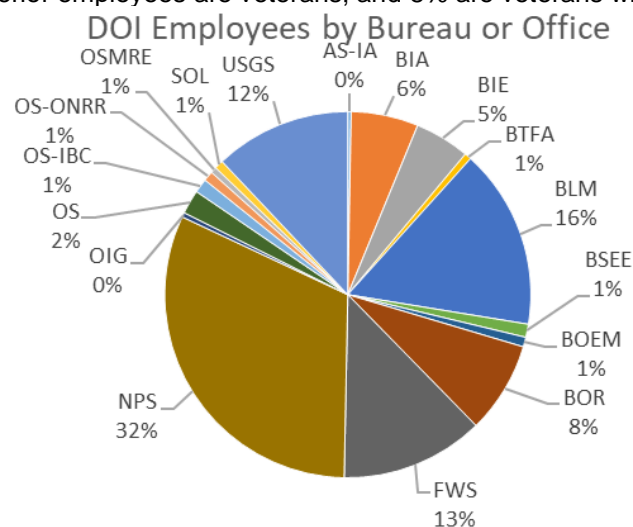


Figure 2.2

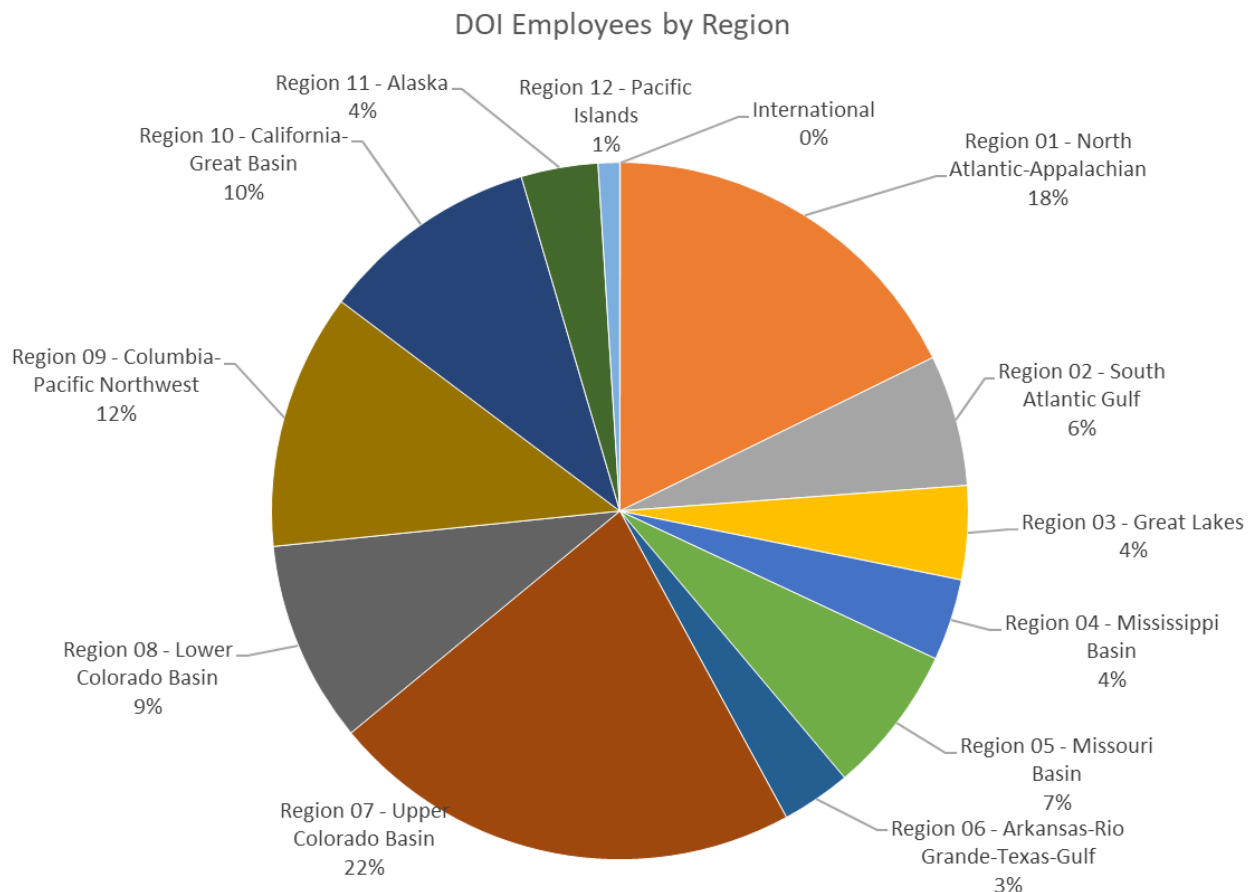


Figure 2.3

Budget at a Glance

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 discretionary appropriations for FY 2020 totaled \$15.3 billion. DOI also received \$756 million in supplemental appropriations from the Coronavirus Aid, Relief and Economic Security (CARES) Act to respond to the Coronavirus disease.

Figure 2.4 shows the breakdown of FY 2020 enacted discretionary appropriations by major activity categories.

DOI Major Activities as a Percent of Total Budget, FY 2020 Enacted

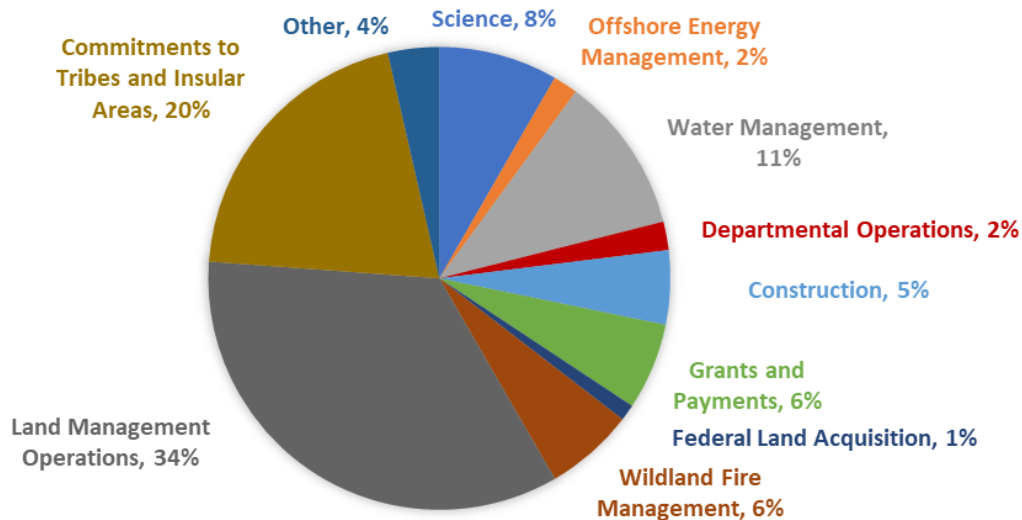


Figure 2.4

Land Management Operations: Funding for land management operations constitutes 34 percent of the FY 2020 budget and is the broadest category. Land management operations support not only daily operations but also the programmatic initiatives and underlying science undertaken by the land management bureaus. Land management is also the most public facing activity at Interior. Management activities at the national parks, refuges, conservation areas and other BLM lands span from visitor services and law enforcement, protecting natural cultural and historical resources, supporting recreational activities, and permitting and oversight of energy and mineral development. Staffing is one of the most significant investments within land management operations.

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 providing direct services and supporting tribal self-determination to manage these services should they choose. Programs in this category deliver community social services, 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 expand access to education.

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 the 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.

Land Acquisition: Interior works collaboratively with private land owners, 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.

Grants and Payments: Partnerships and leveraged investments through grants and other awards are a critical strategy to achieve Interior's mission most effectively. 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.

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 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, nation-wide monitoring networks and innovative science to inform decision-making. 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 broad, interdisciplinary scientific understanding.

Wildland Fire Management: Interior invests in fire suppression to limit the impacts of fires when they occur but also attempts to reduce the long-term threat of fires by investing in preparedness, fuels 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 and renewable energy exploration and development relies on investments in science, information technology, environmental analysis, public input processes and safety considerations.

Departmental Operations and Services: Departmental Operations includes the immediate Office of the Secretary; the offices of the five Assistant Secretaries; and some 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.

Figure 2.5 shows the breakdown of the budget for DOI bureaus, offices, and programs funded through the Interior and the Energy and Water appropriations bills.



DOI BRIEFING BOOK
2020-2021

Department of the Interior Budget by Bureau/Office (dollars in thousands)	2019 Actual ¹	2020 Enacted	2021 President's Budget	2021 House Mark	2021 Senate Mark	2021 PB vs. 2020 Enacted (\$)	2021 PB vs. 2020 Enacted (%)
Bureau of Land Management	1,364,031	1,383,942	1,239,552	1,318,032	TBD	-144,390	-10%
Bureau of Ocean Energy Management	129,687	131,611	125,760	121,760		-5,851	-4%
Bureau of Safety and Environmental Enforcement	135,752	133,444	129,349	129,038		-4,095	-3%
Office of Surface Mining Reclamation and Enforcement	255,516	257,481	116,166	222,400		-141,315	-55%
U.S. Geological Survey	1,160,596	1,270,957	971,185	1,294,987		-299,772	-24%
Fish and Wildlife Service	1,577,645	1,643,520	1,378,631	1,579,277		-264,889	-16%
National Park Service	3,222,284	3,373,984	2,792,561	3,224,266		-581,423	-17%
Bureau of Indian Affairs	3,152,714	2,046,981	1,858,410	2,183,938		-188,571	-9%
Bureau of Indian Education*	0	1,191,334	944,544	1,230,974		-246,790	-21%
Departmental Management	124,673	131,832	127,938	97,248		-3,894	-3%
Working Capital Fund	55,735	55,735	78,513	64,798		22,778	41%
Office of Insular Affairs	104,101	111,344	89,199	119,760		-22,145	-20%
Office of the Solicitor	65,674	66,816	86,813	86,813		19,997	30%
Office of Inspector General	53,686	55,986	59,342	61,842		3,356	6%
Bureau of Trust Funds Administration**	111,540	108,540	108,399	108,399		-141	0%
Wildland Fire	989,060	952,338	1,003,090	991,479		50,752	5%
Office of Natural Resources Revenue	137,505	147,330	148,474	148,474		1,144	1%
Payments in Lieu of Taxes	516,130	500,000	441,976	515,000		-58,024	-12%
Central Hazardous Materials	10,010	22,010	1,874	10,010		-20,136	-91%
Natural Resource Damage Assessment and Restoration Program	7,767	7,767	4,709	7,767		-3,058	-39%
Interior and Related	13,174,106	13,592,952	11,706,485	13,516,262		-1,886,467	-14%
Bureau of Reclamation	1,571,400	1,660,000	1,127,875	1,629,875		-532,125	-32%
Central Utah Project Completion Act	15,000	20,000	10,000	25,000		-10,000	-50%
Energy and Water Development	1,586,400	1,680,000	1,137,875	1,654,875		-542,125	-32%
DOI, Current Total	14,760,506	15,272,952	12,844,360	15,171,137		-2,428,592	-16%

* The Bureau of Indian Education was established in 2020 as an independent bureau with its own budget structure.

** The FY 2021 President's Budget proposes to establish the Bureau of Trust Funds Administration (BTFA) and move functions of the Office of the Special Trustee for American Indians into BTFA.

Figure 2.5

Figure 2.6 shows the budget trends for the Department (FY 2017—FY 2021), including supplemental and permanent funding.

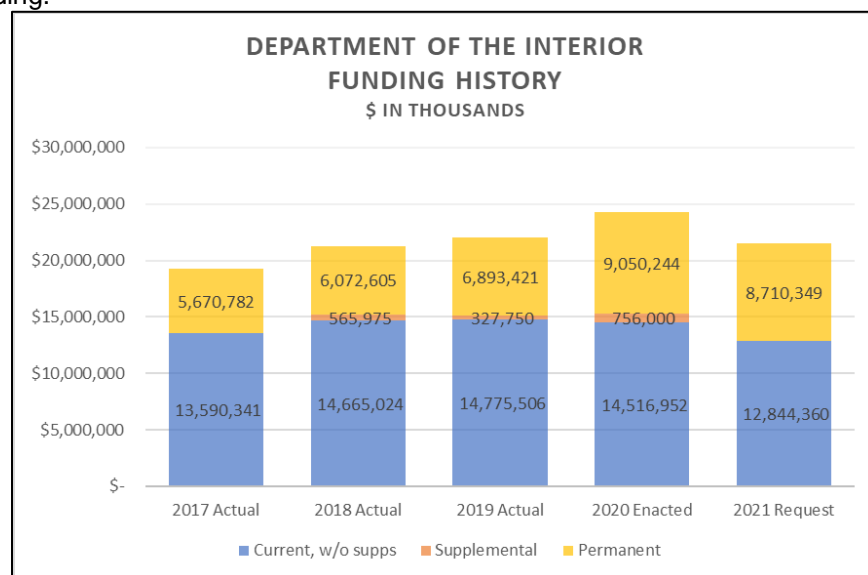


Figure 2.6



Figure 2.7 shows historical FTE for the Department.

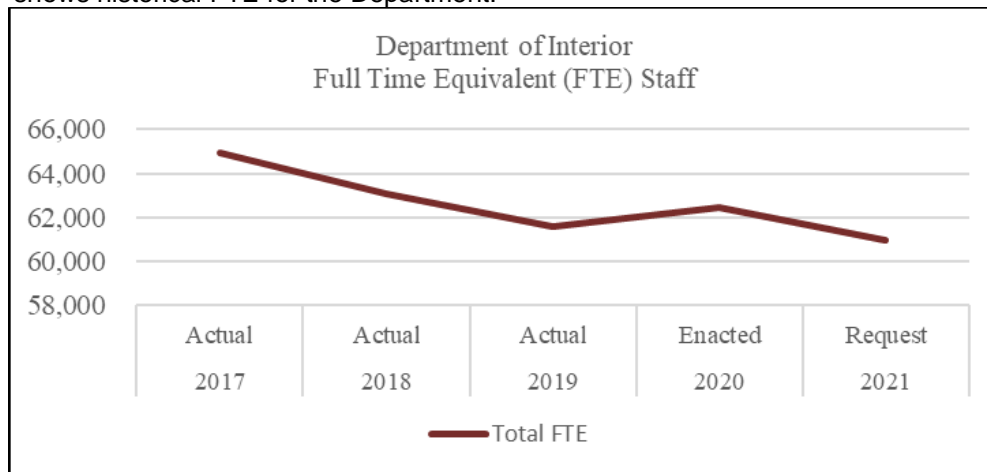


Figure 2.7

Additional information on the FY 2021 President's Budget request may be found on the Department's website: <https://www.doi.gov/budget/appropriations/2021/highlights>

Great American Outdoors Act (GAOA)

In August 2020, the President signed into law the Great American Outdoors Act (GAOA). This landmark conservation legislation will provide up to \$1.9 billion a year from energy development revenue, starting in FY 2021, for five years to repair critical facilities and infrastructure in national parks, forests, wildlife refuges, and recreation areas and American Indian schools. It will also permanently fund the Land and Water Conservation Fund at \$900 million a year starting in FY 2021 to invest in conservation and recreation opportunities across the country.



Receipts and Disbursements

For fiscal year 2019, Interior reported \$13.2 billion in receipts from all sources including onshore and offshore oil and gas, timber, grazing, recreation and concession fees, rent or sale of land, mining fees and other miscellaneous receipts.

In fiscal year 2019, Interior collected:

- \$10.8 billion in oil and gas revenues
- \$2.4 billion in other revenues

Interior deposits the funds it collects either in permanent appropriations accounts, or in the General Fund of the U.S. Treasury, or various special fund accounts such as those for the Land and Water Conservation Fund, the National Historic Preservation Fund, and the Reclamation Fund.

In 2019, the Office of Natural Resources Revenue disbursed \$11.7 billion in energy and mineral revenue from energy activities on Federal lands and waters and on Native American lands. Of that amount, \$8.1 billion went directly to the General Treasury and other Treasury special funds, \$2.4 billion was shared with States and local governments, and \$1.1 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: (link to: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-f0001.pdf>)

Receipts History by Source: <https://www.doi.gov/sites/doi.gov/files/uploads/interior-receipts-history-20200310.pdf>

Payments to States: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-g0001.pdf>

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

Offshore energy production, leasing and revenue information (BOEM), on the second page of BOEM's budget in brief: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh019.pdf>

Onshore energy revenue information (BLM), on the third page of BLM's budget in brief: found at <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh007.pdf>.



Congressional Relations and Issues

Congressional Committees of Jurisdiction—116th Congress

HOUSE COMMITTEES

House Committee on Natural Resources (HNR)

Office of Insular Affairs

Energy and Mineral Resources Subcommittee

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

National Parks, Forests, and Public Lands Subcommittee

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

Indigenous Peoples of the U.S. Subcommittee

*Alaska Natives
Bureau of Indian Affairs
Bureau of Indian Education
Bureau of Land Management
Office of Special Trustee*

Oversight and Investigations Subcommittee

Department of the Interior

Water, Oceans, and Wildlife 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 (SENR)

*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 Parks 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 Land Management
Office of Special Trustee*



Key Issues of Each Committee of Jurisdiction—116th Congress

General Summary

Key issues for each Committee of Jurisdiction are highlighted below.

Generally, major issues have included:

- Oversight of Department programs and activities. When the opposing political party has controlled Congress, particularly the House of Representatives, oversight activities typically increase. This could be an issue that demands significant time and energy in the 117th Congress depending on which party controls the House and Senate.
- Since the beginning of the 116th Congress the Department has received almost 40 requests seeking documents and information about Department programs, policies, and decision-making, mostly from the House Committee on Natural Resources. Recent issues of oversight interest include:
 - Lafayette Square Park protests and U.S. Park Police Response;
 - BLM move to Colorado; and
 - Exploration of internal decision-making, including guidance documents.
- Indian Affairs related legislation, including education/school construction, land to trust and recognition issues, and addressing trafficking/missing and murdered Indians problems.
- Energy issues, including public lands leasing policies; royalty relief; and offshore leasing and the new 5-year OCS plan.
- Lands issues – such as expanded recreational use of federal lands; mineral leasing adjacent to public lands; mineral withdrawals.

While the Department and its bureaus provided testimony at multiple legislative hearings on hundreds of bills and annually on the Department's budget, there was a collective focus by the Committees in the followings areas: 1) Wildland Fire Management; 2) policy priorities for onshore and offshore energy development, including renewable energy development; 3) Indian Country economic development and public safety, including roads, school construction, and the growing issue of missing and murdered women and children; 4) reorganization of the Department and the Bureau of Land Management; and 5) wildlife management, including disease management and the growing populations of wild horse and burros on public lands.

House Committee on Natural Resources (HNR)

Chairman: Raul Grijalva (AZ-3)

Ranking Member: Rob Bishop (UT-1) [Retiring following 116th Congress]

- **Oversight:** Topics of oversight requests have included: opening of national parks and public lands during the COVID-19 pandemic and 2018 government shutdown; US Park Police operations; Bureau of Land Management relocation; Department ethics issues; FOIA operations; FWS grant programs; Twin Metals/Boundary Waters Canoe Area; National Monuments.
- **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.
- **General Focus of Majority Members:** Management of Public Lands/Climate Change; National monuments protection; Skepticism of Mining/Extraction Issues (on and off-shore oil and gas leases and offshore program, hard rock mining); Departmental Ethics Issues; FOIA operations; Workforce harassment and diversity; Concerns about scientific integrity.



- General Focus of Minority Members: Wildland Fire Management; western water; NEPA reform; expanded energy development and revenue sharing in Gulf states; transfer of public lands to states; increased role of state and local governments in Departmental management decisions.

House Committee on Oversight and Reform (HCOR)

Chairman: Carolyn Maloney (NY-12)

Ranking Member: Jim Jordan (OH-4)

- Oversight: No hearings on Department-specific issues in the 116th Congress.
 - Topics of oversight requests included: FOIA program operations; ethics waivers; USGS reorganization; cybersecurity/federal information technology.

Senate Committee on Energy and Natural Resources (SENK)

Chairman: Lisa Murkowski (AK) [term as chairman expires following 116th Congress]

Ranking Member: Joe Manchin (WV)

- 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.
- General Focus of Chairman: Energy reform legislation; Alaska issues, including road through Izembek National Wildlife Refuge, arctic issues including energy development, Alaska mapping, Alaska native issues, and subsistence management.
- General Focus of Majority Members: Western water; Revenue sharing; offshore energy development/5-year program; sportsmen's access; wildfire issues; rural water projects; California drought.
- General Focus of Minority Members: Continued development of coal resources; LWCF; hunting/fishing access; national monuments protection; Great Lakes invasive species.

Senate Committee on Environment and Public Works (EPW)

Chairman: John Barrasso (WY)

Ranking Member: Thomas Carper (DE)

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

Senate Committee on Homeland Security and Governmental Affairs (HSGA)

Chairman: Ron Johnson (WI)

Ranking Member: Gary Peters (MI)

- General Focus of Committee: No hearings on Department-specific issues in the 116th Congress.

Senate Committee on Indian Affairs (SCIA)

Chairman: John Hoeven (ND)

Vice Chairman: Tom Udall (NM)

- General Focus of Committee: Impact of pandemic on Indian Country; Indian energy development; Indian water rights settlements; continued oversight of tribal law enforcement, justice systems, juvenile justice, victim services; Indian education.



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

- **Department of the Interior FY21 Appropriations Bill (DOI)** – The Department is operating under a continuing resolution until December 11, 2020. The Office of Budget in PMB is the lead on this legislation.
- **Energy and Water Development and Related Agencies FY21 Appropriations Bill (DOI/Reclamation)**– The Department is also operating under a continuing resolution until December 11, 2020. The Office of Budget in PMB is the lead on this legislation.
- **National Defense Authorization Act FY 2021 (NDAA)** (DOI) – Both houses of Congress have passed their own versions of this legislation and it is currently in conference. It contains a number of provisions impacting the Department, including public land withdrawals and, in the House bill, a number of Congressional wilderness designations, among other things.
- **Coronavirus supplemental funding bill** (DOI) – While enactment of a supplemental funding bill remains uncertain, bipartisan discussions have continued through the congressional recess. Versions of the bill have, however, included funding for DOI programs and activities.
- **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 21, 2020. Sen. McSally introduced the Senate companion bill on October 1, 2020. The Senate Committee on Indian Affairs is seeking to clear the bill via hotline and looking to move the bill straight to the floor.
- **Montana Water Rights Protection Act** (Secretary's Indian Water Rights Office) – This bill would authorize, ratify, and confirm the Confederated Salish and Kootenai-Montana Compact approved by the Montana legislature in 2015, and provide funding for its implementation. This would settle decades long water rights disputes. The bill was marked up on July 29, 2020.
- **National Landslide Preparedness Act** (U.S. Geological Survey) – This bill establishes a national program to identify and reduce losses from landslide hazards and establishes a national 3D Elevation Program. The House version passed the House on June 3, 2019, and the Senate passed their version on July 30, 2020. The bill has the potential to pass during the 116th Congress.
- **Water Resources Development Act** (BOR/others) – This piece of legislation often contains provisions of Department 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.
- **Surface Mining Control and Reclamation Act Amendments** (Office of Surface Mining) – There are several bills in the House/Senate that would reauthorize/amend the Surface Mining Control and Reclamation Act provisions that authorize the collection of AML reclamation fees. The existing provision is scheduled to expire on September 30, 2021, making FY 2022 the last normal AML grant distribution year to the 25 states and 3 tribes.
- **Emergency Wildfire and Public Safety Act** (DOI) – This bill would address destructive wildfires by implementing wildfire mitigation projects, creating healthier forests that are more resilient to climate change, and providing important energy and retrofitting assistance to businesses and residences to mitigate future risks from wildfire. There is increasing pressure for Congress to address this issue.
- **Indian Water Rights Settlement Extension Act** (SIWRO) – This bill makes the Reclamation Water Settlements Fund, which terminates at the end of FY 2034, permanent. The Senate has passed the legislation and sent it to the House; the House version of the bill is currently on the House calendar.
- **American Energy Innovation Act** (DOI/BLM and others) – This bill is the comprehensive energy legislation that SENR Chairman Murkowski has introduced. Because she will no longer be Chairman of the Committee after this Congress, this is a priority for her now. It is largely a Department of Energy-focused bill, but there are Interior-related provisions in it, including provisions related to geothermal, pumped storage for hydropower, energy-water nexus sustainability issues, and critical mineral security issues. Of interest, a current version of the bill contains a provision to repeal a



limitation on the Secretary of the Interior's salary (due to an Emoluments Clause issue) that was put in place by Congress at the beginning of the Obama Administration.

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

- **Committee on Energy and Natural Resources**
 - 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**
 - Assistant Secretary – Indian Affairs
 - Chair – National Indian Gaming Commission (three-year term of office)
 - Special Trustee – American Indians ***
- **Committee on Environment and Public Works**
 - 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 Office of the Special Trustee for American Indians is now the new Bureau of Trust Funds Administration under the Assistant Secretary – Indian Affairs.

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.
- 9. Congressional Follow-up
 - OCL works with the nominee and Congress to secure Senate confirmation of the nominee.

3. SIGNIFICANT CURRENT ISSUES

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.

COVID-19 and Department Operations

The onset and long duration of the COVID-19 pandemic has presented unique issues for the operation of every facet of society and the operation of the Federal government, including the DOI. DOI leadership's primary objectives since the onset of the pandemic has been to assure that DOI accomplishes its mission while protecting the health and safety of the workforce, our trusted communities, and public stakeholders and customers. DOI coordinates efforts to mitigate COVID-19 through public health (social distancing, telework, regular cleaning of office spaces) and non-pharmaceutical (personal protective equipment (PPE) and face cover recommendations) counter measures to limit the spread of disease in the workplace.

DOI established a leadership coordinating group led by the Deputy Secretary consisting of Field Special Assistants, Assistant Secretaries, and Bureau/Office Directors; a personal protective equipment task force to centrally obtain N-95 masks and other necessary equipment; a reopening task force tracking DOI facility status, work force protection, and state and local conditions where DOI facilities are located; and a policy task force consisting of key bureau and Office of the Secretary leaders to develop new Department-wide policy and guidance on reopening facilities, and ongoing operations. These efforts continue to ensure that DOI missions and operations continue to the greatest extent while protecting our employees and the public.

All DOI bureaus continue to execute on their COVID-19 Adaptive Operations Recovery Plans. For example, the National Park Service (NPS), one of the most public facing DOI bureaus, is prioritizing accessibility of open spaces – indoor locations are reopening with the appropriate social distancing



measures as conditions in the local area allow. NPS concession operators have had to make adjustments to their operations that have had a negative impact on their businesses. Adjustments include reducing or pickup only for restaurants and retail, along with closures and reduced capacity for lodging operations. Parks are working closely with NPS leadership, DOI leadership, public health consultants embedded with the NPS, and with local public health authorities to make operating posture decisions.

Wildland Fire Management

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 DOI public lands. The Office of Wildland Fire, in collaboration with Federal, state, local and Tribal partners, is leading DOI-wide efforts to achieve strategic fuels management objectives. These include: 1) establishing policy and prioritizing program funding to support more fuels management treatments; 2) developing a workforce strategy that funds a permanent wildland fire workforce to focus more aggressively on reducing wildfire risk year-round; 3) developing the Shared Wildfire Risk Mitigation Tool to leverage resources, facilitate local decision making and inform cross-boundary collaboration on wildfire risk mitigation; and 4) through the Wildland Fire Leadership Council, and with the support of the EPA and CDC, studying the public health effects of smoke from wildfires and prescribed fire to responsibly increase and promote the use of more controlled burning.

DOI invests in fire suppression to limit the impacts of fires when they occur but also attempts to reduce the long-term threat of fires by investing in preparedness, fuels reduction and landscape restoration. To ensure maximum efficiency at each stage of the wildfire cycle, DOI also invests in data and technology to guide decision making and more effectively manage the Wildland Fire Management program.

Wildland Fire Management: OWF provides governance, policy guidance, budget oversight, programmatic accountability and management of various information technology systems to support DOI's Wildland Fire Management program. The program is comprised of OWF and the four DOI bureaus with Wildland Fire Management programs, including the Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), U.S. Fish and Wildlife Service (USFWS) and the National Park Service (NPS). OWF also closely coordinates and fosters essential partnerships with the U.S. Forest Service and other Federal, state, local and Tribal partners and other non-governmental partners to achieve interagency wildland fire management goals and objectives.

The National Interagency Fire Center (NIFC), located in Boise, Idaho, is the nation's support center for wildland firefighting. Eight different agencies and organizations are part of NIFC, including the BIA, BLM, USFWS and NPS. The BLM maintains partnerships with more than 30 Rangeland Fire Protection Associations and hundreds of cooperators to maximize resources and more efficiently prevent and mitigate wildfires. In fiscal year 2020, the Department of the Interior planned fuels management treatments on more than 1.2 million acres, including over 200,000 acres of BIA and Tribal lands, 700,000 acres of BLM managed lands, 200,000 acres of U.S. FWS managed lands, and 100,000 acres of NPS managed lands. DOI recently approved the Programmatic EIS for Fuel Breaks in the Great Basin, which would support the construction of up to 11,000 miles of fuel breaks on BLM lands.

The Department of the Interior employs 4,500 fire staff, including primary firefighters, fireline leadership, and critical support staff, who are available for the 2020 fire season. The onset of COVID-19 requires that the interagency wildland fire management community rethink the way that it traditionally manages wildfires and protects firefighters, communities, and resources from wildfire risk.

Conservation and the Environment

Endangered Species Act (ESA) Implementation: Implementation of the ESA remains a topic of significant interest with Congress and a variety of stakeholders. FWS continues efforts to improve ESA implementation for the benefit of species and the public. In 2019, FWS finalized revisions to regulations



addressing listing, critical habitat, interagency consultation, and threatened species protections. FWS proposed to define “habitat” in August and anticipates proposing additional changes to implementing policies this year.

Invasive Species: Invasive species cost the U.S. economy \$120 billion per year and are a major contributing factor in the listing of species under the ESA, which can lead to increased regulatory burdens on the public. FWS relies on the Lacey Act to regulate the importation and transport of invasive species that have been determined to be injurious. FWS historically interpreted the Lacey Act to include a prohibition on the transportation of injurious species between states within the continental U.S. However, a 2017 court decision, has limited FWS’s ability to restrict interstate transport of injurious species, which increases the risk of introduction, establishment, and spread of those species within the U.S. The National Invasive Species Council (NISC) provides the high-level vision and leadership necessary to sustain and expand Federal efforts to safeguard interests of the United States by preventing, eradicating, and controlling invasive species, as well as restoring ecosystems and other assets impacted by invasive species.

Migratory Bird Treaty Act (MBTA) Incidental Take: In December 2017, the Department’s Solicitor issued an M-Opinion (M-37050) that reviewed the MBTA prohibitions on the “incidental” taking of migratory birds and established that the MBTA’s prohibitions only apply to direct and affirmative purposeful take by killing or capturing. In January 2019, FWS issued a proposed rule that would codify M-37050. In August 2020, U.S. District Judge Caproni issued a ruling that invalidates M-37050. The Department is currently evaluating its options for next steps.

Greater Sage-Grouse: Greater Sage-Grouse Draft Supplemental EISs (SEIS): The BLM has published six draft SEISs for management of Greater Sage-Grouse habitat on public lands. The draft SEISs address issues identified in an October 16, 2019, Order issued by the U.S. District Court for Idaho that placed a preliminary injunction suspending implementation of sage-grouse plans that the BLM adopted in March 2019. The preliminary injunction affects BLM sage-grouse plans in Idaho, Wyoming, Colorado, Utah, Nevada/ northeastern California, and Oregon. Until the injunction is lifted, the BLM is implementing previous plans adopted in 2015. This has affected land management activities across the West, delaying review of renewable energy projects, oil and gas leases, grazing permit renewals, and wildfire management.

International Grants: In March 2019, Buzzfeed released articles describing alleged human rights violations by individuals associated with conservation projects in Africa and Asia. In May 2019, the House Natural Resources Committee (HNRC) asked the Government Accountability Office (GAO) to investigate. In June 2019, FWS briefed HNRC. In September 2019, DOI placed \$12.3 million in FY18 USAID grants from Central Africa Regional Program for the Environment and \$5.3 million in FY19 grants from Multinational Species Conservation Funds on hold in order to review safeguards against human rights violations. Funds have not yet been released.

The Great American Outdoors Act

Critical investments in construction and deferred maintenance are important to ensure the continued endurance of structures and facilities needed to meet Interior’s missions. Aging infrastructure and damage from extreme natural events, increased visitation, trust commitments to provide quality education facilities, and deferred maintenance backlogs across the bureaus have been a critical problem for decades and are now being addressed.

The Great American Outdoors Act (GAOA) (Public Law 116-152) became law on August 4, 2020, and will help address the historically underfunded, multi-billion-dollar deferred maintenance backlog at our national parks and public lands. This landmark legislation uses revenues from energy development to provide up to \$1.9 billion a year for five years in the National Parks and Public Land Legacy Restoration



Fund to provide needed maintenance for critical facilities and infrastructure in our national parks, forests, wildlife refuges, recreation areas and American Indian schools.

The Act will also use royalties from energy development such as offshore oil and natural gas to permanently fund the Land and Water Conservation Fund up to a cap of \$900 million a year to invest in conservation and recreation opportunities across the country. This funding will help Interior work collaboratively with private land owners, conservation and recreation groups and State and local governments to conduct land acquisition strategies to advance conservation objectives, land management priorities, and improve public access so more Americans can enjoy their public lands for recreational opportunities—from hunting and fishing, to hiking, canoeing and bird watching.

Several senior DOI officials are responsible for overseeing the implementation of GAOA across the Department to ensure that there is consistency, accountability, and transparency over the expenditure of the significant GAOA funding. The Department's GAOA Program Management Office provides policy support regarding budget, finance, contracting, asset management, appraisal services, and other key policy areas.

Native American Issues

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 providing direct services and supporting tribal self-determination to manage these services should they choose. Programs in this category deliver community social services, 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 expand access to education. DOI is critical to recognizing the importance of government-to-government relationships with Indian tribes, Alaska Natives, and insular areas, and respecting self-determination and sovereignty.

Infrastructure and deferred maintenance: Improving the condition of infrastructure that Indian Affairs has constructed, maintains, and is responsible for is of critical importance to the safety, economic and educational well-being of Indian Country. Indian Affairs infrastructure includes irrigation projects, BIE-operated schools, law enforcement offices, tribal courts, detention centers, and administrative buildings. The Deputy Assistant Secretary-Management (DAS-M) has streamlined construction project processes, built an Indian Self-Determination and Education Assistance Act (ISDEAA) 105(l) lease program, and focused on implementation of the Great American Outdoors Act. Maintaining this varied inventory is a challenge in the current funding environment.

Workforce retention and development: Indian Affairs has been working to rebuild low staffing levels that largely resulted from budget reductions and Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment programs. While making progress in hiring, Indian Affairs faces challenges with a large retirement-eligible workforce, and with staffing deficits in certain fields. For example, more than 30 percent of BIA vacancies are within the Office of Justice Services (OJS).

Funding needs in Indian Country: The U.S. Commission on Civil Rights 2018 report, *Broken Promises: Continuing Federal Funding Shortfall for Native Americans*, and other efforts have documented that appropriated funding has not kept up with the needs of Indian Country. Responding to this challenge will require improving the level of information available to fully understand the needs across Indian Country. Access to this information will allow decision makers to better target available funding and to make informed decisions on how to best use additional funding from Interior's direct appropriations. Indian Affairs actively coordinates with tribes and other Federal agencies to develop strategies and governance models to ensure information needed to inform funding decisions for Indian Country is available.



Energy

Outer Continental Shelf (OCS) Oil and Gas National Program: The Bureau of Ocean Energy Management (BOEM) is responsible for developing and administering a national-level, five-year program of offshore oil and gas lease sales (National OCS Program) to best meet national energy needs. BOEM is currently implementing the 2017-2022 National OCS Program, which includes lease sales in the Gulf of Mexico and offshore Alaska in the Cook Inlet. BOEM is also developing the 2022-2027 National OCS Program through an intensive process outlined in the Outer Continental Shelf Lands Act, which includes multiple rounds of engagement with stakeholders and the public. DOI will be unable to hold OCS oil and gas lease sales after the expiration of the 2017-2022 National OCS Program on June 30, 2022, unless a new program is established. After publication of a Draft Proposed Program (DPP), BOEM received over 2 million comments in response; 16 coastal states indicated opposition, and six were in support. Energy industries were supportive, whereas public interest groups were largely opposed. BOEM received 53 separate comment letters from Congress in response to the DPP; approximately three-quarters expressed opposition, and 13 percent expressed support. Litigation is ongoing in the U.S. Court of Appeals, Ninth Circuit.

Offshore Wind Development: BOEM oversees the development of renewable energy on the OCS, including offshore wind energy, ocean wave energy, and ocean current energy. Significant challenges to the offshore wind industry exist, including concerns from other ocean users, especially commercial fishermen; visual impacts from siting close to shore; long planning and development timeframes; compatibility with defense mission activities; and lack of available transmission infrastructure.

Oil & Gas Policies: The BLM continues to implement changes to streamline review of domestic energy development in line with program-related goals in the FY 2018-2022 DOI Strategic Plan. These goals include increasing the acres available for oil and gas leasing, reducing processing times and backlogs for Applications for Permits to Drill (APDs), and reducing the time to process Expressions of Interest (EOIs) and major rights-of-ways, including oil and gas pipelines.

On Shore Orders 3, 4, and 5: The BLM announced on July 29, 2020 revisions to the Oil and Gas Site Security, Oil Measurement, and Gas Measurement Regulations (Onshore Orders 3, 4 and 5). The proposed rules would revise three regulations to ensure proper handling of oil and gas production, which is essential for accurate measurement, proper reporting, and overall production accountability. Taken together, the proposed new rules would remove or modify unnecessarily complex and burdensome requirements, address logistical issues, and eliminate inconsistencies. Through these proposed changes, the BLM will ensure accurate reporting while significantly reducing duplicative and extensive recordkeeping requirements. Further, the proposals increase grandfathering of measurement equipment and inspection frequency, where accuracy and performance have already been verified.

Waste Prevention, Production Subject to Royalties, and Resource Conservation; Amendment (AKA Venting and Flaring Revisions): The final 2018 Methane and Waste Prevention Rule was published on September 28, 2018. The BLM is considering a narrow revision to the 2018 Rule. This proposed rule would revise existing oil and gas operations regulations (43 CFR part 3700) to ensure that flaring due to pipeline and processing capacity constraints is royalty free when permitted under State rules, regulations, or orders.

Alaska North Slope Oil & Gas Development in the National Petroleum Reserve-Alaska (NPR-A) & Coastal Plain: On June 25, 2020, the DOI announced the publication of the Final EIS for a new Integrated Activity Plan for the NPR-A, which covers nearly 23 million acres located 200 miles north of the Arctic Circle. The preferred alternative would open 7 million additional acres for energy development and allow for 18.6 million acres to be open for oil and gas leasing. Public Law 115-97 requires the DOI to establish and administer a competitive oil and gas leasing and development program for the 1.56 million-acre Coastal



Plain of the Arctic National Wildlife Refuge. On August 17, 2020, Secretary Bernhardt signed the Record of Decision establishing terms and conditions under which the BLM will administer leasing within the 19.3 million-acre refuge.

Water Management in the West

Drought: The Assistant Secretary for Water and Science (AS/WS) engages Reclamation, USGS, and other DOI bureaus and offices as appropriate, in drought resiliency efforts, and is the DOI representative to the National Drought Resilience Partnership (NDRP), which consists of seven Federal agencies coordinating to build long-term drought resilience (the AS/WS is currently a co-chair). 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; by serving as a single Federal point of contact on drought resilience; and through leveraging the work of existing Federal investments.

Colorado River Drought Contingency Plans (DCP): Agreements related to the Colorado River Basin DCPs, as authorized by Public Law 116-14, were executed in May 2019 to respond to ongoing drought conditions along the Colorado River. The plan consists of an Upper Basin DCP and a Lower Basin DCP. The Colorado Lower Basin DCP was developed to reduce the risk of Lake Mead, in Nevada, declining to critical elevations through a variety of actions. Reclamation is working on a plan to identify, prioritize, and develop projects to create or conserve 100,000 acre-feet or more annually to meet this commitment.

California/Oregon Water issues: Reclamation's facilities and involvement in California and southern Oregon have been challenged over the past decade by drought conditions and complicated water operations. In most years, the combination of carryover storage and runoff into Reclamation's Central Valley Project (CVP) reservoirs is not enough to provide enough water to meet all contractual demands. The 2020 water year was dry, raising concern for future drought conditions and 2021 operations in California. Severe drought conditions in the Klamath Basin in southern Oregon similarly create incredibly complex operations. Due to litigation against the United States, a stay of litigation was reached and approved, based on an agreed Interim Operations Plan for the Project. Water operations are expected to remain complicated and challenging, particularly if drought conditions continue. Initial water allocations on the CVP will be announced in February 2021. The CALFED Bay Delta Authorization Act (P.L. 108-361) directed Reclamation to develop CVP Division-specific water needs assessments and work with partners to develop integrated resource plans. The CALFED program, which covers long-term management of Central Valley water and ecosystems, remains a top priority, and its authorization is expiring.

Scientific Services

Disasters and Emergency Management: Emergency managers around the globe depend on U.S. Geological Survey (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, and landslides, and provides the National Weather Service with critical information for coastal storms including hurricanes, floods and 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, FEMA, the U.S. Northern Command, and the White House Situation Room.

Streamlining Permitting Processes for Earthquake and Volcano Monitoring: The DOI has sought to streamline permitting for the installation and upgrade of USGS earthquake early warning (EEW) and volcano monitoring equipment on Federal lands. The U.S. Department of Agriculture collaborated with DOI to streamline U.S. Forest Service (USFS) permitting of EEW sites resulting in forest-specific changes. The most significant permitting challenge is in the Cascades Range of Washington and Oregon, where volcano monitoring stations are needed to close the monitoring gap for volcanoes considered high threat.



Insular and International Responsibilities

Compacts of Free Association: The Assistant Secretary for Insular and International Affairs is a co-negotiator for agreements to extend the expiring provisions of the Compacts of Free Association. Negotiations are ongoing and several Office of Insular Affairs (OIA) staff members are heavily engaged in discussions. The goal for negotiations is to reach agreement and conclude negotiations on certain provisions of the Compacts of Free Association before the end of 2020.

International Assistance on Wildland Fire Response: DOI has reciprocal agreements with several foreign countries to share personnel and other resources to combat wildland fires when domestic resources are insufficient to meet needs. Australia and New Zealand often request assistance during their fire seasons early in the calendar year. The Administration will need to be ready to efficiently respond to these requests, including arranging for expedited travel approvals and compliance with measures to protect against the coronavirus. The Office of International Affairs (INT) coordinates closely with the Office of Wildland Fire, relevant bureaus that may need to deploy personnel, the State Department and Australian/New Zealand embassies as needed.

Initial Communications with Foreign Governments and Key U.S. Government Officials Engaged in Foreign Policy: Foreign ambassadors and ministers typically express congratulations and seek introductory meetings with an incoming Secretary. The Administration will need to respond promptly in order to set the tone for future cooperation. These engagements offer opportunities to define the Administration's priorities with foreign governments, including those with which DOI has particularly extensive interaction such as Canada and Mexico, and in regions where DOI has strong interests, such as the Arctic. In addition, early courtesy calls or meetings with key officials across DOI and other federal agencies will enable the Administration to reinforce partnerships, set the tone, and define priorities for the cooperation needed to advance the international dimensions of the DOI mission. INT serves as an initial point of contact for meeting requests, coordinates with scheduling staff, and prepares briefing materials for the meetings and/or calls that DOI officials accept.



4. ORGANIZATION

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.

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



Departmental Offices

Office of Inspector General (OIG)

I. BUREAU/OFFICE CONTACT

Christina Bruner, Deputy Assistant Inspector General, Office of Strategic Programs

Email: christina_bruner@doioig.gov

Phone: 703-487-5420

II. SUMMARY OF ORGANIZATION

The OIG is an independent entity within the 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 independent oversight and promotes integrity and accountability in DOI programs, operations, and management. As an independent entity, the OIG maintains control over the work it selects and how it conducts that work. We meet our statutory obligations by conducting independent investigations, audits, inspections, and evaluations and reporting our findings to Department officials, Congress, the Department of Justice, and the public.

- Investigations determine the facts and circumstances regarding events or allegations of misconduct. OIG conducts criminal, civil, and administrative investigations, often without immediate notice to DOI. OIG coordinates criminal and civil investigations with the Department of Justice, which determines whether to prosecute. Reports presenting the findings of administrative investigations are provided to DOI officials for action.
- Audits are comprehensive reviews of a DOI program's financial operations, internal controls, and compliance with laws and regulations.
- Inspections generally aim to answer questions or to assess compliance with a specific law, regulation, or policy.
- Evaluations are assessments of the design, implementation, or result of DOI operations, programs, or policies.

Audits, evaluations, and inspections generally include recommendations to DOI to improve its programs and operations or to address material weaknesses. The OIG conducts verification reviews to determine whether the recommendations from an Audit, Inspection, and Evaluation product were implemented.

The OIG is entitled to full access to all information regarding the programs, operations, and activities of the Department. This may include information that is privileged, confidential, or otherwise exempt from disclosure.

DOI employees do not need permission from supervisors or managers to speak with us, nor are they required to inform supervisors or managers before doing so. Moreover, pursuant to the 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.



The OIG is led by a 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 through multiple administrations.

The Deputy Inspector General reports to the Inspector General and oversees the work of the General Counsel and the Assistant Inspectors General for Investigations; Management; Strategic Programs; and Audits, Inspections and Evaluations.

Our headquarters operations are based at the Main Interior Building in Washington, D.C. and in Herndon, VA. We have regional offices in Lakewood, CO and Sacramento, CA, as well as small field offices in Atlanta, GA and Billings, MT. In total, as of September 2020, we had 269 full-time equivalent staff positions.

OIG Leadership

Inspector General
Mark Greenblatt

Deputy Inspector General
Caryl Brzymialkiewicz

Special Counselor
Jill Baisinger

General Counsel

Bruce Delaplaine

**Assistant Inspector
General for Audits,
Inspections, and
Evaluations**

Kimberly McGovern

**Assistant Inspector
General for
Investigations**

Matthew Elliot

**Assistant Inspector
General for
Management**

Jorge Christian

**Assistant Inspector
General for
Strategic Programs**

Stephen Hardgrove

Office Locations

Atlanta (7 FTE), Billings (4 FTE), Herndon (97 FTE), Lakewood (78 FTE), District of Columbia (37 FTE), and Sacramento (34 FTE). Remaining FTE are domiciles.

Figure 4.1

II. MANAGEMENT AND KEY PERSONNEL

PAS Official:

Mark Lee Greenblatt, Inspector General

Career SES:

Caryl Brzymialkiewicz, Deputy Inspector General

Bruce Delaplaine, General Counsel

Kimberly McGovern, Assistant Inspector General for Audits, Inspections, and Evaluations

Matthew Elliot, Assistant Inspector General for Investigations

Jorge Christian, Assistant Inspector General for Management

Stephen Hardgrove, Assistant Inspector General for Strategic Programs

Other senior career employees (SL):

Jill Baisinger, Senior Counselor

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

We have no issues to report at this time.



BUDGET OVERVIEW

We typically participate in the DOI budget process, but, as a statutorily independent entity, we have a separate appropriation from DOI, and we also have the ability to interact directly with the Office of Management and Budget and Congress with our budget request.

<i>(\$ in Thousands)</i>					
	2019	2020	2021		
	Actual	Enacted	Request	House	Senate
Current	53,686 1/	55,986	59,342	61,842	TBD
Permanent	0	0	0	0	TBD
Total	53,686	55,986	59,342	61,842	TBD
Supplemental	1,000	[1,000] 2/	-	-	
FTE	251	264	274	N/A	N/A

Figure 4.2

1/ FY 2019 enacted included a \$1 million transfer from the Office of Navajo and Hopi Indian Relocation and a \$200,000 transfer from the Udall Foundation for Audit work.

2/ FY 2020 Enacted includes \$1 million directed transfer from CARES Act (P.L. 116-136) supplemental appropriations to the Office of the Secretary.

Budget Profile

The FY 2021 budget request includes \$59.3 million for the Office of Inspector General. The Inspector General estimates staffing will total 274 full-time equivalents in FY 2021. With over 80 percent of our budget devoted to paying for FTE, the budget request reflects anticipated workload requirements in Audits, Inspections, and Evaluations and in the Office of Investigations. The request also provides funding for Mission Support activities, including information technology. Additional information on the FY 2021 President's Budget request may be found on the Department's website:

<https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh125.pdf>

Key Budget Issues

Last August, OIG welcomed Mark Greenblatt as a new Senate-confirmed Inspector General. IG Greenblatt filled a position that had been vacant for 10 years. Despite OIG's broad oversight mandate, OIG received less than one-half percent—0.037 percent—of the FY 2020 enacted DOI appropriation and seeks additional funding in FY 2021 to enable the new IG to effectuate his vision and priorities for the office. OIG also requests the consolidation of its current budget justification into a single OIG line item rather than the three areas for Audits, Investigations, and Mission Support.

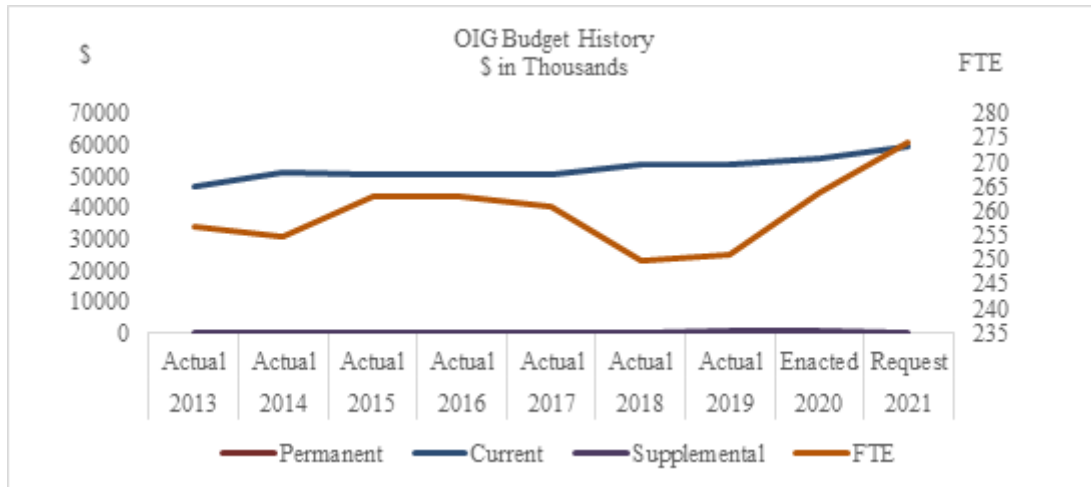


Figure 4.3

OIG receives annual appropriations and has no permanent appropriations. We received supplemental appropriations of \$2.5 million in FY 2018 for hurricanes Harvey, Irma, and Maria oversight; \$1 million in FY 2019 for hurricanes Florence and Michael oversight; and \$1 million in FY 2020 for CARES Act oversight.

CONGRESSIONAL RELATIONS

In keeping with our independent status and our dual reporting responsibilities to Congress and DOI, we maintain direct contact with key Congressional staff and committees.



Office of the Solicitor

I. OFFICE CONTACT:

Marc A. Smith, Associate Solicitor, Division of Administration

Email: Marc.smith@sol.doi.gov

Phone: 202-839-2000 (c), 202-208-7950 (o)

II. SUMMARY OF ORGANIZATION

The Office of the Solicitor (SOL) performs the legal work for the Department of the Interior, as well as provides all ethics services. With approximately five hundred total employees, including more than four hundred licensed attorneys, the Office strives to provide exceptional legal and ethics services to fulfill the Department's diverse and wide-ranging mission. The Office is led by the Solicitor, the third-ranked official in the Department (after the Secretary and Deputy Secretary). The Solicitor is the principal legal advisor to the Secretary and the chief law officer of the Department. Roughly half of Office employees are based in the Stewart Lee Udall Main Interior Building (MIB) in Washington, DC, with the other half based in 16 regional and field offices. The Office consists of the following officials and components:

The Immediate Office of the Solicitor consists of the **Solicitor**; the **Principal Deputy Solicitor**, who reports directly to the Solicitor, is vested with the Solicitor's authority to make legal policy and to manage the Office, and directly supervises the Deputy Solicitors, Regional Solicitors and several other senior executives; six **Deputy Solicitors**, who supervise Associate Solicitors and are responsible for providing advice and counsel to the Solicitor on subject areas pertaining to one of the six legal divisions; and several **Counselors to the Solicitor**.

The Departmental Ethics Office (DEO), which recently was reorganized and expanded, consolidates all of the Department's ethics programs into one central office that provides advice and counsel on ethics issues to the Secretary and the Department, conducts financial disclosure reviews, identifies and resolves conflicts of interest, and provides legal interpretations of laws and regulations related to ethical conduct. The DEO is led by a Director who also is the Department's Designated Agency Ethics Official (DAEO).

The Departmental Freedom of Information Act (FOIA) Office (DFO), which recently was created pursuant to Secretary's Order, provides central governance over 14 FOIA offices located in and operated by the Department's component bureaus and offices, and assists them in improving their processing capacity. The DFO is led by a Director who also is the Department's Deputy Chief FOIA Officer (DCFO).

The Indian Trust Litigation Office (ITLO) is responsible for defending litigation brought against the Department by Indian tribes and individual Indians asserting violations of the Secretary's trust responsibility over tribal and individual Indian trust assets. ITLO is led by a Director (SL).

Six **legal divisions**, each led by an Associate Solicitor, with responsibility over legal work related to specific subject areas and client bureaus. The divisions are:

- **General Law (DGL)** is responsible for administrative and general legal matters including acquisition, information law, tort claims, insular areas, employment and labor law, legislative and appropriations issues and intellectual property. In addition to the Branch of General Legal Services and the Branch of Acquisitions and Intellectual Property, the division includes the Office's only two national practice groups: The Employment and Labor Law Unit (ELLU), which is led by a Director (SL); and the Torts Practice Branch. The division also contains the FOIA/Privacy Act Appeals Office, led by the Department's FOIA/Privacy Act Appeals Officer. The division provides legal assistance and counsel across the entire Department to every Office and Bureau, including the Assistant Secretary – Policy, Management and Budget (AS-PMB) and the Department's Chief Information Officer (CIO). The Associate Solicitor also serves as the Office's liaison to Interior Region 12.
- **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 (BIE), and the Bureau of Trust Funds Administration (formerly the Office of the Special Trustee for American Indians), other than those delegated to ITLO. The division provides legal assistance and counsel to the Assistant Secretary – Indian Affairs (AS-IA). The Division includes the Branch of Environment and Lands, the Branch of Self-Governance and Economic Development, and the Branch of Tribal Government Services.

- **Land Resources (DLR)** is responsible for legal matters related to the programs and activities of the Bureau of Land Management (BLM), other than those related to the Bureau's mineral programs. The division asserts affirmative claims pursuant to the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) for costs incurred by Department bureaus, and also provides legal assistance and counsel to the Assistant Secretary – Land and Minerals Management (AS-LM) and the Department's Central Hazardous Materials Fund. The Division includes the Branch of Public Lands and the Branch of Environmental Compliance and Response.
- **Mineral Resources (DMR)** is responsible for legal matters related to the programs and activities of the Bureau of Ocean Energy Management (BOEM); the Bureau of Safety and Environmental Enforcement (BSSE); the Office of Surface Mining Reclamation and Enforcement (OSMRE); the U.S. Geological Survey (USGS), other than those related to its Biological Research Division; and the mineral programs of the BLM. The division provides legal assistance and counsel to the AS-LM. The Division includes the Branch of Ocean Energy, the Branch of Offshore Safety and Enforcement, the Branch of Onshore Minerals, and the Branch of Surface Mining.
- **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 the biological functions of the USGS. The Division provides legal assistance and 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. The Division includes the Branch of National Parks, the Branch of Fish and Wildlife, and the Branch of Environmental Restoration.
- **Water Resources (DWR)** is responsible for legal matters pertaining to water rights for the Bureau of Reclamation (BOR), BLM, NPS, FWS, BIA and USGS. The Division provides legal assistance and counsel to the AS-WS, the AS-IA, and the Secretary's Indian Water Rights Office. The Division includes the Branch of Water and Power, and the Branch of Indian Water Rights.

The **Division of Administration (DAD)** is responsible for providing and coordinating all administrative and management support services for the Office, including organizational, strategic 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 and communications; and continuity of operations (COOP) and safety. The Division is led by an Associate Solicitor and includes the Branch of Administrative Operations and Planning and the Branch of Information Resource Management.

Eight **regional offices**, each led by a Regional Solicitor, with responsibility for legal work related to programs and activities of designated bureaus and offices within their geographic area. In addition to the regional offices, SOL has eight field offices, each of which is led by a Field Solicitor who is subordinate to a Regional Solicitor. The regional and field offices include:

- **Northeast**, based in Bloomington ("Twin Cities"), Minnesota, with subordinate field offices in Boston and Pittsburgh. The Regional Solicitor serves as the Office's liaison to Interior Regions 1 and 3, and also presently serves as the Department's Field Special Assistant (FSA) for Interior Region 3.
- **Southeast**, based in Atlanta, with a subordinate field office in Knoxville. The Regional Solicitor serves as the Office's liaison to Interior Regions 2 and 4, and also presently serves as the Department's FSA for Interior Region 2.



- **Intermountain**, based in Salt Lake City, with a subordinate field office in Phoenix.
- **Rocky Mountain**, based in Denver, with a subordinate field office located in Billings, Montana. The Regional Solicitor serves as the Office's liaison to Interior Regions 6 and 7.
- **Southwest**, based in Albuquerque, with a subordinate field office in Tulsa, Oklahoma.
- **Pacific Southwest**, based in Sacramento, with a subordinate field office in San Francisco. The Regional Solicitor serves as the Office's liaison to Interior Regions 8 and 10.
- **Pacific Northwest**, based in Portland, Oregon, with a subordinate field office in Boise, Idaho. The Regional Solicitor serves as the Office's liaison to Interior Regions 5 and 9.
- **Alaska**, based in Anchorage. The Regional Solicitor serves as the Office's liaison to Interior Region 11.

Organization Chart

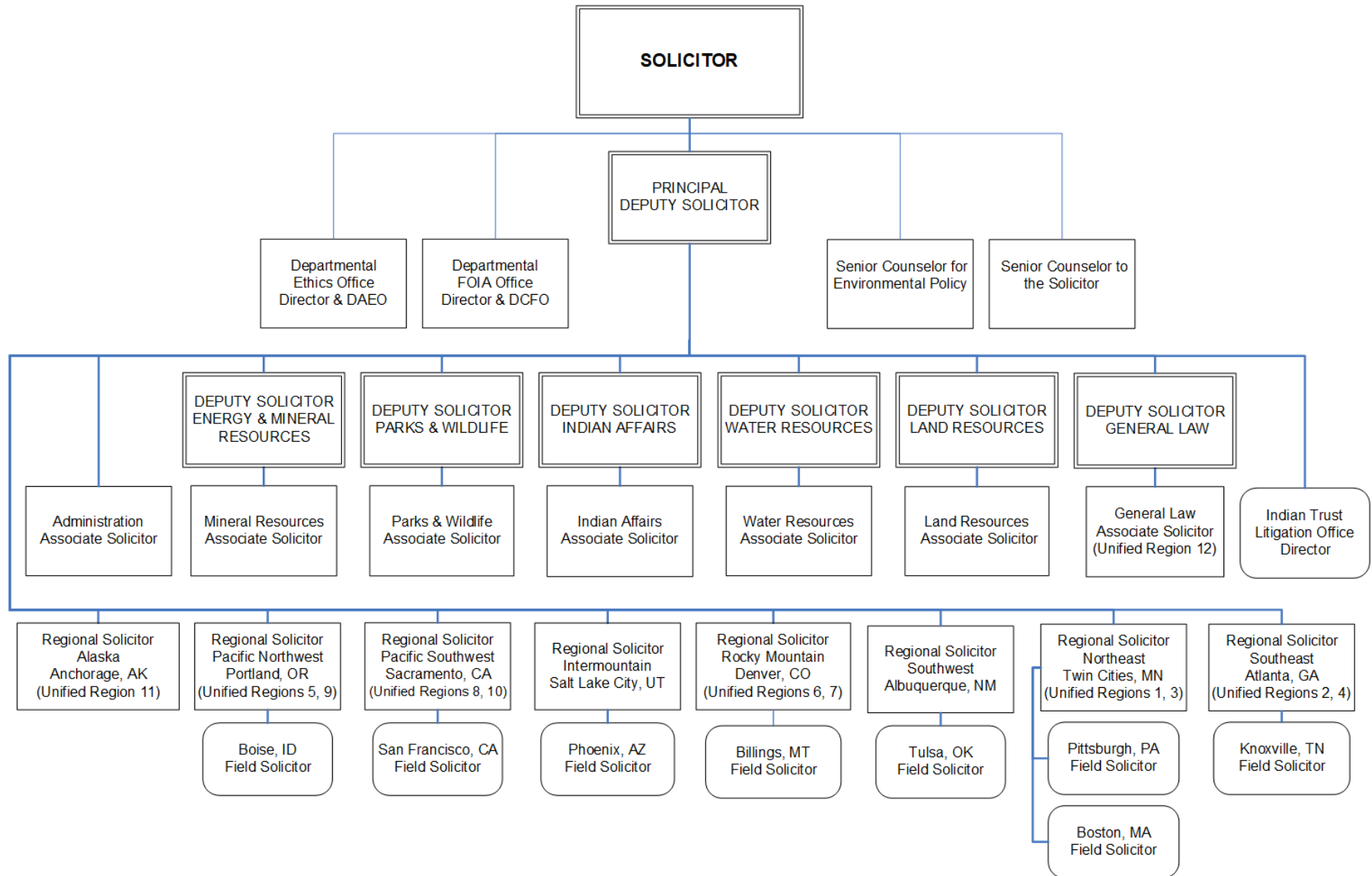


Figure 4.4



III. MANAGEMENT AND KEY PERSONNEL

PAS official:

Daniel H. Jorjani, Solicitor

Non-career SES:

Karen Budd-Falen, Deputy Solicitor – Parks & Wildlife
Michael Freeman, Acting Deputy Solicitor – Water Resources
Hubbel Relat, Deputy Solicitor – General Law
Kevin O'Scannlain, Acting Deputy Solicitor – Energy & Mineral Resources
Kyle Scherer (on detail to AS-IA)
Gregory Zerzan, Principal Deputy Solicitor

Schedule C employee:

Marc Marie, Counselor to the Solicitor (on detail to DOJ-ENRD)

Career SES:

Carter Brown, Associate Solicitor, Division of Water Resources
Laura Brown, Deputy Associate Solicitor, Division of General Law (on detail to OHA)
Seth Deam, Regional Solicitor – Alaska, and Liaison to Interior Region 11
Scott de la Vega, Associate Solicitor, Division of General Law, and Liaison to Interior Region 12
Shannon Goessling, Regional Solicitor – Southeast, Liaison to Interior Regions 2 & 4, and FSA to Interior Region 2
Heather Gottry, Director, Departmental Ethics Office, and DAEO
Karen Hawbecker, Associate Solicitor, Division of Mineral Resources
Frank Lupo, Regional Solicitor – Southwest
Aaron Moody, Associate Solicitor, Division of Land Resources
Michaela Noble, Senior Counselor for Environmental Policy
Erik Petersen, Regional Solicitor – Intermountain
Lynn Peterson, Regional Solicitor – Pacific Northwest, and Liaison to Interior Regions 5 & 9
Peg Romanik, Associate Solicitor, Division of Parks & Wildlife
Eric Shepard, Associate Solicitor, Division of Indian Resources, and Acting Deputy Solicitor – Indian Resources
Marc Smith, Associate Solicitor, Division of Administration
Tony Sullins, Regional Solicitor – Northeast, Liaison for Interior Regions 1 & 3, and FSA for Interior Region 3
Rachel Spector, Director, Departmental FOIA Office, and DCFO
Lance Wenger, Regional Solicitor – Pacific Southwest, and Liaison for Interior Regions 8 & 10

Other senior career employees:

Lori Caramanian, Performing Delegated Duties of Regional Solicitor – Rocky Mountain, and Acting Liaison to Interior Regions 6 & 7 (GS-15)
Gavin Frost, Director, Environment & Labor Law Unit, Division of General Law (SL)
Dondrae Maiden, Director, Indian Trust Litigation Office (SL)

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- The SOL not only is responsible for representing the Department in thousands of cases in federal, state and tribal courts, as well as numerous matters in administrative tribunals, but also plays a critical role as advisor and counsel to the Secretary, other senior leadership, and the Department's 70,000 employees in virtually all high-profile matters involving activities and resources of the bureaus and offices.
- Operationally, the most critical issue influencing the Office is an annual appropriation for legal



services that has not seen a net increase for more than a decade. As discussed below, the SOL appropriation has not even kept up with fixed cost increases.

- Secretary's Order 3375 (Aug. 14, 2019) realigned the reporting structure for all of the Department's ethics personnel into the Departmental Ethics Office within the Office of the Solicitor. Secretary's Order 3378 (Jan. 7, 2020) established the Departmental FOIA Office within the Office of the Solicitor. These orders led to unprecedented growth of the Office of the Solicitor and, to fund those positions, an unprecedented surge in SOL's reimbursable program in FY 2020. Funding for both programs is included in the FY 2021 President's Budget request, which, if approved, would eliminate the need for bureau and office funding of those programs. However, should the President's Budget request not be fully funded in the FY 2021 appropriation, or should there be a protracted Continuing Resolution, it will be necessary for SOL to continue to receive funding for these programs from the Department's bureaus and offices.
- SOL partially offsets the lack of a net budget increase for its legal services by making ever-increasing requests for funding from its client bureaus and offices, resulting in a 125% increase in client-funded positions over the past decade. This trend is untenable, as it poses significant management burdens and challenges, leaves SOL in a precarious budgetary posture, complicates SOL's efforts to hire top-tier legal talent, and adds unnecessary administrative costs.
- SOL's budgetary challenges are compounded by the lack of a two-year appropriation – something that virtually all of the rest of the Department has. Because SOL's appropriation must be fully spent within one fiscal year or be lost, SOL faces extreme challenges to fund large one-time expenses such as office moves and construction projects, and it prevents SOL from utilizing prior year unobligated balances. The problem is further magnified when SOL operates under a continuing resolution and has just a few months to procure all of its resources. A two-year appropriation would provide SOL a degree of flexibility that will improve its operations and management.

BUDGET OVERVIEW:

The FY 2021 budget includes \$86.8 million for the Office of the Solicitor. The estimated total staffing of 505 full-time equivalents (FTE) in 2021 includes 381 FTE funded from current funding, 82 reimbursable FTE funded through \$18.4 million in client support billings to bureaus and offices for legal assistance, and 42 allocation FTE funded through non-SOL programs.

(\$ in Thousands)						
	2019	2020	2021			2021 Req to 2020
	Actual	Enacted	Request	House	Senate	
Current	65,674	66,816	86,813	86,813	TBD	19,997
Reimbursable	19,688	32,712	18,351			-14,361
Allocated	7,661	8,430	9,733			1,303
Permanent	-	-	-	-	TBD	0
Total	93,023	107,958	114,897	86,813	TBD	6,939
Supplemental	0	0				
FTE	411	484	505	N/A	N/A	21

Figure 4.5

SOL's annual appropriation funds the activities of the Office's Legal Services, General Administration, Departmental Ethics Office, and Departmental FOIA Office. Requested current appropriation increases in the President's Budget for FY 2021 are intended exclusively for the Ethics and FOIA activities, which will eliminate the DEO and DFO's FY 2020 reimbursable programs. The \$5.6 million difference between the



FY 2021 reimbursable decrease and current increase is primarily due to the staggered hiring of approximately 50 new DEO and DFO personnel in FY 2020. If the FY 2021 President's Budget program increases for the DFO and DEO are not enacted, SOL's FY 2021 reimbursable program will increase to about \$38 million. The funding level for Legal Services and General Administration continues to remain effectively flat, as it has since FY 2010, requiring ever-increasing dependence on reimbursable client-funded legal services and various detrimental cost-savings measures.

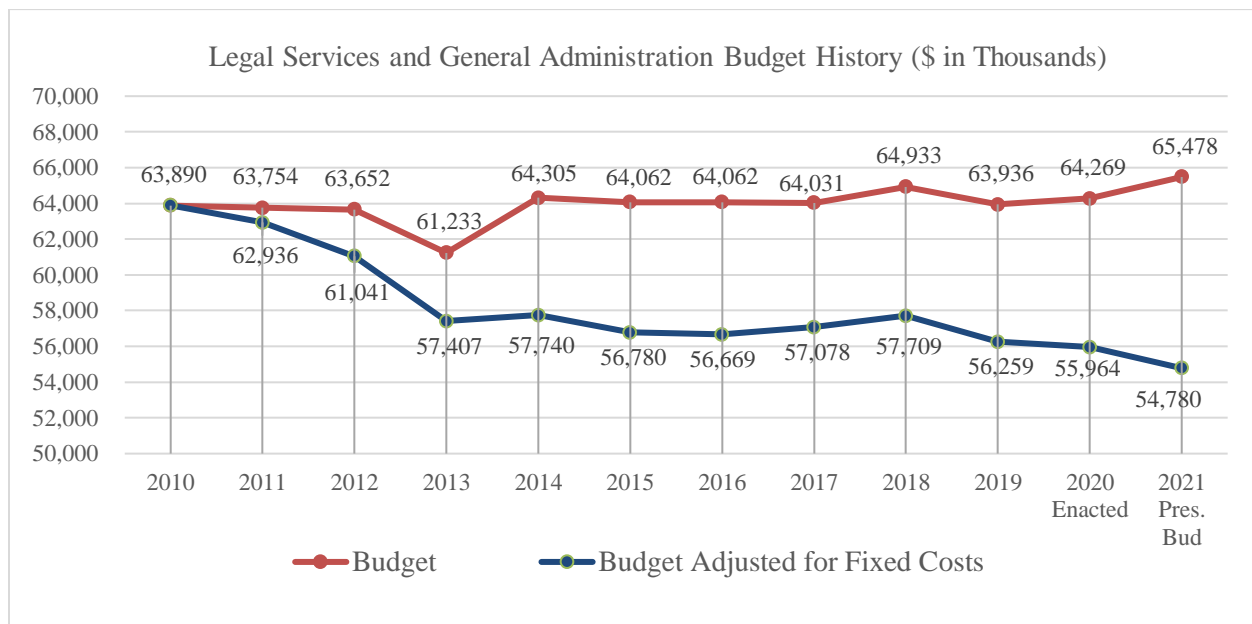


Figure 4.6

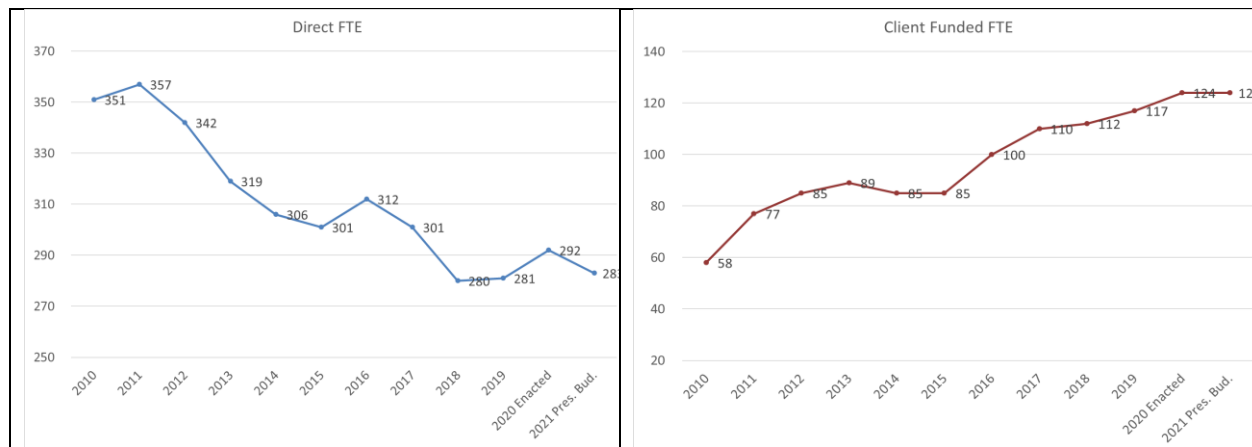


Figure 4.7

Key Budget Issues

Consolidated Departmental Ethics Office: The FY 2021 budget includes \$19.5 million for a consolidated Departmental Ethics Office, which includes a transfer of \$14.9 million and 51 FTE associated with bureau and office ethics activities. The transfer would eliminate the need for reimbursable agreements with bureaus and offices for the delivery of financial disclosure support and ethics services, training, and education.



Departmental FOIA Office: The FY 2021 budget requests \$1.9 million to establish a Departmental FOIA Office within SOL to oversee the Department's FOIA offices and ensure the Department properly tracks and processes FOIA requests.



Office of Congressional and Legislative Affairs

I. OFFICE CONTACT

Christopher Salotti, Legislative Counsel

Email: Chris_salotti@ios.doi.gov

Phone: (202) 208-7693

II. SUMMARY OF ORGANIZATION

The Office of Congressional and Legislative Affairs (OCL) is responsible for the development and implementation of strategies to advance the Secretary's legislative initiatives, Department nominations, and other Departmental interests relating to Congress. The primary functions of OCL include the following:

- Serve as the Department's primary liaison with Congressional Committees and individual Members of Congress;
- Lead the Senate confirmation process for individuals nominated by the President to positions in the Department;
- Lead office in developing and articulating the Department's position 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;
- Coordinate with the Assistant Secretary of Policy, Management and Budget on legislative and oversight matters related to the Department's budget and appropriations processes.
- Facilitate the appearance of Department witnesses at Congressional hearings;
- Manage 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); and
- Coordinate the Department's responses to Congressional committee oversight and information requests, requests for drafting services and technical assistance, and other inquiries from Members and congressional staff.



OCL Organization Chart

December 2019

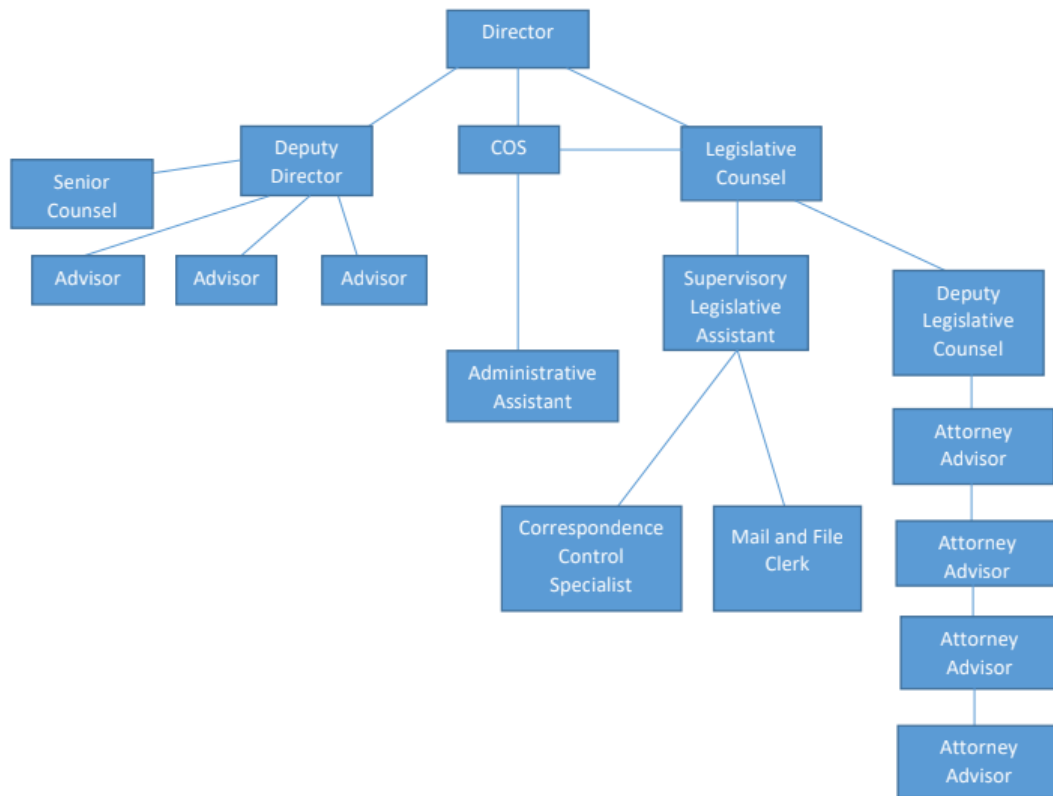


Figure 4.8

Workforce:

- As part of the Immediate Office of the Secretary, working directly with senior political staff and congressional contacts, OCL is located in Washington, DC.
- When fully staffed, the OCL workforce has approximately 20 employees, both political and career. Currently there are 17 employees in the office, with several vacancies.

III. MANAGEMENT AND KEY PERSONNEL

Non-career SES:

Cole Rojewski, Director

Schedule C employees:

Faith Vander Voort, Deputy Director

Taylor Playforth, Advisor

Aaron Thiele, Advisor

Amanda Hall, Advisor

Career SES:

Christopher Salotti, Legislative Counsel



Other senior career employees:

Robert G. Howarth, Chief of Staff

Pamela Barkin, Assistant Legislative Counsel

II. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **“Lame Duck Session” of Congress.** The 116th Congress is scheduled to return to Washington D.C. after the November 3, 2020, elections. At this time, there are several pending bills with significant Department of the Interior interest:
 - The Department of the Interior FY21 Appropriations bill;
 - The Water Resources Development Act (H.R. 7575); and
 - The National Defense Authorization Act for FY 21 (S. 4049 and H.R. 6395).



Office of the Chief Information Officer

I. BUREAU/OFFICE CONTACT

William E. Vajda, Chief Information Officer

Email: william_vajda@ios.doi.gov

Phone: (202)-208-5422

II. SUMMARY OF ORGANIZATION

The Office of the Chief Information Officer (OCIO) leads Information Management and Technology (IMT) support for all DOI 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 Office of the Chief Information Officer:
 - Drives the effective, efficient, and secure use of information and technology to accomplish the agency's mission; and
 - Oversees Information Management and Technology (IMT) governance, resources, acquisitions, infrastructure and service delivery; and
 - Delivers enterprise services such as email and collaboration tools, network access, and departmental cybersecurity oversight, standards, and policy; and
 - Establishes and maintains policies, procedures, and standards for IT portfolio management, cybersecurity, records management, data management, and privacy; and
 - Coordinates the agency's geographic information and related spatial data activities; and
 - Corresponds with the Office of the Federal CIO, Office of Management and Budget, Department of Homeland Security, and other external entities on matters related to information, information security, and technology.
- The OCIO in partnership with the DOI Bureaus and Offices developed the 2020-2025 [Information Resource Management \(IRM\) Strategic Plan](#). The plan includes six strategic goals:
 - Responsible Stewardship of the IT Landscape
 - A skilled IRM Workforce
 - Customer-centric IT Services
 - Effective Enterprise Portfolio Management
 - Data as a Strategic Asset for Public and Organizational Use
 - Seamless Integration of Cyber Security and Privacy

The OCIO leads the Information Management and Technology Leadership Team (IMTLT), a governance body that includes ten Associate Chief Information Officers (ACIO) who lead the planning, management and delivery of IT strategy and operations for the DOI bureaus and offices.

Workforce snapshot:

- 252 Federal employees, 344 contractors
- Primary locations – Washington, DC; Reston, VA; Lakewood, CO

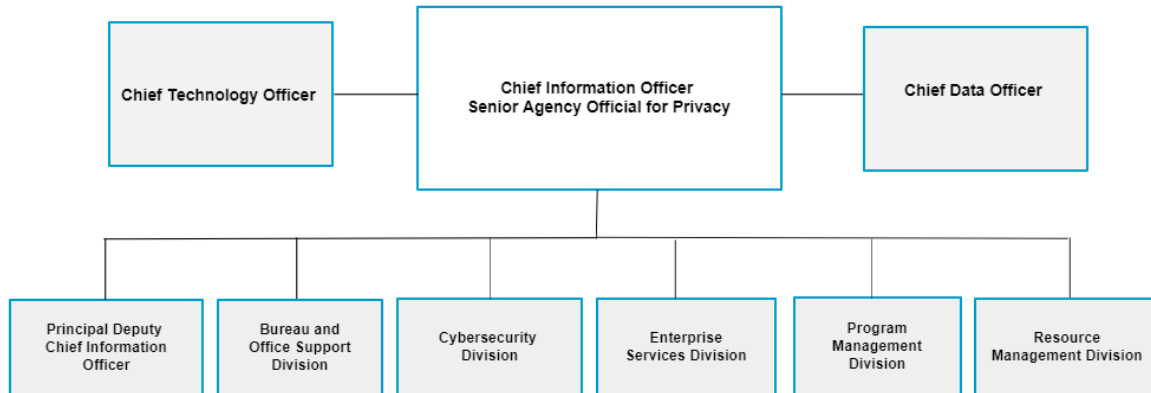


Figure 4.9

- Key legislative and policy drivers for OCIO
 - [Federal IT Acquisition Reform Act \(FITARA\)](#) – This legislation, enacted on December 19, 2014, gives the federal agency Chief Information Officer (CIO) broad authority and influence over all agency Information Technology investments. The objective of FITARA is to improve the management of IT within an agency and improve the ability for that agency to deliver its mission and conduct its business.
 - [Federal Information Security Modernization Act of 2014 \(FISMA\)](#) – This legislation defines a comprehensive framework to protect government information, operations and assets against natural or man-made threats.
 - [Presidential Executive Order 13833](#) - Executive Order Enhancing The Effectiveness of Agency Chief Information Officers -- Empowers agency CIOs to ensure that agency IT systems are secure, efficient, accessible, and effective, and that such systems enable agencies to accomplish their missions, and to modernize IT infrastructure within the executive branch and meaningfully improve the delivery of digital services; and(c) improve the management, acquisition, and oversight of Federal IT.
 - [OMB Memorandum M-09-02 Information Technology Management Structure and Framework](#) – This Memorandum clarifies the organizational, functional and operational governance framework required within the Executive Branch for managing and optimizing the effective use of IT, including management structure, responsibilities and authorities of Heads of Departments and Agencies and their Chief Information Officers (CIOs) in planning, acquiring, securing, and operating and managing IT systems and assets within the agency. The intent of the Memorandum includes clarifying that the CIO reports to the Secretary, and to minimize any disruptions during a transition of leadership.
 - [Privacy Act](#) – The Act establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of information about individuals that is maintained in systems of record by federal agencies. This balances the government's need to maintain information about individuals with the rights of individuals to be protected against unwarranted invasions of their privacy. E.O. 13719 established the Federal Privacy Council. OMB Memorandum M-16-24 provided guidance on the roles and responsibilities of the Senior Agency Official for Privacy (SAOP). The CIO serves as DOI's SAOP.



- [Modernizing Government Technology Act](#) (MGT) - This legislation created working capital funds for IT projects at CFO Act agencies where working capital funds did not exist and creates a central IT modernization fund that is managed by the General Services Administration. Interior has chosen to utilize the Department's existing working capital fund rather than leverage the MGT authorities.
- [Rehabilitation Act - Section 508](#) Compliance – The OCIO supports bureaus and offices in ensuring documentation and Information and Communication Technology (ICT) is accessible to employees and members of the public with disabilities. [36 CFR 1194](#) outlines the specifics of what electronic content must be accessible.
- [Federal Records Act](#) – The OCIO supports Bureaus, offices, and their staff in the creation, maintenance, and disposition of Federal records that document official Government business. All executive branch agencies are in the process of transitioning to electronic records by the end of 2022. This includes ensuring that records which originate electronically remain electronic throughout their life cycle and hard copy records are digitized and maintained electronically.
- [Paperwork Reduction Act](#) (PRA) – Controls and minimizes burden on the public when providing information to the Federal Government and ensures the maximum practicable information sharing across the Federal Government. All information collections from ten or more members of the public (individuals and households, private sector, or state, tribal, and local governments) must be approved by OMB prior to collection and the approval must be renewed every three years.
- [Controlled Unclassified Information \(CUI\)](#) - Standardizes the way the Executive branch agencies handle sensitive but unclassified information that requires safeguarding or dissemination controls pursuant to and consistent with laws, regulations, Government-wide policies, and judicial opinions. This includes standardized marking for any documents created as well as ensuring that documents are stored in an appropriately identified system.
- [Portfolio Management](#) - OCIO's portfolio management program provides operational oversight for the Department's IT investment portfolio. It develops annual IT strategic priority guidance, supports the budget formulation process to jointly certify IT resources between the IT and budget functions, and monitors IT acquisitions for conformance to strategic policies. The principal outcome of portfolio management is to ensure efficient and effective allocation of IT resources across the Department.
- [Foundations for Evidence-Based Policy Act of 2019](#) – The Chief Data Officer is the Department's senior official responsible and accountable for data management across the Department and supports the Department's Evaluation Officer and Performance Improvement Officer. The CDO in consultation with the bureaus drafted data management policy and an accountability framework including the creation of Associate Chief Data Officers in each Bureau and Office. The law requires all government data to be "open by default" unless otherwise restricted by statute or regulation. Openness requires data be available, well documented, and in formats useful for machines and humans.
- [Geospatial Data Act](#) – This legislation requires a National Spatial Data Infrastructure (NSDI) strategy and requires reporting on National Geospatial Data Assets (NGDA), sets geospatial data standards and mandatory Congressional reporting requirements for covered agencies. It also expands the roles of the Federal Geographic Data Committee (FGDC) which is co-chaired by the Secretary or their delegate and requires a National Geospatial Advisory Committee (NGAC).



III. MANAGEMENT AND KEY PERSONNEL

All OCIO management officials are career employees.

Career SES:

William Vajda, Chief Information Officer
Bruce Downs, Principal Deputy Chief Information Officer
Jack Donnelly, Chief Information Security Officer
June Hartley, Deputy Chief Information Officer, Bureau and Office Support
Ken Klinner, Deputy Chief Information Officer, Program Management
Karen Matragrano, Deputy Chief Information Officer, Enterprise Services
Jennifer Werner, Deputy Chief Information Officer, Resource Management

Other senior career employees:

Rotimi Abimbola, Chief of Staff
Thomas Dabolt, Chief Data Officer
Andrew Havely, Chief Technology Officer

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One: Infrastructure support

The OCIO is working with the Bureaus and Offices to ensure the Department has the infrastructure in place to maintain mission operations during extended and broad telework.

Issue Two: IT security

The OCIO is on track to resolve audit findings and recommendations from OIG and GAO reports related to wireless networks and supply chain risk management.

Issue Three: Policy implementation

The OCIO continues to develop and mature a robust IT portfolio management process by implementing key components of Clinger Cohen and FITARA.

Issue Four: Reports to Congress

The OCIO anticipates the following reports to Congress in the second quarter of FY21

- A report on DOI's compliance with the Foundations for Evidence-Based Policy Act of 2019.
- A report submitted by FGDC highlighting the Department's progress implementing the Geospatial Data Act including a new geospatial data strategy

Issue Five: Major contracts

The OCIO will continue to lead the transition of DOI's IT network from the General Services Administration (GSA) Networkx contract to the Enterprise Infrastructure Solutions (EIS) contract. This new contract will provide cost savings, improve DOI's ability to incorporate emerging technologies, and provide greater flexibility to address unique agency needs. The OCIO is currently working on a pilot for new technology that will enable better network access to field offices and is on track to meet the target date of May 31, 2023 to close out data-related activities on the GSA Networkx contract.

The OCIO will award a contract for a single ticketing system for all of DOI as a part of the Single Customer Support System (SCSS) initiative. This initiative which will provide a single customer support system and standard processes for simpler and efficient IT help desk and desktop services throughout all DOI locations, giving a more consistent level of IT support to all employees.



Office of Civil Rights

I. BUREAU/OFFICE CONTACT

Tanisha M. Edmonds, Esq., Deputy Director, Deputy Chief Diversity Officer
Email: tanisha_edmonds@ios.doi.gov
Phone: (202) 208-4016 (o), (202) 819-0943 (c)

II. SUMMARY OF ORGANIZATION

Mission

The mission of the Office of Civil Rights (OCR) is to provide leadership and direction to ensure equal employment opportunity and the fair, inclusive and equitable treatment of employees and visitors to the Nation's public lands and sites by the Department of the Interior (Department or DOI) and its external partners pursuant to existing federal laws, Executive Orders and regulations.

OCR's primary functions include:

- Partnering 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.
- Providing leadership and partnering 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.
- Providing consultation and technical assistance to Departmental offices on equity, diversity and inclusion, including training to enhance workplace relationships and resolve conflict and coordination of education and cultural/sensitivity awareness programs.
- Providing data and analytics to assess the organizational health of the Department through evaluation of its personnel policies, practices and procedures to inform solutions to establish and maintain the Department as a model agency for equal employment opportunity and equity, diversity and inclusion.

Vision

OCR's vision is to add transformational value by assisting the Department in achieving positive business outcomes stemming from an engaged and committed workforce in which employees are inspired to excel.

Key Strategic and Priority Goals

- FY21 Theme: Building Allies for Equity, Diversity and Inclusion
- Establishing OCR as Strategic Partners with Interior in Proactive Prevention
- Delivering management tools for advancing cross-cultural collaboration and effectiveness
- Delivering employment strategies and tailored training solutions to foster an equitable, diverse, and inclusive work environment
- Delivering recommendations to make the DOI the best place to work by partnering with DOI customers to conduct EEO workforce analysis
- Delivering consultative services to help leaders effectively manage in a diverse workforce

OCR Divisions



Affirmative Employment Programs Division (AEP): AEP enhances employment opportunities for all employees and applicants for employment. Strategic priorities include: 1) assisting DOI leadership in developing blueprints and 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 can be used to drive informed decision-making and allow for adaptive goal setting; 3) leading national barrier analysis teams through comprehensive organizational assessments on an annual basis; and 4) providing recommendations to effectively remove barriers to equal employment opportunity, diversity, and inclusion.

Employment Complaints and Adjudication Division (ECAD): ECAD provides oversight over the Bureau 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. Note: Beginning FY21, the Employment Complaints and Adjudication Division will become the Adjudication, Compliance and Equity Division (ACE).

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 are in compliance with their public civil rights obligations. PCR ensures effectiveness and consistency by the Department, its Bureaus and offices 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 (ADA). Strategic priorities include: 1) timely processing complaints filed by 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.

OCR Workforce Snapshot

- Organizational Chart as of 10/1/20
- Size of office workforce: 21 FTE
- Geographic locations and distribution: Main Interior Building, Washington, DC



Organization Chart

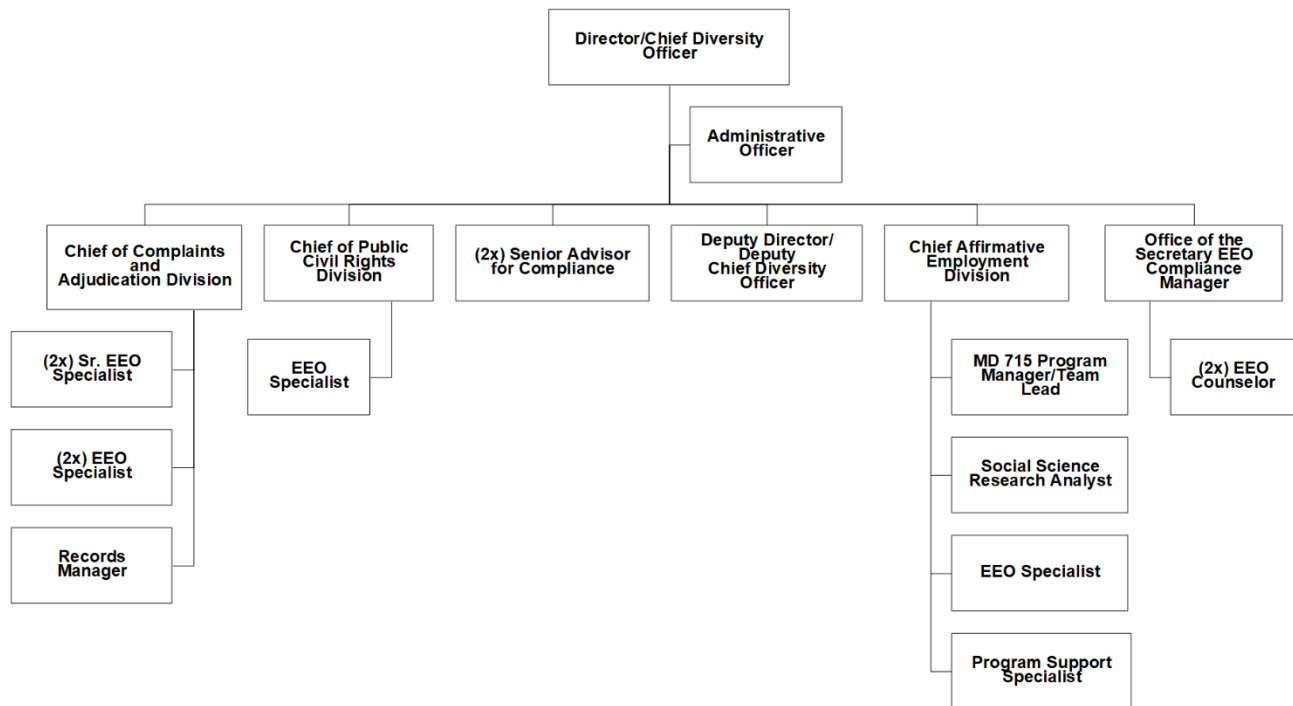


Figure 4.10

* The Office of Civil Rights will become the Office of Diversity, Inclusion and Civil Rights in FY 2021.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Erica D. White-Dunston, Esq., Director/Chief Diversity Officer

Other senior career employees:

Tanisha M. Edmonds, Esq., Deputy Director/Deputy Chief Diversity Officer

Tyvonnia Ward, Division Chief, Affirmative Employment Programs Division

Thomas Ziehnert, Division Chief, Employment Complaints and Adjudication Division

Sloan Farrell, Division Chief, Public Civil Rights Division

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Equal Employment Opportunity Commission Program (EEOC) Evaluation:

In June 2018, as part of the EEOC's oversight responsibility for federal agency equal employment



opportunity (EEO) programs, the EEOC's Office of Federal Operations announced its intent to conduct a program evaluation of DOI and all its subcomponent EEO programs. The EEOC program evaluation focused on: 1) the effectiveness of DOI's EEO complaint process; 2) DOI's EEO Program reporting structures at headquarters and among its subcomponents; 3) how discipline is handled for those individuals at DOI and its subcomponents who have been found to discriminate; 4) DOI's anti-harassment program; and 5) the extent to which DOI and its subcomponents exercise proper oversight over their EEO programs including the commitment from and accountability of agency leadership. The EEOC program evaluation is in the report preparation stage; the EEOC provided DOI a draft report of findings for review and feedback in October 2020.

Integration of EEO into DOI's Strategic Mission:

EEO and Diversity and Inclusion are currently not included in the Department's FY18-22 Strategic Plan. Integration of EEO into an agency's strategic mission is an important element of building a model workplace. To ensure that federal agencies achieve their goal of being a model workplace, all managers and employees must view EEO as an integral part of the agency's strategic mission.



Office of Communications (OCO)

I. BUREAU/OFFICE CONTACT

Theresa Eisenman, Deputy Communications Director

Email: theresa_eisenman@ios.doi.gov

Phone: (202) 513-0574 (o), (202) 595-4454 (c)

II. 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 to Interior employees.

The OCO Director works closely with the Secretary and other senior officials to establish communication priorities in support of the Administration's initiatives and the Secretary's agenda. Recent communications priorities have focused on:

- [Great American Outdoors Act](#)
- [Increasing Access to Public Lands](#)
- [Task Force for Building and Rebuilding Monuments to American Heroes](#)
- [Missing and Murdered American Indians and Alaska Natives](#)
- [Reducing Deferred Maintenance at National Parks](#)
- Endangered Species Act [Regulations](#) and [Down listings and Delisting](#)
- [Active Wildland Fire Management](#)
- [Eliminating Unnecessary Regulation](#)
- [Energy Development on Public Lands](#)
- [Critical Minerals](#)
- [Invasive Species](#)
- [Migration Corridors](#)
- [Western Water Supply and Delivery](#)
- [Ethical Compliance](#) and [Promoting a Workplace Free of Harassment](#)

OCO determines the types of public information that will be issued nationwide by the Department, provides direction to bureau public affairs staff, and makes final determinations as to the manner in which issues of Departmental interest and/or importance are to be handled.

In addition to leading Department-level announcements, OCO establishes policies and procedures governing official public communications across the bureaus and offices, which are defined in the [Departmental Manual](#).

Individual bureaus implement their communication 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 (e.g. communication plans, press releases, media advisories, statements, speeches, blogs and op-eds, letters to the editor, etc.), 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.

Additionally, there are separate Departmental Manual chapters and specific guidance documents on [digital media](#) and [web policies](#) that outline expectations, specific rules for the use of social media, and best practices.

Interior's communication efforts are guided by:

- [The Plain Writing Act of 2010 \(Public Law 111-274\)](#) and [Federal Plain Language Guidelines](#)



- [President's Memorandum on Transparency and Open Government](#), January 21, 2009
- OMB M-10-06, [Open Government Directive](#), December 8, 2009
- Executive Order 13571, [Streamlining Service Delivery and Improving Customer Service](#)
- OMB Memorandum M-17-06, [Policies for Federal Agency Public Websites and Digital Services](#), November 4, 2016
- [Presidential Memorandum on Building a 21st Century Digital Government](#), May 23, 2012
- OMB Memorandum M-10-23, [Guidance for Use of Agency Third-Party Websites and Applications](#), June 25, 2010

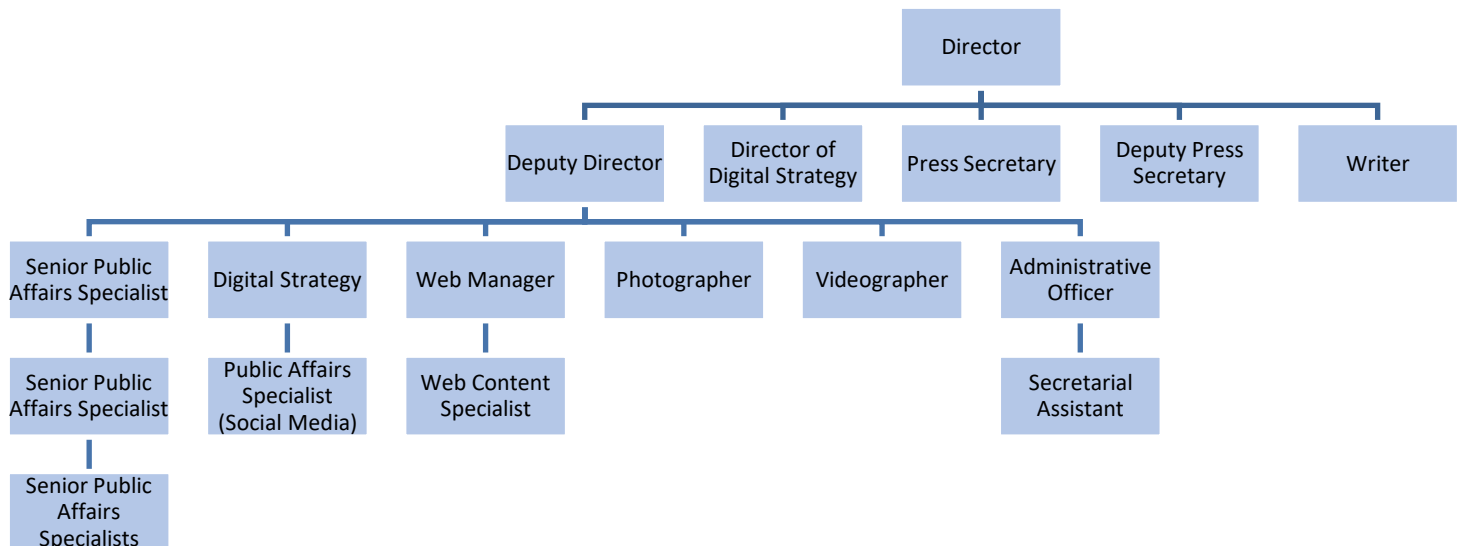


Figure 4.11

OCO is headed by the **Director of Communications** who reports to the Secretary. The Director is the principal spokesperson for the Department and provides the strategic vision for internal and external communications.

The **Deputy Director of Communications** is a career manager who oversees the day-to-day operations of the office; clears bureau level announcements and interview requests; and supervises the OCO career staff.

OCO political leadership consists of the following core positions, reporting to the Communications Director:

- The **Director of Digital Strategy** provides guidance and coordination for social media campaigns to amplify Administration and Secretarial priorities and notable Departmental accomplishments.



- The **Press Secretary** is the principal spokesperson for the Secretary and works closely with national and regional media to inform them and the public of Department and Administration initiatives.
- The **Deputy Press Secretary** assists the Press Secretary to facilitate media engagement.
- The **Writer** serves as the Secretary's speechwriter; drafts Presidential Proclamations at the request of the White House; drafts internal messages; and reviews bureau op-eds, speeches, and talking points to ensure the Administration's priorities are reflected.

Including the Deputy Director, there are 12 career employees:

- Three **Senior Public Affairs Specialists** are liaisons to the bureaus and offices, support critical communication actions by the bureaus, and assist with Departmental announcements.
- Two **Digital Media** staff members author, edit, and post content for national social media platforms and advise bureaus on the strategic use of digital media.
- The **Web Team** consists of two staff members who manage the DOI.gov website, including the multi-year transition of DOI and bureau websites to a new cloud-hosted Drupal content management system.
- The **Videographer** shoots, writes scripts, edits and produces videos, including messages from the Secretary, specialty videos, requested videos for social media, and [This Week at Interior](#).
- The **Photographer** shoots events attended by the Secretary and works with the digital team to provide photos and videos needed quickly from events. The photographer also takes official portraits for senior agency officials.
- The **Administrative Officer** and **Secretarial Assistant** support budget, procurement, timekeeping, travel, and other administrative matters.

All OCO employees are duty stationed at the Main Interior Building, in Washington, D.C.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

N/A

Non-career SES:

Nicholas Goodwin, Director

Schedule C employees:

Craig Handzlik, Senior Advisor

Vacant, Director of Digital Strategy

Ben Goldey, Press Secretary

Conner Swanson, Deputy Press Secretary

Eric Lendrum, Press Assistant.

Career SES:

None



Other senior career employees:

Theresa Eisenman, Deputy Director

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **COVID-19 Response:** Communications regarding COVID-19 are coordinated with OCO. Bureaus vet external communications following the same standard operating procedures as they would for other topics. Internal communications direct employees to the [DOI COVID-19 Information Portal](#) and bureau SharePoint sites, which are updated regularly.



Office of the Executive Secretariat and Regulatory Affairs

I. BUREAU/OFFICE CONTACT

Richard T. Cardinale, Director

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II. SUMMARY OF ORGANIZATION

The Office of the Executive Secretariat and Regulatory Affairs (OES) is the Department of the Interior's (Interior) principal policy office in the areas of (1) Secretarial correspondence; (2) regulatory affairs; (3) Departmental directives; (4) committee management; and (5) document production management. The OES also houses the Office of the Secretary's Freedom of Information Act Office (OS-FOIA). The Office has varied responsibilities in each of these areas.

Secretarial Correspondence

The Secretarial Correspondence Unit (SCU) manages and controls all correspondence addressed to the Secretary, Deputy Secretary, and Associate Deputy Secretary.

During Fiscal Year (FY) 2019, the SCU managed **4,921** pieces of controlled correspondence, an estimated **21,100** write-in petitions on matters related to Interior programs and initiatives, and **354,992** email inquiries.

In carrying out this function, the SCU:

- Reviews incoming correspondence, determines the signature and clearance levels required for each response, and assigns the appropriate Bureau or Office responsibility for drafting and clearing responses; coordinates a final review and, if necessary, edits responses prior to presenting the response to the Secretary, Deputy Secretary, or Associate Deputy Secretary for signature.
- Ensures that outgoing correspondence includes surnames from appropriate Bureaus and Offices.
- Reviews and coordinates approval of letters and other documents, including reports, memoranda of agreement/understanding, and internal memoranda initiated for signature by the Secretary, Deputy Secretary, and Associate Deputy Secretary.
- Develops and enforces quality standards for all letters and certain other documents signed by the Secretary, Deputy Secretary, and Associate Deputy Secretary.
- Coordinates the development of responses to inquiries and requests received via written correspondence from the White House, Members of Congress, other Federal agencies, State and local governments, constituent groups, and the general public on a wide variety of Interior activities.
- Provides technical assistance and training to Bureaus and Offices in correspondence management. Prepares a weekly report of overdue correspondence and due dates. Periodically revises and updates the Departmental Correspondence Manual.

Regulatory Affairs

The Regulatory Affairs Unit develops and manages regulatory policy for Interior, ensuring that regulations comply with applicable laws, Executive orders, and Administration and Departmental policy, and are promulgated in an efficient and effective manner. This Unit also engages with the broader regulatory community and represents Interior'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 (SBA), and other Federal agencies.



During FY 2019, the Regulatory Affairs Unit reviewed and coordinated the clearance, approval and issuance of **102** rulemaking actions and **1,040** non-regulatory Federal Register notices.

In carrying out these functions, the Regulatory Affairs Unit:

- Reviews all regulations and similar policy documents developed in Interior to ensure they reflect Administration and Departmental policy, and comply with applicable laws, Executive Orders, and OMB requirements.
- Serves as Interior's primary point of contact with OMB's Office of Information and Regulatory Affairs (OIRA) on regulatory matters.
- Develops and implements Department-wide regulatory policies and procedures.
- Manages Interior eRulemaking, including the Federal Docket Management System (FDMS) and regulations.gov.
- Develops the Department'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.
- Oversees Interior's retrospective regulatory review and regulatory reform efforts.
- Coordinates interagency regulatory reviews for the Department.
- Coordinates the review of draft Executive Orders and Presidential documents issued by OMB and the White House.
- Represents Interior's regulatory interests in the broader Federal community through participation in ACUS.
- Supports Interior's Regulatory Reform Task Force and Regulatory Policy Officer.

Directives

The Directives Unit develops Departmental policy and governs the issuance of directives that describe and document the policies, procedures, programs, organizational structures, and delegations of authority for the Department and its bureaus and offices. The Directives Unit also provides policy and technical guidance and manages the approval process for Secretary's Order, Department Manual chapters, handbooks and other policy documents. This unit is responsible for maintaining the Electronic Library of Interior Policies (ELIPS). (<https://www.doi.gov/elips/browse>) The ELIPS is a web-based system that serves as the central repository for the policy documents of the Department and its bureaus and offices, including Secretary's Orders, Departmental Manual chapters, handbooks, memoranda, bulletins, and other policy and guidance documents.

During 2019, the Directives unit facilitated the development, clearance, approval and issuance of **24** Departmental Manual chapter changes and **16** new Secretary's Orders.

Committee Management

The Committee Management Unit develops, oversees, and coordinates implementation of the Federal Advisory Committee Act (FACA) for Interior, including reviewing and finalizing all enabling committee charters and Secretarial appointments. The Committee Management Unit supports the White House Liaison in the clearance/vetting process of all Secretarial appointments.

During FY 2019, the Committee Management Unit facilitated the renewal of **9** FACA committees, the termination of **3** FACA committees, and the appointment of **217** members to these committees. The Committee Management Unit also facilitated 10 appointments to Interior operating commissions and an additional **26** Secretarial appointments to Interior-



related boards, councils, commissions, and foundations. In addition, the Committee Management Unit submitted **615** names to the White House Liaison for vetting. Finally, the Unit reviewed and cleared **100** Federal Register notices announcing meetings or meeting cancellations, and solicitations for committee nominations.

Document Management

The Document Management Unit (DMU) manages all high-profile requests made to Interior for the production of documents, including requests received from Congress, the courts, and the Office of Special Counsel. The 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 2019, the DMU processed **79,240** documents totaling **1,060,046** pages in the email Enterprise Records and Document Management System (eERDMS). The collection of documents was Department-wide from **11** Interior bureaus and offices. Additionally, the DMU produced **32** congressional document productions totaling **99,872** pages.

Freedom of Information Act (FOIA)

The OES administers OS-FOIA.

During FY 2019, OS-FOIA staff received **1,269** FOIA requests and processed **840** requests for records.

The OS-FOIA Unit includes the OS-FOIA Officer who oversees the program and:

- Handles all administrative aspects of responding to FOIA requests sent to OS;
- Conducts a reasonable search and ensures that any records found responsive to the request are reviewed consistent with FOIA and Interior's FOIA regulations.
- If designated by the Departmental FOIA Office (DFO) to do so, coordinates the Department's response when records on the same subject are requested from multiple bureaus or when Interior receives a request that involves potentially controversial or sensitive issues that affect multiple bureaus.

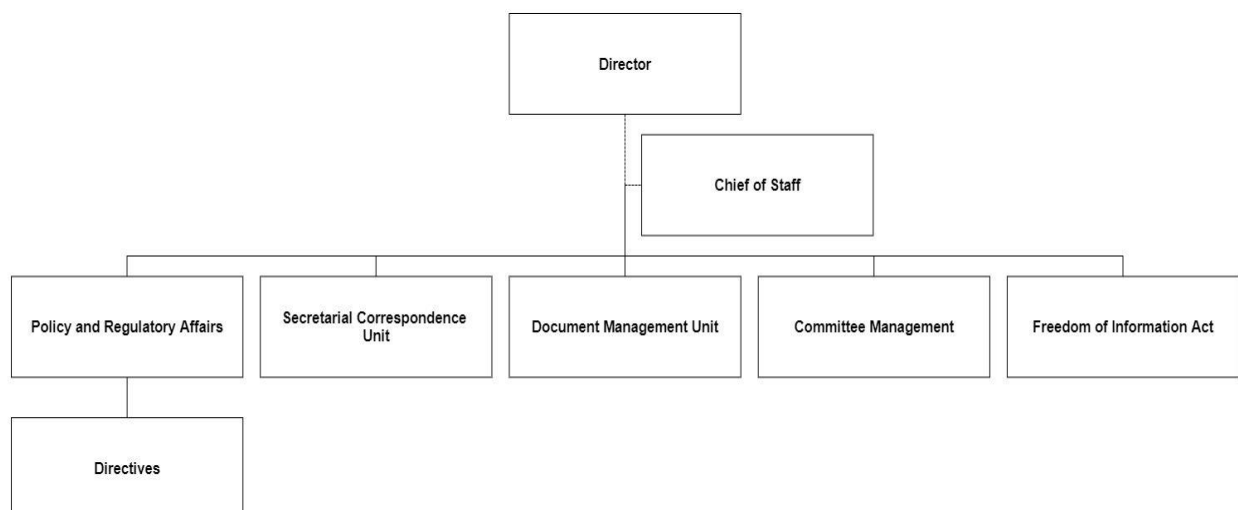


Figure 4.12

III. MANAGEMENT AND KEY PERSONNEL



PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Richard T. Cardinale, Director

Other senior career employees:

Justin Abernathy, Deputy Director for Policy

Bivan Patnaik, Deputy Director for Regulatory Affairs

Preston Heard, Deputy Director, Secretarial Correspondence Unit

Jamie Burley, Deputy Director, Document Management Unit

Margaret Triebisch, Committee Management Officer

William Holzerland, OS-FOIA Officer

Raquel Martinez-Niles, Chief of Staff

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Regulation Deadlines – Interior 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. OES works with the bureaus, assistant secretaries, and external organizations such as OMB's Office of Information and Regulatory Affairs (OIRA) and CEQ to manage these deadlines.



Secretary's Indian Water Rights Office

I. CONTACT INFORMATION

Pamela Williams, Director

Email: pamela_williams@ios.doi.gov

Phone: (202) 262-0291

II. SUMMARY OF ORGANIZATION

The Secretary's Indian Water Rights Office (SIWRO) is located within the Secretary's Office (109 Departmental Manual 1.3.E(2)). SIWRO is headed by a Director who reports to the Counselor or Senior Advisor to the Secretary assigned to oversee the Department's Indian water rights settlement initiative. SIWRO leads, coordinates, and manages the Department's Indian water rights settlement program in consultation with the Office of the Solicitor. The primary functions of the office are coordinating communication and decision-making among the various interests of the bureaus and offices of the Department on matters concerning Indian water rights settlements and managing assessment, negotiation, and implementation teams for policy consistency.

Indian Water Right Negotiations Generally

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, numerous 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), established the Federal reserved water rights doctrine which holds that water sufficient to satisfy the purposes of a reservation was implicitly reserved no later than the date of the creation of a reservation and, in some cases, water rights have an aboriginal or "time immemorial" priority date. Federal courts since *Winters* have clarified that 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 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 Department has supported and actively participated in negotiation of Indian water right disputes consistent with its responsibilities as trustee to Indians and Federal policies promoting tribal sovereignty, Indian self-determination, economic self-sufficiency, and cultural preservation.

The Mission of the Secretary's Indian Water Rights Office

The mission of SIWRO is to manage, negotiate, and oversee implementation of settlements of Indian water rights claims. 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), and coordinates



communication and decision-making among the various interests of the bureaus and offices of the Department on matters concerning Indian water rights settlements. The Working Group is comprised of all the Department'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 manages Federal assessment, negotiation, and implementation teams for policy consistency and provides oversight of enacted 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 Department policy. At present, there are 16 Federal implementation teams. In addition, there is currently one Federal assessment team appointed to assist the Department in determining whether appointment of a negotiation team is appropriate.

In the current Administration, SIWRO reports to the Senior Advisor to the Secretary on Water and Western Resource Issues.

Workforce Snapshot

Arizona

Pamela Williams, Director

DC-Based Staff

Tracy Goodluck, Deputy Director

Crystal Rice, Program Manager

Martin von Gnechten, Policy Analyst

Sarah Foley (on partial detail from the Solicitor's Office), Policy Analyst

Christopher Ray (Contractor), Administrative Assistant

New Mexico

Josh Mann, Policy Analyst

I. MANAGEMENT AND KEY PERSONNEL

Senior Career Employees

Pamela Williams, Director

Tracy Goodluck, Deputy Director

II. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue 1: Funding Indian Water Rights Settlements

The costs of Indian water rights settlements are 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. Legislation over the last eleven years authorized seven settlements that call for Federal expenditures totaling approximately \$2.5 billion. Pending settlements have a total cost of approximately \$3.1 billion, of which the Montana Water Rights Protection Act accounts for \$1.9 billion. How enacted and future settlements can be funded is, and has been, an on-going challenge for the Department.

Issue 2: Inaccurate estimates for Tribal Infrastructure

Many Indian water rights settlements are centered around large infrastructure projects, based on appraisal-level studies that do not reflect the true cost of a project. Recently, the risk of using appraisal-level studies to set project ceilings has become apparent, with three settlements either exceeding or likely to



exceed their ceilings by as much as \$240 million. In response, the Department has been attempting to negotiate settlements based, not on an identified project, but on a specified Federal contribution that can be used by a tribe to build whatever infrastructure it chooses on its own timeline. Some tribes prefer this approach for its flexibility while others object arguing it shifts the burden of risk of failed estimates to tribes.

Issue 3: Pending Legislation in Congress to Approve Indian Water Settlements.

Montana: Montana Water Rights Protection Act (S. 3019).

Gros Ventre and Assiniboine Tribes of the Fort Belknap Indian Community Water Rights Settlement Act of 2019 (S. 3113/H.R. 5673).

Arizona: Hualapai Tribe Water Rights Settlement Act of 2019 (S. 1277/H.R. 2459).

Utah: Navajo Utah Water Rights Settlement Act of 2019 (S. 886/S. 1207/H.R. 644).

New Mexico: Aamodt Litigation Settlement Completion Act of 2019 (S. 886/S. 1875/H.R. 3292).

Kansas: Kickapoo Tribe in Kansas Water Rights Settlement Act (S. 886/H.R. 3491).

Program-wide: Indian Water Rights Settlement Extension Act (H.R. 1904):



Office of Intergovernmental and External Affairs (OIEA)

I. BUREAU/OFFICE CONTACT

Timothy Williams, Director, Office of Intergovernmental & External Affairs

Email: timothy_williams@ios.doi.gov,

Phone: (202)-208-1923

II. 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 Department's and the Administration's message 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.

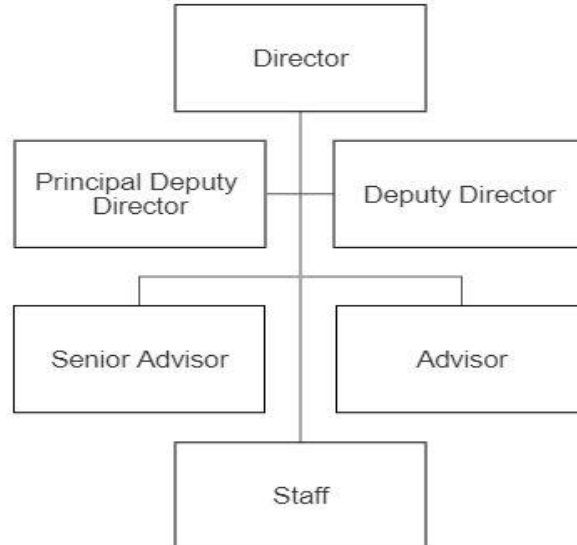


Figure 4.13

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

Timothy Williams, Director



Jeffrey Small, Senior Advisor to the Secretary (*Detailed*)

Schedule C Employees:

Vacant, Principal Deputy Director
Marshall Critchfield, Deputy Director
Lacey Smethers, Special Assistant
Sarah Spaulding, Special Assistant
Elinor Werner, Advisor to the Secretary (*Detailed*)

Career SES:

Vacant

Other senior career employees:

Valerie Smith, Program Associate
Vacant, Program Analyst

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- Issue one – 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.
- Issue two – 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. Better coordination with bureaus 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.



Assistant Secretary—Policy, Management & Budget

Office of the Assistant Secretary—Policy, Management and Budget (AS-PMB)

I. CONTACT:

George Tribsch, Chief of Staff

Email: George.trietsch@ios.doi.gov

Phone: (202) 208-2495

II. SUMMARY OF ORGANIZATION

The [Office of 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 Interior Department's ability to fulfill its mission. The AS-PMB serves in a number of statutorily designated positions, including as the agency's Chief Financial Officer, Chief Acquisition Officer, and Chief Performance Officer. The AS-PMB provides direction and oversight to the Department's information resources management and information technology programs, and has responsibility for major operational components that support Interior-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, the AS-PMB oversees the Office of Natural Resources Revenue's 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 Interior's fiscal resources, leading budget formulation and execution as well as financial reporting and annual audit activities and is a service provider for the Interior Department for several administrative-oriented functions. The ASPMB also sponsors Interior's [Workplace Cultural Transformation Advisory Council](#) which implements Department-wide programming enabling all bureaus and offices to make positive changes to the work environment. 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 of Policy, Management and Budget include:

- Advancing management reforms among Interior 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 Departmental 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 to DOI lands and facilities, and resources, and recovery from natural disasters and human-caused incidents
- Coordinating the development of the Department's 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 Departmental compliance with legislative and regulatory requirements related to annual appropriations bills and Interior-wide functions such as performance; finance; environmental compliance; acquisition, financial assistance, and property management; budget; human capital resources; information technology; and civil rights

Workforce Snapshot:

Total number of employees: 2,727

Currently, 19.4 percent of PMB employees are veterans and 9.3 percent are veterans with a disability.

The PMB workforce is 55 percent female and 45 percent male. The distribution of race and ethnicity is:

- 62.8 percent Caucasian
- 14.5 percent African American or Black
- 4.9 percent Asian
- 3.9 percent Hispanic or Latino
- 3.2 percent American Indian or Alaskan Native
- 0.7 percent Native Hawaiian or other Pacific Islanders
- 9.6 percent Two or More Races

PMB Offices and staff are located across the country. The greatest concentrations are in Colorado and the Washington, D.C. area.

Organization Chart

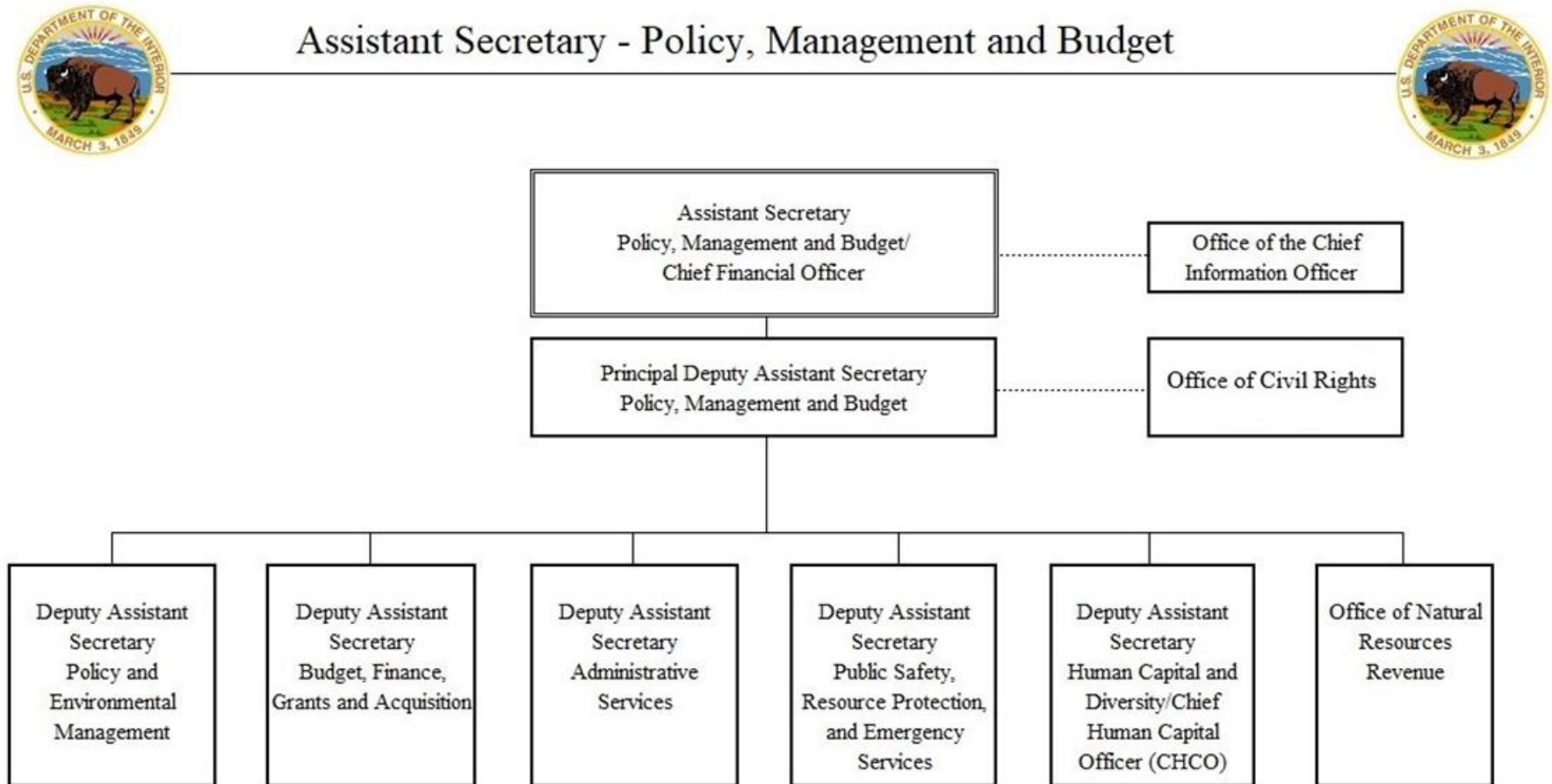


Figure 4.14



The following offices report directly to the Assistant Secretary – Policy, Management and Budget:

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

Policy and Environmental Management includes AS-PMB offices that provide leadership and management of Department-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. This office provides policy and economic analysis on issues related to Interior's responsibilities and discharges the Secretary's responsibilities as they relate to Native Hawaiians. The office hosts the National Invasive Species Council (NISC) and provides leadership and guidance throughout the Department on strategic planning, performance assessment and reporting, risk management, and organizational processes.

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 managing the formulation, presentation, justification and execution of the budget. The office directs planning for and coordinates financial policy, procedures, reporting, and audit follow-up, and coordinates and directs Department-wide implementation of Federal policy for procurement, real property, and personal property. This office also develops policies and provides direction for financial assistance programs across the Department; oversees and implements policies, regulations, and procedures for the Department's small and disadvantaged business programs; and manages the Department's Enterprise-wide Financial and Business Management System (FBMS).

Deputy Assistant Secretary – Administrative Services (DAS-AS)

Administrative Services includes AS-PMB offices responsible for leadership and strategic guidance on infrastructure and business operations for Interior and its bureaus, including administration and oversight of all aspects of facility management. This office conducts hearings, considers and rules on Department-related administrative appeals, and provides collaborative conflict management and resolution services. As the operator of the Interior Business Center, Administrative Services provides shared human resources, acquisition, and financial services to internal and external customers. The office provides valuation services to meet the Department's fiduciary trust responsibilities for Tribes and beneficiaries in Trust, as well as ensuring public trust in Federal real property transactions.

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 Departmental efforts to coordinate with the Department of Homeland Security (DHS) on border activities impacting Interior equities; lead the Department's efforts to plan for, prevent, protect against, and recover from natural disasters and human-caused incidents; ensure the protection of employees, visitors, and natural and cultural resources; and enable bureaus to deploy safe and mission-ready aircraft and personnel. This office 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.

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

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 Natural Resources Revenue (ONRR)

The Office of Natural Resources Revenue 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 Tribal 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. One hundred percent of the revenues that ONRR collects for mineral leases on Indian lands are transferred to the Bureau of Trust Funds Administration for distribution to the appropriate Tribe or individual Indian mineral owner.

III. MANAGEMENT AND KEY PERSONNEL

PAS official:

Assistant Secretary for PMB - Scott J. Cameron (Acting) (Non-Career SES)

Non-Career SES:

Principal Deputy Assistant Secretary – Katie E. Mills (Acting)

Deputy Assistant Secretary- PEM – Michael T. Freeman (Detailed to Solicitors Office)

Schedule C employees:

Senior Advisor – Steve D. Howke

Senior Advisor – Eva A. Cline

Career SES:

Chief of Staff – George F. Triebsch

Deputy Assistant Secretary- BFGA – Andrea L. Brandon

Deputy Assistant Secretary- AS - Jaqueline M. Jones

Deputy Assistant Secretary- PRE – Lisa Branum

Deputy Assistant Secretary- HCD – Raymond A. Limon

Acting Deputy Assistant Secretary – PEM – Steve Glomb

Director- ONRR- Kimbra Davis

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - Great American Outdoors Act implementation - The Great American Outdoors Act (GAOA) became law on August 4, 2020, to help address the historically underfunded, multi-billion-dollar deferred maintenance backlog at our national parks and other public lands. This legislation directs agencies to use revenues from energy development to provide up to \$1.9 billion a year for five years in the National Parks and Public Land Legacy Restoration Fund to provide needed maintenance for critical facilities and infrastructure in our national parks, forests, wildlife refuges, recreation areas and American Indian schools. It also provides for using offshore oil and natural gas royalties to permanently fund the Land and Water Conservation Fund up to \$900 million annually to invest in conservation and recreation opportunities across the country. PMB has a significant role in overseeing the implementation of GAOA across Interior to ensure consistency, accountability, and transparency in the expenditure of GAOA funding. PMB supports the development of the Department's GAOA Program Management Office, and provides policy support regarding budget, finance, contracting, asset management, appraisal services, and other key policy areas.

Issue Two - GrantSolutions successful deployment and use to make better management decisions

- The Department of the Interior successfully deployed GrantSolutions in November 2019. The



Department distributes over \$4 billion annually through grants and cooperative agreements, a mission critical function performed by all bureaus and many offices within the Office of the Secretary. Implementing GrantSolutions enables the Department to use a single, consistent platform for grants management, from announcing Notice of Funding Opportunities through management of grantee performance to closeout, greatly improving transparency in the use of taxpayer dollars. The Department continually monitors the implementation of GrantSolutions and rapidly addresses any issues as they arise.

Issue Three - Funding strategy to replace or upgrade the Interior Business Center's (IBC) antiquated technology systems, especially the Federal Payroll and Personnel System (FPPS) - As a fee-for-service organization, IBC operates and maintains significant IT systems to provide financial management and human resources support services to Interior and dozens of other federal agencies. Updating and modernizing these systems is critical to meet evolving customer needs, maintain cyber security standards, and ensure IBC's place in the federal shared services marketplace. FPPS, the current HR IT infrastructure, was introduced in the 1990's. It is costly to operate and maintain, resulting in higher costs to clients, and it lacks the agility to expand capability to meet twenty-first century demands. The projected end of life for the system is 2022. An IBC IT Modernization Steering committee is working to identify cost-effective solutions that comply with the Federal Information Technology Acquisition Reform Act (FITARA), the respective Quality Service Management Offices (QSMO) for each line of business, and other Federal and Departmental IT governance. Key issues are likely to be the considerable expense, the long lead time for Interior and other customer agencies to budget for replacement technology, and confusion over what, if any, role GSA's government-wide payroll concept known as NewPay may play in these considerations.

Issue Four - COVID-19 mitigation management - The onset and long duration of the COVID-19 pandemic presented unique issues that required Interior's leadership to engage all of its bureaus and offices. The primary objectives were to ensure that Interior accomplished its mission while protecting the health and safety of our employees, volunteers, visitors, and partners. Interior coordinates efforts to mitigate COVID-19 in our workplaces by following CDC guidelines such as encouraging the use of face coverings, promoting social distancing, facilitating telework, regularly cleaning office spaces and providing non-medical PPE such as N-95 respirator masks.

Interior established a leadership coordinating group led by the Deputy Secretary and consisting of Field Special Assistants, Assistant Secretaries, and Bureau/Office Directors; a personal protective equipment task force to centrally obtain N-95 masks and other necessary equipment; a reopening task force tracking facility status, workforce protection, and State and local conditions; and a policy task force consisting of key bureau, Office of the Secretary and PMB leaders to develop new Department-wide policy and guidance on reopening facilities as well as ongoing operations. These efforts ensure that Interior's mission and operations continue to the greatest extent possible while protecting our employees and the public.

Issue Five - Wildland Fire risk reduction – The severity of the current wildfire season and historical wildfire trends reinforce the need to continue cooperative efforts to reduce wildfire risk through active management of Interior lands. The Office of Wildland Fire (OWF), in collaboration with Federal, State, local and Tribal partners, is leading Department-wide efforts to achieve strategic fuels management objectives. These include:

- establishing policy and prioritizing program funding to support more fuels management treatments;
- developing a workforce strategy that funds a permanent wildland fire workforce to focus more aggressively on reducing wildfire risk year-round;
- developing the Shared Wildfire Risk Mitigation Tool to leverage resources, facilitate local decision making and inform cross-boundary collaboration on wildfire risk mitigation; and



- through the Wildland Fire Leadership Council, and with the support of the EPA and CDC, studying the public health effects of smoke from wildfires and prescribed fire to promote and increase the use of controlled burning.



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

Office of Policy Analysis

I. OFFICE CONTACT:

Shawn Buckner, Director
Email: Shawn_buckner@ios.doi.gov
Phone: (202) 669-1320

II. SUMMARY OF ORGANIZATION

The [Office of Policy Analysis \(PPA\)](#) provides objective Department-wide policy analysis, economic analysis, and program coordination to inform and implement decisions made by the Secretary and Departmental leadership. PPA proactively identifies topics, undertakes analyses, and provides Departmental leaders with insight into trends and emerging issues that will have a significant effect on Departmental resources and responsibilities. PPA serves as a resource for high-quality, accurate, reliable, and objective qualitative and quantitative advice, analysis, data visualization, review, writing, and presentations. PPA's public reports and statistics are available at: <https://www.doi.gov/ppa/reports-and-statistics>.

Key responsibilities include:

- Conducting analyses of the economic effects of resource policies and regulations and relationships between the economy, environment, natural resource use, and management;
- Reviewing programs and analyzing policy issues throughout the Department; and
- Coordinating programs and activities that involve multiple bureaus and offices.

Key activities include:

- 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*.
- Secretarial Order 3380 – PPA provides guidance and reporting tools to implement Secretarial Order 3380, *Public Notice of the Costs Associated with Developing Department of the Interior Publications and Similar Documents*.
- Annual Economic Report – PPA produces the DOI annual economic report, which provides estimates of employment and economic contributions supported by Departmental programs and activities.
- 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.
- 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 DOI's political representative in his role as Co-Chair to the National Invasive Species Council.
- 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.
- Technology Transfer & Prize Competitions – PPA chairs the Departmental Technology Transfer Working Group, represents DOI on the Interagency Working Group on Technology Transfer, and



manages the development and production of the annual technology transfer report and the biennial report on prize competitions.

PPA has 17 FTEs, all stationed in Washington, D.C. PPA's Director reports to the Deputy Assistant Secretary - Policy and Environmental Management. The PPA Deputy Director reports to the PPA Director and assists with all aspects of PPA activities including the management and direction of PPA staff. The Director carries out PPA responsibilities with support from the Deputy Director, economics team, policy team, and senior analysts.

Organization Chart

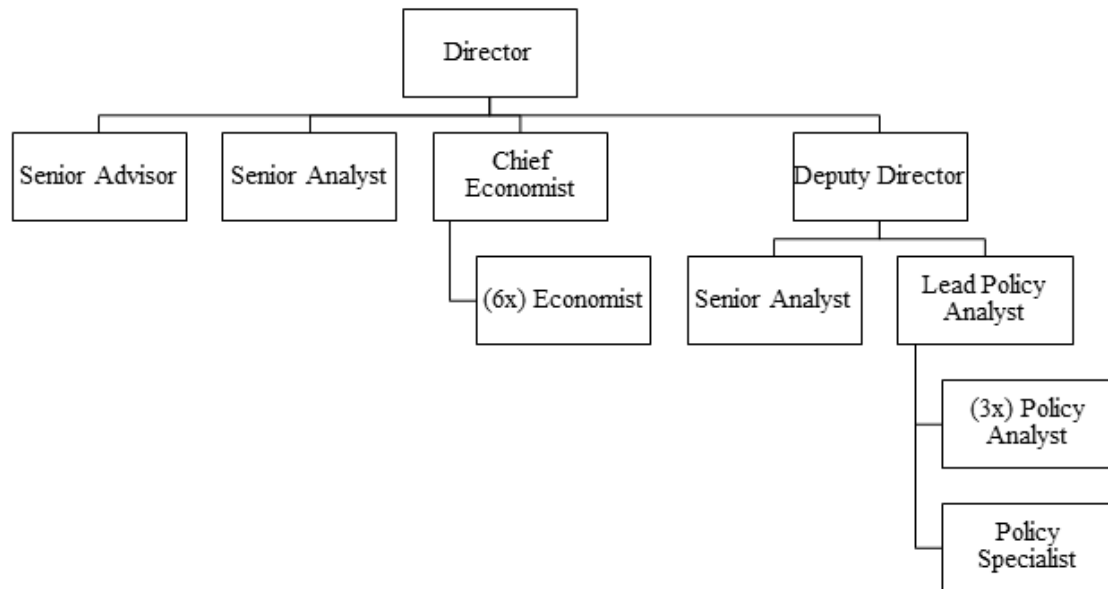


Figure 4.15

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Shawn Buckner, Director
Indur Goklany, Senior Advisor

Other senior career employees:

Jonathan Steele, Deputy Director
Benjamin Simon, Chief Economist

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None



Office of Environmental Policy and Compliance

I. OFFICE CONTACT:

Steve Tryon, Director

Email: Steve_Tryon@ios.doi.gov

Phone: (202) 208-4221

II. SUMMARY OF ORGANIZATION

The [Office of Environmental Policy and Compliance \(OEPC\)](#) is the lead voice on a range of environmental issues, including compliance with the National Environmental Policy Act ([NEPA](#)) and other statutory mandates, executive orders, and regulations. OEPC reviews NEPA and other natural resource analyses generated by other agencies and integrates sustainability into Interior's business practices. OEPC also manages the Department's program for long-term cleanups of hazardous materials under its [Comprehensive Environmental Response, Compensation, and Liability Act \(CERCLA\)](#) authority and oversees activities to protect and recover natural and cultural resources and historic properties during emergency response and recovery actions, including on non-Department lands.

OEPC accomplishes its objectives through the work of three teams located in Washington, D.C., and eight regional offices located throughout the nation. OEPC provides guidance and technical advice to multiple officials in the immediate Office of the Secretary, the Office of the Assistant Secretary - Policy, Management and Budget, and the other Assistant Secretaries. OEPC works with bureau counterparts and other Federal agencies to ensure implementation of Interior's environmental policies and guidance.

OEPC's workforce includes 31 personnel with additional capacity from up to 11 rehired annuitants who support response and recovery activities. The office has a Director, Deputy Director, and a three-person team providing administrative support to headquarters and regional staff. Three teams are located within the Director's Office (number of personnel shown): the Environmental Review Team (5), the Environmental Response and Recovery Team (4), and the Environmental Cleanup and Liability Management Team (5). The office supports 8 regional offices that provide support for NEPA and response to oil spills and other emergencies across the country. These offices are located in Boston (2), Philadelphia (2), Atlanta (1), Denver (2), Albuquerque (1), Sacramento (1), Portland (1), and Anchorage (2).



Organization Chart

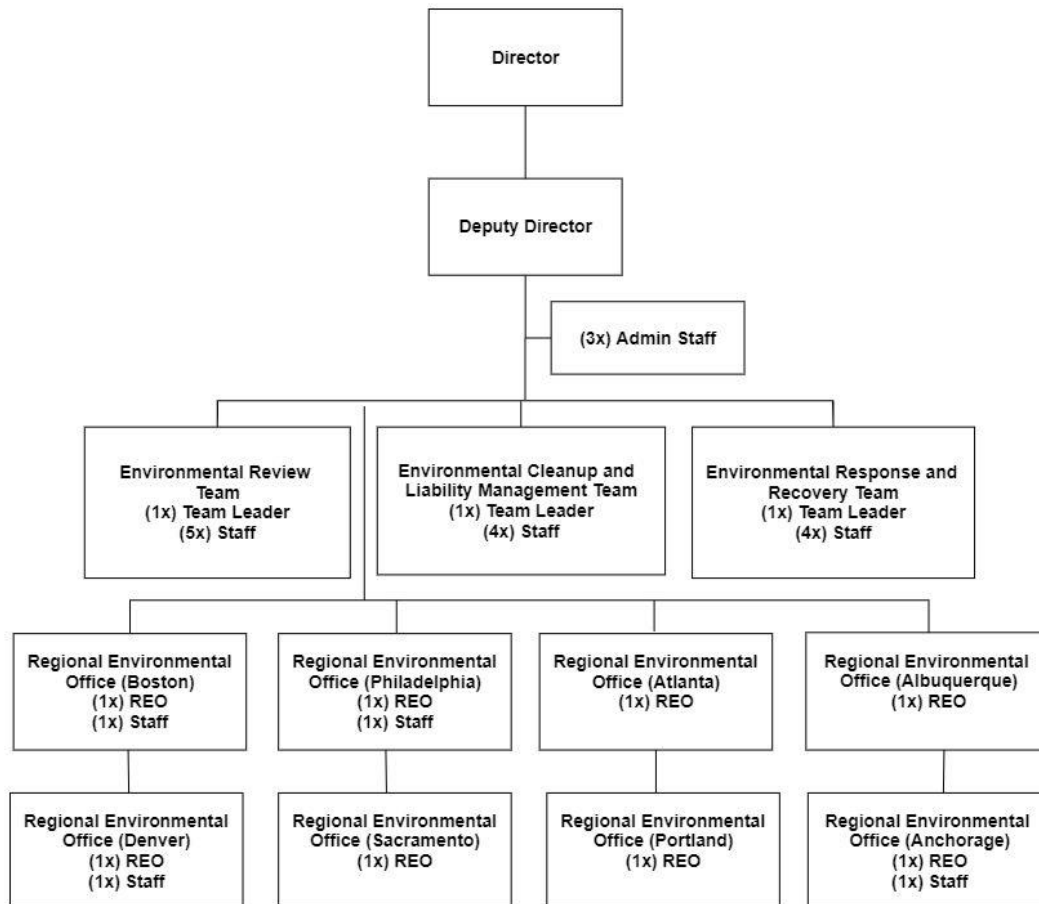


Figure 4.16

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Steve Tryon, Director

Bill Lodder, Acting Deputy Director

Other senior career employees:

Bill Lodder, Environmental Cleanup and Liability Management Team Lead

Carol Braegemann, Environmental Review Team Lead

Miyoshi Stith, Environmental Response and Recovery Team Lead



IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - OEPC is leading Interior's efforts to streamline [NEPA](#) by updating the Department's NEPA regulations and all subordinate guidance, including at the bureau level; increasing the number of categorical exclusions available to our bureaus; participating in the Review Team process for environmental impact statements; and maintaining a Department NEPA and Permit Tracking database for monitoring NEPA documents.

Office of Restoration and Damage Assessment

I. OFFICE CONTACT:

Steve Glomb, Director

Email: Steve_glomb@ios.doi.gov

Phone: (202) 208-4863

II. SUMMARY OF ORGANIZATION

The mission of the [Natural Resource Damage Assessment and Restoration \(NRDAR\)](#) Program is to restore natural resources injured as a result of oil spills or hazardous substance releases into the environment. In partnership with affected State, Tribal and Federal trustee agencies, the NRDAR Program conducts damage assessments to determine the restoration needed to address the public's loss and use of natural resources. Funds received from settlements with the responsible parties are used to restore the injured resources at no expense to the taxpayer.

The Office of Restoration and Damage Assessment (ORDA) provides guidance, sets policy, and provides case assessment funding to the Department bureaus that work on NRDAR cases. This funding is distributed based on recommendations of a NRDAR Technical Support Group, which is comprised of representatives from the Department's land management bureaus (USFWS, NPS, and BLM), BIA, BOR, the U.S. Geological Survey, the Solicitor's Office, and the Office of Policy Analysis. In addition, ORDA manages the NRDAR Fund, which receives money from settlements and disburses funds to the resource trustees for damage assessment and restoration activities. The office's Restoration Support Unit (RSU) supports case teams with restoration-related needs such as restoration planning or Environmental Assessment preparation.

The NRDAR Fund contains over \$2.0 billion, managed by Interior on behalf of the relevant Federal, State, and Tribal trustees. The funds must be used for the purposes laid out in a publicly reviewed Restoration Plan and approved by Interior's Authorized Official and by the relevant State and Tribal co-trustees. Each of over 300 individual accounts is tied to a particular settlement or claim, governed by a court-approved consent decree.

ORDA's key strategic and priority goals include:

- Managing the NRDAR Fund, which includes all deposits, disbursements, and interest accruals. This includes the allocation of funds to other Federal, State, and Tribal trustees. There is currently over \$2.0 billion in the NRDAR fund, largely due to the \$489 million annual Deepwater Horizon (DWH) payments received starting in 2016. In Fiscal Year 2020, ORDA disbursed \$407 million for restoration projects. This surpasses the activity in FY 2019, when \$285 million was sent out for restoration. It is also more than five times the level in FY 2016, when it was about \$70 million. In FY 2019, restoration activities allowed for 30,500 acres to be restored/managed and 200 stream/shoreline miles to be restored/managed.
- Developing and maintaining the [Damage Assessment and Restoration Tracking System \(DARTS\)](#), which houses information on all Interior NRDAR cases. This system is used to submit damage assessment funding applications, request withdrawals from the Restoration Fund, and display information on cases and restoration projects.



- Providing damage assessment funding to cases (new and ongoing) each year. In FY 2020, the office received \$2.0 million in Congressional Appropriations for this activity.
- Supporting over 34 case teams through restoration planning, implementation, and monitoring. Currently, ORDA supports work on 20 restoration plans.
- Allocating \$1.0 million each year for inland oil spill training, drills, and contingency planning in cooperation with the Office of Environmental Policy and Compliance.

ORDA works closely with all levels of Interior's land managing bureaus, from headquarters to the regions to the field. In addition, the Office of the Solicitor provides legal advice, the Office of Policy Analysis provides economic analytical expertise, the U.S. Geological Survey provides technical and scientific expertise, and the Office of Environmental Policy and Compliance provides a conduit for response and remedial activities associated with oil spills or chemical releases. ORDA maintains strong relationships with the Office of Budget and the Gulf of Mexico Restoration Office, the office responsible for overseeing the DWH settlement.

Under the [System Unit Resource Protection Act](#), the National Park Service recovers damages for injuries to park system resources. In 2019, draft legislation allowing for the Fish and Wildlife Service to have this same authority was proposed but not passed ([S. 1899 – 116th Congress: Refuge System Protection Act](#)).

Organization Chart

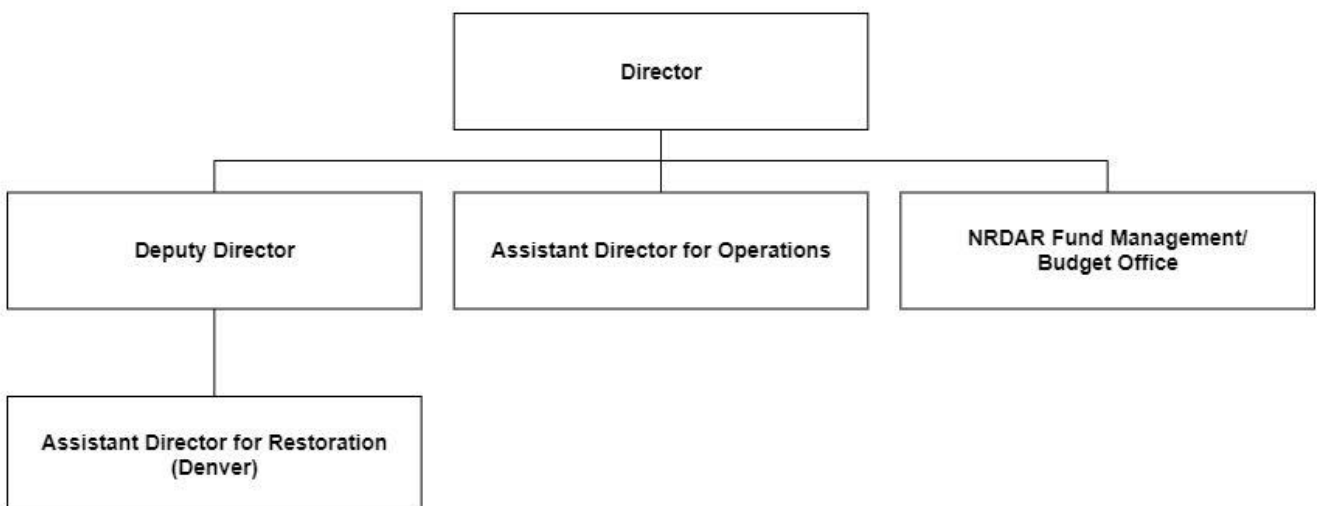


Figure 4.17

ORDA has 18 staff members - 9 in Washington, D.C., (Director, Deputy Director and Budget and Operations Unit) and 9 staff members in Denver, CO (Restoration Support Unit). The NRDAR program is supported by the Technical Support Group described above.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None



Schedule C employees:

None

Career SES:

Steve Glomb, SES, Director

Other senior career employees:

Mark Huston, Deputy Director

Emily Joseph, Assistant Director for Operations

Susan Kennedy, Assistant Director for Restoration

Bruce Nesslage, Budget Director/NRDAR Fund Manager

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - NRDAR workshops - In the past, ORDA held an annual national workshop for Interior, States, Tribes, other Federal agencies, and industry attendees to discuss NRDAR related issues and topics. In recent years, the workshop switched to bi-annual, however the last one was held in 2016 with over 300 NRDAR practitioners attending. We also have sponsored occasional Tribal workshops (virtual this year due to the pandemic). Holding these in-person workshops improves the ability of attendees to discuss pressing NRDAR related issues. Switching to virtual and online only discussions has helped sustain the Program but is not ideal in terms of keeping the NRDAR community connected. It is ORDA's intention to hold these in-person workshops when possible.



National Invasive Species Council

I. OFFICE CONTACT:

Stanley “Stas” Burgiel, Ph.D., Executive Director
Email: stanley_burgiel@ios.doi.gov
Phone: (202) 208-4163

II. SUMMARY OF ORGANIZATION

The [National Invasive Species Council \(NISC\)](#) was established under Executive Orders 13112 and 13751 to provide the vision and national leadership 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 12 Federal departments and agencies, and four White House Offices: Department of Agriculture, Department of Commerce, Department of Defense, Department of the Interior, 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.

The Council's roles are as follows:

- *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 Assistant Secretary - Policy, Management, and Budget serves as the Principal for the Department of the 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 invasive species issues. Council staff also coordinate implementation of Annual Work Plans and related operations and directives of the Council and its representatives.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Stanley “Stas” Burgiel, Ph.D., NISC Executive Director (Washington, DC)

Other senior career employees:



Jeffrey T. Morisette, Ph.D., NISC Chief Scientist (Ft. Collins, CO)
Kelsey A. Brantley, NISC Operations Director (Washington, DC)

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - Wildland fire and invasive species - NISC is partnering with the Wildland Fire Leadership Council (WFLC) to promote the critical role of invasive species management in actively limiting the risks of wildland fire. Activities in FY 2021 will build on high priority Federal fire-invasive species coordination opportunities identified through an interagency process in FY 2020 (e.g., existing funding streams, decision-support tools, best management practices, training curricula, and public messaging). This work complements broader Interior efforts to actively manage wildfire risk on public lands.

Office of Planning and Performance Management

I. OFFICE CONTACT:

Gary Shuler, Director
Email: gary_shuler@ios.doi.gov
Phone: (202) 208-5020

II. SUMMARY OF ORGANIZATION

The [Office of Planning and Performance Management \(PPP\)](#) is at the forefront of improving Interior's return on investment. PPP leads the Department in implementing and reporting on performance, analysis, and evidence and conducts assessments and develops strategies to improve organizational outcomes.

In FY 2021, significant activities include: developing the FY 2022-2026 strategic plan and annual performance plans for bureaus and offices; creating a Department-wide risk framework and annual assessment; supporting bureau efforts to better use evidence in decision making; building an annual Departmental evaluation plan; and strengthening practices and reporting on COVID-19 spending and outcomes. Key legislation and Federal requirements include:

- The Government Performance Results Modernization Act of 2010 (GPRAMA) - Requires Departmental strategic plan, annual performance plans and reviews, priority goals, and other performance-related assessments;
- Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) - requires adoption of evaluations, evidence-building capacity, use of learning agendas, evidence assessments of administrative data, data governance, management, and transparency;
- Project Management Improvement and Accountability Act (PMIAA) - requires strengthening project management practices to improve performance in cost, schedule, and quality, and to better managed outcomes;
- Enterprise Risk Management (ERM) - requires risk assessment that drives strategic and tactical planning; and
- COVID-19-related legislation and guidance - varied requirements, including tracking and reporting on spending and service delivery.

PPP conducts assessments, develops solutions, and implements change that strengthens achievement of outcomes, at both the organizational and Departmental level. PPP is a go-to source to gain an understanding of challenges, causes, and contributing factors to challenges identified by senior leaders and managers across Interior. The PPP team conducts studies, performs quantitative and qualitative analyses, and recommends (and often guides) product/process improvements. PPP has project management, communication, and technical skills to assist organizations in improving performance, outcomes, efficiency, and return on investment. PPP is currently supporting several initiatives, including:



- Program management/oversight of Efficiency 2020/Efficiency 2021 activities - enterprise-wide infrastructure and governance activities to strengthen Interior operations and improve efficiency and effectiveness;
- Interior Business Center (IBC) modernization - a top-to-bottom review of IBC (goals, customers, lines of business, and practices) that will help strengthen IBC operations;
- Leading enterprise governance model and inventory development for robotic process automation (RPA) - providing a Department-wide perspective and management protocols for this new cost- and time-saving technology;
- Collaborating with the Office of Law Enforcement Services and the Office of Human Capital to expedite hiring and establish quality controls that strengthen hiring and security vetting practices;
- Strengthening the Department's pandemic response plan - working with stakeholders to identify potential planning improvements; and
- Developing a holistic view of the Department's deferred maintenance; reporting and recommending strategies for reducing risk; finding efficiencies; and increasing return on investment.

Organization chart

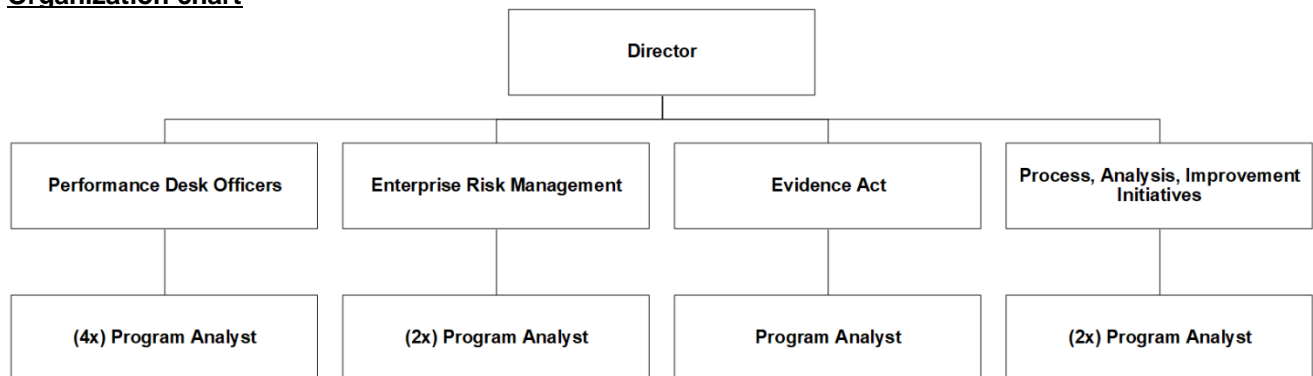


Figure 4.18

Workforce snapshot:

PPP is comprised of a Director, nine support staff, and a roughly six-person support team. Operations are centered in Washington, D.C., with contractor support from locations across the country. Staff work with bureaus and offices with additional duties in supporting PPP operations, leadership-identified priority assessments and improvement initiatives, and supporting Interior-wide/Government-wide teams.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Gary Shuler, Director

Other Senior Career employees:

David Bugg, Program Analyst



Patricia Currier, Program Analyst
Kyle Flanery, Program Analyst
George Judd, Program Analyst
Jacob Lee, Program Analyst
Mark Oliver, Program Analyst
Paul Quimby, Program Analyst
Robert Tettelbach, Program Analyst
Erika Vaughn, Program Analyst

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - Strategic Plan and Agency Priority Goals - The Department-wide Strategic Plan must be updated within one year after the President's inauguration. The Strategic Plan reflects strategic Secretarial priorities using "Mission Areas" with corresponding goals, achieved through strategic objectives that describe how to realize those priorities, and measured using key performance indicators.



Office of Native Hawaiian Relations

I. OFFICE CONTACT:

Ka'i'ini Kaloi, Director

Email: kkaloi@ios.doi.gov

Phone: (202) 208-7462

II. SUMMARY OF ORGANIZATION

Since the annexation of Hawai'i as a U.S. territory in 1898, the Department has had a continuing role in stewardship of lands and resources in the islands as well as the political and trust relationship with the Native Hawaiian Community. In order to protect the welfare and rehabilitate the Native Hawaiian people, Congress enacted the Hawaiian Homes Commission Act, 1920 (HHCA), 42 Stat. 108. The Act provided a homesteading program for Native Hawaiian beneficiaries by placing approximately 200,000 acres of land into the Hawaiian Home Lands Trust. For nearly 100 years, the State of Hawai'i (which handles the day-to-day management of the Trust) and the Secretary of the Interior have provided oversight of the Trust which has a present-day value of \$2.5 billion.

The [Office of Native Hawaiian Relations \(PHI\)](#) was authorized by Congress in 1995 (109 Stat. 363) and 2004 (118 Stat. 445). Per the specific language of 109 Stat. 363, the Assistant Secretary for Policy, Management and Budget is responsible for administering the Federal laws governing the Hawaiian Home Lands Trust. The Office fulfills the AS-PMB's and Secretary's responsibilities for matters related to the Native Hawaiian Community, the Hawaiian Home Lands Trust, and when appropriate, serves as a conduit for the Department's field activities in Hawai'i.

PHI's key functions include:

- Administering the Federal laws governing the Hawaiian Home Lands Trust.
- Advising the AS-PMB and PMB leadership of potential complications and opportunities in Hawai'i for assigned issues.
- Conducting operations and legal research (in conjunction with the Office of the Solicitor) of U.S. Government policy issues involving the Native Hawaiian Community.
- Reviewing legislative proposals, correspondence, and other memoranda and communications involving Hawai'i for policy adequacy in coordination with other Secretarial offices.
- Maintaining active liaison with the appropriate Federal, State, Native Hawaiian Community, and private interests.
- Providing leadership and direction for Federal agencies engaged in issues that affect Native Hawaiian Community rights, resources, or lands.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

None

Career SL:

Stanton Enomoto – Honolulu, HI



Other senior career employee:

Ka'i'ini Kaloi, Director– Washington, D.C.

Total Staffing: 3

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - Survey of Hawaiian Home Lands Pilot Project - For almost a century, the Secretary has been responsible for oversight of the Hawaiian Home Lands Trust. This Trust, with a current approximate value of \$2.5 billion, contains approximately 203,000 acres of land to be used for the rehabilitation of the Native Hawaiian Community. Conducting a survey of the Trust lands is foundational to overseeing the Trust since we need to accurately know where the Trust lands are to provide oversight of the Trust. This project executes the first phase of the survey. The first phase (Oahu) is scheduled for completion by July 2021.

Issue Two - Ewa Drum Land Exchange - The State of Hawai'i and the City and County of Honolulu (C&C) are working with the PHI on a proposed land exchange involving Hawaiian Home Lands (Trust lands). The AS-PMB must approve or disapprove any land exchange involving Trust lands. The C&C is seeking the exchange in order to use the Trust land parcel to locate a train yard for a multi-billion dollar light rail system currently under construction. The appraisals are expected to be completed by November 2020. The land exchange packet is expected to be submitted by the State to the AS-PMB by February 2021. The land exchange process is governed by 43 CFR part 47.

Gulf of Mexico Restoration Office

I. OFFICE CONTACT:

Mary Josie Blanchard, Director

Email: MaryJosie_Blanchard@ios.doi.gov

Phone: (202) 208-3406

II. SUMMARY OF ORGANIZATION

Based on the global settlement after the Deepwater Horizon (DWH) oil spill, the Department plays two key roles in the restoration of the Gulf of Mexico under the provisions of the Oil Pollution Act's Natural Resource Damage Assessment and Restoration (NRDAR) program and the RESTORE Act of 2012. First, the Department is one of nine DWH NRDAR Trustees. Second, the Department is a member of the Gulf Coast Ecosystem Restoration Council (RESTORE Council), a group of eleven State and Federal representatives created by the RESTORE Act of 2012.

The GRO Director helps fulfill these twin responsibilities of the Gulf of Mexico restoration program by representing the Department on both the DWH NRDA Trustee Council and on the RESTORE Council's Steering Committee. The Director is in Washington, D.C., and reports to the Deputy Assistant Secretary - Policy and Environmental Management. The Director is the sole employee of this office and leverages staff resources from across the Department in providing guidance and oversight on the development and implementation of the Department's DWH NRDA case and RESTORE activities across the Gulf. The Director oversees bureau staff in planning and implementing the Department's restoration projects, including compliance with the National Environmental Policy Act and adaptive management. The Director is supported by expert staff in the FWS, NPS, BLM, USGS, BIA, BOEM, BSEE, and SOL. The Director coordinates funds dispersal (i.e., deposits and withdrawals) with the Office of Restoration and Damage Assessment (ORDA) to assure timely and appropriate funding for planning and on-the-ground DWH NRDA restoration initiatives. The Director works closely with Federal and State Trustees on the DWH NRDA Trustee Council and members of the RESTORE Council Steering Committee to restore and protect natural resources and to increase recreational opportunities Gulf-wide.



A 2016 settlement requires BP to make annual payments over 15 years to total \$8.8 billion for the DWH NRDA process and \$2.9 billion to the RESTORE Council. To date, BP has paid \$2.71 billion to the DWH NRDA Trustees, which was deposited into Interior's Restoration Fund in ORDA. The RESTORE Council fund has received over \$619.8 million. Eleven years of payments remain.

To date, the DWH NRDA Trustees have approved and are implementing 255 restoration projects and planning initiatives totaling \$2.71 billion. The Department is directly responsible for implementing 26 of these projects, plus other planning and science initiatives, for an estimated cost of \$148 million. With other Trustees, the Department is co-implementing 49 projects and planning initiatives for a total cost of \$558 million. Interior's allocation towards these co-implemented projects and planning initiatives is \$42.5 million. For more specific information and a map of projects for which DOI is a Trustee or co-Trustee, see our website ([DOI.gov/deepwaterhorizon](https://doi.gov/deepwaterhorizon)).

The RESTORE Council approved three Funded Priorities Lists (FPL) for the RESTORE Council-Selected Restoration Component. FPL 1 funded 46 projects with an estimated cost of \$156.6 million. Of those, the Department is implementing six projects via BIA, NPS, FWS, and USGS with an estimated cost of over \$20 million. BOEM, USGS, and FWS are receiving a total of \$2.1 million through FPL 2 for Comprehensive Commitment and Planning Support activities. Collaboration activities with our State and Federal Council members led to the development of proposals under FPL 3b. The RESTORE Council supported the inclusion of proposals for BIA, BLM, NPS, and USGS in the draft FPL 3b, which is scheduled for public review and comment from November 16, 2020 to January 5, 2021.

A fundamental challenge is that the Department has no unilateral decision-making authority over any of the DWH settlement funds. Decisions under NRDA require consensus of all Trustees. Decisions under the RESTORE Act require at least three State votes to approve, with only one Federal vote allowed (representing six agencies). To ensure equitable funding for Federal priorities, the Director and bureau staff maintain positive, cooperative relations with States, and invest significant time and energy to develop project proposals that States will support.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Mary Josie Blanchard, Director

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None



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

Office of Budget

I. OFFICE CONTACT:

Denise Flanagan, Director

Email: Denise_Flanagan@ios.doi.gov

Phone: (202) 208-5309

II. 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. The Office of Budget manages the process of assessing 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. The Office of Budget 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.

The Office of Budget advises the AS-PMB and senior Departmental leadership on Department-wide and Office of the Secretary specific budget matters. The Office 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. The Office is located in Washington, D.C., and is organized into two Divisions: Budget and Program Review, and Budget Administration and Departmental Management. Each year, the Office of Budget 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 and works with Interior bureaus and offices to develop briefing materials to prepare the Secretary of the Interior for annual budget hearings.

The Division of Budget Administration and Departmental Management is organized into three branches 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 apportionment of funding from OMB, oversees compliance with statutory funding requirements, and issues formulation and execution guidance to bureaus and offices. The Division also manages the Payments in Lieu of Taxes program, including the calculation and disbursement of payments to over 1,900 local governments.



Organization Chart

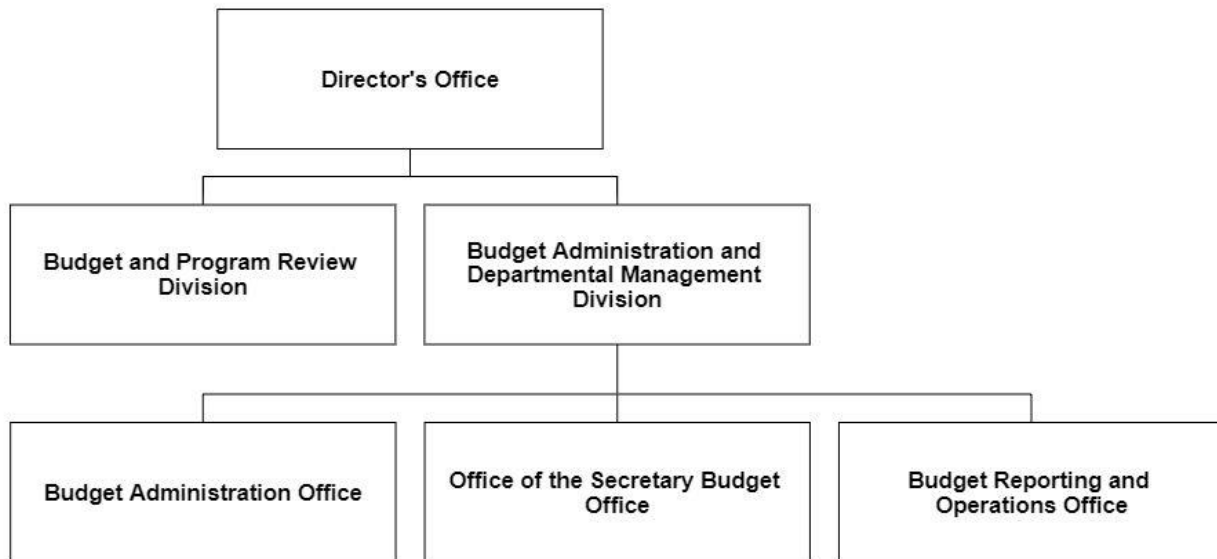


Figure 4.19

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Denise Flanagan, Director

Adrianne Moss, Deputy Director

Thomas Wayson, Chief, Division of Budget Administration and Departmental Management

Eugene Lockwood-Shabat, Chief, Division of Budget and Program Review

Total Staffing: 48

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - FY 2021 appropriations - The Department is operating under a Continuing Resolution through December 11, 2020. It is not known whether Congress will complete negotiations on FY 2021 bills, an omnibus appropriation, or enact a year-long Continuing Resolution. The Office of Budget will provide technical assistance to appropriations staff and work with senior leadership and bureaus and offices to address questions. Upon enactment, the Office of Budget will track Congressional directives, manage apportionment of funds, and in the event of a year-long Continuing Resolution, manage development and clearance of any required operating plans.



Issue Two - FY 2022 President's budget - If the current Administration wins the election, the Administration will follow the normal procedures and deliver a FY 2022 President's budget to Congress in February 2021. If not, shortly after inauguration of the new Administration, OMB will work to formulate the FY 2022 budget. The first product may be an outline of general priorities of the new Administration in February or March which may or may not include top-line funding levels for agencies. Based on past transitions, detailed budget material would be finalized and delivered to Congress around the end of April or early May. In either scenario, the Office of Budget will work closely with senior leadership to 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.

Issue Three - FY 2022 Congressional budget hearings - The Congressional budget hearings before the Appropriations Committees closely follow the submission of detailed budget material to Congress. The Secretary typically testifies before the House and Senate Interior Appropriations Subcommittees, Senate Energy, and House Natural Resources on the pending budget. The Assistant Secretary for Water and Science with the Bureau of Reclamation Commissioner testify on the budget before the House and Senate Energy and Water Appropriations Subcommittees. Separate, more detailed hearings are held with the Department's major bureaus before the House Interior Appropriations Subcommittee.

Issue Four - FY 2023 budget submission to the Office of Management and Budget - In May, 2021, the Office of Budget will issue planning guidance to bureaus and offices to develop their FY 2023 initial budget submissions, providing funding targets and overall policy direction as informed by senior leadership. The Office of Budget reviews and analyzes submissions and presents recommendations to senior leadership for decisions in July. The Office of Budget works with senior leadership to transmit funding decisions to the bureaus and offices, finalize any appeals, and prepare a transmittal letter outlining Secretarial budget priorities. In September, the Office of Budget transmits the Department's submission to OMB, works with leadership to brief 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.



Office of Grants Management

I. OFFICE CONTACT:

Cara Whitehead, Director
Email: Cara_whitehead@ios.doi.gov
Phone: (202) 603-5735

II. SUMMARY OF ORGANIZATION

The Office of Grants Management (PGM) is the focal point for 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 over 36,000 financial assistance actions within 290 different programs, totaling in excess of \$5 billion. 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. 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 all financial assistance professionals throughout the Department maintain the proper training and experience requirements to effectively conduct the financial assistance functions 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, Interior's grants management system that supports the administration of financial assistance awards through all stages of their lifecycle

The Office of Grants Management was established in late 2018. The Office continues to establish its structure to encompass the full range of policy and oversight required of a Federal agency.



Organization Chart

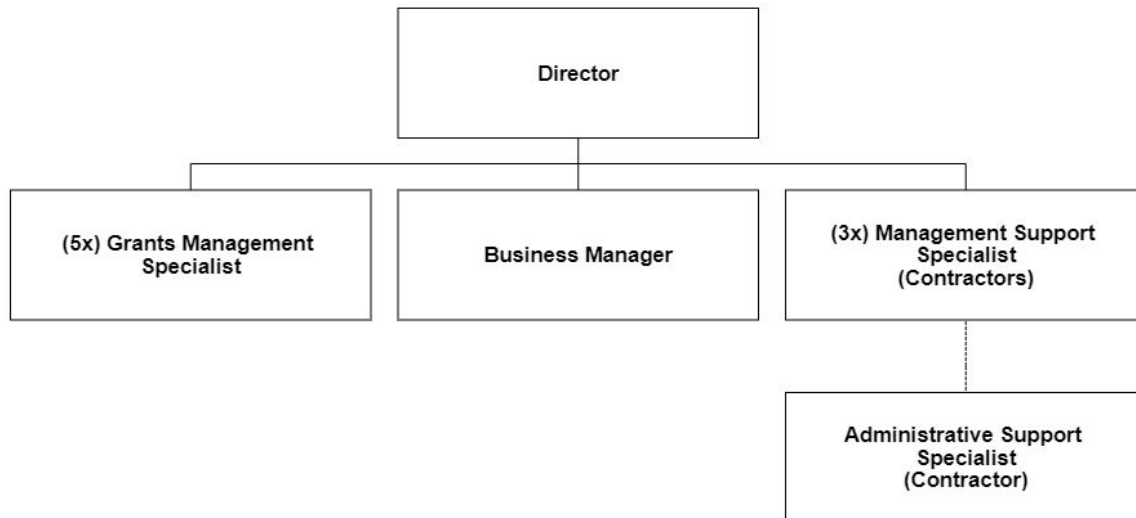


Figure 4.20.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Cara Whitehead, Director

The Director of Grants Management is supported by six Senior Grants Management Specialists, a Business Manager, and four Contractors. All Office of Grants Management staff work in Washington, D.C.

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - GrantSolutions implementation - The Office of Grants Management is the policy and management lead for the implementation of GrantSolutions. The Department of the Interior distributes over \$4 billion annually through grants and cooperative agreements. This mission-critical function is administered by all nine bureaus and many offices within the Office of the Secretary. GrantSolutions addresses the Office of Management and Budget (OMB) objective “to ensure cost-effective operations and quality service to the public.” The implementation of a Department-wide system enabled the standardization of several critical business processes across the Department, including the use of a uniform notice of funding opportunity template and Notice of Award template.

GrantSolutions further enables the Department to use a single, consistent platform for grants management from the announcing of an opportunity through the award, management of grantee performance, and closeout. This consistent process and system greatly improve the transparency into this major mission area to help senior leadership make better informed management decisions and improve the results received for the taxpayer dollars. In order to take full advantage of the efficiencies



offered by GrantSolutions, additional modules, such as the Award Review Module, will need to be funded in FY 2021 through bureau contributions.

Office of Financial Management

I. OFFICE CONTACT:

Tonya R. Johnson, Director

Email: Tonya_Johnson@ios.doi.gov

Phone: (202) 208-4701

II. SUMMARY OF ORGANIZATION

The [Office of Financial Management \(PFM\)](#) is the focal point for the Department's 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. The Office is committed to strengthening financial management within the Department through a coordinated program involving the modernization and integration of financial systems; the improvement of financial reporting and accountability; the enhancement of efficient and effective management controls; and the preparation of financial statements for audit.

The Office of Financial Management is led by a Director who serves as the Department's Deputy Chief Financial Officer and reports to the Deputy Assistant Secretary for Budget, Finance, Grants and Acquisition. The AS-PMB is the Chief Financial Officer for the Department.

The Director of the Office of Financial Management is supported by a Deputy Director, five Division Chiefs, a Senior Advisor, a Chief of Staff, and staff in the following divisions to address issues critical to financial management of the Department of the Interior:

- **Departmental Offices Finance Division (DOF)** – The DOF is responsible for providing accounting guidance, expertise, reporting, and oversight functions to the Department'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 Department's consolidated internal control and financial reporting processes.
- **Financial Policy and Operations Division (FPO)** – The FPO is responsible for coordinating and maintaining financial policy and other operational policy/areas throughout the agency. This includes reviewing and updating policy from OMB and Treasury for Department-wide decision-making and management, as well as participating in various workgroups to ensure that the interests of DOI are addressed. The FPO is also responsible for ensuring the Department's compliance with the Improper Payments Information Act of 2002, the Improper Payments Elimination and Recovery Act of 2010, and the Improper Payment Elimination and Recovery Improvement Act of 2012, and for asset and debt management policy functions. The FPO manages and coordinates the travel and relocation program for Departmental offices and bureaus and also manages and coordinates policy for the Department and the Department's Partnership and Donation programs.
- **Financial Reporting Division (FRD)** - The FRD is the principal lead on consolidating the Department's financial reporting to the Department of the Treasury and OMB. The FRD provides leadership and guidance to the Department'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, Treasury, and for Department-wide decision making and management, as well as participation in various workgroups to ensure the interests of DOI are addressed. FSDA is responsible for the collection of financial performance data and data analysis. The FSDA is also responsible for audit support; facilitating alternative and interactive reporting (i.e., visualizations); participating in DOI reporting strategy groups; agile project management; and the development of visualizations.
- **Internal Control and Audit Follow-Up Division (ICAF)** – The ICAF is responsible for providing guidance, governance, and quality control regarding risk assessment, internal control, and audit follow-up. The ICAF helps to ensure compliance with the Federal Managers' Financial Integrity Act (FMFIA) as implemented by OMB Circular No. A-123 regarding internal control over financial reporting. The ICAF also fulfills the Department's Audit Follow-up responsibilities by providing oversight and guidance over bureau and office efforts to address audit findings and recommendations, as well as resolving disputed audit findings and recommendations. This oversight includes GAO, the Office of the Inspector General (OIG) and the Independent audit as identified under the Chief Financial Officers Act of 1990. The ICAF serves as the Department's liaison with the OIG and GAO for closing out audit recommendations. Each year, PFM develops strategic objectives to reach the Department's goal to close 85% of the audit recommendations scheduled to be close in that fiscal year. Recommendations are scheduled to be closed throughout the year.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Tonya Johnson, Director
Eric Still, Deputy Director

Other senior career employees:

Cynthia Snooks-Key, Chief of Staff
Julie Ehrlichman, Departmental Offices Finance Division Chief
Kenneth Cason, Financial Reporting Division Chief
DaCari Graham, Financial Policy and Operations Division Chief
Chadrick Minnifield, Internal Control and Audit Follow-up Division Chief
Misty Foster, Financial Systems and Data Analytics Division Chief
Clarence Smith, Senior Advisor

The PFM employees work primarily in Washington D.C., and Denver, CO.

Organization Chart

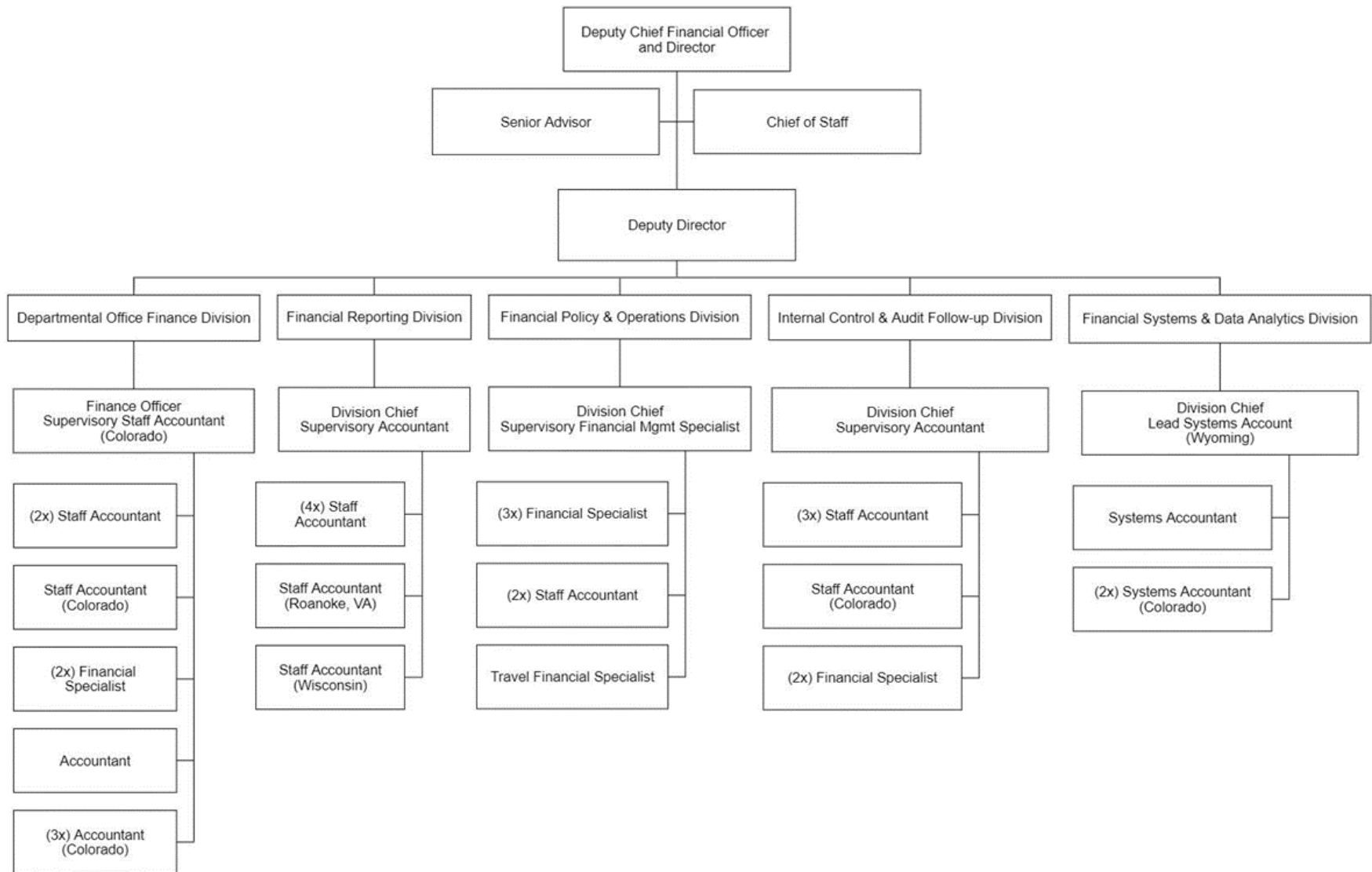


Figure 4.21



IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - Internal Control and Audit Follow-Up (ICAF) division - serves as the Department's liaison with the Office of Inspector General (OIG) and the Government Accountability Office (GAO) for closing out audit recommendations. Each year, PFM develops strategic objectives to reach the Department's goal to close 85% of the audit recommendations scheduled to be close in that fiscal year. Recommendations are scheduled to be closed throughout the year.

Issue Two - 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 to Congress. The audit normally begins in February and runs through September with auditors completing their work by October 31.



Business Integration Office

I. OFFICE CONTACT:

Martin J. Quinlan, Director

Email: martin_quinlan@ios.doi.gov

Phone: (303) 204-0722

II. SUMMARY OF ORGANIZATION

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

FBMS maintains a user base of over 12,000 individuals 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 Department 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 Department, bureaus, and in the field;
- Timely business reports that facilitate analysis of 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 Department-wide audit with centrally produced information that can be used by the Department, the Office of Inspector General, and an independent auditor;
- Shared expertise across the Department 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 86 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 resource through the proper management of the FBMS investment. 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 initiatives across the DAS-BFGA.

The BIO is recognized as a leader in the Federal community including leading the Treasury-sponsored Financial Management Standards Committee SAP Working Group.

Organization Chart

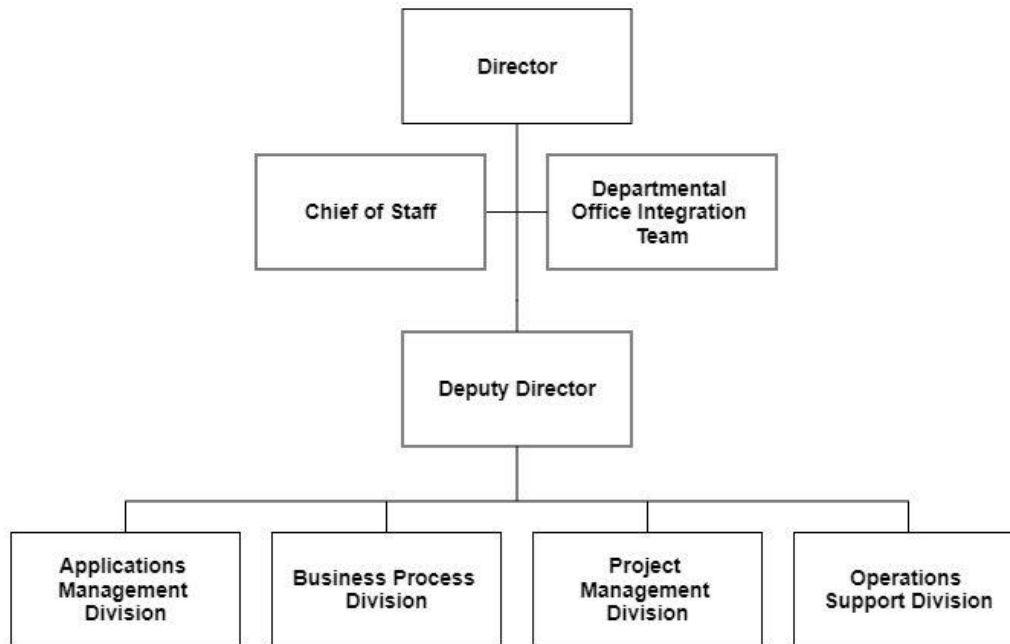


Figure 4.22

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Martin Quinlan, Director

Suzan (Sue) Corl, Deputy Director

Other senior career employees:

Bernice Roberson, Chief of Staff

Chad Mock, Applications Management Division Chief

Kim Fix, Acting Business Process Division Chief

Guy Giancarlo, Acting Project Management Division Chief

Kim Fix, Operations Support Division Chief

Victoria Swanson, Departmental Offices Integration Team

The BIO has offices in Washington, D.C.; Reston, VA; and Lakewood, CO; and supports some remote employees. The BIO staff is split nearly 50/50 between Federal employees (89) and contractors (99).

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - GrantSolutions implementation – The Department of the Interior successfully completed the deployment of GrantSolutions in November 2019. The Department distributes



over \$4 billion annually through grants and cooperative agreements. This mission critical function is administered by all bureaus and many offices within the Office of the Secretary. The implementation of GrantSolutions enables the Department to use a single, consistent platform for grants management, from the announcing of Notice of Funding Opportunity, through management of grantee performance, to closeout. This consistent process and system greatly improve transparency into this major mission area and the results received for the taxpayer dollars. The Department is continually monitoring the implementation of GrantSolutions and rapidly addressing any issues as they arise. The BIO leads the system implementation activities for GrantSolutions, including integration with FBMS, the Department's integrated business management system.



Office of Acquisition and Property Management

I. OFFICE CONTACT:

Megan Olsen, Director

Email: Megan_Olsen@ios.doi.gov

Phone: 202-513-0692

II. SUMMARY OF OFFICE

The [Office of Acquisition and Property Management \(PAM\)](#) coordinates Department-wide implementation of Federal policy for acquisition; and oversees and directs implementation of policies on governance and accountability for real property and personal property, including fleet and museum property management.

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, including promoting the use of 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 60,000 annual procurement transactions totaling approximately \$4 billion. Department-wide, approximately three million charge card transactions, totaling in excess of \$650 million, are conducted annually. 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 cost estimating. 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 42,000 buildings and 80,000 structures, valued at more than \$310 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.
- 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 Main Interior Building
- 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 Transportation program. In coordination with Interior bureaus and the Department of Transportation, PAM evaluates programs and project schedules to find ways to share expertise across agencies and 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 use of alternative fuel vehicles and alternative fuels, and reducing petroleum consumption
- Ensuring energy and water conservation at Department facilities and increasing renewable energy from sources that are owned or controlled by the Department

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.

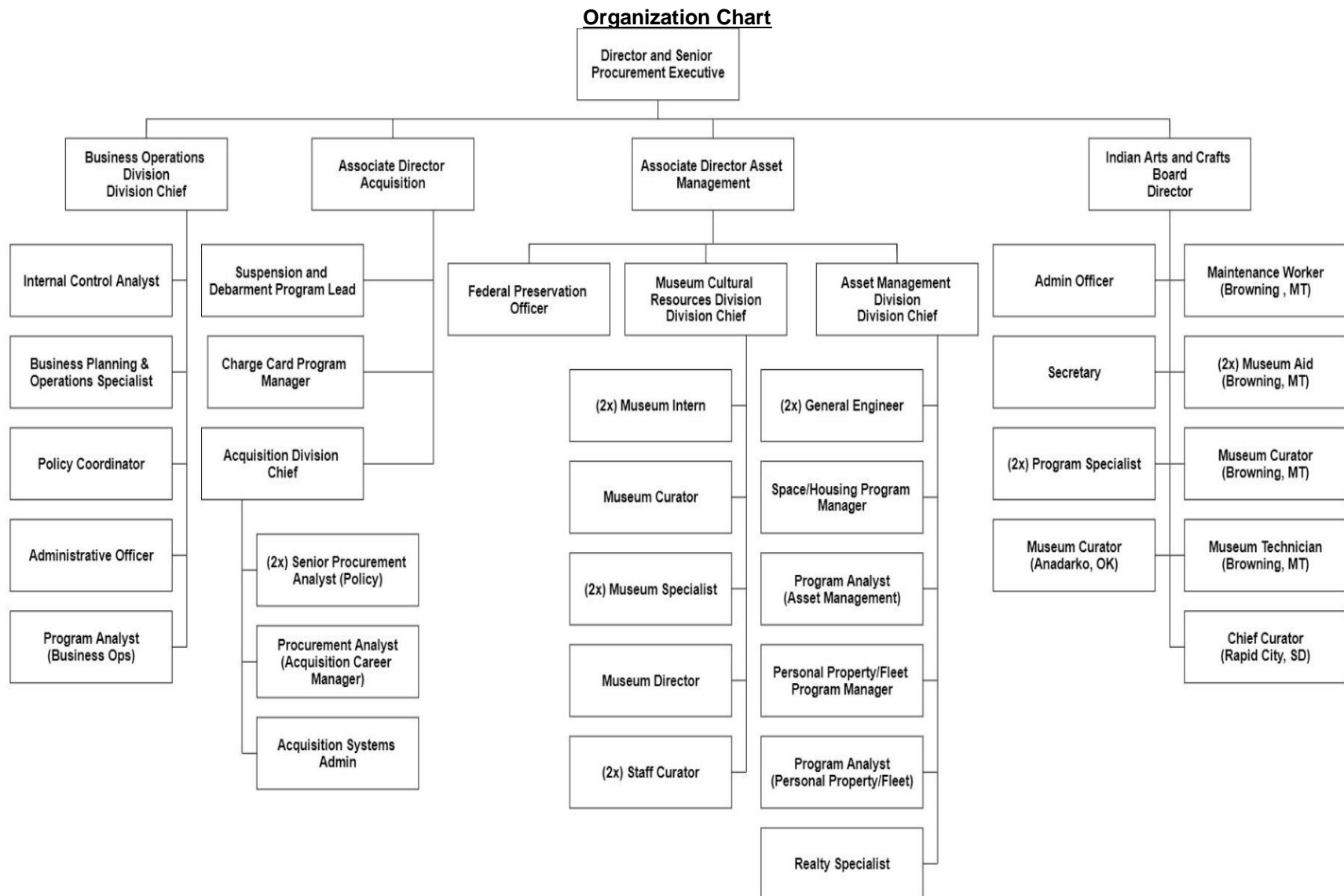


Figure 4.23



III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Megan Olsen, Director

Kaprice Tucker, Associate Director, Acquisition

Robert Rushing, Associate Director, Asset Management

Other senior career employees:

Lori Vassar, Suspension and Debarment Program Lead

Kathy Bender, 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: 43 (includes PAM, Interior Museum and Indian Arts and Crafts Board).

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - 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 2018, Interior reported a deferred maintenance backlog estimated at nearly \$16 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 will lead the development of Department-level policy and procedures to implement the GAOA and provide oversight for bureau GAOA-related acquisitions and major projects.



Office of Small and Disadvantaged Business Utilization

I. OFFICE CONTACT:

Megan Olsen, Acting Director

Email: Megan_Olsen@ios.doi.gov

Phone: 202-513-0692

II. SUMMARY OF ORGANIZATION

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

OSDBU's key functions include:

- Supporting the achievement of Interior's small business goals and success on the Small Business Scorecard through collaboration and communications with leadership, program managers, and acquisition professionals
- Ensuring that planned acquisitions are analyzed to maximize opportunities for small and disadvantaged businesses, as both prime contractors and subcontractors
- Providing policies, procedures, internal controls, and training to acquisition personnel across the Department to ensure compliance with small business laws, policies, and regulations
- Serving as a liaison and resource for the small business community to provide information about Federal contracting and specific upcoming opportunities within Interior, and to resolve issues regarding existing contracts
- Coordinating with the Small Business Administration, the Office of Federal Procurement Policy, and other Federal stakeholders regarding policies related to small business utilization
- Increasing awareness of the Department's small business and socio-economic programs through outreach activities for small businesses

Organization Chart



Figure 4.24

III. MANAGEMENT AND KEY PERSONNEL



PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Megan Olsen, Acting Director

Total Staffing: 5

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - OSDBU Director - The Small Business Act requires each agency to have an Office of Small and Disadvantaged Business Utilization (OSDBU) with a Director who is a member of the Federal Senior Executive Service (SES), dedicated to the position, and reporting to the Secretary or Deputy Secretary. In 2011, the Department of the Interior received a finding from a Government Accountability Office audit regarding the OSDBU Director position which recommended that heads of the Department of the Interior and several other Executive Branch agencies take the necessary steps to establish a permanent OSDBU Director who reports to the Secretary or Deputy Secretary, or report to Congress on why they have not complied. In response to this finding, Interior re-structured the OSDBU Director position and hired a Director under the new structure in 2015. The position was subsequently vacated in 2017, and the Acting OSDBU Director role was reassigned to the position of Director, Office of Acquisition and Property Management (PAM). The PAM Director has been acting in this dual capacity since 2017.



Deputy Assistant Secretary—Administrative Services (DAS-AS)

Appraisal and Valuation Services Office

I. OFFICE CONTACT:

Timothy J. Hansen, Director

Email: timothy_hansen@ios.doi.gov

Phone: (303) 969-5368

II. SUMMARY OF ORGANIZATION

The [Appraisal and Valuation Services Office \(AVSO\)](#) is the sole office within the Department with delegated authority to conduct real property valuation functions and develop and approve real property valuation policy for the Secretary. AVSO provides credible, timely and efficient valuation services to ensure the Department's fiduciary trust responsibilities are met in both the public trust in Federal real property transactions and for Tribes and beneficiaries in Trust and Restricted fee real property. Services provided for these transactions 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 of approximately 150 to support bureau clients within each of the 12 Unified Interior Regions. Currently, the AVSO staff is divided into four primary divisions:

Federal Lands Division (FLD): FLD provides appraisal, appraisal review, and consulting services to NPS, FWS, BLM, and USBR in direct support of their varied land acquisition, disposal, exchange, leasing, and permitting activities.

Indian Trust Property Valuation Division (ITPVD): The ITPVD provides real property appraisal services to the Bureau of Indian Affairs (BIA), Office of Hearing and Appeals (OHA), Office of the Solicitor, Eastern Oklahoma (SOL, EO), and through BIA, to American Indian Tribes and Alaska Natives, including Tribes under Public Law 93-638 Tribal Appraisal Programs.

Land Buy Back Property Valuation Division (LBBPVD): The Land Buy-Back Program for Tribal Nations originated from a class-action lawsuit filed against the U.S. seeking to redress alleged breaches of trust by the federal Interior and Treasury Departments in the management of Indian lands and monies. The LBBPVD conducts mass appraisals to support the purchase of fractional interests in Indian lands and return the trust and restricted fee lands to tribal ownership.

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 as well as providing mineral evaluations for the Land Buy-Back Program.

Other support divisions include the Technical Services Division and the Business Services Division, which support valuation operations by managing budget and finance, property, travel, contracting, and internal audit functions related to appraisals and appraisal review.

Organization Chart

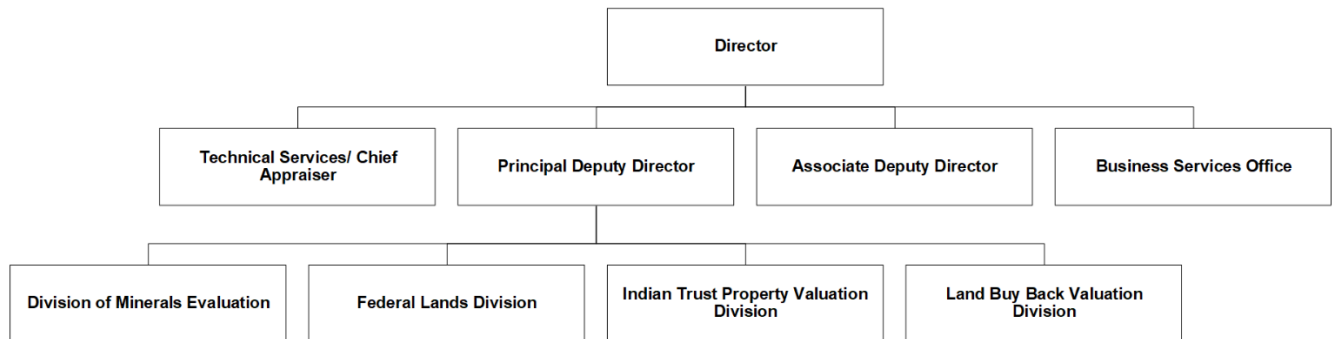


Figure 4.25

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Timothy Hansen, Director

Other senior career employees:

Shirley Milli, Acting Principal Deputy Director
Melvin Capers, Deputy Director Business Services
Eldred Lesansee, Associate Deputy Director
Katherine Williamson, Acting Chief Appraiser

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - Zone Value Methodology (ZVM) Rights of Way (ROW) - At the request of bureaus within the Department, AVSO has developed and tested a methodology for determining market rent for right-of-way granted by the U.S. The ZVM uses published information from the National Agriculture Statistics Service within the USDA and applies a formula to that information to calculate rent amounts. The ZVM, once approved, will also be used by the USDA Forest Service since they share the current schedule with the Department's Bureau of Land Management. This will require rulemaking, which is scheduled for the Spring 2021 Unified Rulemaking Agenda. A new Department-wide process will greatly reduce the cost and time to establish rent for rights-of-way across federal lands.



Office of Hearings and Appeals

I. OFFICE CONTACT:

Shayla Freeman Simmons, Director

Email: Shayla_Simmons@oha.doi.gov

Phone: (703) 863-6649

II. SUMMARY OF ORGANIZATION

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. 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 Indian Appeals and the Interior Board of Land Appeals – and two hearing units – the Departmental Cases Hearings Division and the Probate Hearings Division. In many cases, decisions made by Judges at OHA are final for the Department. OHA's units include Administrative Judges (AJ), Administrative Law Judges (ALJ), and Indian Probate Judges (IPJ). All OHA Judges are appointed by the Secretary as a result of a recent Supreme Court case.

Interior Board of Indian Appeals (IBIA) AJs decide appeals from decisions by the Bureau of Indian Affairs, Assistant Secretary for Indian Affairs, the Probate Hearings Division, Health and Human Services, Indian Health Service, or Departmental Cases Hearings Division. The appeals include those relating to the use of Indian trust lands, the use of mineral resources, conveyances of rights-of-way, land sales, exchanges, trespass, and acquisition of land into trust. In addition, the IBIA hears disputes over the recognition of tribal officials for government-to-government relations between the Department and a tribe, White Earth Land Settlement Act heirship determinations, Indian Self-Determination and Education Assistance Act, Native American Graves Protection and Repatriation Act, and probate. The AJs review pleadings filed with IBIA and the underlying administrative or probate record.

Interior Board of Land Appeals (IBLA) AJs decide appeals of decisions by the Bureau of Land Management (BLM), Office of Natural Resources Revenue (ONRR), Bureau of Ocean Energy Management (BOEM), BIA, Bureau of Safety and Environmental Enforcement (BSEE), Office of Surface Mining Reclamation and Enforcement (OSMRE), or Departmental Cases Hearings Division relating to 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. The AJs review briefs filed by the parties and the underlying administrative record to determine legal and factual issues in each appeal.

Departmental Cases Hearings Division (DCHD) ALJs conduct hearings on decisions by the BLM, ONRR, OSM, BIA, U.S. Fish and Wildlife Service (FWS), Bureau Of Reclamation (BOR), Interior Business Center (IBC), National Park Service (NPS), HHS, Federal Energy Regulatory Commission (FERC), or 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 also determines heirships under the White Earth Reservation Land Settlement Act. DCHD ALJs conduct prehearing conferences, rule on various motions, review briefings and evidence, and prepare decisions. Most decisions are appealable to the IBLA.

Probate Hearings Division (PHD) ALJs and IPJs conduct hearings across the country 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.



The Director's Office provides policy direction and operational support for OHA. In addition, the Director, her staff, and Ad Hoc Boards of Appeals appointed by her decide appeals from bureau and office decisions that do not lie within the jurisdiction of the IBLA or IBIA. These appeals are mostly sought by Departmental employees and relate to waivers of overpayments or property management. Occasionally, the appeals relate to decisions by BOR, FWS, and the National Indian Gaming Commission. The Director also has the Secretary's delegated authority to review other matters pending before OHA.

Organization Chart

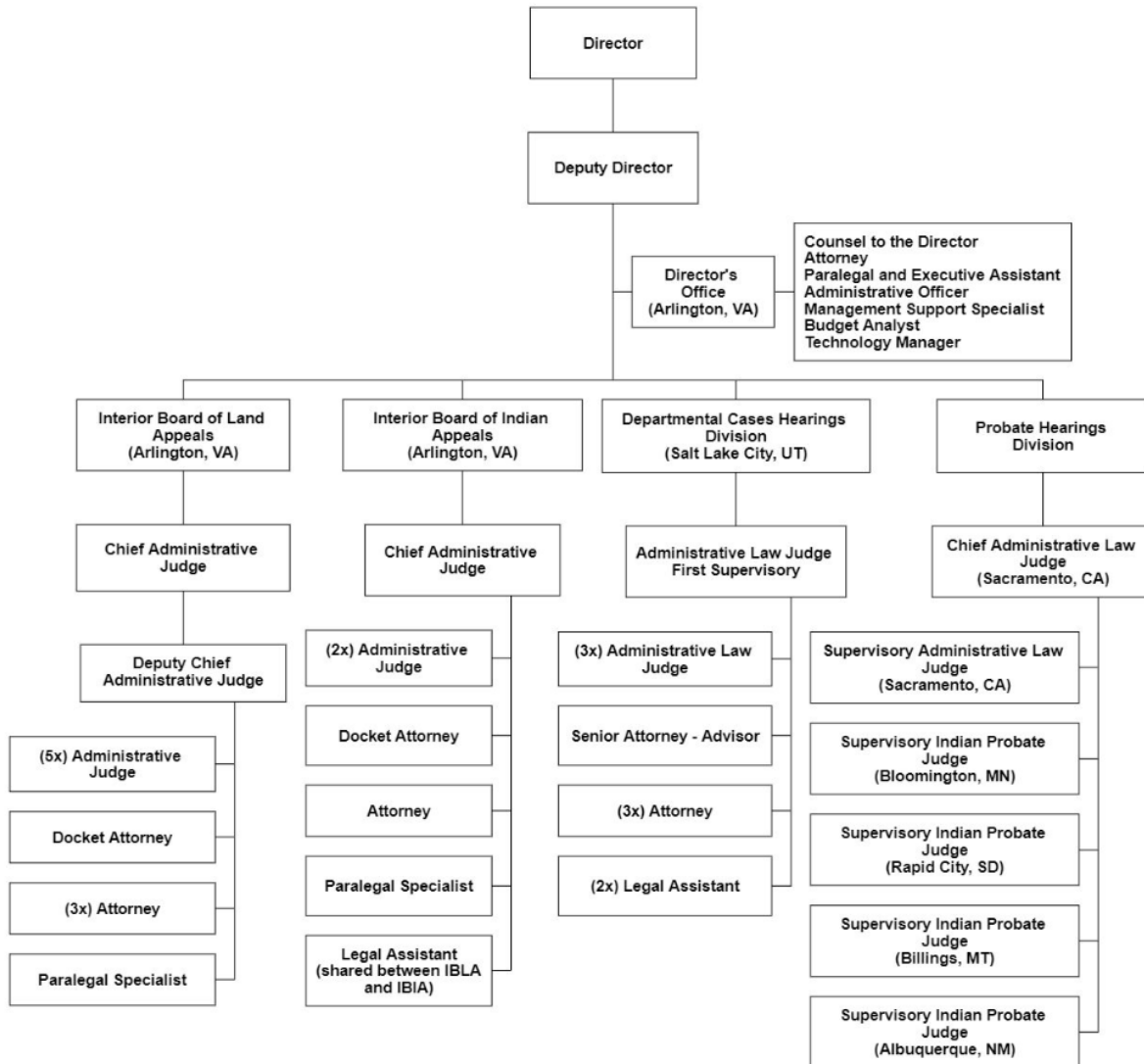


Figure 4.26

III. MANAGEMENT AND KEY PERSONNEL

The key positions are the Director, Deputy Director, IBIA Chief Administrative Judge, IBLA Chief Administrative Judge, PHD Chief Administrative Law Judge, DCHD Supervisory Administrative Law Judge. Fully staffed, OHA has 98 employees. PHD is the largest unit, with a full staff of 60.



The Director's office, the IBIA, the IBLA, are located at headquarters in Arlington, VA; DCHD is located in Salt Lake City, UT; PHD has five field offices located in Albuquerque, NM, Sacramento, CA, Bloomington, MN, Billings, MT, and Rapid City, SD.

OHA's workforce is comprised of Administrative Judges (AJs), Administrative Law Judges (ALJs), Indian Probate Judges (IPJs), Attorneys, Paralegals, and Legal Assistants. In addition, the Director's office has three Administrative staff and one IT employee.

The Secretary appoints all OHA Judges including ALJs in the Competitive Service, ALJs in the Excepted Service, AJs in the Excepted Service SL levels, and IPJs in the Excepted Services GS-15 levels.

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES/SL:

Shayla Freeman Simmons, Director
Janet H. Lin, Deputy Director
Thomas A. Blaser, *Chief Administrative Judge, IBIA*
Robert E. Hall, *Administrative Judge, IBIA*
Kenneth A. Dalton, *Administrative Judge, IBIA*
Jason A. Hill, *Chief Administrative Judge, IBLA*
Steven J. Lechner, *Deputy Chief Administrative Judge, IBLA*
Silvia Riechel Idziorek, *Administrative Judge, IBLA*
K. Jack Haugrud, *Administrative Judge, IBLA*
Amy B. Sosin, *Administrative Judge, IBLA*
James K. Jackson, *Administrative Judge, IBLA*

Administrative Law Judge, Competitive Service:

- Harvey C. Sweitzer, *Supervisory Administrative Law Judge, DCHD*
- James H. Heffernan, *Administrative Law Judge, DCHD*
- James L. Yellowtail, *Administrative Law Judge, PHD*

Administrative Law Judge, Excepted Service:

- John R. Payne, *Chief Administrative Law Judge, PHD*
 - *Supervisory Administrative Law Judge, PHD, Sacramento*
 - *Acting Supervisory Administrative Law Judge, PHD, Albuquerque*
- Veronica I. Larvie, *Administrative Law Judge, DCHD*
- Christopher D. Prandoni, *Administrative Law Judge, DCHD*

Indian Probate Judge, Excepted Service:

- Thomas K. Pfister, *Supervisory Indian Probate Judge, PHD, Bloomington*
- Mary P. Thorstenson, *Acting Supervisory Indian Probate Judge, PHD, Rapid City*
- Leah Harjo-Ware, *Indian Probate Judge, PHD*
- Albert C. Jones, *Indian Probate Judge, PHD*
- Janet A. Yazzie, *Indian Probate Judge, PHD*



IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - Case backlog – OHA's case backlog and aging cases has increased due to a number of factors including the government shutdown, COVID-19, and a delay in hiring following a June 2018 Supreme Court decision concerning ALJ appointments. Following an evaluation of the scope of the decision, the Department developed a new process to appoint Judges. As a result, the Secretary now appoints all OHA Judges. The first Judges under the new appointment process came onboard in April 2020, and we expect several more to be appointed in early fall. It typically takes new Judges approximately 6 months to fully contribute to productivity including addressing aged cases.

Issue two - Lack of modern systems - OHA's lack of a comprehensive modern e-filing and case management system continues to limit its ability to fully provide electronic options to parties and the public, particularly during COVID-19. We also are limited in being able to run reports efficiently and provide transparency to the public. Continuing to rely on paper files without electronic backup also presents a significant vulnerability for lost records. OHA is continuing to discuss possible options with the Department for a comprehensive e-filing and case docket management system.



Office of Facilities and Administrative Services

I. OFFICE CONTACT:

Roberta Richardson, Chief of Support Services Division

Email: roberta_richardson@ios.doi.gov

Phone: (202) 409-2097

II. SUMMARY OF ORGANIZATION

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

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 MIB; 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 Department. The Division also serves as the facilities-related liaison for non-Interior entities in MIB such as the cafeteria service provider, Interior Department Recreation Association, DOI Federal Credit Union, Randolph Sheppard Snack Bar, Child Care Center and the Indian Craft Shop.

Facilities Management Division – Manages MIB operations, maintenance, alterations, space management and environmental compliance in accordance with the GSA Delegation Agreement. They are also responsible for real property space management for the Office of the Secretary nationwide and moving services (including shipping and receiving) for the MIB.

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. Also responsible for policy and management of the Interior library; management of communal conference rooms and Auditorium scheduling; special event management; and the Wellness Center.

OFAS employs 56 Federal (General Service and Wage Grade) employees and 110 contractors, and is headquartered in Washington, D.C.



Organization Chart

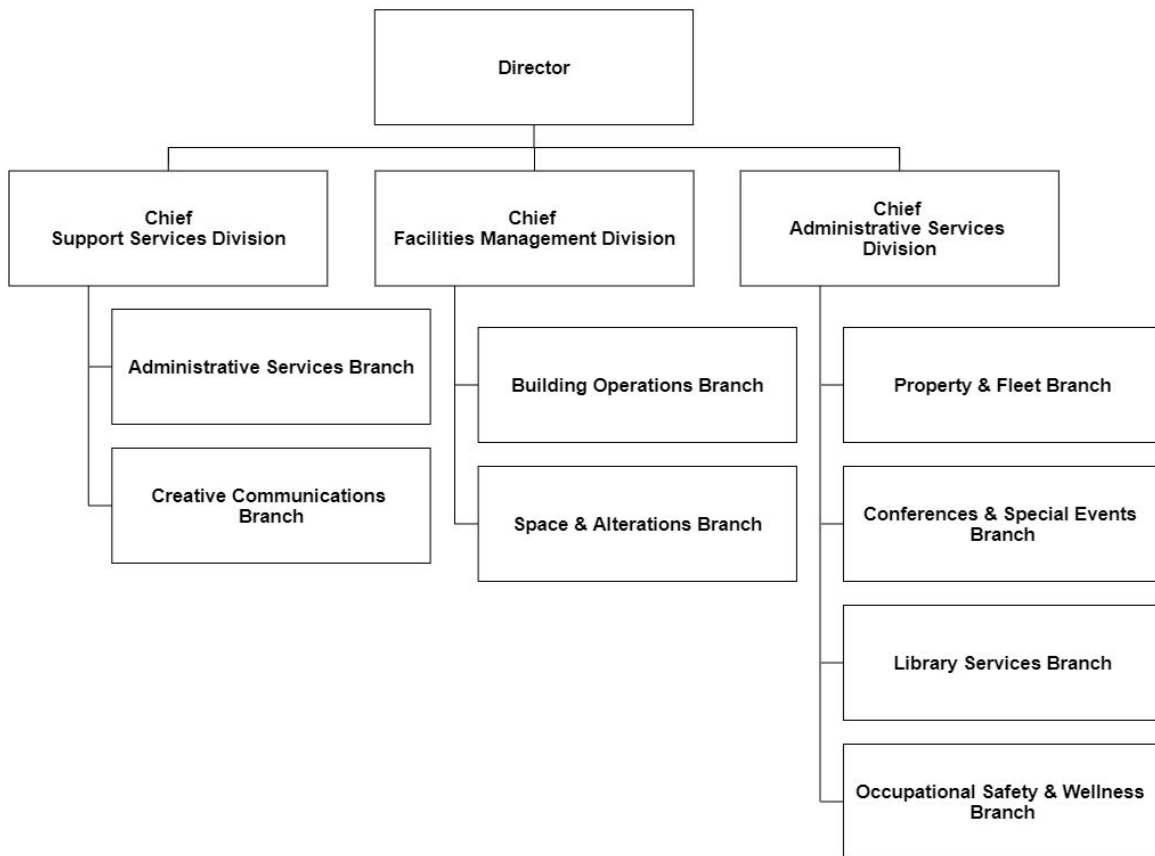


Figure 4.27

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Michael Rusten, Director

Other senior career employees:

Roberta Richardson, Chief Support Services Division

James Fay, Chief Facilities Management Division

Greg Bennett, Chief Administrative Services Division

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue – COVID-19 response - OFAS continues to respond to the COVID-19 pandemic by adjusting building operations and services within the MIB to facilitate a safe working environment for Interior



employees. Enhanced janitorial sanitization services have been implemented, HVAC airflow and filtering modified, service delivery processes modified, hand sanitizer stations strategically placed in all communal areas, and signage posted to promote safe working practices.



Interior Business Center

I. OFFICE CONTACT:

Caroline Gary Romano, Chief of Staff

Email: caroline_romano@ibc.doi.gov

Phone: (202) 277-7480

II. 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. IBC operates through Interior's working capital and franchise revolving fund authorities under a fee-for-service, full cost recovery model, with no directly appropriated funds. Budget authority for FY 2020 totaled approximately \$208 million. Of the budget authority for FY 2020, approximately 30 percent came from Interior customers and 70 percent came from non-Interior customers.

The Director, who reports to the Deputy Assistant Secretary-Administrative Services, provides enterprise-level leadership and oversight. IBC has three revenue-generating Directorates, each led by an Associate Director.

The Acquisition Services Directorate provides oversight of life cycle assisted acquisitions from project inception through contract closeout to Interior 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; and contract closeout.

The Financial Management Directorate provides financial management and business solutions to Interior and over 75 other federal agency customers, including financial systems management, eTravel support, charge card support, quarters management, accounting operations, incurred cost audit services, project management, and indirect cost rate negotiations.

The Human Resources Directorate provides payroll and human resources services to Interior and over 125 other federal agency customers. Services include personnel and payroll processing, human resources operations, personnel security, and drug and alcohol testing.

IBC employs nearly 850 Federal employees. It is headquartered in Washington, D.C. with approximately 25 Federal employees. IBC also has offices in the following locations:

- Herndon, VA (approx. 200 Federal employees)
- Lakewood, CO (approx. 560 Federal employees)
- Boise, ID (approx. 20 Federal employees)
- Sacramento, CA (approx. 20 Federal employees)



Organization Chart

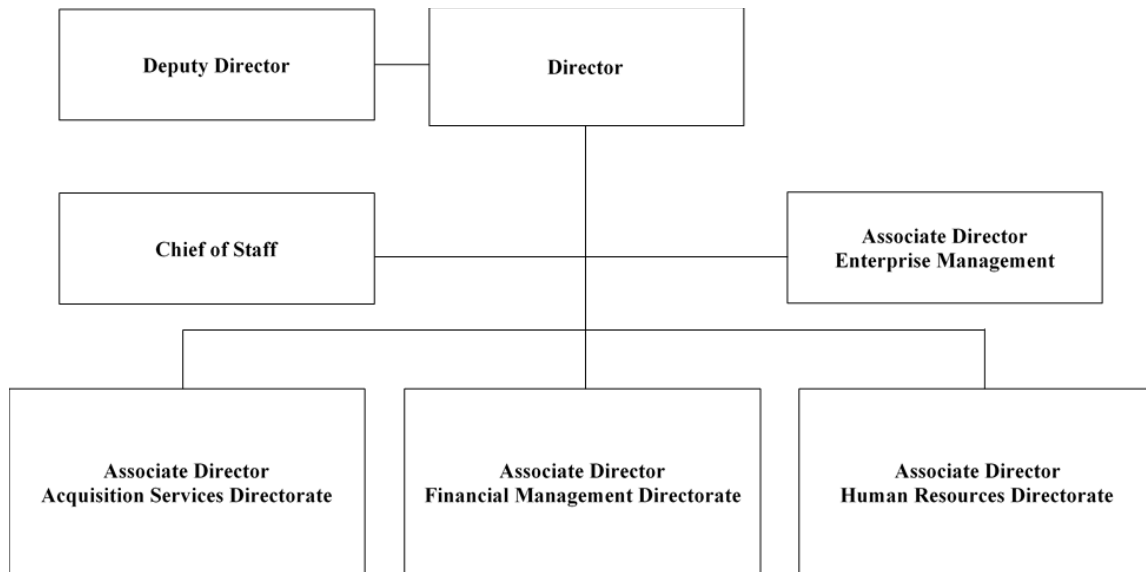


Figure 4.28

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Bryon M. Adkins, Jr. Director

Vacant, Deputy Director

Matthew Costello, Associate Director—Enterprise Management

Keith O'Neill, Associate Director—Acquisition Services Directorate

Wendell Bazemore, Associate Director—Financial Management Directorate

Julie Bednar, Associate Director—Human Resources Directorate

Other senior career employees:

Caroline Gary Romano, Chief of Staff

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - 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 Interior Business Center to continue operations in support of the Department of the Interior and other federal agencies.

Issue Two - 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 cyber security standards; and ensure IBC's continued viability in the federal shared services marketplace.



Office of Collaborative Action and Dispute Resolution

I. OFFICE CONTACT:

William E. Hall, Director

Email: william_e_hall@ios.doi.gov

Phone: (703) 235-3791

II. 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 Department and its bureaus; leaders, managers, and staff at all levels; and external stakeholders 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 resources, or tribal issues involving Interior, its bureaus, and external stakeholders 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 located in Virginia (main office), Arizona, California, and Colorado and leads a network of collateral duty conflict management coordinators, mediators, and facilitators throughout Interior and its bureaus.

CADR's responsibilities include:

- Overseeing implementation of the Administrative Dispute Resolution Act of 1996, other relevant laws, regulations, directives and guidance, and the Department's policy on the use of collaborative processes and problem-solving, ADR, environmental collaboration and conflict resolution, consensus-building, and training;
- Establishing Departmental 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 as appropriate;
- 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 Department.

CADR works within and among all the Bureaus and Offices as well as with external stakeholders -- Federal, State, local, and Tribal governments, non-governmental organizations, industry, and the public. CADR provides Department decision-makers with analysis and advice about when to use ADR and how the Department can effectively engage its stakeholders. Moreover, CADR is strategically positioned within the Department to help address inter-Bureau natural resource, cultural resource, and land management issues, as well as to assist individual Bureaus and Offices in reaching unified decisions.

CADR leads the Department's workplace collaboration and conflict management program, known as CORE-PLUS, which is independent from EEO offices and other formal administrative functions. CORE-PLUS is an integrated conflict management system that provides a wide range of services to all employees, including mediation for EEO matters and grievances, facilitation to promote effective internal dialogues, leadership coaching, and conflict prevention and resolution training.



In coordination with the Office of Human Resources, the Office of the Solicitor and the Office of the Inspector General, CADR has led the growth of ombuds services within the Department. CADR's 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. 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 is working with Bureaus and Offices to conduct expanded outreach about dedicated ombuds as independent, informal, confidential points of contact for raising workplace conduct concerns without fear of retaliation.

CADR manages two contracts for professional third-party neutral services for use by all Bureaus and Offices to plan and facilitate collaborative processes and conflict resolution. Department-wide demand for these expert services has steadily increased over the past several years, requiring full utilization of both contracts, which are recognized as Strategic Sourcing Initiatives in the Department.

Organization Chart

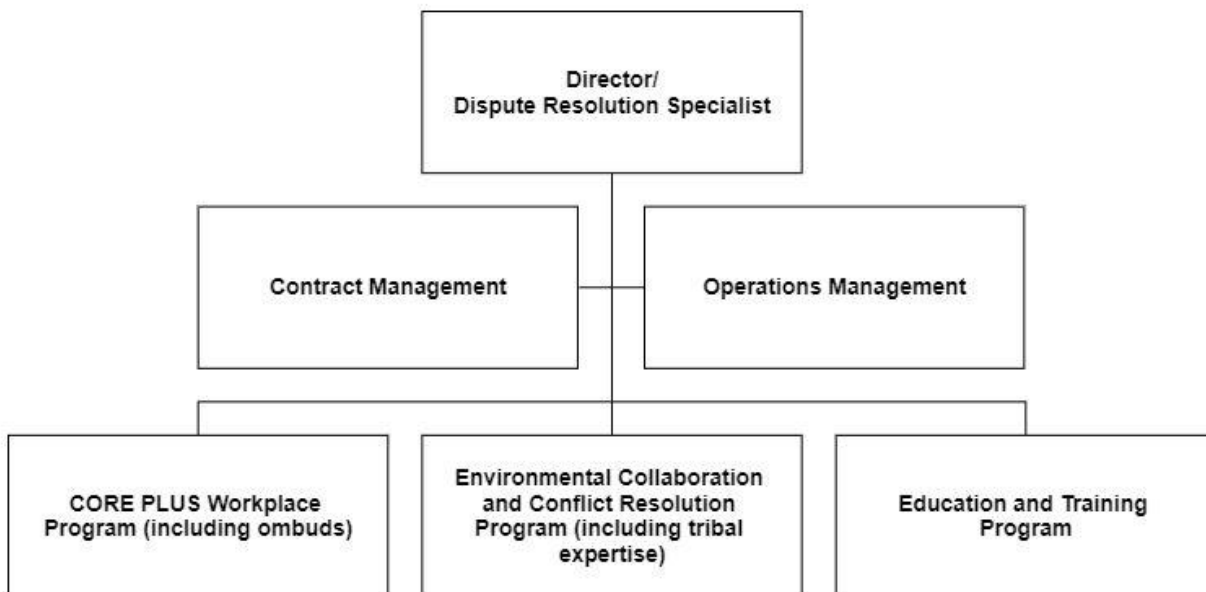


Figure 4.29

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career Senior Level

William E. Hall, Director and Dispute Resolution Specialist

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None



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

Office of Emergency Management

I. OFFICE CONTACT:

Gregory Shelton, Assistant Director
Email: Gregory_shelton@ios.doi.gov
Phone: (202) 208-3052

II. SUMMARY OF ORGANIZATION

The [Office of Emergency Management \(OEM\)](#) reports to the Deputy Assistant Secretary- Public Safety, Resource Protection, and Emergency Services and advises the Secretary of the Interior and other senior leadership on all matters related to emergency management and continuity of operations. OEM collaborates throughout the Department of the Interior to maximize efforts to support the Nation's core capabilities across five preparedness mission areas: Prevention, Protection, Mitigation, Response, and Recovery.

Key functions include oversight of the Department's emergency management program through developing and implementing policies, plans, procedures, and coordinating mechanisms to address all types of hazards and incidents that affect Interior personnel, lands, facilities, infrastructure, and resources, including Tribal lands, the territories, and Freely Associated States. OEM provides significant support and leadership during the COVID-19 emergency response.

OEM also provides operational oversight and coordination of Bureau and Office response activities during major emergency incidents and assures effective coordination of these activities with the National Security Council and Homeland Security Council, Department of Homeland Security, Federal Emergency Management Agency, and other Federal, State, and tribal governments. Under the auspices of interagency coordination, OEM represents the Assistant Secretary - Policy, Management and Budget (AS-PMB) on National Security Council Policy Coordinating Committees (PCCs) including the Domestic Resilience Group, Critical Infrastructure Security and Resilience Group, and associated Sub PCCs.

OEM manages the Department's Continuity Program to ensure the ability to execute essential functions under all conditions and supports the AS-PMB in the role of the Continuity Coordinator for the Department. OEM supports the Secretary in the role as a successor of the President, through the provision of required unclassified and classified communications capabilities and other supporting logistics, coordination, and liaison with the interagency. To provide critical situational awareness and timely and consistent information and data for senior leadership, OEM maintains 24/7 information management through the Interior Operations Center, which integrates and disseminates all-hazards information and provides a common operating picture about activities and incidents with a nexus or direct impact to the Department.

Modernizing Information Sharing- OEM assumed ownership of the Department's Emergency Notification System to improve data management, reduce administrative burden, and lower overall costs for the Department. OEM continues to innovate and modernize Department-wide information sharing and knowledge management through cloud-based geospatial and SharePoint applications including the Department's COVID-19 Employee Information Portal, personal protective equipment ordering application, and emergency management knowledge management system. Throughout 2021 and 2022, OEM will continue to implement novel solutions utilizing the latest robotic process automation to improve information sharing accuracy, reliability, and timeliness.



Workforce Snapshot:

Total Staffing Complement - 30 personnel / 29.5 FTE (1 Split FTE with OLES)

Organization Chart

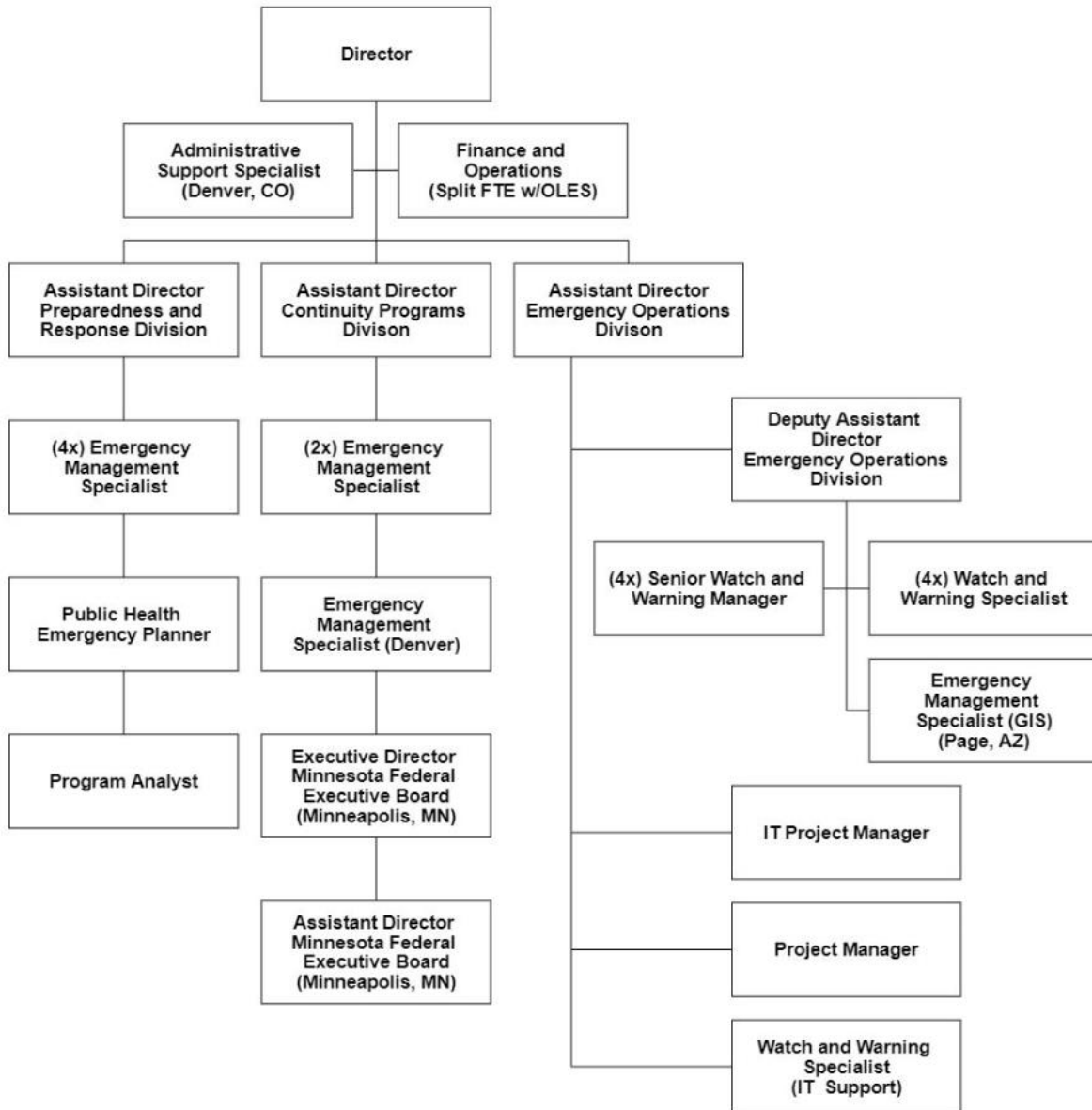


Figure 4.30

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None



Schedule C employees:

None

Career SES:

Thomas Balint, Director

Other senior career employees:

Gregory Shelton, Assistant Director - Continuity Programs, General Schedule

Vacant, Assistant Director - Preparedness and Response, General Schedule

Marshal Bickert, Assistant Director - Emergency Operations, General Schedule

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - Modernizing information sharing- OEM assumed ownership of the Department's Emergency Notification System to improve data management, reduce administrative burden, and lower overall costs for the Department. OEM continues to innovate and modernize Department-wide information sharing and knowledge management through cloud-based geospatial and SharePoint applications including the Department's COVID-19 Employee Information Portal, personal protective equipment ordering application, and emergency management knowledge management system. Throughout 2021 and 2022, OEM will continue to implement novel solutions utilizing the latest robotic process automation to improve information sharing accuracy, reliability, and timeliness.



Office of Law Enforcement and Security

I. OFFICE CONTACT:

James Patrick Gallagher, Principal Assistant Director

Email: james_gallagher@ios.doi.gov

Phone: (202) 208-1664

II. SUMMARY OF ORGANIZATION

Established by Secretarial Order No. 3234 on October 1, 2001, in the wake of the September 11th terrorist attacks, the [Office of Law Enforcement and Security \(OLES\)](#) provides leadership, policy guidance, oversight and compliance law enforcement, security, intelligence, counterintelligence/insider threat, and information sharing programs. Its mission is to lead the Department's law enforcement, intelligence and security activities by providing effective direction, oversight, guidance, and coordination

OLES is currently comprised of thirty-four full time employees to include sworn law enforcement, a finance & operations manager (also supports the Office of Emergency Management), and technical and administrative personnel. Personnel are primarily based in the Washington, D.C., area.

OLES is led by a Director who reports to the Deputy Assistant Secretary - Public Safety, Resource Protection, and Emergency Services. The Director carries out the responsibilities of the office with the management support of Assistant Directors in the following divisions.

The Law Enforcement Division develops the Department's law enforcement policies, provides oversight of Internal Affairs programs, oversees training development and standards, coordinates at the Southwest border and serves as the liaison to Aviation Services and Wildland Fire in Boise, Idaho. Additional duties include directing and coordinating law enforcement activities at the national level; FEMA Emergency Support Function 13 deployments; liaison on law enforcement matters with other major Departments and agencies; oversight of Internal Affairs investigations; and, participating in emergency and special law enforcement operations

The Security Division coordinates the development of, and provides support and oversight to, bureau programs related to personnel, national, physical and industrial security; establishes Department-wide security policy; leads efforts to protect National Critical Infrastructure within the Department; provides oversight and compliance for personnel security programs; and, manages the National and Industrial security programs for the Department.

The Technology Division manages the Incident Management, Analysis, and Reporting System (IMARS), the Department's database for law enforcement incident reporting. In the IMARS, a Law Enforcement Portal provides a collaborative experience for incident and information sharing across Interior's Law Enforcement programs. The Division is also responsible for information sharing initiatives and connections, both within Interior's law enforcement programs and with external partners such as the FBI, DHS, and Central Violations Bureau (CVB), and data management, data analysis, and statistical reporting for the Department's law enforcement components.

The Internal Security Division is responsible for the installation, maintenance, integration, and management of the physical security systems used to protect the Main Interior Building; oversight and management of the 90-person contract guard security staff; liaison with GSA and other Federal agencies in identifying and resolving security-related issues; and enrollments, updates, and activations of HSPD-12/PIV credentials for DOI employees, contractors, and other Government agency personnel as needed.

The Intelligence Division Assistant Director serves as the Federal Senior Intelligence Coordinator, the Department's point of contact with the Intelligence Community. The Division establishes intelligence policy and coordinates the development of bureau programs related to intelligence and information sharing; manages the Counterintelligence/Insider Threat Programs; conducting Foreign Visitor Vetting for



DOI facilities; and provides counterintelligence and safety briefings for senior leadership, the Secretary's Security Detail, and Interior employees travelling overseas.

The FBI National Joint Terrorism Task Force (NJTTF) Officer is an OLES Senior Criminal Investigator managed by the Intelligence Division Assistant Director. This officer provides Intelligence on threats to DOI assets and facilities and is the NJTTF Team Lead for the Domestic Terrorism Section.

The Victims Assistance Program Manager reports to the Intelligence Division Assistant Director and is responsible for identifying program priorities, training and resources; oversight of the DOJ Office for Victims of Crime funding for the Department; and leading the Department's Anti-Human Trafficking Efforts.

Workforce Snapshot:

OLES employs a team of 34 professionals in Washington, D.C.; Boise, ID; Glynco, GA; Tucson, AZ; Reston, VA; and Vero Beach, FL.

Organization Chart

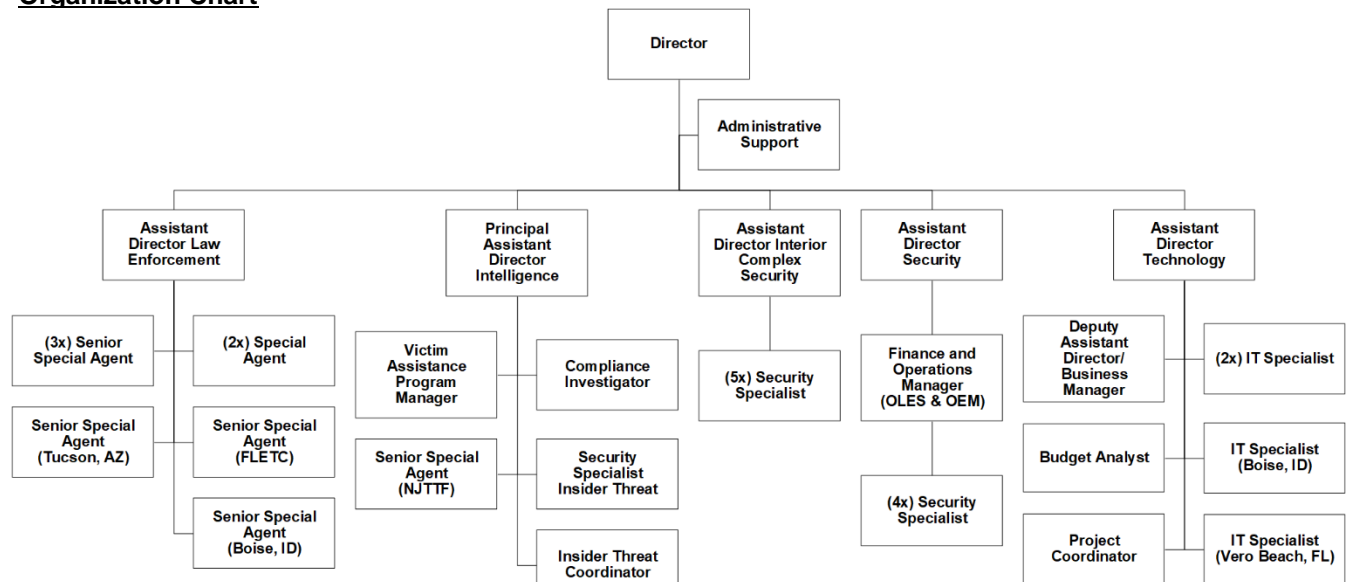


Figure 4.31

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Robert MacLean, Director

Other senior career employees:



James Patrick Gallagher, Principal Assistant Director, Intelligence Division
Dennis Bosak, Assistant Director, Law Enforcement Division
Steve Hargrave, Assistant Director, Internal Security Division
John Keating, Assistant Director, Security Division
Lorenzo Moore, Assistant Director, Technology Division

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - Re-competition of the Department's Law Enforcement Records Management System -

After September 11, 2001, the importance of sharing law enforcement information among all Federal, State, local and Tribal entities was a key lesson learned and the Department was tasked with creating one single Law Enforcement Records Management System (RMS). The current contract for the IMARS system expires in March 2021. A bridge contract will be needed to continue operating this critical RMS while competing a new contract. OLES is coordinating with each bureau law enforcement program, OCIO, AQD and Budget Office to fully engage in the requirements collection, system reviews, technical evaluations, funding commitment, and training/deployment of an enterprise/single law enforcement records management system.

Issue Two - Protecting our border, our people, and our resources along the Southwest Border - In response to an executive order to secure the southwest border, the Department committed to support DHS by deploying additional law enforcement officers to Interior-managed lands along the border. OLES established "Operation Border Surge" and coordinated the deployment of additional law enforcement officers from the National Park Service, U.S. Fish and Wildlife Service and the Bureau of Land Management. Each bureau has implemented a long-term law enforcement staffing plan on the southwest border.

Issue Three - Nationwide civil disorder and unrest - Executive Order 13933 - Protecting American Monuments, Memorials, and Statues and Combating Recent Criminal Violence provides for assistance for the protection of federal monuments, Memorials, statues and property. Secretarial Order 3385 - Enforcement Priorities requires the head of each Bureau or Office in exercising enforcement discretion, prioritize investigation and enforcement of alleged violations where the alleged violator had actual or constructive knowledge that their conduct was prohibited. OLES is assisting Bureau Law Enforcement to prioritize and comply with these orders.



Office of Wildland Fire

I. OFFICE CONTACT:

Cynthia Moses-Nedd, Chief of Staff

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

Phone: (202) 208-5710

II. SUMMARY OF ORGANIZATION

The [Office of Wildland Fire \(OWF\)](#) ensures that over \$1 billion is strategically invested for operational response to wildfires and to reduce wildfire risk, rehabilitate burned landscapes, promote a better understanding of wildfire, and support firefighters by providing the tools and training they need to work safely and effectively.

OWF oversees the coordinated development, oversight, and evaluation of the Department's Wildland Fire Management (WFM) program, including policies, programs, and budget, ensuring 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), other Federal agencies, Tribes, State and local governments, and partners and stakeholders.

OWF also 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. The office is responsible for developing annual budget justifications totaling \$1 billion, allocating those funds among the four fire bureaus and OWF, as well as carrying out oversight to ensure compliance with policy and accounting standards.

Senior level program managers from Interior and the Department of Agriculture co-lead the Wildland Fire Information and Technology program (WFIT), a Federal and State agency-level IT program that provides technically complex oversight of 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 wildfire-related media inquiries on behalf of Interior, communicates with the public regarding WFM programs and policies, and coordinates internally to keep Department 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.

Workforce Snapshot:

OWF employs a team of 30 professionals - 8 in Washington, D.C., and 22 in Boise, ID.



Organization Chart

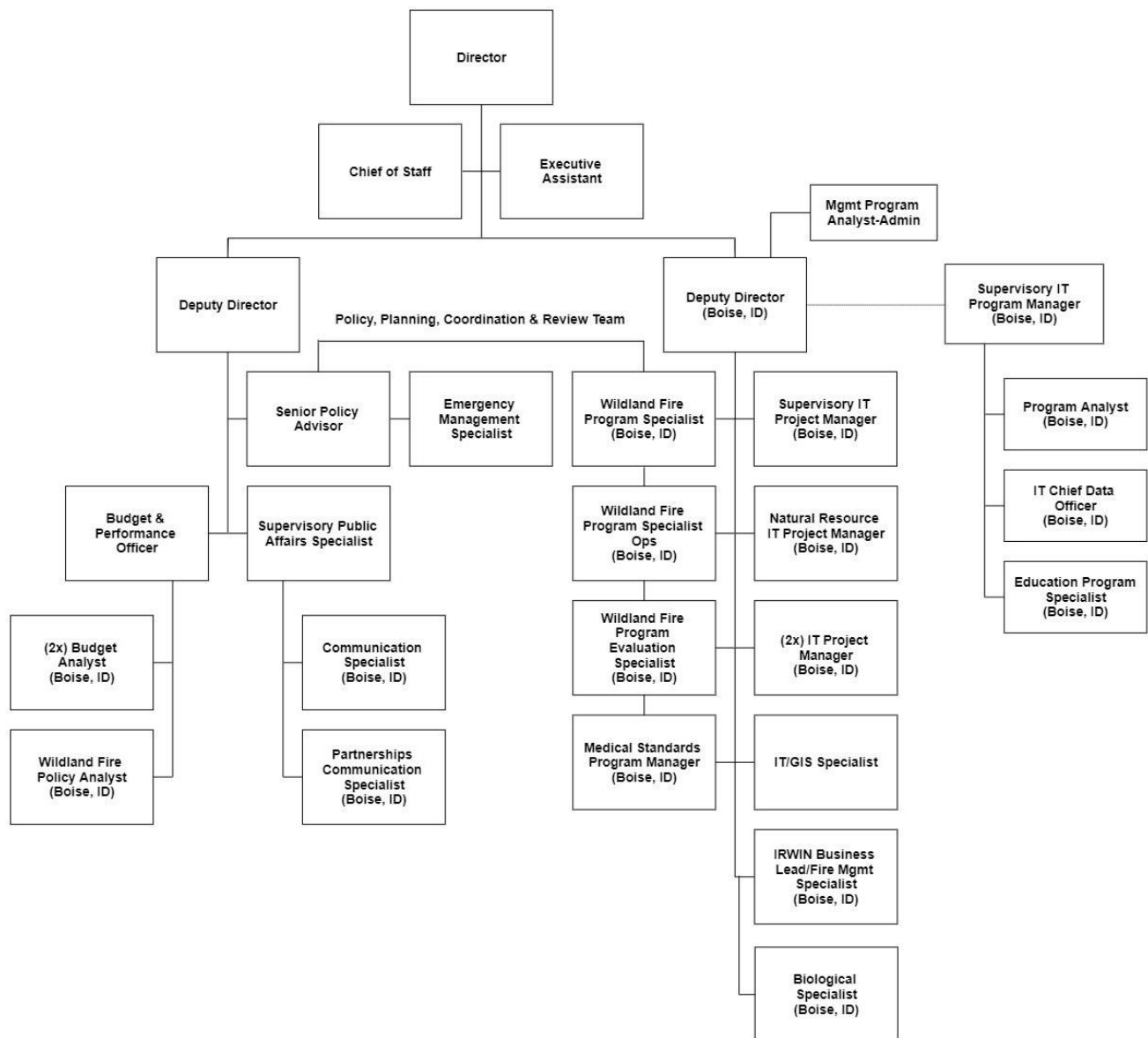


Figure 4.32

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None



Career SES:

Jeffrey Rupert, Director

Other senior career employees:

Craig Leff, Deputy Director

Erin Horsburgh, Deputy Director (located in Boise, ID)

Cynthia Moses-Nedd, Chief of Staff

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - Wildland fire risk reduction - Executive Order 13855 on Reducing Wildfire Risk, signed in December 2018, established specific active management goals for reducing wildfire risk to protect people, communities, and watersheds, and to promote health and resilient forests, rangelands, and other Federal lands. 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 Interior lands. The Office of Wildland Fire, in collaboration with Federal, State, local and Tribal partners, is leading an array of efforts to achieve strategic fuels management objectives. These include 1) support more fuels management; 2) permanent workforce to aggressively reduce wildfire risk year-round; 3) developing a geospatial tool to help leverage resources, facilitate local decision making and inform cross-boundary collaboration on wildfire risk mitigation; and 4) working with partners to study the public health effects of smoke to promote the use of more prescribed fire.



Office of Aviation Services

I. OFFICE CONTACT

Susan E. Bates, Assistant Director

Email: susan_bates@ios.doi.gov

Phone: (208) 258-1066

II. SUMMARY OF ORGANIZATION

The Office of Aviation Services (OAS) was established in 1973 at the recommendation of an aviation industry-led panel that conducted an investigation into Interior's poor aircraft safety record from 1967-1972 (148 accidents, 29 deaths, 48 serious injuries, millions in compensatory claims). The OAS Mission is "to raise the safety standards, increase the efficiency, and promote the economical operation of aircraft activities in the Department of the Interior." The OAS Vision is to "Attain and sustain ZERO aircraft accidents across the Department of the Interior." OAS's Motto is, "What have you done for the field today?"

OAS serves all nine Interior bureaus' aviation needs, ensuring the Secretary and the Department meet all legal and regulatory requirements for the management and use of government aircraft.

OAS is headquartered in Boise, ID, and led by a career member of the Senior Executive Service. OAS has offices in Anchorage, AK; Atlanta, GA; and Boise, ID. Nationwide, OAS is staffed with 80 government and 7 contract employees (3 percent fewer than in 2007). OAS staff have over 1,000 cumulative years' commercial, military, and government aviation experience. Over half of OAS personnel are veterans.

Since its inception, OAS has dramatically improved aviation safety in the Department, reducing the historical accident rate by 60 percent and avoiding an estimated \$718 million in losses since 1973. OAS is certified to meet internationally accepted quality management standards (ISO 9001-2015) and is independently audited and certified.

OAS is the architect and manager of the largest non-military drone program in the world with over 810 fleet and contract drones, more than 450 certified and trained operators, and 30,000+ flights across 30 different mission applications flown in 46 States and U.S. Territories with zero complaints from the public.

OAS has documented millions of dollars in annual recurring operational savings through drone integration and is widely recognized as the leader and model for safe, responsible, transparent, efficient, and effective government drone integration. OAS has assisted over 20 Federal, State, and local government agencies in developing their own drone programs.

OAS plays a critical role in enabling the Interior Bureaus to deploy annual fire and field-operations with safe and mission-ready aircraft and personnel in support of their missions. Annually, OAS supports some 60,000 flight hours flown in all 50 States and U.S. Territories involving nearly 20,000 DOI managers and field personnel. OAS is responsible for the successful management of annual required aviation safety training, contract specifications development, aircraft maintenance and inspections, pilot check rides, etc. that must be completed ahead of the fire and field seasons.

OAS advises and consults with bureau and office officials to resolve inter-and intra- departmental program issues affecting aviation management programs and responds to Congressional, the U.S. Government Accountability Office, OMB, the Office of Inspector General and public inquiries related to aviation management, in collaboration with the bureaus, as appropriate.

OAS is responsible for interpreting, developing, updating, and issuing Department-wide aviation management program policies such as directives, handbooks, and supplements related to aviation operations management planning and environmental compliance, outreach and educational activities, and international coordination and collaboration. Aviation policy is developed collaboratively with the nine



Interior bureaus and OAS leadership. OAS is the lead for Departmental strategic aviation planning and programming and ensures consistency between with Congressional and Administration directives and the Department's Strategic Plan. OAS establishes pilot and crew requirements for the Department.

OAS manages the ownership, acquisition, assignment, maintenance and modification, inspection, and disposal of all fleet aircraft owned by the Department. OAS inspects commercial maintenance facilities for compliance with FAA and contract standards and develops monthly and hourly fleet aircraft rates to ensure full cost recovery, including depreciation and accident and replacement reserves. OAS provides the bureaus with expertise and data for development of aviation business cases and collects the Department's aviation activity data for General Services Administration reports.

OAS develops, implements, and improves the Department of the Interior's aviation safety program. In consultation with the bureaus, the Office assesses risk and provides direction for implementation of policy and operational procedures to achieve and maintain the highest possible level of aviation safety within the Department. OAS administers the Interior Aviation Mishap Information System and represents the Department during National Transportation Safety Board (NTSB) investigations. The Office conducts investigations on behalf of the NTSB, when requested. In addition, OAS is responsible for maintaining a Departmental aviation safety award program and disseminating Departmental aviation safety bulletins and information. The Office develops and provides aviation safety training to Interior aviation users, managers, executives, and partners.

Organization Chart

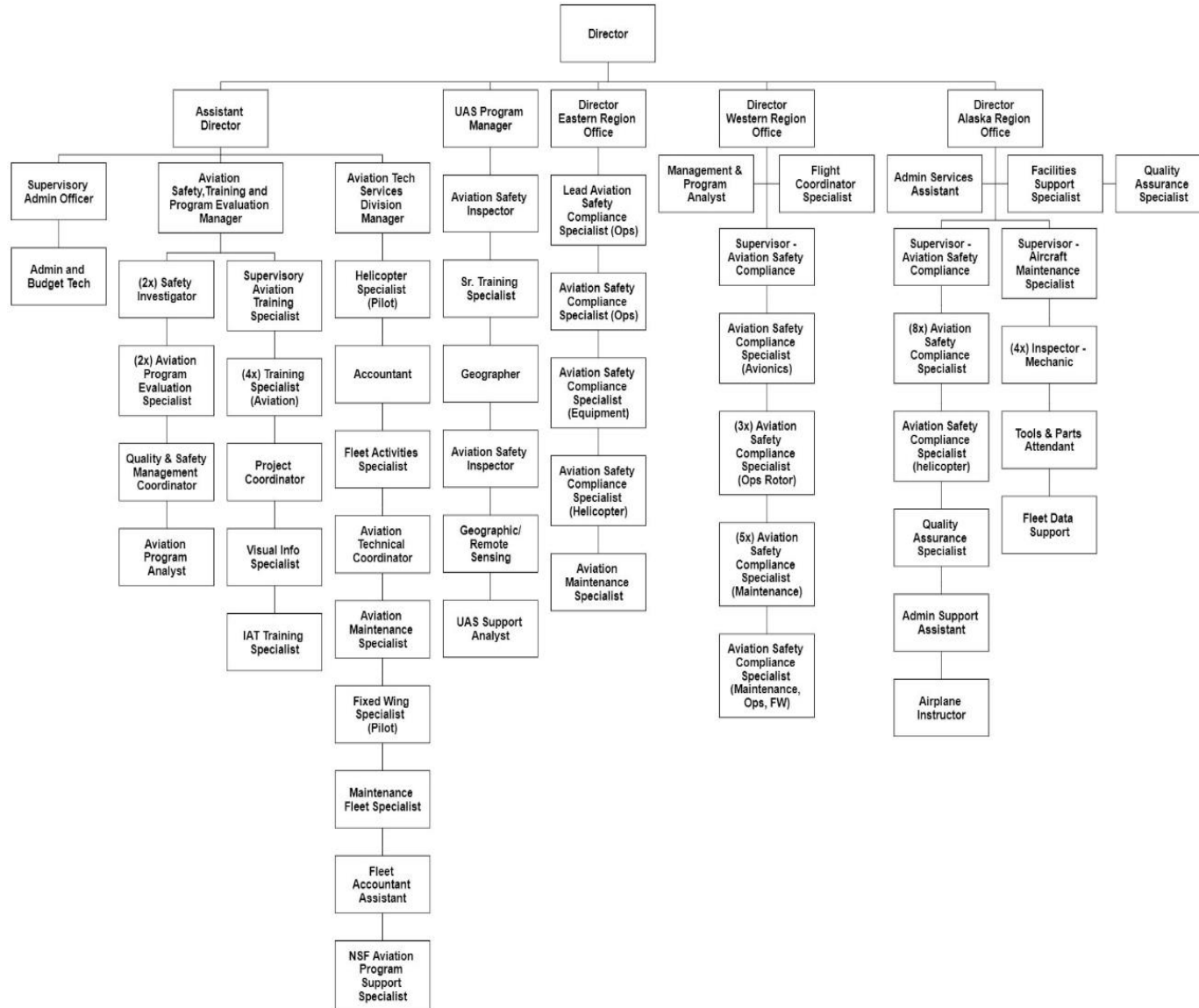


Figure 4.33



III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Mark Bathrick, Director

Other senior career employees:

Susan Bates, Assistant Director

Bradley Koeckeritz, Unmanned 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

Vacant, Western Region Office Director

Total Staffing: 80

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None



Inter-Agency Borderland Coordinator and Field Communications

I. OFFICE CONTACT:

Brent K. Range, Program Manager

Email: Brent_range@ios.doi.gov

Phone: (202) 897-7206

II. SUMMARY OF ORGANIZATION

The Inter-agency Borderland Coordinator and Field Communications position facilitates coordination across Interior Bureaus and among Interior and Department of Homeland Security (DHS), U.S. Department of Agriculture (USDA) Forest Service and U.S. Army Corps of Engineers (USACE). This office ensures effective alignment with administration priorities and Interior's mission to conserve natural and cultural resources and creates and influences national policy and initiatives. Close communication and coordination are critical to support field personnel and to manage interagency operational relationships, while fostering conservation of environmental and cultural resources. The office coordinates with the Secretary, Deputy Secretary, Assistant Secretaries, Bureau Directors and Office Heads to deliver security measures without undue impact to Interior lands and resources along the border (Interior manages approximately 40 percent of the U.S.-Mexico border).

In response to rapidly changing situations and a potentially highly charged environment, the Inter-agency Borderland Coordinator is strategically positioned to capitalize on key relationships to effectively develop viable solutions and advise senior officials. Often issues are contentious, complex and attract Congressional interest and intense scrutiny by the media and special interest groups. Timely coordination is essential to avoid, minimize, and mitigate possible impacts to the environment while Customs and Border Protection implements border security measures, with the intent to address conflicts at the lowest possible level. The Inter-agency Borderland Coordinator strategically manages internal and external communication and solution strategies ensuring DOI and DHS mission needs are recognized, and solutions are considered and executed. In providing a comprehensive, centralized coordination effort on border issues, the IBC is uniquely positioned to de-escalate and/or resolve issues as they arise, thereby effectively managing risk to the Department.

In addition to border liaison and coordination activities, the Inter-agency Borderland Coordinator also leads efforts to improve field communications within Interior. Responsibilities include coordination and implementation of corrective measures across Bureaus, development of budget proposals in coordination with the Budget Office, and long-term planning for field communications. The position is required to closely cooperate with the Office of the Chief Information Officer and other federal Departments (e.g., USDA Forest Service, DHS) with field communications programs. The Inter-agency Borderland Coordinator serves as the lead for Policy, Management and Budget activities related to management of field communication issues. The position acts as Chair of the Radio Executive Steering Committee (RESC), working collaboratively with Bureau executives, conducting periodic coordination and decision-making meetings related to field communications.

In the mid-2000s, there was a significant increase in the number of Border Patrol (BP) Agents and infrastructure such as surveillance towers, roads, forward operating bases and barrier along the southwest border. As a result, there was a significant increase in use by BP of Interior lands, and a need for increased communication between the agencies. In 2006, Interior, USDA and DHS entered into a Memorandum of Understanding (MOU) designed to facilitate communication and coordination, provide guidelines for DHS to access Department-managed and National Forest System lands, and to implement border security measures, resulting in the creation of the Inter-agency Borderland Coordinator position in 2007. The 2006 MOU has been instrumental in developing good working relationships among the signatories and has continued support among those parties.

In 2007, the Office of Inspector General issued a report on the state of DOI's Radio Program resulting in the issuance of a Material Weakness. By 2012, although some progress had been achieved to remediate



issues, significant work remained. PMB issued the Radio Program Strategy Memo providing guidance and direction to enhance Interior's Radio Program and to establish the RESC, which is managed by the Inter-agency Borderland Coordinator. The RESC established and funded a project to address the lack of progress and has been implementing joint effort to address this need. However, the radio deferred maintenance back log is still estimated at \$122 million.

Workforce Snapshot:

- FTE 1 Senior Level (SL) position; Duty station Washington D.C

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES/SL:

Brent K. Range, Program Manager

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None



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

Office of Human Capital

I. OFFICE CONTACT:

Jennifer Ackerman, Director

Email: jennifer_ackerman@ios.doi.gov

Phone: (202) 573-1203

II. SUMMARY OF ORGANIZATION

The [Office of Human Capital \(OHC\)](#) is the lead for the Department of the Interior's 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 Director of Human Capital reports to the Deputy Assistant Secretary - Human Capital and Diversity, who reports to the Assistant Secretary - Policy, Management and Budget. The Director of Human Capital is aided by 5 directors and staff.

The Office of Human Capital is composed of five divisions:

- [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.
- [The Human Resources Information Systems \(HRIS\) Division](#) supports the Department's Human Resource team in managing the human resources management portfolio of information technology solutions.
- [The Strategic Human Capital Planning and Evaluation \(SHCPE\) Division](#) provides strategic and transformative workforce solutions to ensure program efficiency and continuous improvement through accountability and data analytics.
- [The Strategic Talent Management \(STM\) Division](#) promotes innovative tools and practices, build partnerships and establish policies that build the Department's capacity to recruit and employ a highly qualified, and diverse, 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.

The Human Capital Operating Plan (HCOP) goals for FY 2020-2022 include:

- Continually improving individual and organizational effectiveness
- Improve the lifecycle of every employee
- Enhance employee experience; and
- Enhance and utilize service through new technology to improve employee and customer experience.



OHC initiatives include:

- **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** will create a new accountability platform called the Virtual Accountability-Compliance and Evaluation (VACE) tool that will engage risk-management practices and procedures, reduced travel costs and give 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 DOI employees and is intended to connect an ecosystem of tools that support an employee's career journey.
- **DOI Talent Paperless Performance Management** is a tool to automate the performance appraisal process, improving efficiency and service delivery across DOI 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.

The Director of the Office of Human Capital and the Deputy Chief Human Capital Officer are supported by five direct reports.

Organizational Chart

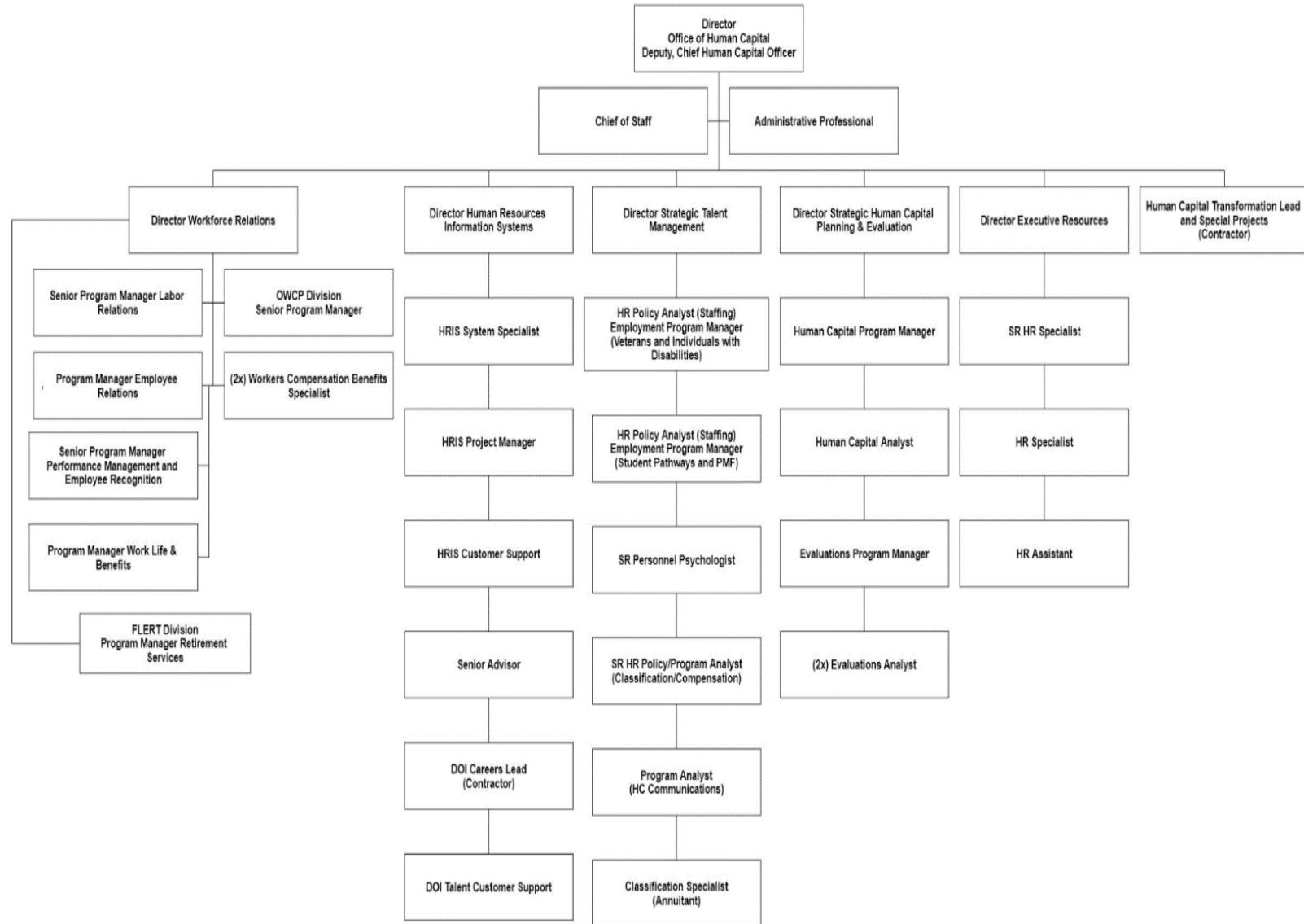


Figure 4.34



Workforce Snapshot:

OHC consists of 31 staff located primarily in Washington, D.C. (22) and Boise, ID (3). OHC also has staff that work remotely in Albuquerque, NM; Boulder City, NV; Conley, GA; Franklin, WI; Las Vegas, NV; and Woodbury, MN.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Jennifer Ackerman, Director, Office of Human Capital

Other senior career employees:

Jonathan Mack, Director, Executive Resources

Chris Lawson, Director, Human Resources Information Systems

Kermit Howard, Director, Strategic Human Capital Planning & Evaluation

Renae Lockwood Acting, Director, Talent Management

Ayanna Sears, Director, Workforce Relations

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None



Office of Strategic Employee and Organizational Development

I. OFFICE CONTACT:

Dr. Vicki Brown, Director

Email: Vicki_brown@ios.doi.gov

Phone: (703) 498-8766

II. SUMMARY OF ORGANIZATION

The [Office of Strategic Employee and Organizational Development \(OSEOD\)](#) 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 OSEOD also serves as the Department'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 OSEOD is composed of four divisions:

Department of the Interior University

The Department of the Interior University (DOIU) is DOI's corporate training organization that delivers leadership, professional, and career development training through two divisions: Leadership Engagement and Development (LEAD) and Learning Delivery and Professional Development (LDPD).

The Leadership Engagement and Development (LEAD) offers a variety of leadership development courses and programs to address the needs of the DOI workforce to include Executives. LEAD also manages the Interior Coaching Program, which provides coaching to managers, supervisors, and employees to improve individual and organization performance.

The Learning Delivery and Professional Development (LDPD) conducts training virtually and through three main learning centers (Albuquerque, Denver, and D.C.) 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 organizational development, change, and strategy execution and works with federal agencies to improve the services and performance they deliver 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 OSEOD financial transactions, fee for service training, and personnel issues and technology support. DOI Talent is the agency-wide learning management system for all DOI 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. DOI Talent also has a performance management module that manages the annual appraisals for a large percentage of the DOI Federal workforce.

OSEOD initiatives include:

- **DOI Career Connection (DCC)** empowers employees, supervisor and managers via a robust portal for sharing short-term broadening projects, details and lateral opportunities across DOI.



- **Welcome to the DOI Course** introduces all new employees to the Department, provides an introduction to key services and programs, supports bureau new employee onboarding, and promotes the concept of “One DOI.”
- **Training Needs Assessment** allows employees across the Department to describe their training requirements and supports DOI University and Bureau training managers make strategic decisions about training courses offered in the near future.
- **The Interior Coaching Program** will train and develop DOI 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.
- **The Supervisory Framework & Policy**. The new supervisory framework meets the intent of the public law that mandates training for all supervisor at least every three years after they have completed their initial supervisory training.
- **Executive Education Program** is a series of courses designed specifically to meet the professional development of the Senior Executive Service, Senior Leaders, and Senior Technical as well as continuing education for graduates of previous SES Candidate Development Programs.
- **Competency Assessment for DOI Talent Courses**. This initiative will identify and assess competencies for all existing course in DOI Talent and provide a comprehensive library of competencies. Once course competencies are established in DOI Talent, the association of competencies will be required as new courses are created and added to DOI Talent.
- **Instructional Design and Webinars**. Leveraging the lessons learned from COVID-19 and building on the success of pivoting from face-to-face to virtual instructor led courses, DOIU is working to rebuild the Instructional Design and Webinar business line to provide quality service to Bureaus in developing online training courses that are specific to the needs of DOI.
- **Professional Development Program**. DOIU is collaborating with the program managers from the Information Technology, Human Resources, Contracting & Acquisition, and Financial Management occupational communities to develop a professional development business line that provides employees in these critical occupational communities a clear path for development.

The Director of the Office of Strategic Employee and Organizational Development and the DOI Chief Learning Officer is supported by four direct reports.

Organizational Chart

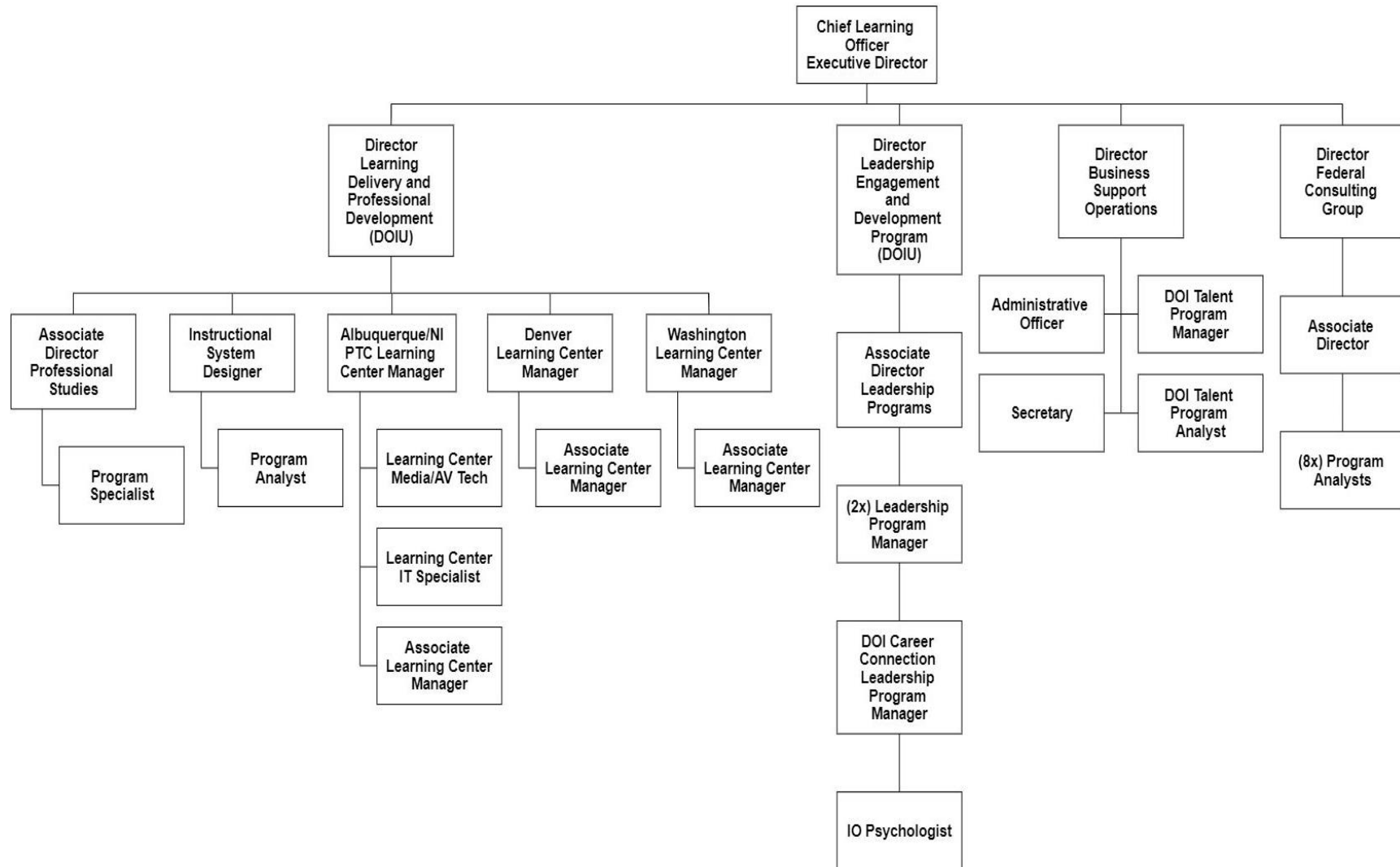


Figure 4.35



Workforce Snapshot:

OSEOD consists of 30 government staff members most of whom are located primarily in Washington, D.C. (16); Denver, CO (6), and Albuquerque, NM (4). OSEOD also has staff that work remotely in Prescott Valley, AZ; San Jose, CA; Sierra Vista, AZ; and Tucson, AZ and is supported by 11 contractors and 2 interns.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

Dr. Vicki A. Brown, Chief Learning Officer, Director

Other senior career employees:

Suzanne Lipcaman, DOIU, Director of Learning Delivery and Professional Development (LDPD)
Dava Deschler, DOIU, Director of Learning, Engagement, and Development (LEAD)
Pattie Buel, Director of Business Operations and DOI Talent
Jessica Reed, Director of Federal Consulting Group

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

None



Office of Occupational Safety and Health

I. OFFICE CONTACT:

Tim Radtke, Director

Email: timothy_radtke@ios.doi.gov

Phone: (303) 236-7113

II. 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 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. The Office provides management and direction for Departmental Safety and Health Programs. The OSH develops Department-wide policies that protect lives, property, and natural resources. The Office facilitates the safety and health decision-making process so the Department can achieve a safe and healthful occupational and recreational environment for our customers – Departmental employees, volunteers, contractors, concessionaires, and the visiting public.

The Office's strategic safety and occupational health plan goals include:

- **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 department
- **Goal 6:** Implement and continuously improve the occupational safety and health program

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 12 (7 FTEs, 2 U.S. Public Health Service Officers, and 3 contractors).



Organizational Chart

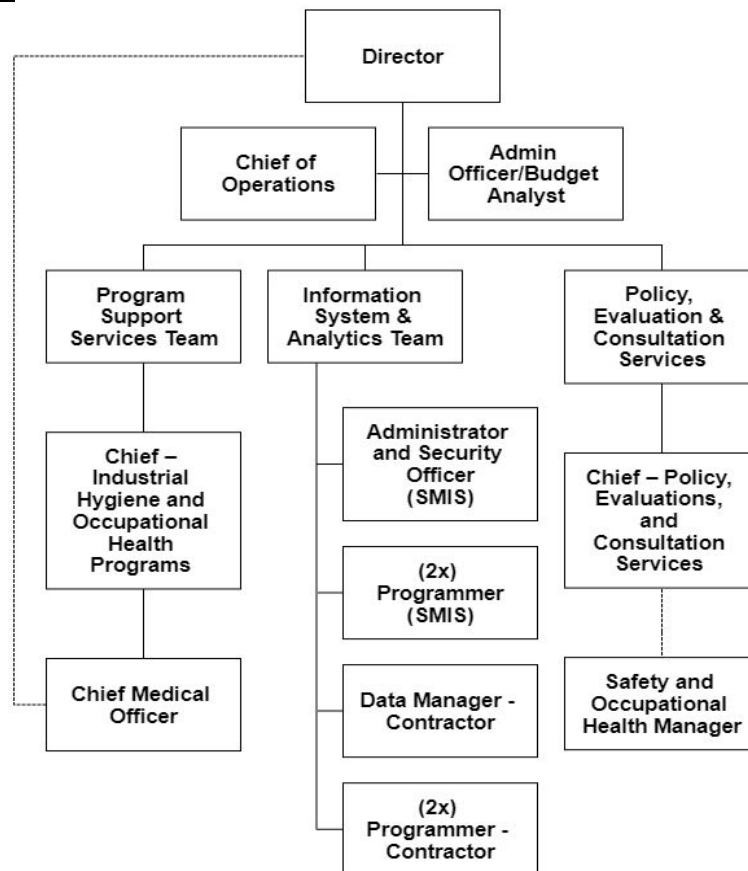


Figure 4.36

Workforce Snapshot:

OSH consists of staff located in Denver, CO (9) and Washington, D.C. (3).

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None

Career SES:

None

Senior career employees:

Tim Radtke, Director, Office of Occupational Safety and Health

Michael Quinn, Chief of Operations, U.S. Public Health Service

Dr. Kate Sawyer, Chief Medical Officer – Occupational Medicine, U.S. Public Health Service

Vacant, Chief – Industrial Hygiene and Occupational Health Programs



David Schuller, Chief – Policy, Evaluations, and Consultation Services

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue - COVID-19 mitigation management - OSH supports the Departmental response to COVID-19 providing medical, public health, and safety expertise to include training; policy development; positive case management, PPE acquisition; technical consultation; mitigation strategies, epidemiology data interpretation, and CDC and OSHA guidance interpretation.



Natural Resources Revenue Management

Office of Natural Resources Revenue (ONRR)

I. OFFICE CONTACT:

Kimbra Davis, Director

Email: Kimbra.Davis@onrr.gov

Phone: (303) 231-3514

II. 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 in annual revenue—one of the Federal government's largest sources of non-tax revenue.

Every American benefits from natural resource and energy revenues that ONRR collects, accounts for, and verifies. This is done 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.

As the nation's most trusted steward of natural resources revenue, ONRR fulfills the Department of the Interior'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. One hundred percent of the revenues that ONRR collects for mineral leases on Indian lands are transferred to the Bureau of Trust Funds Administration (BTFA) for distribution to the appropriate Tribe or individual Indian mineral owner.

In addition to BTFA, ONRR coordinates with other Interior 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.

In its quest to improve usability and increase data accessibility, ONRR recently implemented various enhancements to the National Resources Revenue Data Portal ([NRRD](#)). The NRRD 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, because it both accurately and timely provides users with production, royalty, and disbursement data by month and year as well as commodity type.

ONRR is headquartered at the Denver Federal Center in Lakewood, CO. ONRR has a 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 October 1, 2020, ONRR has 584 full-time employees. ONRR has an exceptional track record in terms of employee engagement as indicated by FEVS participation rates and survey scores. ONRR has seen increases in 90 percent of the Best Places to Work categories, with a 4.2 percent overall index score increase since 2016.



Organizational Chart

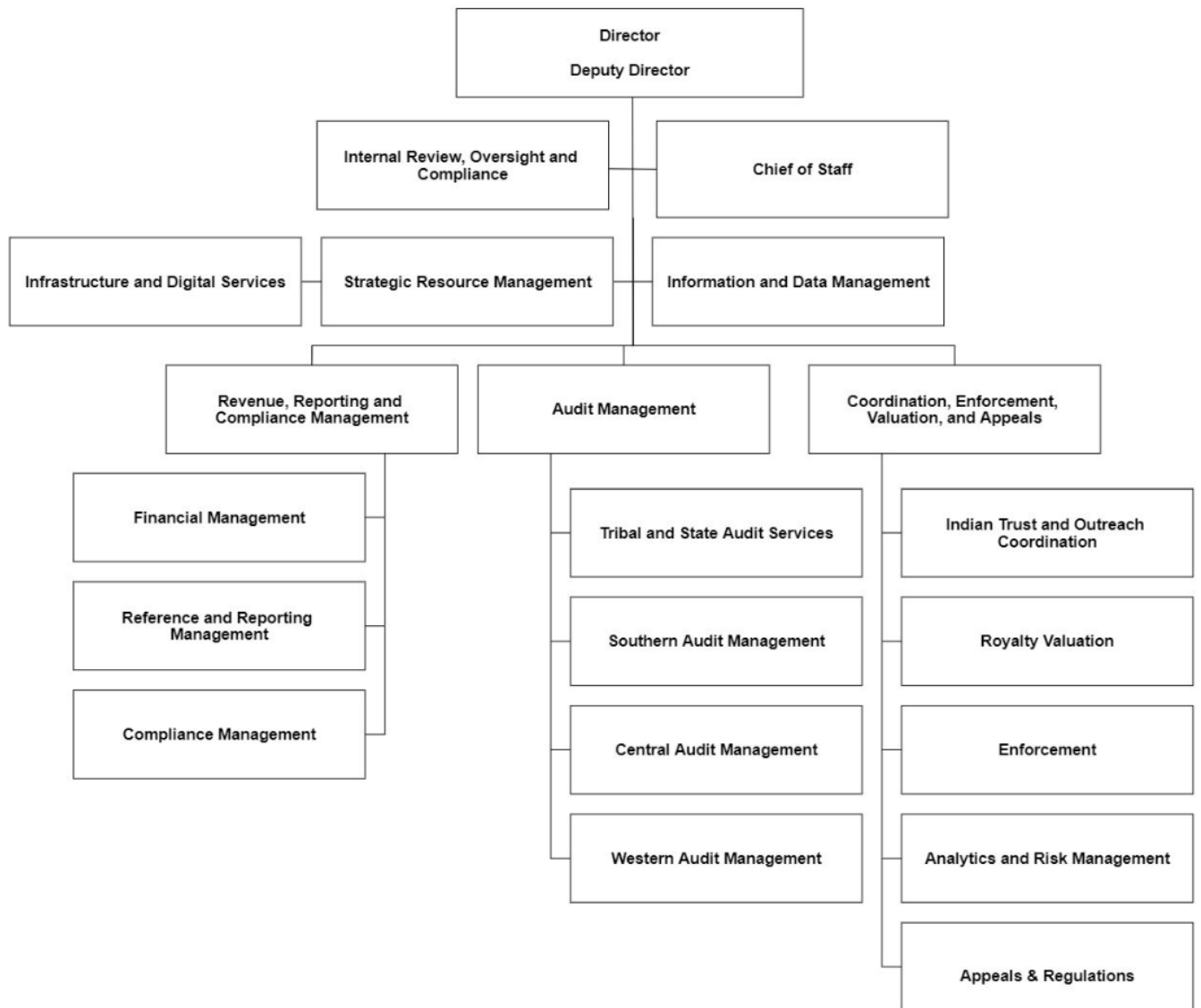


Figure 4.37

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:

None



Career SES:

Kimbra Davis, Director
Howard Cantor, Deputy Director
Jeffrey Carlson, Program Director for Audit Management
Bonnie Robson, Program Director for Coordination, Enforcement, Valuation, and Appeals
Ruth Welch, Program Director for Revenue, Reporting, & Compliance Management

Other Senior Career Employees:

Joseph Coleman, Chief of Staff
Chris Mentasti, Public Affairs & Congressional Liaison

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One - ONRR 2020 valuation reform and civil penalties regulations - ONRR published a proposed rule on October 1 to remedy many of the controversial aspects of 2016 Valuation and Civil Penalties rules. In mid-2016, ONRR published a pair of rules in the Federal Register amending regulations that govern the valuation of hydrocarbons produced on Federal and Indian lands as well as the penalties associated with non-compliance with applicable laws for hydrocarbon development. The final rules were intended to clarify valuation criteria that have not kept pace with changes in the domestic energy markets. Further, the rules aimed to simplify aspects of the existing regulations, thereby lowering industry's cost of compliance as well as the government's cost of enforcement. Since their publication in 2016, both rules have seen legal challenges. The newly published rule is open for public comment until November 30, 2020.

Issue Two - ONRR's modernization project - In 2018, ONRR began its multi-phase, multi-year Modernization Project, which is critical to ONRR's continued and long-term success. The Modernization Project has two major phases: (1) Business Process Re-engineering (BPR), and (2) procurement of new IT systems. Relying on legacy hardware, ONRR currently depends on an archaic and increasingly inefficient collection of systems to execute its mission. The Modernization Project will allow ONRR to streamline its business processes, leverage technologies to increase resource utilization, and enhance end-user experience. The Modernization Project's first phase, BPR, will conclude in the 4th Quarter of FY 2020. The second phase, procurement of new IT systems, is scheduled to begin as early as FY 2022.

Issue Three - Gulf of Mexico Energy Security Act (GOMESA) Disbursements - On December 20, 2006, the President signed into law the Gulf of Mexico Energy Security Act of 2006 (GOMESA). Section 105 of GOMESA provides Outer Continental Shelf oil and gas revenue-sharing provisions for the four Gulf producing States (AL, LA, MS, and TX), their Coastal Political Subdivisions (CPS), and the Land and Water Conservation Fund, in two phases. Qualified revenues are allocated based on an inverse-distance formula outlined in the GOMESA legislation and final regulations. ONRR has disbursed \$793.4 million in qualified GOMESA revenues to the States and their CPSs to date. In FY 2020, ONRR disbursed \$350 million from Phase II leases to States and CPS's, and \$3 million in additional Phase I revenues.

Issue Four - State and Tribal Partners - The State and Tribal Agreements, authorized by Sections 202 and 205 of the Federal Oil and Gas Royalty Management Act of 1982 (FOGRMA), as amended, are integral to ONRR's compliance activities. Under these agreements, ONRR authorizes Tribes to perform audits and reviews on the payment and reporting of Tribal mineral royalties within their reservations, and delegates to States the authority to perform audits and reviews on the payment and reporting of Federal mineral royalties within their boundaries and within the Section 8(g) zone of the Outer Continental Shelf. The States and Tribes working under these Agreements are vital partners to ONRR for achieving ONRR's compliance mission.



Land and Minerals Management

Office of the Assistant Secretary—Lands and Minerals Management

I. BUREAU/OFFICE CONTACT

Cara Lee Macdonald, Chief of Staff to the Assistant Secretary, Land and Minerals Management

Email: cara_macdonald@ios.doi.gov

Phone: (202) 578-4543

II. 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: the Bureau of Land Management (BLM); the Bureau of Ocean Energy Management (BOEM); the Bureau of Safety and Environmental Enforcement (BSEE); and the Office of Surface Mining Reclamation and Enforcement (OSMRE). The Assistant Secretary's office develops and reviews policies concerning public land management, resource use, and regulatory oversight and enforcement, and promotes their effective implementation by the ASLM bureaus.

The standard 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).

III. MANAGEMENT AND KEY PERSONNEL

PAS Official:

Vacant

Non-career SES:

Casey Hammond, Principal Deputy Assistant Secretary, Land and Minerals Management

Schedule C employees:

Amanda Kaster, Acting Deputy Assistant Secretary

Vacant, Counselor

Natalie Davis, Advisor

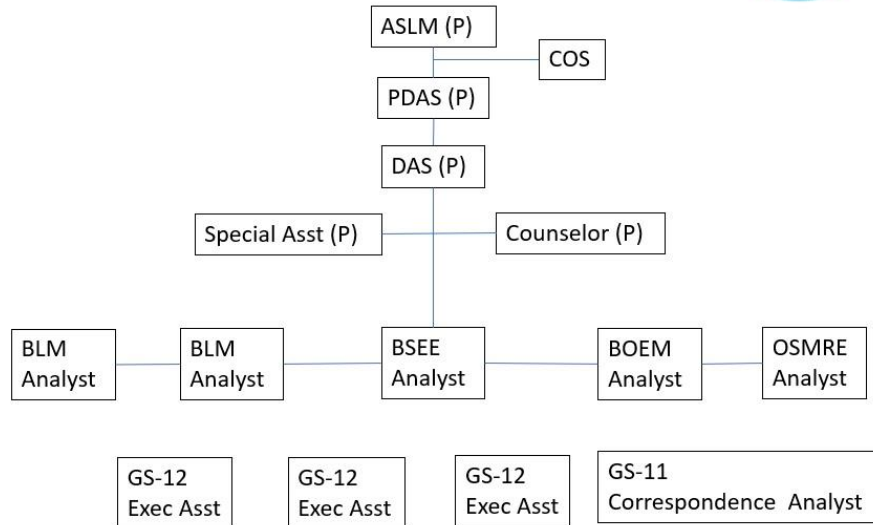
Career SES/SL:

Cara Lee Macdonald, Chief of Staff



BOEM
Bureau of Ocean Energy Management

Assistant Secretary – Land & Minerals Management Org Chart



(P) = Political

1

Figure 4.38

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES (by bureau)

Additional and more detailed briefing papers are available from each bureau.

BLM:

- **BLM Headquarters Relocation:** Interested members: All, especially the CO delegation. On July 16, 2019, the Assistant Secretary of Land and Minerals Management announced the decision to relocate the BLM headquarters functions to various State Offices as well as the relocation of the Headquarters to Grand Junction, Colorado. The BLM assessed and analyzed its 556 positions performing headquarters-specific functions both in Washington, D.C. and in the field. 76 were permanently reassigned to the BLM's 12 state offices to augment their ability to serve the public directly and more effectively. 220 positions that performed headquarters duties in Washington, D.C. are now based in BLM's western states. The BLM is recruiting to fill the remaining vacant HQ positions.
- **Alaska North Slope Oil & Gas Development.** Interested members: All, especially the AK delegation. The National Petroleum Reserve in Alaska (NPR-A) covers nearly 23 million acres located 200 miles north of the Arctic Circle. The BLM's Dec. 11, 2019, lease sale offered 350 tracts in the NPR-A, totaling almost four million acres. 92 tracts received bids totaling approximately \$11.3 million, of which 50 percent is shared with the State. On June 25, 2020, the DOI announced the publication of the Final Environmental Impact Statement for a new NPR-A Integrated Activity Plan (IAP). The preferred alternative would open seven million additional acres for energy development and allow for 18.6 million acres to be open for oil and gas leasing.
- **Border Security and Resource Protection:** Interested members: CA, AZ, NM, & TX delegations. On September 19, 2019, Secretary Bernhardt announced the emergency transfer of administrative jurisdiction of approximately 560 acres of Federal lands to the U.S. Department of the Army (Army) to build roughly 70 miles of border barriers and associated road infrastructure.



The Public Land Orders temporarily transferring jurisdiction of the land to the Army will be for a period of three years for border security purposes. On June 26, 2020, an additional 37 acres was transferred to the Army for construction or augmentation of barriers along the southern border.

- Wild Horse and Burro Management: Interested members: Western delegations. The Wild Horse and Burro Program's goal is to manage wild horses and burros on 26.9 million acres of public rangelands across 10 Western States. As of March 2020, the WHB population on public lands was just over 95,000 animals, while the appropriate management level (AML) is about 27,000. The cost of lifetime care of the animals currently in the BLM's off-range corrals and pastures will surpass \$1 billion. Two population controls are available: animal removal and temporary/permanent population growth suppression methods. An adoption incentive program began in 2019 to encourage adoptions by providing a financial incentive.
- Wildland Fire Management: Interested members: Western delegations. The BLM employs more than 3,200 fire staff, including primary firefighters, fireline leadership, and critical support staff, who are available for the 2020 fire season. The onset of COVID-19 requires that the interagency wildland fire management community rethink the way that it traditionally manages wildfires and protects firefighters, communities, and resources from wildfire risk. To ensure sufficient firefighter coverage, the BLM used direct hiring authority to onboard approximately 350 new hires this year, allowing the agency to bring on personnel more efficiently.

BOEM:

- Outer Continental Shelf (OCS) Oil and Gas National Program: Interested members: All, particularly coastal delegations. The National OCS Program establishes a schedule of oil and gas lease sales for a five-year period. After publication of a Draft Proposed Program (DPP), BOEM received over 2 million comments in response; 16 coastal states indicated opposition, and six were in support. Energy industries were supportive, whereas public interest groups were largely opposed. BOEM received 53 separate comment letters from Congress in response to the DPP; approximately three-quarters expressed opposition, and 13 percent expressed support. Litigation is ongoing the U.S. Court of Appeals, Ninth Circuit.
- Offshore Wind Development: Interested members: All, particularly coastal delegations. BOEM oversees the development of renewable energy on the Outer Continental Shelf (OCS), including offshore wind energy, ocean wave energy, and ocean current energy. Significant challenges to the offshore wind industry exist, including concerns from other ocean users, especially commercial fishermen; visual impacts from siting close to shore; long planning and development timeframes; compatibility with defense mission activities; and lack of available transmission infrastructure.

BSEE:

- Taylor Energy Company (TEC) – Mississippi Canyon Area, Block 20 (MC20) Oil Spill: Interested members: Particularly Gulf of Mexico region delegations. On September 16, 2004, TEC's Platform A in MC20 was destroyed by a subsea mudslide during Hurricane Ivan. Attempts to plug and abandon (P&A) the platform's 25 uncontained wells have been unsuccessful, and oil released from one or more has continued to cause daily sheening and pollution in MC20. BSEE secured a \$637 Million trust to fund continued MC20 P&A work as it coordinates efforts with the U.S. Coast Guard (USCG) to support a Federal response to the spill. BSEE faces current litigation challenges from TEC.



- Decommissioning Liabilities: Interested members: Particularly Gulf of Mexico region delegations. The decommissioning of wells and facilities on terminated leases or on active leases that are no longer useful for operations are part of BSEE's oversight activities. BSEE estimates the orphaned liability (i.e., leases with no viable co-lessee or predecessor) within the Gulf of Mexico Region (GOMR) is approximately \$53.4 million and \$5 million in the Pacific OCS Region. Operator bankruptcies are a growing concern because when the responsible parties for offshore infrastructure go bankrupt, the obligation for decommissioning may fall to the Federal government and taxpayers.

OSMRE:

- Abandoned Mine Land (AML) Fee: Interested members: Delegations with active mining industries. SMCRA authorized the collection of AML reclamation fees and is scheduled to expire on September 30, 2021. Fiscal Year 2022 will be the last normal AML grant distribution year to states/tribes, if the fee expires. Three pieces of legislation are currently pending to address reauthorization of AML fees (S. 1193, HR 4248, and S. 3971). If not reauthorized, the impacts would include less money available in the AML Fund for investment to help defray the expense of the United Mine Workers of America (UMWA) Health and Retirement Funds.



Bureau of Land Management

I. BUREAU/OFFICE CONTACT

Michael Nedd, Deputy Director, Operations

Email: mnedd@blm.gov

Phone: (970) 256-4900 (o), (202) 236-2867 (c)

Mark Lawyer, Chief of Staff

Email: mlawyer@blm.gov

Phone: (970) 256-4922 (o), (304) 620-5574 (c)

II. SUMMARY OF ORGANIZATION

The Bureau of Land Management (BLM) is the Nation's largest land management agency and has responsibility for managing 245 million surface acres, primarily in 12 Western States, including Alaska; 700 million acres of Federal onshore mineral estate; and mineral operations and cadastral surveys on 56 million acres of Indian trust lands. The Bureau is entrusted with managing 1 in every 10 acres of land in the United States, and more than 40% of all federally managed lands. These lands encompass a broad range of habitats, including desert, grassland, sage-steppe, forest, high- mountain, and arctic tundra.

The *Federal Land Policy and Management Act of 1976* directs BLM to manage public lands for a variety of uses, ranging from conventional and renewable energy development, livestock grazing, mining, and watershed protection, to hunting, fishing, and other forms of recreation as well as conservation. The BLM's mission is to sustain the health, diversity, and productivity of these public lands for the use and enjoyment of present and future generations. This multiple-use mission contributes to economic growth, job creation, and domestic energy production, generating revenues for Federal and state treasuries and local economies. In fiscal year 2018, the diverse activities authorized on BLM-managed lands generated \$105 billion in economic output across the country. This economic activity supported 471,000 jobs and contributed substantial revenue to the U.S. Treasury and state governments, mostly through royalties on minerals. The BLM engages a wide range of stakeholders and communities to inform its land management decisions and maintain public trust.

The BLM's priorities (<https://www.blm.gov/about/our-mission>) include increasing energy security, promoting good government, expanding opportunities for outdoor recreation, and providing conservation stewardship for public lands. The BLM manages a myriad of recreational uses over a broad geographic area. In fiscal year 2019, BLM lands hosted nearly 71 million recreation-related visits involving a wide range of activities, including hunting, fishing, camping, hang gliding, mountain biking, off-highway vehicle use, wildlife viewing, and horseback riding. These opportunities also generate \$6.8 billion each year in local economic output.

The greatest diversity of fish and wildlife habitat is found on BLM-managed lands. Because of the isolation of some places, these lands include many of America's rarest habitats, which support many plant and animal communities. To fulfill its obligation to current and future generations, the BLM supports aggressive habitat conservation and restoration activities. Many of these activities are conducted in conjunction with public and private partners.

The BLM has a workforce of around 9,000 employees, with 99 percent located in 12 Western States. The workforce is 64 percent male and 36 percent female. The distribution of race and ethnicity is 7.5 percent Hispanic or Latino, 82 percent Caucasian, 3.6 percent African American or Black, 2.1 percent Asian, 3 percent American Indian or Alaskan Native and .4 percent Native Hawaiian or other Pacific Islanders. Currently, 20 percent of all BLM employees are veterans. Nine percent are veterans with a disability.

Organization Chart

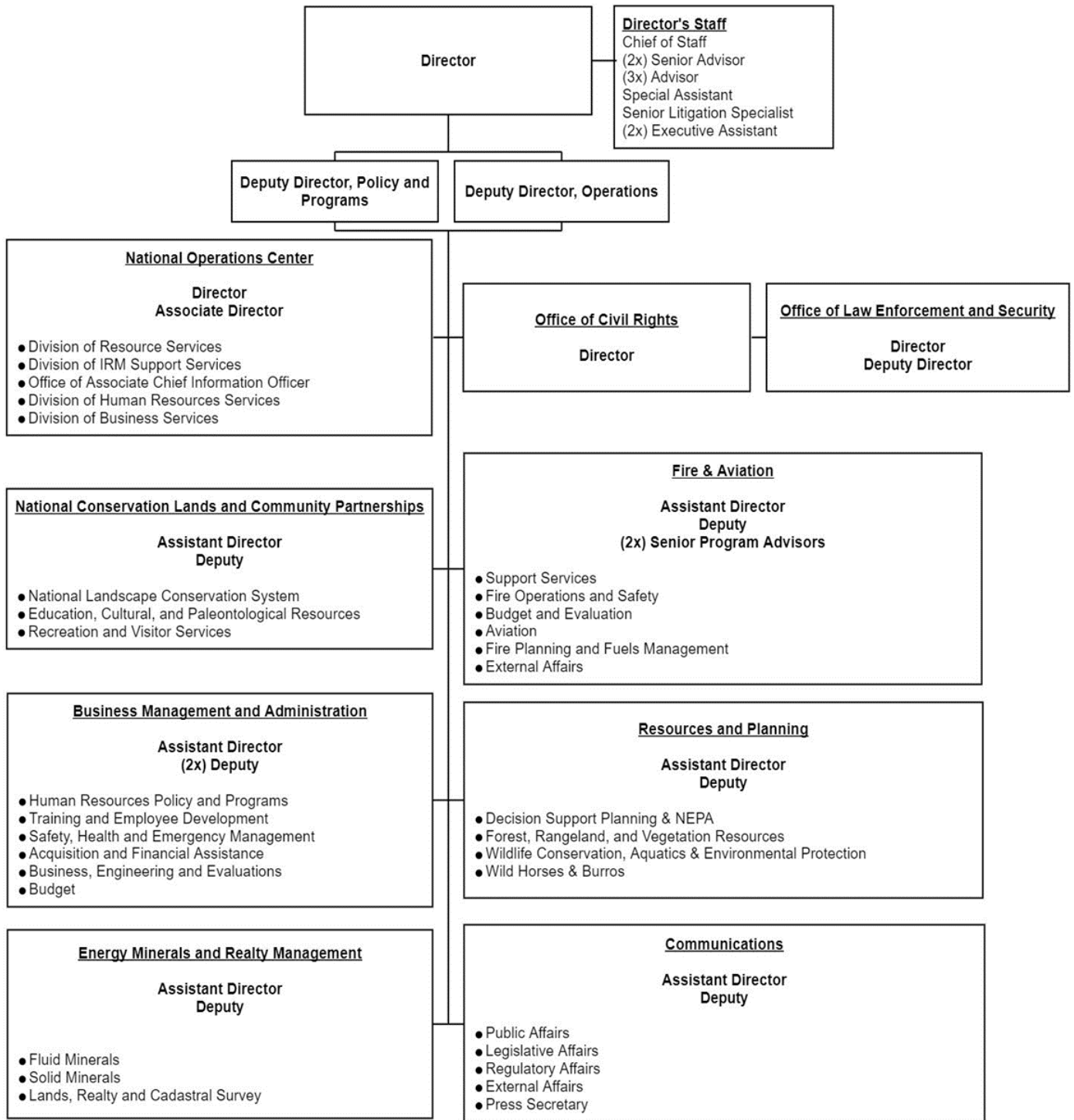


Figure 4.39

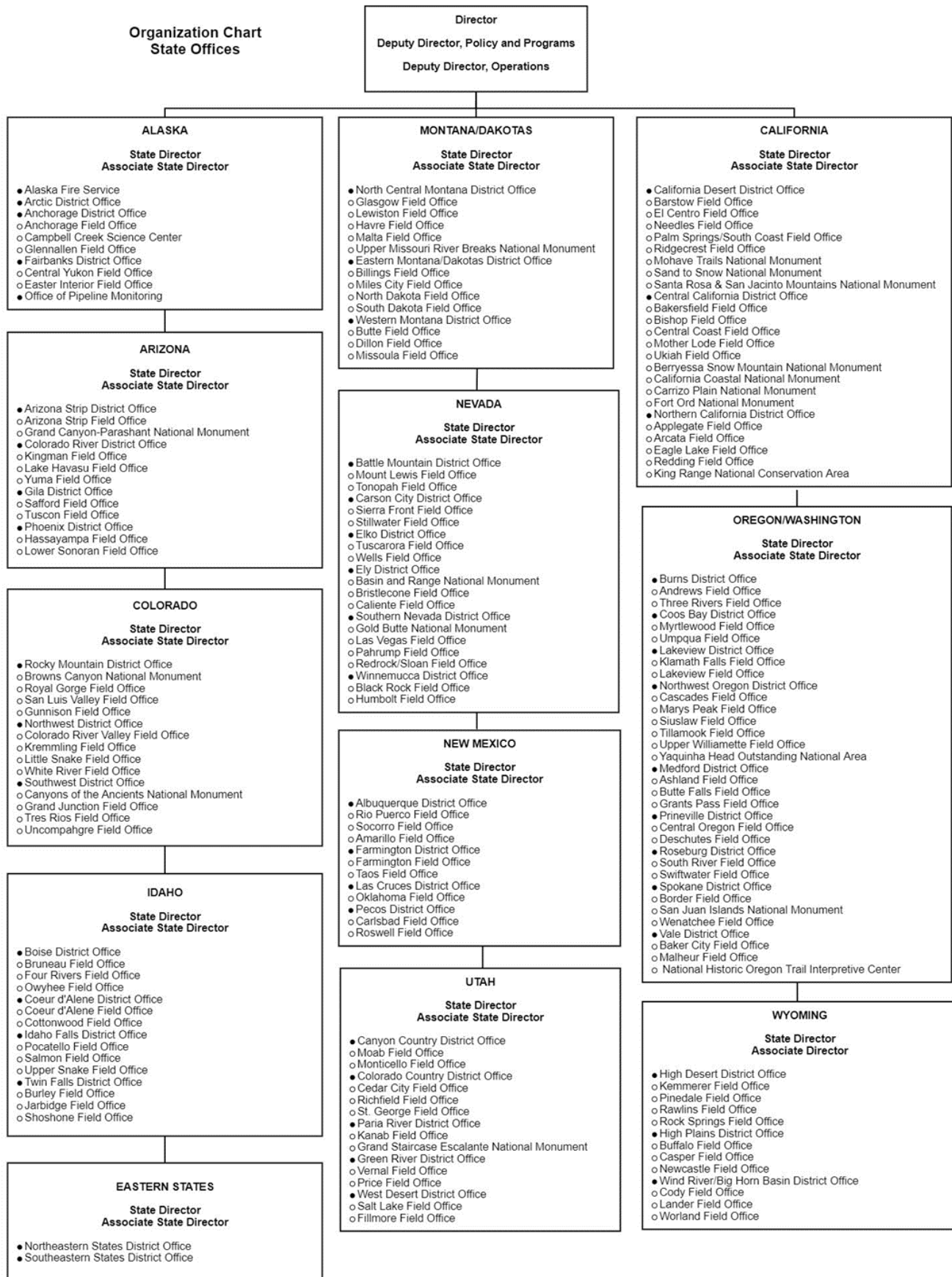


Figure 4.40



III. MANAGEMENT AND KEY PERSONNEL

The BLM currently has 5 political positions, of which 4 are located in the Director's office in Washington, D.C. and 1 is located in Grand Junction headquarters. These positions include: 1) the BLM Deputy Director for Policy and Programs, William Perry Pendley (Non-Career SES); 2) Senior Advisor, Kathleen Benedetto (Non-Career SES); 3) Senior Advisor, Amanda Kaster (Schedule C); 4) Special Assistant, William King (Schedule C); and 5) Advisor, Matthew Dermody (Schedule C). All other staff in the Director's Office and Senior leadership positions are career employees.

PAS officials:

Vacant, Director

Non-career SES:

William Perry Pendley, Deputy Director of Policy and Programs (Grand Junction)
Kathleen Benedetto, Senior Advisor (Washington, DC)

Schedule C employees:

Amanda Kaster, Senior Advisor (Washington, DC)
William King, Special Assistant (Washington, DC)
Matthew Dermody, Advisor (Washington, DC)

Career SES:

Michael Nedd, Deputy Director of Operations
Shannon Tokos, Acting Director, Law Enforcement and Security
Dr. David Jenkins, Assistant Director, Resources and Planning
Nicholas Douglas, Assistant Director, Energy, Minerals and Realty Management
Alan Bittner, Acting Assistant Director, National Conservation Lands and Community Partnerships
VACANT, Associate Chief Information Officer
Matthew Buffington, Assistant Director, Communications
Barbara Eggers, Assistant Director, Business Management and Administration
Grant Beebe, Assistant Director, Fire and Aviation (at the National Interagency Fire Center)
Robert Casias, Acting Director, National Operations Center
Chad Padgett, Alaska State Director
Ray Suazo, Arizona State Director
Karen Mouritsen, California State Director
Jamie Connell, Colorado State Director
Mitchell Leverette, Eastern States State Director
John Ruhs, Idaho State Director
John Mehlhoff, Montana/Dakotas State Director
Jon Raby, Nevada State Director
Steve Wells, Acting New Mexico/Kansas, Oklahoma, Texas State Director
Barry Bushue, Oregon/Washington State Director
Greg Sheehan, Utah State Director
Kim Liebhauser, Acting Wyoming State Director

Other senior career employees:

Mark Lawyer, Chief of Staff

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

The BLM is working diligently on a wide array of issues related to our multiple-use and sustained-yield mandate. Listed here are some of the top issues that are currently at the forefront. These efforts represent the highlights of the BLM's ongoing work but are not comprehensive.



- **Issue one – Wild Horse and Burro (WH&B) Management:** *Interested members: Western delegations.* The BLM manages and protects wild horses and burros on 26.9 million acres of public lands across 10 Western states. Since receiving Federal protection in 1971, populations have soared to more than 95,000 animals in 177 Herd Management Areas. The populations have grown as much as 20% annually and far exceed what these areas can support. The BLM also spends over \$45 million annually – more than half the program's budget – caring for horses and burros gathered from the range. The BLM is accelerating efforts to remove animals from the most over-populated herds, expanding the number of herds treated with fertility control methods and offering adoption incentives to the public.
- **Issue two – Wildland Fire Management:** *Interested members: Western delegations.* The National Interagency Fire Center (NIFC), located in Boise, Idaho, is the nation's support center for wildland firefighting. Eight different agencies and organizations are part of NIFC, including the BLM. The BLM maintains partnerships with more than 30 Rangeland Fire Protection Associations and hundreds of cooperators to maximize resources and more efficiently prevent and mitigate wildfires. The BLM plans to complete over 700,000 acres of fuels reduction treatments this year. The DOI recently approved the Programmatic EIS for Fuel Breaks in the Great Basin, which would support the construction of up to 11,000 miles of fuel breaks.
- **Issue three – Key Energy Issues:** *Interested members: Western delegations.*
 - **Oil and Gas Leasing and sage grouse:** In May 2020, the US District Court in Montana cancelled oil and gas leases sold by BLM on 300,000+ acres in Montana and Wyoming as well as vacated BLM's reinterpretation of sage grouse policies.
 - **Oil & Gas Policies:** The BLM continues to implement changes to streamline review of domestic energy development in line with program-related goals in the FY 2018-2022 DOI Strategic Plan. These goals include increasing the acres available for oil and gas leasing, reducing processing times and backlogs for Applications for Permits to Drill (APDs), and reducing the time to process Expressions of Interest (EOIs) and major rights-of-ways, including oil and gas pipelines.
 - **On Shore Orders 3, 4, and 5:** The BLM announced on July 29, 2020 revisions to the Oil and Gas Site Security, Oil Measurement, and Gas Measurement Regulations (Onshore Orders 3, 4 and 5). The proposed rules would revise three regulations to ensure proper handling of oil and gas production, which is essential for accurate measurement, proper reporting, and overall production accountability. Taken together, the proposed new rules would remove or modify unnecessarily complex and burdensome requirements, address logistical issues, and eliminate inconsistencies. Through these proposed changes, the BLM will ensure accurate reporting while significantly reducing duplicative and extensive recordkeeping requirements. Further, the proposals increase grandfathering of measurement equipment and inspection frequency, where accuracy and performance have already been verified.
 - **Waste Prevention, Production Subject to Royalties, and Resource Conservation; Amendment (AKA Venting and Flaring Revisions):** The final 2018 Methane and Waste Prevention Rule was published on September 28, 2018. The BLM is considering a narrow revision to the 2018 Rule. This proposed rule would revise existing oil and gas operations regulations (43 CFR part 3700) to ensure that flaring due to pipeline and processing capacity constraints is royalty free when permitted under State rules, regulations, or orders.
- **Issue four – Greater Sage-Grouse: Greater Sage-Grouse Draft Supplemental EISs (SEIS):** *Interested members: ID, WY, CO, UT, CA, & OR delegations.* The BLM has published six draft SEISs for management of Greater Sage-Grouse habitat on public lands. The draft SEISs address issues identified in an October 16, 2019, Order issued by the U.S. District Court for Idaho that placed a preliminary injunction suspending implementation of sage-grouse plans that the BLM



adopted in March 2019. The preliminary injunction affects BLM sage-grouse plans in Idaho, Wyoming, Colorado, Utah, Nevada/ northeastern California, and Oregon. Until the injunction is lifted, the BLM is implementing previous plans adopted in 2015. This has affected land management activities across the West, delaying review of renewable energy projects, oil and gas leases, grazing permit renewals, and wildfire management.

- **Issue five – Border Security and Resource Protection:** *Interested members: CA, AZ, NM, & TX delegations.* On September 19, 2019, Secretary Bernhardt announced the emergency transfer of administrative jurisdiction of approximately 560 acres of Federal lands to the U.S. Department of the Army (Army) to build roughly 70 miles of border barriers and associated road infrastructure. The Public Land Orders temporarily transferring jurisdiction of the land to the Army will be for a period of three years for border security purposes. On June 26, 2020, an additional 37 acres was transferred to the Army for construction or augmentation of barriers along the southern border.
- **Issue six – Alaska North Slope Oil & Gas Development in the National Petroleum Reserve-Alaska (NPR-A) & Coastal Plain:** *Interested members: All, especially the AK delegation.* On June 25, 2020, the DOI announced the publication of the Final EIS for a new Integrated Activity Plan for the NPR-A, which covers nearly 23 million acres located 200 miles north of the Arctic Circle. The preferred alternative would open 7 million additional acres for energy development and allow for 18.6 million acres to be open for oil and gas leasing. Public Law 115-97 requires the DOI to establish and administer a competitive oil and gas leasing and development program for the 1.56 million-acre Coastal Plain of the Arctic National Wildlife Refuge. On August 17, 2020, Secretary Bernhardt signed the Record of Decision establishing terms and conditions under which the BLM will administer leasing within the 19.3 million-acre refuge.
- **Issue seven – Grazing Permit Program:** *Interested members: Mostly Western delegations.* The BLM maintains and improves public land through vegetation management and livestock management, as set out in grazing permits which are issued for up to 10-year terms. The BLM administers nearly 18,000 grazing permits and leases for approximately 22,000 allotments on over 155 million acres of public rangelands, primarily in 10 Western States. The BLM is preparing an EIS to evaluate options for updating, modernizing, and streamlining current grazing regulations, while providing additional flexibility for land and resource management. The BLM is also working with ranchers and other stakeholders to pilot and research targeted grazing to create fuel breaks to assist in reducing fire risk.
- **Issue eight – NEPA Reform:** *Interested members: All.* On January 9, 2020, President Trump announced a proposed rule to modernize and accelerate environmental reviews under the National Environmental Policy Act (NEPA), so infrastructure can be built in a timely, efficient, and more affordable manner. On June 12, 2020, the Council on Environmental Quality (CEQ) issued an updated report on the length of time Federal agencies spend to complete EISs under NEPA, with the average time being 4.5 years. CEQ's current guidance suggests that this process, even for complex projects, should not take more than one year. On June 21, 2019, the CEQ proposed guidance for agencies regarding consideration of greenhouse gas emissions when evaluating proposed major Federal actions under NEPA.
- **Issue nine – Critical Minerals:** *Interested members: All.* On December 21, 2017, the DOI issued Secretarial Order 3359, Critical Mineral Independence and Security, which assists in implementing the E.O. 13817 to reverse the trend of increasing dependence on foreign imports of critical minerals that are essential to American prosperity and national security. On June 4, 2019, the Department of Commerce released the interagency report that was submitted to the President pursuant to E.O. 13817. The BLM is in the process of updating the 43 CFR §3809 regulations. This proposed rule would generally streamline authorizations under the general mining laws, reduce or eliminate cost recovery associated with mineral examination reports, and improve



security of tenure for mining claimants.

- **Issue ten – BLM Move West:** *Interested members: All, especially the CO delegation.* On March 13, 2017, the President signed EO 13781, Comprehensive Plan for Reorganizing the Executive Branch. On July 16, 2019, the Assistant Secretary of Land and Minerals Management announced the decision to relocate the BLM headquarters functions to various State Offices as well as the relocation of the Headquarters to Grand Junction, Colorado. On August 10, 2020 Secretary Bernhardt signed Secretary's Order 3382 formally establishing the BLM headquarters in Grand Junction, Colorado. A total of 220 positions, which were previously located in Washington, D.C., are now performing headquarters duties in locations throughout the BLM's western regions, with an additional 41 persons located at the Grand Junction BLM Headquarters. Roughly 60 Headquarters positions remain in DC.

V. BUDGET OVERVIEW

The BLM budget allows for environmentally sound energy development, sustainable timber harvesting, grazing, and hard rock mining. It also provides for improved visitor experiences to public lands by addressing infrastructure and maintenance needs, enhancing big game habitat and migratory corridors, and increasing the resilience of public lands by reducing fuels and invasive plant species that contribute to the spread of wildfire and threaten native plant and animal species.

The BLM's 2021 budget proposal includes **\$1.0 billion** for the Management of Land and Resources (MLR) appropriation, **\$107.1 million** for the Oregon & California Grant Lands appropriation, **\$3.0 million** for Land Acquisition, and the budget proposes to rescind **\$8.0 million** in prior year balances from this account.

The table below summarizes the BLM's 2021 budget request and available permanent appropriations by major appropriation account:

Budget Authority (in \$000)	2019 Enacted	2020 Pres. Budget	2021 OMB Submission	
			vs. 2020	Target
Management of Lands & Resources	1,198,000	1,075,734	-52,456	1,023,278
Oregon and California Grant Lands	106,985	106,985	+129	107,114
Land Acquisition	28,316	-	+3,000	3,000
Cancellation of prior year balances	-1,800	-10,000	+2,000	-8,000
Total, Current Discretionary	1,331,501	1,172,719	-47,327	1,125,392
Range Improvements	10,000	10,000	-	10,000
Total, Current, Federal Funds	1,341,501	1,182,719	-47,327	1,135,392
Miscellaneous Trust Funds, Current Portion	24,000	19,890	-	19,890
Construction	-	-	-	-
Total, Current Appropriations	1,365,501	1,202,609	-47,327	1,155,282
Fulltime Equivalents (FTEs)	9,454	9,227	-227	9,000

Figure 4.41

Legislative Proposals

The 2021 budget request includes several legislative proposals, including proposals to reauthorize expiring legislation and proposals requesting new authority for more effective land management.

- **Rural Broadband Categorical Exclusion (CX)** – The CX would streamline development of



broadband (fiber optic and communication sites) projects in rural areas.

- **Communication Sites** – The Department also proposes to amend the BLM Management of Land and Resources appropriations language to increase the amount of communication site rental fees BLM is authorized to retain and spend in order to enhance program capacity. Additionally, the BLM is proposing modernizing the fee structure for communication site rentals.
- **Energy Policy Act Section 390 Categorical Exclusions** – The proposal would amend the Section 390 of the EPAct of 2005 to create CXs under special circumstances for several oil and gas management activities.
- **Cancellation of Southern Nevada Public Land Management Act (SNPLMA) Account Balances** – The Department proposes to continue this proposal, which was included in recent President's budgets, but proposes cancellation of \$175 million, which takes into account projected balances.
- **Fuels/Active Forest Management Categorical Exclusions** – The Department repropose the package of legislative proposals transmitted to Congress in March, 2019: the Wildfire Risk Reduction and Vegetation Restoration Activities Act; Forest and Rangeland Catastrophic Event and Infrastructure Management Improvement Act; and Sage-Grouse and Mule Deer Habitat Conservation and Restoration Act.
- **Reauthorize the Forest Ecosystem Health and Recovery Fund (FEHRF)** – The authority to spend from the fund was last provided in the 2015 Omnibus Appropriations Act, which extended the authority through 2020.
- **Public Lands Infrastructure Fund (PLIF)** – The 2021 budget continues the Public Lands Infrastructure Fund legislative proposal to create a mandatory fund from all sources of Federal energy revenues to reduce, if not eliminate, maintenance backlogs. The 2021 proposal addresses maintenance needs in the Bureau of Land Management, National Park Service, Fish and Wildlife Service and the Bureau of Indian Education.
- **Reauthorize Recreation Fee Program** – The 2021 budget submission proposes legislation to reauthorize the Recreation Fee program. Consistent with previous budgets the Department proposes appropriations language to extend current authority through 2023. Doing so provides more certainty for the program, while the legislative proposal is considered.



Office of Surface Mining Reclamation and Enforcement

I. BUREAU/OFFICE CONTACT

Glenda Owens, Deputy Director

Email: gowens@osmre.gov

Phone: (202) 208-2755

II. SUMMARY OF ORGANIZATION

The Office of Surface Mining Reclamation and Enforcement (OSM) 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.

OSM 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. OSM is charged with carrying out the requirements of the Surface Mining Control and Reclamation Act (SMCRA) in cooperation with states and tribes. OSM 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.

III. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Director, Vacant

Non-Career SES:

Lanny E. Erdos, Principal Deputy Director

Career SES:

Glenda H. Owens, Deputy Director

Thomas D. Shope, DOI Regions 1 & 2 Regional Director

Alfred L. Clayborne, DOI Regions 3, 4 & 6 Director

David A. Berry, DOI Regions 5, 7-11 Director

Sterling J. Rideout, Assistant Director, Program Support Directorate

Theodore Woronka, Assistant Director, Finance and Administration Directorate

Organization Chart

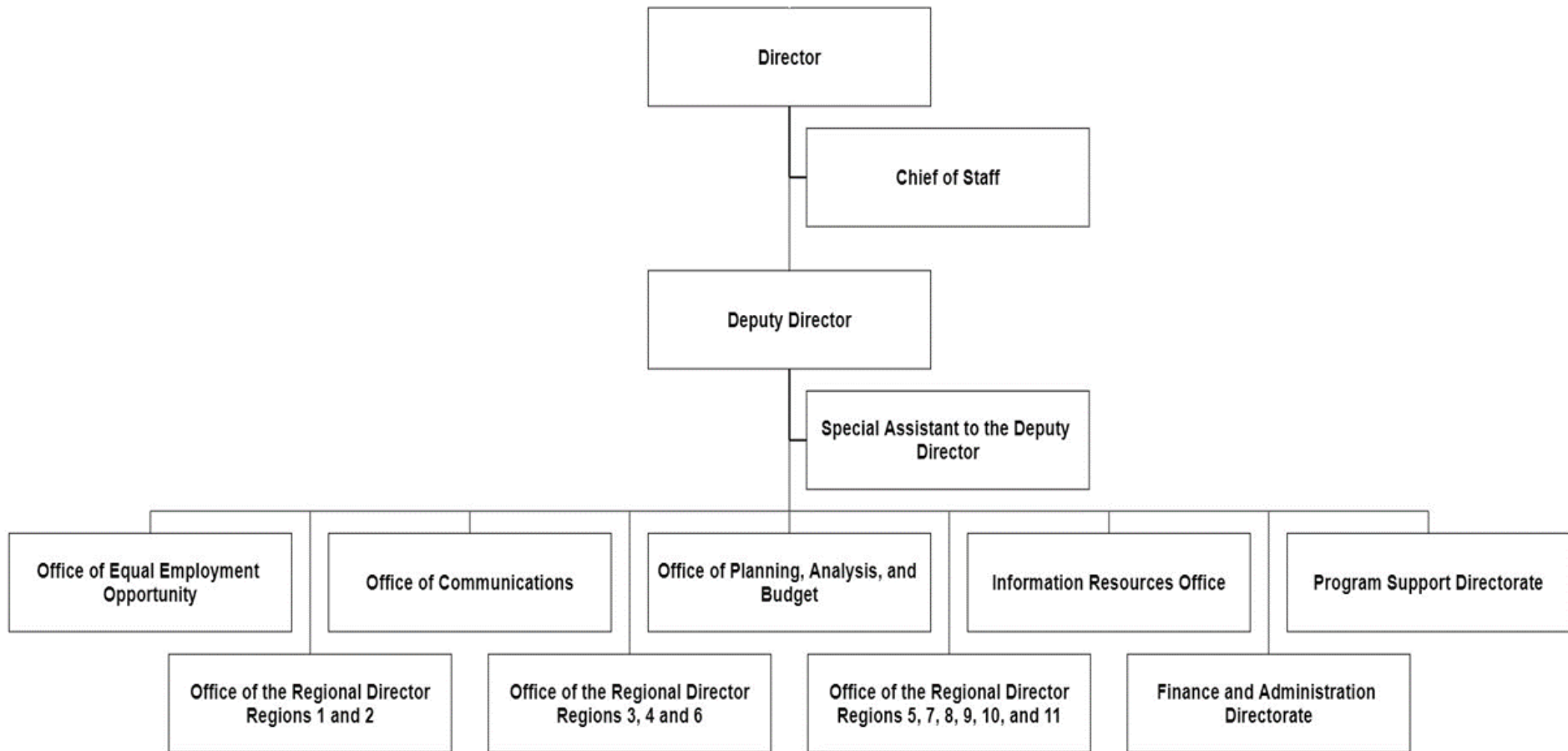


Figure 4.42



IV. CRITICAL ORGANIZATIONAL AND MANAGEMENT ISSUES

Rulemaking

Ten Day Notice (TDN) Rule: OSM conducted rulemaking in 2019/20 to clarify the regulations regarding issuance of ten-day notices (TDNs) to State regulatory authorities. This rulemaking will streamline the process by which OSM coordinates with State regulatory authorities on alleged violations in order to minimize duplication of inspections, enforcement, and administration of SMCRA. The rulemaking, among other things, defines “state regulatory program issue” and “corrective action plan”, and incorporates an intermediary enforcement mechanism between the processes identified in SMCRA at sections 521(a) and (b) pertaining to the TDN process for site-specific issues and larger scale programmatic issues, respectively. OSM expects this rulemaking to be finalized in October 2020.

Program Issues

Section 7 Consultation: In April 2017, OSM requested re-initiation of formal programmatic consultation with the U.S. Fish and Wildlife Service (Service) on OSM's implementation of Title V of the Surface Mining Control and Reclamation Act (SMCRA). OSM developed a draft biological assessment and sent to the Service on May 21, 2020, for its review and development of a biological opinion (BiOp). OSM will receive a BiOp and successfully conclude the consultation process affording incidental take coverage on the SMCRA Title V implementing regulations for Federal programs and SMCRA primacy states. A settlement agreement is currently in place for this Section 7 consultation with a court mandated date of October 16, 2020, for issuance of the BiOp. The Service timely finalized and issued the BiOp to OSM. The BiOp has been submitted to the court. Under 50 C.F.R. §402.15, OSM has 30 days to determine whether it will comply with the BiOp.

AML Reauthorization: SMCRA authorizes the collection of AML reclamation fees, to help fund the reclamation of legacy abandoned mine sites. Authorization for the fee collection is scheduled to expire on September 30, 2021. Fiscal Year 2022 would be the last normal AML grant distribution year to states/tribes – if the fee expires. To date three (3) legislative proposals have been advanced to extend and address reauthorization of AML fees. If the AML fee collection is not reauthorized, annual AML grant distributions could only be supported for 6 years after expiration. If expired, OSM's AML annual appropriations could be affected as early as FY 2028. Only the 20 uncertified states, with remaining coal problems would continue to receive AML grants distribution. Additionally, less money would be available in the AML Fund for investment purposes in order to generate interest to help defray the expenses of the United Mine Workers of America (UMWA) Health and Retirement Funds.

Abandoned Mine Land Pilot Program: The Consolidated Appropriations Act, 2016 (Public Law 114-113) made funding available to OSM in the amount of \$90 million to fund projects under an Abandoned Mine Land (AML) Pilot program. In FY 2016, the initial AML Pilot program provided grants of \$30 million each to three Appalachian States with the highest unfunded Priority 1 and 2 AML sites (Kentucky, Pennsylvania, and West Virginia). The goal of the AML Pilot was to accelerate the remediation of AML sites in conjunction with the creation of economic development opportunities and more jobs in communities adversely impacted by past coal mining activities. In FY 2017, the program provided \$105 million, \$25 million each, to KY, PA, WV, and \$10 million each to AL, VA, and OH. In FY 2018 and 2019, the three states with the highest amount of unfunded coal-related problems, again received \$25 million, the three states with the next highest amount of unfunded coal-related problems, received \$10 million each, and the three tribes with AML programs, the Crow Tribe, the Hopi Tribe, and the Navajo Nation, each received \$3.33 million.



BUDGET OVERVIEW

(\$ in Thousands)						
	2019	2020	2021			2021 Req to 2020
	Actual	Enacted	Request	House	Senate	
Current	255,516	257,481	116,166	222,400	TBD	-141,315
Permanent	570,693	2,133,485	918,178	918,178	TBD	-1,215,307
Total	826,209	2,390,966	1,034,344	1,140,578	TBD	-1,356,622
Supplemental	0	0				
FTE	376	398	398	N/A	N/A	0

Figure 4.43

Budget Profile

The 2021 discretionary budget request for OSM is \$116.2 million. The 2021 budget delivers OSM'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. OSM estimates state regulatory program staffing will total 398 full-time equivalents in 2021. The 2021 budget estimates \$918.2 million 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. The 2020 permanent level budget reflects a one-time retroactive transfer of Treasury Funds to the 1974 UMWA pension plan as specified by the Bipartisan Miners Act of 2019.

Key Budget Issues

Expiration of the authority to assess the Abandoned Mine Land (AML) reclamation fee on coal: Section 402(a) of SMCRA established a per tonnage fee for mined coal and these fees are placed in the AML Fund. Interest accrues on the collected fees and is transferred, as necessary, to the UMWA health benefit plans for unassigned/eligible beneficiaries. The authority to collect reclamation fees which fund the AML Fund expires in September 2021. It will be necessary for the Administration to work with Congress on a reauthorization strategy.

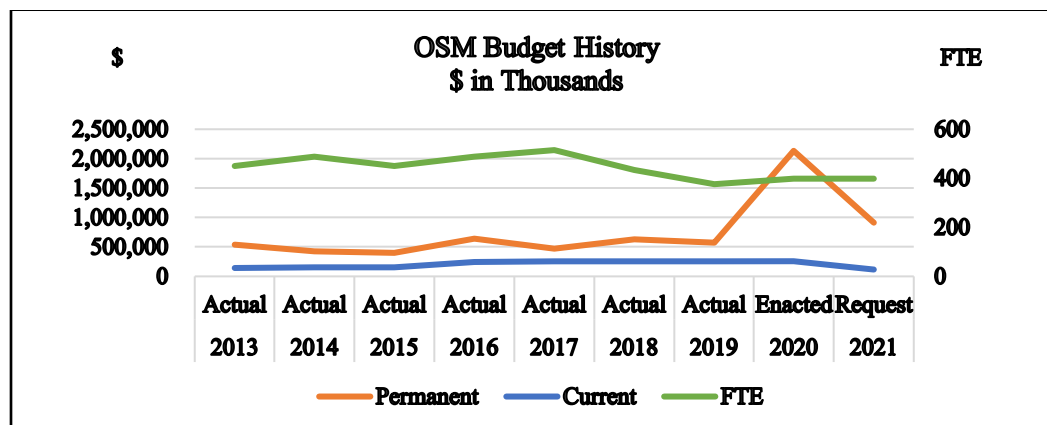


Figure 4.44



Bureau of Ocean Energy Management

I. BUREAU/OFFICE CONTACT

Walter Cruickshank, Acting Director

Email: walter.cruickshank@boem.gov

Phone: (202) 208-6300

Emily Lindow, Acting Deputy Director

Email: emily.lindow@boem.gov

Phone: (202) 513-0825

II. SUMMARY OF ORGANIZATION

The [Bureau of Ocean Energy Management](#) (BOEM) is charged with managing development of U.S. [Outer Continental Shelf](#) (OCS) energy and mineral resources in an environmentally and economically responsible way. BOEM's vision is excellence in the management of OCS energy and mineral resources for environmental sustainability, economic development, and national security. In Fiscal Year (FY) 2019, OCS activities accounted for 16 percent of domestic crude oil production and generated over \$5.5 billion in revenues.

BOEM's strategic priorities include:

- Contributing to the American Economy and Energy Security through Responsible Development of Conventional OCS Energy Resources;
- Enhancing Domestic Energy Diversity and Efforts to Provide Clean Energy through Development of Renewable OCS Energy Resources;
- Increasing Access to OCS Marine Mineral Resources, where Appropriate;
- Conducting Rigorous Environmental Analysis to ensure that Development is Appropriately Mitigated to Protect the Environment;
- Ensuring that Mission-Critical Decisions are Informed by the Best Available Science and Technical Information; and,
- Conducting Outreach, Collaboration, and Government-to-Government Consultation in Support of BOEM's Mission.

BOEM's [organizational structure](#) 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. There are 568 employees in BOEM, with approximately 266 located in the Gulf of Mexico region, 36 in the Pacific Region, 59 in the Alaska Region, 158 located in Sterling, VA, and 34 in Washington D.C. This structure is summarized below.



BUREAU OF OCEAN ENERGY MANAGEMENT

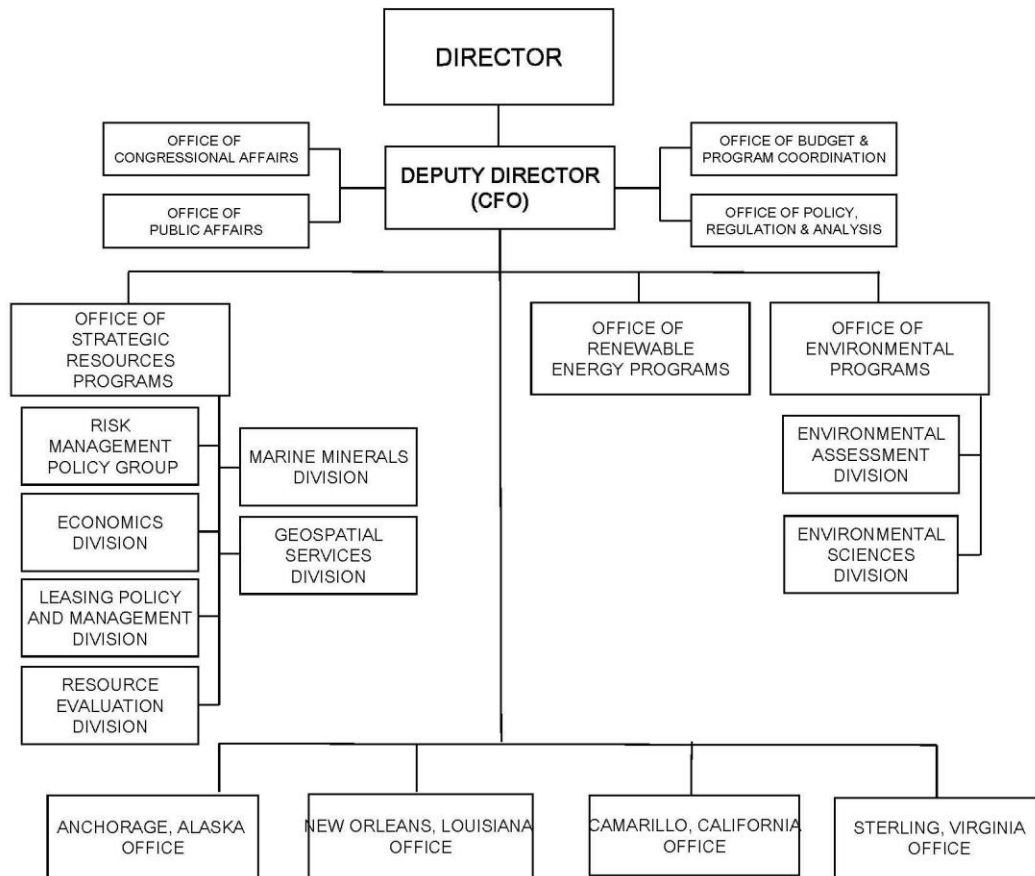


Figure 4.45

The [Office of Strategic Resources](#) manages offshore resources to help meet domestic energy and resource needs by providing access to, and fair return to the American taxpayer for, offshore energy and mineral resources through strategic planning and resource and economic evaluation. This includes development and implementation of the National OCS Oil and Gas Leasing Program; assessment of mineral resource potential, tracking of inventories of oil and gas reserves, and development of production projections; and economic evaluation to ensure the receipt of fair value through lease sales and lease terms. BOEM's Marine Minerals Program provides authorizations to coastal states for offshore sand to restore and protect hundreds of miles of coastline.

The [Office of Renewable Energy Programs](#) advances a sustainable OCS renewable energy future through interactive site planning and environmentally responsible operations and energy generation. BOEM facilitates siting, leasing, and construction of new offshore renewable energy projects, including the development of offshore wind resources off the Atlantic and Pacific coasts.

The [Office of Environmental Programs](#) conducts and oversees applied science and environmental assessments at every stage of the offshore energy and mineral development planning processes – for both conventional and renewable energy activities – in order to inform decisions for environmentally responsible ocean energy and mineral development. The bureau must consider the potential environmental impacts from the activities that it authorizes on the marine, coastal, and human



environments. In existence since 1973, the BOEM Environmental Studies Program has developed, funded and managed more than \$1 billion in award winning scientific research. This office oversees the integration of BOEM's rigorous scientific analysis with resource development decision-making. BOEM has [regional offices](#) located in New Orleans, Louisiana; Camarillo, California; and Anchorage, Alaska. The regional offices are integrated into BOEM's national programs and conduct 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, and geological and geophysical permitting.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

Vacant, Director

Schedule C employees:

James Schindler, Advisor

Career SES:

[Walter Cruickshank](#), Deputy Director

[James Anderson](#), Chief, Office of Budget and Program Coordination

[William Brown](#), Chief Environmental Officer, Environmental Programs

[Megan Carr](#), Chief, Office of Strategic Resources

[Michael Celata](#), Regional Director, Gulf of Mexico Region

[James Kendall](#), Regional Director, Alaska Region

Other senior career employees:

[Joan Barminski](#), Regional Director, Pacific Region

[James Bennett](#), Chief, Office of Renewable Energy Programs

[Connie Gillette](#), Chief, Office of Public Affairs

Emily Lindow, Chief of Staff

[Deanna Meyer-Pietruszka](#), Chief, Office of Policy, Regulation and Analysis

[Lee Tilton](#), Chief, Office of Congressional Affairs

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Contributing to the American Economy and Energy Security through Development of Conventional Outer Continental Shelf (OCS) Energy Resources

BOEM is responsible for developing and administering a national-level, five-year program of offshore oil and gas lease sales (National OCS Program) to best meet national energy needs. BOEM is currently implementing the 2017-2022 National OCS Program, which includes lease sales in the Gulf of Mexico and offshore Alaska in the Cook Inlet. BOEM is also developing the 2022-2027 National OCS Program through an intensive process outlined in the Outer Continental Shelf Lands Act, which includes multiple rounds of engagement with stakeholders and the public. DOI will be unable to hold OCS oil and gas lease sales after the expiration of the 2017-2022 National OCS Program on June 30, 2022, unless a new program is established.

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 on the OCS, including wind, wave, and current energy. BOEM currently oversees 16 commercial wind leases and one research lease in the Atlantic Ocean and has made progress to identify potential offshore wind lease areas in the Pacific Ocean. In 2020, BOEM oversaw the installation of the nation's first wind turbines on the OCS offshore



Virginia. BOEM continues to process and review incoming site assessment plans and construction and operations plans associated with the leased areas, as well as plan for possible future lease sales. BOEM actively works to minimize potential conflict with other ocean uses and maintain effective stakeholder involvement in the renewable energy process.

Increasing Access to OCS Marine Mineral Resources

BOEM is responsible for authorizing the use of OCS sand and sediment resources that are critical to many shore protection, beach nourishment, and wetlands restoration projects along the Gulf of Mexico, Atlantic, and Pacific coasts. Increasing demand for OCS sand resources is driven by diminishing resources in state waters and frequent tropical and winter storms. Critical minerals are also essential to U.S. economic and national security. There are locations offshore the U.S. with the potential for significant critical minerals deposits, as well as large deposits of critical and base mineral resources offshore the U.S. Pacific territories and possessions.

Updating Financial Assurance Policies to Mitigate Financial Risk to the Government

BOEM is updating its financial assurance regulations to protect the American taxpayer from the financial risks of OCS conventional energy decommissioning activities. BOEM's goal is to ensure the taxpayer never has to pay to decommission an OCS facility. The Bureau of Safety and Environmental Enforcement (BSEE) estimates that there is approximately \$32.8 billion in routine decommissioning liabilities associated with OCS conventional energy facilities. BOEM is currently conducting rulemaking activities to comprehensively address financial assurance and risk management concerns.

Updating Regulatory Programs to Ensure Proper Management of the OCS

BOEM is currently pursuing four notable rulemakings: 1) revisions to requirements for exploratory drilling on the Arctic OCS, 2) risk management, financial assurance, and loss prevention, 3) deregulating and streamlining renewable energy regulations; and 4) rescission of certain unsolicited lease requests from renewable energy regulations. The first two are joint rulemakings with BSEE. These efforts are described on the Office of Management and Budget 2020 [Spring Regulatory Agenda for DOI](#).

V. Budget Profile

<i>Net Current Appropriations (\$ in Thousands)</i>						
	2019	2020	2021			2021 Req to 2020
	Actual	Enacted	Request	House	Senate	
Current	129,687	131,611	125,760	123,760	TBD	-5,851
Total	129,687	131,611	125,760	123,760	TBD	-5,851
FTE	553	609	610	N/A	N/A	1

Figure 4.46

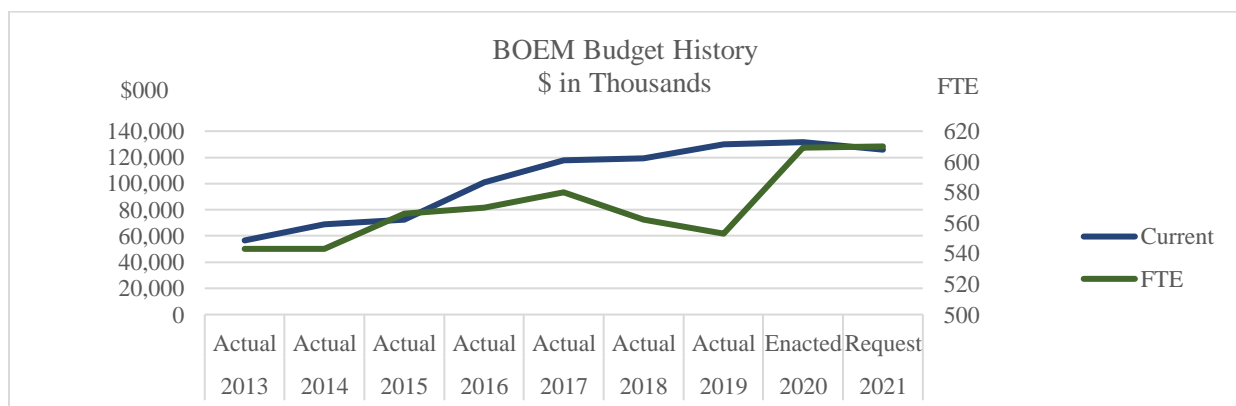


Figure 4.47



The FY 2021 budget includes \$188.8 million for BOEM programs, including \$125.8 million in net current appropriations and \$63.1 million in offsetting collections from offshore rental receipts and other cost recoveries. Not shown in the table is the \$2 million rescission of unobligated balances included in the draft FY 2021 Minibus Appropriations Bill (H.R. 7608). BOEM estimates staffing will total 610 full-time equivalents in FY 2021.

Key Budget Issues

FY 2021 Budgetary Changes: BOEM proposes a funding reduction of \$12.5 million to the National OCS Program, and will reevaluate funding needs following release of the Proposed Program. BOEM proposes increases for renewable energy research and stakeholder engagement (+\$2.9 million), the National Offshore Sand Inventory (+\$3.0 million; +2 FTE), the Environmental Studies Program (+\$1.9 million), and the GrantSolutions Enterprise System (+\$46,000).

National OCS Program: Development of the next National OCS Oil and Gas Leasing Program (National OCS Program) is underway. Once the Proposed Program is released, BOEM will identify its implementation requirements and revisit funding levels with the Department. In order to issue a new National OCS Program before the current one expires on June 30, 2022, BOEM requires 18 months to complete its associated consultation, coordination, and outreach processes.

Rental Receipts Offsetting Collections Estimate: BOEM produces a 10-year forecast for offshore oil and gas rental revenue, which informs anticipated offsetting collections for BOEM and the Bureau of Safety and Environmental Enforcement. The forecast is updated after the release of Office of Management and Budget (OMB) economic assumptions and informed by the most recent rental information at that time. Any changes to the economic assumptions, and subsequent revision to anticipated rental receipt information, impacts BOEM's offsetting collections estimates and total budget authority for outyears.



Bureau of Safety and Environmental Enforcement

I. BUREAU CONTACT

Scott Mabry, Associate Director, Administration

Email: scott.mabry@bsee.gov

Phone: (202) 208-3218

II. SUMMARY OF ORGANIZATION

The Bureau of Safety and Environmental Enforcement (BSEE) is responsible for the development, oversight, and enforcement of safety and environmental standards for offshore energy operations. Bureau activities include issuance and monitoring of permits related to drilling, well workover activities, production, development and measurement operations, pipelines, the inspection of offshore structures and facilities, ongoing monitoring for environmental compliance, and the mitigation of safety and environmental risks.

BSEE's authority comes from legislation and Secretarial assignments, orders, and delegations. BSEE primarily executes its authority to regulate offshore oil and gas through the Outer Continental Shelf Lands Act (OCSLA) 43 U.S.C. 1331-1356a.

Core functions include the following:

- Inspections of offshore oil and gas facilities;
- Permitting of oil and gas activities conducted offshore;
- Development and implementation of regulations governing offshore operations;
- Administration of investigation, civil penalty, and enforcement programs;
- Development of technical standards; and
- Oil spill response planning, preparedness for discharges from offshore facilities, and offshore containment.

BSEE is headquartered in the Washington, D.C., metropolitan area, with three regional offices - the Alaska Outer Continental Shelf (OCS) Region, Gulf of Mexico OCS Region, and Pacific OCS.

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 (currently vacant). The Directorate also includes the Office of Policy and Analysis, Office of Public Affairs and Office of International Affairs.

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. BSEE's regions, national offices and divisions are:

Regional Offices

- **Alaska OCS Region (AOCSR)** (headquartered at Anchorage, Alaska) manages BSEE programs on the OCS off Alaska.
- **Gulf of Mexico OCS Region (GOMR)** (headquartered at New Orleans, Louisiana) manages BSEE programs in the Gulf of Mexico and along the eastern seaboard. The Gulf of Mexico OCS Region also manages five District offices along the Gulf Coast.
- **Pacific OCS Region (POCSR)** (headquartered at Camarillo, California) manages BSEE programs along the western seaboard.

BSEE's three regional offices are headed by Regional Directors. Each region has unique responsibilities and challenges, but all regions work to promote safety, protect the environment and conserve resources offshore through vigorous regulatory oversight and enforcement. From exploration through infrastructure decommissioning offshore activities are managed by the regions with a focus on promoting safety, protecting the environment, and conserving energy resources. The regions approve activity permits to ensure consistency with regulations, conduct inspection activities of drilling rigs and production platforms, conduct investigations, and perform environmental compliance activities.



Office of Offshore Regulatory Programs (OORP)

The Office of Offshore Regulatory Programs (OORP) manages rules, standards, and compliance programs governing related to the offshore energy operations, primarily oil and gas, on the OCS.

Oil Spill Preparedness Division (OSPD)

OSPD is responsible for requiring and ensuring that all offshore industry operations located in both state and Federal offshore waters of the U.S. are prepared for the possibility of an oil spill. The Division's responsibilities include approving oil spill response plans, supporting National response efforts, providing subject matter expertise during oil spills from regulated facilities, managing OMSETT, and conducting critical oil-spill research.

Environmental Compliance Division (ECD)

ECD establishes national strategic goals of the environmental compliance program, thereby enhancing the accuracy and consistency of the bureau's environmental compliance activities consistent with the National Environmental Policy Act, OCSLA, and other statutory requirements.

Safety and Incident Investigations Division (SIID)

SIID is responsible for developing policies regarding investigations related to incidents on the OCS, and monitoring the execution and effectiveness of investigation activity.

Safety Enforcement Division (SED)

SED develops and maintains national compliance and enforcement policy and establishes and maintains procedures and business rules necessary for full implementation of a number of safety programs, initiatives, and requirements. SED is also responsible for monitoring the execution and effectiveness of the BSEE's enforcement activity.

Office of Administration

The Office of Administration provides a full suite of administrative services to BSEE, as well as BOEM, and other Departmental organizations on a reimbursable basis. The services are critical in ensuring these organizations meet their mission through sound management of finance systems and through the provision of effective administrative services. Services include acquisition, Equal Employment Opportunity, finance, human resources, facilities, security, information technology, Freedom of Information, and records.

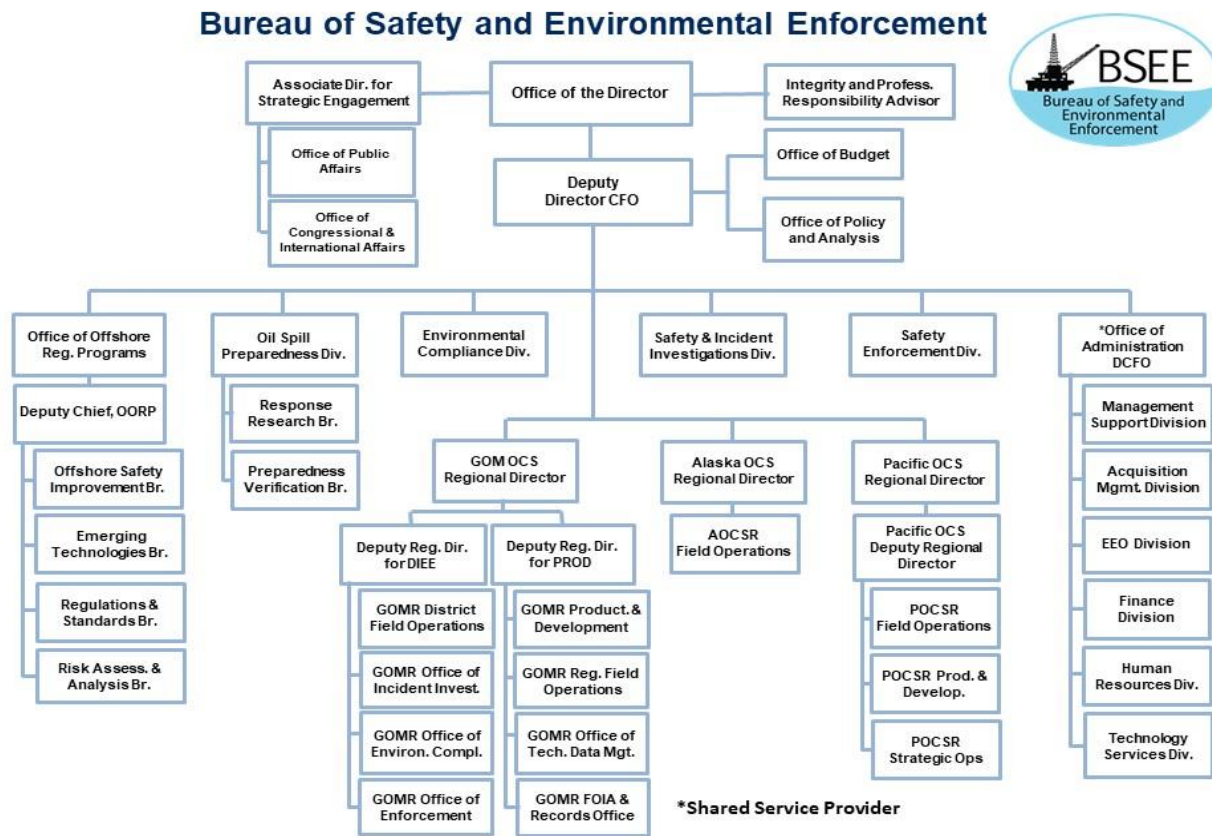


Figure 4.48

III. MANAGEMENT AND KEY PERSONNEL

Non-Career SES:

Scott A. Angelle, Director

Schedule C Employees:

Preston Beard, Senior Advisor

Career SES:

Lars Herbst, Regional Director, GOMR
Scott Mabry, Associate Director, Administration

Other senior career employees:

Mark Fesmire, Alaska Regional Director

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Decommissioning Liabilities – Orphaned Infrastructure, Terminated Leases, and Idle Iron

BSEE is responsible for ensuring that exploration, development, and production activities undertaken pursuant to OCSLA are properly secured and removed (i.e., decommissioned) to ensure the long-term protection of the resource and the surrounding environment. As operations mature, decommissioning will become a growing portion of BSEE's oversight activities. Additionally, as operator bankruptcies increase, there is increased exposure that the Federal government will have to assume the cost of



decommissioning orphaned infrastructure. To date, BSEE estimates the orphaned liability within GOMR is approximately \$53.4 million. In the POCSR, it is currently estimated to be \$5 million.

Taylor Energy Company (TEC) – Mississippi Canyon Area, Block 20 (MC20) Oil Spill

On September 16, 2004, TEC's Platform A in MC20 was destroyed by a subsea mudslide during Hurricane Ivan. Attempts to plug and abandon (P&A) the platform's 25, uncontained wells have been unsuccessful. A \$637 million trust was established to fund continued MC20 P&A work and BSEE has coordinated with the U.S. Coast Guard (USCG) under a Unified Command (UC) since 2008 to support Federal response to the spill. On August 26, 2020, BSEE issued an Administrative Order to TEC instructing the company to P&A all 25 wells as a permanent solution to the continued pollution. The bureau faces existing litigation challenges from TEC related to BSEE management of over \$400 million remaining in the trust fund.

Arctic Development

Physical, legal, and economic conditions have impacted drilling on the Arctic OCS. The last two remaining operators in the US Arctic OCS, ENI (the Italian major oil company) and Hilcorp (a Texas based independent oil company), have both been operating under Suspensions granted on their Arctic drilling projects. ENI's first attempt to drill an exploratory well on their Nikaitchuq North Project failed. Shortly thereafter, their 50% partner withdrew its funding of the operation. ENI has been diligently pursuing a replacement partner but has not been successful. Hilcorp has acquired all of BP's interests in Alaska. Their Liberty leases are currently under a Suspension of Production (SOP) as Hilcorp works to obtain approval of an Oil Spill Contingency Plan (OSCP).

IV. BUDGET OVERVIEW

(\$ in Thousands)						
	2019	2020	2021			2021 Req to 2020
	Actual	Enacted	Request	House	Senate	
Current	135,752	133,444	129,349	129,038	TBD	-4,095
Permanent	-	-	-	-	-	-
Total	135,752	133,444	129,349	129,038	TBD	-4,095
Supplemental	0	0				
FTE	776	881	881	N/A	N/A	0

Figure 4.49

Budget Profile

The BSEE 2021 budget request is \$204.0 million, including \$129.3 million in current appropriations and \$74.6 million in offsetting collections from rental receipts, cost recoveries, and inspection fees. Total funding assumes the cancellation of \$5.0 million in prior-year balances. BSEE estimates staffing will total 881 full-time equivalents (FTEs) in 2021, including 125 reimbursable FTEs funded from non-BSEE accounts that provide Department-wide shared services.

Additional information on the FY 2021 President's Budget request may be found on the Department's website: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh025.pdf>

Key Budget Issues

Inspection Fees: BSEE anticipates inspection fee collections will decrease due to historically low oil prices and the impact of the COVID-19 pandemic. Given that BSEE's payroll and helicopter contract



costs account for approximately 68 percent of BSEE's annual budget, a decrease in total BSEE funding due to lower collections could impact mission critical staffing levels, adversely affecting inspections as well as permit processing times.

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 the effects of the decline due to the COVID-19 pandemic, it will result in decreased estimates for rental receipts collections which reduce total BOEM and BSEE funding.

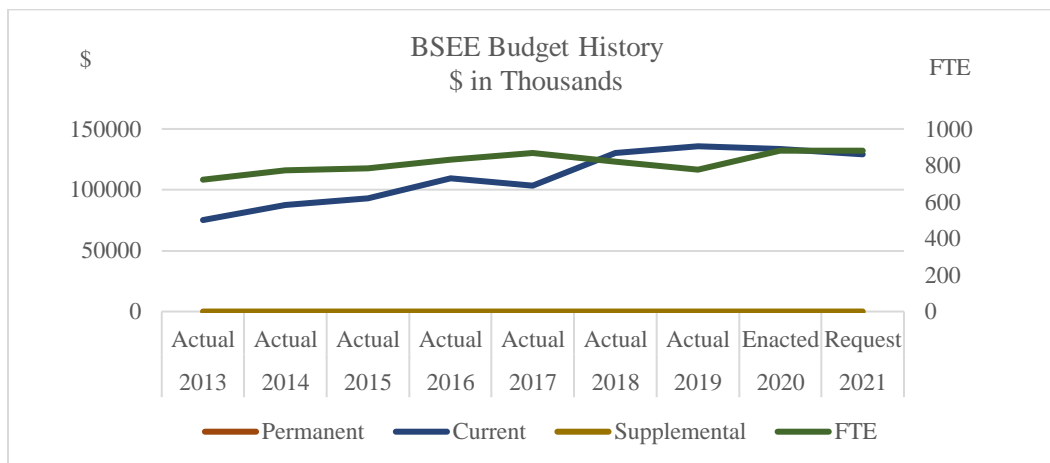


Figure 4.50



Water and Science

Office of the Assistant Secretary—Water and Science

I. BUREAU/OFFICE CONTACT

Kerry Rae, Chief of Staff to Assistant Secretary—Water and Science

Email: Kerry_Rae@ios.doi.gov

Phone: (202)-494-4101

II. 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 (UT) 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; coordination and leadership 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, which support Interior objectives, are identified and that results are measured against them; 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); two Deputies (political, SES); a Senior Advisor or Counselor to the Assistant Secretary (political, GS-14 or -15); Chief of Staff (career, SL); and administrative support staff (career). The Office also includes a Senior Water Legal Advisor (career, SL); DOI's Urban Environmental Advisor (who reports to both the AS/WS and the AS/FWP); and the CUPCA Program Director, located in Provo, UT (career, GS-15) and CUPCA Office staff. Reclamation and USGS both house an advisor/special assistant in the AS/WS Office to facilitate interactions and communication between the bureaus and the AS/WS.

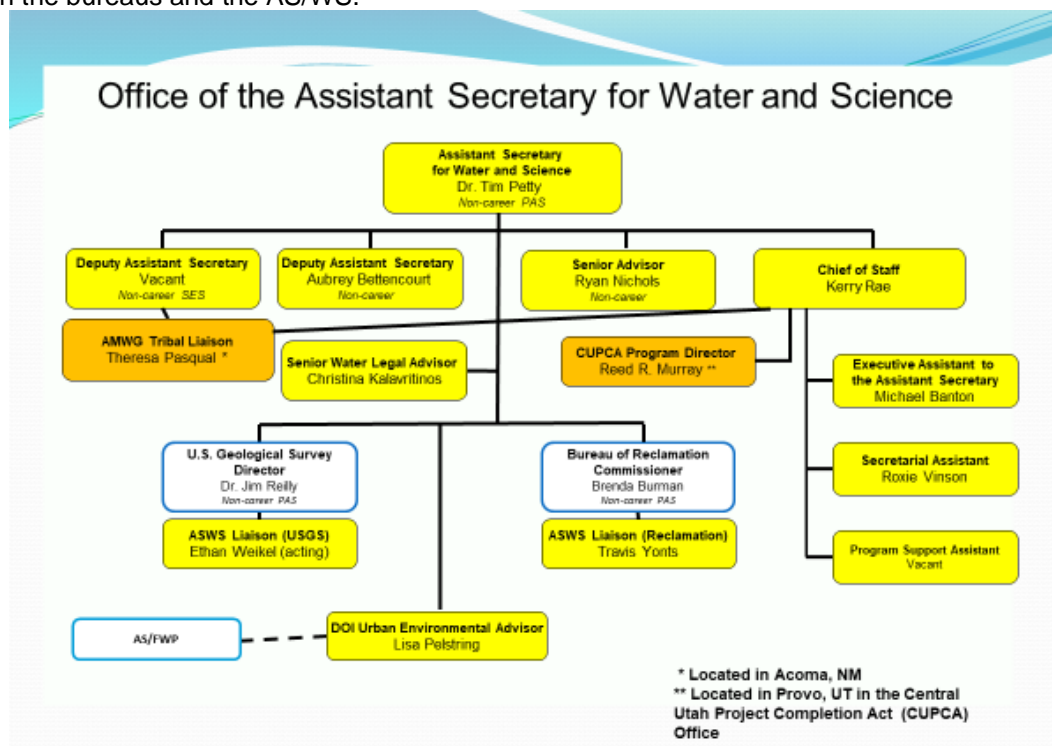


Figure 4.51



III. MANAGEMENT AND KEY PERSONNEL

PAS Officials:

Assistant Secretary for Water and Science - Dr. Timothy R. Petty

Non-career SES:

Deputy Assistant Secretary - Aubrey Bettencourt

Deputy Assistant Secretary - Vacant

Schedule C employees:

Senior Advisor to the AS/WS - Ryan Nichols

Career SES:

n/a

Other senior career employees:

Chief of Staff – Kerry Rae

Central Utah Project Completion Act Office Program Director - Reed Murray

Senior Legal Water Advisor - Christina Kalavritinos

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Colorado River

Implements the Secretary's role as Water Master for the lower Colorado River. 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.

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. <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, and reports to the AS/WS. The AS/WS carries out the responsibilities of the Secretary to implement CUPCA and manage the CUPCA Office. This includes 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. <https://www.doi.gov/cupcao>



CUPCA Office Organization

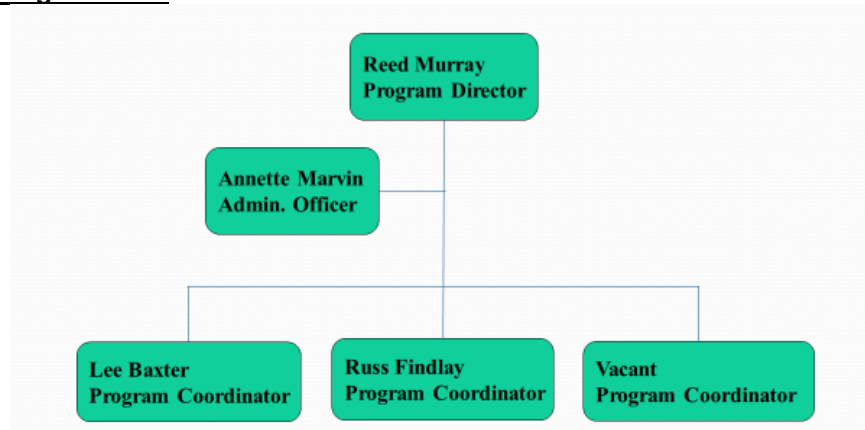


Figure 4.52

Columbia River

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 was 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 Resource, Ltd's (Teck) smelter in Trail, British Columbia.; and 4) the Yakima Integrated Plan and related efforts by stakeholders to advance the Plan.

Federal Water Agency Coordination and Water Subcabinet

The AS/WS coordinates with counterparts across the Federal agencies with water-related missions: the Assistant Secretary – Army/Civil Works; the Environmental Protection Agency (EPA) Assistant Administrator for Water; National Oceanic and Atmospheric Administration (NOAA) Deputy Administrator and Assistant Secretary of Commerce for Oceans and Atmosphere; Department of Agriculture (USDA) Undersecretary for Farm Production and Conservation; Department of Energy (DOE) Assistant Secretaries for Electricity and Efficiency and Renewable Energy; Council on Environmental Quality; and others. Routine meetings and shared priorities ensure more efficient use of government resources, avoid program duplication, and ensure support for priority programs across Federal agencies. From the October 13, 2020, Executive Order on Modernizing America's Water Resource Management and Water Infrastructure, which includes several required reports in 90-150 days: 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, an interagency Water Policy Committee (to be known as the Water Subcabinet) is hereby established. The Water Subcabinet shall be co-chaired by the Secretary of the Interior and the Administrator of the Environmental Protection Agency (Co Chairs), and shall include the Secretary of Agriculture, the Secretary of Commerce, the Secretary of Energy, the Secretary of the Army, and the heads of such other agencies as the Co-Chairs deem appropriate. The Department of the Interior or the Environmental Protection Agency (EPA) shall, to the extent permitted by law and subject to the availability of appropriations, provide administrative support as needed for the Water Subcabinet to implement this order.

Drought and Water Supply Reliability

AS/WS engages Reclamation, USGS, and other DOI bureaus and offices as appropriate, in drought resiliency efforts, and is the DOI representative to the National Drought Resilience Partnership (NDRP), which consists of seven Federal agencies coordinating to build long-term drought resilience. (The AS/WS is currently a co-chair). 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; by serving as a single Federal point of contact on drought resilience; and through leveraging the work of existing Federal investments.

Hypoxia

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.

Monitoring and Forecasting

The AS/WS ensures coordination among the USGS, Reclamation, NOAA, and the Army Corps of Engineers to drive policy and technology advances and efficiencies in the areas of water monitoring, forecasting, and hydrologic modeling.

Renewable Energy-Hydropower

A key responsibility of the AS/WS is to increase coordination within the Department and with other agencies, including DOE, the power marketing agencies, and FERC, 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 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.

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, and 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.

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 provide 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. <https://www.fgdc.gov/>

South Florida Ecosystem Restoration Task Force

The AS/WS is currently the Secretary's Designee to and Chair of the South Florida Ecosystem Restoration Task Force (SFERTF). As such, the AS/WS provides policy direction to the DOI Office of Everglades Restoration Initiatives (OERI), which supports the SFERTF and coordinates DOI responsibilities for the management, restoration, and preservation of the Everglades ecosystem among



DOI bureaus and our Federal and non-Federal partners. The SFERTF was established 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 provide assistance and support to the agencies and organizations represented on the Task Force in their restoration activities. The SFERTF is comprised of fourteen members representing seven Federal agencies, three state agencies/offices, two American Indian tribes, and two local governments. (Note: The OERI reports administratively to the AS/Fish, Wildlife and Parks). <https://www.evergladesrestoration.gov/tf/>

V. BUDGET OVERVIEW

The AS/WS Office budget is covered under the Office of the Secretary budget.

CUPCA budget overview:

(\$ in Thousands)						
	2019	2020	2021			2021 Req to 2020
	Actual	Enacted	Request	House	Senate	
Current	15,000	20,000	10,000	25,000	TBD	-10,000
Permanent	6,887	10,617	10,937	10,937	TBD	320
Total	21,887	30,617	20,937	35,937	TBD	-9,680
Supplemental*	350	500				
FTE	4	4	4	N/A	N/A	0

Figure 4.53

*2020 Enacted includes supplemental appropriations of \$20.6 million to Reclamation as provided in the CARES Act (P.L. 116-136) of which \$0.5 million was a directed transfer to CUPCA.

Budget Profile

The 2021 budget for CUPCA activities is \$10.0 million. The request provides funding for construction of the Spanish Fork–Santaquin Pipeline component of the Utah Lake System; supports the recovery of endangered species; and implements fish, wildlife, and recreation mitigation and water conservation projects.

In 2021, the Mitigation Commission anticipates \$10.6 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 2021 President's Budget request may be found on the Department's website: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh049.pdf>

Key Budget Issues

Construction: To date, 37 of 60 miles of pipeline on the Utah Lake System project have been completed. Four reaches of the Spanish Fork–Santaquin pipeline remain to be completed and planning and NEPA compliance have been completed for all reaches. These reaches are ready for construction pending Federal funding. The Federal cost share for the project is currently \$36 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.

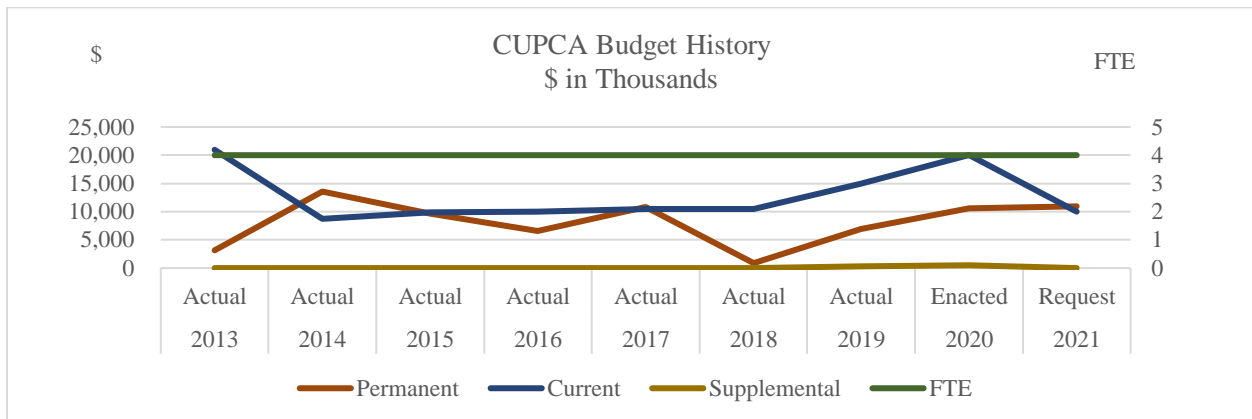


Figure 4.54



U.S. Geological Survey

I. BUREAU/OFFICE CONTACT

Cynthia Lodge, Deputy Director

Email: clodge@usgs.gov

Phone: (703) 648-7412 (o), (571)-524-2239 (c)

II. SUMMARY OF ORGANIZATION

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 intelligence at scales and timeframes relevant to decision makers.

The USGS is a world science leader responding to 21st century challenges. Our work enhances the well-being of the Nation, protects the safety and health of our people, contributes maps and data for the public good, and advances our understanding of the Earth and its systems, which interact in myriad ways, often with complex and unanticipated consequences. Through collaboration with partners in government, academia, industry, and the public, the USGS addresses enduring societal needs:

- Protect life and property by providing hazard and risk assessments and warning of earthquakes, volcanic activity, landslides, flooding, and coastal erosion in the United States.
- Through leading-edge modeling capabilities, help ensure the availability and quality of the Nation's freshwater supply.
- 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.
- Serve the pursuit of knowledge of our Solar System by conducting innovative, fundamental research that advances the fields of planetary cartography, geoscience, and remote sensing.

As of August 1, 2020, the USGS had 7,977 employees. 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 on [our website](#). The leaders shown on the chart make up the *Executive Leadership Team* and are considered the bureau's key decisionmakers.

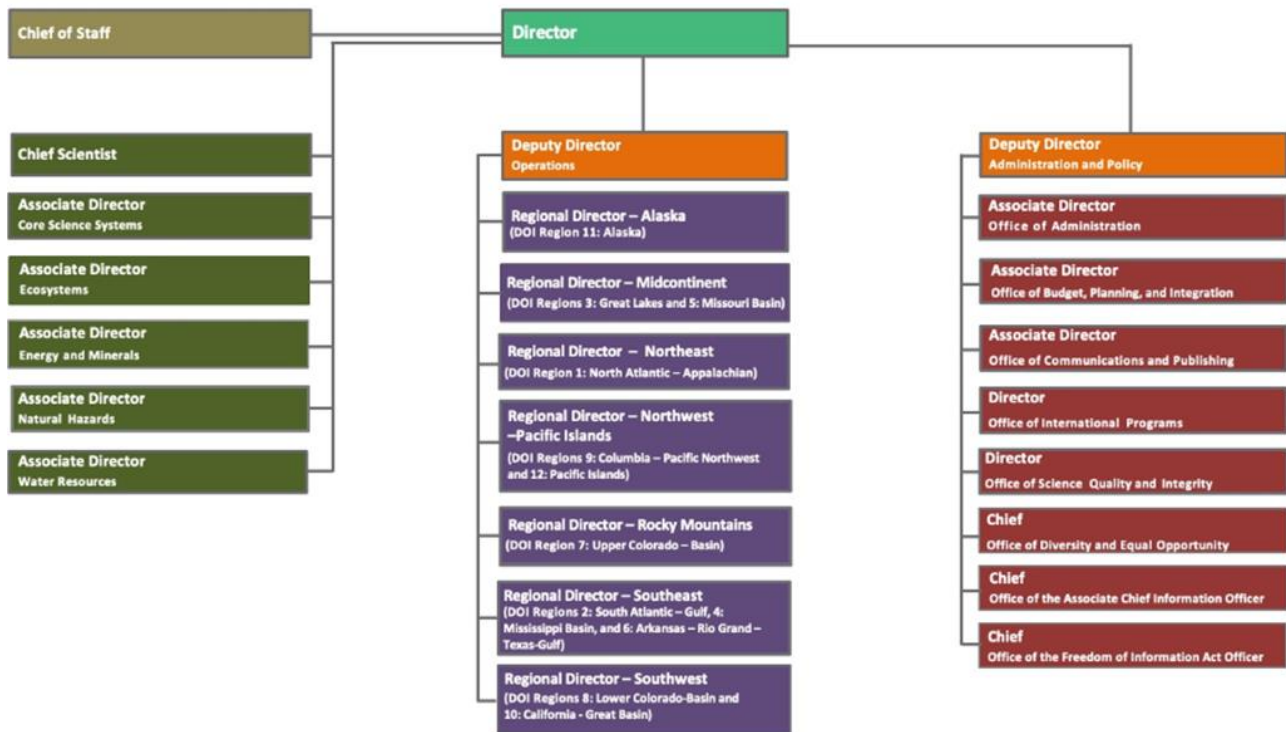


Figure 4.55

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

James Reilly, Director

Non-career SES:

Robert Gordon, Senior Advisor to the Director

Schedule C employees:

The USGS has no Schedule C employees.

Career SES:

Cynthia Lodge, Deputy Director for Operations

Roseann Gonzales-Schreiner, Deputy Director for Administration and Policy

Aimee Devaris, Alaska Regional Director (DOI Region 11)

Anne Barrett, Associate Director for Budget, Planning, & Integration

Anne Kinsinger, Associate Director for Ecosystems

Christopher Loria, Director for Earth Resources Observation and Science Center

David Applegate, Associate Director for Natural Hazards

Donald Cline, Associate Director for Water Resources

Gavin Shire, Acting Associate Director for the Office of Communications and Publishing

Holly Weyers, Southeast Regional Director (DOI Regions: South Atlantic, 2; Mississippi Basin, 4; & Arkansas-Rio Grande-Texas Gulf, 6)

Jill Rolland, Northwest Pacific Islands Acting Regional Director (DOI Regions: Columbia-Pacific Northwest, 9 & Pacific Islands, 12)

Katherine McCulloch, Associate Director for Administration

Kevin Gallagher, Associate Director for Core Science Systems



Mark Sogge, Southwest Regional Director (DOI Regions: California-Great Basin, 8 & Lower Colorado River Basin, 10)

Michael Tupper, Northeast Regional Director (DOI Region: North Atlantic-Appalachian, 1)

Peter Griffiths, Acting Rocky Mountain Regional Director (DOI Region: Upper Colorado River Basin, 7)

Sarah Ryker, Associate Director for Energy and Minerals

Scott Morlock, Midcontinent Regional Director (DOI Regions: Great Lakes, 3 & Missouri Basin, 5)

Other senior career employees:

Craig Robinson, Director for the Office of Science Quality and Integrity

Geoffrey Plumlee, Chief Scientist

Regina Neal-Mujahid, Chief of the Office of Diversity and Equal Opportunity

Timothy Quinn, Associate Chief Information Officer

Victor Labson, Director for the Office of International Programs

Ethan Weikel, Acting Chief of Staff

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **EarthMap** - USGS has begun a multi-year effort to develop a framework for an integrated Earth-system predictive capability named Earth Monitoring, Analysis, and Predictions (EarthMAP). EarthMAP will employ advanced integrated predictive models that are enhanced through the use of artificial intelligence, machine learning and high-performance/cloud computing. EarthMAP will deliver actionable intelligence in the form of integrated observations, scenario planning, and predictions of the future state of Earth systems. Implementing EarthMAP will be challenging, with fiscal constraints and competition for the highly qualified people necessary for developing EarthMAP.
- **Partner Funding:** Through cooperative agreements, the USGS conducts science in direct support of partner needs, including Federal, State, Local and Tribal governments. Annually, about one third of USGS' budget is derived from partner funding. Examples include Cooperative Matching Funds, with 1,500+ partners, to monitor and assess water resources and programs defined by law, such as the National Cooperative Geologic Mapping Program, requiring funding be granted to, and matched by, State Geological Surveys. The economic effects of COVID-19, and natural disasters like wildfires and hurricanes, have negatively impacted partner budgets.
- **IT infrastructure** - The current distributed and decentralized approach and implementation of Information Technology (IT) in the USGS decreases the bureau's ability to better support the concept of 21st Century IT. The IT environment encompasses many localized and distributed data centers, servers, and help desks. The most pressing IT infrastructure issues are: lack of a robust telecommunications network to support cloud-smart activities, lack of funding to support data center consolidation, lack of resources for enterprise-wide IT support, and legacy applications requiring refactoring to support cloud and cybersecurity requirements. These infrastructure components need to be upgraded to support the USGS.
- **Facilities** - The world-class science provided by the USGS is jeopardized by aging infrastructure in need of significant investment. The deferred maintenance need for replacement, repair, and rehabilitation of major building components is estimated at \$166M, with an additional \$285M required for facility replacement and modernization. The most urgent need is a replacement facility for the Energy and Minerals program, currently located in dilapidated space at the Denver Federal Center. A purpose-built facility, co-located with the Colorado School of Mines, has been put on hold due to the impact of the Covid-19 pandemic on the state economy and an alternative solution must be found



immediately.

- **Emergency Management** - When 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, and landslides, and provides the National Weather Service with critical information for coastal storms including hurricanes, floods and 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, FEMA, the U.S. Northern Command, and the White House Situation Room.
- **COVID-19** - Despite the current global health pandemic, USGS staff continue to ensure America's communities, policy makers, and emergency managers have the most up-to-date scientific data and information to keep Americans safe and prosperous. The USGS developed extensive safety guidelines and processes to support operations during the COVID-19 pandemic, including: operations on small and large vessels, dive operations, small aircraft operations, commercial air travel, hotel stays, laboratory social distancing, and cleaning plans, and what to do when an employee gets sick in the office, field or at home.
- **Streamlining Permitting Processes for Earthquake and Volcano Monitoring** - The DOI has sought to streamline permitting for the installation and upgrade of USGS earthquake early warning (EEW) and volcano monitoring equipment on Federal lands. The U.S. Department of Agriculture collaborated with DOI to streamline U.S. Forest Service (USFS) permitting of EEW sites resulting in forest-specific changes. The most significant permitting challenge is in the Cascades Range of Washington and Oregon, where volcano monitoring stations are needed to close the monitoring gap for volcanoes considered high threat.
- **Maintaining an Agile, Competitive, and Diverse USGS Science Workforce** - Science, technology, engineering, and mathematics (STEM) talent is a driving force behind the extraordinary work that comes out of the USGS. The USGS needs a skilled STEM workforce and agile hiring capabilities to maintain our worldwide science leadership. However, the bureau lacks the resources for rapid hiring and onboarding and does not have pay and retention flexibilities available to other Federal science organizations, including potentially, an alternative pay system competitive with the private sector. These comparative disadvantages put the future success of the USGS at risk.

USGS 2021 Budget

(\$ in Thousands)						
	2019 Actual	2020 Enacted	2021			2021 Req to 2020
			Request	House	Senate	
Current	1,160,596	1,270,957	971,185	1,292,987	TBD	-299,772
Permanent	1,374	1,144	1,144	1,144	TBD	-
Total	1,161,970	1,272,101	972,329	1,294,131	TBD	-299,772
Supplemental	98,500	-	-	-	-	-
FTE	7,556	7,606	6,779	N/A	N/A	-827

Figure 4.56

Budget Profile



The 2021 current budget request is \$971.2 million and supports energy security, critical mineral independence, natural hazard monitoring, research to inform resource management, Landsat development and operations, and nationwide networks of more than 8,400 streamgages and more than 3,000 earthquake sensors. Overall, including permanent accounts, the total budget request is \$972.3M in 2021. The budget request supports 6,779 full-time equivalents. Additional information on the FY 2021 President's Budget request may be found on the Department's website:

<https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh053.pdf>

Key Budget Issues

Key budget issues can be found in the critical management and operational items listed above, most notably, IT infrastructure and facilities.

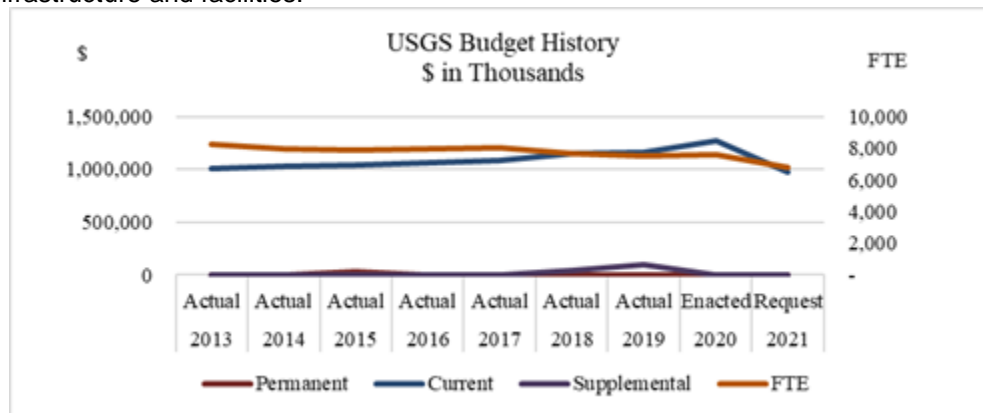


Figure 4.57



Bureau of Reclamation

I. BUREAU/OFFICE CONTACT

Elizabeth Cordova-Harrison, Senior Advisor to the Commissioner

Email: ecordovaharrison@usbr.gov

Phone: (303) 249-9814

II. SUMMARY OF ORGANIZATION

The Bureau of Reclamation (Reclamation) 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. We have a [Strategic Plan](#) outlining numerous [programs, initiatives and activities](#) that will help the Western States, Native American Tribes and others 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.

Our operations and activities are funded through a combination of discretionary or current appropriations and permanent appropriations including revenue derived from customer fees. 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 Settlements, and grant programs

We support a workforce of 5,280 FTE with most staff located in Western states. Our organizational structure consists of 2 headquarters offices (one in Washington, D.C. which provides policy and leadership and the other in Denver, CO which provides mission support and programmatic management); 5 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.

We are also 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 produce enough electricity to serve 3.5 million homes.

Reclamation manages 492 dams and 338 reservoirs with the capacity to store 245 million acre-feet of water. These facilities deliver water to one in every five western farms which irrigates about 11 million acres of land and over 36 million people receive water for municipal, rural, residential, and industrial uses. We are responsible for 1,791 buildings and own 165 structures. We have jurisdiction over 780 miles of road and 1,436 bridges. Our recreational areas have 550 campground areas with an annual visitation of about 90 million visits per year.



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.

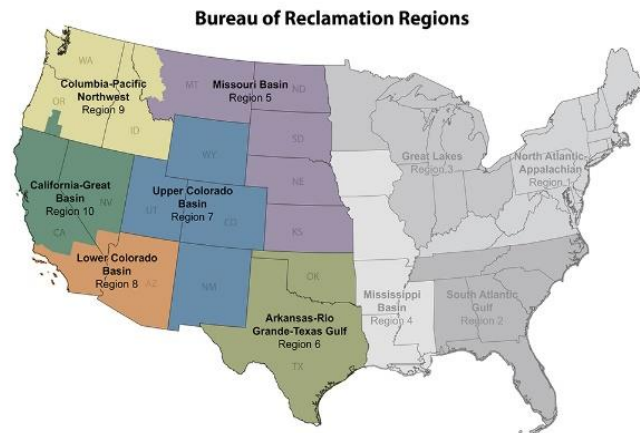


Figure 4.58

Contact information, and location of Offices are available on our website: <https://www.usbr.gov/main/>

Organization Chart

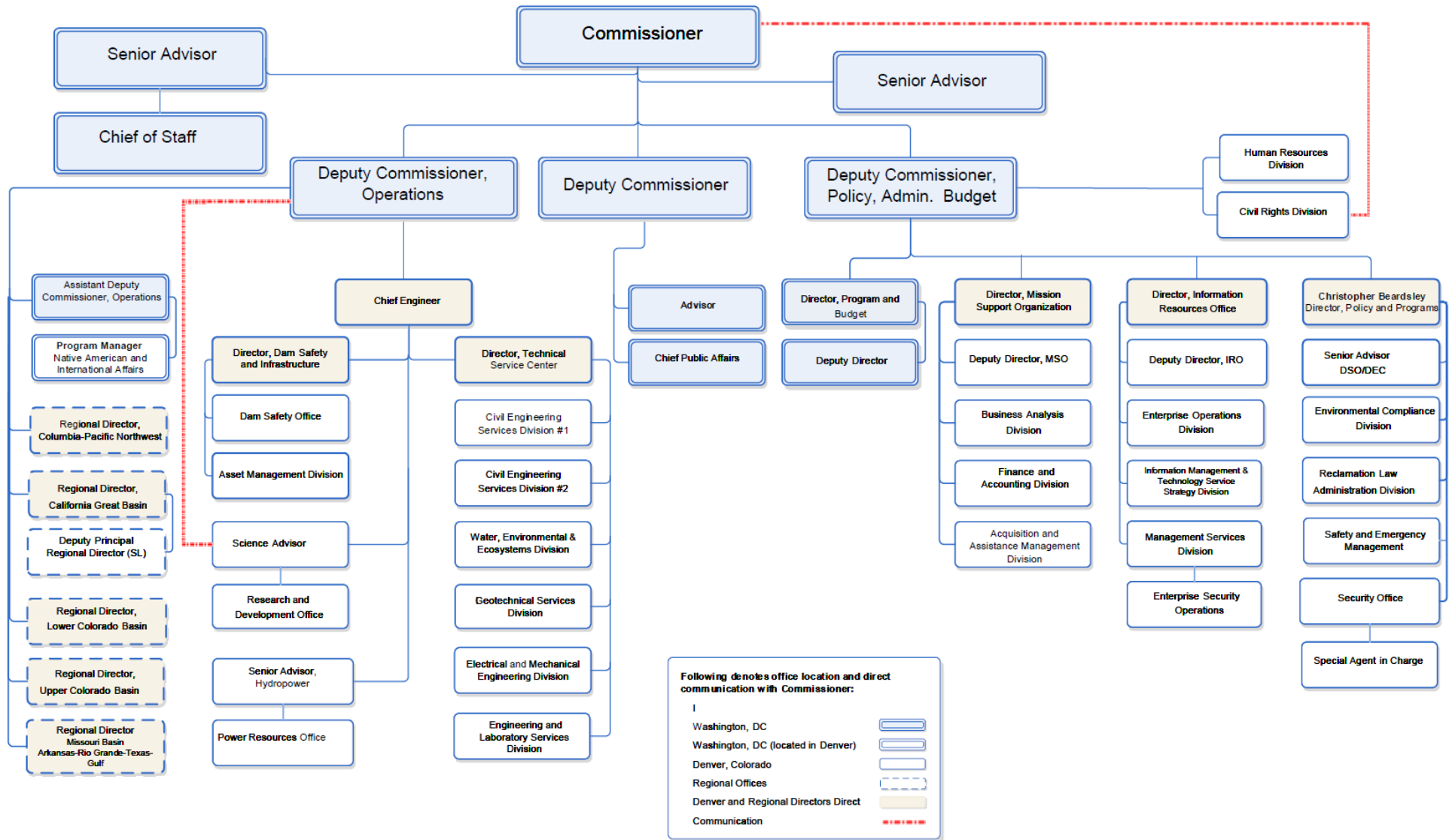


Figure 4.59



III. MANAGEMENT AND KEY PERSONNEL

PAS official:

Brenda Burman, Commissioner

Non-career SES:

Shelby Hagenauer, Deputy Commissioner

Schedule C employees:

James Young, Congressional Affairs Advisor

Alex Sterhan, Policy Advisor

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

Brian Becker, Senior Advisor—Design, Estimating and Construction

Elizabeth Cordova-Harrison, Senior Advisor to the Commissioner

Joyce Harris, Senior Advisory Cybersecurity

Max Spiker, Senior Advisor, Hydropower

David Raff, Chief Engineer

Christopher Beardsley, Director Policy & Programs

Karen Knight, Director, Dam Safety and Infrastructure

Richard LaFond, Director Technical Service Center

Robert Wolf, Director, Program and Budget

Brent Esplin, Regional Director, Missouri Basin

Ernest Conant, Regional Director, California Great Basin

Lorri Gray, Regional Director, Columbia Pacific Basin

Richard Welsh, Deputy Regional Director, California Great Basin

Karla Smiley, Associate Chief Information Officer

Vacant, Director, Mission Support Organization

Vacant, Science Advisor

Vacant, Regional Director, Lower Colorado Basin

Vacant, Regional Director, Upper Colorado Basin

Other senior career employees:

Robert Manning, Public Affairs Officer

Nathan Watson, Chief of Staff (acting)

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **California/Oregon Water issues** – Reclamation's facilities and involvement in California and southern Oregon have been challenged over the past decade by drought conditions and complicated water operations. In most years, the combination of carryover storage and runoff into Reclamation's Central Valley Project (CVP) reservoirs is not enough to provide enough water to meet all contractual demands. The 2020 water year was dry, raising concern for future drought conditions and 2021 operations in California. Severe drought conditions in the Klamath Basin in southern Oregon similarly create incredibly complex operations. Due to litigation against the United States, a stay of litigation was reached and approved, based on an agreed Interim Operations Plan for the Project. Water operations are expected to remain complicated and challenging, particularly if drought conditions continue. Initial water allocations on the CVP will be announced in February 2021, by contract. Reclamation has developed a paper providing additional details for each of these topics (CVP Operations and Klamath).
- **California Water** – The CALFED Bay Delta Authorization Act (P.L. 108-361) directed Reclamation to develop CVP Division-specific water needs assessments and work with partners



to develop integrated resource plans. The CALFED program, which covers long-term management of Central Valley water and ecosystems, remains a top priority, and its authorization is expiring. However, because a prior extension was included in the FY 2020 appropriations law, the authorization would be automatically extended under any continuing resolution.

- **National Environmental Policy Act (NEPA)** – Reclamation has several significant NEPA actions nearing completion in the last half of 2020. These include studying the possibility of raising Shasta Dam in California, a request for a water supply in North Dakota (the Eastern North Dakota Alternate Water Supply), and a pipeline project to bring water from the Colorado River to the state of Utah (Lake Powell Pipeline). Reclamation has developed papers providing additional details for each of these projects (Shasta Dam Raise, ENDAWS, and LPP); each has received congressional, state, and stakeholder interest.
- **Feasibility Reports** – Funding for construction under the Water Infrastructure Improvements for the Nation (WIIN) Act is available only to “federally owned storage projects and State-led storage projects that the Secretary of the Interior determines to be feasible before January 1, 2021.” Three feasibility studies have met this deadline, and several are currently attempting to meet this feasibility determination deadline. A paper that broadly covers the program has been developed (Feasibility Reports) as well as a standalone paper for the Boise River Basin Feasibility Study (Boise Feasibility).
- **Reports to Congress** – Reclamation is scheduled to submit several reports to Congress over the coming months to report on several ongoing activities as required. First, Reclamation is finalizing an asset management report, which will include Major Rehabilitation and Replacement (MR&R) needs and estimates. Reclamation is also completing a report to Congress on conservation and climate adaptation activities – with the last report sent to Congress in March 2016 and available on our website at <https://www.usbr.gov/climate/secure/>. Reclamation has developed papers providing additional details for both reports (SECURE Water Report due in March 2021 and the Transparency Act also due in March 2021).
- **Title Transfer** – Activities related to the transfer of title to Reclamation facilities, as provided under the John D. Dingell, Jr. Conservation, Management, and Recreation Act (Public Law No. 116-9) are expected to continue through the fall. To date, as required by law, Reclamation has sent a Notice to Congress for five pending title transfers under Pub. L. 116-9: Emery County Project (Utah), Uintah Basin Replacement Project (Utah), Minidoka Project (Idaho), A&B Irrigation District, and Oakes Test Area, Garrison Diversion Unit (North Dakota). Reclamation anticipates title transfers with several additional irrigation districts in fiscal year 2021. Reclamation has developed additional details in a separate briefing paper (Title Transfer).
- **Colorado River Drought Contingency Plans (DCP)** – Agreements related to the Colorado River Basin DCPs, as authorized by Public Law 116-14, were executed in May 2019 to respond to ongoing drought conditions along the Colorado River. The plan consists of an Upper Basin DCP and a Lower Basin DCP. The Colorado Lower Basin DCP was developed to reduce the risk of Lake Mead, in Nevada, declining to critical elevations through a variety of actions. Reclamation is working on a plan to identify, prioritize, and develop projects to create or conserve 100,000 acre-feet or more annually to meet this commitment. Reclamation has developed an issue paper providing additional detail (DCP).
- **Ongoing Construction** - Work is expected to continue on several important projects throughout the west, including the St. Mary Unit (Montana), Navajo-Gallup Water Supply Project (New Mexico), and Arkansas Valley Conduit (Colorado) - each of which are expected to reach milestones this fall. Reclamation has developed issue papers providing additional detail on each project. (St Mary Unit, NGWSP, and AVC).
- **Continuing Resolution and Related Legislation** – The Bureau of Reclamation provided two



legislative proposals for inclusion in any continuing resolution for Fiscal Year 2021. First, the Water Infrastructure Improvements for the Nation Act (WIIN) provides certain authorities and requirements, the latter of which must be satisfied timely in order to make use of funding appropriated by Congress for the stipulated purposes. Inclusion of water storage projects was the first of Reclamation's requested provisos under a CR but was not included in P.L. 116-159. The second proposal was for the extension of Reclamation's Drought Response Program, which was to expire at the end of FY 2020, but has been included in the CR. If the Act is not extended prior to the end of the 2021 fiscal year, the program would be at risk, should a drought emergency be declared in any of the 17 Western states.

- **Cooperative Watershed Management Program** – The Cooperative Watershed Management Program is a funding program that is part of the WaterSMART strategy of encouraging diverse stakeholders to form local solutions to address water management needs. Current authorization for the program expires at the end of FY 2020 and has not been included in the CR.

V. BUDGET OVERVIEW

(\$ in Thousands)						
	2019 Actual	2020 Enacted	2021			2021 Req to 2020
			Request	House	Senate	
Current	1,571,400	1,660,000	1,127,875	1,635,875	TBD	-532,125
Permanent	111,246	430,501	241,064	241,064	TBD	-189,437
Total	1,682,646	2,090,501	1,368,939	1,876,939	TBD	-721,562
Supplemental*	15,500	20,100		2,900,000		
FTE	5,351	5,280	5,280	N/A	N/A	0

Figure 4.60

*2020 Enacted includes supplemental appropriations of \$20.6 million to Reclamation as provided in the CARES Act (P.L. 116-136) of which \$0.5 million was a directed transfer to CUPCA. In FY 2021, Title VI of H.R. 7617 includes \$2.9 billion for additional infrastructure investments.

Budget Profile

Reclamation's 2021 budget request is \$1.1 billion in current appropriations. The request is offset by current receipts of \$55.9 million in the Central Valley Project Restoration Fund (CVPRF). Permanent appropriations in 2021 total \$241.1 million, including \$106.5 million for the Colorado River Dam Fund, \$7.9 million for the San Joaquin River Restoration Fund, and \$124.0 million for the Reclamation Water Settlements Fund. Reclamation estimates the budget supports staffing of 5,280 full-time equivalents. Additional information on the FY 2021 President's Budget request may be found on the Department's website: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh037.pdf>

Key Budget Issues

Safety of Dams: Reclamation has identified 20 dams with risks that exceed Federal guidelines for dam safety risk management and Reclamation's public protection guidelines. These dams will require investments in construction, the costs for which peak over the next ten years at \$300 million annually. One of the most immediate needs are corrections to the B.F. Sisk Dam (CA) planned to begin in FY 2021, where total estimated costs are approximately \$1.1 billion.

Indian Water Rights Settlements: The FY 2021 budget includes \$112.1 million for settlements. Many settlements have legislated deadlines for completed funding and/or construction of authorized components, most notably Navajo-Gallup by 2024 and Blackfeet by 2025. Meeting these deadlines will require sustained and/or increased funding over the next 10 years.

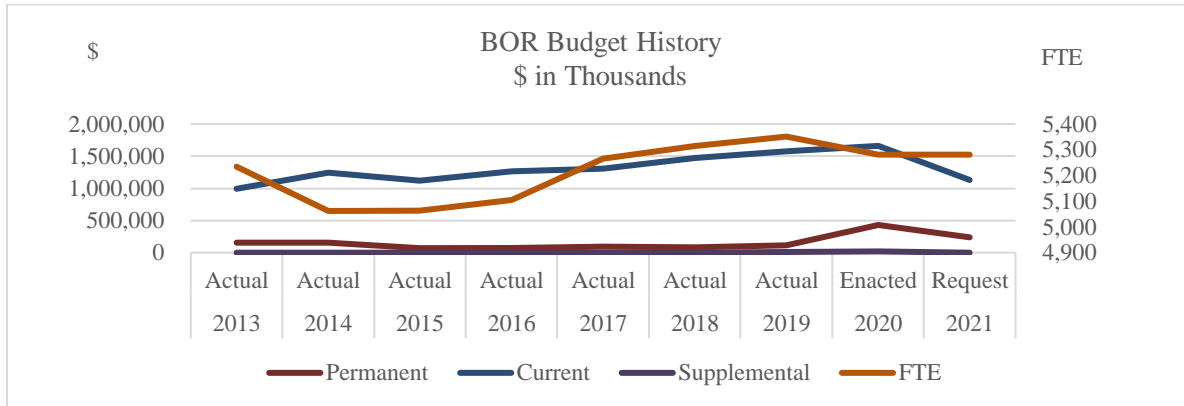


Figure 4.61



Fish and Wildlife and Parks

Assistant Secretary for Fish and Wildlife and Parks

I. BUREAU/OFFICE CONTACT

Maureen Foster, Chief of Staff

Email: Maureen_foster@ios.doi.gov

Phone: (202) 208-5970 (o), (202) 306-3845 (c)

II. 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 Office of the ASFWP has less than ten 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.

Organization Chart

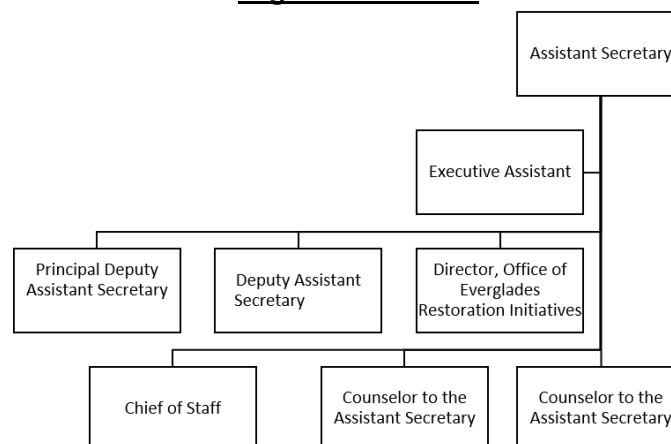


Figure 4.62

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

Rob (George) Wallace, Assistant Secretary for Fish and Wildlife and Parks

Non-career SES:

John Tanner, Principal Deputy Assistant Secretary

Ryan Hambleton, Deputy Assistant Secretary

Schedule C employees:

N/A

Career SES/SL:

Adam Gelber, Director, Office of Everglades Restoration Initiatives

Maureen Foster, Chief of Staff



Other Senior Career Employees:

Dominic Maione, Counselor to the Assistant Secretary
Wendy Fink, Counselor to the Assistant Secretary
Tasha Robbins, Executive Assistant

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Great American Outdoors Act (GAOA): The ASFWP will oversee 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.

South Florida/Everglades Ecosystem Restoration: 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, including the A.R.M. Loxahatchee National Wildlife Refuge. In 1996, Congress established the South Florida Ecosystem Restoration Task Force and designated the Secretary of the Interior as Chair, which has been delegated to the Assistant Secretary, Water and Science. 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 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.



National Park Service (NPS)

I. BUREAU/OFFICE CONTACT

Lena McDowall, Deputy Director, Management and Administration

Email: Lena_McDowall@nps.gov

Phone: 202-641-1814

II. 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 historic 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 mission. This dual mission is central to the purpose of the NPS: these special places are kept in perpetuity but kept so that all Americans have access to their public lands for their enjoyment and use.

Official Unit Designation	Number of Units
National Monument	83
National Historic Site	76
National Park	62
National Historical Park	57
National Memorial	30
National Preserve	19
National Recreation Area	18
National Battlefield	11
National Wild & Scenic River or Riverway	10
National Seashore	10
National Military Park	9
National River	5
National Battlefield Park	4
National Parkway	4
National Lakeshore	3
National Scenic Trail	3
National Reserve	2
National Battlefield Site	1
International Historic Site	1

The NPS manages 419 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 agency 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



Other designations	11
---------------------------	-----------

Figure 4.63

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 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 agency 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 2019 NPS ranked 320 out of 420 agency subcomponents for Overall Employee Engagement, with an index score of 57.2. Since 2015, this score has improved from a low of 53.1, representing a 7.7% improvement in five years.

The headquarters office is located in Washington, DC, and consists of the Director, three Deputy Directors (Operations; Management and Administration; Congressional and External Relations), eight Associate Directors, the Comptroller, two Assistant Directors, and the Chief of Staff.

Employee Count, by Grade	FY2019
Senior Executive Service	21
GS-15	181
GS-14	495
GS-13	1,247
GS-12	2,158
GS-11	2,202
GS-10	8
GS-9	1,761
GS-8	93
GS-7	1,828
GS-6	618
GS-5	2,984
GS-4	860
GS-3	144
GS-2	21
GS-1	7
Other pay schedules	6,339
Total Employment	20,967

Figure 4.64



Organization Chart

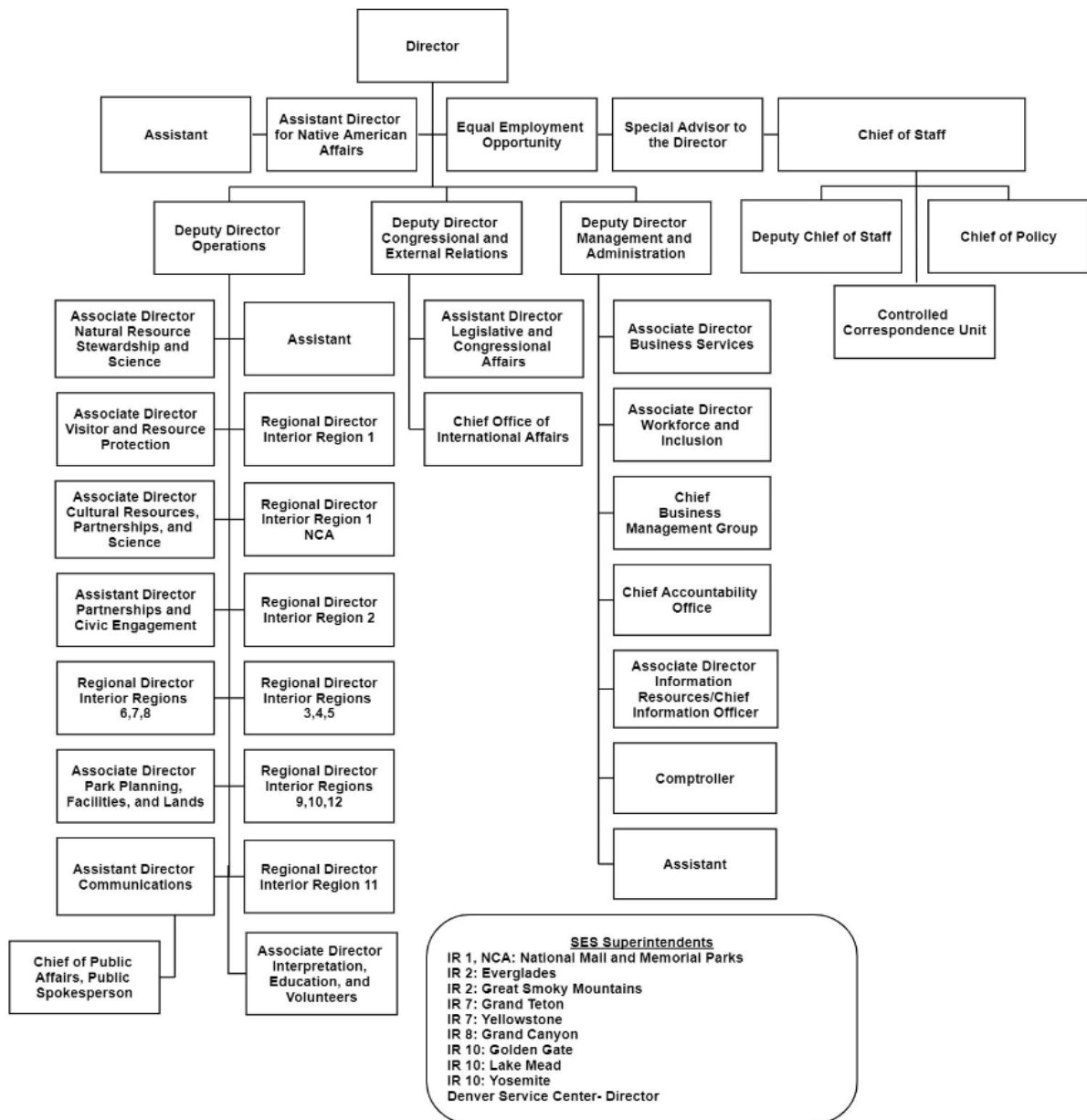


Figure 4.65

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, Nation 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.

Visitation to the National Park System over the past five years has reached record high numbers, exceeding 300 million each year. From 2015 to 2019, visitation increased by 7%. This is contrasted by the NPS workforce, which during the same time decreased by 5%. More visitation information can be found here:

<https://www.nps.gov/subjects/socialscience/annual-visitation-highlights.htm>

Year	Visitation	FTE
2015	307,247,252	19,539
2016	330,971,689	19,722
2017	330,882,751	19,668
2018	318,211,833	19,032
2019	327,516,619	18,544

Figure 4.66

In 2019, park visitors spent an estimated \$21.0 billion in local gateway regions while visiting NPS lands across the country. These expenditures supported a total of 341 thousand jobs, \$14.1 billion in labor income, \$24.3 billion in value added, and \$41.7 billion in economic output in the national economy. For more information, refer to: <https://www.nps.gov/subjects/socialscience/vse.htm>. Additionally, in 2019 over 279,000 volunteers contributed 6.5 million hours towards the NPS's mission.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

Vacant, Director

Non-career SES:

Vacant, Deputy Director, Congressional and External Relations

Schedule C:

Chuck Laudner, Assistant Director Legislative and Congressional Affairs

Career SES:

Shawn Bengel, Deputy Director, Operations

Lena McDowall, Deputy Director for Management & Administration

Joy Beasley, Associate Director, Cultural Resources, Partnerships, and Science

Vacant, Associate Director, Interpretation, Education, and Volunteers

Shane Compton, Associate Chief Information Officer

Raymond Sauvajot, Associate Director, Natural Resource Stewardship and Science

Vacant, Associate Director, Park Planning, Facilities, and Lands

Jennifer Flynn, Associate Director, Visitor and Resource Protection



Jessica Bowron, Comptroller
Justin Unger, Associate Director, Business Services
Vacant, Associate Director, Workforce and Inclusion
Vacant, Regional Director, Region 11
Michael Reynolds, Regional Director, Regions 6, 7, 8
Bert Frost, Regional Director, Regions 3, 4, 5
Stan Austin, Regional Director, Region 2
Vacant, Regional Director, Region 1 - National Capital Area
Gay Vietzke, Regional Director, Region 1
Vacant, Regional Director, Regions 9, 10, 12
Cam Sholly, Superintendent, Yellowstone National Park
Cassius Cash, Superintendent, Great Smoky Mountains National Park
Vacant, Commissioner, National Parks of New York Harbor
Vacant, Superintendent, Grand Teton National Park and John D. Rockefeller Memorial Parkway
Margaret Goodro, Superintendent, Lake Mead National Recreation Area
Pedro Ramos, Superintendent, Everglades and Dry Tortugas National Parks
Ed Keable, Superintendent, Grand Canyon National Park
Jeffrey Reinbold, Superintendent, National Mall and Memorial Parks
Ray Todd, Manager, Denver Service Center

Other senior career employees:

Vacant, Chief of Staff
Vacant, Assistant Director, Communications
Vacant, Assistant Director, Partnerships and Community Engagement

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **Great America Outdoors Act** – On August 4, 2020, President Trump signed the Great American Outdoors Act (GAOA) (Public Law 116-152) into law. GAOA establishes the National Parks and Public Land Legacy Restoration Fund, which will receive funds from energy development revenues to address deferred maintenance needs at various facilities including, campgrounds, picnic areas, roads, trails, and other critical infrastructure. The amount available to the NPS could be as much as \$1.3 billion annually for fiscal year 2021 through 2025. The law also provides permanent, mandatory funding for the Land and Water Conservation Fund. The NPS is working with the Department of the Interior on implementation plans for GAOA.
- **COVID-19 Response** – The NPS continues to execute on its COVID-19 Adaptive Recovery Plan. The NPS is prioritizing accessibility of open spaces – indoor locations are reopening with the appropriate social distancing measures as conditions in the local area allow. NPS concession operations have had to make adjustments to their operations that have had a negative impact on their businesses, including reduced capacity or pickup only for restaurants and retail, and closures and reduced capacity for lodging operations. Parks are working closely with NPS leadership, Department of the Interior leadership, US Public Health consultants embedded with the NPS and with local public health authorities to make operating posture decisions.
- **Monument damage and civil unrest** – The ongoing civil unrest that began in May 2020 is likely to continue through the inauguration of the President in January 2021 regardless of the outcome of the election. Law Enforcement staff, particularly the United States Park Police, are under tremendous personal and professional pressure to meet the safety and security mission they are tasked with executing.
- **New and revised regulations** – The NPS anticipates completing rule-making on a few new and revised regulations between November 2020 and January 2021, including revised Concessions management regulations.

V. BUDGET OVERVIEW



The National Park Service budget includes discretionary and permanent appropriations, as well as several allocation accounts. These appropriations provide for the operation of and investment in the national park system and support a variety of technical and financial assistance programs to further preservation and recreation goals. Operation of the National Park System (ONPS) is the largest. For FY 2020 Enacted, ONPS accounts for over 76 percent of the total discretionary authority; in the FY 2021 President's Budget request, ONPS represents slightly more than 90 percent due to the NPS strategically focusing its resources on maintaining the most critical park operations and programs.

National Park Service (\$000)	FY 2019 Actual	FY 2020 Enacted	FY 2021 President's Budget	FY 2021 House Mark
Operation of the National Park System	2,502,711	2,576,992	2,516,690	2,776,642
Centennial Challenge	20,000	15,000	0	15,000
National Recreation and Preservation	64,138	71,166	33,924	74,292
Historic Preservation Fund	102,660	118,660	40,672	136,425
Construction	364,702	389,345	192,649	223,907
Land Acquisition and State Assistance (LASA)	168,444	208,400	22,626	0
Subtotal, Appropriations	3,222,657	3,379,563	2,806,561	3,226,266
Rescission/Cancellation of Unobligated Balances from LASA	0	-2,279	-14,000	-2,000
Subtotal, Discretionary Budget Authority	3,222,657	3,377,284	2,792,561	3,224,266
Subtotal, Permanent Authority (est.)	735,131	741,057	748,602	748,602
Total, National Park Service	3,957,788	4,118,341	3,541,163	3,972,868

Figure 4.67

DISCRETIONARY APPROPRIATIONS

The **Operation of the National Park System (ONPS)** appropriation supports the operations of our Nation's national parks, trails, wild and scenic rivers, and central support offices. The funding within this appropriation ensures that America's natural and cultural treasures are preserved for this and future generations. Funding covers all aspects of park operations and is classified under distinct budget activities comprising the major components of the ONPS appropriation.

The **Construction** appropriation provides for major maintenance and rehabilitation of park facilities and infrastructure, including proper compliance, design and support to carry out large-scale asset management and infrastructure investment, as well as congressionally directed resource studies and planning for parks and programs.

The **Land Acquisition and State Assistance (LASA)** appropriation is funded by the Land and Water Conservation Fund (LWCF). Following enactment of the Great American Outdoors Act (GAOA, Public Law 116-152) in 2020, this discretionary appropriation will transition to a mandatory appropriation in FY 2021. It provides support for the acquisition of land and interests in land to preserve and protect, for public use and enjoyment, the historic, scenic, natural and recreational values of congressionally authorized areas within the national park system. It also supports partnerships with State and local agencies through grants to States for projects that create and protect a nationwide system of parks, open space, rivers and trails. These areas provide educational, recreational and conservation benefits to the



American people, complementing the mission of the NPS.

PERMANENT APPROPRIATIONS

The **Recreation Fee Permanent Appropriation** includes several different permanent authorities, most notably the recreation entrance and use fees as authorized by the Federal Lands Recreation Enhancement Act (FLREA). FLREA was passed in FY 2005, and the authority for NPS to collect, retain and expend fees currently extends through the end of FY 2021. In FY 2021, the Administration proposed to reauthorize the Department of the Interior's and the Department of Agriculture's recreation fee programs through FY 2023. In FY 2019, the total amount of recreation fees collected was \$333.4 million. FY 2020 revenue was originally estimated at \$344.6 million but will likely be closer to \$235 million due to the impacts of COVID-19.

Other Permanent Appropriations include a variety of permanent authorities that are derived from receipt sources. These include park concession franchise fees, concessions improvement accounts, park buildings lease and maintenance fund, operation and maintenance of quarters, filming and photography special use fees, and contributions to the US Park Police annuity benefits. In FY 2019, the total receipts were \$221.6 million. This includes \$134.3 million from Park Concessions Franchise Fees. FY 2020 Concessions Franchise Fees revenue was originally estimated at \$124.9 million but will likely be closer to \$60 million due to the impacts of COVID-19.

The **Gulf of Mexico Energy Security Act (GOMESA)** established a mandatory stream of funding derived from revenues generated by Outer Continental Shelf (OCS) oil and gas leasing in the Gulf of Mexico. Under this Act, for each of fiscal years 2016 through 2055, 12.5 percent of certain OCS revenues, up to \$162.5 million in FY 2021 and up to \$125.0 million annually for fiscal years 2022 through 2055, are directed to the Land and Water Conservation Fund, which is distributed to States for conservation purposes through the State Conservation Grants program. In FY 2019, the total amount of revenue was \$71.6 million. In FY 2020, the estimated revenue is \$117.6 million, and in FY 2021 the estimated revenue is \$117.2 million.



U.S. Fish and Wildlife Service

I. BUREAU/OFFICE CONTACT

Stephen Guertin, Deputy Director for Program Management and Policy

Email: Stephen_guertin@fws.gov

Phone: (202) 208-0467 (o), (720) 884-6513 (c)

Bryan Arroyo, Deputy Director of Operations

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II. SUMMARY OF ORGANIZATION

The U.S. Fish and Wildlife Service (FWS) is the premier government agency dedicated to the conservation, protection, and enhancement of fish, wildlife, and 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.

The mission of the U.S. Fish and Wildlife Service 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, 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:

- 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; and
- Fulfill FWS's federal tribal trust responsibility.

Under the National Wildlife Refuge System Administration Act, FWS manages a network of 568 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 American public. Last year, more than 59 million visitors went to refuges to hunt, fish, observe or photograph wildlife, or participate in environmental education or interpretation. Of the 568 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. According to FWS's 2017 Banking on Nature report, spending by recreational visits to refuges generated \$3.2 billion of economic output in local economies. As this spending flowed through the economy, it supported over 41,000 jobs and generated about \$1.1 billion in employment income. Refuge recreational spending generated about \$229 million in tax revenue at the local, county, and state levels.

FWS delivers conservation for imperiled species through its administration of the Endangered Species Act, which has been successful in preventing the extinction of more than 99 percent of the species it protects. 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 2017, FWS has



issued final and proposed rules to delist or downlist more than 30 species, including the Monito gecko, gray wolf and interior least tern.

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 diverse 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 (CITES) and domestic wildlife laws. FWS also provides technical and financial assistance to partners to support innovative projects that address 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 and the successful prosecution of criminals who break Federal and international wildlife laws.

FWS Today: 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. Today, FWS employs about 8,000 dedicated professionals located at facilities across the country, including a headquarters office in Falls Church, Virginia, eight regional offices representing the 12 Unified Interior Regions.

FWS utilizes a diverse and largely decentralized organization to meet its conservation and management responsibilities. The headquarters office has primary responsibility for policy formulation and budget allocation within major program areas, while the regional offices have primary responsibility for implementation of these policies and management of field operations. This decentralized organizational structure allows FWS to address wildlife issues effectively at the regional, state and local level, as well as work effectively with a variety of partners, including private landowners, tribes, states, other federal agencies, and nongovernmental organizations. FWS has adapted our operations in response to the COVID-19 pandemic to keep lands open to the maximum extent and to continue to serve the American public.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

Aurelia Skipwith, Director

Schedule C employees:

Billy Dove, Senior Advisor to the Director

Career SES:

Stephen Guertin, Deputy Director for Program Management and Policy



Bryan Arroyo, Deputy Director of Operations

Shaun Sanchez, acting Assistant Director – National Wildlife Refuge System
Gary Frazer, Assistant Director – Ecological Services
Jerome Ford, Assistant Director – Migratory Birds
David Hoskins, Assistant Director – Fish and Aquatic Conservation
Paul Rauch, Assistant Director – Wildlife and Sport Fish Restoration
Deborah Rocque, Assistant Director – Science Applications
Anna Seidman, Assistant Director – International Affairs
Edward Grace, Assistant Director – Office of Law Enforcement
Barbara Wainman, Assistant Director – External Affairs
Janine Velasco, Assistant Director – Management and Administration
Paul Gibson, Assistant Director – Information Resources & Technology Management
Steve Chase, Director – National Conservation Training Center

Wendi Weber, Regional Director – Interior Region 1
Leo Miranda, Regional Director – Interior Region 2/4
Charlie Wooley, Regional Director – Interior Region 3
Noreen Walsh, Regional Director – Interior Region 5/7
Amy Lueders, Regional Director – Interior Region 6/8
Robyn Thorson, Regional Director – Interior Region 9/12
Paul Souza, Regional Director – Interior Region 10
Greg Siekaniec, Regional Director – Interior Region 11

Other senior career employees:

Michael Gale, Chief of Staff
Bud Cribley, Senior Advisor for Energy
Scott Aikin, National Native American Liaison

IV. CRITICAL ORGANIZATIONAL AND MANAGEMENT ISSUES

- **Endangered Species Act (ESA) Implementation** – Implementation of the ESA, including FWS actions in this Administration, remains a hot topic with Congress and a variety of constituencies. FWS continues efforts to improve ESA implementation for the benefit of species and the public. In 2019, FWS finalized revisions to regulations addressing listing, critical habitat, interagency consultation, and threatened species protections. FWS proposed to define “habitat” in August and anticipates proposing additional changes to implementing policies this year.
- **Migratory Bird Treaty Act (MBTA) Incidental Take** – In December 2017, the Department’s Solicitor issued an M-Opinion (M-37050) that reviewed the MBTA prohibitions on the “incidental” taking of migratory birds and established that the MBTA’s prohibitions only apply to direct and affirmative purposeful take by killing or capturing. In January 2019, FWS issued a proposed rule that would codify M-37050. In August 2020, U.S. District Judge Caproni issued a ruling that invalidates M-37050. The Department is currently evaluating its options for next steps.
- **Combating Wildlife Trafficking** – Poaching and trafficking of wildlife by transnational criminal organizations remains a global crisis and threat to biodiversity and national security. FWS co-chairs the Task Force on Wildlife Trafficking, leads investigations, monitors and inspects the wildlife trade, works with the intelligence community, provides trainings, has 12 attachés stationed at U.S. embassies, and established 2 wildlife trafficking Vetted Units. FWS provides financial and technical assistance for international conservation and to combat wildlife trafficking. FWS implements CITES, a global treaty designed to ensure legal, sustainable wildlife trade and counter the illegal trade.
- **International Grants** – In March 2019, BuzzFeed released articles describing alleged human rights violations by individuals associated with conservation projects in Africa and Asia. In May 2019, the



House Natural Resources Committee (HNRC) asked GAO to investigate. In June 2019, FWS briefed HNRC. In Sept. 2019, DOI placed \$12.3M in FY18 grants from Central Africa Regional Program for the Environment and \$5.5M in FY19 grants from Multinational Species Conservation Funds on hold in order to review safeguards against human rights violations. Funds remain on hold.

- **Trophy Imports** – FWS is required to make findings to issue import permits for certain sport-hunted trophies. In Nov. 2017, following FWS issuance of certain positive findings, the President through a Tweet questioned the conservation benefits of trophy hunting and as a result, certain permit decisions were placed on hold. In March 2018, in response to a Dec. 2017 court decision, FWS withdrew some of its countrywide findings and began making findings on an application-by-application basis. In Dec. 2019, Dallas Safari Club filed a lawsuit against DOI for failure to make decisions on applications for permits to import African elephant trophies.
- **Wildlife Disease** – In the wake of the COVID-19 pandemic and its link to wildlife disease, the role of FWS has become a topic of great interest. FWS addresses domestic wildlife diseases like white-nose syndrome and chronic wasting disease by providing technical expertise for emergency response, conducting disease surveillance, monitoring wildlife populations, and working with partners. Internationally, FWS addresses diseases, including zoonoses like Ebola and SARS, through disease surveillance, reducing human-wildlife conflict, conserving habitat and species, demand reduction, monitoring and inspecting the wildlife trade, and disrupting potential disease transmission in wildlife trade supply chains.
- **Invasive Species** – Invasive species cost the U.S. economy \$120 billion per year and are a major contributing factor in the listing of species under the ESA, which can lead to increased regulatory burdens on the public. FWS relies on the Lacey Act to regulate the importation and transport of invasive species that have been determined to be injurious. FWS historically interpreted the Lacey Act to include a prohibition on the transportation of injurious species between states within the continental U.S. However, a 2017 court decision, has limited FWS's ability to restrict interstate transport of injurious species, which increases the risk of introduction, establishment, and spread of those species within the U.S.
- **Alaska Issues** – The 2017 Tax Act authorized Arctic Coastal Plain (1002) oil and gas development, and in August 2020, drilling cleared a hurdle when Sec. Bernhardt signed a Record of Decision for the program, though many steps stand between this milestone and physical drilling. Another high-profile issue is road construction through Izembek Refuge to provide King Cove residents easier access to health care. The Department has twice sought to finalize land exchange agreements to enable road construction, but they were voided in the courts. In August 2020, the Department appealed the latest court decision.

V. BUDGET OVERVIEW

(\$ in Thousands)						
	2019 Actual	2020 Enacted	2021			2021 Req to 2020
			Request	House	Senate	
Current	1,592,645	1,639,520	1,378,631	1,579,277	TBD	-260,889
Permanent	1,361,847	1,288,876	1,468,183	1,468,183	TBD	179,307
Total	2,954,492	2,928,396	2,846,814	3,047,460	TBD	-81,582
Supplemental ^{/1}	82,400	4,000	N/A	N/A	N/A	
CARES Act		[3,585]				
FTE	8,058	8,309	8,269	TBD	TBD	

^{/1} Supplemental includes funding for FWS Resource Management from USMCA, as well as CARES Act (P.L. 116-136) supplemental appropriations allocated to bureaus as parent/child transfers from the Office of the Secretary

Figure 4.68

The 2021 President's budget for FWS totals \$2.8 billion, including current appropriations of \$1.4 billion. The budget also includes \$1.5 billion in permanent appropriations, most of which is provided to States for



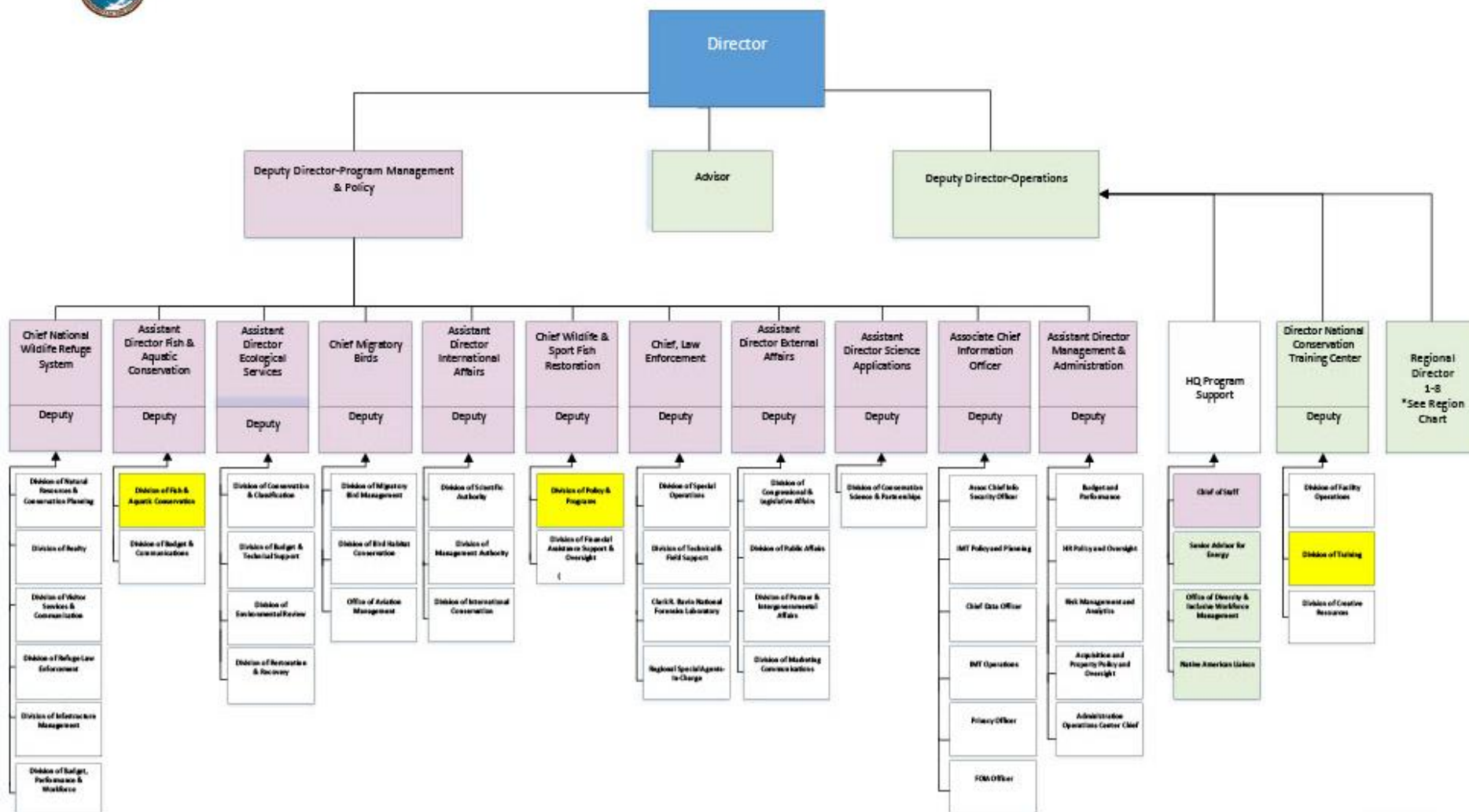
fish and wildlife restoration, conservation and outdoor recreation. The 2021 budget prioritizes conserving at-risk species to prevent the need to add to the threatened and endangered species list. The budget includes funds to increase access to outdoor recreational opportunities on FWS-managed lands and to modernize infrastructure to improve the visitor experience. FWS estimates the budget will support staffing of 8,269 full-time equivalents in 2021.

Great America Outdoors Act Standup/Execution: The Act established the National Parks and Public Land Legacy Restoration Fund to reduce or eliminate deferred maintenance of DOI assets. The Fund will provide the Department up to \$1.9 billion per year from 2021-2025. FWS funding for deferred maintenance projects will be approximately twice the average annual funding. GAOA also permanently and fully funds the Land and Water Conservation Fund. FWS is positioning itself to be able to successfully use the new funding.

Additional budget information may be found on the Department's website:
<https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh065.pdf>

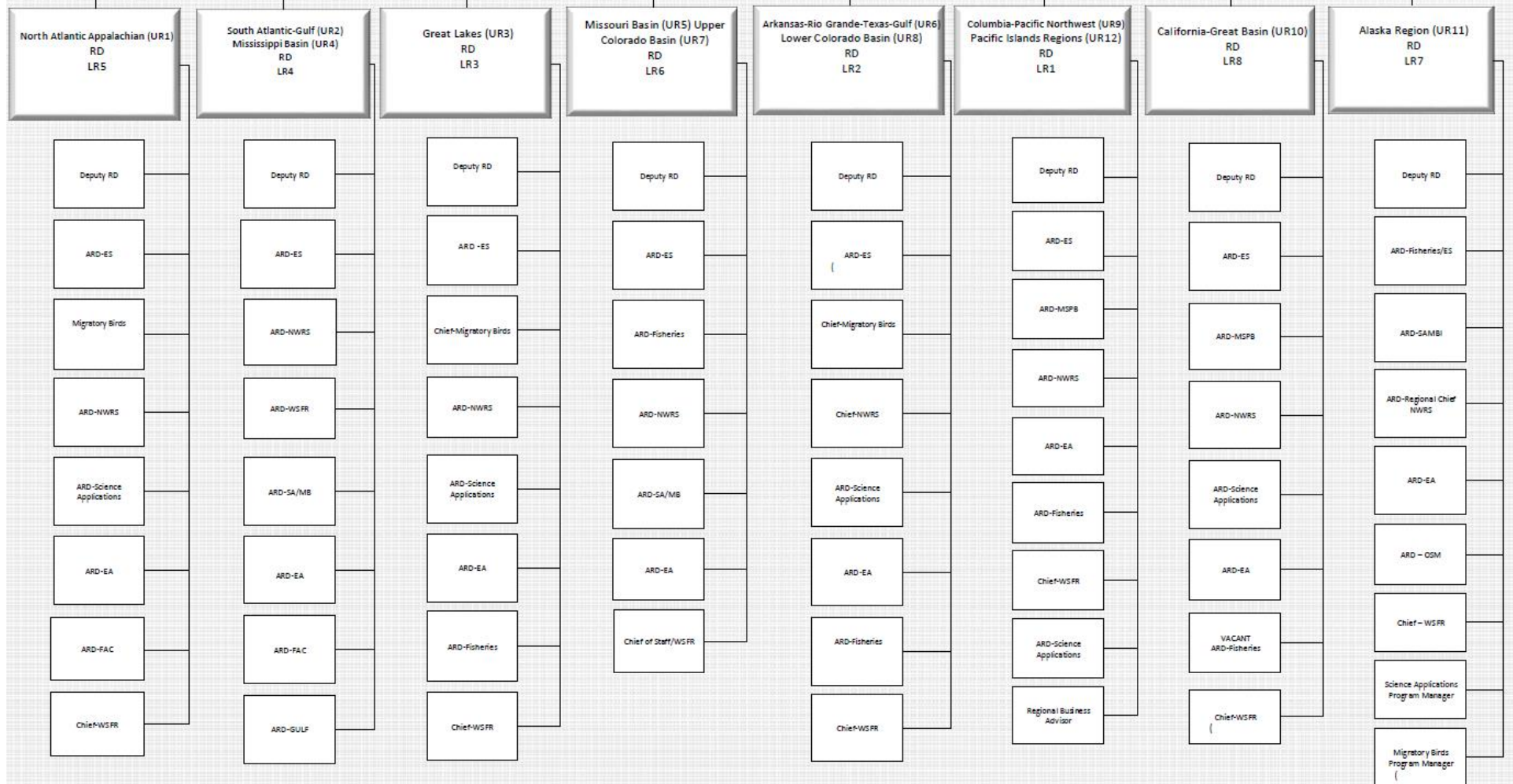


US Fish and Wildlife Service





Deputy Director





Indian Affairs

Assistant Secretary—Indian Affairs

I. CONTACT

Rich Myers, AS-IA Chief of Staff
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II. SUMMARY OF ORGANIZATION

The Assistant Secretary - Indian Affairs (AS-IA) is a Senate-confirmed political appointee who provides, with the assistance of political and career Deputy Assistant Secretaries, policy guidance and 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 also directs the activities of her immediate staff (through a Chief-of-Staff) and direct-report offices: the Office of Indian Gaming, the Office of Self-Governance, the Office of Federal Acknowledgement, the Office of Indian Energy and Economic Development, the Office of Regulatory Affairs and Collaborative Action, the Office of Congressional and Legislative Affairs, and the Office of Public Affairs.

Through the Bureaus and Offices, the AS-IA provides a wide variety of programs and services either directly or through contracts, compacts and grants to 574 federally recognized tribes and 183 Indian schools, 53 of which are operated directly by the BIE. Indian Affairs 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 health care services are provided by Indian Health Service of the Department of Health and Human Services.)

The Indian Affairs Bureaus and Offices currently employ approximately 7,400 federal workers, including 28 Senior Executive Service (SES) managers, in over 200 locations from New York to Alaska. Under the Indian Self-Determination Act and the Tribally Controlled Schools Act, tribes and tribal organizations now administer many BIA programs and nearly two-thirds of BIE Schools; approximately 53% of the total Indian Affairs budget goes directly to tribes and tribal organizations for these programs and schools.

The AS-IA is assisted by three Deputy Assistant Secretaries (DAS): a Principal DAS and a DAS - Policy and Economic Development, both Schedule C employees; and a DAS - Management, a career SES manager.

DAS - Policy and Economic Development:

The DAS - Policy and Economic Development (DAS-PED) assists the AS-IA in providing policy guidance and direction to the Indian Affairs' Bureaus and Offices. Currently, the DAS-PED focuses on the BIE, Indian gaming, and economic development.

DAS - Management:

The DAS - Management (DAS-M) provides executive leadership, guidance, and direction to the following operations: the Office of the Chief Financial Officer; the Office of Budget and Performance Management; the Office of Information Management Technology; the Office of Human Capital Management; and the Office of Facilities, Property, and Safety Management.



Both the BIA and the BIE are headed by SES Directors; these Bureaus are described in separate briefing papers. The following Offices report directly to the AS-IA, through either the DAS-PED or the AS-IA Chief of Staff.

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, currently has seven staff members. The Office's duties and responsibilities include compliance with the statutory and regulatory requirements of IGRA, processing gaming-related acquisitions and Tribal-State gaming compacts for Secretarial approval and providing technical assistance on Indian gaming matters to tribal and state stakeholders.

The Office of Self-Governance:

The Office of Self-Governance (OSG) is responsible for implementation of the Tribal Self-Governance Act of 1994. The Office negotiates 130 Tribal Funding Agreements that serve 284 tribes, including 11 tribal consortia, which account for approximately 50% of all federally recognized tribes, across 10 of the 12 Bureau of Indian Affairs (BIA) Regional Offices. To date, OSG has received and obligated approximately \$700 million in Fiscal Year 2020 funding to Self-Governance Tribes.

The Office of Indian Energy and Economic Development:

The Office of Indian Energy and Economic Development (IEED) provides grants, loan guarantees, and technical assistance to tribes and individual Indians to promote economic growth and tribal self-determination over tribal energy resources. IEED is responsible for implementing the Indian Financing Act of 1974 and the Indian Mineral Development Act of 1982. IEED has a budget of approximately \$47M, 70 employees, and is organized into three Divisions: the Division of Energy and Mineral Development; the Division of Capital Investment; and the Division of Economic Development.

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 involve collaboration with all Indian Affairs 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 Office of Congressional and Legislative Affairs:

The Office of Congressional and Legislative Affairs (OCLA) is responsible for legislative planning and congressional liaison activities for all of Indian Affairs. The Office serves as the primary focal point for congressional correspondence; provides legislative research and assistance in analyzing proposed legislation; prepares Indian Affairs 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 Office of Public Affairs (OPA) manages the AS-IA social media accounts, drafts and distributes press releases, coordinates press engagements, manages web content, and provides liaison functions with media, the public and other government agencies in need of information about Indian Affairs. OPA coordinates video services offered by the Department to make maximum use of social and other media to promote the policy and program goals of the AS-IA.



III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

Tara Sweeney, Assistant Secretary- Indian Affairs

Non-career SES:

John Tahsuda - Principal Deputy Assistant Secretary

Schedule C employees:

Mark Cruz, Deputy Assistant Secretary - Policy and Economic Development

Career SES:

Jason Freihage, Deputy Assistant Secretary - Management

Rich Myers, Chief of Staff

Paula Hart, Director, Office of Indian Gaming

Sharee Freeman, Director, Office of Self-Governance

Other senior career employees:

Lee Fleming, Director, Office of Federal Acknowledgment

Morgan Rodman, Director, Office of Indian Energy and Economic Development

Elizabeth Appel, Director, Office of Regulatory Affairs and Collaborative Action

David Conrad, Director, Office of Public Relations

Katherine Grounds, Director, Office of Congressional and Legislative Affairs

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Infrastructure and deferred maintenance.

Improving the condition of infrastructure that Indian Affairs has constructed, maintains, and is responsible for ("Indian Affairs infrastructure") is of critical importance to the safety, economic and educational well-being of Indian Country. Indian Affairs infrastructure includes irrigation projects, BIE-operated schools, law enforcement offices, tribal courts, detention centers, and administrative buildings. DAS-M has streamlined construction project processes, built an ISDEAA 105(l) lease program, and focused on implementation of the Great American Outdoors Act. Maintaining this varied inventory is a challenge in the current funding environment.

Environmental and COVID era workplace safety.

DAS-M is building information management tools needed for a cohesive environmental and safety response across Indian Country. In the current pandemic, there is a need to enhance these programs. DAS-M has restarted environmental and safety management information reporting systems, automated safety self-assessments, and hired Indian Affairs' first public health officers. The next area of focus will include creating a meaningful industrial hygiene approach for law enforcement and detention centers.

Workforce retention and development.

Indian Affairs has been working to rebuild low staffing levels that largely resulted from budget sequestrations and Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment programs. While making progress in hiring, Indian Affairs faces challenges with a large retirement-eligible workforce, and with staffing deficits in certain fields. For example, more than 30 percent of BIA vacancies are within the Office of Justice Services (OJS). The Office of Human Capital is evaluating recruitment incentives and exploring creative approaches to recruitment that can be used in



this and other programs.

Information technology.

With the help of CARES Act funding and other targeted funding increases, Indian Affairs is significantly modernizing its IT infrastructure. This effort includes shifting to use of laptops, expanding broadband capabilities, developing a BIE distance learning program, and advancing the use of existing systems to improve program efficiencies. However, the lack of broadband capabilities across Indian Country and the need to improve technology skills of BIE teachers and BIA staff are critical areas of focus. Additional focal points include expanding IT workforce capacity to support BIE schools and universities and enhancing the ability to accurately report on IT portfolio costs in order to improve planning and redirect funding to high priority areas.

Funding needs in Indian Country.

The U.S. Commission on Civil Rights 2018 report, *Broken Promises: Continuing Federal Funding Shortfall for Native Americans*, and other efforts have documented that appropriated funding has not kept up with the needs of Indian Country. Responding to this challenge will require improving the level of information available to fully understand the needs across Indian Country. Access to this information will allow decision makers to better target available funding and to make informed decisions on how to best use additional funding from Interior's direct appropriations. Indian Affairs actively coordinates with tribes and other Federal agencies to develop strategies and governance models to ensure information needed to inform funding decisions for Indian Country is available.

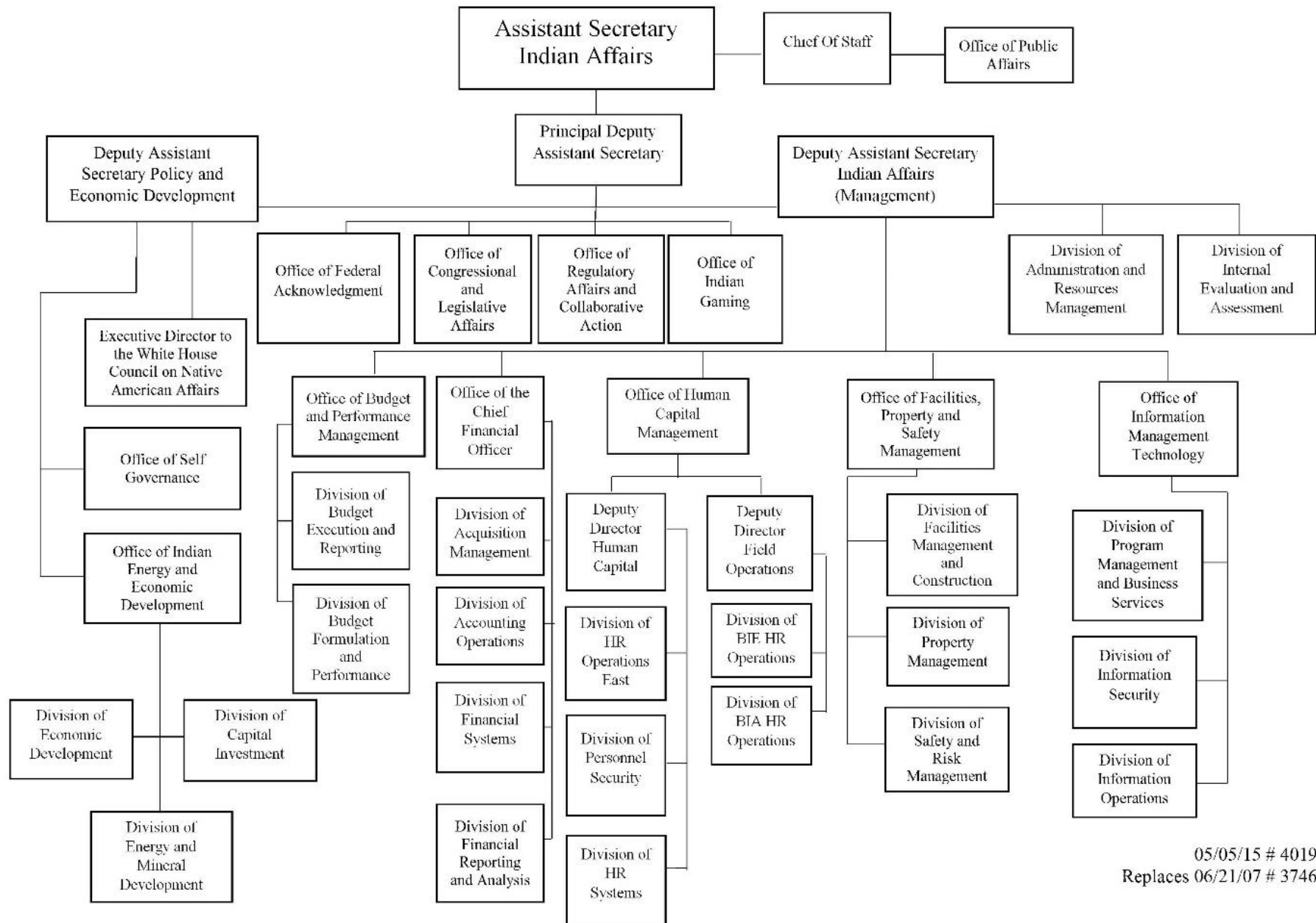


Figure 4.69

05/05/15 # 4019
Replaces 06/21/07 # 3746



Bureau of Indian Affairs

I. BUREAU/OFFICE CONTACT

Genevieve Giaccardo, Chief of Staff
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II. SUMMARY OF ORGANIZATION

The Bureau of Indian Affairs (BIA) mission is 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. BIA has changed dramatically over the past 185 years, evolving as Federal policies designed to subjugate and assimilate American Indians and Alaska Natives have changed to policies that promote Indian self-determination, maintaining government-to-government relationships, and providing quality services. 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 approximately 2 million American Indian and Alaska Natives.

The scope of BIA programs extensively crosscuts virtually the entire range of federal, state and local government services, as government entities have begun to embrace their trust responsibilities to tribes for a whole of government approach. In keeping with the authorities and responsibilities granted under the Snyder Act of 1921 and other Federal laws, regulations, and treaties, BIA employees across the country work with tribal governments in the administration of law enforcement and justice, social services, tribal government, and land and natural resources management.

BIA is part of the Office of the Assistant Secretary for Indian Affairs (AS-IA) and is organized into four centralized Offices, twelve regional offices, and eighty-six agencies and field offices.

The Office of the Director, located in Washington D.C., provides bureau leadership, oversight of all functions and services, and workforce development and support. The Director reports to the Principal Deputy Assistant Secretary and provides key coordination with AS-IA and Department leadership.

The Office of the Deputy Bureau Director for Field Operations, located in Albuquerque, N.M., provides management and direction to twelve Regional offices, and 86 agencies and field offices located in Indian Country with the agencies located at the reservation level. Delivery of program services to the federally recognized tribes and individual Indians and Alaska Natives, whether directly or through contracts, grants or compacts, is administered by the twelve regional offices and 86 agencies that report to the BIA Deputy Director-Field Operations. Each regional office is headed by a Regional Director who is responsible for all Bureau activities, except for education and law enforcement, within a defined geographical area that typically include Trust Services and Indian Services. A Deputy Regional Director for Trust Services oversees a staff of specialists responsible for natural resources (water resources, forestry and fire, irrigation and safety of dams), agriculture, (farm, pasture, and range), fish, wildlife and parks and real estate services (land acquisition and disposal land title records office, probate, rights-of-way, and lease/permit). A Deputy Regional Director for Indian Services oversees a staff of specialists responsible for transportation (planning, design, construction, and maintenance) and Indian services (tribal governments, human services, housing improvement).

Region	Location	# of Agencies	Regional Land Base
Alaska	Anchorage, AK	2	Alaska



Eastern	Nashville, TN	3	Connecticut, Rhode Island, New York, Florida, Mississippi, North and South Carolina, Louisiana, and Maine
Eastern Oklahoma	Muskogee, OK	6	Oklahoma
Great Plains	Aberdeen, SD	12	North Dakota, South Dakota, Nebraska
Midwest	Minneapolis, MN	4	Iowa, Minnesota, South Dakota, Wisconsin, and Michigan
Navajo	Gallup, NM	5	Arizona, Utah, New Mexico
Northwest	Portland, OR	15	Oregon, Washington, Idaho, Montana
Pacific	Sacramento, CA	4	California
Rocky Mountain	Billings, MT	7	Montana, Wyoming
Southern Plains	Anadarko, OK	5	Oklahoma, Texas, Kansas
Southwest	Albuquerque, NM	9	Colorado, New Mexico, Texas
Western	Phoenix, AZ	14	Arizona, Nevada, Utah

Figure 4.70

The Office of Justice Services (OJS) upholds tribal sovereignty and customs and provides for the safety of Indian communities by ensuring the protection of life and property, enforcing laws, maintaining justice and order, and by confining American Indian offenders in safe, secure, and humane environments. Eight areas comprise the Public Safety and Justice sub-activity: Criminal Investigations and Police Services, Detention/Corrections, Inspections/Internal Affairs, Law Enforcement Special Initiatives, the Indian Police Academy, Tribal Court Justice Support, Program Management, and Facilities Operations and Maintenance.

The Office of Trust Services executes Indian Affairs trust responsibilities to Indian tribes and individuals and oversees all headquarter activities associated with management and protection of trust and restricted lands, natural resources, and real estate services. The office provides land related functions to Indian trust owners including acquisition, disposal, rights-of-way, leasing and sales, and assists them in the management, development, and protection of trust land and natural resource assets.

The Office of Indian Services fulfills Indian Affairs trust responsibilities in the areas of Human Services; Indian Self-Determination; Tribal Government; Transportation, and Workforce Development. The Office is charged with providing and promoting safe and quality living environments, strong communities, self-sufficiency and individual rights for tribal people and tribal governments. This office also ensures that all policies, practices, procedures and systems within Indian Services program are effective and consistent Bureau-wide.

BIA has 4,400 employees, of which approximately 90% are American Indian or Alaska Native, representing a number larger than at any time in its history. Given the BIA's long historical and significant presence in the communities it serves, and Congress's recognition of needing its workforce to reflect those communities, the Bureau was given the authority to use Indian Preference in its recruitment and hiring processes.

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees:



None

Career SES:

Darryl LaCounte, Director
James (Jim) James, Deputy Bureau Director for Field Operations
Jeanette Hanna, Deputy Bureau Director – Indian Services
Charles Addington, Deputy Bureau Director – Justice Services
Johnna Blackhair, Deputy Bureau Director – Trust Services
Eugene (Gene) Peltola, Regional Director, Alaska
Richard (Glen) Melville, Regional Director – Eastern
Eddie Streater, Regional Director – Eastern Oklahoma
Tim LaPointe, Regional Director – Great Plains
Tammie Poitra, Regional Director – Midwest
Bartholomew (Bart) Stevens, Regional Director – Navajo
Bryan Mercier, Regional Director – Northwest
Amy Dutschke, Regional Director – Pacific
Susan Messerly, Regional Director – Rocky Mountain
James (Jim) Schock, Regional Director – Southern Plains
Patricia Mattingly, Regional Director – Southwest
Brian Bowker, Regional Director – Western

Other senior career employees:

Genevieve Giaccardo, Chief of Staff

Office of Justice Services

Jason O'Neal, Assistant Deputy Bureau Director
Monty Gibson, Associate Director – Field Operations Directorate
Algin Young, Associate Director – Criminal Investigations and Drug Enforcement
Jason Thompson, Associate Director – Special Programs Directorate
Tricia Tingle, Associate Director – Tribal Justice Support Directorate
Audrey Sessions, Associate Director – Support Services Directorate
Robert Mathis, Deputy Associate Director – Field Operations
Patricia Broken Leg-Brill, Deputy Associate Director – Corrections Division
Byron Hix (Acting), Deputy Associate Director – Drug Enforcement Division
Kevin Martin, Deputy Associate Director – Support Services Directorate

Office of Indian Services

Evangeline Campbell (Acting), Associate Deputy Bureau Director
LeRoy Gishi, Chief – Division of Transportation
Evangeline Campbell, Chief – Division of Human Services
Sunshine Jordan, Chief – Division of Self-determination
Laurel Iron Cloud, Chief – Division of Tribal Government
Anthony Riley (Acting), Chief – Division of Workforce Development

Office of Trust Services

Francis (Frank) Holiday, Associate Deputy Bureau Director
Trina Locke (Acting), Chief – Division of Program Management and Coordination
Charlene Toledo, Chief – Division of Probate
Sharlene Roundface, Chief – Division of Real Estates Services
Ira New Breast, Chief – Division of Natural Resources
Dawn Patterson (Acting), Chief – Division of Forestry & Wildland Fire Management
Debi Koebrick, Chief – Division of Land Title and Record
Yulan Jin, Chief – Division of Irrigation, Power and Safety of Dams
Carla Clark (Acting), Director – Indian Energy Service Center



IV. 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. OJS is mandated to submit to Congress an annual unmet needs assessment, which estimates the need of Tribal Public Safety and Justice Programs across Indian Country at over \$1 billion. This assessment does not take into account facility and court needs and is a conservative estimate.
- **Contract Support Costs (CSC):** Under the Indian Self-Determination and Education Assistance Act (ISDEAA) Section 106, the Federal government is required to pay contract support costs (CSC), which are all the costs associated with a program that a tribe has entered into an agreement with the federal government to administer. In the past, the Secretary had been unable to fund 100% of the overall CSC need. In 2012, the Supreme Court issued a decision favoring Indian tribes and required the Secretary to pay the entirety of costs associated with contracting with Indian tribes and tribal organizations for each contract based on government contract law. Contract support costs are a key component of self-determination and support the ability of tribes to assume responsibility for operating Federal programs.
- **Indian Energy:** The Indian Energy Service Center is composed of four Interior agencies: BIA, BLM, the Office of Natural Resource Revenue, and Bureau of Trust Fund Administration (formerly the Office of the Special Trustee for American Indians). 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. Delay in production causes a very real and immediate adverse economic consequence to reservation and mineral estate owners- namely that drilling rigs go on to non-Indian sites to drill instead. The Center provides a wide suite of support services and assists in coordination between Federal agencies that are involved in the permitting process.
- **Recruitment and Retention of Indian Affairs Employees:** Indian Affairs continues to experience recruitment and retention problems in maintaining a quality workforce to carry out the mission and strategic goals of the organization. Indian Affairs utilizes Indian Preference in hiring for their positions which are directly and primarily related to the provision of services to Indians. Indian Preference applies to all positions in the Bureaus of Indian Affairs and Indian Education; within the Assistant Secretary – Indian Affairs, the preference applies to over 70% of their positions.
- **BIA Facility Conditions/Safety:** Indian Affairs maintains approximately \$6.5 billion in facilities spread across three lines of effort, BIA administrative offices, BIE schools, and OJS law enforcement sites. The Indian Affairs strategy is to ensure all facilities and operations at each site receive scheduled inspections to properly maintain overall site and facility functionality and ensure the safety and health of students, employees, and the visiting public.



Budget Overview

(\$ in Thousands)						
	2019*	2020	2021			2021 Req to 2020
	Actual	Enacted	Request	House	Senate	
Current	2,009,907	2,046,981	1,858,410	2,183,938	TBD	-188,571
Permanent	134,523	159,386	126,190	126,190	TBD	-33,196
Total	2,144,430	2,206,367	1,984,600	2,310,128	TBD	-221,767
Supplemental	0	453,000				
FTE	4,402	4,410	3,988	N/A	N/A	-422

Figure 4.71

*The 2019 Actual column does not include Bureau of Indian Education (BIE) funding, see BIE budget summary for information.

Budget Profile

The 2021 BIA budget request is \$1.9 billion in current appropriations and prioritizes operations and program assistance to American Indian and Alaska Native (AI/AN) service populations. BIA estimates staffing of 3,988 full-time employees in 2021. BIA carries out Federal trust, treaty, and other responsibilities serving 574 federally recognized Tribes with a service population of nearly 2 million. BIA programs deliver community services, 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, and create economic opportunity.

BIA has several sources of permanent funding including revenue from power generation, operation of quarters (housing), and gifts and donations. The 2020 supplemental funding is provided through the Coronavirus Aid, Relief and Economic Security (CARES) Act (P.L. 116-136). Additional information on the FY 2021 President's Budget request may be found on the Department's website:

<https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh093.pdf>

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 the COVID-19 response, law enforcement funding including Missing and Murdered AI/AN concerns, and funding for Tribal facility lease agreements that require BIA and BIE to fund lease agreements upon request of a Tribe or Tribal organization. The 2021 budget proposes a new, separate indefinite discretionary appropriations account which would provide funding for these lease costs.

Indian Land and Water Rights Settlements funding: The FY 2021 BIA budget includes \$43.9 million for settlements. Many water rights settlements have legislated deadlines for completed funding of authorized components. BIA will need to budget steady state funding through FY 2024 to comply with existing settlements. There are multiple Indian water settlements currently introduced in Congress, at least one with Federal costs in excess of \$1.0 billion. As settlements are enacted, sustained and/or increased appropriations may be required.

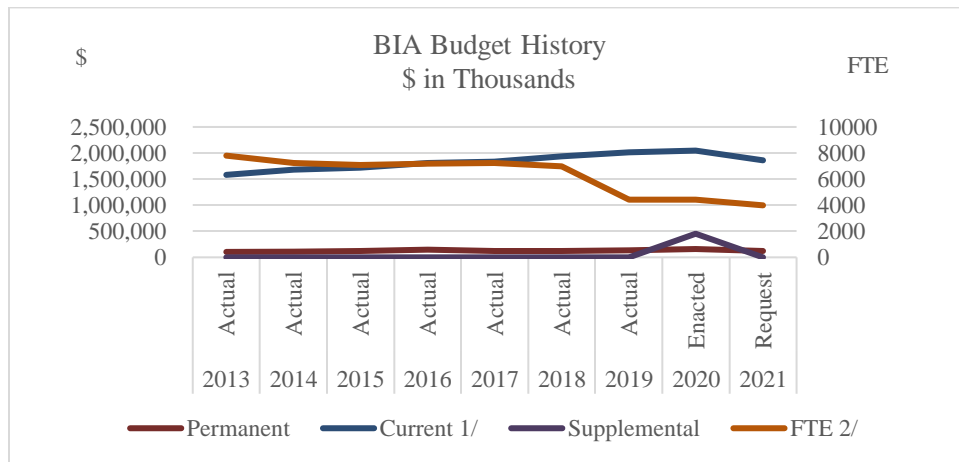


Figure 4.72: 1/ Prior year BIE funding appropriated to BIA is not included in the above graph. See BIE budget summary.
2/ 2013 to 2018 figures includes BIE FTE, which was not tracked separately from BIA prior to 2019.



Bureau of Indian Education

I. BUREAU/OFFICE CONTACT

Clint J. Bowers, Chief of Staff

Email: clint.bowers@bie.edu

Phone: (571) 926-1724

II. SUMMARY OF ORGANIZATION

The Bureau of Indian Education (BIE), historically known as the Office of Indian Education Programs within the Bureau of Indian Affairs (BIA), is now a separate and distinct division within the Department of the Interior. The BIE was renamed and established through Departmental Manual Release No. 3721 of August 29, 2006 to reflect the parallel purpose and organizational structure BIE has in relation to other programs within the Office of the Assistant Secretary-Indian Affairs. The BIE is headed by a Director, who is responsible for the line direction and management of all education functions, including the formation of policies and procedures, the supervision of all program activities and the approval of the expenditure of funds appropriated for education functions.

As stated in 25 CFR 32.3, BIE's mission is to provide quality education opportunities from early childhood through life in accordance with a Tribe's needs for cultural and economic well-being, in keeping with the wide diversity of Indian Tribes as distinct cultural and governmental entities. BIE has 319 positions on its organizational chart. Within the last couple years, BIE has expanded its Title 5 capacity from a low of 42 percent filled to staffing levels now at 64 percent with approximately 114 vacant positions. BIE is actively hiring staff to expand on prior agency reorganizations and expand its autonomy as a distinct federal bureau under the Assistant Secretary – Indian Affairs. Most vacancies are in the new School Operations Division which has assumed functions historically under the BIA and Indian Affairs, such as finance and budget, grants management, and safety.

There are approximately 3200 authorized Title 25 positions working in the BIE's 53 Bureau operated K-12 grade schools and residential facilities, with teachers and support staff always in demand. Each school independently fills positions based on their budgetary constraints, which causes staffing levels to fluctuate on a yearly basis. Incentives are offered on a case-by-case basis to support the ability to hire and keep the most qualified and best teachers.

Currently, the BIE oversees a total of 183 elementary and secondary schools as well as residential and peripheral dormitories across 23 states. 130 of these 183 schools are managed by Tribes and /or Tribal organizations under P.L. 93-638 Indian Self-Determination Contracts or Compacts or under P.L. 100-297 Tribally Controlled Grants. Another 53 schools are operated directly by the BIE. The BIE also oversees two post-secondary institutions: Haskell Indian Nations University (HINU) located in Lawrence, Kansas and Southwestern Indian Polytechnic Institute (SIPI) located in Albuquerque, New Mexico.

There have been four major legislative actions that restructured the BIA Office of Indian Education Programs with regard to educating American Indians since the Snyder Act of 1921. First, the Indian Reorganization Act of 1934 introduced the teaching of Indian history and culture in BIA schools (until then it had been Federal policy to acculturate and assimilate Indian people by eradicating their Tribal cultures through a boarding school system). Second, the Indian Self-Determination and Education Assistance Act of 1975 (P.L. 93-638) gave authority to federally-recognized Tribes to contract with the BIA for the operation of Bureau-funded schools and to determine education programs suitable for their children. The Education Amendments Act of 1978 (P.L. 95-561) and further technical amendments (P.L. 98-511, 99-99, and 100-297) provided funds directly to Tribally-operated schools, empowered Indian school boards, permitted local hiring of teachers and staff, and established a direct line of authority between the Education Director and the Assistant Secretary – Indian Affairs. The No Child Left Behind Act of 2001 (P.L. 107 –110) and Every Student Succeeds Act of 2015 (P.L. 114 – 95) brought additional requirements



to the schools by holding them accountable for improving their students' academic performance with the U.S. Department of Education (ED) supplemental programmatic funds schools receive through the BIE.

In 2013, the BIE initiated a reorganization to shift its regional divisional alignment to that based on types of schools served. The BIE is now comprised of one Central Office in Washington, DC, that houses the Director's Office. The Director directly supervises the Deputy Bureau Director – School Operations, the Associate Deputy Director (ADD) for the Division of Performance and Accountability as well as the Chief Academic Officer who supervises the BIE's three divisional ADDs. The divisional ADDs include ADD – Bureau Operated Schools, ADD – Tribally Controlled Schools, and ADD – Navajo Schools. Across the country, there are Education Resource Centers (ERCs), which house teams providing direct school support as well as HINU and SIPI. The BIE office with the most staff is located in Albuquerque, NM. BIE has included a supplemental organizational chart outlining this structure.

Organization Chart

Bureau of Indian Education

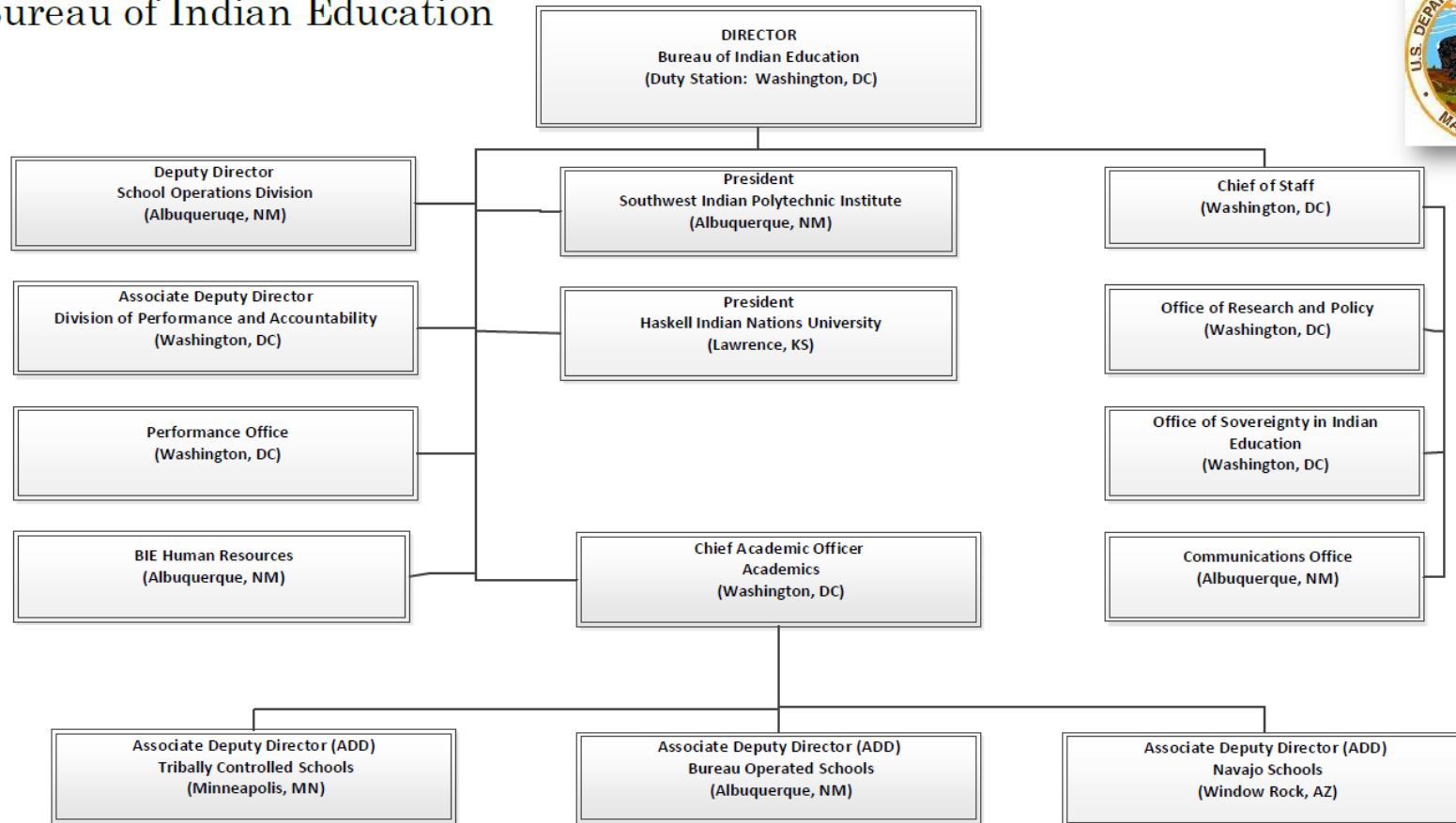


Figure 4.73



III. MANAGEMENT AND KEY PERSONNEL

Career SES:

Tony L. Dearman, Director
Sharon Pinto, Deputy Bureau Director – School Operations
Tamarah Pfeiffer, Chief Academic Officer
Margo DeLaune, *Acting* ADD – Division of Performance and Accountability
Hankie Ortiz, ADD – Bureau Operated Schools
Colleen Albert, *Acting* ADD – Tribally Controlled Schools
Charles Sherman, *Acting* ADD – Navajo Schools

Other Senior Career Employees:

Ronald Graham, HINU President
Sherry Allison, SIPI President
Clint J. Bowers, Chief of Staff
Juanita Mendoza, Special Assistant to the Director

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **GAO/OIG Reports** – As noted by the Government Accountability Office (GAO) and Office of Inspector General (OIG), the BIE has made significant progress addressing multiple issues highlighted in a variety of GAO and OIG reports. The GAO recently outlined the significant progress made by the BIE in its most recent high risk report to Congress. Additionally, for the first time ever the BIE exceeded its annual GAO and OIG recommendation implementation goals. However, work remains with regard to implementation as the Bureau continues to actively address outstanding GAO and OIG recommendations.
- **Havasupai Litigation** – Havasupai Elementary School (HES) is a BIE school located in a small village at the bottom of the Grand Canyon. In 2017, parents of HES students filed a lawsuit against BIE claiming that services to students with disabilities were inadequate. In 2019, the district court ruled in favor of Plaintiffs in part, finding that BIE violated Section 504 of the Rehabilitation Act of 1973 by failing to provide disability services, and ordered a trial on the remedy. The district court also ordered a trial on the applicability of Section 504 for BIE to implement trauma-informed practices at HES. The trial is scheduled for November 2020 unless settlement can be reached.
- **Johnson O'Malley (JOM) Program Modernization** – The JOM Program awards contracts/grants to tribes, tribal organizations and public schools to educate American Indian/Alaska Native students. Under the 2018 modernization law (P.L. 115-404), contracting organizations must now annually report the number of students they serve and how funds are used to improve data collection and student services. As BIE improves reporting, BIE will provide a means to support the annual student count for distribution purposes while taking into account the Modernization Act's hold harmless period to make sure contractors have time to adjust their programs if funding must shift based on reported data.
- **Restructuring** – BIE continues its organizational restructuring to build its autonomy as a federal agency distinct from the BIA but under the Assistant Secretary - Indian Affairs and improve services for Tribally Controlled and Bureau Operated schools. The restructure allows the BIE to assume direct control and responsibility of programs previously overseen and operated by the Bureau of Indian Affairs. As part of the restructure, the BIE School Operations division has or will assume responsibility for the following programs: acquisitions, budget and finance, facilities management, safety and



occupational health, environmental management, property management, quarters management and information technology.

- **Standards and Assessments** – BIE recently developed its first-ever unified Standards and Assessments system, in accordance with the Every Student Succeeds Act (ESSA), for BIE funded schools to begin implementation in the 2020-2021 School Year. The Standards include BIE College and Career Readiness and Next Generation Science Standards. The BIE has procured the required assessments for School Year 2020-2021, including English Language Arts, Mathematics, Science, Alternate and English Language Proficiency.
- **School Reopening: COVID-19** – On August 6, 2020, the Assistant Secretary – Indian Affairs sent a Dear Tribal Leader Letter regarding the new start date of September 16, 2020 for School Year 2020-2021. As a follow-up to the letter and tribal consultation held on July 9, 10, and 14, 2020, the BIE then shared its School Reopening Plan, *Return to Learn!*, on August 21, 2020 informing schools and stakeholders on guidance for safely reopening schools in the COVID-19 environment. BIE also developed and shared a school leader toolkit, professional development resources, an FAQ document, and created a dedicated webpage at <https://returntolearn.bie.edu/>.
- **Strategic Direction** – In 2018, the BIE implemented its first-ever five year strategic plan, or its *Strategic Direction*, that included detailed goals and strategies for BIE to improve its management and support of educational service delivery. As part of this work, BIE closed two GAO recommendations and is now in year three of implementation. The plan has six goal teams using a reporting tool to ensure accountability and measure performance. In 2021, BIE will engage tribal leaders and stakeholders in formal listening sessions to provide an update on achievements, roadblocks, and next steps as part of promises made during initial tribal consultation on the strategic plan.

BUDGET OVERVIEW

(\$ in Thousands)						
	2019 Actual	2020 Enacted	2021			2021 Req to 2020
			Request	House	Senate	
Current	1,142,807	1,191,334	944,544	1,230,974	TBD	-246,790
Permanent	0	0	0	0	TBD	0
Total	1,142,807	1,191,334	944,544	1,230,974	TBD	-246,790
Supplemental	0	222,750				
FTE	2,288	2,458	2,894	N/A	N/A	436

Figure 4.74

Budget Profile

The 2021 discretionary budget request for the Bureau of Indian Education (BIE) is \$944.5 million. The budget prioritizes direct school operations, school improvement, and completing BIE's Strategic Direction and reform efforts to improve service and technical assistance for BIE-funded schools. Staffing is estimated at 2,894 full-time employees in 2021.

BIE received supplemental funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act (P.L. 116-136) including \$69.0 million in direct funding and \$153.8 million from the Department of Education Stabilization Fund.

Additional information on the FY 2021 President's Budget request may be found on the Department's



website: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh107.pdf>

Key Budget Issues

Transition to an independent bureau: In FY 2020, Congress approved a separate budget structure for BIE, which was formerly an Activity within the Bureau of Indian Affairs (BIA), and the creation of two new Treasury accounts. Efforts continue in 2021 to transition functions to BIE and decouple overlapping functions of BIA and BIE to better deliver services to schools.

Great American Outdoors Act (GAOA): BIE will receive up to \$95.0 million annually in permanent funds from 2021 to 2025 for deferred maintenance and construction. Actual amounts are dependent on energy development revenues as specified in the GAOA (P.L. 116-152).

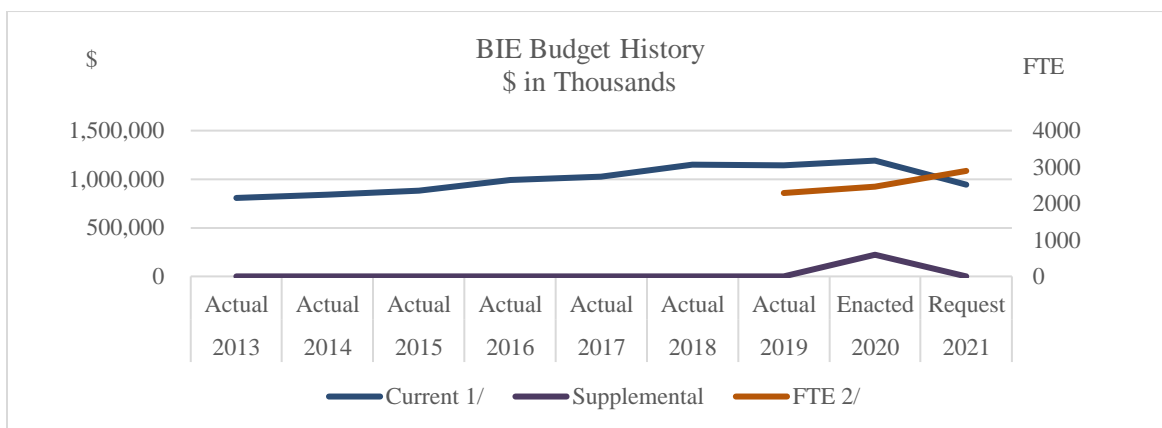


Figure 4.75: 1/ 2019 and prior years were funded in the Bureau of Indian Affairs Operation of Indian Programs Account.
2/ BIE Actual FTE are not tracked separately from BIA prior to 2019.



Bureau of Trust Funds Administration (BTFA) Successor to the Office of the Special Trustee for American Indians (OST)

I. BUREAU CONTACT

Jerry Gidner, Director
Email: Jerold_Gidner@btfa.gov
Phone: (202) 302-9731

II. SUMMARY OF ORGANIZATION

Mission - Manage the Trust Beneficiaries' Financial Assets

Vision - We Excel, Native America Prospers

Key Responsibilities – On August 31, 2020, the Secretary of the Interior signed Secretarial Order 3384 establishing BTFA. BTFA reports to the Assistant Secretary - Indian Affairs and assumes responsibility for financial operations functions previously performed by the Office of the Special Trustee for American Indians (OST). BTFA receipts, invests, accounts for, and disburses income generated from Tribal and individual Indian and Alaska Native lands. BTFA has more than \$5 billion dollars invested in U.S. Treasury and Government Fixed income securities (pursuant to 25 USC 162a) and processes more than \$1 billion a year in over 11 million financial transactions. BTFA also oversees management of trust records for the Office of the Assistant Secretary – Indian Affairs, the Bureau of Indian Affairs, and the Bureau of Indian Education. BTFA operates the American Indian Records Repository in Lenexa, Kansas, which houses over 300,000 boxes of trust records. BTFA has field offices at over 50 locations throughout the country to serve beneficiaries in their communities. BTFA includes the Land Buy Program for Tribal Nations (LBBP) until the program ends in November 2022. The LBBP implements the land consolidation component of the *Cobell v Salazar* Settlement Agreement, which provided a \$1.9 billion Trust Land Consolidation Fund to purchase fractional interests in trust or restricted land from willing sellers at fair market value. Since its inception, the LBBP has purchased in excess of 965,000 fractional interests representing over 2.7 million equivalent acres purchased.

Key Strategic and Priority Goals

- Modernize operations and systems to operate more effectively
- Continually improve beneficiary service, workplace culture and employee engagement

Workforce

- Size: BTFA has approximately 435 FTE, which translates to approximately 400 employees. In addition, there are 209 contractors.
- Geographic Distribution: BTFA is headquartered in Washington, DC. The main operations center is in Albuquerque, NM. The American Indian Records Repository is in Lenexa, Kansas
- Other workforce data: BTFA positions that are “directly and primarily related to the providing of services to Indians,” are subject to Indian Preference. 25 USC 5116; See *Indian Educators Fed’n Local 4524 of the Am. Fed’n of Teachers v. Kempthorne*, 541 F. Supp. 2d 257, 265 (D.D.C. 2008); *IEF v. Kempthorne*, 590 F. Supp. 2d 15 (Dec 3, 2008)
- (concluding that the “Indian Office” must include positions in the Department of the Interior, whether within or without the Bureau of Indian Affairs, that directly and primarily relate to providing services to Indians). Approximately 85% of BTFA employees are Native American.

Organization Chart

Bureau of Trust Funds Administration

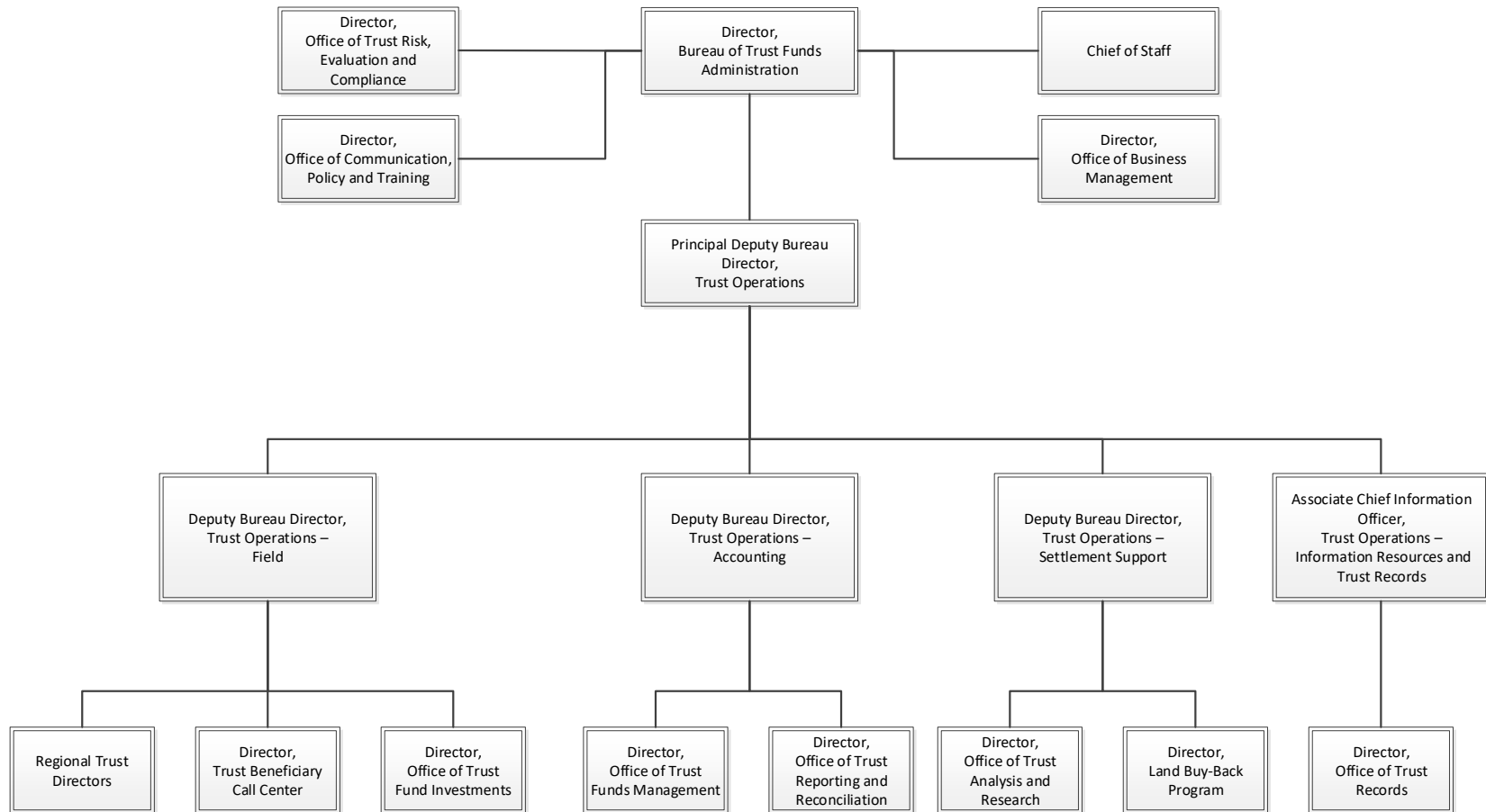


Figure 4.76



III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None

Non-career SES:

None

Schedule C employees.

None

Career SES/SL:

Jerry Gidner, Director, BTFA

Margaret Williams, Senior Advisor to the Director

Doug Lords, Principal Deputy Bureau Director – Trust Operations

Rob Craff, Deputy Bureau Director Trust Operations – Accounting

Kevin Bearquiver, Deputy Bureau Director Trust Operations – Field

John White, Regional Trust Director – Navajo/Southwest/Pacific/Western

Deb DuMontier, Regional Trust Director – Rocky Mountain/Northwest/Alaska

Tom Reynolds, Regional Trust Director – Great Plains/Midwest/Southern Plains/Eastern Oklahoma/Eastern

John McClanahan, Deputy Bureau Director Trust Operations – Settlement Support

John Montel, Associate Chief Information Officer

Vacant, Director, Office of Trust Risk, Evaluation, and Compliance

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Controlling Land Fractionization. The Land Buy Back Program (LBBP) purchases fractionated land interests from individual Indian landowners and transfers those interests to the relevant Tribes. After the program ends, in November 2022, land fractionation will accelerate, creating substantial accounting and workload issues for BTFA. There are several actions DOI can take to mitigate this; most require Congressional action.

Electronic Record Management Program (ERMP). 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. The program will digitize over 400,000 existing boxes of paper records. The result will be processes using modern technology and data that is more accessible at a lower cost.

OIG/GAO issues. There is one current Office of Inspector General (OIG) report relating to OST, prior to the creation of BTFA. There are no open Government Accountability Office (GAO) Reports regarding OST or BTFA.

- OIG Report 2018-ER-062, December 2019. Weaknesses in the Office of the Special Trustee for American Indian's Death Record Process Threaten Fiduciary Responsibilities. Three recommendations to automate the transfer of death data between BTFA and BIA, periodically reconcile data with other sources, and develop outreach materials to educate native communities about the importance of the death notification process are resolved but not fully implemented.



BUDGET OVERVIEW

(\$ in Thousands)						
	2019 Actual	2020 Enacted	2021			2021 Req to 2020
			Request	House	Senate	
Current	111,540	108,540	108,399	108,399	TBD	-141
Permanent	146,336	147,000	147,000	147,000	TBD	0
Total	257,876	255,540	255,399	255,399	TBD	-141
Supplemental	0	0				
FTE	453	435	433	N/A	N/A	-2

Figure 4.77

Note: 2019 and 2020 display similar Office of the Special Trustee for American Indians (OST) program funding.

Budget Profile

The 2021 current budget request for BTFA is \$108.4 million. The 2021 budget 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 \$5.5 billion for Tribes and Tribal members. BTFA estimates staffing will approximately be a total of 433 full-time equivalents in 2021, including staff in the Land Buy-Back Program for Tribal Nations. The budget proposed to establish the BTFA under the Office of the Assistant Secretary for Indian Affairs and move and restructure functions of OST into BTFA. This change reflects DOI's successful trust reform efforts and the eventual termination of OST in accordance with the American Indian Trust Fund Management Reform Act of 1994.

Permanent budget authority can vary from year to year and is equal to receipts of settlements and/or judgments from the Judgement Funds and investments activity. Additional information on the FY 2021 President's Budget request may be found on the Department's website:
<https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh115.pdf>

Key Budget Issues

Establishment of BTFA: The House passed minibus H.R. 7608 included statutory language stating "None of the funds provided in this Act or any other Act shall be used to develop or implement a Secretarial Order to create a Bureau to perform the functions or activities of the Office of the Special Trustee of American Indians." The accompanying House Interior Appropriations Subcommittee report noted that "Due to the ongoing pandemic, the Committee does not have adequate information to evaluate this proposal." The Senate has taken no action on the 2021 Interior appropriations bill.

Land Buy-Back Program for Tribal Nations (LBBP) Funds Expiration: The LBBP is funded with \$1.9 billion permanent funding from the Cobell Settlement which authorized the purchase of fractional interests in trust or restricted fee land from willing sellers at fair market value within a 10-year window, ending November 2022 (FY 2023). The LBBP funding will expire on November 24, 2022.

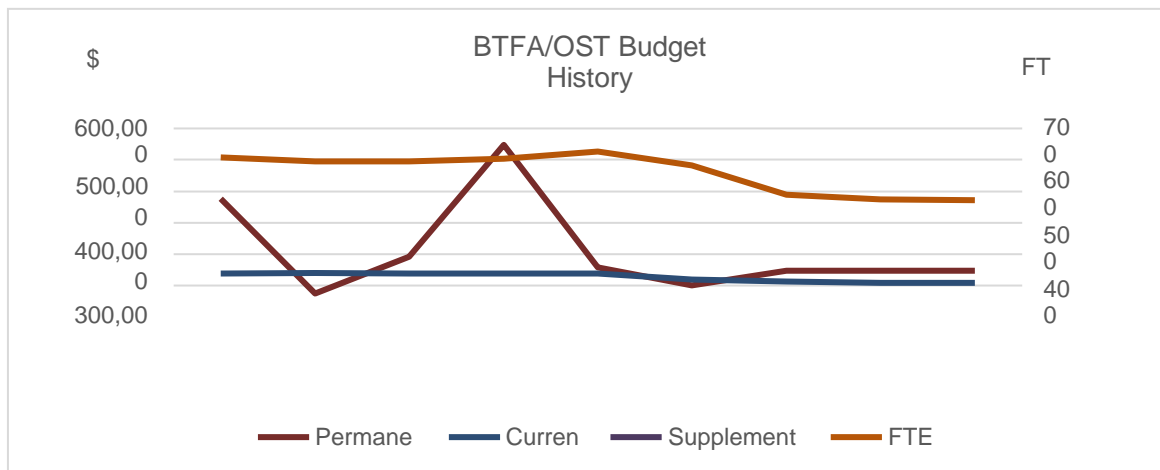


Figure 4.78



Insular and International Affairs

Assistant Secretary—Insular and International Affairs

I. BUREAU/OFFICE CONTACT

Sarah Jorgenson, Deputy Assistant Secretary
Email: sarah_jorgenson@ios.doi.gov
Phone: (202) 208-5652

II. SUMMARY OF ORGANIZATION

The Office of the Assistant Secretary, Insular and International Affairs (AS-IIA) carries out the Secretary's responsibilities regarding the U.S. territories of American Samoa, Guam, the Commonwealth of the Northern Mariana Islands (CNMI), and the U.S. Virgin Islands (USVI); the freely associated states (FAS) of Palau, Republic of the Marshall Islands, and the Federated States of Micronesia; international technical and policy engagement; and the coordination of the ocean, Great Lakes, and coastal programs. The Office of the Assistant Secretary Insular and International Affairs incorporates the Office of Insular Affairs (OIA), the Office of International Affairs (INT), and the Ocean, Great Lakes, and Coastal Program (OGLC).

The Office of Insular Affairs (OIA): The AS-IIA, through OIA, carries out the duties of the Secretary with regard to the administration of laws, functions, responsibilities, and authorities related to the U.S. territories and the FAS, as well as all financial and administrative matters vested in the Secretary by the President and the Congress. The AS-IIA, through OIA, works to strengthen local government capacities, economic, and health capacities in the aforementioned insular areas and fulfill U.S. compact obligations to the three FAS. The U.S. territories under the AS-IIA's purview include American Samoa, Guam, the CNMI, and the USVI. Residents of these U.S. territories are U.S. citizens or nationals. Additionally, the AS-IIA administers and oversees Federal assistance to the FAS: the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau (Palau). Some matters associated with these topics require a security clearance.

The Office of International Affairs (INT): The AS-IIA, through INT, supports the Secretary and other senior Departmental officials on international relations of strategic importance, in coordination with the State Department and the White House. INT coordinates with international counterparts on management and protection of resources, wildlife, watersheds, and landscapes; preparation for and response to natural disasters; scientific research; and addressing the international needs and interests of federally recognized Tribes. Some matters associated with these topics require a security clearance. Major objectives and activities include:

- Representing the Department in interagency deliberations on international issues impacting natural and cultural resource management and indigenous issues and serving as a central point of contact for other Federal agencies and foreign governments.
- Supporting U.S. foreign policy objectives complementary to the Department's domestic mission, including fulfillment of Congressional mandates and U.S. treaty obligations related to resource conservation and indigenous peoples.
- Maintaining long-term direct relationships with foreign counterparts in Ministries managing Environment, Energy, Water, Natural Resources, Science and Technology, Culture, and Indigenous Affairs programs.
- Providing valuable institutional knowledge and subject matter expertise for State Department officials who rotate every two to three years from one posting to the next.
- Advancing U.S. "soft diplomacy" around the globe, including in conflict zones and sensitive areas where the Departments of Defense and State may have less ability to operate. For example, geologists, dam safety engineers, and resource managers work well together on



- technical matters despite geopolitical differences.
- Approval and oversight of foreign travel for all Departmental employees and processing of official passport and visa transactions in coordination with the State Department and foreign embassies.
- Execution of the International Technical Assistance Program, utilizing reimbursable funding from the State Department and U.S. Agency for International Development to field multi-bureau teams in the full range of DOI expertise for government-to-government technical exchanges with foreign countries.

Ocean, Great Lakes, and Coastal Program (OGLC): The AS-IIA, through OGLC, coordinates the Department's ocean, Great Lakes, and coastal activities and 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. Major objectives include:

- Upholding DOI's stewardship responsibilities and responding to ever growing threats and complex changes to the ocean, Great Lakes, and coastal resources through increased understanding, conservation, responsible use, and collaborative science-based management.
- Coordinating and collaborating with DOI's offices and bureaus to carry out the Department's stewardship role.
- Leading 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.

The Office of the ASIIA has one career employee and one non-career SES. These individuals are duty stationed in Washington, DC.

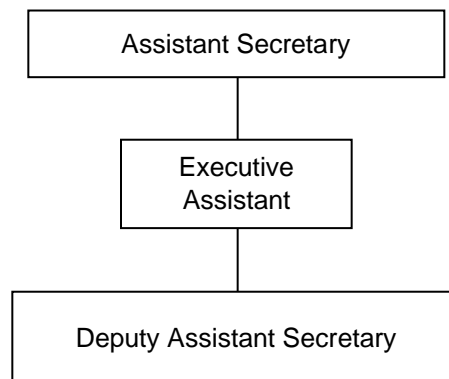


Figure 4.79

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

Douglas W. Domenech, Assistant Secretary, Insular and International Affairs

Non-career SES:

Sarah Jorgenson, Deputy Assistant Secretary

Schedule C employees:

N/A

Career SES/SL:



N/A

Other Career Employees:

Sonya Strader-Cherry, Executive Assistant

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

The overviews for the Office of Insular Affairs and the Office of International Affairs identify their critical operational and management issues.



Office of Insular Affairs

I. BUREAU/OFFICE CONTACT

Nikolao Pula, Director

Email: nikolao_pula@ios.doi.gov

Phone: (202) 208-6729

II. SUMMARY OF ORGANIZATION

The mission of the Office of Insular Affairs (OIA) is to strengthen economic and health capacities in the U.S. Territories and fulfill U.S. compact obligations to the Freely Associated States. The OIA carries out the administrative responsibilities of the Secretary of the Interior and the Assistant Secretary – Insular and International Affairs to coordinate Federal policy for the territories of: American Samoa, the Commonwealth of the Northern Mariana Islands (CNMI), Guam, and the U.S. Virgin Islands (USVI). The Office is also responsible for administering and overseeing U.S. Federal assistance to three Freely Associated States (FAS): the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI), and the Republic of Palau (Palau).

Organizational chart: The overall organizational chart can be found on OIA's website at <https://www.doi.gov/sites/doi.gov/files/oia-org-chart.pdf>. A full list of employees with their positions and contact information can be found at <https://www.doi.gov/oia/who-we-are/oia-office>.

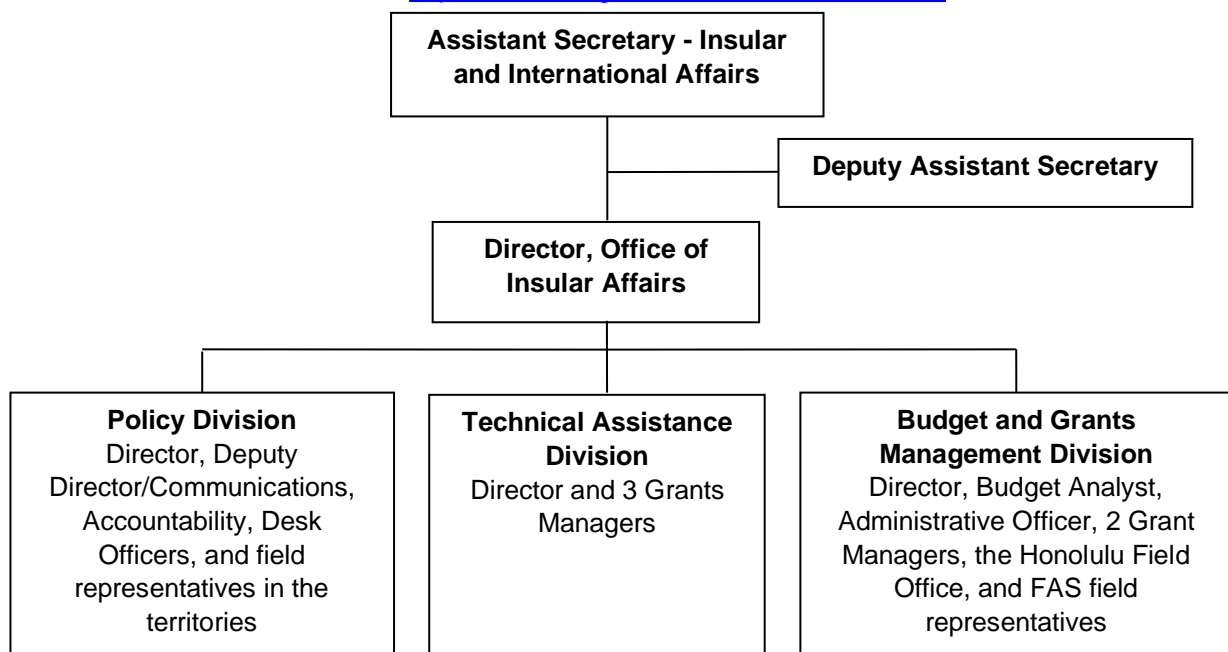


Figure 4.80

- Workforce Snapshot
 - 30 total employees
 - 19 employees in Washington, DC; 4 employees in Honolulu, HI; 1 field representative in each of the following locations: American Samoa, the CNMI, Guam, the FSM, and the RMI; 2 Justices in American Samoa paid for by the American Samoa Operations program

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

Douglas Domenech, Assistant Secretary for Insular & International Affairs



Non-Career SES:

Sarah Jorgenson, Deputy Assistant Secretary

Career SES:

Nikolao Pula, Director

Other senior career employees:

Jonathan Dunn, Budget Director

Basil Ottley, Policy Director

Charlene Leizear, Technical Assistance Director

Howard Hills, Senior Advisor

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

- **Compacts of Free Association** - Assistant Secretary for Insular and International Affairs Douglas W. Domenech is a co-negotiator for agreements to extend the expiring provisions of the Compacts of Free Association. Negotiations are ongoing and several OIA staff members are heavily engaged in discussions. The goal for negotiations is to reach agreement and conclude negotiations on certain provisions of the Compacts of Free Association before the end of 2020.
- **Compact Impact** - In October 2019, the U.S. Census Bureau notified the Office of Insular Affairs (OIA) that due to a coding error, the number of Compact Migrants recorded in Hawaii were underreported in its 2013 and 2018 reports. The errant migrant figures were used to distribute Compact Impact funds, and resulted in underpayment to Hawaii, and overpayments to Guam, the Commonwealth of the Northern Mariana Islands (CNMI), and American Samoa.
- **Interagency Group on Insular Areas (IGIA)** – In February, the IGIA Co-Chairs host the Territorial Governors and Members of Congress at an annual Senior Plenary Session to coincide with the National Governors Association winter meeting in Washington, DC. The IGIA was created by Presidential Executive Orders to advise the President on the establishment or implementation of federal policies concerning the U.S. territories of American Samoa, the CNMI, Guam, and the USVI. The Secretary of the Interior and the Deputy Assistant to the President for Intergovernmental Affairs are IGIA's Co-Chairs.
- **CARES Act Overview** - OIA will be accepting applications for the remaining \$12.4 million CARES Act funding in reserve beginning in October 2020 and plans to award the funding once applications are received \$42.6 million in grants (of \$55 million appropriated) has been awarded and 3.2% has been drawn down. The drawdown rate is dependent on the insular area governments which are trying to determine the best use for the funding from each Federal agency providing funding.

BUDGET OVERVIEW

(\$ in Thousands)						
	2019	2020	2021			2021 Req to 2020
	Actual	Enacted	Request	House	Senate	
Current*	104,101	111,344	89,199	119,760	TBD	-22,145
Permanent	552,056	526,908	530,029	530,029	TBD	3,121
Total	656,157	638,252	619,228	649,789	TBD	3,121
Supplemental*	2,000	55,000				
FTE	31	36	36	N/A	N/A	0

Figure 4.81

*Does not include supplemental appropriations listed below.

**2020 Enacted includes supplemental appropriations of \$55 million to the Office of Insular Affairs as provided in the CARES Act (P.L. 116-136).



Budget Profile

The 2021 budget request includes \$89.2 million in current appropriations. OIA estimates the budget will support staffing equal to 36 full-time equivalents in 2021. OIA estimates in 2021 permanent funding of \$530 million will be provided to the insular areas through grant funding and fiscal payments.

Additional information on the FY 2021 President's Budget request may be found on the Department's website: <https://www.doi.gov/sites/doi.gov/files/uploads/fy2021-bib-bh119.pdf>

Key Budget Issues

Compacts of Free Association: In August 2019, the U.S announced the intent to begin negotiations on the expiring provisions of the Compacts of Free Association with the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau which end in 2023 (FSM, RMI) and 2024 (Palau).

Health Infrastructure of Insular Areas: The hospitals in American Samoa and Guam require an estimated \$182 million to meet accreditation standards and ensure the safety of their patients.

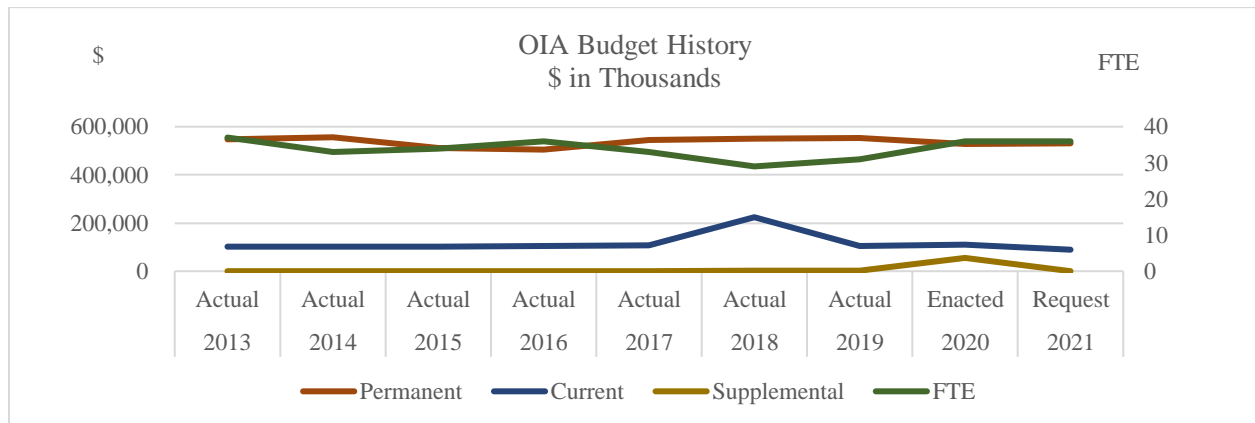


Figure 4.82



Office of International Affairs

I. OFFICE CONTACT

Karen Senhadji, Director

Email: karen_senhadji@ios.doi.gov

II. SUMMARY OF ORGANIZATION

The Office of International Affairs (INT), which reports to the Assistant Secretary for Insular and International Affairs (ASIIA), supports the international dimensions of Interior's mission as well as complementary U.S. foreign policy priorities on behalf of the Secretary of the Interior. INT helps maintain direct, constructive relationships between Interior and counterpart agencies in other countries, including ministries of environment, natural resources, energy, water, science, culture, and indigenous affairs. INT also serves as the primary staff level point of contact between Interior and other federal agencies that conduct international activities (Departments of State and Defense, USAID, National Security Council, etc.), as well as foreign embassies and ministries, and regional and international organizations. INT provides coordination and support on cross-cutting international matters affecting multiple bureaus, and those involving senior Interior officials, such as meetings between the Secretary and foreign ministers or ambassadors. Within INT, the International Technical Assistance Program utilizes external funds, primarily from the Department of State and USAID, to field multi-bureau teams in the full range of Interior expertise for government-to-government technical exchanges with foreign countries consistent with policy views of the Administration and the Secretary. INT also provides passport and visa services for Interior employees (except for USGS and USBR, which have their own passport offices).

INT's primary function is to facilitate, support, and coordinate international activities for the Secretary. Most Interior bureaus also maintain their own international offices which INT coordinates with to support Interior's international engagements. It is important to note that these bureau level international offices also work with the Department of State, USAID, and foreign governments.

Interior's international work is integral to its environmental, regulatory, natural resource, cultural, and scientific mandates. The energy resources, watersheds, wildlife, and landscapes that Interior manages and protects, the natural disasters Interior prepares for and responds to, the scientific research Interior conducts, and the needs and interests of the indigenous peoples Interior serves, all extend beyond the borders of the United States. Interior coordinates regularly with international counterparts to maintain and strengthen resource management and conservation, support federally recognized tribes, exchange best practices, advance scientific research to enhance natural resource management, and address natural hazards. Most of this work is conducted through a wide variety of programs distributed across Interior bureaus and offices, with INT providing program and policy coordination and support as needed.

Interior also engages internationally to fulfill U.S. treaty obligations and advance U.S. foreign policy objectives related to Interior mission areas, on subjects such as: foreign disaster assistance (particularly relating to natural hazards), international wildlife conservation, trade and investment policy, sustainable economic development, science and technology, safe and environmentally responsible development of energy and mineral resources, water resources management, dam safety, reviewing U.S. commitments on the rights of indigenous peoples, and wildland fire preparedness and response. Interior provides global leadership in these areas, and much of the world looks to the U.S. example set by Interior's bureaus and offices. Interior's direct relationships with foreign counterparts, sustained over many years, advance U.S. "soft power" around the globe, and provide valuable institutional knowledge and subject matter expertise for Department of State colleagues who rotate every two to three years from one diplomatic post to the next. Wildlife biologists, park managers, hydrologists, geologists, dam safety engineers, and other disciplines work well together on technical matters despite geopolitical differences, even in conflict zones and sensitive areas. Much of the overseas work Interior does for this purpose is funded by USAID, the Departments of State and Defense, and other federal agencies.



Key Responsibilities and Activities:

Implementation of Treaties – Interior implements a number of treaties to which the U.S. is a party, consistent with our specialized expertise and authority. For most of these instruments, the Department of State coordinates diplomatic relations and consistency with overall foreign policy, while Interior provides the technical content and guidance necessary to achieve both domestic and international implementation. Among these are: the Convention on International Trade in Endangered Species; migratory bird treaties with Canada, Mexico, Russia and Japan; the range state agreement on polar bears; the Ramsar Convention on Wetlands; the Western Hemisphere Convention on Nature Protection and Wildlife; and the World Heritage Convention.

Support for U.S. Tribes – The Department of State relies upon Interior to help represent U.S. and tribal perspectives on indigenous issues arising under human rights instruments such as the United Nations Declaration on the Rights of Indigenous Peoples, the International Covenant on Civil and Political Rights, the Convention on the Elimination of Racial Discrimination, and the Universal Periodic Review of Human Rights. Interior ensures that U.S. government commitments in these and other international fora are consistent with domestic U.S. policy relating to federally recognized tribes. In addition, Interior is a leader in interagency efforts to assist tribes with repatriation of cultural heritage from foreign countries.

Wildland Fire Cooperation – Interior and the U.S. Forest Service work together through the National Interagency Fire Center to coordinate with counterparts in Canada, Mexico, Australia and New Zealand. These countries have similar incident command systems and training requirements, which facilitates the reimbursable exchange of personnel and resources for fighting wildfires. With Canada and Mexico, Interior fights fires together in shared landscapes and help one another across our countries when additional personnel or resources are needed. With Australia and New Zealand, which have fire seasons opposite to that of the U.S., Interior exchanges personnel or resources, frequently mid-level incident commanders.

Offshore Energy Development, Pollution Prevention and Response – Interior cooperates with other federal agencies and foreign counterpart agencies on safe and environmentally responsible offshore mineral and energy resource management, technical assistance, scientific and technical exchanges, and participation in international mechanisms for the promotion of best practices worldwide. In addition, Interior coordinates with other federal agencies, states and international counterparts in transboundary regions like the Gulf of Mexico, the Arctic, the Atlantic and the Pacific, on development and environmental protection of shared oil and gas resources, pollution prevention and response.

Migratory Species Conservation – Interior collaborates with international counterparts to protect habitat for hundreds of species of migratory bats, birds, butterflies, fish and other wildlife that spend part of their life cycle in the U.S. in areas Interior manages, and part in other countries. This includes cooperation in shared landscapes and watersheds with Mexico, Canada and other Arctic nations, as well as in migratory flyways across the Atlantic, the Pacific and the Americas. Conservation efforts and associated funding in the U.S. cannot succeed unless these species are adequately protected in the full range of their habitat internationally as well.

Law Enforcement and Combating Illegal Trafficking– Interior works with the Departments of State, Justice, and Homeland Security; and the U.S. Trade Representative to combat natural resource-related crimes, including illegal trade in wildlife and conflict minerals such as blood diamonds. Around the world, this trafficking is not only threatening the survival of unique wildlife species such as the rhinoceros and African elephant, but also is increasingly linked to terrorism, narco-trafficking, and other transnational organized crime. U.S. Fish and Wildlife Service law enforcement attaches operate out of U.S. embassies in many key countries, and INT conducts capacity building with international counterparts in across the globe.



Supporting Trade Agreements and Science and Technology Agreements – Interior supports natural resource and environmental conservation aspects of U.S. free trade agreements with countries and regions around the world, and advises the U.S. Trade Representative and Department of State on negotiating positions that could affect U.S. resource management policies or authorities, including potential impacts on U.S. companies that Interior regulates. For science agreements, Interior coordinates closely with other federal agencies and the National Science and Technology Council, on interagency subcommittees and working groups on science and technology cooperation, earth observations, monitoring and data sharing.

Fostering Relationships in Conflict Zones – Interior international activities bring together countries that might not otherwise engage with each other peacefully to assess and manage resources, sometimes in the context or aftermath of conflict. For example, Interior works with countries across the Middle East and North Africa, many of which have longstanding conflicts with each other, to cooperate on water resources and natural hazards. Interior also engages Guatemala and Belize, despite their boundary dispute, on joint environmental conservation and archeological resources protection. And Interior works closely with Afghan counterparts to conduct minerals surveys to support economic development, and to study seismic hazards.

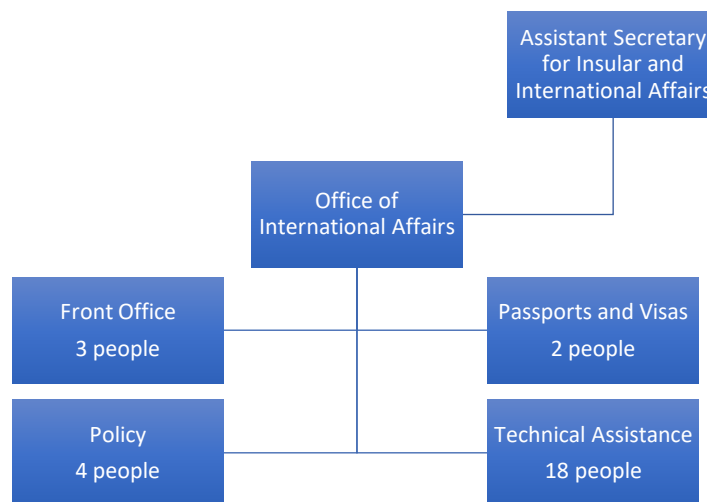


Figure 4.83

INT has 27 personnel, led by the Director and two Division Chiefs for Policy and Technical Assistance. Most INT personnel are based in Washington, DC at the Main Interior Building, while four staff work remotely from California, Colorado, and Montana. Salaries, benefits, and operational expenses are paid for by three separate budget accounts:

- Front Office and the Policy Division: Office of the Secretary account
- Passports and Visas Division: Working Capital Fund
- Technical Assistance: USAID, Departments of State and Defense

III. MANAGEMENT AND KEY PERSONNEL

PAS officials:

None



Non-career SES:

None

Schedule C employees:

None

Career SES:

None

Other senior career employees:

Karen Senhadji, Director

David Downes, Division Chief, International Policy

Barbara Pitkin, Division Chief, International Technical Assistance

IV. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

The following operational items will require prompt attention from the Administration following Inauguration.

- **Initial Communications with Foreign Governments:** Foreign ambassadors and ministers typically express congratulations and seek introductory meetings with an incoming Secretary. The Administration will need to respond promptly in order to set the tone for future cooperation. These engagements offer opportunities to define the Administration's priorities with foreign governments, including those with which DOI has particularly extensive interaction, such as Canada and Mexico, and in regions where DOI has strong interests, such as the Arctic (note that the current chair of the Senate subcommittee on Interior appropriations has a strong interest in that region). INT serves as an initial point of contact for meeting requests, assists the Executive Secretariat in drafting written responses to letters, coordinates with the Secretary's scheduling office to evaluate meeting requests, and prepares briefing materials for the meetings and/or calls that the Secretary accepts.
- **Introductory Engagement with Key U.S. Government Officials Engaged in Foreign Policy:** Early courtesy calls or meetings with key officials across DOI and other federal agencies will enable the incoming Administration to reinforce partnerships, set the tone, and define priorities for the cooperation needed to advance the international dimensions of the DOI mission. INT serves as an initial point of contact for meeting requests, coordinates with scheduling staff, and prepares briefing materials for the meetings and/or calls that DOI officials accept. The lead for DOI in these meetings will vary depending on the topic and on progress with confirmations, but could include the Secretary, Deputy Secretary, and/or Assistant Secretary for Insular and International Affairs. Examples include:
 - Key senior counterparts at the State Department, including the:
 - Assistant Secretary (AS) for Oceans and International Environment and Scientific Affairs,
 - AS for Energy Resources,
 - AS for Educational and Cultural Affairs,
 - AS for International Narcotics and Law Enforcement, and
 - Assistant Secretaries for relevant regions such as East Asia and Pacific and the Western Hemisphere.
 - Key counterparts at USAID such as the Assistant Administrator for Economic Growth, Education, and Environment and Assistant Administrators for relevant regions such as Asia and Africa.
- **International Assistance on Wildland Fire Response:** DOI has reciprocal agreements with several foreign countries to share personnel and other resources to combat wildland fires when domestic resources are insufficient to meet needs. Australia and New Zealand often request assistance during



their fire seasons early in the calendar year. The Administration will need to be ready to efficiently respond to these requests, including arranging for expedited travel approvals and compliance with measures to protect against the coronavirus. INT coordinates closely with the Office of Wildland Fire, relevant bureaus that may need to deploy personnel, the State Department and Australian/ New Zealand embassies as needed.

- **Support for Repatriation of Tribal Cultural Heritage:** Many Tribes are seeking to repatriate sacred objects and ancestral remains from museums in foreign countries where federal requirements for repatriation do not apply. DOI works with the State Department to support these efforts. INT serves a coordinating role within DOI, working with Indian Affairs, the Solicitor's Office, BLM, FWS, and NPS. DOI has also been asked to testify on Congressional legislation to strengthen the federal framework for international repatriation. Based on past experience, these activities sometimes require senior level engagement on short notice.
- **Designate Senior Lead for Trade and Indigenous Issues:** Certain international issues relating to trade and indigenous policies require formal or informal designation of lead responsibility, and INT helps provide staff support to the designated officials:
 - **Peru Timber Import Committee:** DOI has a seat on an interagency committee to monitor and take appropriate actions regarding the legality of timber imports from Peru pursuant to the U.S.-Peru Trade Promotion Agreement. This responsibility was delegated to the AS-FWP and can be further delegated (it is currently delegated to the FWS Director).
 - **U.S.-Mexico-Canada Agreement (USMCA) interagency committee:** Under legislation implementing the USMCA, FWS has a seat on an interagency committee to monitor enforcement of the USMCA. The committee chair (the Office of the U.S. Trade Representative) has raised the possibility of adding a seat for DOI and may reiterate the idea in a new Administration.
 - **International Human Rights Mechanisms:** DOI support to State Department on indigenous issues under international human rights instruments sometimes require senior level review and guidance, in order to ensure that U.S. positions are consistent with domestic policy. An incoming Administration would need to designate one or more senior leads responsible for providing such guidance.
- **Provide Guidance for Internal DOI Coordination:** Early on, it could be useful for the AS-IIA to convene and/or brief the senior leadership team to advise them of DOI's international mission and review key international issues, e.g. the special requirements around foreign travel, or upcoming policy decision points, e.g. in trade negotiations.



National Indian Gaming Commission

I. BUREAU/OFFICE CONTACT:

Michael C. Hoenig, General Counsel

Email: Michael.Hoenig@nigc.gov

Phone: (202) 420-9241

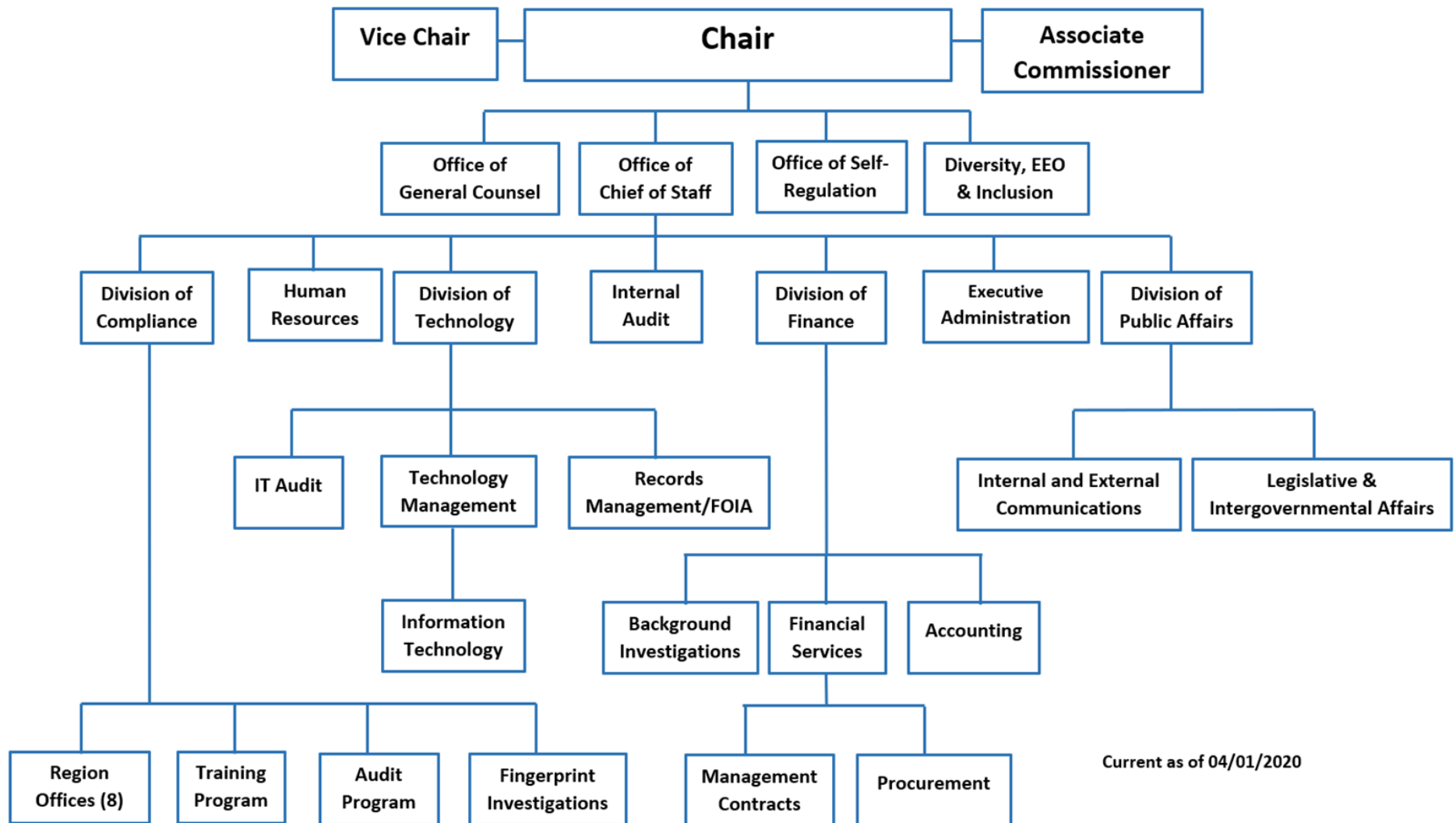
II. SUMMARY OF ORGANIZATION

The National Indian Gaming Commission (NIGC) is an “independent Federal regulatory authority” within the Department of the Interior. By the Indian Gaming Regulatory Act of 1988 (IGRA), 25 U.S.C. § 2701, *et. seq.*, Congress established the NIGC in order to provide federal regulatory oversight of Indian 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 specific 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 approve the management contract. In conjunction with such 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, and enforcement actions are heard by the full Commission. Regulations and subpoenas are also issued by the full Commission.

The NIGC regulates and ensures the integrity of the more than 520 Indian gaming facilities, associated with nearly 247 tribes across 29 states. The agency is funded entirely by fees paid from the Indian gaming operations and potential management contractors.

The NIGC has 115 employees. Fifty-four employees 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.



Current as of 04/01/2020

Figure 4.84



III. MANAGEMENT AND KEY PERSONNEL

Executive Leadership

E. Sequoyah Simermeyer, NIGC Chair (PAS Official). He is an enrolled member of the state recognized Coharie Tribe of North Carolina.

Kathryn Isom-Clause, Vice Chair (Inferior Officer). She is an enrolled member of Taos Pueblo.

Key Personnel

Dustin Thomas, Acting Chief of Staff (Senior Career Employee). Thomas is an enrolled member of the Six Nations Mohawk Tribe and affiliated with the Oneida Indian Nation.

Michael Hoenig, General Counsel (Senior Career Employee)

III. CRITICAL OPERATIONAL AND MANAGEMENT ISSUES

Issue One: Commission Vacancy. The position of associate commissioner is currently vacant and should be filled to seat a full Commission. Under IGRA, the Secretary of Interior appoints the two associate commissioners. Since May 2019, when Chair Jonodev Chaudhuri resigned, the NIGC has been operating with only two commissioners: Vice Chair Isom-Clause and Chair (then Commissioner) Simermeyer. Although functional, this situation leaves the agency at risk of losing its quorum should one commissioner leave, be recused from a particular matter, or otherwise be unable to discharge their duties.

The IGRA mandates that at least two of the three commissioners be enrolled members of federally recognized Indian tribes and that no more than two be of the same political party. Each commissioner's statutory term is three years, but each may serve beyond their term until their successor is appointed. Chair Simermeyer's three-year term of office expires in December 2022; but, as provided in IGRA, he may serve after his term's expiration until his successor is appointed.

Vice Chair Isom-Clause, an enrolled member of Taos Pueblo, was appointed by the Secretary on March 14, 2016. Her three-year term expired on March 14, 2019. Since that time, she has continued to serve in her position, as her successor has not yet been appointed. Like other former commissioners, Vice Chair Isom-Clause also may be reappointed by the Secretary to serve a second three-year term.

Given the Commission's current configuration, the new Associate Commissioner must be an enrolled member of a federally recognized Indian tribe, since the Chair's tribe is state-recognized but not federally recognized. Also, because both a registered Republican and a registered Democrat presently sit on the Commission, the new Associate Commissioner may be of either party, a registered Independent, or of no party affiliation. Although the final decision regarding the appointment of an associate commissioner rests with the Secretary of the Interior, the NIGC encourages the Transition Team to identify a short list of candidates.

Issue Two: Commission Funding. The NIGC's operating budget is funded by fees assessed against the tribal gaming operations it regulates. As an independent regulatory agency, the NIGC has never received funding directly from the Department of the Interior, though its funding has evolved since the agency's creation. The NIGC was fully funded by appropriations when it was created. NIGC began collecting fees in FY 1991 but did not begin using them until FY 1993. Through FY 1998, NIGC was funded through a combination of tribal fees and federal appropriations. Since FY 1998, federal funds have not been appropriated for the operation of the NIGC. Rather, the agency has been funded solely with fees assessed against tribal gaming operations.



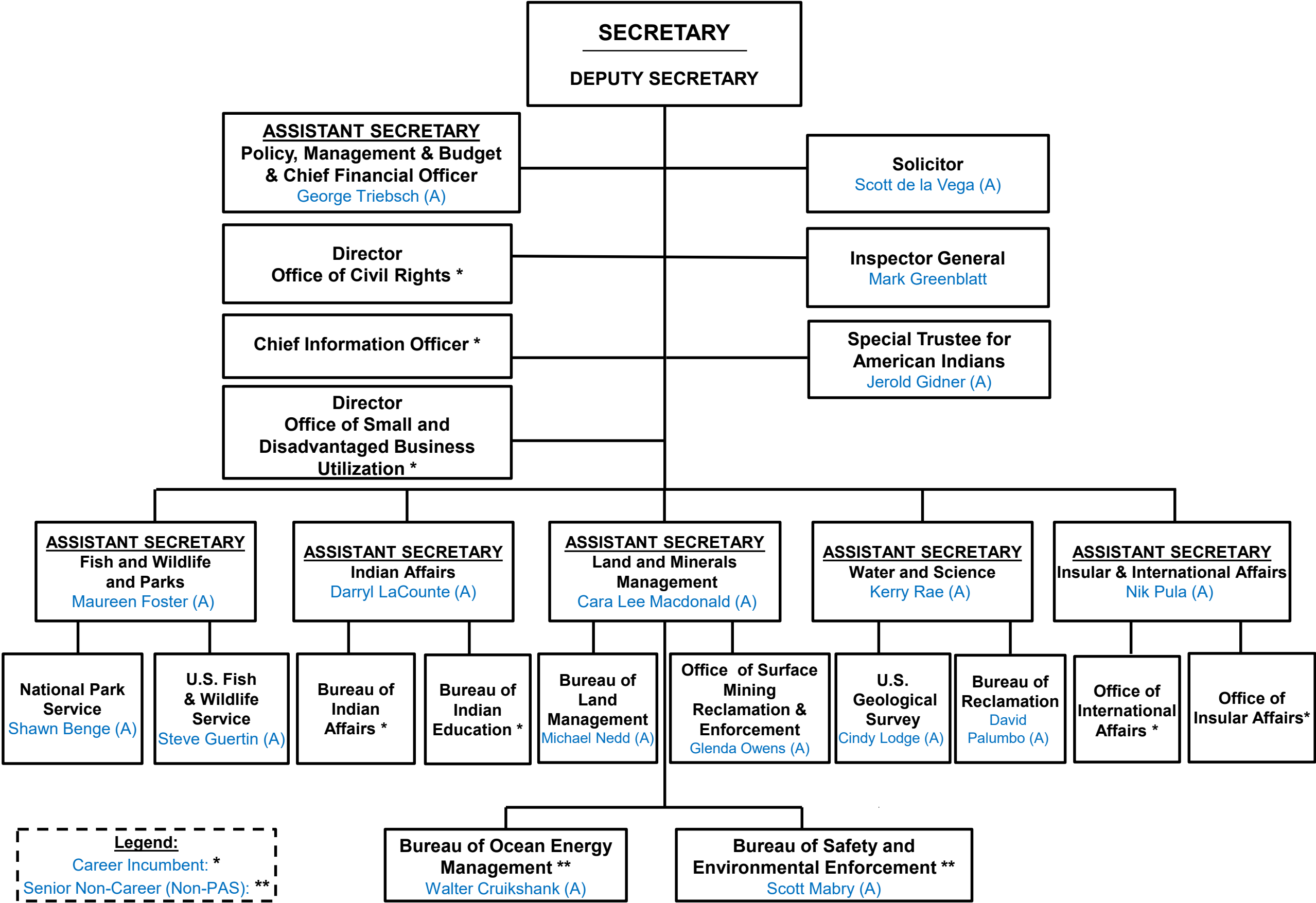
The COVID-19 Pandemic has caused every tribal gaming operation except one to temporarily close. This suspension of gaming activity has had a tremendous impact on those tribes that rely on gaming revenue to fund essential programs and government operations. Although the majority of tribes were able to make third quarter fee payments, the NIGC has heard from numerous tribes and the National Indian Gaming Association about the long-term impact the pandemic has had on tribal gaming operations' ability to pay fees.

Even as some tribes begin reopening, they are doing so in a new environment and under self-imposed limitations which, while designed to protect the health and safety of its patrons, will likely result in decreased gaming revenues for the foreseeable future. This decreased gaming revenue as a result of the pandemic will likely impact the NIGC in two ways. First, as tribes determine how to fund government operations and programs during closure or with decreased income, they may be unable to pay NIGC fees or decide to prioritize vital services and programs over NIGC fees. Second, because the NIGC's fees are calculated based on the previous fiscal year, the NIGC's future fee collections are likely to be significantly reduced.

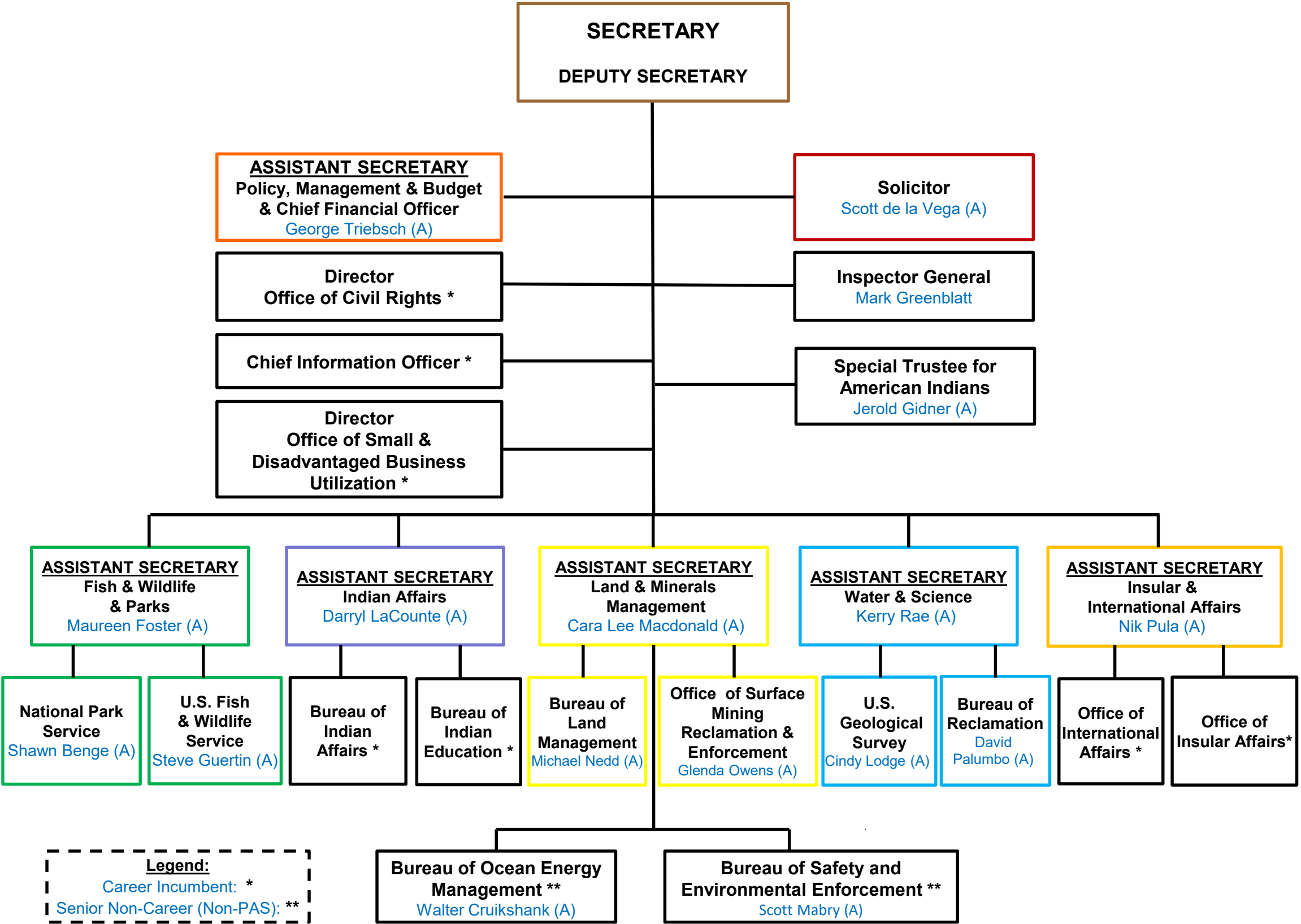
As a result, the NIGC has made a preliminary request to DOI for Coronavirus Aid, Relief and Economic Security (CARES) Act funding. The NIGC has also entered into discussions with the Office of Management and Budget for a limited, discretionary appropriation to ensure that the NIGC is able to continue fulfilling its statutory responsibilities.

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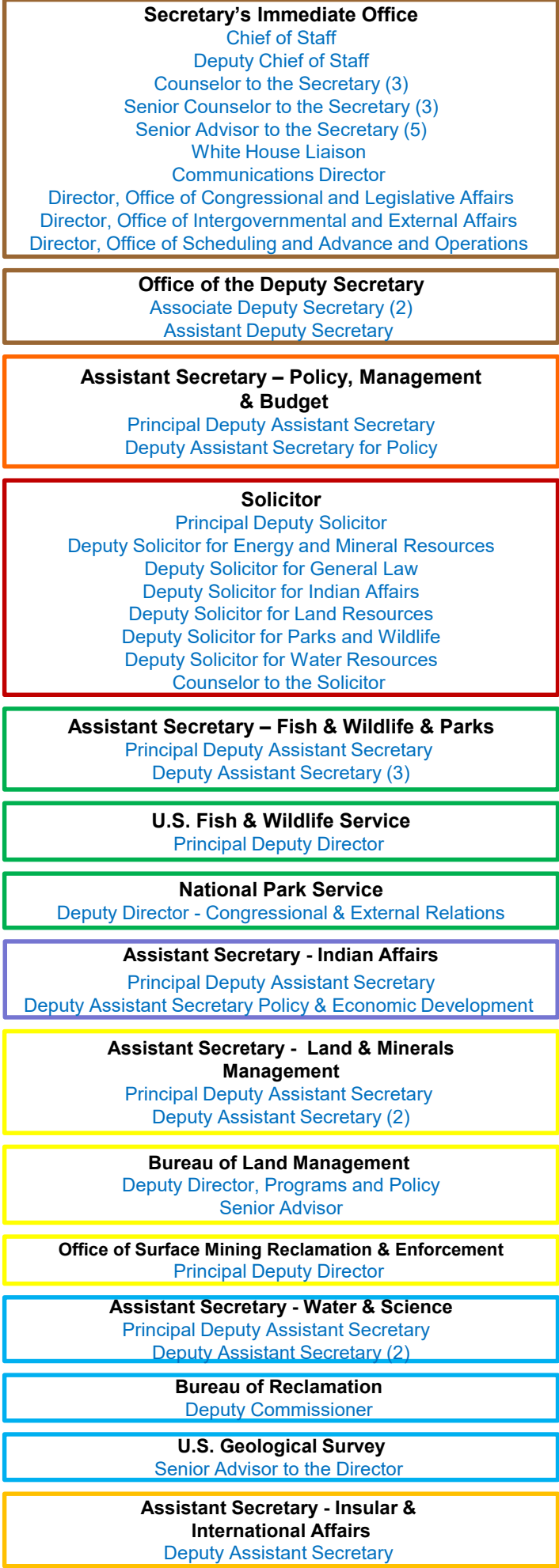
U.S. Department of the Interior



U.S. Department of the Interior



Non-Career Senior Executive Service





United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240

To: David L. Bernhardt
Secretary

From: George Robert Wallace
Assistant Secretary for Fish and Wildlife and Parks

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Assistant Secretary for Fish and Wildlife and Parks (Assistant Secretary) shall automatically succeed the Assistant Secretary in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Assistant Secretary when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Assistant Secretary may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Assistant Secretary will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Assistant Secretary. Individuals exercising the authority of the Assistant Secretary will keep a record of important actions taken and the period during which the authority was exercised.

The Assistant Secretary has the option to designate anyone on the list as Acting Assistant Secretary, in no particular order, when the Assistant Secretary is on leave or otherwise unavailable.

The Office of the Assistant Secretary shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Assistant Secretary
Position Two: Deputy Assistant Secretary
Position Three: Chief of Staff
Position Four: Counselor to the Assistant Secretary

GEORGE
WALLACE

Digitally signed by
GEORGE WALLACE
Date: 2020.06.04
14:54:54 -04'00'

Signature

Date

Concur

Date

6/4/20



United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240

To: David L. Bernhardt
Secretary

From: Douglas W. Domenech
Assistant Secretary for Insular and International Affairs

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Assistant Secretary – Insular and International Affairs (Assistant Secretary) shall automatically succeed the Assistant Secretary in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Assistant Secretary when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Assistant Secretary may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

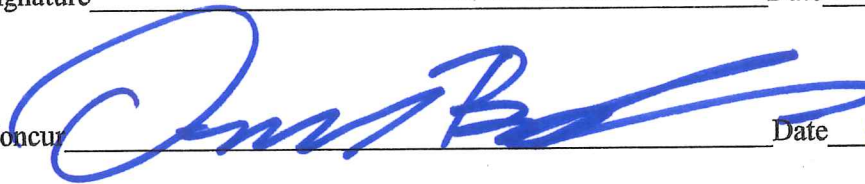
Individuals exercising the authority of the Assistant Secretary will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Assistant Secretary. Individuals exercising the authority of the Assistant Secretary will keep a record of important actions taken and the period during which the authority was exercised.

The Assistant Secretary has the option to designate anyone on the list as Acting Assistant Secretary, in no particular order, when the Assistant Secretary is on leave or otherwise unavailable.

The Office of the Assistant Secretary shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Deputy Assistant Secretary
Position Two: Director, Office of Insular Affairs
Position Three: Director of Budget, Office of Insular Affairs
Position Four: Director of Policy, Office of Insular Affairs
Position Five: Director of Technical Assistance, Office of Insular Affairs

Signature DOUGLAS DOMENECH Digitally signed by DOUGLAS
DOMENECH
Date: 2020.05.22 13:06:11 -04'00' Date May 22, 2020

Concur  Date 6/4/20



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

Memorandum

To: David L. Bernhardt
Secretary

From: Scott Cameron
Acting Assistant Secretary – Policy, Management, and Budget

Subject: Designation of Successors for Presidentially Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Assistant Secretary – Policy, Management, and Budget (Assistant Secretary) shall automatically succeed the Assistant Secretary in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Assistant Secretary when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Assistant Secretary may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Assistant Secretary will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Assistant Secretary. Individuals exercising the authority of the Assistant Secretary will keep a record of important actions taken and the period during which the authority was exercised.

The Assistant Secretary has the option to designate anyone on the list as Acting Assistant Secretary, in no particular order, when the Assistant Secretary is on leave or otherwise unavailable.

The Office of the Assistant Secretary shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Assistant Secretary
Position Two: Deputy Assistant Secretary – Policy and Environmental Management
Position Three: Chief of Staff
Position Four: Deputy Assistant Secretary – Budget, Finance, Grants and Acquisition
Position Five: Deputy Assistant Secretary – Administrative Services
Position Six: Deputy Assistant Secretary – Human Capital and Diversity
Position Seven: Deputy Assistant Secretary – Public Safety, Resource Protection, and
Emergency Services
Position Eight: Director, Natural Resources Revenue Management

SCOTT
CAMERON

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Date: 2020.05.26 09:25:15
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Signature

Date 5/26/20

Concur

Date

6/4/20



United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

To: David L. Bernhardt
Secretary

From: Timothy R. Petty, Ph.D.
Assistant Secretary – Water and Science

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Assistant Secretary – Water and Science (Assistant Secretary) shall automatically succeed the Assistant Secretary in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Assistant Secretary when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Assistant Secretary may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Assistant Secretary will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Assistant Secretary. Individuals exercising the authority of the Assistant Secretary will keep a record of important actions taken and the period during which the authority was exercised.

The Assistant Secretary has the option to designate anyone on the list as Acting Assistant Secretary, in no particular order, when the Assistant Secretary is on leave or otherwise unavailable.

The Office of the Assistant Secretary shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Assistant Secretary
Position Two: Deputy Assistant Secretary
Position Three: Senior Advisor

Position Four: Chief of Staff
Position Five: Commissioner, Bureau of Reclamation
Position Six: Director, U.S. Geological Survey

Signature Justin R. Petty Date 5-26-2020
Concur [Signature] Date 6/4/2021



United States Department of the Interior
BUREAU OF LAND MANAGEMENT
Washington, D.C. 20240
<https://www.blm.gov>



To: Casey Hammond
Principal Deputy Assistant Secretary, exercising the delegated authority of the
Assistant Secretary – Land and Minerals Management

From: William Perry Pendley
Deputy Director, Policy and Programs, exercising the delegated authority of the
Director, Bureau of Land Management

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed
Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Bureau of Land Management shall automatically succeed the Director of the Bureau of Land Management (Director) in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Director when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Director may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Director will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Director. Individuals exercising the authority of the Director will keep a record of important actions taken and the period during which the authority was exercised.

The Director has the option to designate anyone on the list as Acting Director, in no particular order, when the Director is on leave or otherwise unavailable.


The Office of the Director shall promptly inform the Office of the Assistant Secretary – Land and Minerals Management of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.


Position One: Deputy Director, Policy and Programs
Position Two: Deputy Director, Operations

Position Three: Assistant Director, Energy, Minerals and Realty Management

Position Four: Idaho State Director

Position Five: Arizona State Director

Signature WILLIAM
PENDLEY  Digitally signed by WILLIAM PENDLEY
Date: 2020.05.22 11:53:21 -06'00' Date May 22, 2020

Concur CASEY
HAMMOND  Digitally signed by CASEY
HAMMOND
Date: 2020.05.22 17:18:22 -04'00' Date 5/22/20



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240



JUN 04 2020

IN REPLY REFER TO:

94-00000

1.1.02

Memorandum

To: Assistant Secretary for Water and Science

From: Brenda Burman
Commissioner

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed Positions –
Bureau of Reclamation

Pursuant to the Vacancies Reform Act (Act), the following positions in the Bureau of Reclamation shall automatically succeed the Commissioner of the Bureau of Reclamation (Commissioner) in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Commissioner when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Commissioner may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

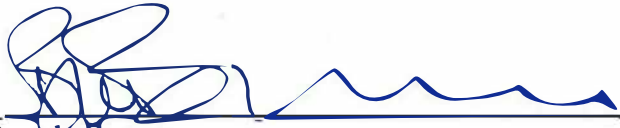
Individuals exercising the authority of the Commissioner will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Commissioner. Individuals exercising the authority of the Commissioner will keep a record of important actions taken and the period during which the authority was exercised.

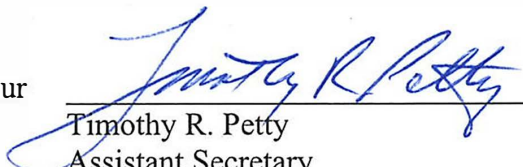
The Commissioner has the option to designate anyone on the list as Acting Commissioner, in no particular order, when the Commissioner is on leave or otherwise unavailable.

The Office of the Commissioner shall promptly inform the Office of the Assistant Secretary for Water and Science of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Deputy Commissioner
Position Two: Deputy Commissioner, Operations

Position Three: Deputy Commissioner, Policy, Administration and Budget
 Position Four: Chief Engineer (Denver)
 Position Five: Director, Program and Budget
 Position Six: Director, Policy and Programs (Denver)
 Position Seven: Director, Mission Support Organization (Denver)

Signature  Date 6/4/20
 Brenda Burman
 Commissioner

Concur  Date 6-4-2020
 Timothy R. Petty
 Assistant Secretary
 for Water and Science

cc: Office of Emergency Management (Acting Director – Gregory Shelton)
 Office of Planning and Performance Management (Hazel Wilson)
 ES
 ASWS (KRae, TYonts)
 91-00000 (ECordova-Harrison, ERRogers), 91-10000 (JHess), 92-00000 (SHagenauer),
 94-00000 (GPayne, AShepet, LWhite); 94-30000 (OQuarles, RWolf),
 96-00000 (JColeman, MMAucieri, DPalumbo)
 84-21000 (SGerman, KSmiley), 84-27000 (SDeMarco, RWelch), 84-50000 (CBeardsley),
 84-51000 (BBecker, MCase), 84-52000 (SSwanson), 84-52200 (CWeaver, PTranetzke),
 86-60000 (DRaff), 86-61000 (SSotomayor, MSpiker), 86-67000 (JBarday, KKnight),
 86-68000 (RLaFond, TLuebke)
 CPN-1000 (LGray, LSwanson), CGB-100 (EConant, JHines), LCB-1000 (TFulp, TOberembt),
 UCB-100 (BEsplin, SWylie), MB-1000 (MBlack, TCurrid)
 (w/att to each)



United States Department of the Interior
BUREAU OF SAFETY AND ENVIRONMENTAL ENFORCEMENT
WASHINGTON, DC 20240-0001

Memorandum

To: Casey Hammond
Principal Deputy Assistant Secretary - Land and Minerals Management

From: Scott A. Angelle
Director, Bureau of Safety and Environmental Enforcement

Subject: Designation of Successors for the Director, Bureau of Safety and Environmental Enforcement

The following positions in the Bureau of Safety and Environmental Enforcement (BSEE) will automatically succeed the Director, BSEE, in the absence of the incumbent and in the order listed. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Director when required to ensure continued, uninterrupted direction and supervision, and to perform essential functions and activities of the office.

This authority may be exercised only when an official in one of the following positions is reasonably certain that no superior on the list is able and available to exercise the authority, and when the nature of the situation requires immediate action. Individuals exercising the authority of the Director will be relieved of this responsibility as soon as a superior on the list is available and able to exercise the authority of the Director, or when an official with the requisite authority designates a permanent or acting Director.

Individuals exercising the authority of the Director will keep a record of important actions taken and the period during which the authority was exercised.

The Director has the option to designate anyone on the list as Acting Director, in no particular order, when the Director is on leave or otherwise unavailable.

Position One: Deputy Director
Position Two: Chief of Staff
Position Three: Associate Director for Office of Administration
Position Four: Regional Director, Gulf of Mexico OCS Region
Position Five: Office of Offshore Regulatory Programs

Approved: ✓

Disapproved: _____

Casey Hammond
Casey Hammond
Principal Deputy Assistant Secretary - Land and Minerals Management

Date: 10/26/20



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

Memorandum

To: David L. Bernhardt
Secretary

From: Nicholas Goodwin
Communications Director in the Immediate Office of the Secretary

Subject: Designation of Successors for Supervisors

The following positions in the *Office of Communications within the Immediate Office of the Secretary* will automatically succeed the head of the *Office of Communications within the Immediate Office of the Secretary* in the absence of the incumbent head and in the order listed. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the head of the *Office of Communications within the Immediate Office of the Secretary*, when required to ensure continued, uninterrupted direction and supervision and to perform essential functions and activities of the office. The authority to act as the head of the *Office of Communications within the Immediate Office of the Secretary* may be exercised only when an official in one of the following positions is reasonably certain that no supervisor on the list is able and available to exercise the authority and when the nature of the situation requires immediate action.

Individuals acting as successors will be relieved of authority as soon as a superior on the list is available, able, and assumes the role of successor, or when an official with the requisite authority designates a permanent or acting head of the office. Individuals exercising the authority of the *Communications Director* will keep a record of important actions taken and the period during which they have exercised that authority.

Position One: *Senior Advisor*
Position Two: *Senior Advisor*
Position Three: *Deputy Communications Director*
Position Four: *Press Secretary*
Position Five: *Deputy Press Secretary*

Signature

Date

12/19/19

Concur

Date

Attachment: List of Incumbents to the above Positions
Communications Director – Immediate Office of the Secretary, Office of Communications

Designees by Name (As of: *insert current date*)

Position Five:

<i>Name</i>	Melissa Brown
<i>Title</i>	Deputy Press Secretary

Attachment 1
Template for Positions subject to the Vacancies Reform Act

To: David L. Bernhardt
Secretary

From: Timothy Williams
Director of Intergovernmental and External Affairs

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed Positions

Subject to the Vacancies Reform Act, the following positions in the (*Office of the Secretary*) will automatically succeed the (*Director of Intergovernmental and External Affairs*) in the absence of the incumbent and in the order listed below. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the (*Director of Intergovernmental and External Affairs*) when required to ensure continued, uninterrupted direction and supervision, and to perform essential functions and activities of the office. The authority to exercise the authority of the (*Director of Intergovernmental and External Affairs*) may be exercised only when an official in one of the following positions is reasonably certain that no superior in the list is able and available to exercise the authority and when the nature of the situation requires immediate action. The incumbent in position one is designated as the First Assistant to the (*Director of Intergovernmental and External Affairs*).

Individuals exercising the authority of the (*Director of Intergovernmental and External Affairs*) will be relieved of this responsibility as soon as a superior on the list is available and able to exercise the authority of the (*Director of Intergovernmental and External Affairs*) or when an official with requisite authority designates a permanent or acting (*Director of Intergovernmental and External Affairs*). Individuals exercising the authority of the (*Director of Intergovernmental and External Affairs*) will keep a record of important actions taken and the period during which the authority was exercised.

Position One: *Director*
Position Two: *Principle Deputy Director*
Position Three: *Deputy Director of External Affairs*
Position Four: *Special Assistant*
Position Five: *Special Assistant*

Signature  Date 10/31/19

Concur  Date 9/20/16

Attachment: List of Incumbents to the above Positions

Director – Office of Intergovernmental and External Affairs

Designees by Name (As of: 10/31/2019)

Position One:	<i>Name: Timothy Williams</i> <i>Title: Director of Intergovernmental Affairs and External Affairs/</i>
Position Two:	<i>Name: Jeffrey Small</i> <i>Title: Senior Advisor to the Secretary, Intergovernmental Affairs/External Affairs/Communications</i>
Position Three:	<i>Name: Marshall Critchfield</i> <i>Title: Deputy Director of Intergovernmental and External Affairs</i>
Position Four:	<i>Name: Sarah Spaulding</i> <i>Title: Special Assistant, Office of Intergovernmental and External Affairs</i>
Position Five:	<i>Name</i> <i>Title</i>



OFFICE OF
INSPECTOR GENERAL
U.S. DEPARTMENT OF THE INTERIOR

To: David L. Bernhardt
Secretary

From: Mark L. Greenblatt
Inspector General

Subject: Designation of Successors for Presidentially Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Inspector General (Inspector General) shall automatically succeed the Inspector General in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Inspector General when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Inspector General may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

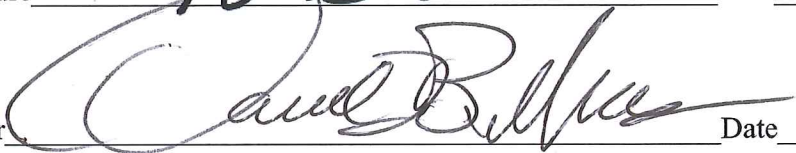
Individuals exercising the authority of the Inspector General will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Inspector General. Individuals exercising the authority of the Inspector General will keep a record of important actions taken and the period during which the authority was exercised.

The Inspector General has the option to designate anyone on the list as Acting Inspector General, in no particular order, when the Inspector General is on leave or otherwise unavailable.

The Office of the Inspector General shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Deputy Inspector General
Position Two: Chief of Staff
Position Three: Assistant Inspector General for Audits, Inspections and Evaluation
Position Four: General Counsel
Position Five: Assistant Inspector General for Investigations

Signature  Date JUL 01 2020

Concur  Date 8/27/2020

To: Casey Hammond
Principal Deputy Assistant Secretary, exercising the delegated authority of the
Assistant Secretary – Land and Minerals Management

From: Lanny E. Erdos
Principal Deputy Director, Office of Surface Mining Reclamation and
Enforcement

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed
Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of Surface Mining Reclamation and Enforcement (OSMRE) shall automatically succeed the Director of the OSMRE (Director) in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Director when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Director may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Director will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Director. Individuals exercising the authority of the Director will keep a record of important actions taken and the period during which the authority was exercised.

The Director has the option to designate anyone on the list as Acting Director, in no particular order, when the Director is on leave or otherwise unavailable.

The Director shall promptly inform the Office of the Assistant Secretary – Land and Minerals Management of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Director
Position Two: Deputy Director
Position Three: Regional Director, Interior Regions 1 & 2
Position Four: Regional Director, Interior Regions 5, 7, 8, 9, 10, 11
Position Five: Regional Director, Interior Regions 3, 4, & 6
Position Six: Assistant Director – Program Support Directorate

Signature Lanny E. Eads Date 6/1/2020

Concur _____ Date _____



United States Department of the Interior
OFFICE OF THE SPECIAL TRUSTEE FOR AMERICAN INDIANS
Washington, DC 20240

To: David L. Bernhardt
Secretary

From: Jerry Gidner
Principal Deputy Special Trustee, exercising the delegated authority of the
Special Trustee

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed
Positions

JEROLD GIDNER

Digitally signed by JEROLD GIDNER
DN: c=US, o=U.S. Government, ou=Department of the
Interior, ou=Office of the Special Trustee, cn=JEROLD
GIDNER, 0.9.2342.19200300.100.1.1=14001000379203
Date: 2020.05.26 10:55:08 -04'00'

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Special Trustee shall automatically succeed the Special Trustee in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Special Trustee when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Special Trustee may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Special Trustee will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Special Trustee. Individuals exercising the authority of the Special Trustee will keep a record of important actions taken and the period during which the authority was exercised.

The Special Trustee has the option to designate anyone on the list as Acting Special Trustee, in no particular order, when the Special Trustee is on leave or otherwise unavailable.

The Office of the Special Trustee shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Special Trustee
Position Two: Senior Advisor
Position Three: Deputy Special Trustee, Field Operations
Position Four: Deputy Special Trustee, Trust Services

JEROLD GIDNER

Digitally signed by JEROLD GIDNER
DN: c=US, o=U.S. Government, ou=Department of
the Interior, ou=Office of the Special Trustee,
cn=JEROLD GIDNER,
0.9.2342.19200300.100.1.1=14001000379203
Date: 2020.05.26 10:55:40 -04'00'

Signature

Date

Concur



Date

6/4/20



United States Department of the Interior

BUREAU OF OCEAN ENERGY MANAGEMENT
WASHINGTON, DC 20240-0001

Memorandum

To: Principal Deputy Assistant Secretary,
Exercising the authority of the Assistant Secretary,
Land and Minerals Management

From: Walter D. Cruickshank
Acting Director

Subject: Designation of Successors for the Director, Bureau of Ocean Energy Management

The following positions in the Bureau of Ocean Energy Management (BOEM) will automatically succeed the Director, BOEM, in the absence of the incumbent and in the order listed. Incumbents in all the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Director when required to ensure continued, uninterrupted direction and supervision, and to perform essential functions and activities of the office.

This authority may be exercised only when an official in one of the following positions is reasonably certain that no superior on the list is able and available to exercise the authority, and when the nature of the situation requires immediate action. Individuals exercising the authority of the Director will be relieved of this responsibility as soon as a superior on the list is available and able to exercise the authority of the Director, or when an official with the requisite authority designates a permanent or acting Director.

Individuals exercising the authority of the Director will keep a record of important actions taken and the period during which the authority was exercised. Attached is a list of incumbents to the following positions. The Director has the option to designate anyone on the list as Acting Director, in no order, when the Director is on leave or otherwise unavailable.

Position One: Deputy Director
Position Two: Chief, Environmental Programs
Position Three: Chief, Office of Budget and Program Coordination
Position Four: Regional Director, Gulf of Mexico Regional Office
Position Five: Regional Director, Alaska Regional Office

Attachment

Approved: _____

Disapproved: _____

Casey Hammond
Principal Deputy Assistant Secretary,
Exercising the authority of the Assistant Secretary,
Land and Minerals Management

Date

**Bureau of Ocean Energy Management
Designees by Name to Automatically Succeed the Director, BOEM**

Position One: Walter D. Cruickshank
 Deputy Director

Position Two: William Y. Brown
 Chief, Environmental Programs

Position Three: James G. Anderson
 Chief, Office of Budget and Program Coordination

Position Four: Michael A. Celata
 Regional Director, Gulf of Mexico Regional Office

Position Five: James J. Kendall
 Regional Director, Alaska Regional Office

bc: BOEM General File

AS/LM

BSEE Official File (ADA – 102-01b – BOEM Delegation of Authority FY20)

LMS: ADA/MSD:EBaker:eb:9-16-2020:703-787-1233:VAE-MSD



United States Department of the Interior


FISH AND WILDLIFE SERVICE
Washington, D. C. 20240



In Reply Refer To:
FWS/ANR-EMPS/072068

May 1, 2020

To: Rob Wallace
Assistant Secretary for Fish and Wildlife and Parks

From: Aurelia Skipwith
Director, U.S. Fish and Wildlife Service 

Subject: Designation of Successors for Presidentially-Appointed, Senate Confirmed Positions

Subject to the Vacancies Reform Act, the following positions in the U.S. Fish and Wildlife Service will automatically succeed the Director in the absence of the incumbent and in the order listed below. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Director when required to ensure continued, uninterrupted direction and supervision, and to perform essential functions and activities of the office. The authority to exercise the authority of the Director may be exercised only when an official in one of the following positions is reasonably certain that no superior in the list is able and available to exercise the authority and when the nature of the situation requires immediate action. The incumbent in position one is designated as the First Assistant to the Director.

Individuals exercising the authority of the Director will be relieved of this responsibility as soon as a superior on the list is available to exercise the authority of the Director or when an official with requisite authority designates a permanent or acting Director. Individuals exercising the authority of the Director will keep a record of important actions taken and the period during which the authority was exercised.

Position One: Deputy Director (Policy)
Position Two: Deputy Director (Operations)
Position Three: Chief, National Wildlife Refuge System
Position Four: Chief, Law Enforcement
Position Five: Assistant Director, Management and Administration
Position Six: Regional Director, Regions 5/7

Attachment

Attachment:

List of Incumbents to the above Positions

Incumbents:

Position One:	Stephen Guertin Deputy Director (Policy)
Position Two:	Bryan Arroyo Deputy Director (Operations)
Position Three:	Cynthia Martinez Chief, National Wildlife Refuge System
Position Four:	Edward Grace Chief, Law Enforcement
Position Five:	Janine Velasco Assistant Director, Management and Administration
Position Six:	Noreen Walsh Regional Director, Regions 5/7



United States Department of the Interior
OFFICE OF THE SOLICITOR
Washington, D.C. 20240

Memorandum

To: David L. Bernhardt
Secretary

From: Daniel H. Jorjani
Solicitor

Subject: Designation of Successors for Presidentially Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Solicitor (Solicitor) shall automatically succeed the Solicitor in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Solicitor when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Solicitor may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Solicitor will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Solicitor. Individuals exercising the authority of the Solicitor will keep a record of important actions taken and the period during which the authority was exercised.

The Solicitor has the option to designate anyone on the list as Acting Solicitor, in no particular order, when the Solicitor is on leave or otherwise unavailable.

The Office of the Solicitor shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Solicitor
Position Two: Deputy Solicitor for General Law
Position Three: Deputy Solicitor for Parks and Wildlife
Position Four: Deputy Solicitor for Indian Affairs
Position Five: Deputy Solicitor for Land Resources
Position Six: Deputy Solicitor for Water Resources
Position Seven: Deputy Solicitor for Energy and Mineral Resources
Position Eight: Associate Solicitor for General Law

Signature

Date

AUG 21 2020

Concur

Date

8/18/20



United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

To: David L. Bernhardt
Secretary

From: Tara Sweeney
Assistant Secretary – Indian Affairs

Subject: Designation of Successors for Presidentially-Appointed,
Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Assistant Secretary – Indian Affairs (Assistant Secretary) shall automatically succeed the Assistant Secretary in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Assistant Secretary when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Assistant Secretary may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Assistant Secretary will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Assistant Secretary. Individuals exercising the authority of the Assistant Secretary will keep a record of important actions taken and the period during which the authority was exercised.

The Assistant Secretary has the option to designate anyone on the list as Acting Assistant Secretary, in no particular order, when the Assistant Secretary is on leave or otherwise unavailable.

The Office of the Assistant Secretary shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Assistant Secretary

Position Two: Deputy Assistant Secretary – Policy and Economic Development

Position Three: Director, Bureau of Indian Affairs

Position Four: Deputy Bureau Director, Field Operations

Signature

Date

07/01/2020

Concur

Date

07/01/2020



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

June 3, 2020

Memorandum

To: David L. Bernhardt
Secretary

From: Casey Hammond **CASEY HAMMOND**
Principal Deputy Assistant Secretary, exercising the authority of the Assistant Secretary – Land and Minerals Management

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HAMMOND
Date: 2020.06.03 10:08:36 -04'00'

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the Office of the Assistant Secretary – Land and Minerals Management (Assistant Secretary) shall automatically succeed the Assistant Secretary in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Assistant Secretary when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Assistant Secretary may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

Individuals exercising the authority of the Assistant Secretary will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Assistant Secretary. Individuals exercising the authority of the Assistant Secretary will keep a record of important actions taken and the period during which the authority was exercised.

The Assistant Secretary has the option to designate anyone on the list as Acting Assistant Secretary, in no particular order, when the Assistant Secretary is on leave or otherwise unavailable.

The Office of the Assistant Secretary shall promptly inform the Office of the Executive Secretariat and Regulatory Affairs of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Principal Deputy Assistant Secretary
Position Two: Deputy Assistant Secretary
Position Three: Chief of Staff

CASEY HAMMOND

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HAMMOND
Date: 2020.06.03 18:22:07 -04'00'

Signature

Date

Concur

Date



6/4/2020



United States Department of the Interior
U.S. Geological Survey
Office of the Director
Reston, Virginia 20192

To: Timothy R. Petty, Ph.D.
Assistant Secretary – Water and Science

From: Jim Reilly
Director, United States Geological Survey

Subject: Designation of Successors for Presidentially-Appointed, Senate-Confirmed Positions

Pursuant to the Vacancies Reform Act (Act), the following positions in the U.S. Geological Survey (USGS) shall automatically succeed the Director of the USGS (Director) in the absence of the incumbent and in the order listed.

The incumbent of Position One shall be the First Assistant for the purposes of the Act. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the Director when required to ensure continued, uninterrupted direction and supervision to perform essential functions and activities of the office. The authority of the Director may be exercised only when an official in one of the following positions is reasonably certain that no preceding official on the list is able to exercise that authority, and when the nature of the situation requires immediate action.

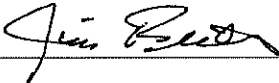
Individuals exercising the authority of the Director will be relieved of this responsibility as soon as a preceding official on the list is available, or when an official with the requisite authority designates a permanent or Acting Director. Individuals exercising the authority of the Director will keep a record of important actions taken and the period during which the authority was exercised.

The Director has the option to designate anyone on the list as Acting Director, in no particular order, when the Director is on leave or otherwise unavailable.

The Director shall promptly inform the Office of the Assistant Secretary – Water and Science of the persons holding the positions listed below (and update that list as necessary) or of any changes to the order of succession.

Position One: Deputy Director, Operations
Position Two: Deputy Director, Administration and Policy
Position Three: Regional Director, Rocky Mountains
Position Four: Associate Director for Water
Position Five: Associate Director for Core Science Systems

Position Six: Associate Director for Natural Hazards
Position Seven: Regional Director, Alaska
Position Eight: Associate Director for Energy and Minerals
Position Nine: Center Director, EROS
Position Ten: Regional Director, Southwest
Position Eleven: Regional Director, Midcontinent

Signature  Date June 1, 2020

Concur  Date 6-4-2020