



U.S. DEPARTMENT OF THE INTERIOR  
Bureau of Indian Affairs  
Office of Trust Services



BUREAU OF INDIAN AFFAIRS

**200TH**  
YEAR



Honoring a New Era  
of Tribal Revitalization

**STRATEGIC PLAN FOR  
FISCAL YEAR 2023–2026**

*AUGUST 2024*



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July 31, 2024

## OTS LEADERSHIP

### DEPUTY BUREAU DIRECTOR

Special Assistant  
Directorate, Environmental &  
Natural Resources  
Energy & Minerals Development  
Indian Energy Service Center  
Real Estate Services  
Trust Land Consolidation  
Trust Ownership & Title  
Water & Power

### SPECIAL ASSISTANT

Program Management &  
Coordination  
Resource Integration & Services  
Workforce & Youth Development

### DIRECTORATE OF ENVIRONMENTAL & NATURAL RESOURCES

Cultural Resource Management  
Environmental & Natural  
Resources  
Forestry  
Wildland Fire Management

Greetings!

The GPRA Modernization Act of 2010 established the need for agencies to identify performance goals, report progress against targets, and conduct data driven reviews. These practices serve two key purposes for stakeholders within and outside of the organization: (1) to assess the organization's health and impact; and (2) to inform decision making, resource allocation, and strategy. Indian Affairs reviews strategic objectives and performance goals and measures annual progress, and agency priority goals quarterly, to continuously learn and improve as we advance our outcomes in this strategic plan.

Our mission to proactively and collaboratively contribute to the management and sustainability of our Trust programs includes on-going efforts to develop and maintain partnerships to advance the government's trust responsibilities to federally recognized Tribes. The pages that follow outline the role of our 13 Trust Divisions, and our four overarching Strategic Goals and the Strategic Objectives we have set for ourselves for Fiscal Years 2022-2026.

This OTS strategic plan helps define the direction in which the Bureau of Indian Affairs, Office of Trust Services must travel, and aids in establishing realistic objectives and goals that are in line with the vision and mission charted out by direct engagement of each of our OTS Division Chiefs. The collaborative effort to design this plan outlines our collective responsibility for making our vision a reality.

Questions regarding the BIA, Office of Trust Services Strategic Plan should be directed to Johnna Blackhair, Deputy Bureau Director-Trust Services, at [Johnna.blackhair@bia.gov](mailto:Johnna.blackhair@bia.gov) or [ots@bia.gov](mailto:ots@bia.gov).

Deputy Bureau Director-Trust Services

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## OTS Vision Statement

American Indian and Alaska Native Peoples have the tools and resources to successfully manage trust resources.



## OTS Mission Statement

Protect, develop, manage, and enhance Indian trust resources for the benefit of American Indian and Alaska Native peoples through effective trust management that recognizes and supports Tribes' self-governance and self-determination.

**GOAL 1:** Effectively Promote Well-Being, Equity, and Justice for Tribes, American Indian and Alaska Native Peoples.

**GOAL 2:** Manage and Restore Natural and Cultural Resources in the face of climate change and other stressors.

**GOAL 3:** Support American Indian and Alaska Native People's goals in balancing natural resources stewardship with community and economic development interests.

**GOAL 4:** Cultivate the public trust in the Office of Trust Services.



## DOI Vision Statement

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



## OTS Guiding Principles

- We use science and evidence-based information to guide our decisions.
- We value tribally provided Indigenous Knowledge to inform our decisions.
- We balance our decisions to best meet the needs of the Tribes today and tomorrow.
- We value diversity and inclusion in our activities, operations, and services.
- We manage and achieve results through meaningful consultation, collaboration, engagement, and partnerships including co-stewardship and co-management.



## DOI Guiding Principles

The success of the Department in achieving its mission outcomes is predicated on several guiding principles that reflect tenets of the Biden-Harris Administration and Department Secretary Haaland.

- We use science and evidence-based information to guide our decisions.
- We balance our decisions to best meet the needs of today and tomorrow.
- We value diversity and inclusion in our activities, operations, and services.
- We manage and achieve results through meaningful collaboration, engagement, and partnerships.

## Bureau of Indian Affairs (BIA)

The Bureau of Indian Affairs 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.



*Alaska Native Vietnam Veterans Land*

## Office of Trust Services (OTS)

The Office of Trust Services is one of the four Deputy Bureau Offices within the Bureau of Indian Affairs (OTS, Office of Justice Services, Office of Indian Services, Bureau of Indian Education). Our OTS mission is to protect, develop, manage, and enhance Indian trust resources for the benefit of American Indian and Alaska Native peoples and expand economic opportunities through effective trust management that recognizes and supports Tribes' self-governance and self-determination.

The BIA, OTS has offices nationwide, and assists Tribal governments and allottees in managing, protecting, and developing their trust lands and natural resources, which total 56 million surface acres and 60 million acres of subsurface mineral estates.

OTS administers *54 programs* that include but are not limited to real estate services; land titles and records, probate, natural resources, forestry, wildland fire, irrigation and power, safety of dams, environmental services, tribal climate resilience; cultural resource management, land consolidation; energy and minerals development and many more.

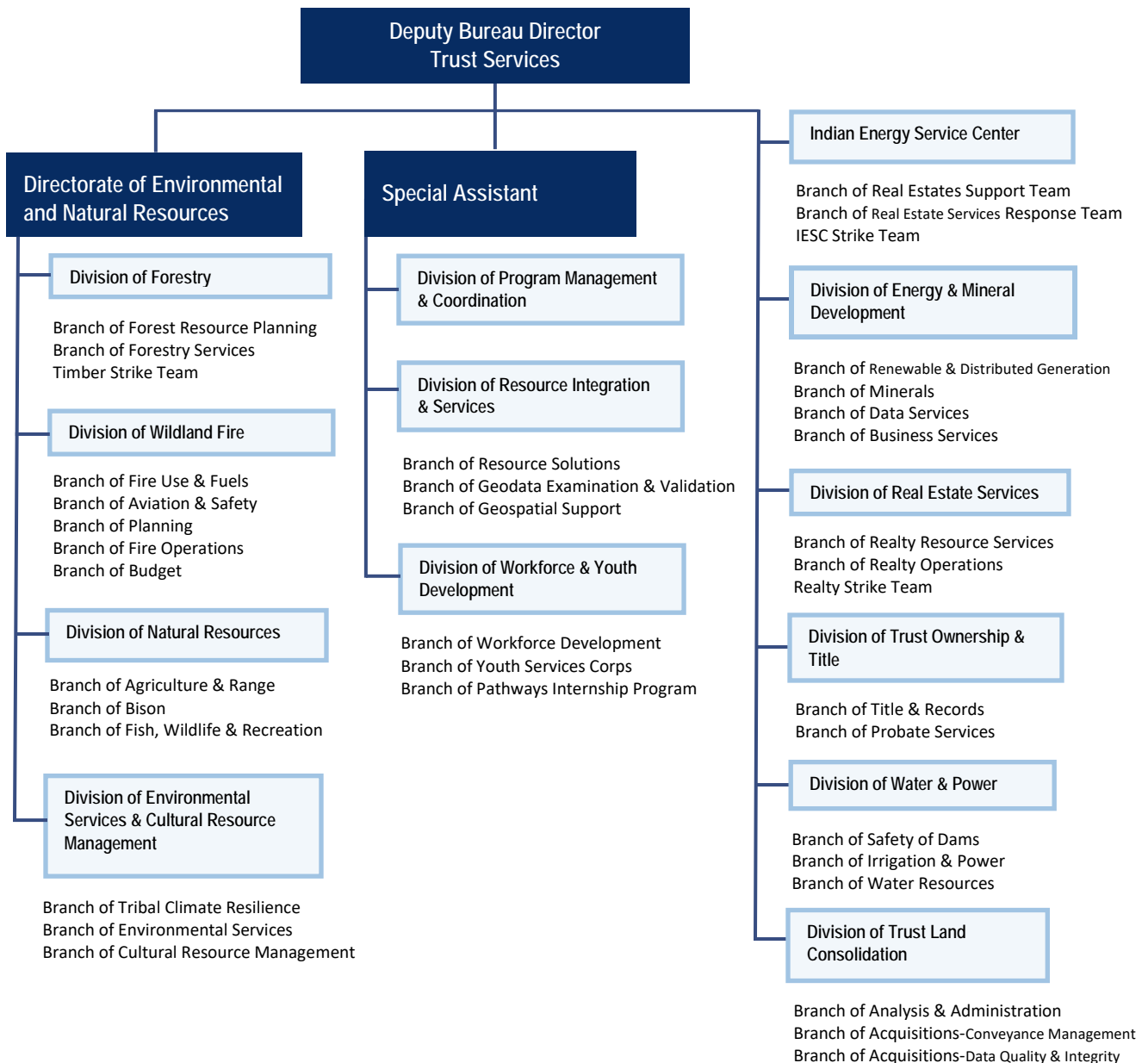
The OTS is responsible for the management of the Divisions of Real Estate Services, Asset Ownership and Title, Trust Land Consolidation, Energy and Minerals Development, Water and Power, Natural Resources, Forestry, Environmental Services and Cultural Resources Management, Wildfire Management, Program Management and Coordination, Resources Integration and Services, Workforce and Youth Development, and the Indian Energy Service Center.



## OTS Organizational Structure

**Leading the mission of the Office of Trust Services** are the Deputy Bureau Director-Trust Services, one additional Senior Executive Service Assistant Deputy Bureau Director-Trust Services overseeing the Directorate of Environmental and Natural Resources and a Special Assistant overseeing the OTS Administrative Divisions. The Deputy Bureau Director, Trust Services reports directly to the Director, Bureau of Indian Affairs. The Deputy Bureau Director serves as the line officer for all BIA trust programs and is responsible for all headquarters activities associated with the management and protection of trust and restricted lands, and natural resources.

The Deputy Bureau Director provides direct supervision to the Directorate of Environmental and Natural Resources and a Special Assistant, who manage the Central office programs responsible for policy, guidance, and reforms for the management of Indian trust assets, and six division chiefs.





## OTS Divisions under the Deputy Bureau Director – Trust Services

### Office of Trust Services Programs

#### Division of Real Estate Services (DRES)

The Division of Real Estate Services provides policy direction, technical assistance, procedural and system training, and administrative review and monitoring of real property operations. The Division is responsible for review of real property initiatives and the oversight of real estate services transactions, such as land into trust, trust to trust, surface and mineral leases, rights-of-way, and land and leasehold mortgages.

DRES supports strengthening Tribal control over homelands. DRES supports Tribes and BIA Regional Offices in processing and obtaining final approval for all Helping Expedite and Advance Responsible Tribal Home Ownership Act of 2012 (HEARTH Act) leasing regulations, amendments, and assignments. Under the HEARTH Act, once Tribes' governing Tribal leasing regulations are submitted to and approved by the Secretary of the Interior, they are authorized to negotiate and enter surface leases under their approved HEARTH Act regulations without further approval from the Department of the Interior.

DRES' responsibility to assist in conserving, protecting, managing trust assets, and restoring the natural and cultural resources in the face of climate change is one of the most important goals in our strategic planning process. Conservation and protection of tribal lands means the survival of tribal homelands affected by climate change. Tribes have access to historic funding for building up their communities and DRES play a pivotal role to meet some of the challenges that rural Tribal communities face every day.

DRES participates in Tribal engagement by regular coordination and communication. DRES assists Tribes in utilizing data to manage resources awarded through the Infrastructure and Investments Job Act and the Inflation Reduction Act. DRES coordinates with BIA field offices and federal partners to support and advance Departmental initiatives regarding agriculture leasing for economy project building, broadband funding, and connectivity access, as well as housing and business development.



2024 National Realty Training Session held in Albuquerque, NM

## Division of Asset Ownership and Title (DAOT)

The Division of Asset Ownership and Title is responsible for the Trust Asset and Accounting Management System otherwise known as TAAMS. The system of record, TAAMS, is being used to complete and manage conveyance documents (gift deeds, negotiated sales, partitions, exchanges, etc.) and acquisitions (land into trust) which will increase the data quality and integrity of the ownership system by allowing timely encoding of conveyances, acquisitions, and ownership changes.

### Branch of Probate Services (BPS)

BPS is responsible for monitoring the progress of outstanding estate pending a probate hearing or asset distribution. The program is also responsible for the development, modification, and implementation of policies as the Probate process environment changes.

### Branch of Land Titles and Records (BLTR)

BLTR ensures that Indian Affairs maintains a complete record of Indian trust assets and ownership. The Branch advises the Regional and Tribal Land Title and Records Offices in acquisition and disposal, tenure and management, probate, probate modifications, and mortgaging on Indian Lands across the nation.

They are responsible to establish policy, procedures, business rules, recording and encoding requirements to align with our fiduciary Trust responsibilities.

## Division of Trust Land Consolidation (DTLC)

The Division of Trust Land Consolidation provides opportunities for individual Indian landowners to voluntarily sell fractional land interests, at fair market value, for consolidation under Tribal ownership. The Division supports Tribes by increasing Tribal management control over reservation lands, better enabling Tribes to protect and utilize lands for purposes benefitting the Tribal community.

Consolidating fractionated tracts of Indian land under Tribal ownership allows for better utilization of the land for purposes benefitting the Tribal community, such as for economic development, conservation, and social or cultural purposes.

The Division is also responsible for administering Tribal land acquisition funding focused on “new and land limited” Tribes, and Tribal land acquisition funding under the Land and Water Conservation Fund.

## Indian Energy Service Center (IESC)

The Indian Energy Service Center was created to house the four key agencies involved in trust energy, minerals, and renewable energy into one central processing agency.

Growing workload capacity to meet this demand is sometimes hindered by issues associated with securing qualified staffing at Agencies with remote locations and the implementation of the administrative processes associated with energy development. The IESC serves as a multi-agency processing center for certain nationwide trust functions in support of energy production, where this service can be more efficiently provided by an off-site work team. The IESC supports Interior’s State, Regional, Field and Agency offices of BIA, Bureau of Land Management (BLM), Office of Natural Resources and Revenue (ONRR) and Bureau of Trust Funds Administration (BTFA) that process energy and mineral activities on Indian lands.

## Division of Energy and Mineral Development (DEMD)

The Division of Energy and Mineral Development is the only office within the Federal government with the primary responsibility of assisting Indian mineral owners in identifying and quantifying their energy and mineral resources and ensuring that the Indian mineral owners realize a maximum economic return from the development of their vast resources.

### Branch of Solid Minerals (BSM)

BSM assists Indian mineral owners (tribes and allottees) in evaluating and developing their solid mineral resource potential starts at a project's conception, continues to assessment of the resource, and culminates in negotiating agreements that lead to development and production.

### Branch of Fluid Minerals (BFM)

BFM aids Indian mineral owners (tribes and allottees) in evaluating and developing their energy resource potential starts at a project's conception, continues to assessment of the resource, and culminates in negotiating agreements that lead to development and production.

### Branch of Data Management (BDM)

BDM is responsible for the National Indian Oil and Gas Evaluation Management System (NIOGEMS) which is a computer-based application designed to assist oil and gas producing Indian tribes to achieve their goals towards self-governance and compacting. Tribal resource managers will need to readily access complex natural resource, realty, geo-technical information, and financial data for management decisions on leasing, developing, and managing energy and mineral resources. The Branch has also developed an automated database, to archive all Indian Energy and Mineral resources, nationwide. This Branch maintains unique geo-spatial and scientific data pertinent to evaluation of undiscovered Indian energy and mineral resources. The development of the automated energy and mineral resources data base allows DEMD to house, maintain, and manage these resources data for the individual Tribes.

### Branch of Renewables and Distributed Generation (BRDG)

BRDG aids Tribes and Indian landowners (tribes and allottees) in evaluating and developing their renewable energy resource potential starts at a project's conception, continues assessment of the resource, and culminates in negotiating agreements that lead to development and production.

## Division of Water and Power (DWP)

The mission of the Division of Water and Power is to promote self-determination, economic opportunities, and public safety through the sound management of irrigation, dam, and power facilities owned by the Bureau of Indian Affairs. DWP works to protect Indian water rights, water development projects, litigation support and attorney's fees as well as the Bureau's responsibility under the Federal Power Act in re-licensing hydropower projects that affect Indian trust resources.

The Branch of Irrigation and Power provides policy, advisory, oversight, and technical assistance to DWP authorized irrigation projects. Irrigation and Power distributes appropriated program funds and provides customer billing and collection for BIA-owned irrigation projects. It provides administrative, policy, oversight, and technical assistance to BIA regional offices and local agencies for BIA power projects operated and maintained under the direction of the Office of Field Operations, by Tribes under P.L. 93-638 contracts or compacts, or by water user groups under specific contracts or agreements.

The Branch of Safety of Dams carries out dam safety activities, which include risk management, emergency management, inspections and evaluations, maintenance and repairs, and dam security for dams under the BIA's administration to minimize risks to downstream populations and promote continued access to the beneficial uses these dams provide.

The Branch of Water Resources serves as the DWP liaison to BIA Regional Offices, local BIA agencies, and Tribal governments on issues involving water rights and negotiations, pre-development and water management, attorney fees, litigation support and water program evaluation.



*Four Horns Dam during Construction for Blackfeet Nation in Browning, MT*



## OTS Divisions under the Associate Deputy Bureau Director – Environmental and Natural Resources Directorate



### [Directorate, Environmental and Natural Resources \(DENR\)](#)

The Directorate of Trust Land, Environmental and Natural Resources Management, is responsible for policy development, management, and implementation of Environmental and Natural Resource focused programs in accordance with BIA's goals and objectives. The Directorate will ensure appropriate measures and compliance are designed and implemented to improve land, wildlife, fire management, climate resilience, environmental, cultural, and natural resources with proper relation policy and operational activities.

The Directorate advises the Deputy Bureau Director (DBD Trust Services) on the status and effectiveness of program operations and identifies program weaknesses and strengths and recommends reprogramming of major policies and programs. The Directorate supervises four division chiefs who manage the central office programs responsible for policy, guidance and reforms for the management and protection of Indian trust land and natural resources.

## Division of Natural Resources (DNR)

The Division of Natural Resources provides agency and tribal coordination, management, planning, oversight, and monitoring for development and protection of trust natural resources, protection of Indian Treaty rights, fish and wildlife resource management development, agriculture management and youth education. The Division provides funding support in the direction and guidance for all activities related to the planning, management, conservation, development, and utilization of soil, water, farmland, rangeland, fish and wildlife resources, endangered species, tribal fish hatcheries, invasive species, noxious weeds, conservation law enforcement, youth education within Natural Resources, Bison restoration, and treaty protection and implementation.

The Division furthers the intent of Executive and Secretarial Orders, congressional federal regulatory direction, national agency policy development with Departmental, inter-agency, internal offices, and tribal partners in the arena of Indigenous Knowledge, Co-Stewardship, agency manual guidance, ecosystem restoration, and Land resilience. Activity supports resource management, provision and enforcement of hunting and fishing activities on trust lands containing natural lakes and impoundments, tens of thousands of miles of mainstream and tributary perennial streams and millions of acres of wildlife habitat. Agricultural agrarian and pasture assets include 46 million acres of rangeland and farmland.

## Division of Forestry Management (DFM)

The Division of Forestry Management oversees the National Indian Forestry Program and is responsible for budget and policy formulation and providing coordination, management, planning, oversight, and monitoring for all activities related to development and protection of trust forest resources.



*Forester conducting a timber survey.*

The Division supports the management, planning, and best use of trust forest resources by providing direction and technical assistance for forest development, forest management planning, forest inventory, woodland management, forest health protection, and timber harvest activities.

The Division's Timber Team directly supports Tribal and Agency forestry program needs by traveling to project locations and contributing to timber sale preparation, contract administration, forest development, forest inventory, timber salvage, and geographic information system (GIS) support on Tribal lands.

## Division of Environmental Services and Cultural Resources Management (DESCRM)

The Division of Environmental Services and Cultural Resources Management works to protect, develop, manage and enhance American Indian and Alaska Native environmental, cultural and historical resources by providing technical assistance, service and support to Tribes and through administration of federal laws and regulations.

### Branch of Environmental Services (BES)

BES works with Tribes, BIA Regions, as well as other programs within Indian Affairs and throughout the federal government to implement the Bureau's Environmental Services program. The Branch administers federal laws and programs related to environmental compliance and restoration on Tribal trust land, including the National Environmental Policy Act (NEPA) and the Natural Resource Damage Assessment and Restoration Program (NRDAR). The Branch also creates policy and provides oversight for sustainability and environmental compliance throughout the Bureau of Indian Affairs.

### Branch of Cultural Resources (BCR)

BCR partners with Tribal Nations and Alaska Native Villages to protect cultural resources on Tribal lands. "Cultural resources" refers to objects and sites with historical, traditional, religious, ceremonial, or cultural importance to American Indians or Alaska Natives. In addition, the Branch manages the BIA Museum program, which involves curation and preservation of over 3 million archeological artifacts, ethnographic objects, archives, and artwork reflecting the history of the BIA, the Bureau of Indian Education, and Native American culture. Additionally, the Branch implements BIA's Native American Graves Protection and Repatriation Act (NAGPRA) program, working with Tribes to return ancestors and their belongings to their homelands.

### Branch of Tribal Climate Resilience (BTCR)

BTCR partners with Tribal Nations and Indian Affairs to incorporate climate considerations into their programs and policies by providing funding, training, technical assistance, and organizational support. The Branch employs tribal climate regional resilience coordinators across the nation, who are place-based to provide service to Tribes. Another central facet of the Branch's work is the annual tribal climate awards program. This year's FY24 annual awards solicitation offers 120M to Tribes and tribal organizations for tribal climate planning and implementation projects. The Branch also manages the high-profile DOI Community Driven Relocation Initiative, in which 3 tribes received 25M each to carry out their relocation plan and 8 others received 5M each to conduct planning and/or implementation activities.

To better serve Tribes, BTCR partners with many organizations, including the Institute for Tribal Environmental Professionals to provide training and technical assistance directly to tribes to build capacity and acquire resources needed to tackle difficult environmental issues and threats to their communities. BTCR also supports a Tribal Liaison Network, providing funding to Tribal Organizations to hire professional climate Liaisons to provide technical assistance, work with the USGS Climate Adaptation Science Centers, and support tribes by connecting them to the resources they need.





*Group of firefighters walking towards a fire*

### [Division of Wildland Fire Management \(DWFM\)](#)

The Division of Wildland Fire Management provides wildland fire protection and ecosystem improvement to federal trust lands held in trust for federally recognized Tribes and individual Indians.

The BIA Division of Wildland Fire Management cooperates with other federal, state, county, local government, and Tribal governments to ensure the success of wildland fire management for BIA federal trust lands, providing interagency wildland fire assistance, and assisting with federally declared disasters through emergency support functions.

Services for Tribal Nations include, but are not limited to, protection of federal trust resources, life, property, and infrastructure. Also, services provide ecosystem improvements, wildland firefighter and safety training, firefighter equipment, fuels management and prescribed fire, fire prevention and ecosystem support such as post-wildfire recovery.



## OTS Divisions under Special Assistant to the Deputy Bureau Director – Trust Services



### Special Assistant (SA)

The incumbent serves as the Special Assistant to the Deputy Bureau Director -Trust Services (DBD Trust Services) and the Directorate, Environmental and Natural Resources focusing on various issues pertaining to the mission and functions of the Bureau. The incumbent is responsible for the overall operation and management of the OTS programs. The Special Assistant will ensure all OTS data and systems meet the need of the various missions and are able to visually showcase program and project performance that meets the needs of Congress and the Office of Management and Budget. The Special Assistant is also responsible for the management of the OTS employee workforce development program and the various OTS Youth initiatives. The Special Assistant supervises three division chiefs who support the management of or manage the central office programs responsible for policy, guidance and reforms for the protection and management Indian trust assets.

## Division of Workforce and Youth Development (DWYD)

The Division of Workforce and Youth Development provides top-level organization, workforce analysis, and planning support for the BIA, OTS. The Division works closely with the Office of Personnel Management (OPM) and the BIA, Office of Human Capital Management (OHCM) to devise and implement strategies to fill competency and hiring gaps. This includes Bureau-wide training programs to develop each individual Trust occupational series.

### Pathways Internship Program (Pathways)

The BIA Pathways Internship Program connects Native American and Alaska Native students to paid internships across the United States with meaning projects, rotational assignments, and multi-semester opportunities. Pathways prepares participants for an impactful career in public service and offers a direct pipeline to full-time employment with the BIA or Tribal Nations upon graduation. We support internship opportunities in each of the OTS Divisions, within the BIA Regions, Agencies and Tribes and are expanding our support to other BIA Offices.

### Indian Youth Service Corps (IYSC)

The Indian Youth Service Corps is a new Department of Interior (DOI) initiative designed to provide Native youth with opportunities to engage in meaningful public service projects on federal and Tribal lands for the benefit of Native communities. OTS established a pipeline for the Tribal Civilian Climate Corps (TCCC) to support Executive Order 14008, "Tackling the Climate Crisis at Home and Abroad", Sec. 215 Civilian Climate Corps to mobilize the next generation of conservation and resilience workers and maximize the creation of accessible training opportunities and good jobs. This program bolsters Tribal climate resilience efforts across Indian Country. The program will leverage existing OTS youth and youth corps programs and networks to enhance current activities and partner on future tribal projects.

### Bison Apprenticeship Program

The Bison Management Apprenticeship Program is new as of FY 2023 and will develop a pipeline of talent and build capacity within Tribal communities as Tribe's work to expand their bison herds and enter into co-stewardship agreements for bison management. The apprenticeship program will include opportunities for Tribal youth to work at U.S. Fish and Wildlife Service (USFWS) and National Park Service (NPS) units. Program development will include Tribal engagement. This program in part will be managed in coordination with the Inter-Tribal Bison Council (ITBC).



### [Division of Resource Integration Services \(DRIS\)](#)

The Division of Resource Integration Services develops and implements software to assist with BIA's development and management of trust resources by bringing data to the users and end users of data driven workflows, and products. The Division crafts policy and advises on best practices for implementing Geographic Data and other data resources into existing services, programs, and workflows across the BIA to facilitate workflow and process modernization. Providing technical and training services to BIA programs and data system users. As well the Division serves as a conduit through which data can be shared to the public. The Division has established and manages the BIA Open Data Page, coordinating reporting on Open Data with DOI and ensuring data and metadata complies with Fair Assistance Interior Regulations (FAIR) data practices. They also provide training and technical assistance to BIA regional geospatial coordinators and other GIS professionals.

### [Division of Program Management and Coordination \(DPMC\)](#)

The Division of Program Management and Coordination provides the administrative support to all Divisions and Programs under the OTS umbrella. The Division serves as liaison between the Office of the Inspector General (OIG) and the General Accounting Office (GAO), and manage budget formulation, ensuring we are highlighting success and critical need to defend budget increases. The Division is responsible for Human Resources, strategic planning, program performance, monitoring, and reporting. The Division serves as the OTS Quality Assurance lead and is responsible to develop and refine strategies, policies, and action plans to improve program quality and performance.



## Foundations of Our Strategic Plan

### Foundations of Our Strategic Plan

The BIA Office of Trust Services strategic plan take our lead from the Department of the Interior Fiscal Year 2022–2026 Strategic Plan is a roadmap for fulfilling our mission, achieving the vision of the Secretary of the Interior, and addressing the priorities of the Biden-Harris Administration. Our strategic plan communicates a vision for the future, captures the broad mission of the Bureau of Indian Affairs, aligns our work toward shared strategic goals and objectives, and focuses on achieving long-term outcomes for Tribes, stakeholders, customers, and the planet. The plan identifies priorities for our programs and resources, guides decision making to improve outcomes, and invites ideas and innovation. In developing a strategic plan, OTS placed an emphasis on strong program management to achieve performance, consultation with Tribal governments, collaboration with Federal agencies, project management, and promote Indian Self-Determination and Self-Governance.

Along with the performance goals in the strategic plan, the BIA Office of Trust Services will also track Agency Priority Goals (APGs). APGs are two-year goals and milestones that will be published quarterly on [www.performance.gov](http://www.performance.gov). APGs support measurable improvements in near-term outcomes and advance progress toward the longer-term, outcome-focused strategic goals and strategic objectives. APGs reflect the top implementation-focused, performance improvement priorities of the Biden-Harris Administration and DOI leadership.

### Tribal Consultation

In 2021, the Department held Tribal consultations to obtain input and feedback on the strategic plan framework and planned outcomes. Tribal leaders provided feedback that the plan should include improving government-to-government relations and upholding and respecting treaty rights; viewing the relationship with Tribal communities and DOI through co-management of land and leveraging Tribal knowledge; and strengthening consultations to focus on meaningful outcomes. In response to this input, the Department developed Strategic Objective 1.1: Tribes and the U.S. Department of the Interior have an effective government-to-government relationship and trust and treaty obligations are upheld. The Tribal leaders also wanted the strategic plan to have goals that better reflect DOI's commitments to Tribes; strengthen consultations that focus on meaningful outcomes; reflect energy development and Tribal economics; support Tribal land rights and economic opportunities; and address the impacts of climate change. The Department will continue to consult with Tribes in the development of performance goals and performance measures to build meaningful metrics that show progress in fulfilling the government-to-government responsibilities of the Department.

## Performance and Evidence

The Department has taken a fresh approach to establishing performance outcomes in the strategic plan to better support the *Government Performance and Results Act (GPRA)* of 2010. In developing our strategic goals and strategic objectives, we are focusing not only on legislative and statutory requirements that govern what we do, but on synergies within and across DOI to maximize the benefits realized by the American people. Our performance goals will track progress on our strategic objectives so we keep the end goal in sight and better aim efforts on what we can change and how we can improve. We have also taken steps to build evidence where we have gaps in our knowledge about our program outcomes, incorporate known science into our management decisions, and fully use the breadth of data within the Department to support planning and decisions. We are also using rigorous program evaluation to increase the Department's knowledge of what works and why and ensure that more of our data is transparent and open to the public.

## Risk Management

Planning to achieve our goals requires identifying and properly treating risks to our programs, operations, and activities. To do this, DOI is implementing *enterprise risk management (ERM)* by working with program managers to pinpoint conditions and events that could negatively impact mission achievement. Our ERM approach includes estimating the likelihood of and impact of these risks and plans that treat or reduce the risk. The Department strives to effectively and proactively manage risks to minimize program failures, interruptions, and avoid customer impacts.

## Improving Program and Project Management

To promote efficient and effective program operations, the Department has developed program and project management standards and principles in alignment with the *Program Management Improvement Accountability Act of 2016*. Standardizing and improving program management across the Department is necessary to better ensure the delivery of intended program and project outcomes to beneficiaries and stakeholders. The Department is working across Bureaus and Offices to embed program and project management tools and best practices into the design and daily operations of our work.

## Tribal Engagement

The U.S. Department of the Interior announced the formation of the new Secretary's Tribal Advisory Committee (STAC) to advance the Department's ongoing and future engagement with Tribal Nations. The Department's formal establishment of STAC will create a permanent forum between the Secretary, high-level Department officials, and elected Tribal representatives in furtherance of the United States government-to-government relationship with Tribes. The STAC advances and shepherds in the Department's efforts to share information, exchange ideas, provide recommendations, and facilitate robust discussions and interactions regarding intergovernmental responsibilities, administration of the Department's programs, and development of policies and initiatives.

The Tribal Interior Budget Council (TIBC) provides an advisory government to government forum and process for Tribes and the Department to develop budgets that allow for the fulfillment of Tribes' self-determination, self-governance, sovereignty, and treaty rights, as well as a sufficient levels of funding to address the needs of Tribes and their Tribal citizens.



# STRATEGIC PLAN 2023 - 2026

## Agency Management Challenges

The Department is fully invested in addressing management challenges identified by audits and reviews of DOI programs from the *U.S. Government Accountability Office* and the *Office of the Inspector General* (OIG). The OIG also recognized that these challenges must be viewed considering the transformation of the workplace due to the COVID-19 pandemic. The integration of DOI's program and project management, enterprise risk management, evidence-building, and performance management functions serves to help our leadership in tackling these management challenges so that our strategic goals and objectives are not adversely impacted by previously identified obstacles.

### [How to Read the Strategic Plan](#)

The Strategic Plan is organized by Strategic Goals that reflect the mission of the Department.

<b>Strategic Objectives</b>	Identify the outcomes the BIA OTS aims to achieve.
<b>Implementation Strategies</b>	Provide a plan for how BIA OTS will conduct activities to achieve the Strategic Objectives.
<b>Performance Goals</b>	State the customer focused results OTS will work to achieve. Performance Goals will be measured and tracked in the Annual Performance Plan report.

In addition to the strategic goals and objectives, OTS provides the plan for the Indian Affairs priorities and initiatives as well OTS objectives specific to operational management.

## OTS Alignment with DOI Strategic Goals

The DOI FY 2022–2026 STRATEGIC PLAN identifies strategic goals and strategic objectives that align with priorities of the Biden-Harris Administration and Secretary Haaland to tackle the climate crisis; promote diversity, equity, inclusion, and accessibility; advance environmental justice; support Tribal and Native communities; and support a strong outdoor recreation economy. The priorities are cross-cutting and support DOI’s achievement of the outcomes in the plan.

<b>Strategic Goal 1</b>	Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities.
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<b>Strategic Goal 2</b>	Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors.
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<b>Strategic Goal 3</b>	Sustainably Balance the Use of Resources While Supporting Communities and the Economy.
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<b>Strategic Goal 4</b>	Serve and Honor the Public Trust.
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The BIA, OTS supports the Strategic Goals and Objectives outlined on the following pages.





## STRATEGIC GOAL 1

OTS STRATEGIC GOAL 1: Effectively promote Well-being, Equity, and Justice for Tribes, American Indian and Alaska Native Peoples



*Young dancers at the Sisseton Wahpeton Wacipi 2022*

## Strategic Objective 1.1: Tribes and the U.S. Department of the Interior have an effective government-to-government relationship, and trust and treaty obligations are upheld.

The BIA upholds the trust and treaty responsibilities that the U.S. Government has with Tribal Nations. The DOI and BIA are working to improve the government-to-government relationships with Tribes and support Tribal government's rights of sovereignty, self-determination, and self-governance.

### Implementation Strategy

The Department and BIA OTS are setting a new path for improving how we engage with Tribes, American Indians, and Alaska Native communities. In March 2021, BIA OTS participated in consultations with Tribal leaders to learn how we can improve the consultation process, identify best practices, and strengthen our relationship with Tribal governments. This laid a foundation to make Tribal consultation more effective and meaningful. The White House Council on Native American Affairs endeavors toward this vision through collaborative inter-agency work across the Executive Branch, regular and meaningful Tribal-Federal engagement, and by fostering an all-of government approach in meeting trust and treaty obligations to Tribes. These efforts will ensure that through co-stewardship, Tribal and other Native voices are a part of the decisions and plans of BIA OTS and the Federal government.

The U.S. Department of the Interior announced the formation of a new Secretary's Tribal Advisory Committee (STAC) to advance ongoing and future engagement with Tribal Nations. The Department's formal establishment of STAC will create a permanent forum between the Secretary, high-level Department officials, and elected Tribal representatives in furtherance of the United States government-to-government relationship with Tribes. The STAC advances and shepherds in the DOI and BIA OTS' efforts to share information, exchange ideas, provide recommendations, administration of BIA OTS programs, and development of policies and initiatives.

Part of the BIA OTS' role in upholding trust and treaty responsibilities with Tribes is supporting self-determination and self-governance. Fee-to-trust land acquisitions, also called land into trust, is a transfer of land title to the United States to be held in trust for the benefit of an individual Indian or Tribe. Acquisition of land into trust is essential to Tribal self-determination but can be complex and takes time for processing. The BIA OTS will improve the processing time for land into trust ensuring accuracy and timeliness. The BIA OTS will also build evidence on how to better measure outcomes relating to self-determination and self-governance.

#### Performance Goals

- 1.1.1 DOI enables programs and opportunities that advance Tribal sovereignty.
- 1.1.2 Tribes can exercise their land rights.
- 1.1.3 Tribal consultations result in information exchange, mutual understanding, and generate ideas that inform decision-making.
- 1.1.4 Tribes benefit from coordinated Federal Government-wide engagement.

## OTS Strategy

**1.1.1** Collaborative inter-agency work across the Executive Branch, regular and meaningful Tribal-Federal engagement, and by fostering an all-of government approach in meeting trust and treaty obligations to Tribes.

**1.1.2** Part of the OTS' role in upholding trust and treaty responsibilities with Tribes is supporting self-determination and self-governance. Fee-to-trust land acquisitions, also called land into trust, is a transfer of a land title to the United States to be held in trust for the benefit of an individual Indian or Tribe. Acquisition of land into trust is essential to Tribal self-determination but can be complex and takes time for processing. OTS will improve the processing time of land into trust ensuring accuracy and timeliness by updating the regulation found at 25 CFR 151 – Land Acquisitions. The Department will also build evidence on how to better measure outcomes related to self-determination and self-governance by providing updates to the TAAMS system.

**1.1.3** Ensuring Tribal consultation are more effective and meaningful.

**1.1.3** Tribal consultation is improved through tracking, documentation, and follow-up.

**1.1.4** OTS will continue to provide a leadership role in intergovernmental engagement including targeted interagency and intertribal leadership and participation to coordinate and align efforts for the benefit of indigenous communities.

**1.1.4** Through the Secretary's Tribal Advisory Council (STAC) and other tribal engagements share information, exchange ideas, provide recommendations and facilitate robust discussions regarding the OTS programs and the development of policies and initiatives.

## Strategic Objective 1.2: Tribal communities are safe and healthy.

### Implementation Strategy

The BIA OTS will undertake a multidisciplinary approach including all Tribal and Alaska Native Communities to improve safety and health conditions. To address future planning, the BIA OTS participated in Tribal consultation and listening sessions to better understand the Tribal and Alaska Native community needs and build a transparent relationship to improve the quality of life and service delivery.

BIA OTS will focus on enhancing policies and building capacity and capabilities to promote safe and healthy communities to improve service delivery in communities through infrastructure investments. BIA OTS will recruit, develop, and retain a dedicated, competent, caring workforce that supports building, strengthening, and sustaining managed collaborative relationships that advance BIA's mission and commitment to Tribal communities. BIA OTS will build evidence around the quality of services it provides, how BIA supports Tribal governments to provide their own services, where there are needs that are not being addressed. BIA OTS' responsibilities to Tribes and Alaska Native Communities for health and safety are multi-faceted and address a variety of complex needs. These range from climate change's impacts on communities, hiring and retaining qualified staff, and addressing the diversity of cultures, customs, to the individual needs of each Tribe and community.

#### Performance Goals

- 1.2.1** Tribal communities are safe.
- 1.2.2** Tribal communities have safe and reliable public services.

#### OTS Strategy

**1.2.1** OTS will recruit, develop, and retain a dedicated and competent, caring workforce that supports building, strengthening, and sustained managed collaborative relationships that advance OTS' mission and commitment to American Indian/Alaska Native (AI/AN) project.

**1.2.1** Address climate change impacts on communities and integrate environmental justice efforts going forward.

**1.2.2** OTS will build evidence around the quality of services that support tribal governments to provide their own services.

Economic Security and growth for the American people is a foundational role of the Federal government. However, Tribal communities have not been able to fully participate in economic growth and, in many cases, have been disproportionately excluded from economic opportunities. The BIA OTS will work to expand economic opportunities for Tribal communities and support their economic growth and security.

## Implementation Strategy

The BIA OTS' strategy will focus on improving equity and economic access, developing a skilled workforce through job and employment training, and investing in Tribes and insular communities through contracts and grants, and investments that support a climate resilient economy. The BIA OTS will implement investments across Native communities as part of the plan for achieving [Justice40](#).

The BIA OTS' will use funds from the [Bipartisan Infrastructure Law](#) to support Tribes and Alaska Native Communities to address climactic impacts on their lands and local ecosystems, support community relocation and construction projects, invest in dam safety, and distribute funds from the Indian Water Rights Settlement Completion Fund. As these funds are dispersed and investments made, the BIA OTS will evaluate the equity of funding and impacts and will build evidence on what investments are the most effective.

As the BIA OTS works with Tribes and Native Alaskan communities to support economic security, there are risks that will need to be addressed such as changing economic conditions and training for future job skills. The BIA OTS will identify the key drivers of these risks and adjust plans and strategies to mitigate them.

### Performance Goals

- 1.3.1** Communities benefit from full and equitable participation in the American economy.
- 1.3.3** American Indian and Alaska Native beneficiaries have the necessary information to make informed decisions about their trust assets.

### OTS Strategy

**1.3.1** Enhance OTS ability to carry out the Indian trust responsibility by designing and implementing a holistic workforce and youth development programs. Engage, recruit, retain and cultivate talent for the benefit of tribal communities.

**1.3.1** OTS will ensure equitable investments across AI/AN by contributing to environmental justice.

**1.3.3** OTS will use funds from the Bipartisan Infrastructure Law (BIL) to support Tribes by investing in dam safety, irrigation system improvements, Tribal Climate Resilience and funding the Indian Water Rights Settlement Completion Fund.

**1.3.3** As BIL funds are dispersed and investments made, OTS will evaluate the equity of funding and impacts and will build evidence on what investments are the most effective.



## STRATEGIC GOAL 2

OTS STRATEGIC GOAL 2: Manage and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors



*Alaska Native Village*

## Strategic Objective 2.1: Lands, Waters, and Heritage are Conserved for Present and Future Generations.

### Implementation Strategy

Land managers inventory and manage these lands and waters using earth and natural science, social science, and partnerships with other Federal, State, local and Tribal entities and Tribes and Alaska Native communities. The BIA OTS is responsible for the curation of the Nation's cultural heritage. The BIA OTS manages an extensive museum collection, preserves the places, stories, objects, and artifacts of our shared national story.

The BIA OTS will confront and adapt to the challenges climate change poses and improve how we conserve, protect, and restore the land, water, and natural and cultural resource collections. The Department's Climate Task force is leading a coordinated, cross-DOI effort, and our Climate Action Plan guides how we adapt to climate change, address vulnerabilities, reduce our carbon footprint, and be more sustainable. One effort to combat the effects of climate change is a goal to conserve and restore 30 percent of the Nation's lands and water by 2030, known as America the Beautiful. This locally led effort will be supported by science, and pursued in collaboration with Tribes, and will contribute to the restoration and sustainability of the Nation's fish and wildlife.

Part of the BIA OTS' land management strategy is to remediate orphaned and legacy oil and gas wells and reclaim abandoned coal mine lands. This work will restore these spaces to productive uses, reduce safety risks to people, reduce greenhouse gas emissions, and mitigate environmental contamination. Alongside of our conservation work, the reclamation of previously damaged lands and waters will create new benefits and opportunities for people as these sites are transformed to meet the requirements of their planned end use.

The BIA OTS will make available more museum collections available to the public, ensuring more significant and equitable access to these treasures through a virtual platform. Increased consultation with relevant partners will provide the maintenance, management, protection, and appropriate access to culturally sensitive sites and artifacts. In addition, BIA will assert control of the NAGPRA collection in museums to move toward the goal of repatriating all Native American ancestors and funerary belongings to Native American Tribes.

#### Performance Goals

- 2.1.1** The public, the environment, and the economy benefit from conserving 30 percent of America's lands and waters by 2030 in support of America the Beautiful
- 2.1.2** Land, water, and people are protected from the harmful effects and dangers of abandoned mines and orphaned oil and gas wells.
- 2.1.3** Current and future generations have access to, and can learn from, cultural heritage resources and artifacts that are protected and conserved.

## OTS Strategy

**2.1.1** OTS will collect and organize data concerning conservation, remediation efforts and provide synopsis in a common use format for reporting to senior leadership, Tribes, and the public.

**2.1.2** OTS will continue to engage in the management and performance of the BIL funded orphan well grant program and environmental restoration (ER) abandoned mine land LiDar mapping projects.

**2.1.3** OTS will support Tribes as they adapt to the challenges climate change poses and work to improve the conservation, protection, and restoration of the natural and cultural resources.

**2.1.3** OTS will participate in the overall DOI Climate Action Plan.

**2.1.3** To offset the effects of climate change is a goal to conserve and restore trust lands in water by 2030, known as America the Beautiful (ATB). This effort will be supported by science and pursued in collaboration with trust landowners and their partners and will contribute to the restoration and sustainability of trust, fish, and wildlife resources.

**2.1.3** OTS will create, obtain, and facilitate dissemination of geospatial and other data types for use in analysis and collaboration to inform decision making concerning conservation, remediation, and mitigation measures throughout Indian country.

**2.1.3** OTS will make available online more of its museum collections, so that the public is able to have greater and more equitable access to enjoy these treasures. Increased consultation with relevant partners will ensure protection, monitoring, and appropriate access to culturally sensitive sites, ancestral remains, and artifacts is pursued.



## Strategic Objective 2.2: Species, Habitats, and Ecosystems are Protected, Sustained, and Healthy.

### Implementation Strategy

The BIA OTS is responsible for the protection of fish, wildlife, native plants, their habitats, and the ecosystems that support them. Our efforts include controlling invasive plants and animals, restoring lands and waters to a condition that is self-sustaining, and ensuring that habitats support healthy native wildlife populations. The BIA OTS also carries out several wildland fire management activities before, during, and after wildfire events to ensure the protection of life and property, and to sustain and aid the recovery of ecosystems.

The BIA OTS will prevent the spread of, eradicate, or control invasive species. By leveraging data-driven and science-informing planning, DOI will take into consideration the best models for climate change impacts on species, habitats, and ecosystems. The BIA OTS will work to reduce wildfire risk, rehabilitate burned landscapes, promote adaptation and resilience of communities to wildfire, strengthen the firefighting workforce, and provide the tools and training needed to work safely and effectively.

The BIA OTS will foster and build partnerships to support these efforts. The BIA works with States, communities, Tribes, private landowners, and non-governmental organizations, and other Federal agencies. Particular attention will be paid to ensuring that we respect [Indigenous Knowledge](#) in decision making.

#### Performance Goals

- 2.2.1** Domestic and international species are protected and conserved.
- 2.2.2** Threatened and endangered species and other trust species are protected and are on a path to recovery.
- 2.2.3** Public lands, waters, and facilities and those of our neighbors and partners are not negatively impacted by invasive species.
- 2.2.4** DOI-managed lands have a reduced risk from wildfire and fire's negative impacts.
- 2.2.5** Habitats and ecosystems are protected through appropriate co-stewardship and use of Tribal and indigenous Knowledge.

## OTS Strategy

**2.2.1** By leveraging data-driven and science-informed planning, OTS will take into consideration the best models for climate change impacts on species, habitats, and ecosystems.

**2.2.1** OTS will protect and sustain the natural biodiversity both domestically and internationally and combat the spread of wildlife disease.

**2.2.2** OTS will support, control, manage and maintain terrestrial and aquatic habitats to support biodiversity; support the health and recovery of threatened and endangered species; and prevent the spread of, eradicate, or control invasive species.

**2.2.3** The strategy to sustain species leverages not only OTS expertise, but in coordination with State, local, and Tribal partners, focuses on identifying and implementing corrective actions that will prevent listing of species and lead to species recovery.

**2.2.4** OTS will continue to implement treatments to reduce wildfire risk, improve forest health, rehabilitate burned landscapes, promote fire resilient communities, strengthen the firefighting workforce, and provide the tools and training needed to work safely and effectively.

**2.2.5** Particular attention will be paid to ensuring that we respect Traditional Knowledge in decision making.

**2.2.5** OTS will encourage, foster, and build partnerships with States, communities, Tribes, private landowners, nongovernmental organizations, and other Federal agencies. Particular attention will be paid to ensuring that we include indigenous knowledge in decision making.

## Strategic Objective 2.3: People find Enjoyment and take Pride in Our Lands and Heritage.

The BIA Office of Trust Services provides exhibits, publications, and online learning resources that connect visitors to the Nation's natural and cultural resources and foster an understanding of their value that leads to lifelong stewardship.

### Implementation Strategy

The BIA Office of Trust Services will offer the Nation's youth a chance to learn from the natural and cultural resources housed on DOI lands and through digital resources. The OTS preserves and protects historic and natural resources and maintains a museum program including years of tribal artifacts, art in an online forum.

#### Performance Goals

- 2.3.2** People have an opportunity to work making America's lands, waters, and infrastructure climate adaptive and sustainable.

### OTS Strategy

**2.3.2** OTS will balance and optimize the operations, maintenance, and divestiture of its diverse asset portfolio, leveraging multiple resources, to simultaneously reduce deferred maintenance and ensure appropriate lifecycle investments.

**2.3.2** OTS will expertly leverage partnerships with federal agencies, Tribes, Tribal organizations, and other stakeholders to find creative and mutually beneficial solutions to invest in the next generation of native workers and leaders.

**2.3.2** Continue to develop and implement the Indian Youth Service Corps in collaboration with federal, tribal stakeholders.



## STRATEGIC GOAL 3

OTS STRATEGIC GOAL 3: Support American Indian and Alaska Native Peoples' Goals in Balancing Natural Resource Stewardship with Community and Economic Development Interests



*Blackfeet Reservation*

## Strategic Objective 3.1: Future Energy needs will be Increasingly Met through Renewable and Sustainable Sources.

The BIA Office of Trust Services aids Tribes in the development and use of wind, solar, geothermal, and hydropower energy to help transition the Nation to a clean energy economy and strengthen energy security. Connecting renewable energy projects to the transmission grid and key markets is central to making renewable energy generation projects viable. The BIA OTS works to support domestic energy production by ensuring that renewable energy resources on DOI-managed lands and waters are efficiently developed in an environmentally responsible manner that considers the needs of all users of those lands and waters.

### Implementation Strategy

To help address the climate crisis, the BIA OTS will continue to be a driver in the creation of a clean energy economy, using science and data to advance clean energy job growth, improve permitting processes on trust lands, and increase renewable energy production on public lands and waters. The BIA OTS will do so while ensuring that the deployment of clean energy and transmission projects considers the needs of at-risk species and their habitats and provides meaningful opportunities for Tribal and public engagement.

The BIA OTS is working with other Federal agencies to coordinate and prioritize reviews for clean energy projects located on Tribal lands and prioritize and expedite reviews by participating in interagency coordination teams to facilitate preparation of environmental reviews and accelerate renewable energy decision-making. This will support the Administration's energy goals of a carbon pollution-free power sector by 2035, and permitting 25 GW of onshore solar, wind, and geothermal production on public lands by 2025. The BIA OTS will accelerate the identification of additional areas with potential renewable energy resources.

#### Performance Goals

- 3.1.3** The public benefits from improved management practices, guidelines, policies, and resource assessments that support environmentally sound renewable energy development.

#### OTS Strategy

**3.1.3** OTS will continue to carry out the Renewable Energy Accelerated Deployment Initiative (READI), engaging Tribal nations and facilitating the advancement of the clean energy economy.

**3.1.3** OTS will lead the coordination of the Indian Energy and Mineral Steering Committee (IEMSC) facilitation cross-agency engagement that will improve the permitting, leasing, and energy production processes on Indian lands.

**3.1.3** To help address the climate crisis, OTS will continue to support the creation of a tribal renewable energy economy, using science and technology to advance job growth, and improve access to forest products suitable for the generation of renewable energy from tribal and public lands.

**3.1.3** The OTS will accelerate the use of technology, such as LiDar, to identify additional areas with potential renewable energy resources.

**3.1.3** OTS will provide dashboard and data visualization resources based on science and data, drive collaboration and support decision making as it pertains to advance clean energy initiatives.

## Strategic Objective 3.2: Current Energy Needs are Met through Balanced Resource Use.

The BIA Office of Trust Services supports balanced stewardship of natural resources to help meet the Nation's energy needs and to meet the Administration's goal of a carbon pollution-free power sector by 2035. As the Nation transitions to a clean energy economy to address climate change, BIA OTS will work to ensure that conventional energy development on Indian lands and waters is done in a safe and environmentally responsible manner.

### Implementation Strategy

As the Nation transitions to a larger share of clean energy, BIA OTS will work with Tribal governments to improve and modernize the conventional energy programs toward safe and responsible exploration and development that considers environmental justice, climate change, and potential impacts to the environment and communities. The BIA OTS will ensure that energy programs rely on the best available scientific information, hold operators responsible for remediation, and more fully include Tribal governments in decision making.

The BIA OTS will use its full range of authorities, policies, and tools to ensure safety, environmental stewardship, and appropriate development of coal, oil, natural gas, and renewable energy resources. This includes regulatory programs that established strong standards and regulations and emphasize a culture of safety and environmental stewardship. The BIA OTS will ensure that operators adhere to the stipulations and conditions of their approved leases, plans, and permits, while acknowledging the impacts of climate change in all the BIA OTS's work, both internally and externally.

#### Performance Goals

- 3.2.1** Customers reliant on conventional or renewable energy resources have reliable energy to meet their needs.
- 3.2.2** Current and future generations benefit from reduced greenhouse gas emissions from fossil fuel programs, mitigating climate impacts.

### OTS Strategy

**3.2.1** OTS will provide grant and technical assistance for energy and resource development planning. OTS resources available to Tribes focuses on all phases of Tribal energy development up to and including final project design. Physical construction (brick and mortar) is available from the Department of Energy (DOE), Office of Indian Energy (OIE).

**3.2.1** The OTS will accelerate the use of technology, such as LiDar, to identify additional areas with potential renewable energy resources.

**3.2.2** OTS will provide dashboard and data visualization resources based on science and data, drive collaboration and support decision making as it pertains to advance clean energy initiatives.

**3.2.3** OTS will continue to engage in coordination with the White House Council on Native American Affairs (WHCNAA), on the energy transition MOU, and will provide updates to the WHCNHAA on the progress of Renewable Energy Accelerated Deployment Initiative (READI).

## Strategic Objective 3.3: Land, Water, and Non-Energy Mineral Resources Support the Diverse Needs of Communities.

Managing the resources of Indian trust lands and waters has been a core BIA Office of Trust Services responsibility since its founding. The BIA OTS is called upon to assist Tribes with their efforts to access both renewable and non-renewable economic resources on their lands. This role demands that BIA OTS appropriately balances resource protection responsibilities with the economy's need for non-energy minerals including hard rock, sand, and gravel; forest and rangeland products; and water resources, as well as ensuring that communities' economic and environmental health is sustained. The BIA OTS also considers the increased demand for mineral resources to deploy the clean energy technologies necessary to transition to a decarbonized economy in a sustainable manner.

### Implementation Strategy

The BIA OTS supports sustainable grazing, timber, and non-energy resource production; support and develop supply chains for non-energy minerals; ensure water management, allocation, and delivery to communities; and address worsening drought conditions caused by climate change. The BIA OTS, in alignment with Administration goals and other Federal agency actions, will seek to boost the Nation's understanding of its critical mineral resources and accelerate the identification of areas with potential critical mineral resources still in the ground and in mine wastes. Data collected will support development of assessments quantifying domestic mineral resources, and identification of locations suitable for sustainable development of these resources.

The BIA OTS is marshalling existing resources and working in partnership with State, local, and Tribal governments to address the needs of communities suffering from drought-related impacts. The BIA OTS will identify and disburse financial and technical assistance for impacted Tribes and develop longer-term measures to respond to climate change, including building more resilient communities and protecting the natural environment. Investments made available under the Bipartisan Infrastructure Law will improve water efficiency and recycling programs and dam safety to address the western drought crisis. BIA OTS will support Tribes in the western United States as they combat extreme drought through water storage and delivery, ensuring a sustainable supply of water.

#### Performance Goals

- 3.3.1** Residents of the western United States have a sustainable water supply to address impacts of drought and climate change.
- 3.3.2** Communities benefit from a balanced approach to using and conserving resources.
- 3.3.3** Communities, scientists, and other stakeholders have the information needed to make informed decisions about nationwide critical mineral potential and geological resources.
- 3.3.4** Communities have access to more robust water data, nationally consistent water availability assessments and predictions, and modeling tools to make decisions under changing climate conditions and competing urban, agricultural, and ecological demands.

## OTS Strategy

**3.3.1** OTS will ensure sustainable grazing, timber, and non-energy resource production; support and develop supply chains for non-energy minerals; ensure water management, allocation, and delivery to communities; and address worsening drought conditions caused by climate change.

**3.3.1** OTS is marshalling existing resources and working in partnership with State, local, and Tribal governments to address the needs of communities suffering from drought-related impacts.

**3.3.2** OTS will provide the necessary support for the development and maintenance of forest management plans, natural resources management plans, agricultural resource management plans, and integrated resource management plans to ensure the long-term conservation and protection of tribal trust assets.

**3.3.3** OTS will boost the Tribal Nation's understanding of their critical mineral resources and accelerate the identification of areas with potential critical mineral resources still in the ground through Tribal engagement, technical resource assessment, and Federal coordination.

**3.3.4** OTS will identify and disburse financial and technical assistance for impacted irrigators and Tribes and develop longer-term measures to respond to climate change. Investments made available under the Bipartisan Infrastructure Law will improve water efficiency and dam safety to address the western drought crisis.





## STRATEGIC GOAL 4

OTS STRATEGIC GOAL 4: Cultivate the Public Trust in the BIA, Office of Trust Services



## Strategic Objective 4.1: People, Communities, and Organizations Benefit from U.S. Department of the Interior, Science, and Information.

Data, science, and reliable information are key components of the BIA OTS's mission and central to both equitable program delivery and the development and iterative improvement of sound policies. The BIA OTS's goal to serve and honor the public trust entails producing and delivering credible, applicable, and unbiased information to inform critical decisions related to ecosystems, land use, environmental health, natural hazards, and water resources, and the effects of climate change to the American public.

### Implementation Strategy

The BIA OTS will provide open access to information and leverage data and information as strategic assets to address the disproportionately high health and environmental impacts for low-income and minority communities. This includes harnessing emerging technologies to expand the use of principles of data management making data findable, accessible, interoperable, and reusable (FAIR principles) for staff, collaborators, and the public. The BIA OTS will also increase the use of demographic data in its datasets to better support management decisions which impact equity and justice and employ strategic learning strategies to improve evidence-based policy making and the management, use, and transparency of BIA OTS's science and information.

The U.S. Geological Survey (USGS) serves as the Department's primary science organization and the BIA OTS also conducts mission-specific research and data collection to support its programs and the public. Through these cross-cutting efforts, the BIA OTS will continue to advance the delivery of scientific research to improve the resilience of communities and provide reliable and timely scientific information needed to respond to hazards, reduce land use impacts, restore ecosystems, and sustain safe and healthy environments. With an emphasis on data and science integrity, the BIA OTS will focus its learning activities to improve the public benefit of its information resources and achieve better data and science equity.

#### Performance Goals

- 4.1.1** People, communities, and organizations have equitable access to DOI data resources.
- 4.1.2** People, communities, and organizations benefit from information that is inclusive and reflects the needs of diverse populations.
- 4.1.3** People, communities, and organizations benefit from science resources to enhance their resilience to natural hazards and environmental change.
- 4.1.4** People, communities, and organizations benefit from information made available for land and resource management.

## OTS Strategy

**4.1.1** OTS will maintain an “open” data page providing interoperable data to tribes, collaborators and the public in industry standard formats and will provide the necessary metadata file in the prescribed format to the DOI for input into the enterprise data inventory and publishing to data.gov and the Geoplatform.

**4.1.2** OTS will continue to coordinate with the U.S. Census Bureau (USCB) through the established Memorandum of Understanding to integrate demographic data into datasets that can be utilized by OTS staff, collaborators, and tribes to inform decision making.

**4.1.4** OTS will continue to assist other federal agencies with data collection in Indian Country through funding collaborative data collection projects, providing necessary datasets for research, and tailoring and integrating tools created for public use into our Geoplatform for specific tribal use cases.

## Strategic Objective 4.2: Access to Opportunities, Services, and Resources is Equitable and Just.

Meaningful engagement, especially for individuals from underrepresented groups and underserved communities, is essential to fulfilling our obligations and delivering BIA's mission with trust and transparency. The BIA's priority is to bolster the Department's broader goals by embedding equity and fairness in everything we do, and maximizing inclusivity and accessibility for our partners, visitors, collaborators, customers, and other stakeholders.

### Implementation Strategy

Recognizing that meaningful engagement begins with equitable access to information and opportunities, the BIA OTS will increase outreach to Diversity, Equity, Inclusion and Accessibility (DEIA) communities, tapping into diverse expertise and experience to continually enhance and innovate engagement strategies. BIA OTS will also increase collaboration and engagement with a wider variety of commercial, educational, and nonprofit partnerships to improve accessibility and expand participation in science, technology, engineering, and mathematics (STEM) research, grants, contracting, and other opportunities. This includes targeted internship opportunities and partnerships with minority serving institutions and nonprofits.

The BIA OTS will identify ways to improve transparency, technical assistance, and Tribal engagement; enhance the implementation and design of grant or business opportunities; mitigate challenges stemming from participant capacity and administrative complexity; and implement a range of strategies to enable substantive improvement addressing service delivery challenges for acquisitions, Tribal grants, and contracting. Through these processes, and ongoing assessment of climate vulnerabilities impacting people and communities.

#### Performance Goals

- 4.2.1** People from historically underserved communities have equitable access to DOI science, technology, engineering, and math (STEM) education and research opportunities.
- 4.2.2** Historically underserved communities equitably benefit from DOI decisions, investments, and opportunities.

## OTS Strategy

**4.2.1** OTS will explore outreach opportunities with tribal communities, tapping into diverse expertise and experience to continually enhance and innovate engagement strategies. This includes targeted internship opportunities and partnerships and minority serving institutions and nonprofits and expanding the OTS current partnership with the U.S. Department of Transportation (USDOT) to increase recreational access for disadvantaged communities and people with disabilities.

**4.2.1** Programs will explore collaboration opportunities to improve accessibility and expand participation in science, technology, engineering, and mathematics (STEM) research, grants, contracting, and other opportunities, as available.

**4.2.1** OTS will implement a streamlined approach for organizational and personal accountability to strengthen the execution of human resource and management practices.

**4.2.1** OTS will continue to support and provide innovative ideas to manage home and work life balance.

**4.2.2** Through these processes, and ongoing assessment of climate vulnerabilities impacting people and communities, OTS will develop strategies and methodologies to understand social equity and resilience and address enterprise risks across multiple categories.

**4.2.2** OTS will incorporate and support DEIA practices into our day-to-day activities and provide awareness for a safe workplace.

**4.2.2** OTS will continue to provide for licensing of geospatial software for the bureau and Tribes, along with providing technical assistance, training, and resources for the utilization of that software.

**4.2.2** OTS will collaborate with the Tribal GIS community, tribes, and other stakeholder to improve data relevance, quality, and access.

**4.2.2** OTS will see and engage in other cooperative opportunities to provide the best possible data and geospatial services to Indian Country.

**4.2.2** OTS will explore options for and seek authorization to deploy an authentication tool to authenticate tribal users to collaborative IT systems to further our ability to collaborate on the American Indian and Alaska Native data initiative.

## Strategic Objective 4.3: The U.S. Department of the Interior Workforce is Diverse, Safe, Engaged, and Committed to the Mission.

BIA Office of Trust Services employees perform a wide range of duties that span various disciplines and require varied skills. Our ability to maintain a highly effective organization that meets the needs of the American people is dependent upon attracting the best talent and ensuring that workers are fully engaged and committed to carrying out the BIA OTS mission.

### Implementation Strategy

The BIA Office of Trust Services will strengthen organizational and personal accountability of senior leaders, managers, and supervisors in executing the BIA OTS's human resource and management practices. The BIA OTS will support DEIA initiatives to reflect diversity and capitalize on the difference in background, thought, education, and experience – factors that enable better-informed policies and decision making. The BIA OTS has established clear plans to strengthen targeted recruitment activities and build accessible and equitable pathways in our hiring and retention activities. The BIA OTS will identify concrete strategies to develop innovative recruitment and hiring tactics to drive continuous increases in hiring qualified applicants from historically underrepresented groups; enable employees to fully contribute to achieving the BIA OTS mission, fostered by an inclusive and safe workplace culture; and ensure professional growth and advancement is fair, equitable, and accessible to all employees at all career levels. The BIA OTS will continually assess its performance at all stages of the employee life cycle and identify immediate needs and opportunities to improve practices and outcomes.

The BIA OTS workforce strategy also includes safeguarding the wellness, safety, and mental health of our workers. Coaching will be available for senior leaders and supervisors on a voluntary basis, focused on modeling a positive and inclusive environment at these levels, and will employ a policy which demands that interpersonal practices and behaviors protect and promote rights, inclusivity, and dignity.

#### Performance Goals

- 4.3.1** Employees recruited and hired at DOI reflect the diversity of the Nation.
- 4.3.2** DOI employees can fully contribute to achieving DOI's missions, fostered by an inclusive and safe workplace culture.
- 4.3.3** DOI employees experience safety, wellness, positive work-life balance, and work in an environment free of harassment and bias.

## OTS Strategy

**4.3.1** OTS has established clear plans to strengthen targeted recruitment activities and build accessible and equitable pathways in our hiring and retention activities.

**4.3.2** OTS will strengthen organizational and personal accountability to meet strategic objectives through Employee Performance and Appraisal Plan (EPAP) goals.

**4.3.2** OTS will continually assess its performance at all stages of the employee life cycle and identify immediate needs and opportunities to improve OTS practices and outcomes.

**4.3.3** OTS will be educated on and implement the DOI Equity Action Plan (DEAP)

**4.3.3** Implementation of diversity training consistent with DOI policy and procedures.

## Strategic Objective 4.4: There is Confidence and Satisfaction in the U.S. Department of the Interior.

Sustainability managed assets, responsible management of resources, and fair and equitable service delivery are essential to build confidence and satisfaction for the American public. The Department will apply continuous learning and improvement principles, including robust maturity models, vigorous evidence building, and risk management to deliver on its strategic priorities. Through a multipronged approach with an emphasis on efficiency, investment, and portfolio rightsizing, the Department will pursue excellence in business practices, improve justice and accountability to our stakeholders, and deliver better services to our customers.

### Implementation Strategy

The Department will leverage investments and sustainable use planning to ensure its visitors and customers continue to have access to DOI properties, facilities, and assets. To accomplish this, the Department will commit significant investments from the Bipartisan Infrastructure Law and the Great American Outdoors Act. These investments will improve water efficiency and recycling programs, rural water projects, WaterSMART grants, and dam safety to ensure that irrigators, Tribes, and adjoining communities receive adequate assistance and support. The investments will improve facilities, reduce the backlog in deferred maintenance, and move the Department's portfolio toward proactive maintenance, modernization, and renewal of components and major systems to sustain assets in good condition. These investments will also support community-led transitions for the most vulnerable Tribal communities, including climate adaptation planning, ocean and coastal management planning, capacity-building, and relocation, managed retreat, and protect-in-place planning for climate change risks.

The Department is committed to strengthening public confidence in its ability to support public health and safety and facilitate resiliency in the communities that it serves. The Department will deploy resources to better prepare communities and ecosystems against threats and natural hazards through historic investments in forest and rangeland restoration, hazardous fuels management and post-wildfire restoration activities, and protection of water supplies and improvements to drought resiliency. Additionally, to strengthen trust and collaboration between DOI law enforcement and the communities it serves, the Secretary's Law Enforcement Task Force will recommend actions to ensure appropriate policy and oversight and strategies to improve law enforcement programs of the National Park Service, U.S. Fish and Wildlife Service, Bureau of Reclamation, Bureau of Land Management, and Bureau of Indian Affairs.

The Department will also improve its sustainability and resiliency of operations. The DOI will protect its critical information assets from cyber exploitation and attack and ensure that employees and the public can rely on the confidentiality, integrity, and reliability of DOI's data and information systems. The Department will take bold and direct action to address climate change vulnerability and resiliency broadly across its facilities and infrastructure portfolio. This includes addressing vulnerabilities of mission-critical buildings and structures to climate change, taking a whole-of-life approach to identify opportunities to increase resiliency, and continue to implement mitigation actions reported in the Department's annual Sustainability Report and Implementation Plan to reduce greenhouse gas emissions from agency operations.

#### Performance Goals

- 4.4.1** DOI facilities are well maintained and available to serve the American public.
- 4.4.2** Communities, property, and DOI-managed physical and digital resources are safe and resilient.
- 4.4.3** DOI infrastructure investments benefit vulnerable communities, the public, and the environment.



## OTS Strategy

**4.4.1** OTS will provide dashboards and data visualization that provide insight into all OTS activities and progress on secretarial and Tribal priorities.

**4.4.2** OTS will utilize tools and resources to modernize processes to eliminate backlogs, optimize processing time and ensure program accountability.

**4.4.3** Investments will improve water efficiency and dam safety to ensure that irrigators, Tribes, and adjoining communities receive adequate assistance and support. The investments will improve facilities, reduce the backlog in deferred maintenance, and move the Department's portfolio toward proactive maintenance, modernization, and renewal of components and major systems to sustain assets in good condition.

**4.4.3** OTS will deploy resources to better prepare communities and ecosystems against threats and natural hazards through historic investments in forest and rangeland restoration, hazardous fuels management and post wildfire restoration activities, and protection of water supplies and improvements to drought resiliency.

**4.4.3** Implementation of diversity training consistent with DOI policy and procedures.

**4.4.3** OTS will deploy resources to better prepare communities and ecosystems against threats and natural hazards through historic investments in forest and rangeland restoration, hazardous fuels management and post wildfire restoration activities, and protection of water supplies and improvements to drought resiliency.

**4.4.3** OTS will provide support, technical assistance, and resources to better protect communities against threats and natural hazards through historic investments in forest and rangeland restoration, hazardous fuels management and post wildfire restoration activities, and protection of water supplies and improvements to drought resiliency.



## Indian Affairs Priorities and Initiatives

### Indian Affairs Priorities and Initiatives

The Indian Affairs initiatives identify targets and goals that align with priorities of the Biden-Harris Administration, Secretary Haaland, and the Assistant Secretary – Indian Affairs to tackle the climate crisis; promote diversity, equity, inclusion, and accessibility; advance environmental justice; support Tribal and Native communities; and support a strong outdoor recreation economy. The priorities are cross-cutting and support DOI's achievement of the outcomes in the plan. The BIA, OTS supports the priorities and initiatives outlined as follows:

#### Tribal Homelands

Indian Affairs is the steward of more than 56 million surface acres and 60 million acres of Tribal lands. Indian Affairs ensures that Tribe's natural endowment, the natural land and water resources, is managed for the benefit, use, and enjoyment of current and future generations. In the face of climate change and other stressors, Indian Affairs uses the best available science, evidence-based natural resource management techniques, technology, engineering, and partnerships and alliances to guide stewardship of Tribal lands and waters.

Part of the Indian Affairs role in upholding trust and treaty responsibilities with Tribes is supporting self-determination and self-governance. Fee-to-trust land acquisitions, also called land into trust, is a transfer of a land title to the United States to be held in trust for the benefit of an individual Indian or Tribe. Acquisition of land into trust is essential to Tribal self-determination but can be complex and takes time for processing. Indian Affairs will improve the processing time of land into trust ensuring accuracy and timeliness. The Department will also build evidence on how to better measure outcomes related to self-determination and self-governance.

#### Fee to Trust

These initiatives not only support the Restoration of Tribal Homelands but also foster government-to-government relationships with Indian tribes and facilitate support for tribal people and tribal governments. We promote safe and quality living environments, strong communities, self-sufficient and individual rights, while enhancing protection of the lives, prosperity and well-being of American Indians and Alaska Natives. We have identified the below projects:

- Use cost-efficiency objectives to streamline discretionary fee-to-trust cases by updating regulations, policies, handbooks, and guidance to field offices, Tribal and Individual applicants.
- Host a National Realty Training held by the BIA Office of Trust Services (OTS), the Division of Real Estate Services (DRES) on June 11-13, 2024. The purpose of the 2024 National Realty Training is designed to improve the realty and trust services' field staff's knowledge, skills, and understanding of statutes, regulations, policies, and processes to review and draft decision-making protocols on behalf of BIA DOI regarding Indian trust lands and minerals. The last National Training was held in 2017, and this will be the first National training in seven years. Participants estimated in attendance to the 2024 National Realty Training was approximately 400+ federal and tribal contract/compact employees.
- Indian Affairs (IA) in coordination with the Office of the Solicitor (SOL) and the Bureau of Land Management (BLM) will reduce the amount of time required to process land into trust applications. By September 30, 2025, the coordination of Indian Affairs, the DOI Solicitor, and BLM activities will reduce the average time or processing land into trust applications to better meet the principles and guidelines established in the Indian Reorganization Act (IRA) and reaffirmed in the Indian Self-Determination and Education Assistance (ISDEA) Act.

- DRES is coordinating and clarifying policy in association with DESCRM and the Office of the Solicitor's to finalize guidance and policy as related to National Environmental Policy Act (NEPA) and 602 Departmental Manual 2 requirements for Fee-to-Trust applications.

Implementation Strategy 1: Fee to Trust - The FTT Strike Team was created to assist Regions and Agencies with case movement ensuring applications continue to be processed timely, update regulations and handbook to include pre-application procedures, encoding to TAAMS Module, any other FTT related projects or assistance is requested.

Implementation Strategy 2: GIS Strike Team – Legal Description Evaluation & Validation (LDEV) Requests are land description reviews for clarity, comprehensibility, and legibility. The description of acreage in related documents are examined and confirmed to accurately describe the subject property as it is written. The FTT GIS Strike Team completed 32 LDEVs in the first half of FY2023, eight (8) LDEV applications are in the review process. GIS Strike team plans to meet with Regional Subject Matter Experts (SMEs) to ensure future LDEVs are completed using GIS best practices. The Strike Team will also work alongside Regional Geospatial Coordinator (RGC) on current national mapping efforts and right of way data incorporation.

**STRATEGIC GOAL 1: Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities.**

**Objective 1.1: Tribes and the U.S. Department of the Interior have an Effective Government-to-Government Relationship, and Trust and Treaty Obligations are Upheld**

Fee to Trust: Increase in the percentage of submitted applications with determinations. The objective is to improve internal processing time on applications submitted to the BIA, not meant to increase the amount of land taken into trust. Description of objectives:

- Improve land-into-trust processes by updating policies to build on the Administration's initiative for Tribes to exercise their land rights.
- Ensure accuracy and timely management of fiduciary trusts.
- Establishment of Fostering Collaborative Partnerships with Executive Order 14112
- Use of cost efficiency objectives on fee-to-trust. Ensuring less expensive and simpler processing.
- Streamlines discretionary applications.
- Initial Indian Acquisition is a new category established for the benefit of a Tribe that currently has no land held in trust status.

**Objective 1.2: Tribal Communities are Safe and Healthy**

Support stewardship of Tribal Lands is to manage the natural resources for their economic benefit, use, and enjoyment of current and future generations.

**Objective 1.3: Tribal Communities have Economic Security and Growth**

Promote and support self-determination and self-governance through fee to trust land acquisitions by transferring land title for the benefit of individuals or Tribes.

The Division of Real Estate Services, as subject matter experts in fee to trust, will partner with the Division of Resource Integration Services to develop technological and policy solutions to aid and guide stewardship and natural resource management from the acquisition of lands.

## Land Acquisition of Government Excess Lands

These initiatives not only restored land but also foster resilience, cultural continuity, and community well-being. We have identified two Tribal Excess Lands projects:

### **Objective 1.4: Increased Bison Ranch Activities through the transfer of land to the Tribe enabling increased Bison Ranch activities and operations.**

- **Food Sovereignty** By having control over the land, Tribes can enhance food security by managing bison herds and ensuring a sustainable food source.
- **Cultural Significance** The return of buffalo holds immense cultural value for indigenous communities, reconnecting them with ancestral traditions.
- **Economic Development** Bison ranching can create economic opportunities, helping both the Tribe and local communities.
- **Soil Improvement** Proper land management can lead to healthier soil conditions.

### **Objective 1.5: Transfer of Excess BIA Held Real Property as an effort to restore Tribal homelands involve transferring excess BIA real property to Tribes.**

- **Preserving Cultural Sites** By acquiring former BIA day schools and other sites, Tribes can preserve culturally significant locations.
- **Consolidation of Land Base** Reacquiring land prevents further loss and strengthens the Tribe's land base.
- **Self-Determination and Governance** Increased tribal regulatory jurisdiction allows for self-governance and decision-making.
- **Housing Opportunities** Restored lands can provide housing options, promoting homeownership among Tribal members.
- **Clean Energy Transition** With increased energy development ability, Tribes can transition toward clean energy sources.

## Land Consolidation

STRATEGIC GOAL 1: Consolidate land in areas of Tribal preference by support of government-to-government relationships with Tribes.

### **Objective 1.1. Target Tracts Identified by the Tribes**

Description of Objective 1.1: By Tribal consultation, the Tribes prioritize and identify eligible tracts for trust or restricted land as the targeted tracts they would most want to acquire fractional interest. With the exception that the criteria for targeting land areas are met, such identified set of land areas where appraisals or mineral valuations have recently been completed to which identifies tracts or interests to offer to purchase at each location.

### **Objective 1.2. Target Tracts with Economic Opportunity for Tribes**

Description of Objective 1.2: By Tribal consultation, this objective would identify and target those tracts that would be considered as having economic development and support Tribe's plans for and adaption to climate change.

STRATEGIC GOAL 2: Promote and strengthen Tribal Participation by incorporating Tribal Acquisition Priorities in reducing land fractionation in highly fractionated areas in Indian Country.

**Objective 2.1: Target Locations with Eligible Tracts where the Fractionation Problem is most Prevalent with an Available Mass Appraisal**

Description of Objective 2.1: this objective target eligible tracts with fractional interests equal to or greater than 5 percent of total tract ownership; not subject to Probate provisions. Focusing on interests that are equal to or greater than 5 percent also provides a basis for the DTLC to consider smaller locations for implementation that were excluded from participation in the Buy-Back program. At present there are approximately 300,000 fractional ownerships interests not subject to the Single Heir Rule which could be considered for acquisition by DTLC.

**Objective 2.2: Target Individual Indian Money Account Owners**

Description of Objective 2.2: This objective provides opportunities for eligible individual Indian owners with an Individual Indian Money account that reflects the landowners' adult status to voluntarily sell such interests at fair market value for restoration to Tribal ownership.

**Objective 2.3: Target Landowners who have the Greatest Number of Purchasable Interests in Trust or Restricted Indian Land from Willing Individual Sellers**

Description of Objective 2.3: This objective ranks each landowner by the number of interests owned by targeting acquisition to obtain 100 percent of the landowner's interests.

STRATEGIC GOAL 3: Promotes Tribal participation by incorporating Tribal Acquisition Priorities, the Bureau will implement a plan that is time and cost efficient.

**Objective 3.1: Target Lands Requiring Minimal Preparatory Work Prior to Offers being Made**

Description of Objective 3.1: At each location selected for implementation, the Program will focus on purchase offers by prioritizing the valuation and purchase of lands that may require minimal preparatory work prior to an offer being made to owners.

**Objective 3.2: Target Tracts Owned by Willing Sellers**

Description of Objective 3.2: The DTLC will work accordingly with Tribes, BIA Agency offices, and the Appraisal and Valuation Services Office to identify and prioritize purchase offers to Landowners who have expressed willingness to sell. This effort will assist in avoiding the time and cost of printing and mailing offers to owners who have no interest in participating.

**Objective 3.3: Target Tracts with Large Interests to Gain**

Description of Objective 3.3: This objective would identify tracts with relatively low fractionation and "large" interests' owners, the acquisition of which could bring a Tribe to a controlling level of interest in that tract with a minimal number of acquisitions.



## Climate

Indian Affairs, in partnership with Tribal governments, federal partners, non-profit organizations, and other key stakeholders, is working to advance the goals of [America the Beautiful](#) to tackle climate change, stem the decline of biodiversity, and improve equitable access to nature. Indian Affairs will continue to support conservation and restoration in a manner that is faithful to its guiding principles—building a locally led movement that benefits people and the economy, is anchored in science, Indigenous Knowledge, honors Tribal sovereignty, and respects private landowners.

It will also continue to focus on the six areas of focus that elected officials, Tribal leaders, and stakeholders lifted up as early opportunities for successful collaboration: creating more parks in underserved communities; supporting Tribally led conservation and restoration priorities; expanding collaborative conservation of fish and wildlife habitats; increasing access for outdoor recreation; rewarding voluntary conservation efforts of Tribes; and creating jobs by investing in restoration and resilience.

## Climate Adaptation

The Branch of Tribal Climate Resilience solicits proposals through its Annual Awards Program to support Tribes as they address current and future climate change impacts on Tribal Treaty and Trust resources, economies, regenerative agriculture and food sovereignty, conservation practices, infrastructure, and human health and safety. In Fiscal Year 2023, a historic \$120M was made available to Tribes and Tribal Organizations.

### **Grant Category 1: Planning (planning projects – maximum \$250,000)**

Planning awards are intended to provide as much flexibility as possible in scope of topics allowed to address diverse and complex Tribal climate concerns. Proposals may include development of climate change considerations into formal planning documents or designs as well as data collection/analysis, and supplemental monitoring efforts. If planning documents have already been developed, proposals may include planning and designs related to implementation, such as feasibility studies and structural or engineering documents. Proposed planning projects may include (but are not limited to) climate adaptation planning, Relocation, Managed retreat and Protect-in-place (RMP) plans, natural or cultural resource management plans such as ocean and coastal, forest, fire, rangeland, or wetland management plans, hazard/emergency response or mitigation plans, ecological restoration, greenhouse gas mitigation plans, construction or engineering plans/designs, training and workshops, internship/climate staffing or program development (i.e., capacity building), and youth engagement.

## **Grant Category 2: Implementation (implementation projects – maximum \$4,000,000)**

Implementation awards are designed to support the execution of projects that have been previously identified and supported by official planning documents. Examples of supporting document types may include (but not limited to): Tribal climate adaptation plans, relocation master plans, natural resources plans, drought plan, hazard mitigation plans, ecological restoration plans, greenhouse gas mitigation plans, and construction or engineering plans/designs. Category 2 (Implementation) proposals can include design phase or implementation of projects (e.g., construction) if the project has been previously identified and supported by official planning documents.

## **Grant Category 3: Relocation, Managed Retreat, and Protect-in-Place Coordinator Set Aside**

Relocation, Managed Retreat, and Protect-in-Place (RMP) Staff awards are non-competitive funding intended to support Tribes with limited staff or technical or project management capacity and who have imminent relocation, managed retreat, or protect-in-place needs due to climate impacts. These staff positions may focus on development of community planning documents, climate adaptation strategies, implementation actions, community engagement, coordination with federal and other partners, emergency response plans or mitigation, and implementation of RMP actions. Tribes facing risks due to climate change may apply for non-competitive funding of up to \$150,000 annually for a staff position for up to three years. An award under this category would provide annual funding for the requested amount (\$150,000 maximum) for three years (total of \$450,000 for the three-year award period. No annual application would be required after the first year, funds would be automatically awarded annually for up to the three-year duration (subject to availability of funds). Awards also include access to a climate resilience cohort training module for the staff position. The training module is a ten-month long series (in Year 1) and consists of peer-to-peer learning and knowledge exchange regarding climate resiliency and RMP decision making facilitated by BIA and the Institute for Tribal Environmental Professionals (ITEP). Participation in the training module is required for all Category 3 awardees. Tribal staff will have the opportunity to prioritize strategic planning, vulnerability assessments, and data gathering, as well as travel to trainings and coordination meetings with regional resilience efforts, as needed.



*Village of Napakiak near the Kuskokwim River*

### Community Driven Relocation

The OTS, Branch of Tribal Climate Resilience assists federally recognized Tribal Nations and Alaska Native villages with community-led resilience and other community-driven relocation strategies.

The Newtok Village and Native Village of Napakiak, both in Alaska, as well as the Quinault Indian Nation in Washington have been selected to receive \$25 million each to begin community driven relocation, for a total of \$75 million in funding. The initial steps for these communities will serve as demonstration projects for future climate resilience efforts by providing early learning opportunities for best practices, developing standard guidelines and tools to serve as a blueprint for future efforts, and demonstrating the success of a consolidated and coordinated interagency approach to relocation and managed retreat. The demonstration projects will focus on the relocation and establishment of core infrastructure identified by the communities to create a center of gravity for full community relocation. Community relocation will be a staged process that will occur in the coming years.





*Buffalo grazing on Indian Lands*

## Bison Restoration

OTS has executed the Branch of Bison to work towards restoration of wild and healthy populations of American Bison and the prairie grassland ecosystem through collaboration among DOI Bureaus and partners such as other federal agencies, states, Tribes, and landowners using the best available science and Indigenous Knowledge.

Projects began in FY 2023 for Tribal herd development, to support Tribes in establishing large bison herds and restoring grassland ecosystems on Tribal lands and provide for Tribes to expand their bison herds and enter into co-stewardship agreements for bison management.

The OTS will provide resources to the Intertribal Bison Council to establish a Bison Management Apprenticeship Program to develop a pipeline of talent and build capacity within Tribal communities as Tribe's work to expand their bison herds and enter into co-stewardship agreements for bison management. The apprenticeship program will include opportunities for Tribal youth to work at the U.S. Fish and Wildlife Service (USFWS) and National Park Service (NPS) units. Program development will include Tribal engagement.

## Indian Youth Service Corp

OTS will partner with other federal agencies and Tribes to prepare the next generation of Native Workers: participants receive hands-on training, gain marketable skills, and expand their professional network while earning a fair wage.

OTS will support youth corps to prepare youth for future careers in environmental restoration, tribal climate resilience, natural resource management, and more, serving as a pipeline to fill critical vacancies across both the federal government and tribal nations. Projects began in FY 2023 to promote the transmission of Traditional Knowledge and meaningful co-stewardship on tribal and federal lands.



*Solar array*

## Clean Energy

Indian Affairs is committed to responsible energy and mineral development and resource use. As a steward of the Tribe's natural resources, Indian Affairs strives for careful planning of conventional energy development projects, a transition to clean technologies to meet the energy needs of the future, and science-informed decisions to support communities in need. In carrying out these activities, Indian Affairs will contribute to solutions to address climate change, strengthen and decarbonize the Nation's economy, and help communities transition to a clean energy future.

To help address the climate crisis, Indian Affairs will continue to be a driver in the creation of a clean energy economy, using science and data to advance clean energy job growth, improve siting and permitting processes on Tribal lands and in offshore waters, and increase renewable energy production on Tribal lands and waters. Indian Affairs will do so while ensuring that the deployment of clean energy and transmission projects considers the needs of at-risk species and their habitats and provides meaningful opportunities for Tribal engagement. Indian Affairs will make significant progress advancing clean energy projects to meet the Biden-Harris Administration's ambitious renewable energy goals.

## Energy Grants

### Energy and Mineral Development Program (EDMP) Grant

The Division of Energy and Mineral Development (DEMD) grant provides the opportunity for Tribes to receive financial assistance to evaluate the energy and mineral resource potential of their lands.

### Tribal Energy Development Capacity (TEDC) Grant

The DEMD provides the opportunity for Tribes to receive financial assistance to establish the legal framework for developing and regulating their energy resources.

## Renewable Energy Accelerated Deployment Initiative (READI)

The U.S. Department of the Interior is launching the Renewable Energy Accelerated Development Initiative (READI), seeking input on how to streamline and advance Tribal renewable energy development. READI is sponsored by the BIA Office of Trust Services (OTS) through the Indian Energy Service Center (IESC) and Division of Energy and Mineral Development (DEMD).

A tribal engagement series was held to hear directly from Tribes about renewable energy resource needs and priorities. Each engagement session was guided by the following discussion prompts.

- What is your tribal vision for renewable energy development?
- What obstacles or challenges hinder your tribal nations' renewable energy development?
- What additional resources are needed to implement your tribal nation's vision for renewable energy development?
- What additional resources are needed to sustain your tribal nation's vision for renewable energy development?
- How can the BIA best support tribes' renewable energy development visions and plans?

## Electric Vehicle (EV)

Geospatial resources the OTS Branch of Geospatial Support (BOGS) maintains, hosts, and has made publicly available can be found at the [BIA Geospatial Support Open Data Portal](#). A map entitled [Distance to Electric Vehicle Charging Stations](#) illustrates the distances from BIA offices and buildings, schools and hospitals to electric vehicle charging stations.



## OTS Objectives for Operation

### Objectives for Operation

The BIA, Office of Trust Services identify operational objectives that provide the support and resources required to meet the priorities of the Biden-Harris Administration, Secretary Haaland, and the Assistant Secretary – Indian Affairs to tackle the climate crisis; promote diversity, equity, inclusion, and accessibility; advance environmental justice; support Tribal and Native communities; and support a strong outdoor recreation economy. The objectives will enable OTS programs the ability to support Indian Affairs and DOI’s achievement of the outcomes of the plan.

#### Timber Strike Team Expansion

Regional requests for the Timber Team have exceeded the capacity of the 7-person team. The Division of Forestry could expand the team up to 11 foresters, this would create opportunities for more on the ground project work to be completed, travel rotations to reduce the burnout of staff and create openings for Pathway interns and job placement after graduation. Expansion will help Tribes in technical areas of need such as forest inventory, timber sale preparation, National Environmental Policy Act (NEPA), forest roads and geospatial analysis.

#### Awarding Officials

Awarding officials (AOs) are needed to process climate resilience awards and Awarding Official Technical Representatives (AOTRs) needed to oversee climate related construction contracts.

#### Tribal Forestry Summer Youth Camps

Tribal members attending college to study Forestry is at an all-time low, nationally. Forestry has made outreach to tribal youth a priority to provide exposure and education relevant to Forestry and Natural Resources. It is our trust responsibility to ensure that tribal resources are managed well, and supporting and developing tribal Foresters is a critical component in doing so.

#### Museum Program Interior Collections Management System (ICMS) upgrade

DOI cannot continue using the Interior Collections Management System long-term in its current form as it does not meet modern IT and cybersecurity requirements. For this reason, it is transitioning into a MCMS cloud-based system to allow for live views of data at multiple levels and allows BIA museum staff and others to manage their data when and where they need to. It also allows for more direct integration between DOI and non-DOI custodians of federal museum property.

#### Native American Graves Protection and Repatriation Act (NAGPRA) new regulations

BIA’s NAGPRA plan aims to facilitate the repatriation of human remains and cultural items from across the United States under the control of the BIA and enable Tribes to make decisions on the repatriation of their Ancestors. These collections represent approximately 1,111 individuals and 3,932 associated funerary objects, it is anticipated that these numbers will increase throughout the project as NAGPRA inventories for previously unreported collections are completed.

#### Sustainability and Environmental Compliance Workgroup

A Sustainability and Environmental Compliance Workgroup needs to be set up to identify sustainability goals, complete reporting, and work on BIA priorities such as streamlining of permitting.

## Secretarial Order 3410 “Restoration of American Bison and the Prairie Grasslands”

S.O. 3410’s the Bison Work Support Group focuses on Tribal bison development and their introductory prevalence on tribal rangelands, pastures and grassland conservation management scales to address productive collective impacts on tribal ecological, cultural, and historic use within tribal natural resources.

### On-Line Leasing

Implement competitive, advertised oil and gas lease sales in an online forum.

### Borrowing Capability

The BIA’s Division of Water and Power, Branch of Irrigation and Power (BIP) program has long needed borrowing authority to fund unanticipated emergencies and expenses outside their control ([San Carlos Irrigation Project](#) (SCIN) power utility’s purchase power spikes seen in the past few years), as well as accomplish large capital construction, rehabilitation, and modernization projects that don’t receive adequate appropriations. Wapato Diversion Dam is one example. Private irrigation districts and power utilities have access to funding mechanisms (short and long-term loans, etc.) that BIA does not currently have that gives them additional financial security. The result is the need for BIA to establish and maintain larger emergency reserve funds to act or react to emergencies when they arise. The authority of the irrigation projects and power utilities to borrow and pay back revenue is not only good business, but critical for future financial sustainability. This need has been documented for decades by the program and was noted as a program limitation in the 2018 Water Infrastructure Improvements for the Nation (WIIN) Act report, as it relates to BIA-owned Indian Irrigation Projects. This would likely require new legislation to give BIP the authority to borrow funds.

### Renewable Energy Accelerated Deployment in Indian Country (READI)

The Division of Energy and Mineral Development administers grant funding and technical assistance which serves to assist Tribes in developing critical minerals, oil and gas, and renewable energy identified within the Renewable Energy Accelerated Deployment in Indian Country (READI). The DEMD serves as the functional lead for the READI project and partners with the Indian Energy Service Center, which serves as the READI funding lead. The DEMD and IESC will continue to partner to implement the findings of the READI initiative, assisting Tribes in developing renewable energy and making continued program improvements to support Tribes’ sovereign efforts to achieve economic independence through energy and mineral development. The Tribal READI engagement approach can be used to engage Tribes in all phases of energy and mineral development.

### Competitive, Advertised Oil and Gas Lease Sales

The Division of Energy and Minerals Development (DEMD) partners with the Indian Energy Service Center to develop capacity within the BIA to hold competitive, advertised oil and gas lease sales and otherwise develop energy and minerals in Indian Country. While the Indian Energy Service Center serves as the BIA lead in managing energy and mineral processing guidance and policy, procedures, and regulatory updates, the Indian Mineral Development Act (IMDA) and Environmental Protection Agency (EPA) charge the DEMD to engage directly with Tribes to implement Tribal visions for energy and mineral development.

### Open Data and Publishing Data

Division of Resource Integration Services will work on drafting policies for making data “Open Data” and publishing data to a single point of access to control distribution and metadata creation.

### National Indian Forest Resources Management Act (NIFRMA)

The National Indian Forest Resources Management Act mandates that Forestry provide funding and support for tribal college students. Few students in Pathways program, with few on track to becoming BIA Foresters. Consider financial support to place recruitment and retention positions at various colleges.

## **Forest Products Marketing Specialist / Indian Trust Asset Reform Act (ITARA) Forester**

Forestry marketing expertise is required to identify emerging markets for tribal timber sales and determine if Tribes are receiving fair market value for their timber. ITARA should be extended, and more Tribes apply to participate in the Demonstration Project,

## **Hydropower Compliance Program (HCP)**

The [Hydropower Compliance Program](#), which supports tribal hydropower re-licensing projects, would use additional funding to advise tribes on how to address hydropower impacts before licenses are renewed. Current annual funding provides technical support to a very limited number of tribes; additional funding would allow the Hydropower Compliance Program to advise and support more tribes affected by the operations of hydropower projects.

## **National Indian Oil & Gas, Energy and Minerals System (NIOGEMS)**

The Division of Energy and Mineral Development (DEMD) utilizes funding from the Minerals and Mining budget to administer Tribal grant funding. A key element of the DEMD's technical assistance cache is the National Indian Oil and Gas, Energy and Minerals System (NIOGEMS), which serves to support Tribes and Federal partners that share in the Indian energy and mineral trust mission to develop energy and mineral resources. NIOGEMS currently resides on the Department's server and is directly accessible to Department internal employees. Access is provided to Tribes through direct installation of the NIOGEMS system on the Tribes' computer network server. Presently, NIOGEMS has been installed with 11 Tribes. Direct server installations require logistical and software maintenance support from both the DEMD and the Tribal NIOGEMS user. The DEMD is working with the BIA and Department IT groups to plan for migration of the NIOGEMS application to a cloud-based or other platform that is directly accessible to Tribes from a single location. This planned platform migration will streamline necessary support sources to maintain Tribal access while greatly expanding the availability of NIOGEMS to Tribal users across Indian Country.

## **Permanent Extension of the Indian Trust Asset Reform Act (ITARA) Demonstration Project**

The Inter-Tribal Timber Council and the Tribes have asked for BIA support to extend the Indian Trust Asset Reform Act (ITARA) demonstration project. Doing so will provide Tribes with a level of certainty that their Indian trust asset Management Plans will remain effective and in-place into the future. The Secretary of Interior has the authority grant the extension.

## **American Indian Probate Reform Act (AIPRA)**

The [American Indian Probate Reform Act of 2004](#) (AIPRA) needs to be updated where regulations do not address obstacles that have been encountered. AIPRA was written with the assumption that decedents all owned land or income only derived from land and failed to consider individuals with cash only assets. Recent regulation amendments place a band-aid for probate cases, but AIPRA will need to address cash only cases and explore the use of transfer of cash upon death.

## Tracking Progress and Annual Reports

The GPRA Modernization Act of 2010 established the need for agencies to identify performance goals, report progress against targets, and conduct data-driven reviews. These practices serve two key purposes for stakeholders within and outside of the organization:

- (1) to assess the organization's health and impact; and
- (2) to inform decision making, resource allocation, and strategy.

The Office of Trust Services will review strategic objectives and performance goals and measures annually, and agency priority goals quarterly, to continuously learn and improve as we advance our outcomes in the OTS strategic plan. Indian Affairs organizational performance reviews provide a regular forum for open dialogue and coordination between Department, Bureau, and Office leadership, bringing together different perspectives to set and align priorities, identify, and solve problems, review agency performance goals, and drive evidence-informed decisions and results. The annual and quarterly cycles integrate statutory requirements to conduct organizational performance reviews of Indian Affairs strategic objectives, agency priority goals, and cross-agency priority goals.

Along with reviews of strategic objectives, agency priority goals, and cross-agency priority goals, OTS assesses the past year's performance and sets targets for the next fiscal year. The results of these reviews are published in the DOI Annual Performance Plan and Report and published on the [DOI Performance Management Website](#).

### Disclaimer

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## Acronyms

AI/AN	American Indian/Alaska Natives
AIPRA	American Indian Probate Reform Act
AO	Awarding Official
AOTR	Awarding Official Technical Representative
APG	Agency Priority Goals
ATB	America the Beautiful
BCR	Branch of Cultural Resources
BDM	Branch of Data Management
BES	Branch of Environmental Services
BFM	Branch of Fluid Minerals
BIA	Bureau of Indian Affairs
BIL	Bipartisan Infrastructure Law
BLM	Bureau of Land Management
BLTR	Branch of Land Title and Records
BMAP	Bison Management Apprenticeship Program
BOGS	Branch of Geospatial Support
BOR	Bureau of Reclamation
BPS	Branch of Probate Services
BRDG	Branch of Renewable and Distributed Generation
BSM	Branch of Solid Minerals
BTCR	Branch of Tribal Climate Resilience
BTFA	Bureau of Trust Funds Administration
CB	U.S. Census Bureau
CCC	Civilian Climate Corps
CFR	Code of Federal Regulations
COVID-19	Coronavirus Disease 2019
DAOT	Division of Asset Ownership and Title
DBD	Deputy Bureau Director
DBDTS	Deputy Bureau Director – Trust Services
DEAP	DOI Equity Action Plan
DEIA	Diversity, Equity, Inclusion and Accountability
DEIAC	Diversity, Equity, Inclusion and Accountability Council
DEMD	Division of Energy and Mineral Development
DENR	Directorate, Environmental and Natural Resources
DESCRM	Division of Environmental Services & Cultural Resources Management
DFM	Division of Forest Management
DNR	Division of Natural Resources
DOE	U.S. Department of Energy
DOI	U.S. Department of the Interior
DOT	U.S. Department of Transportation
DPMC	Division of Program Management and Coordination
DRES	Division of Real Estate Services
DRIS	Division of Resource Integration Services
DTLC	Division of Trust Land Consolidation
DWFM	Division of Wildland Fire Management
DWP	Division of Water and Power
DWYD	Division of Workforce and Youth Development



EDMP	Energy and Mineral Development Program Grant
EPA	Environmental Protection Act
EPAP	Employee Performance and Appraisal Plan
ER	Environmental Restoration
ERM	Enterprise Risk Management
EV	Electric Vehicle
FAIR	Financial Assistance Interior Regulation
FERC	Federal Energy Regulatory Commission
FTT	Fee to Trust
FY	Fiscal Year
GAO	General Accounting Office
GAOA	Great American Outdoors Act
GIS	Geographic Information Systems
GPRA	Government Performance and Results Act
GW	Gigawatt
HCP	Hydropower Compliance Program
HEARTH Act	Helping Expedite and Advance Responsible Tribal Home Ownership Act of 2012
ICMS	Interior Collections Management System
IEMSC	Indian Energy Mineral Steering Committee
IESC	Indian Energy Service Center
IMDA	Indian Mineral Development Act
IRA	Indian Reorganization Act
ISDEA	Indian Self-Determination and Education Assistance Act
IT	Information Technology
ITARA	Indian Trust Asset Reform Act
ITBC	Intertribal Bison Council
ITEP	Institute for Tribal Environmental Professionals
IWRSF	Indian Water Rights Settlement Fund
IYSC	Indian Youth Service Corps
Justice40	Initiative for Environmental Justice
LDEV	Legal Description Evaluation and Validation
LIDAR	Light Detection and Ranging
MOU	Memorandum of Understanding
MW	Megawatt
NAGPRA	Native American Graves Protection and Repatriation Act
NEPA	National Environmental Policy Act
NIFRMA	National Indian Forest Resources Management Act
NIOGEMS	National Indian Oil and Gas Evaluation Management System
NPS	National Park Service
NRDAR	Natural Resource Damage Assessment and Restoration Program
OHCM	Office of Human Capital Management
OIE	Office of Indian Energy
OIG	Office of Inspector General
ONRR	Office of Natural Resources Revenue
OPM	Office of Personnel Management
OTS	Office of Trust Services

PIP	Pathways Internship Program
PMIAA	Program Management Improvement Accountability Act of 2016
READI	Renewable Energy Accelerated Deployment Initiative
RGC	Regional Geospatial Coordinator
RMP	Relocation, Managed Retreat, and Protect-in-Place Plans
SA	Special Assistant
SCIP	San Carlos Irrigation Project
SOD	Safety of Dams
SOL	DOI Office of the Solicitor
STAC	Secretary's Tribal Advisory Committee
STEM	Science, Technology, Engineering, and Mathematics
TAAMS	Trust Asset and Accounting Management System
TCCC	Tribal Civilian Climate Corps
TEDC	Tribal Energy Development Capacity Grant
TEK	Tribal Ecological Knowledge
TIBC	Tribal Interior Budget Council
US	United States
USCB	U.S. Census Bureau
USDOT	U.S. Department of Transportation
USFWS	U.S. Fish and Wildlife Service
USGS	U.S. Geological Survey
WaterSMART	WaterSMART Water and Energy Efficiency Grants
WHCNAA	White House Council on Native American Affairs
WIIN Act	Water Infrastructure Improvements for the Nation Act of 2016