



U.S. DEPARTMENT OF THE INTERIOR

**Indian Affairs Workforce Efficiency and Productivity -  
EO 14210, Consolidation, Unification and  
Optimization of Administrative Functions –  
SO 3429, and Emergency Permitting Procedures to  
Strengthen Domestic Energy Supply Consultation**

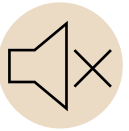
May 20 – June 12, 2025



# Before We Begin



This is a hybrid consultation.



As a courtesy, please mute your phones/microphones.



For those appearing via Zoom, please enter into the chatbox:

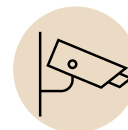
- Your name
- Your position/title
- The Tribe or Organization you are attending on behalf of



If you have verbal comments, please raise your hand using the Zoom reaction feature.



Comments may also be typed into the chat box.



This consultation session will be recorded.



This consultation is **CLOSED** to the public and the press.

# AGENDA

- Opening Prayer
- Consultation Overview
- Introductions of Indian Affairs Representatives
  - Office of the Assistant Secretary – Indian Affairs
  - Deputy Assistant Secretary – Management
  - Director, Bureau of Indian Affairs
  - Director, Bureau of Indian Education
  - Acting Director, Bureau of Trust Funds Administration
- Purpose of Consultation
  - EO 14210
  - SO 3429
  - Review of Proposed Workforce Efficiency Strategies
  - Comments
- 30-minute BREAK
- EO 14156
- Comments
- Wrap-up







# Consultation Overview

- DOI Tribal Consultations are closed to the public and the press.
- This session is recorded, and a court reporter will create transcript to ensure we accurately capture the substance of your comments.
- For Tribal Leaders and Elected Representatives, prior to making a comment, please state:
  - **Your Name**
  - **Your Title**
  - **Your Tribal Affiliation**



# Introductions of Indian Affairs Representatives

- Assistant Secretary of Indian Affairs
  - Senior Advisor, Exercising the delegated authority of the Assistant Secretary of Indian Affairs – Scott Davis
  - Deputy Assistant Secretary for Policy and Economic Development - Kennis Bellmard
  - Assistant Secretary of Indian Affairs, Special Advisor – Kelly Rael
- Deputy Assistant Secretary for Management, Jason Freihage
- Bureau of Indian Affairs
  - Director – Bryan Mercier
- Bureau of Indian Education
  - Director – Tony Dearman
- Bureau of Trust Funds Administration
  - Acting Director – Margaret Williams
  - Deputy Bureau Director – Trust Operations Field – Kevin Bearquiver



# Purpose of Consultation

The Office of the Assistant Secretary-Indian Affairs (AS-IA), the Bureau of Indian Affairs (BIA), the Bureau of Indian Education (BIE), and the Bureau of Trust Funds Administration (BTFA) (collectively, Indian Affairs (IA)) seeks to engage directly with federally recognized Tribes and BIE Stakeholders to receive formal input on developing plans to implement certain Executive and Secretarial Orders. In particular, we seek your views on the following:

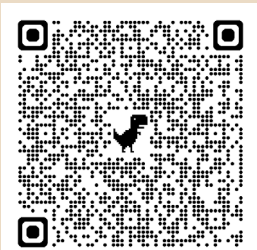
- Executive Order (EO) 14210 - "Department of Government Efficiency" Workforce Optimization Initiative and Secretary's Order (SO) 3429 - Consolidation, Unification and Optimization of Administrative Functions.
  - Requesting formal input on the critical needs as we develop plans to implement operational improvements.
  - Responses to the 3 questions provided in the DTLL.
- EO 14156 – Emerging Permitting Procedures under National Energy Emergency Declaration.
  - Requesting comments on alternative accelerated procedures.



# EO 14210 - Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative

- With a purpose of restoring accountability to the American public, this EO is intended to begin a critical transformation of the Federal bureaucracy by eliminating waste, bloat, and insularity.
- EO 14210 requires each agency to develop an Agency Reorganization Plan.
- Consistent with that task, Indian Affairs seeks feedback on the following topics:
  - Restructuring of Indian Affairs to support more efficient interactions with Tribes.
  - Current funding structures, including identifying efficiency barriers to expedite funding to Tribes and Tribal Programs.
  - Increasing Indian Affairs' support for Tribal self-governance and self-determination.

Find the text of  
EO 14210 here:





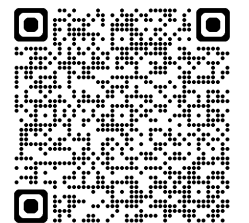
# SO 3429 - Consolidation, Unification and Optimization of Administrative Functions

- SO 3429's purpose is to take steps to consolidate, unify, and optimize administrative functions within the Department of the Interior (DOI) to achieve effectiveness, accountability and cost-savings for the American taxpayer.
- Functions to be consolidated include: human resources, information technology, financial management, training and development, international affairs, contracting, communications, Federal financial assistance, among other administrative functions.
- With the exception of International Affairs and training and development, these business functions exist across DASM, BIA, BIE and BTFA.

## Status:

- Actions taken to date: DOI initiated consolidation across bureaus in Interior, except for Indian Affairs, in April.
- Next Steps: Following consultation, DOI will consider whether to consolidate some of these functions at the Department level.

Find the text of  
SO 3429 here:





# **Office of the Assistant Secretary – Indian Affairs**





# The Major Functions of Indian Affairs

- Provides direction and leadership over the Office of AS-IA, BIA, BIE, and BTFA.
- Oversees the development of new and revised regulations to address statutory requirements and the related consultation and listening sessions with Tribes.
- Develops operational policies to support IA functions.
- Oversees the White House Council on Native American Affairs as well as Congressional relations and public affairs.
- Through the Deputy Assistant Secretary – Policy and Economic Development, provides oversight for management and operations of Indian gaming, Federal Acknowledgment, self-governance, and Tribal economic development.



# **Deputy Assistant Secretary – Management (DASM)**





# DASM Major Functions

- **DASM** provides executive leadership, guidance, and direction for Indian Affairs through the following operations:
  - **Office of Budget and Performance Management:** Provides timely, accurate, useful, and transparent information to stakeholders and decision makers by integrating planning and budget support congruent with the vision, mission, and goals of IA.
  - **Office of the Chief Finance Officer:** Provides exceptional acquisition and financial management services to our customers to successfully accomplish IA's mission of serving Indian Country.
  - **Office of Human Capital Management:** Attracts, builds, supports, and empowers a capable and engaged IA workforce.
  - **Office of Facilities, Property, and Safety Management:** Enhances cooperation and communication across DOI, AS-IA, BIA, BIE and OFPSM to achieve improved program performance; and to align our mission objectives with Administration Priorities and the DOI and AS-IA Strategic Goals and Objectives.
  - **Office of Information Technology:** Delivers information solutions to empower IA's programs to fulfill their commitments to Indian Country.



# Bureau of Indian Affairs







# BIA Major Functions

The BIA's mission is to enhance the quality of life, promote economic opportunity, and to carry out Federal responsibilities to protect and improve the trust assets of American Indians, Indian Tribes, and Alaska Natives.

- BIA administers and manages 55 million surface acres, and 57 million acres of subsurface minerals estates held in trust by the United States for American Indians, Indian tribes, and Alaska Natives.
- BIA is the primary federal agency charged with carrying out the United States' trust responsibility to American Indian and Alaska Native people, maintaining the federal government-to-government relationship with the federally recognized Indian tribes, and promoting and supporting tribal self-determination.
- BIA implements federal laws and policies and administers programs established for American Indians and Alaska Natives under the trust responsibility and the government-to-government relationship.
- The BIA Director provides direct oversight to Deputy Bureau Director's in four core agency components: Justice Services, Indian Services, Trust Services, and Field Operations.

# BIA Major Functions Cont.



## BIA's Core Components:

- **Office of Justice Services**: OJS's mission is to uphold Tribal sovereignty and provide for the safety of Indian communities by ensuring the protection of life and property, enforcing laws, maintaining justice and order, and by ensuring that sentenced American Indian offenders are confined in safe, secure, and humane environments.
- **Office of Indian Services**: OIS strengthens American Indian communities by managing programs in Human Services, Indian Self-Determination, Tribal Government, Transportation, and Workforce Development. OIS is responsible for planning and coordinating tools and resources for BIA's 12 regions delivering social services, improving BIA-managed transportation systems, and supporting tribal capacity to become self-sufficient through self-determination and self-governance, and workforce development.
- **Office of Trust Services**: OTS carries out Indian Affairs' trust responsibilities to American Indian and Alaska Native Tribes and individuals and oversees all major activities associated with the management and protection of trust and restricted lands, natural resources, and real estate services. Programs administered include real estate services; land titles and records; probate; natural resources; forestry; wildland fire management; irrigation and power; safety of dams; environmental services; tribal community resilience; Indian energy development, land consolidation; and geospatial services.
- **Office of Field Operations**: OFO plays a crucial role in supporting the BIA Director by overseeing 12 regional offices and 86 agencies across the Nation. Its mission is to enhance customer experience and service delivery for American Indians, Alaska Natives, and Tribes. To achieve the mission, OFO provides organizational direction and coordination by ensuring field operations adhere to BIA policies, align with strategic goals, and effectively meet the needs of Indian country.

# Bureau of Indian Education







# BIE Major Functions

BIE's mission is to provide quality education opportunities from early childhood throughout life in accordance with a tribe's needs for cultural and economic well-being, in keeping with the wide diversity of Indian tribes and Alaska Native villages as distinct cultural and governmental entities.

- In partnership with tribal nations, the BIE promotes a culturally-based, comprehensive education that prepares and empowers students to be healthy and successful.
- The BIE provides direct services and/or funding to support the education of more than 400,000 Indian students across the United States. BIE's direct services and funding support includes:
  - 183 Bureau-funded elementary and secondary schools on 64 reservations in 23 states, serving approximately 40,000 K-12 Indian students. Of the 183 elementary and secondary schools, 55 are BIE-operated, and 128 are tribally controlled charter schools operating independently under BIE contracts or grants.
  - The operation of off-reservation residential schools, peripheral dormitories near reservations, prenatal and infant and toddler services, adult education services, and early childhood learning (preschool) programs.
  - Funding support for the unique academic and cultural needs of 317,102 Native students attending public schools.
  - Serving American Indian and Alaska Native post-secondary students through the direct operation of two post-secondary institutions: Haskell Indian Nations University and Southwestern Indian Polytechnic Institute, funding support to 33 independent Tribally Colleges and Universities, and higher education scholarships.

# **Bureau of Trust Funds Administration**







# BTFA Major Functions

BTFA's mission is to manage the trust beneficiaries' financial assets. BTFA fulfills the Secretary's fiduciary trust responsibilities by accurately accounting for, receipting, investing, disbursing, reconciling, and reporting on Indian Trust Funds. Established by SO 3384 in 2020, BTFA institutionalized management reforms and best practices from the Office of the Special Trustee, while simultaneously enhancing coordination and efficiency throughout its operations.

- BTFA manages over \$9 billion in active investments on behalf of tribes and individual beneficiaries across 4,300 Tribal accounts and 414,000 IIM accounts. The agency disburses \$1.85 billion annually and conducts regular reviews to guarantee transparency and adherence to compliance standards. Additionally, BTFA develops and implements an investment strategy aimed at optimizing returns on trust assets by investing in U.S. Treasury and Government Fixed Income securities.
- BTFA acts as the primary point of contact for trust beneficiaries, delivering assistance and information regarding their financial trust assets. The agency supports beneficiaries who live in all 50 states, 3 U.S. territories, and 27 countries, utilizing direct outreach, education, and the Trust Beneficiary Call Center.
- Since 2019, BTFA has earned the designation of a High Impact Service Provider. BTFA provides technical guidance on various topics such as account balances, performance statements, receipts, disbursements, and leases. These efforts significantly enhance understanding of trust assets and ensure that beneficiaries needs are identified to enhance how we provide vital support and information regarding their accounts.
- BTFA oversees the management of essential trust records while providing training, guidance, and assistance to various agencies and Tribes. The agency operates the American Indian Records Repository, which preserves millions of historical documents regarding federal treaty and trust obligations to Native Americans.
- BTFA supports document production for litigation, settlement matters, FOIA and day to day operations related to Indian trust assets, tackling historical accounting issues, and managing the administrative appeals process for beneficiaries who contest account statements. BTFA collaborates closely with the Department of Justice and other federal entities to fulfill legal and information requests.

# **Proposed Workforce Efficiency Strategies**





# Proposed Indian Affairs Workforce Efficiency Strategies

1. **Uphold Trust Responsibilities to Tribes.** Indian Affairs will continue to prioritize subject matter expertise to ensure timely and effective fulfillment of federal trust responsibilities to tribal nations. Employees remain dedicated to advancing the mission and goals that are critical to the success and sovereignty of tribes.
  - **Core Proposed Approach:** Focus on continuity and improvement of federal services.
  - Expand tribal self-determination and self-governance to reduce federal bureaucracy and regulation.
  - Implement collaborative and sustainable workforce strategies to support long-term tribal development and resilience.
2. **Ensure Alignment with Executive Orders.** All workforce efficiency initiatives will be aligned with EO 14210 and related federal mandates, reaffirming IA's commitment to fulfilling its obligations and honoring commitments to tribes.
  - **Core Proposed Approach:** Data-driven decision-making aligned with the priorities and needs of tribal communities.
  - Invest in technology and automation to utilize comprehensive data analysis and industry best practices
3. **Efficient Use of DOI Resources.** Indian Affairs will support and leverage the Department's efforts to streamline and unify core business and administrative services. This will lead to enhanced processes, reduced redundancies, and improved delivery of services to tribal nations.
  - **Core Proposed Approach:** Realign internal resources and mission objectives to better meet emerging tribal priorities.
  - Explore merging offices and removing management layers where efficiencies are possible.
  - Build capacity in critical functional areas to improve performance and service delivery.





# BIE and BTFA Specific Strategies

In addition to the proposed IA workforce strategies, BIE and BTFA goals include:

- 1. Commitment to High-Quality Education.** BIE is committed to ensuring every Indian student has access to a world-class, culturally grounded education. Central to this effort is the prioritization of school-level personnel, whose direct impact on student outcomes makes them essential to educational success.
  - **Core Proposed Approach:** Invest in Frontline Educators
  - Empower and support teachers, counselors, and school leaders through targeted professional development, recruitment, and retention efforts.
  - Use data to assess student needs and drive resource allocation decisions that support academic achievement and well-being.
  - Strengthen tribal consultation in education policy and program development to ensure culturally responsive practices are embedded at every level.
- 2. Streamline and Prioritize.** BTFA plays a vital role in the safeguarding and managing financial trust assets for tribal and individual Indian beneficiaries. Ensuring fiduciary responsibilities, operational transparency, and beneficiary service is essential to building and maintaining trust with Native communities.
  - **Core Proposed Approach:** Focus on Statutory Requirements
  - Prioritize fiduciary trust responsibilities of receipting, investing, disbursing, reconciling, and reporting.
  - Strengthen beneficiaries understanding of their financial trust assets.
  - Utilize comprehensive data to identify opportunities to modernize and update existing systems and processes to increase transparency, access, and efficiency.



# Questions for EO 14210 Consultation

- Restructuring of Indian Affairs:
  - **What recommendations would you make to Indian Affairs to improve efficiency through staffing changes, resource sharing, process improvements, and potential consolidation of programs and offices?**
- Addressing current funding structures:
  - Indian Affairs is seeking input on **how to better support Tribes by reducing the administrative burden to access and administer funding, improving communications with Tribes on funding opportunities, and improving technical assistance and direct support to Tribes to obtain and administer funding.**
- Increasing Indian Affairs support for Tribal self-governance and self-determination:
  - **How can Indian Affairs optimize its functionality and effectiveness to provide Tribes with improved flexibility to foster economic growth, address the specific local needs of their communities, and increase pathways to self-determination and self-governance?**



# Questions/Comments



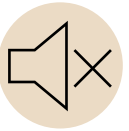
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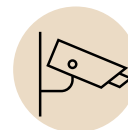
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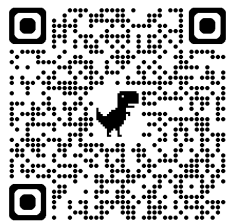
This consultation is CLOSED to press.



# EO 14156 – Emerging Permitting Procedures under National Energy Emergency Declaration

- The declaration of a National Energy Emergency recognizes that current delays in energy project approvals pose significant risks to the nation's economic stability, national security, and foreign policy interests.
- The Department and BIA will implement emergency permitting procedures to accelerate the development of domestic energy resources and critical minerals. These measures are designed to expedite the review and approval, if appropriate, of projects related to the identification, leasing, siting, production, transportation, refining, or generation of energy within the United States.

Find the text of  
EO 14156 here:







# EO 14156 – Emerging Permitting Procedures

- **National Environmental Policy Act:** The Department will be adopting [an alternative National Environmental Policy Act compliance process](#) to allow for more concise documents and a compressed timeline.
  - Projects analyzed in an environmental assessment, normally taking up to one year, will now be reviewed within approximately 14 days.
  - Projects requiring a full environmental impact statement, typically a two-year process, will be reviewed in roughly 28 days.
- **Endangered Species Act:** An [expedited Section 7 consultation process](#) will be implemented, which involves the appropriate bureau notifying the Fish and Wildlife Service that it is using emergency consultation procedures. Following such notification, the appropriate bureau can then proceed with deciding whether to approve the action.
- **National Historic Preservation Act:** Bureaus will follow [alternative procedures](#) for compliance with Section 106 of the National Historic Preservation Act for proposed undertakings responding to the energy emergency, which include notifying the Advisory Council on Historic Preservation, State and Tribal Historic Preservation Officers, and any Indian tribe or Native Hawaiian organization that may attach religious and cultural significance to historic properties likely to be affected by a proposed undertaking and affording them an opportunity to comment within seven days of the notification.

Find the text of  
FAQs here







# Questions for National Energy Emergency Consultation

Indian Affairs seeks Tribal input on the following proposed Categorical Exclusion to be established as NEPA implementation procedures at 516 DM 10.5 G(5).

*"Approval, modification, or renewal of rights-of way and/or applications for permit to drill for oil and gas development activities on Indian Trust or restricted surface or mineral estate, provided these activities are within an existing disturbance footprint or result in no more than 25 acres total new surface disturbance for the proposed action and that they comply with all applicable requirements including regulations and onshore orders."*

As a starting point for discussion:

- **Do you have any concerns with the proposed process and timeframes?**
- **Are there applicable situations that are not covered by the proposed process and timeframes?**

# Questions/Comments

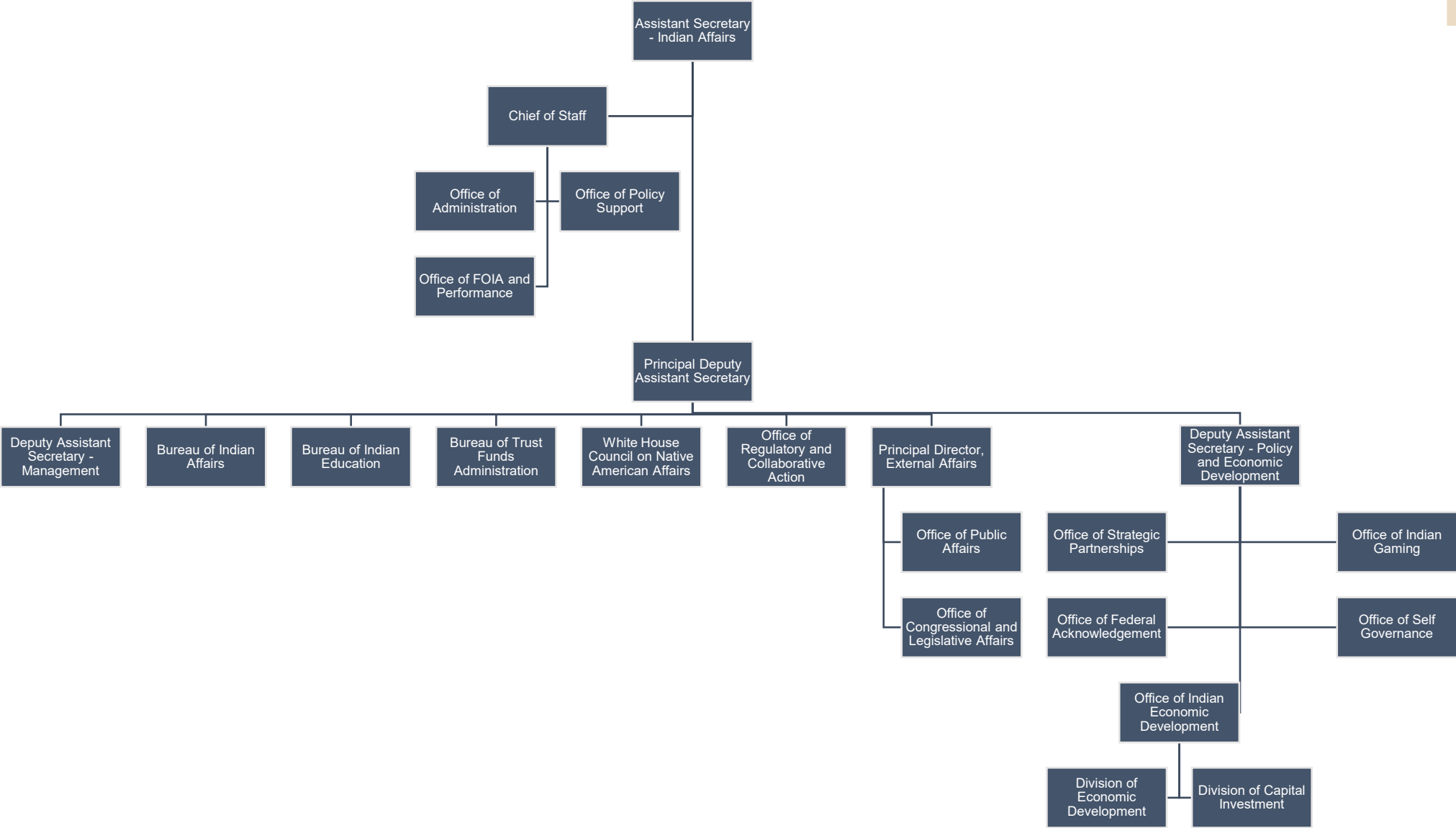




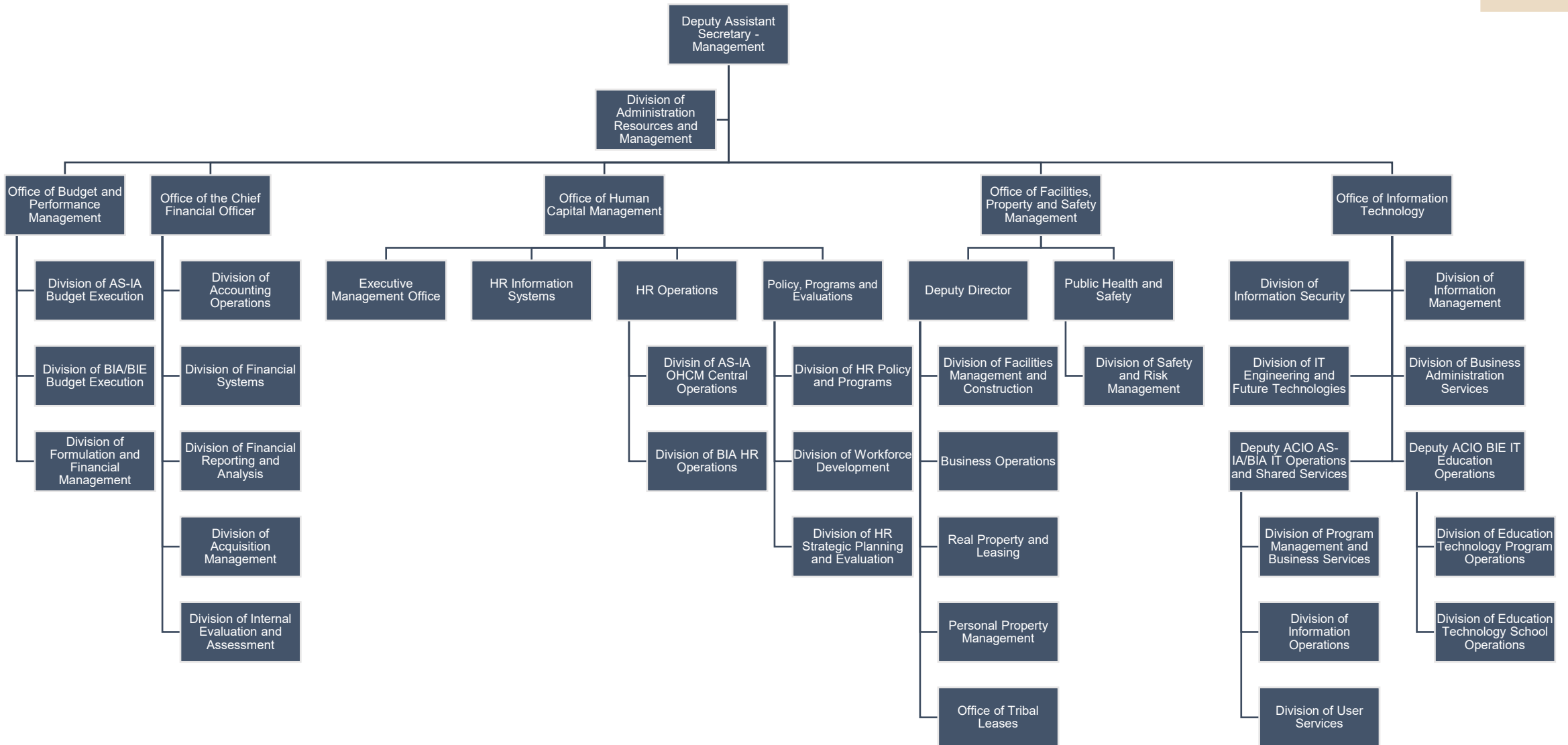
**REFERENCE MATERIAL**



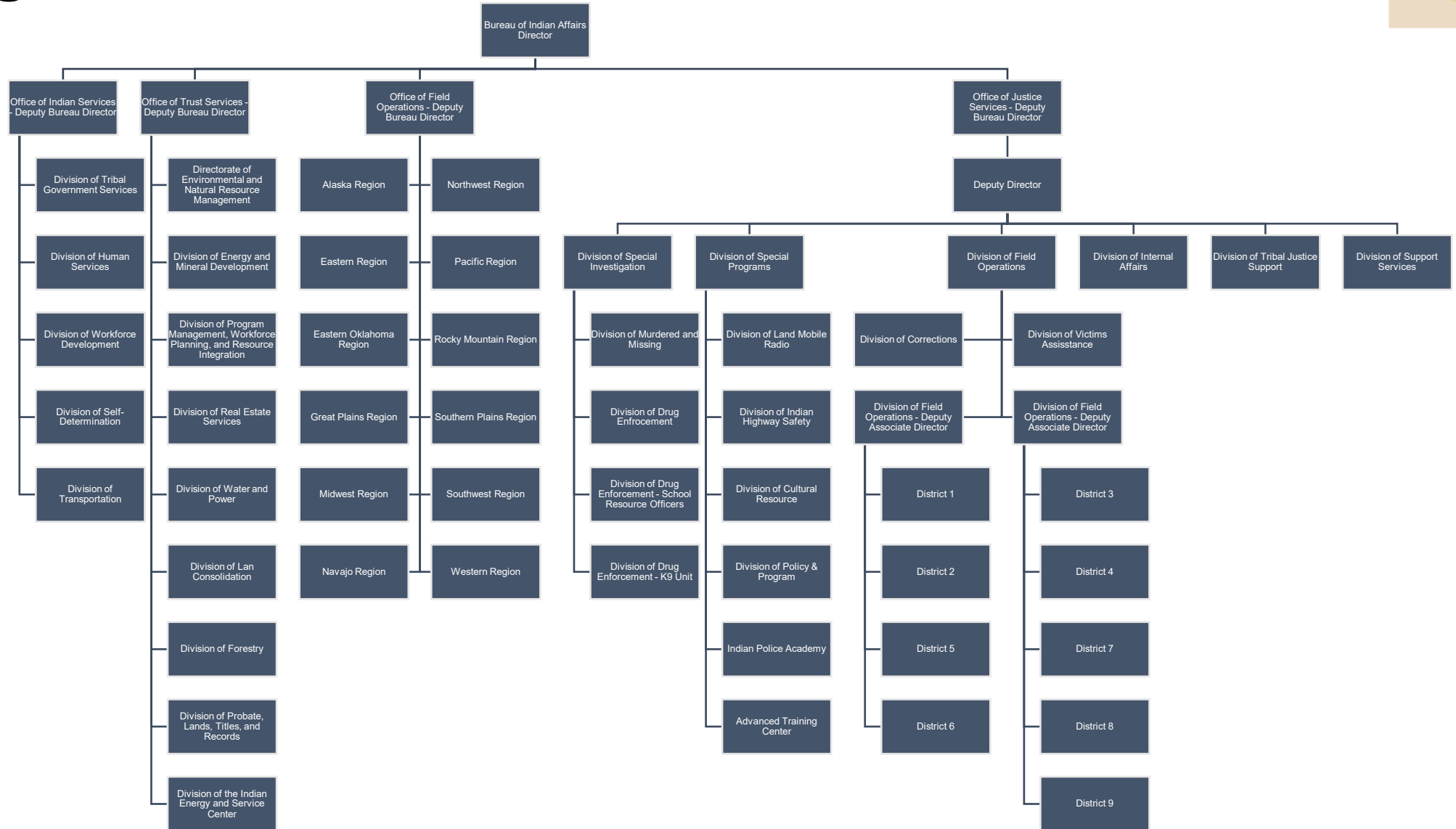
# AS-IA Organizational Chart



# DASM Organizational Chart

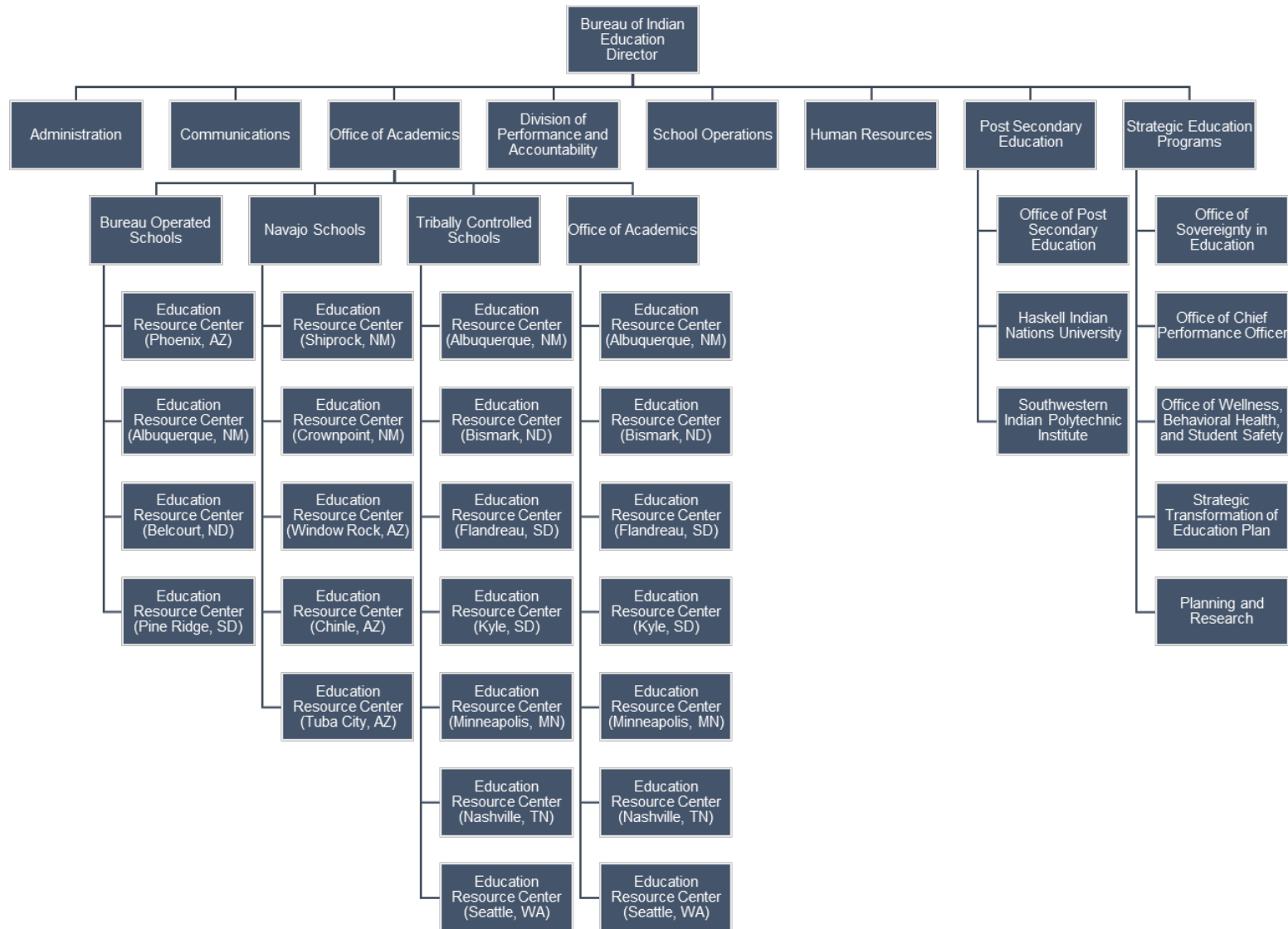


# BIA Organizational Chart

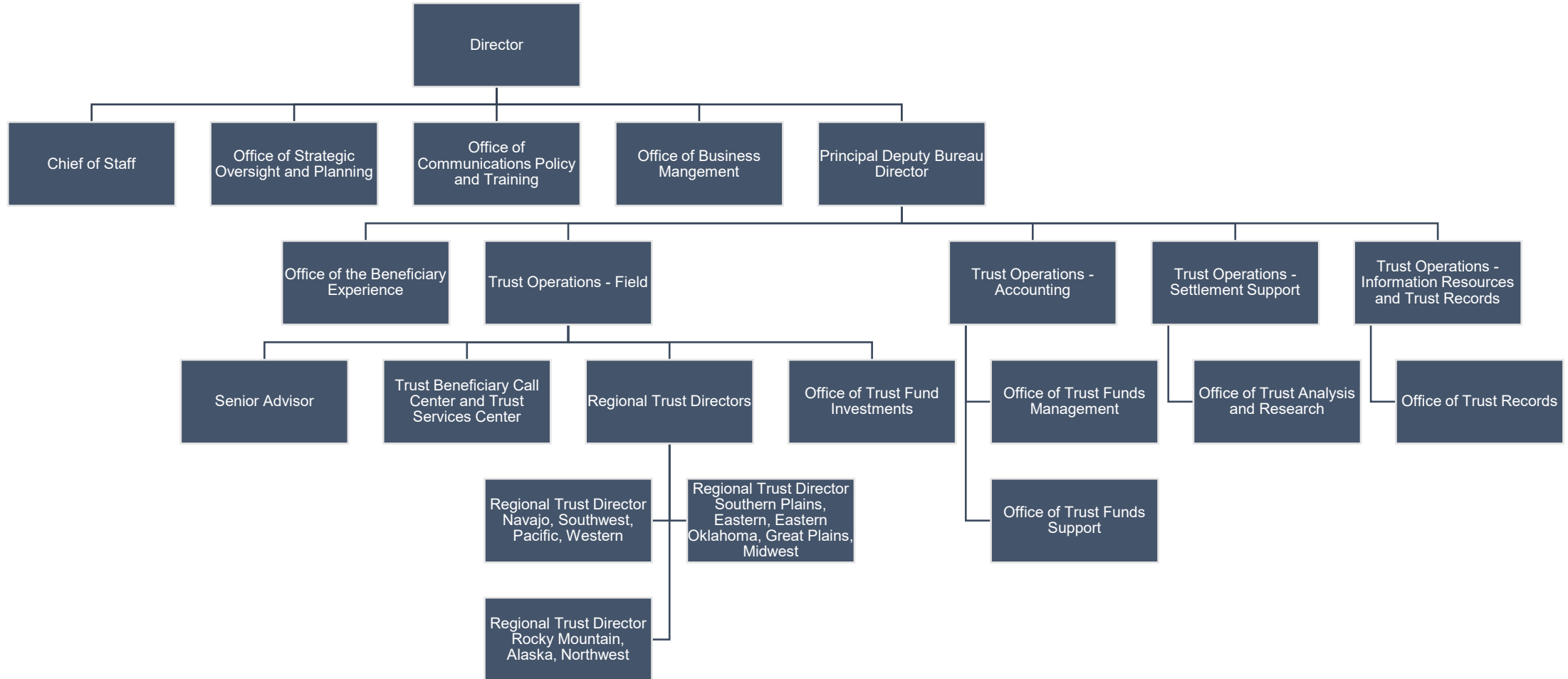




# BIE Organizational Chart



# BTFA Organizational Chart



**COMMENTS ARE DUE:**

by 11:59 pm ET on Monday, July 7, 2025.

Submit via email to:

[consultation@bia.gov](mailto:consultation@bia.gov)

Submit via mail to:

Department of the Interior  
Office of Regulatory Affairs and Collaborative Action  
1001 Indian School Road NW, Suite 229  
Albuquerque, NM 87104





