



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

FY 2025 Mid-Year Accomplishments



Bureau of Indian Affairs

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Cover photos (L to R, T to B): Colorado River Indian Tribe Irrigation Project; badlands in South Dakota; lone firefighter views extent of a large wildland fire; rangeland in Oklahoma; Fort Berthold oil fields; Lower Two Medicine Dam on the Blackfeet Reservation

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Office of Trust Services Overview

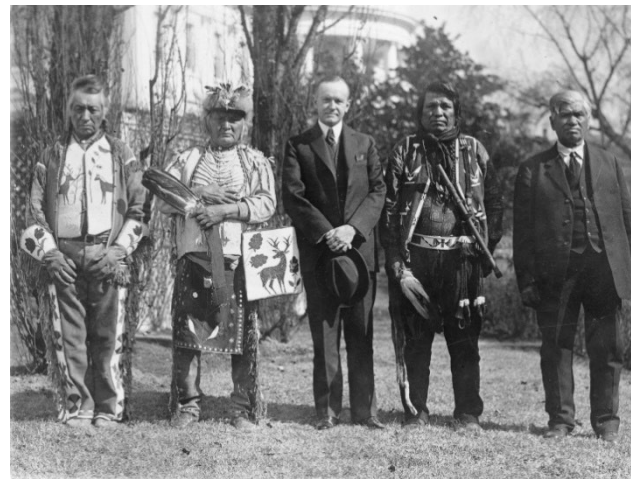
Purpose of the Report

BIA's Office of Trust Services (OTS) prepares mid-year accomplishment reports to inform Tribes and OTS employees across the country of the significant contributions our programs make to Indian Country. We take pride in the fact that our jobs contribute to the reduction of fractionated Indian lands, support agricultural and bison restoration efforts, modernize access to geospatial information on Indian lands, and further energy initiatives in Indian Country. Our work is diverse and challenging, and we provide opportunities to support, manage, protect, and develop Tribal trust lands and natural resources. We aid the management of irrigation, dam, and power facilities; protect lives, property, and land from wildland fires; develop policies for management of invasive species; travel long distances to assist with timber sales and continuous forest inventory projects; formulate and communicate policy and directives; and collaborate with partners to advance our goals.

The OTS Mid-Year Accomplishment Report is prepared in March/April of each year to mark the mid-fiscal year accomplishments of our 13 Trust Divisions. The completed Mid- and Year-End Accomplishment Reports are posted on the main OTS website at <https://www.bia.gov/bia/ots>.

Tribal-Interior Budget Council

The completion of the mid-year accomplishment report coincides with the mid-year meeting of the [Tribal-Interior Budget Council](#) (TIBC), formerly known as the IA Tribal Budget Advisory Council (TBAC), which provides a forum and process for Tribes and federal officials to work together in developing annual budget requests for Indian programs in the Department of the Interior. It provides cooperative participation in Indian Affairs (IA) budget formulation, justification, and information. TIBC meetings also serve as an education forum to better inform Tribes of the IA budget process and advise on the status of Indian Country initiatives throughout the federal government.



Photos taken with President Coolidge following the signing of the June 2, 1924, Indian Citizenship Act/Snyder Act granting full citizenship to all American Indians born within the territorial limits of the United States. Source: National Archives and Records Administration (NARA), Washington, DC.

Our Mission

OTS aims 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.

Who We Serve

OTS has offices nationwide, and assists Tribal governments and allottees in managing, protecting, and developing their lands and natural resources, which total 56 million surface acres and 60 million acres of subsurface mineral estates. OTS programs aid landowners in the stewardship of their cultural, spiritual, and traditional resources, and help Tribal governments create sustainable sources of revenue and jobs for their communities.

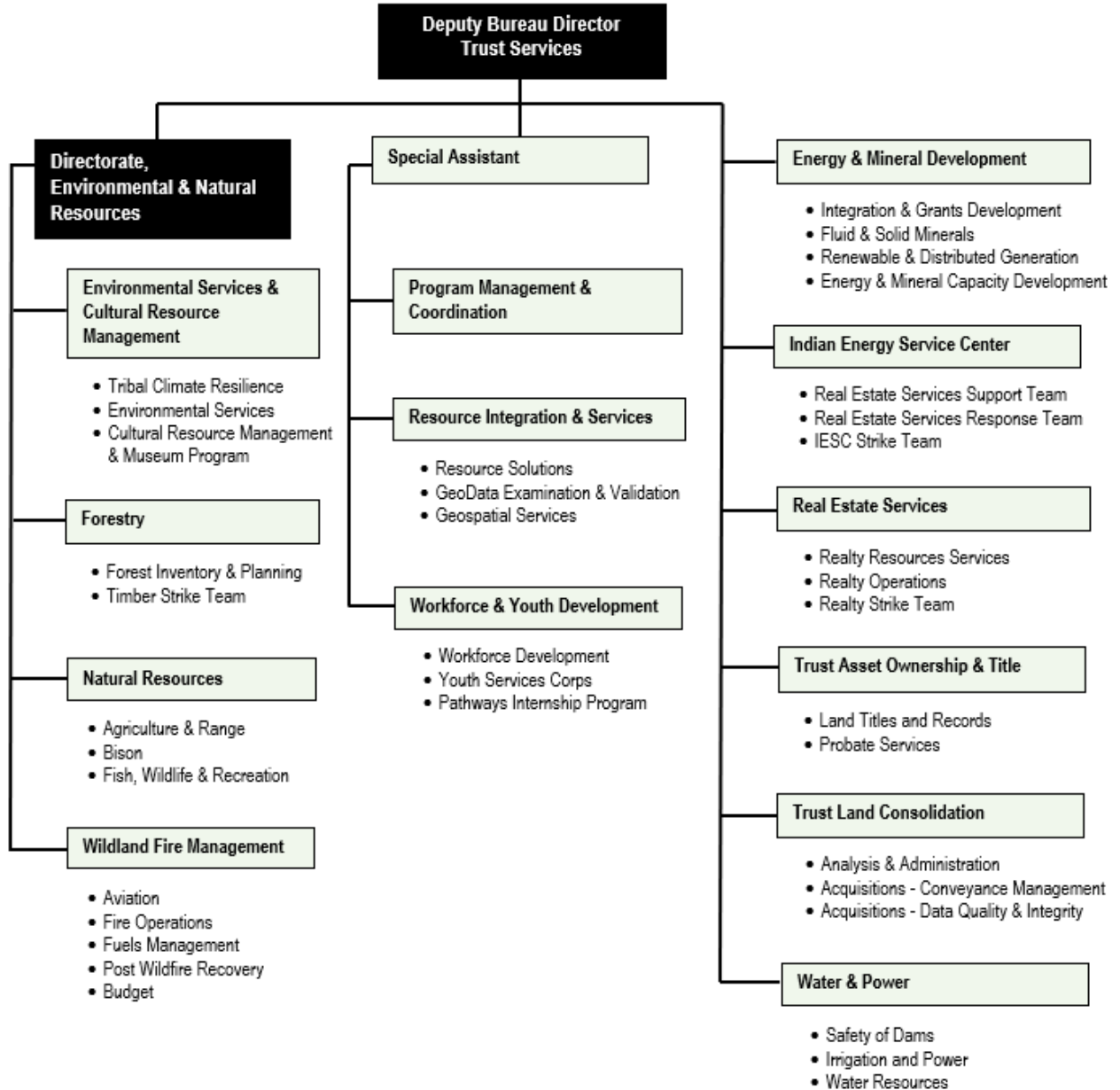
The work of OTS has a direct impact on federally recognized Tribes across the United States.

Employee Demographics

Central Office staff are in Washington, DC; Albuquerque, NM; Billings, MT; Boise, ID; Lakewood, CO; and Nashville, TN. Additional field staff positions located in each of the 12 Regions and 83 Agencies nationwide. The pie chart below shows a percentage breakdown of our Trust positions by profession.

Visit our website at <https://www.bia.gov/bia/ots> for more detailed information about BIA Trust Services.

OTS Organizational Chart





Division of Energy and Mineral Development (DEMD)

Section 1. Overview

Mission

The mission of the Division of Energy and Mineral Development (DEMD) is to deliver high-quality technical and economic advice and services that assist Indian owners in achieving economic self-sufficiency through the responsible development of energy and mineral resources. DEMD operates under the Energy Policy Act of 2005, as amended (EPAct2005), IMDA, and other authorities that designated BIA with the responsibility of facilitating tribal efforts to enhance sovereignty and promote economic development through their energy and mineral resources and related capacity.

Staffing

9	permanent federal employees
10	detailed employees
11	contractors

The DEMD professional services contract group includes science, technology, engineering and mathematics (STEM) professions from the energy and extraction industries, business development professionals, geographers and IT professionals, and grant administrators. The contract group provides grant monitoring for DEMD's inventory of Tribal Energy Development Capacity (TEDC) and Energy and Mineral Development Program (EMDP) grant-funded projects, provides related Tribal TA, supports the grant administration process, and supports the NIOGEMS application's ongoing operation and development.

DEMD offers a suite of programs and services to assist Indian Tribes and Tribal Energy Development Organizations (TEDOs) in the exploration, development, and management of energy and mineral resources on Indian lands. Key functions include:

- Administration and processing of grant programs including the EMDP and TEDC programs.
- Capacity building to equip Tribal governments and organizations with the necessary legal, regulatory and business infrastructure to manage energy resources effectively.
- Producing and delivering best-available scientific information and data to inform critical resources management decision through National Indian Oil & Gas, Energy and Mineral System (NIOGEMS)
- Consultation and TA for Tribal energy and mineral resource development planning. Energy and mineral agreement development and economic best interest review.



Circle Ridge Oil Field



Tribal aggregate utilized for road

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- Industry engagement to help Tribes develop energy and mineral partnerships in Tribal communities.
- Collaborative interagency engagement with federal partners that fosters an all-of-government approach in meeting trust and treaty obligations to Tribes regarding Tribal energy and mineral resource development
- With DOI holding 56 million surface acres and 59 million acres of subsurface mineral estates in trust for Tribes, DEMD provides essential technical assistance (TA) and funding that further the goal of Indian self-determination for energy and mineral development on Indian land.

DEMD Branches

DEMD branches provide technical review, consultation and coordination of DEMD programs with respect to delegated program functions. Each branch provides Tribal support in numerous common areas depending on commodity of focus, such as developing and monitoring [Tribal Energy Resource Agreements](#) (TERAs) and TEDOs, Tribal industry engagement, negotiating minerals agreement terms under the [Indian Mineral Development Act](#) (IMDA), and others. Specific DEMD branch functions follow.

Branch of Energy and Mineral Integration and Grants Deployment (BEMIGD)

Staffed with engineers and analysts, this branch works with all general TA requests from Tribes in administering grants as well as developing energy and mineral resources and internal capacity.

Branch of Fluid Minerals (BFM)

Staffed with petroleum geologists, petroleum engineers, and geophysicists, this branch monitors grants and provides TA to Tribes that are developing oil and gas, helium, hydrogen, CO₂ sequestration, and geothermal-subsurface development. This group also supports Tribal efforts to manage and share seismic data that characterize oil and gas deposit potential and that is used within the industry as due diligence prior to leasing, mineral title encumbrance or transfer. This branch evaluates minerals agreements under the IMDA.

Branch of Solid Minerals (BSM)

Mining geologists and engineers support this branch in monitoring grants and provide TA to Tribes that are developing solid mineral resources, such as sand and gravel, critical minerals, industrial minerals and rare earth minerals. This branch evaluates mining minerals agreements under the IMDA.

Branch of Renewable and Distributed Generation (BRAD)

Staffed with engineers and analysts, this branch monitors grants and provides TA to Tribes that are developing biofuel, geothermal-surface, hydropower, solar, and wind energy resources. This group also works on conventional and integrated energy systems such as combined heat and power applications, conventional power generation, microgrids, hydrogen production, energy storage and related energy infrastructure.

Branch of Energy and Mineral Capacity Development (BEMCD)

Energy-focused business specialists and STEM professionals in this branch manage TEDC grants and provide TA for Tribes in the business-focused aspects of their efforts developing energy and mineral resources. Specific examples of Tribal activities include development and operation of utilities and other business entities, agreements and contracts, and multi-party interaction. BEMCD also oversees the operation and development of NIOGEMS and its deployment to Tribes and federal agencies.

Competitive Grant Programs

Tribal Energy Development Capacity (TEDC) grant program

This annual funding opportunity aids Tribes in building management, organizational and technical capacity needed to maximize the economic impact of energy resource development. By focusing on capacity building, the program aims to equip Tribal governments and organizations with the necessary legal, regulatory and business infrastructure to manage energy resources effectively. Example projects include developing TEDOs or establishing a Tribal electrical utility that manages and/or operates electrical transmission lines and substation infrastructure. See <https://www.bia.gov/service/grants.tedc> for more information.

Energy and Mineral Development Program (EMDP)

Offering solutions to Tribes for all their energy and mineral needs and respective goals to strengthen economic development, this annual funding opportunity helps Tribes complete energy and mineral assessment projects around pre-construction planning activities and subsequent development project phases. Energy and mineral projects require a multitude of pre-development studies and planning steps. The EMDP grant is a mechanism for completing these tasks and the results of these studies allow Tribes to reduce the risk of the projects and make decisions on how to move forward. Project outcomes serve development of final engineering design, support requirements to obtain financing, and other purposes. Example projects include characterizing volume, value, and extraction costs of oil and gas reserves on Tribal lands or performing a feasibility study of critical mineral deposits. We know that millions of acres of Tribal lands hold vast natural resources. We support development efforts led by Tribes in accordance with Tribal goals and priorities.

All energy and mineral resources—such as oil, natural gas, coal, uranium, industrial minerals, precious minerals, base minerals, ferrous metal minerals, biofuel, geothermal, hydropower, solar and wind—are eligible for funding. Resource assessment, exploration studies, feasibility studies, market studies, engineering studies, economic evaluation, and defining potential targets for development are activities eligible for funding. See <https://www.bia.gov/services/grants/emdp> for more information.

TA Programs and Services

DEMD maintains a staff of STEM expertise—as well as subject matter experts with economic development and capacity building leadership—to fulfill BIA's responsibility to provide information and capacity building to Tribes in developing energy and minerals. Available TA resources focus on all phases of Tribal energy and mineral development including resource development planning, economic assessments, mineral agreement negotiations, and more.

Energy and Mineral Development System Support through NIOGEMS

The NIOGEMS application provides GIS and data analysis functionality to Tribes and federal agencies to support energy and mineral development. NIOGEMS aggregates tract, lease agreement, energy and mineral resource features, and data from other sources and combines them with a suite of analysis tools and inter-relational data tables. The application supports energy and mineral resource determinations and offers a useful mapping utility to show lease locations, leases by company, well locations, lease data, production data, rights-of-ways, and other key information.

Mineral Agreement Development under the IMDA

DEMD assists the federal government in meeting two separate trust responsibilities under IMDA. First, it reviews proposed minerals agreements authorized under the IMDA and submitted by Tribes for BIA approval with respect to Tribal best interest relating to potential economic return from and economic assessment. Second, DEMD provides TA and other resources to Tribes negotiating or otherwise developing a minerals agreement under the IMDA and provides similar TA for Tribes developing any other type of energy/mineral development agreement or related contract that supports Tribal energy/mineral development and related capacity.

DEMD Mineral Agreement Assistance, FY 25 Mid-Year

IMDA Responsibility	FY 25 Activities
Economic Best Interest Assessment	2
Negotiation Assistance	1

Planning, Consultation, and Engagement

DEMD planning activities have identified opportunities to consult with Indian Tribes regarding proposed oil and gas well spacing programs or other plans applicable to energy resources of Tribes or individual Indians. This also includes planning coordination and TA efforts with Tribes regarding electrification, oil and gas permitting, integrated conventional renewable energy permitting, electrical generation, transmission planning, and other plans that would assist Tribes in the development or use of energy resources.

Section 2. New Administration Priorities

BIA Executive Order Support

DEMD has been supporting OTS and BIA efforts to plan for and respond to recent Executive Orders (EOs) and Secretarial Orders (SOs) surrounding multiple energy- and mineral-related priorities. These include:

- [SO 3417](#) – Implements provisions of President Trump's January 20, 2025 EO 14156, "Declaring a National Energy Emergency," and will improve the energy and critical minerals identification, permitting, leasing, development, production, transportation, refining, distribution, exporting, and generation capacity of the United States to provide a reliable, diversified, growing, and affordable supply of energy for our Nation by making the fullest use of existing authorities, including emergency authorities.
- [SO 3418](#) – Implements provisions of President Trump's January 20, 2025 EO 14154, "Unleashing American Energy," which directs the removal of impediments to the development and use of our Nation's abundant energy and natural resources by previously established regulations under the Biden administration.
- [SO 3419](#) – Implements the January 20, 2025 Presidential memorandum titled "Delivering Emergency Price Relief for American Families and Defeating the Cost-of-Living Crisis" (Cost-of-Living Memo) by ensuring DOI promptly identifies actions to cut red tape that will reduce costs for Americans.
- [SO 3422](#) – Implements provisions of President Trump's January 20, 2025 EO 14153, "Unleashing Alaska's Extraordinary Resource Potential," which directs the Secretary of the Interior to exercise all lawful authority and discretion available and take all necessary steps to unleash the State of Alaska's abundant and largely untapped supply of natural resources.

Guided by these EOs and Departmental priorities, DEMD has contributed to the OTS response by continuing to provide TA, grant funding, and capacity building support to Tribes to develop energy and mineral resources. New priorities and initiatives may be added that are directed toward facilitating Tribal efforts to enhance sovereignty and promote economic development through energy and mineral resources.

Section 3. Meetings and Partnerships

DEMD works to develop energy and mineral opportunities within a Tribe-driven process that engages Tribes, private industry, and federal partners to support Tribal efforts to identify available development options that offer the best possible terms and benefit to Tribal communities. Industry engagement helps tribes develop energy and mineral partnerships in Tribal communities. Collaborative engagement with federal partners fosters an all-of-government approach in meeting trust and treaty obligations to Tribes regarding Tribal energy and mineral resource development.

Ongoing interagency highlights include:

- *Indian Energy and Mineral Steering Committee (IEMSC)* – As a committee member, DEMD shares information and collaborates with senior-level management representatives from bureaus and offices within DOI with direct responsibility for managing Indian energy and mineral resources and revenue management.
- *Regional Federal Partner Meetings* – led by the Indian Energy Service Center (IESC), Federal Partners Meetings are organized on a regional level and serve to share information and identify, review, and resolve local energy and mineral coordination issues in accordance with existing statutory, regulatory, and policy authority.
- *Federal Mining Dialogue (FMD)* – DEMD’s Division Chief now participates as a co-chair of the FMD Critical Minerals Subcommittee, which is an interagency team of federal agencies involved in activities related to remediating contamination, addressing safety hazards, and minimizing pollution from abandoned and inactive mining and mineral processing sites. The FMD and its subcommittees regularly meet to share lessons learned and work through technical and policy issues pertaining to mine cleanups.
- *Abandoned Hardrock Mines* – Branch of Surface Mining continues to provide federal partners technical support on the Coal Waste and Abandoned Hardrock Mine Federal Interagency initiatives.
- *Department of Energy, Office of Indian Energy Policy and Programs (DOE-IE)* – DEMD coordinates with DOE-IE to promote energy resource development on Tribal lands through collaborative initiatives, TA, and funding opportunities. Both agencies operate under EPAct2005, which includes statutory requirements for coordination between the two programs.

Additional highlights of DEMD’s FY 2025 mid-year industry engagement and interagency coordination include:

- The Division assisted the Osage Nation with development of promotional materials to advertise their oil and gas resources at the [North American Prospect Exposition](#) (NAPE) in Houston, TX, February 5-7, 2025. Marketing oil and gas resources at NAPE provides several key benefits for Tribes. First, it offers access to a diverse network of industry professionals, investors, and potential partners who are interested in collaborating on energy development projects on Tribal lands. The expo serves as a vital platform to emphasize Tribal oil and gas assets—as well as their sovereignty and capacity for energy production—which can attract investment and strategic partnerships. Additionally, participation in NAPE allows Tribes to stay informed about market trends and best practices in the oil and gas sector, ultimately enhancing their visibility, economic opportunities, and ability to leverage their resources for community development and growth.
- BSM provided support for Alaskan Villages and Corporations including TA and grants. Most of the activities are assessing critical minerals, aggregate, and armor stone, and many of the projects are approaching the commercial viability stage. Several are in the beginning stages with promising initial results.

- DEMD leadership and staff attended the [Department of Energy, Office of Indian Energy Policy & Programs](#) (DOE-IE) 2024 Tribal Energy Program Review in November 2024. This event highlights successes and lessons learned from Tribal energy projects funded by DOE-IE grants. It holds particular significance for DEMD, as many projects showcased at the review have leveraged our grant and TA programs to plan energy initiatives that enhance sovereignty, improve self-reliance, and create economic opportunities.
- Representatives from DEMD attended two key Alaska energy events: the Alaska Rural Energy Conference and the 2024 BIA Provider's Conference. The Alaska Rural Energy Conference took place in Fairbanks, AK, in October 2024. Staff hosted an information booth, engaged with Alaska Tribal energy stakeholders, and attended key sessions covering bulk fuel systems, renewable energy integration and Alaska energy development case studies. Activities also included a tour of the Cold Climate Housing Research Center. The 2024 BIA Provider's Conference took place in Anchorage, AK in December 2024, where DEMD managed an information booth, engaged with Alaska Native leaders, and hosted three panel discussions.
- DEMD attended the Tribal Energy Sovereignty & Green Energy Summit in Billings, MT in January 2025. The purpose of the event was to foster collaboration between Native American Tribes and private energy companies, paving the way for energy projects that deliver long-term benefits to Tribal communities.
- Representatives from DEMD attended the 7th Annual Renewable Energy and Sustainability Conference (RESC), hosted by the Seminole Tribe of Florida's Native Learning Center, in January 2025. The conference is widely attended by Tribal staff nationwide as well as many Tribal energy stakeholders, and it offers the opportunity to share information about DEMD programs and services supporting Tribes with energy development.

Section 4. Numbers and Statistics

Tribal Energy Development Capacity (TEDC) Grant

TEDC offers funding for Tribes and TEDO to build management in addition to organizational and technical capacity needed to maximize the economic impact of energy resource development.

TEDC Notice of Funding Opportunity (NOFO)

Every year, DEMD solicits proposals from Tribes through a Notice of Funding Opportunity (NOFO). Numbers and the status for the FY25 NOFO are provided in the table below. As shown, the TEDC program continues to see growth in demand by Tribes seeking to build their energy development capacity. FY25 NOFO requests resulted in a roughly 45% increase over FY24, and about a 75% increase over FY23. Unmet requests average \$4 - \$5M annually, and this is expected to increase. See chart on next page.

TEDC Post-Award Monitoring

DEMD monitors awarded TEDC projects to ensure funds are prudently spent and offers TA to grantees throughout the life of the project. In FY25, project monitoring staff are managing a portfolio of 50 TEDC grant projects with 47 Tribes nationwide.

TEDC Notice of Funding Opportunity Results, FY 25 Mid-Year

Activity	FY 24/25	FY 23/24	FY 22/23
NOFO Posted	October 18, 2024	October 19, 2023	
Applications Due	January 16, 2025	January 11, 2024	
Total Applications	41 proposals received	28 proposals received	34 proposals received
Funds Requested	\$12.1 million requested	\$8.3 million requested	\$6.9 million requested
Average Request	~\$300,000/proposal	~\$300,000/proposal	~\$200,000/proposal
Total Awarded	<i>Pending review</i>	21 projects selected (75%)	19 projects selected (55%)
Funds Awarded	<i>Pending review</i>	\$3.6 million awarded (43%)	\$2.8 million awarded (40%)
Average Award	<i>Pending review</i>	~\$170,000/project	~\$150,000/project
Unmet Requests	<i>Pending</i>	\$4.7 million	\$4.1 million
Notice of Grant Awards Issued	<i>Pending</i>	7/8/2024	2/27/2023

EMDP Grant

EMDP offers funding for Tribes and TEDOs to complete energy and mineral assessment projects around pre-construction planning activities and subsequent development project phases.

EMDP Notice of Funding Opportunity (NOFO)

The FY25 EMDP NOFO has not yet been released and is pending Departmental approvals. Numbers and the status for previous years' NOFOs are provided in the table below. FY24 NOFO requests show a roughly 65% decrease in requests over FY23. However, while there was a decrease in overall demand, DEMD was only able to award 65% of FY24 NOFO requests made due to budget limitations. Unmet requests vary significantly year over year, ranging from \$5 - \$30M annually.

EMDP Notice of Funding Opportunity Results, FY 25 Mid-Year

Activity	FY24/25	FY 23/24	FY 22/23
NOFO Posted	<i>Pending</i>	2/22/24	1/31/22
Applications Due	<i>Pending</i>	5/24/24	5/13/22
Total Applications	<i>Pending</i>	37 proposals received	79 proposals received
Funds Requested	<i>Pending</i>	\$15.9 million requested	\$44.9 million requested
Average Request	<i>Pending</i>	~\$430,000/proposal	~\$550,000/proposal
Total Awarded	<i>Pending</i>	30 projects selected (80%)	32 projects selected (40%)
Funds Awarded	<i>Pending</i>	\$10.4 million awarded (65%)	\$11.2 million awarded (25%)
Average Award	<i>Pending</i>	~\$350,000/project	~\$350,000/project
Unmet Requests	<i>Pending</i>	\$5.5 million	\$33.7 million
Notice of Grant Awards Issued	<i>Pending</i>	8/12/24	5/24/23

EMDP Post-Award Monitoring

In FY25, project monitoring staff are managing a portfolio of 86 EMDP grant projects with 70 Tribes nationwide.

EMDP Active Project Portfolio, FY 25 Mid-Year

Commodity Group	Total FY25 Projects	Total Portfolio Funding Value
Fluid Minerals	12 (14%)	\$7.4 million (30%)
Solid Minerals	16 (19%)	\$7.7 million (30%)
Renewable and Distributed Generation	58 (67%)	\$10.7 million (40%)

Tribal Energy and Mineral Planning, Consultation, and Engagement Assistance

DEMD's TA program plays a critical role in helping Tribes navigate complex energy challenges, offering expertise that supports informed decision making and project feasibility. As energy development continues to gain momentum, many more requests for assistance are expected throughout the remainder of the fiscal year.

Accomplishments at Mid-Year

BFM is assisting with seven (7) oil and gas TA requests and reviews. The activities include oil and gas seismic activities, oil and gas well reviews, and Tribal lands evaluations.

BSM is assisting with six (6) aggregate and armor stone TA requests and reviews in the lower 48 and with Alaska Tribes.

BRAD has provided TA on at least 11 separate Tribal energy plans. Support has covered a range of concepts including solar, microgrid development, geothermal and broader energy transition strategies. Some highlights of this work include:

- Evaluation of geothermal potential for a Tribe in the vicinity of another established geothermal site. The meeting included informational presentations and open discussions on past and ongoing energy initiatives in the area. Following this engagement, a request was made for DEMD to review prior energy and storage feasibility assessments to help identify next steps and the most effective path forward for energy development.
- Assessment of the feasibility of a community-scale solar project for a Tribe that proved to be viable, contingent on securing necessary interconnection and power purchase agreements. Due to contractual limitations, the local utility was unable to purchase power from the proposed system, and an alternative agreement with another power provider was restricted by size requirements. As a result, efforts are now focused on developing smaller distributed solar systems while exploring potential opportunities for larger projects that align with existing energy procurement criteria.
- Exploration of the establishment of a local microgrid. In pursuit of this goal, DEMD provided guidance on applying for a grant program, through the local utility, that could secure significant funding for project design and implementation. A microgrid would enhance energy resilience, improve reliability, and reduce dependence on external power sources, ultimately benefiting the community. The Tribe has submitted its application, and DEMD continues to support ongoing efforts to advance this initiative.

DEMD TA, FY 25 Mid-Year

Commodity Group	FY25 Projects
Fluid Minerals	7
Solid Minerals	6
Renewable and Distributed Generation	11

NIOGEMS

The NIOGEMS application enables users to track critical data and make effective decisions regarding leasing, developing, and managing energy and mineral resources. Table 6 contains NIOGEMS user information.

NIOGEMS User and Training Profile, FY 25 Mid-Year

NIOGEMS Usage and Training Profile	FY 25 Activity as of March 14, 2025	FY 24
Total Reservation Systems Populated	79	78
Total Users	208	201
Total Federal Users	202	161
Total Tribal Installations	9	8
Total Tribal Users	46	50
Total Trainings	2	4
Federal Employees Trained	8	20
Tribal Employees Trained	0	14

NIOGEMS Modernization

- Version 5 upgrade – Significant modernization efforts are underway with the development of NIOGEMS version 5. The older NIOGEMS (version 4) is a desktop application with ArcGIS technology that is approaching end-of-life by March 2026. NIOGEMS version 5 is being developed as a web-based platform using centralized hosting and authentication services enhancing efficiency, reducing overhead, and providing superior customer service.
- Optimization of data acquisition costs – The NIOGEMS geotechnical data team issued a request for proposals (RFP) to recompile energy and mineral data acquisition and ensure the best value is achieved. DEMD received and reviewed proposals from five (5) oil and gas data vendors for well location and production data. DEMD's review included analyzing subsets of vendor GIS datasets for comparison to current NIOGEMS data.

Geotechnical Data Support Team

Geotechnical data support (GDS) is integrated into NIOGEMS. GDS supports maintenance of the NIOGEMS database and system functionality by reviewing processing errors, updating data and enhancing system code as needed. The GDS team also works closely with DEMD branches to research and develop geographic information datasets and cartographic map products that show energy demand, existing infrastructure, and energy generation potential.

GDS FY25 mid-year highlights:

- Produced one (1) new NIOGEMS Tribal database which includes collection, analysis, and processing of datasets for well locations and production, Tribal land ownership, Tribal leases, public land survey system, high-resolution imagery, soil surveys and other energy and mineral needs.
- Analyzed 2,500+ lease and ownership records for accuracy and digitized the records for 21 NIOGEMS Reservations. Digitized data is used for display in DEMD and Tribal maps and in NIOGEMS.
- Processed over 160 communitization agreements (CAs) documents from BLM for 15 NIOGEMS Reservations. Resulting GIS data is used to display CA lands in NIOGEMS.
- Designed 20+ maps to support DEMD's EMDP/TEDC grant programs and TA projects, serving approximately 20 federally recognized Tribes and Alaska Native Villages.
- Responded to multiple system review requests from BIA Information Technology (IT), including the FY 25 NIOGEMS audit.

Geotechnical Data Support, FY 25 Mid-Year

Geotechnical Data Support	FY 25 Mid-Year	FY 24
New NIOGEMS Reservation Systems Added	1	7
Lease and Ownership Records Reviewed and Digitized	2,500+ records	20,000+ records
Map Development	20+	10+

Seismic Data on Tribal Lands

Seismic reflection data is one of the most popular types of exploration data to research potential opportunities for subsurface energy and mineral resource development. Seismic data provides a high-resolution image of a subsurface and it is very expensive to collect and process. This data consists of both 2-D and 3-D surveys.

Tribes seeking to obtain new seismic data on their reservations can apply to EMDP for funding to complete seismic surveys, where in-house geophysicists are available to advise on data collection and processing. The team currently manages 1,400 2-D seismic lines (10,800+ linear miles) for 25 Tribes and 64 3-D seismic surveys (1,940 square miles) for 14 Tribes with a valuation of approximately \$263M.

Link: [Seismic Data of Tribal Lands | Indian Affairs](#)

DEMD Seismic Data Profile, FY25 Mid-Year

Seismic Data	FY 25 Mid-Year Status
2D Seismic Total Lines	1,400 lines
2D Seismic Linear Feet	10,800+ linear
2D Seismic Total Reservations	25 Tribes
3D Seismic Total Survey	64
3D Seismic Linear Square Miles	1940
3D Seismic Total Reservations	14
Seismic Data Market Value	\$263 million

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

Tribal Energy and Mineral Success Stories

Here is a sampling of success stories where Tribes leveraged DEMD's resources to advance their sovereign energy and mineral initiatives.

Energy and Mineral Resources Development Success Stories

- Branch of Fluid Minerals provided TA to a Tribe to support their sovereignty and further their oil and gas economic activities.
- Branch of Solid Minerals provided technical support and closed out a grant that assisted with a Tribe's critical mineral resource. The next steps are to develop the resource, which DEMD continues to support.
- During FY25, DEMD is managing funding to seven (7) Tribes evaluating the feasibility of microgrid development through EMDP. Microgrids offer Tribes increased energy resilience, reliability, and the potential to reduce long-term costs while promoting energy sovereignty. By supporting feasibility and engineering work, this program enables Tribes to make well-informed energy development decisions while mitigating financial and technical risks associated with future investments.
- A Tribe in the western U.S. is often approached by external organizations interested in developing geothermal energy projects on their lands. The Tribe is surrounded by several known geothermal sites, including a privately owned 12-megawatt power plant. In response, the Tribe is taking proactive steps to learn about and assess their potential geothermal resources. Gaining a comprehensive understanding of these resources will empower them to negotiate and pursue projects that are both optimal and economically beneficial for their community. This is an important move from being a passive participant in their resources and advancing their understanding and self-determination capacity for geothermal resource development.

Capacity Building Success Stories

- A Tribe located in the Midwest was awarded a TEDC to complete a feasibility study for establishing a Tribal Utility Authority (TUA). With the support of the TEDC grant, the Tribe developed a phased implementation strategy, beginning with pilot projects designed to build local expertise and foster confidence in renewable energy technologies. The TEDC grant has allowed the TUA to make significant progress toward energy independence and sustainability. The Tribe now has a comprehensive roadmap for incorporating renewable energy into the TUA's infrastructure, offering long-term economic and environmental advantages for the Tribal community.
- Another Tribe in the Midwest has recently faced challenges in working with their incumbent utility, hindering their ability to negotiate better service for their community and develop local energy resources. The Tribe aims to construct valuable renewable energy projects and believes that establishing a TUA may be an effective organizational strategy for planning, funding, building, and managing the necessary energy infrastructure. The feasibility study has identified various TUA alternatives and evaluated the detailed technical, economic, and legal/regulatory considerations associated with each option. By forming a TUA, the Tribe would gain control over the electrical lines behind the meters and engage in wholesale transactions. The TUA would also be responsible for setting electric rates and issuing bills to customers.

- A Tribe in the Midwest has worked with DEMD for many years and has benefited from both EMDP and TEDC programs to successfully realize opportunities from biomass, solar, and a TUA, resulting in a 9-megawatt (MW) portfolio of energy generation assets it manages. In FY25, they will be breaking ground on a new biomass district heating system. The engineering design for this was completed through an EMDP grant. This work facilitated the Tribe's efforts to obtain grant funding through DOE. Now they are seeking to create a larger institutional program, which will enhance economic benefits including the ability to negotiate larger projects like a utility natural gas intertie and larger solar project.
- For years, another Tribe has pursued an opportunity to take control of energy pricing and how to attract energy-intensive businesses to increase the load served by a TUA. Often, Tribes do not have enough load to build out a TUA to help energy sovereignty, but this Tribe is being proactive in attracting business to Tribal lands.

Market Outlook and Opportunities

With the new administration's strong focus on energy development, DEMD anticipates an expanded scope helping Tribes using Tribal Sovereignty to develop their oil and gas resources. This includes an increased focus on critical minerals and expanded hard rock mining TA requests, especially in Alaska.

Section 6. Challenges

Preparing for the NIOGEMS Version 5 Launch Deadline

To ensure customer, federal and Tribal users' services are uninterrupted, a launch date deadline for NIOGEMS Version 5 is set for January 2026. DEMD has been addressing this challenge by deploying necessary coordinated resources to affect successful development and release of Version 5. Efforts include:

- Forging an effective development team with Office of Information Technology (OIT).
- Establishing a mutual support relationship with Division of Resource Integration Services (DRIS) where NIOGEMS may serve as an OTS-wide pilot for an upgraded and integrated cloud environment. DRIS also supports DEMD in coordinating with OIT.
- Establishing consensus determination among all parties that future NIOGEMS versions will continue to be a DEMD-dedicated application used as a main capacity building tool in supporting Tribal efforts for energy and mineral resource development and related capacity building.

FY24 Labor Force Reduction

In FY24, DEMD implemented an approximate 50% reduction in labor contract staff to prioritize budget allocations to Tribal grant projects. While this resulted in significant workload increases for remaining staff, DEMD Branch Chiefs have effectively shared resources across branches to alleviate service gaps for grant project monitoring and Tribal TA.

Increasing Unmet Needs in Grant Programs

DEMD's grant program continues to see growth in demand by Tribes seeking to build their energy and mineral resources and capacity. For example, FY25 TEDC NOFO requests resulted in about a 45% increase over FY24, and a roughly 75% increase over FY23. This resulted in over \$4M in unmet requests.

The continued growth in demand for DEMD's grant programs is straining resources and increasing competition for Tribal applications, so it will be important for DEMD to seek opportunities to improve efficiency and effectiveness of grant awards.

Tribal Capacity Building

In FY23 and FY24, DEMD facilitated 10+ Tribal consultations regarding the improvement of programs and services to Tribes for energy and mineral development. This includes eight (8) consultations held in 2023 regarding Tribal energy development, and four (4) consultations held in 2024 regarding mining on federal lands. A common theme in these consultations are challenges that Tribes face surrounding their internal capacity for managing energy and mineral resources. Issues identified included limitations with staff availability, access to subject matter expertise, and capabilities to champion Tribally driven projects.

To address Tribal capacity challenges, DEMD is working to develop a business process that describes how Tribes may implement rapid capacity building and resource development through TERAs and TEDOs. These are Tribal self-determination tools authorized under the Indian [Tribal Energy and Self-Determination Act](#) (TESD) from EPLA 2005 (25 U.S.C. 3501 *et seq.*). Upon certification and approval by the Secretary of Interior, TERAs and TEDOs allow Tribes to enter into an energy-related lease or business agreement with or acquire a right-of-way from its parent Tribe(s) without additional Department approval.

TEDOs are Tribally owned business organizations engaged in the development of energy resources, including organizations owned by one or more Indian Tribes and other non-Tribal entities. In all cases, TEDOs must be controlled by their majority Tribal owner(s). In addition to energy-related lease or business agreements, TEDOs can also apply for a grant, loan, or other assistance under section 25 USC § 3502 or, once certified by DOI, under 25 USC § 3504(h).

DEMD sees that increased focus on TERAs and TEDOs can influence the effectiveness of energy and mineral resource development initiatives on Tribal lands. By enhancing the internal capacity of Tribes through tailored support and resources, these frameworks empower Tribes to take charge of their energy and mineral management, leading to more sustainable and economically beneficial projects.

Furthermore, by streamlining processes and reducing regulatory burdens, TERAs and TEDOs enable Tribes to more effectively leverage their unique resources and capabilities. As DEMD continues its commitment to facilitate these strategies, the ongoing engagement with Tribal stakeholders will be essential for refining these tools, ensuring they truly meet the needs of the Tribes. Ultimately, the successful implementation of TERAs and TEDOs will strengthen Tribal sovereignty, enhance economic development opportunities, and foster self-determination in energy and resource management for federally recognized Tribes.

Section 7. Best Practices

Interagency Coordination

DEMD interfaces with multiple federal agencies to provide TA, review documents, and comment on proposals. With this strategic and necessary coordination, DEMD provides timely and accurate responses to ensure the serviced federal agencies have all the resources to make their determinations. DEMD works closely with IESC in Indian Mineral Development Agreement reviews, Tribal consultations, and internal data calls. With mining issues, BSM interacts with the USGS, the [Abandoned Hardrock Mining Reclamation Program](#) (AHMR), solicitors, and local BIA agencies.

Stakeholder Engagement for NIOGEMS Upgrades

The NIOGEMS team has held several virtual meetings seeking input from current Tribal and federal NIOGEMS users to see what features they would like to see in the new NIOGEMS Version 5. DEMD will adapt this feedback into the design to raise productivity, efficiency and satisfaction of this software.

Program Outreach

DEMD is holding webinars throughout the grant lifecycle to better guide, assist and answer questions for Tribal applicants and recipients regarding DEMD's two grant programs, the EMDP grant and the TEDC grant.

Economic Impact Modeling through IMPLAN

Impact Analysis for Planning (IMPLAN) is a software program used for economic impact modeling. It allows users to analyze the economic effects of changes in economic activity such as new policies, projects or investments within a specific region. DEMD has been exploring the use of IMPLAN as a tool for understanding the economic implications of decisions and developments within the Tribal energy and mineral nexus. Expanded use of IMPLAN can help Tribal energy and mineral stakeholders make informed choices based on economic forecasts and analyses.

Section 8. Recommendations

Fulfill EOs and SOs as Related to Energy and Mineral Development

DEMD participation in the Indian Affairs Energy and Trust Lands Team is critical to plan for and respond to recent EOs and SOs surrounding multiple energy- and mineral-related priorities. The Division possesses unique capabilities to support Tribal energy and trust land policy through its specialized knowledge of federal regulations, funding opportunities, and program development tailored to the needs of Tribes in managing their energy resources. This expertise, combined with a commitment to fostering Tribal self-determination and capacity building, enables DEMD to effectively assist Tribes in navigating the complexities of energy development while promoting sustainable and economically viable projects on their lands.

Guided by these EOs and Departmental priorities, DEMD will continue to provide TA, grant funding, and capacity building support to Tribes to develop energy and mineral resources. New priorities and initiatives will focus on TERAs and TEDOs, Tribal industry engagement, negotiating minerals agreement terms under the IMDA, and more, all directed toward facilitating Tribal efforts to enhance sovereignty and promote economic development through their energy and mineral resources and related capacity.

Increase Focus on TERAs and TEDOs

By streamlining processes and reducing regulatory burdens, TERAs and TEDOs enable Tribes to more effectively leverage their unique resources and capabilities. As DEMD continues its commitment to facilitate and focus these strategies, the ongoing engagement with Tribal stakeholders will be essential for refining these tools, ensuring they truly meet the needs of the Tribes. Ultimately, the successful implementation of TERAs and TEDOs will strengthen Tribal sovereignty, enhance economic development opportunities, and foster self-determination in energy and resource management for Tribes across the nation.

Increase Support for Mineral Agreement Negotiations under the IMDA

DEMD can increase support for Mineral Agreement Negotiations under the IMDA by refocusing its staff to collaborate with Tribes in conducting pre-IMDA agreement reviews, ensuring that agreements align with Tribal goals and regulatory requirements. Additionally, expanding DEMD's engagement with industry at technical conferences will facilitate knowledge sharing and foster partnerships, equipping Tribes with the necessary tools and insights for successful mineral development negotiations.

Increase Engagement with BIA Regional and Agency Offices

DEMD can enhance engagement with BIA Regional/Agency offices by fostering collaborative initiatives to align regional energy and mineral development strategies with Tribal needs. Sharing resources, knowledge, and best practices, supports implementation of energy and mineral policies tailored to unique circumstances of each Tribe.



Division of Environmental Services and Cultural Resources Management (DESCRM)

Section 1. Overview

Mission

The mission of the Division of Environmental Services and Cultural Resources Management (DESCRM) is to work with Tribes to protect, develop, manage and enhance American Indian and Alaska Native environmental, cultural and historical resources by providing TA, service and support to Tribes and through administration of federal laws and regulations.

Staffing

23	full-time employees
8	vacant positions
2	pathways interns

Branch of Cultural Resources & Museum Program (BCRM)

The mission of the Branch of Cultural Resources Management (BCRM) is to partner with Tribal Nations and Alaska Native Villages to protect, preserve and promote American Indian and Alaska Native cultural and historical resources.

BCRM contributes to BIA's mission by executing the federal government's trust responsibilities relating to Tribes' cultural resources utilized for sustenance, cultural enrichment, and economic development and support, and by promoting the conservation, development, and wise use of these resources for the maximum benefit of Indian people. BCRM is responsible for ensuring compliance with environmental and cultural resource statutes, including the [National Environmental Policy Act](#) (NEPA), [National Historic Preservation Act](#) (NHPA), the [Archaeological Resource Protection Act](#) (ARPA), the [Antiquities Act of 1906](#), and the [Native American Graves Protection and Repatriation Act](#) of (NAGPRA).

BIA's Museum Program curates and preserves over 3 million archaeological artifacts, ethnographic objects, archives, and artwork reflecting the history of Indian Affairs and Native American culture. The collection is located throughout the United States and housed and/or exhibited in BIA regional offices and local agencies, [Bureau of Indian Education](#) (BIE) schools, as well as museums, cultural centers, and other repositories.



Photo of Indian lands by Ansel Adams, National Archives



Oil painting gift to BIA Assistant Secretary from Spokane Tribe

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Branch of Environment Services

The mission of the Branch of Environmental Services (BES) is to work with Tribes to protect, develop, manage and enhance American Indian and Alaska Native environmental resources by providing TA, service and support to Tribes and through the administration of federal laws and regulations.

BES provides leadership, guidance, policy, and support for the protection of environmental and cultural resources, working with federal, state and Tribal governments to ensure compliance with environmental law on Indian trust lands, BIA-owned or -operated restricted lands and federal facilities. This includes oversight and guidance for implementing a range of environmental laws and regulations, including NEPA and the [Comprehensive Environmental Response Compensation and Liability Act](#) (CERCLA). The Branch also creates policy and provides oversight for environmental compliance throughout BIA.

A current priority for the Branch is to provide leadership to BIA's infrastructure permitting efforts. The Branch co-organizes cross-program coordination meetings and leads regular progress reporting to leadership. Additionally, the Branch has secured a contract using Permitting Council funds to provide NEPA and Section 106 reviewing services to BIA regional offices and Direct Service Tribes. The [Federal Permitting Improvement Steering Council](#) (FPISC), or Permitting Council, is a body established under Title 41 of the FAST Act (FAST-41) to improve and make transparent the federal environmental review and permitting process for certain infrastructure projects.

Branch of Tribal Community Resilience

The mission of the Branch of Tribal Community Resilience (BTCR) is to provide direct TA and support (including access to pre-disaster funding for preventative efforts) to federally recognized Tribes and Alaska Native Villages to address imminent threats to human health and safety as well as to treaty and Trust assets and resources. BTCR provides nationwide support for assessments and complex community relocation or asset protection efforts, which bridge multiple BIA programs and federal agency missions. BTCR is committed to increasing government efficiency through interagency coordination to expedite project implementation and reducing federal costs by leveraging private and philanthropic partnerships to fulfill the federal Trust responsibility and moral obligation of the United States to ensure the protection of Tribal and individual Indian lands, assets, resources and treaty rights.

Section 2. New Administration Priorities

As a division, DESC RM has continued the important work of collaborating with Tribes to carry out goals and to honor Trust responsibilities. Division functions and procedures have been analyzed and updated to align with current administration priorities, such as working to develop and promote use of NEPA Categorical Exclusions to expedite permitting.

The OTS Permitting team, co-led by DESC RM and the Division of Real Estate Services (DRES), is working through DOI's Secretarial priorities, with particular focus on increased coordination for more efficient permitting. In addition, several OTS Divisions, including DESC RM, will be involved in an Indian Affairs-Energy and Trust Lands Policy Team that will implement its Emergency Energy Plan. The plan involves providing increased support to Tribes seeking to develop or produce energy.

Section 3. Meetings and Partnerships

DESC RM, including BES team members and DRES, leads the OTS Permitting Team Bi-Weekly Meetings and Report compilation. This collaborative effort across the divisions and regions has helped to raise awareness of permitting topics, issues and lessons learned, facilitating process improvement across the organization.

BTCR has continually partnered with USGS and various regional Tribal Organizations to support the Tribal Resilience Liaison Network, focused on providing TA, trainings, presentations, and connecting Tribes to appropriate science to meet their goals and business needs to protect Trust assets. The Division has also partnered with the [Institute for Tribal Environmental Professionals](#) (ITEP) to provide direct TA for the Relocation, Managed Retreat and Protect-in-Place Cohort, empowering Tribes who face difficult planning decisions to improve the safety and resilience of their communities for generations to come.

In Quarter 1 and 2 of FY25, BCRM actively organized and participated in various coordination meetings including detailed consultations with Tribes and museums to discuss repatriation efforts. Additionally, BCRM facilitated joint repatriation meetings that brought together representatives from key federal agencies, such as the Bureau of Reclamation (BOR), Bureau of Land Management (BLM), and the National Park Service (NPS). These collaborative discussions aimed to improve cooperation and ensure the respectful handling of culturally significant artifacts and resources, fostering stronger relationships between the Tribes, museums and governmental entities. BIA has engaged with at least fourteen Tribes, Pueblos, and several museums so far in FY25.

In January 2025, BIA, in a collaborative effort with the Eastern Band of Cherokee Indians (EBCI), published a Notice of Intended Repatriation of an item of cultural patrimony. This joint initiative was a significant step toward the repatriation of the item. In March 2025, BIA officially transferred control to EBCI, marking a successful outcome of our shared commitment.

Through a [Cooperative Ecosystem Studies Unit](#) (CESU) Agreement, BIA will fund a project called Poncho House and 16 Room House Documentation with the Museum of Northern Arizona and the Navajo Nation. This project focuses on documenting a large ancestral site in Utah in the Navajo Nation. It will assist the Navajo Nation in better protecting and preserving the site as well as assessing the impacts on humans, livestock and the environment, ensuring the cultural and environmental importance to the Tribe.

Section 4. Numbers and Statistics

BTCR provides financial support for federally recognized Tribal Nations and authorized Tribal organizations through the Annual Awards Program (AAP). This competitive funding opportunity works to address current and future impacts on Tribal Treaty and Trust resources, economies, regenerative agriculture and food sovereignty infrastructure, and human health and safety. In FY 24, BTCR received 342 applications for approximately \$533M in proposals—the most applications and funding ever requested in its history (going back to FY11). This historic interest in funding was due, in large part, to having more Regional Coordinators on staff, and thus being able to share opportunities and work directly with Tribes to provide TA and meet their needs.

Annual Awards Program ArcGIS Dashboard

Data can be visualized in the interactive [AAP ArcGIS Dashboard](#). This mapping tool is prepared by BTCR staff in partnership with BIA Branch of Geospatial Services (BOGS) to make AAP data more accessible to awardees, prospective applicants, other federal agencies, and the public through visual mapping and data graphics. Users may search by funding category, Tribe or Tribal Organization, fiscal year, BIA region, USGS region, or by funding amount. The Dashboard now displays awards from FY11 to FY 24.

The BTCR-funded Tribal Resilience Liaisons (Liaisons) are a network of non-federal staff who provide TA to support federally recognized Tribes and Alaska Native Villages build community resilience in the face of extreme weather events and other environmental impacts. These resources include trainings, tools, and coordination with both federal and non-federal partners such as USGS science and BTCR TA resources. Liaisons reports annually on their activities including Tribal site visits, trainings and workshops organized, and the number of youth and young professionals engaged in research and training development, among other areas.

For example, as of FY24, Liaisons have supported at least 121 Hazard Mitigation Plans and other action plans to prepare for extreme weather events and other environmental hazards. To continue tracking the successes of Liaisons, BTCR is coordinating on new metrics to track efficiency, ensure accuracy of data, and contribute data to communication materials to publicize their successes.

BES completed the annual Bureau Solid Waste Report for FY24 which outlines diverted waste across 49 Bureau facilities nationwide. The response rate for FY24 was 82%, an improvement over 57% reported in FY23. Key findings include a successful year for Construction and Demolition (C&D) waste targets, with 53.5% of C&D waste diverted from landfill, exceeding the goal of 25.3%. However, the overall Municipal Solid Waste goal fell short, with 15.2% diverted in FY24—far from the 52.1% Bureau-level goal. Factors that impact this metric include offices, often located in remote areas, frequently with no recycling center within a reasonable proximity. Additional challenges noted include a vacancy in the facility manager position, leading to solid waste buildup, illegal dumping on BIA property, and a general need for training.

Through the ARPA Assistance Program, BCRM collaborated on several crucial projects in the first half of FY25. The Branch is currently assessing eight (8) cases of damage to cultural and natural sites caused by human activities. BCRM team members have created detailed reports that explain the nature and extent of the damage, the cost to restore affected sites, and recommend best practices for sustainable management.

The BCRM team has also developed training programs for Tribal and cultural resource managers. These programs give managers the knowledge and skills necessary to preserve and maintain their cultural and environmental resources, better equipping them to face current challenges. In February, the team organized an Advanced ARPA Training attended by BIA staff, Tribal archaeologists, and Tribal law enforcement officers.

As of January 13, 2025, BCRM received 47 statements from museums that possess Native American human remains or cultural items. The NAGPRA Team is diligently reviewing all submitted statements to ascertain whether BIA will assume control of the collections in question.

Section 5. Opportunities Realized in FY25 and Proposed for FY26

BTCR developed a modernized software portal to accommodate annual awards program functions. This platform, if scaled, has the capability to be used by any OTS program as a tool for funding Tribes. The portal allows for Tribes to submit their proposals, upload all required documents, and then after the RFP timeframe ends, allows users to review and rank proposals. Simultaneously, the platform provides data about the type and categories of proposals received, helping to inform future program decisions. The use of software in this way is not currently adopted by other programs, though we could easily modify the software to allow RFPs for multiple grants and award programs in OTS, streamlining the way we do business and increasing overall efficiency.

BES set an FY25 goal of leveraging NEPA expertise and acting as lead on FAST-41 permitting projects. In the first half of the year, BES team members have successfully assumed the lead role for two FAST-41 projects, convening multiple bureaus and agencies, and achieving 100% compliance on project milestones with expedited timelines.

BCRM is in the process of developing a comprehensive database and a public-facing dashboard. This initiative aims to provide clear and transparent access to NAGPRA holdings and the repatriation efforts with various Tribes. By displaying this information, BIA seeks to enhance public understanding of NAGPRA, promote accountability, and support the respectful return of cultural items to Indigenous communities.

Proposed Opportunities for FY 26

The DESC RM team, while diligently working toward FY25 goals, has also tracked several ideas that could potentially become goals for FY26. These items include:

- BCRM enhancing its support for revised NAGPRA responsibilities, thereby increasing its leadership potential to assist more Tribes and bureaus effectively.
- BCRM, in collaboration with its ARPA Team, providing training for Tribal historic preservation offices and law enforcement personnel. This initiative will equip them with skills to conduct damage assessments on Tribal land, helping to identify and evaluate impacts to ensure proper protection of cultural resources for future generations. BCRM aims to empower Tribal communities to safeguard their historical and cultural assets.
- Investing further staff in the national BIA Environmental Services Program, both in the central and regional offices, to support expedited permitting.
- BTCR continuing to improve its functions and programs, providing Tribes' funding in the most efficient manner, serving as Awarding Official Technical Representatives (AOTRs), supporting the Regional Offices, and providing Tribes direct TA, tailored to meet their unique, individual needs.
- DESC RM continuing to partner with the DRIS team to develop and scope an e-right-of-way system, which would track NEPA actions.

Section 6. Challenges

FY 25 Challenges Identified and Overcome

In Quarter 1, BIA stepped forward to assume federal lead for two (2) FAST-41 projects. The work is led by a BIA region with BES and BCRM providing support. This was BIA's first time serving as the lead FAST-41 Agency, and the team needed to quickly learn standards and procedures to aptly manage the fast-moving projects. In the first half of the year, the team successfully convened multi-agency meetings, collaborated with Tribes and project sponsors to outline and manage the project process, and met 100% of milestones.

The BTCR team overcame the significant challenge of obtaining team member training and certifications, particularly the AOTR certification, which allows them to support Awarding Officials in receiving, reviewing, and funding awards. As of Quarter 2, seven (7) of eight (8) Regional Coordinators have achieved AOTR certification. This step forward will enable more efficient project awarding and implementation, allowing BTCR to better serve Tribes across Indian Country.

Ongoing Challenges

- Travel and availability of funds is crucial for all branches of DESC RM. Critical activities, such as conducting compliance audits, environmental assessments to support Fee-to-Trust requirements, cultural resources field work, etc. are required for the team to meet statutory and regulatory requirements and effective consultation with Tribes.
- Widespread national vacancies across all DESC RM programs will impact efficiency for BIA.
- Significant changes to the NEPA regulatory framework have created uncertainty and potential delays.
- The ability to fund partner agreements and project expenses is a critical need. For example, BCRM funds museum oversight and management activities. These funds support a range of initiatives, including cooperative agreements facilitated through a Cooperative Ecosystem Studies Unit (CESU) grant with non-IA repositories, as well as preservation and accountability efforts. The BCRM has CESU agreements with six (6) museums to inventory our NAGPRA collections.

- Contracts will continue to be necessary to support permitting and environmental compliance including complying with federally enforceable environmental requirements to protect human health, welfare and the environment at BIA facilities. A contractor is needed to develop and implement BIA's Environmental Management Assessment and Performance Program.
- BIA relies on non-IA repositories for information on its NAGPRA items as it does not physically control them. Repository staff may not provide complete information, limiting disclosure based on their interpretation of statutes and regulations. Some repositories have denied BIA's requests for full documentation on all potential NAGPRA items. Consequently, BIA struggles to meet its NAGPRA responsibilities due to restricted physical access to its collections.
- BIA is realizing the extent of split NAGPRA collections and loans from one repository to another. It will take time and funding to work through these challenges.

Section 7. Best Practices

After decades of planning, the Newtok Village Council in Western Alaska completed a successful relocation of their Tribal Community with the assistance of BIA/BTCR and many other agencies and partners. The Tribe moved to Mertarvik, away from rapid erosion that imminently threatened their safety. This relocation effort was supported by a 2022 demonstration project initiative announced by the Assistant Secretary – Indian Affairs (AS-IA) to assist and learn about relocation needs of Tribal communities. The Newtok Village council agreed to take part in the demonstration project. The Tribe received BIA funding to hire Tribal staff as well as project dollars. The Tribe hired both a relocation coordinator and a project manager which greatly increased the efficiency of both the Tribal and the federal government response. The Tribal staff reduced government spending by keeping contracts on schedule and at a reasonable price, while also ensuring quality.



Unfinished school, three transitional homes and two permanent homes with a small Conex for storage, November 2024.

Photo credit: BIA.

Before BTCR worked with Newtok Council through the demonstration project, about half the community had moved. In re-establishing their priorities with the new funding from BTCR, the council named housing as the top priority, with upgrading their power generator as the next priority. The project manager was hired in April 2024, and in this short time, construction materials and a plan for transitional housing units and barging arrangements came together. The village was able to move the remaining 70 residents from Newtok to transitional housing at the new village location of Mertarvik by December of 2024. By condensing the expenses of upkeep for two separate village locations in operation to one, the relocation saved the community over half a million dollars per year.

Regional Resilience Coordinators

In FY24 and FY25, the BTCR team hired Regional Resilience Coordinators to work directly with Tribes on developing resilience goals, providing project guidance, and playing an important advisor role. This effort resulted in the highest number of awards submissions to BTCR to date. In addition to guiding resilience efforts, coordinators can help inform Tribes of other available resources, as well.

Washington and Oregon Coastal Tribes Listening Sessions and Needs Assessment

Thanks to ongoing partnerships, BTCR now supports a network of 18 Liaisons located across the country. Working with the University of Washington and Washington Sea Grant, two Liaisons partnered with Tribal Nations in the Northwest to hold listening sessions throughout 2024 to build relationships for Tribal adaptation planning and compile a Needs Assessment for Washington and Oregon Coastal Tribes.

Together, listening session attendees:

- Pursued reciprocity and intentionally secured honoraria to compensate participants.
- Held six sessions with significant participation from more than 22 Tribes.
- Are producing a final needs assessment in 2025, fact-checked by participants and reviewed by Tribal Nations within the project area.

Learn more about this collective effort at <https://cig.uw.edu/our-programs/the-northwest-climate-resilience-collaborative/the-tribal-coastal-portfolio>.

BIA and Confederated Salish & Kootenai Tribe (CSKT) Workshop

Two Liaisons collaborated with CSKT to host a highly successful Tribal Workshop in October 2024. The event brought together over 50 participants from approximately 15 Tribal Nations, alongside representatives from Tribal organizations, federal partners, and local community members to exchange invaluable insights, fostering collaboration and cultural exchange for community resilience. Interactive discussions allowed participants to engage in meaningful dialogues on critical topics such as buffalo reintroduction, Tribal land and water management, and the intersection of human health and food sovereignty. These Liaisons are funded by BTCR and employed by the Great Plains Tribal Water Alliance.



*Organizers and participants of the October 2024 workshop at the Confederated Salish & Kootenai Tribes (CSKT) in western MT.
Photo credit: Great Plains Tribal Water Alliance.*

BIA Success

- DESCRM has undergone Succession Planning efforts resulting in strategic hires. These positions, vetted and selectively placed, allow individuals to learn fields and roles that are critical for the future of the program.
- DESCRM has continued to utilize the Pathways Program to provide much-needed capacity while also providing participants important, hands-on experience working within the program. This has been critical for expanding the team in a targeted way. In Quarter 1 FY 25, DESCRM converted one Pathways position to a permanent appointment. There is potential to convert another position in Quarter 3.
- BCRM has prioritized effective stakeholder engagement to strengthen relationships with Tribes, other agencies and the public to ensure a more inclusive and collaborative approach to cultural resource management.
- BCRM has also put an emphasis on training in FY25, aiming to equip staff with skills to provide TA to regions and Tribes, strengthening relationships and enhancing our collaborative impact. Training covers Section 106 of the NHPA, NAGPRA, [Archaeological Resources Protection Act](#) (ARPA), and museum curatorial training to handle, store, and care for objects according to best practices.

Section 8. Recommendations

Staffing and capacity will be an ongoing concern. DESCRM will continue to require contract support for permitting functions, particularly given an expected increase in energy development. To address the gaps in staffing, Branches are prioritizing workloads and tasks and redirecting current staff to work on the current administration's priorities.

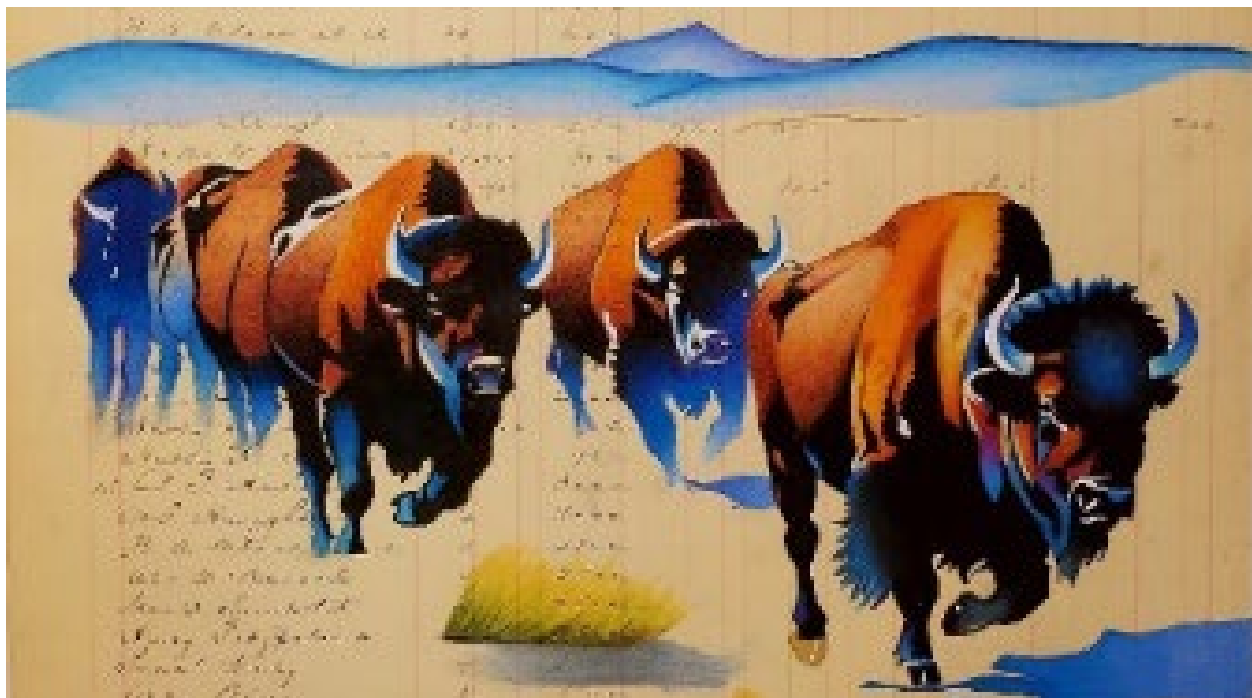
BES Central Office staff have offered to assist the Regions with important environmental assignments or may direct available contractor assistance to the Regions. Travel and the ability to fund program expenses will remain necessary to implement program functions and meet statutory and regulatory requirements.

BCRM recommends supporting Tribal capacity via [Public Law 93-638 contracts](#) and [Office of Self Governance compacts](#) under the Tribal Self-Governance Act of 1994, Public Law 103-413 as amended to assist with timely Section 106 reviews and consultations, hiring a NAGPRA Coordinator in the Central Office and ensuring adequate funding for museum collections (move, curation, storage).

BTCR will continue to provide comprehensive resiliency support to Tribes as they work toward their Tribal safety, economic, infrastructure and energy goals. Expanding these services, as well as utilizing the regional resilience coordinators, will result in improved service to Tribes.



Updates in progress for the Museum Collections Room at the Main Interior Building in Washington, DC.



Ledger art titled "Buffalo Run" by Halcyon Levi (Southern Cheyenne and Arapaho Tribes of Oklahoma, Kiowa, age 19). The artist says his piece depicts "a small herd of buffalo galloping across the plains on a grand Cheyenne ledger. As Cheyenne, our connection to these creatures runs deep. Just like us, they're community-focused, embodying our identity as 'Tsistsistas', the people. We also share a morning ritual with them—when a buffalo passes, the others linger in the area, reflecting our communal sense of loss and connection to the land."



BIA Foresters



Seedlings on Colville Reservation

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Division of Forestry (DOF)

Section 1. Overview

Mission

The mission of the Division of Forestry (DOF) is to provide for the efficient, effective management and protection of trust forest resources for the benefit of American Indians and Alaska Natives through recognition and support of their resource management goals – all with the spirit of self-determination, and consultation with the Secretary of the Interior's trust responsibilities.

Staffing

19	full-time employees
14	vacant positions
1	contractor

Contractor supports software development and enhancements for forest inventory and reporting applications.

Services We Provide

The Forestry Program conducts management on Indian forest land in accordance with sustained yield principles to develop, maintain and enhance forest resources. Indian forestry has unique standing among federal land management program in that Congress declared the United States has a trust responsibility toward the management of Indian forest lands pursuant to the [National Indian Forest Resources Management Act of 1990](#) (NIFRMA) (Pub.L. 101-630, Title III, 104 Stat. 4532).

Forests provide a key source of revenue and jobs for Tribes and individual Indians and play an important role in sustaining tribal cultures and traditions. The goal is to apply forest management plans outlining ecologically and biologically sustainable forest management practices that meet Tribal goals and objectives. Forest management activities include timber sales, timber stand improvement (thinning and pruning), and reforestation.

In 2024, 308 million board feet of timber volume was harvested, generating \$50M in Tribal income. Reforestation (tree planting) was completed on 30,831 acres and 11,800 acres were pre-commercially thinned to improve the health, stocking, composition and productivity of forest stands.

Service Area Statistics on Management of Indian Forests

- 19.3 million acres in 33 states
- Commercial timber volume of approximately 66 billion board feet
- Generated \$50M in revenue for the Tribes in FY24
- Allowable annual harvest of 687 million board feet

Branch of Forest Inventory & Planning (FIP)

FIP has successfully provided essential support and TA to Tribes in designing and conducting forest inventories and analyses.

Round Valley Inventory Preliminary Analysis

In mid-2024, the Round Valley Indian Tribe (RVIT) requested TA to investigate the effects of changing their Continuous Forest Inventory (CFI) plot size. BIA's Pacific Regional Office foresters coordinated with FIP's Central Office Branch to assess this change. FIP foresters conducted in-person assessments on a subset of CFI plots to determine whether the decrease in plot size would be consistent with sustainable forest management and accuracy standards.

The analysis concluded that decreasing the plot size from ¼th acre to 1/10th acre would increase inventory error and not benefit the Tribe. As a result, FIP foresters submitted a comprehensive report to the Pacific Region, recommending retaining the current plot size and implementing other improvements. Key recommendations included updating the road layer for better plot accessibility and considering a reduction in the number of non-commercial forestland plots.

Akwesasne Mohawk Pre-Inventory Analysis

A pre-inventory site visit was conducted for the Akwesasne Mohawk Tribe to discuss management objectives and inventory goals as well as to field test five (5) different plot designs. The primary aim of this visit was to develop a forest inventory that would provide the necessary data to update their forest management plan.

Hualapai Continuous Forest Inventory (CFI)

The Hualapai CFI Project has officially launched. Staff conducted training sessions that equipped all crew members with the essential skills to use field instruments and accurately collect forest measurements; this training ensures consistent data collection and enables Hualapai foresters to independently continue CFI remeasurement. Field crews were organized to measure eighty (80) CFI plots, and the data collection process encompassed plot measurements and tree metrics—including species, diameter, height, and health indicators—as well as regeneration data on seedlings and saplings. All data was recorded using the new CFI Fielder tablet software, which features real-time error checking, significantly reducing the need for additional data entry in the subsequent phases of the project.

Office of Management and Budget Circular A-123 (A-123) Update

Preparation for the FY25 A-123 audit of the Forest Management Inventory & Planning (FMIP) program has been successfully executed through a comprehensive revamp of the A-123 materials. This included the creation of a memorandum to providing clear guidance, emphasizing responsibilities and completion timelines. FMIP has undertaken the development of regional and Tribal program templates for certification memos, control deficiencies, and corrective action plans. Staff streamlined the field test form to facilitate easier reporting at both the Tribal and agency levels, ensuring a seamless integration of data at the regional level. These revisions will significantly enhance the overall efficiency of the reporting process. To further support this initiative, a virtual nationwide training session was conducted for regional foresters at a quarterly DOF meeting, focusing on the procedures for completing and submitting internal control review results and supporting documentation.

National Advanced Silviculture Program Class 19 (NASP 19)

Staff conducted a thorough review and ranking of nominations from agency and Tribal foresters for the NASP 19 application packages, which included several essential components: a current résumé, a letter detailing their interest in silviculture and its relevance to their current position, a supervisor's letter of support, and educational transcripts. The selection process was limited to a maximum of five (5) nominations from BIA, and the recipients

were promptly notified of their acceptance into NASP 19. Module 1 is scheduled to take place from July 14-25, 2025, with the classroom portion of the program expected to be completed by May 9, 2026.

Timber Team

The Timber Team has been exceptionally active in providing both on-the-ground and virtual forestry assistance to Tribes nationwide. Since the commencement of FY25, the list of the team's accomplishments has grown significantly, reflecting their unwavering commitment to supporting Tribal forestry initiatives. This sustained level of activity underscores the team's dedication to meeting the diverse and evolving needs of the communities they serve.



Timber Team forester using a basal area factor prism to determine if a tree is to be measured within the timber cruise plot at Thlopthlocco Tribal Town in Eastern Oklahoma Region.

The demand for geospatial analysis expertise has grown as more Tribes seek to update their forest management plans to reflect realistic annual allowable cut numbers. The Timber Team continues to enhance its formal training and demonstrates these skills through the creation of dashboards, timber sale and cruise maps, and updates to forest cover type mapping. The Timber Team Accomplishments Dashboard receives monthly updates and can be accessed at <https://biamaps.geoplatform.gov/timber-team-projects/>.

The following charts reflect FY25 Timber Team accomplishments; they are followed by the tentative schedule stretching into September.

Timber Team Completed Projects

Tribe	BIA Region	Project	State
Hualapai Reservation	Western	Completed 82 continuous forest inventory plots while working alongside foresters from the Branch of Inventory and Planning and the Hualapai Tribal Forestry Department	AZ
Confederated Tribes of the Colville Reservation	Northwest	Completed 158 post-harvest stand exam plots	WA
Mississippi State University GIS Training	Central Office	Intermediate ArcGIS Pro Training: Advanced techniques for visualization of data, including 3D; Editing complex data, including topology; Robust methods for analysis of data, including raster data	Virtual Training
Thlopthlocco Tribal Town	Eastern Oklahoma	Completed 120 stand exam plots over upland and bottomland hardwood timberlands	OK
Confederated Tribes of the Colville Reservation	Northwest	ArcGIS PRO: forest cover typing updates for 648 harvest units and adjacent lands were adjusted across 54,800 acres	Virtual Assistance
Kewa Pueblo	Southwest	ArcGIS PRO: forest cover typing creation across 93,000 acres	Virtual Assistance

Timber Team Remaining Schedule

Tribe	BIA Region	Project Type	State
Ute Mountain Ute Reservation	Southwest	Continuous forest inventory (CFI)	CO
Nisqually Reservation	Northwest	Timber sales preparation	WA
Hood Bay Veteran Allotments	Alaska	Timber sales preparation	AK
Crow Reservation	Rocky Mountain	Timber sales preparation	MT
Confederated Salish & Kootenai Tribes	Northwest	Timber sales preparation	MT
Uintah and Ouray Reservation	Western	Timber sales preparation	UT
Wind River Reservation	Rocky Mountain	White bark pine surveys & mapping	WY
Metlakatla Tribe of Annette Island Reserve	Northwest	Timber sale preparation	AK
Confederated Tribes & Bands of Yakama Nation	Northwest	Timber sale preparation	WA
Navajo Nation	Navajo	Continuous forest inventory (CFI)	NM, AZ

BIA Agencies and Tribal Forestry offices have been reaching out to the Timber Team to help with providing on-the-job training to new hires across the United States. The Timber Team has openly invited anyone working in Indian Country to join our team to strengthen relationships, enhance collaboration, and provide unique experiences to the next generation of new foresters. The team also invites seasoned foresters to join on trips for mentoring opportunities and additional training.

The Timber Team is now accepting project requests for FY 26. For more information, please visit the Timber Team website at <https://www.bia.gov/service/timber-team>.

Section 2. New Administration Priorities

The production of timber, lumber, paper, bioenergy, and other wood products (timber production) is critical to our Nation's well-being. Timber production is essential for crucial human activities like construction and energy production. Furthermore, as recent disasters demonstrate, forest management and wildfire risk reduction projects can save American lives and communities. [EO 14225, Immediate Expansion of American Timber Production](#), will help streamline permitting on forest management activities.

BIA has been actively investigating ways to enhance forest product harvest levels and forestry revenue for Tribes, and considering various strategies to maximize the economic benefits derived from forest management practices. One specific focus is increasing the volume of the allowable annual cut that is prepared and offered for sale (BIA GPRA measure 2295). For FY24, BIA achieved 55.6% of their GPRA measure 2295 and since 2018, when BIA implemented this performance measure, has averaged 61.0% accomplishment. To further support this initiative and expand opportunities for Tribes, investments have been made in portable milling infrastructure since, in many regions, the existing milling infrastructure is minimal or non-existent and there is a limited availability of logging and hauling contractors.

The allowable annual cut (AAC) represents the maximum annual harvest level permitted during an operational planning period. Determining the AAC involves either a scientific calculation of the Indicated Annual Cut (IAC) under a Regional Director's policy directive, or it is defined by the Tribe's preferred management alternative, which must be documented and approved in a Forest Management Plan or Integrated Resource Management Plan. These plans are continuously evaluated, and updates are made to harvest plans and forest development plans accordingly. Additionally, Forest Management Plans undergo regular reviews to ensure their relevance and currency. The preparation of harvest documents is also part of the internal control reviews and performance management measures that enable BIA to assess performance, identify necessary corrective actions, and explore improvement opportunities.

Since its inception in 2019, the BIA Timber Team has played a critical role in providing TA and completing forestry field work for timber management on Tribal lands. Timber Team accomplishments include the measurement of 590 CFI plots and 2,093 stand exam plots. They have mapped over 800,000 acres of forest cover types using ArcGIS Pro, with nearly 80,000,000 board feet prepared for commercial harvests and over 10,000 acres of harvest areas prepped. Further, the Timber Team serves as a mentoring hub for BIA and Tribal forestry staff with harvest preparation responsibilities. There is high demand for the Timber Team, resulting in a booked schedule throughout the year across multiple regions and states.

Section 3. Meetings and Partnerships

The [Intertribal Timber Council \(ITC\)](#), established in 1976, is a nonprofit nationwide consortium made up of Indian Tribes, Alaska Native Corporations, and individuals dedicated to enhancing the management of natural resources that are vital to Native American communities. The ITC works in cooperation with BIA, private industry, and academia to address various issues and develop practical strategies and initiatives that promote social, economic, and ecological values while protecting and utilizing forests, soil, water and wildlife. Its purposes include promoting sound economic management of Indian forests, facilitating communication among Tribes and stakeholders, collaborating with BIA and others interested in improving the management of Indian natural resources, assisting in the establishment of natural resource-based business enterprises, and encouraging the training and development of Indian foresters.

Section 4. Numbers and Statistics

Artificial Intelligence (AI) has the potential to significantly enhance BIA's Forest resource management program by streamlining operations to improve efficiency, sustainability and decision making. One way AI can be integrated is through forest monitoring and mapping, where it analyzes data from satellite imagery, drones, and LiDAR to track forest health, detect deforestation, and map tree cover, identifying patterns in tree species and growth rates. AI-powered remote sensing models can assist in the delineation and classification of forest cover types, though field verification by experienced forestry staff will be necessary to validate a sample of the remotely sensed data. Moreover, AI can optimize timber sales and conduct economic forecasting by analyzing market trends to predict timber prices and demand, aiding in strategic planning. Forest growth and yield predictions can also be enhanced through simulation models that assess regeneration under various scenarios, supporting sustainable management practices. Decision support systems can benefit from AI as it integrates into platforms, providing real-time recommendations to improve operational efficiency in forest management. AI can help incorporate Tribal ecological knowledge into management plans, ensuring culturally relevant practices are upheld. Finally, the automation of data entry through AI tools can streamline the digitization of manual records, reducing administrative burdens while automated reporting and visualization capabilities can generate comprehensive outputs from complex datasets, improving the communication of forest inventory results.

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

The [Tribal Forest Protection Act](#) (TFPA) Amendment of 2025 (S.719) introduces significant changes to enhance forest management on Tribal lands. It expands applicability from trust lands to include lands held by Alaska Native Corporations and broadens the authority to allow contracts or agreements not only for treating federal lands, but also for Tribal lands. Additionally, it replaces the previous adjacency requirement with new criteria that focus on special geographic, historic, or cultural significance to the Indian Tribe. If passed as proposed, this legislation would authorize \$15M per year from FY 26 to FY 31.

Section 6. Challenges

A significant challenge confronting DOF is staffing levels. An analysis of staffing numbers at the beginning of FY 25 revealed a concerning 45% vacancy rate for General Schedule (GS)-0460 Foresters. When factoring in the GS-0462 Forestry Technicians and support staff, this percentage increases. Compounding this issue, travel restrictions have hindered forestry staff from attending planned training sessions and site visits. For the Timber Team, this has resulted in a shift of focus from essential on-the-ground forestry work to spending more time in the office working on forest cover type mapping, [Trust Asset and Accounting Management System](#) (TAAMS), and Forest Management Plan updates.

FIP encountered challenges when collaborating with Tribes outside the BIA network. In response, FIP established a SharePoint site, CFI-DEER, to facilitate the secure sharing of forest inventory materials. While sharing information internally was straightforward, providing access for external Tribes proved to be more complex. Data sharing is crucial for exchanging inventory manuals and databases, which frequently exceed the 20MB email attachment limit. This limitation hinders staff's ability to review inventory progress, conduct quality checks on the data, and update collection software, resulting in delays in project initiation and completion and affecting the timely return of completed data books to the Tribes, which are essential for their evaluation and implementation of changes to forest management practices.

Section 7. Best Practices

DOF is actively seeking ways to streamline compliance with NEPA. One effective tool in this effort is the use of Categorical Exclusions (CEs), which allow for the conclusion of NEPA reviews without the need for an Environmental Assessment (EA) or an Environmental Impact Statement (EIS) when applicable. Recently, DOF reviewed the Forestry CEs utilized by other federal agencies and has recommended the blanket adoption of these CEs to enhance efficiency.

Additionally, DOF encourages the increased use of discretionary emergency authorities when necessary. According to 43 CFR 46.150, approving line officers have the authority to declare the existence of an environmental emergency and to conduct land management activities to address issues such as disease outbreaks, insect epidemics, windthrow, and wildland fire emergencies. This authority, coupled with the exemption from appeal regulations outlined in 43 CFR 4.330(b)(2), empowers Responsible Officials to swiftly address emergencies or imminent threats to the natural environment.

Furthermore, DOF supports Tribal participation in the [Indian Trust Asset Reform Act](#) (ITARA) Demonstration Project, which allows participating Tribes to develop their own forestry regulations and approve their own forest land management activities, including forest product harvest permits and contracts. DOF advocates for the extension of this demonstration project to further empower Tribal management of forestry resources.

Section 8. Recommendations

Travel restrictions are currently hindering DOF's ability to deliver the best-possible TA to Tribes. Critical on-the-ground forestry activities, including forest inventory, timber sale preparation, and field training are essential for the effective implementation of EO 14225, "Immediate Expansion of American Timber Production."

Section 9. Division Performance Elements

Staff have made significant progress on the new DOF SharePoint site, which is intended to serve as a valuable resource for BIA foresters. This site will offer a variety of tools for reporting, photo documentation, document storage, contact management, and additional functionalities. By this summer, all BIA forestry staff will have access to the site, enhancing collaboration and resource management.



Indian Energy Service Center (IESC)

Section 1. Overview

Mission

IESC serves DOI's Indian trust mission in the area of energy and mineral management by providing TA, guidance, and training to DOI bureaus and offices and to other federal agencies that develop energy and mineral resources on Indian trust lands – among them, BIA, BLM, and the Office of Natural Resources Revenue (ONRR).

The Service Center facilitates nationwide cooperation between government offices to expedite Indian oil and gas development, standardize processes, and improve the efficiency of Indian energy, renewable energy, and mineral development management to better serve Indian beneficiaries and Tribes.

IESC also serves as the primary point of contact for Indian mineral and renewable energy projects, which often require coordination with assistance from multiple DOI bureaus such as BLM, ONRR, and/or Bureau of Trust Funds Administration (BTFA). The Service Center coordinates with various federal partners, states and Tribal governments as needed.

Staffing

32	full-time employees
15	vacant positions
2	detailed employees

Services We Provide

Staffed by BIA, ONRR, BLM, and BTFA, IESC coordinates and processes Indian energy, mineral and renewable energy development, resources management, and leasing and permitting for BIA in coordination with our several DOI bureaus.

IESC upholds DOI's fiduciary trust responsibilities on behalf of individual trust beneficiaries and federally recognized Tribes by expediting leasing, permitting, and reporting on mineral and energy trust resources on Indian lands. It provides resources to ensure efficient management and development of trust energy resources. The program also facilitates the management of risk by appropriately providing support and TA in the assessment of the economic impacts of energy development.



Fort Berthold Oil Field



Solar panels on Tribal land

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Branch of Real Estate Services (RES)

The IESC provides energy and mineral leasing, permitting, and agreement processing and support. This IESC-BIA team manages the nationwide bonds for mineral leases and agreements for all regions. This branch reviews and processes requests for bond approvals and releases. RES tracks and coordinates liability reviews and responds to bankruptcy notices from the Solicitor's office, ONRR and/or the Department of Justice (DOJ) for Indian oil and gas company filings.

This IESC-BIA team develops policies, standardizes procedures, and implements best management practices for all types of energy trust resources.

IESC Partnering Federal Agencies: BLM, BTFA, ONRR

BLM Branch of Engineering

The IESC-BLM team provides well-permit processing, production accountability reviews, CA adjudication assistance, and engineering technical support to offices and agencies across multiple states and regions.

BTFA Branch of Beneficiary Services

The Beneficiary Services branch ensures Indian trust asset funds are receipted and disbursed to Tribes and individual Indian beneficiaries. This branch provides fiduciary trust officer support to the following BTFA field offices: Southern Ute Agency, Ute Mountain Ute Agency, Uintah & Ouray (U&O) Agency, and the Farmington Indian Minerals Office. This branch also provides supplemental processing and outreach support to other high-volume oil and gas field offices as needed to manage the Indian mineral trust fund estate.

ONRR Branch of Mineral Services

The Branch of Mineral Services, comprised of ONRR employees, has made significant strides in enhancing the management and accuracy of royalty collections from Indian leases. The IESC-ONRR staff has assisted with projects and inquiries from federal partners, Tribes, and individual Indian mineral owners across the nation.

Section 2. New Administration Priorities

Branch of Real Estate Services (RES)

The IESC has perfected over 300 Communitization Agreements (CAs) in coordination with the BIA Fort Berthold, Uintah & Ouray, and Southern Ute agencies since 2017, resulting in over \$3B in estimated royalty revenue to Indian Tribes and individual Indian mineral owners.

IESC facilitates the TAAMS Mineral User Group (MUG), a body of nationwide BIA subject matter experts/realty specialists, responsible for TAAMS accuracy approval of recommended changes to the TAAMS mineral module and/or business rules.

Fort Berthold Agency Active Projects

- Reviewed 68 CAs for adjudication and recommendation to approve
- Completed three (3) IMDA lease reviews and provided recommendations for approval to BIA and Ft. Berthold Agency. All three (3) have been approved and have been invoiced for payment.

Southern Ute Agency Active Projects

- Researched lease segregations and CAs

Ute Mountain Ute Agency Active Projects

- Implemented review of two (2) IMDA lease agreements to provide a recommendation for approval and best interest determination within the 180-day deadline

Uintah & Ouray Agency Active Projects

- Moved 51 CAs to pending adjudication by IESC
- Completed 213 Rights-of-way (ROW) oil and gas assignments
- Created standard operating procedures for the U&O CA adjudication process for IESC, the U&O Tribe, and BIA U&O Agency
- Began assisting with a Lease Expiration Project and energy-related ROWs and assignment processing

Branch of Mineral Services

The IESC-ONRR team is reviewing over 6,200 producing Indian leases to create a new tool to assist in identifying and cataloguing royalty-bearing provisions which will aid ONRR in accurate royalty collections. The team is 71% complete with the review.

The Mineral Services Branch frequently represents ONRR on Indian royalty, reporting, and property challenges that require a multi-bureau approach to expedite a solution. A few noteworthy projects are the research and advice provided on compensatory royalty assessments, exploratory development agreements, and lease segregations.

The IESC-ONRR team has assisted on work request referrals including, but not limited to:

- Lease mineral ownership percentage verification
- CA allocation analysis investigating reports of low royalty payments
- Property analysis to determine if specific payors are under-reporting
- Requests to locate Indian lease instruments, assignments, CAs, etc.

Branch of Engineering Services

- Suspensions of productions: 17
- Orphaned wells in inventory: 191
- Production Accountability Reviews: 9 open cases
- Developed written order to operators requiring plugging on expired leases due to cessation of production
- Statement of Work in progress to plug Wind River orphan wells
- Applications for Permit to Drill (APDs): 29
- Concho Agency Low-Producing Lease Review: 14 written orders distributed (completed 1 paying well determination)
- Indian Diligent Development Reviews: 77 reviews

Indian Energy Service Center

Fort Berthold Federal Partners Meeting with Mandan Hidatsa and Arikara Nation, a.k.a. Three Affiliated Tribes (MHA Nation)

Branch of Mineral Services

- Assisted with annual letters ONRR sends to all Tribes that have mineral royalties in the preceding calendar year.
- IESC-ONRR assisted with the Explanation of Payment (EOP) Modernization project by adjudicating Tribal access requests to allow Tribal representatives to access ONRR's system to view their royalty data.

Beneficiary Account Maintenance and Disbursements

Processed Tribal disbursements totaling \$15,300,900.00

- Processed Individual Indian Money (IIM) account disbursements totaling \$2,045,103.72
- Performed post-quality assurance for all Tribal and IIM disbursements by IESC-BTFA.
- Researched and started to resolve a Minerals Royalty Account Distribution (MRAD) suspense item to process oil and gas distributions for 20 individual Indian mineral owners.
- Pulled data on 15 Tribal Trust Accounts and met with Tribal Chairman, governing council members and Tribal legal counsel. Presented on five (5) Tribal Trust Fund accounts with combined total market value of approximately \$26M. Reviewed securities held and current investment strategies. Consulted with the Tribe to discuss investment strategies to accommodate the cash flow needs of the Tribe and reviewed 25 CFR § 115.813 and 115.815 around requirements for withdrawal of funds.
- Started processing manual lockbox transactions for U&O Agency.
- Requested modification to four (4) transactions totaling \$250,203.40, which was processed through TAAMS 1-2-1 module.
- Fielded 644 inquiries from individual Indian beneficiaries
- Approved one-time IIM disbursements totaling \$44,976.65.

Ft. Berthold Beneficiaries Support

Lockbox Support

The total amount of checks/payments manually matched in lockbox was \$5,048,327. The total amount distributed to Fort Berthold Agency Allotted and Undivided Tribal accounts was \$853,315,782.

The Branch of Beneficiary Services has provided two (2) full-time equivalents (details) to assist IESC with Ft. Berthold Agency CA adjudication and expediting processes, records cleanup, and backlog beneficiary processing.

Section 3. Meetings and Partnerships

Federal Partnership Collaboration Meetings

IESC facilitates regular meetings between federal partners and Tribes to discuss solutions for shared oil and gas issues.

FY 25 Federal Partnership Meetings

Partner Group	Dates
Southwest	January 7, 2025, July 9, 2025
Great Plains Feds Only	October 17, 2024, March 20, 2025
Fort Berthold (Feds only)	October 17, 2024, April 17, June 5, and August 7, 2025
Fort Berthold with MHA Nation	October 22-23, 2024, April 22-23, June 10-11, and August 12-13, 2025
Oklahoma, Texas, Kansas	February 4 and August 5, 2025
Rocky Mountain	March 4 and September 9, 2025
Navajo	October 29, 2024, April 1, 2025
Uintah & Ouray (U&O)	November 19, 2024, May 13, 2025

Indian Energy and Minerals Steering Committee (IEMSC) and Executive Management Group (EMG)

- These entities provide BIA, BLM, ONRR, BTFA coordination and oversight by Senior Executives.
- On February 26, 2025, IEMSC met in person and virtually in Lakewood, CO to provide mineral information progress updates. The next IEMSC meeting is scheduled for June 2025.
- On February 27, 2025, the EMG met in person and virtually in Lakewood, CO for IESC to provide an update on accomplishments and current projects.

Memorandums of Understanding (MOUs) with Federal Partners Including Passthrough Partnerships

- IESC, DEMD
- DOI Office of the Solicitor (SOL)
- Bakken
- Appraisal & Valuation Services Office (AVSO), Division of Minerals Evaluation (DME), Environmental Protection Agency (EPA), U.S. Army Corps of Engineers (USACE), U.S. Fish and Wildlife Service (USFWS), U.S. Geological Survey (USGS)

Section 4. Numbers and Statistics

Nationwide Bonds/Bankruptcies

- February 2025: a total of 105 nationwide bonds approved and distributed.
- An inventory was completed of transferred nationwide bonds physical files. IESC noted a total of 400 NWBs that vary in status and have been filed in secure location.
- IESC has responded to 72 requests from the Solicitor and DOJ for information related to energy and mineral bankruptcies since assuming this responsibility in May 2022.

Status of Nationwide Bond Workload

Bond Status	Request	Pending Review	Pending Approval	Pending Objections	Objections Received	Completed
Approval	31	0	0	0	0	31
Release	56	1	0	15	2	38
Continuation	3	3	0	0	0	0
Rider	28	6	2	0	0	20
Replacement	19	1	2	0	0	16
TOTALS	137	11	4	15	2	105

Lease Review Project

- IESC-ONRR team has reviewed over 6,200 Indian leases and is 71% complete (over 6,200)

Financial Impact of All Adjudicated Communitization Agreements

- Fort Berthold Agency: \$2,943,107,225
- Uintah & Ourah Agency: \$121,464,912

Modernization Efforts

IESC-BTFA promotes technology communication advances through outreach by encouraging use of the Amazon Self-Service Connect beneficiary call center phone line. This feature enables beneficiaries to retrieve account balance and last disbursement information without speaking to a live agent. Also, to maximize communication, Microsoft Teams phone lines have been added for external use.

IESC-BTFA staff were instrumental in the development and usage of BTFA's Single Account Modification System (SAMS) for address/phone number changes for account holders. Use of SAMS results in same day updates and requires less routing/approvals through multiple offices and does not require submission of work tickets or control log batches for processing. BTFA staff have been actively engaged in problem solving additional alternative processes to minimize reliance on manual processes and increase efficiency.

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

Tribal Orphan Well Grant Program

The Bipartisan Infrastructure Law (BIL) provided \$150M for Tribal well plugging, remediation and restoration. Tribes may seek funding to undertake the well plugging or may request that the Secretary administer the well plugging on behalf of (in lieu of) the Tribe.

The \$150M will be distributed over multiple funding opportunities, with an initial \$50M already available in FY23. Funding will be distributed and managed by the [Orphaned Well Program Office](#) (OWPO). IESC Operations provides TA to OWPO and Tribal applicants and manages the In-Lieu-of-Grants. The IESC Grant Project Lead is the IESC Division Chief, and the IESC Grant Management Specialist.

Grant Phases/Awards

Phase I – Awarded \$40 million in Grants to 10 Tribes

Tribe	Grant Amount
Assiniboine & Sioux Tribes of Fort Peck Reservation	\$2,344,014
Chickasaw Nation	\$86,253
Chippewa Cree Indians of Rocky Boy's Reservation	\$1,000,000
Fort Belknap Indian Community of MT	\$1,000,000
Kiowa Indian Tribe of OK	\$4,735,765
Muscogee (Creek) Nation	\$997,662
Navajo Nation	\$4,976,586
Osage Nation	\$19,100,414
Oto Missouri Tribe of Indians	\$4,642,620
Southern Ute Indian Tribe	\$497,850

Phase II – Awarded \$12,178,040 in Grants to 4 Tribes

Tribe	Grant Amount
Caddo Nation	\$3,707,129
Osage Nation	\$1,000,000
Navajo Nation	\$4,970,911
Seneca Nation	\$2,500,000

This brings the total nationwide investment in cleaning up orphaned wells on Tribal lands to nearly \$52M. Additional Phase II Tribal grants will be announced on a rolling basis.

Outreach and Coordination with Tribal Organizations or Other Federal Agencies/State Governments

- On January 15, 2025, IESC supported a live virtual Landowner Outreach Event. This event was organized by BTFA for FBA and included information on topics such as the impact of taxes on IIM accounts and how to obtain an SF-1099 form. The session attracted around 20 participants.
- On February 19, 2025, IESC-BTFA staff and financial analyst virtually attended Ute Mountain Ute Tribe's annual Finance Meeting along with the Tribal chairman, governing council members, and Tribal representatives. The presentation was an overview of the Tribes' current investment strategies for all Tribal accounts, followed by a Q&A on topics such as disbursements, drawdowns, transfers, and investment transactions.
- The Orphan Well Records Project at Osage Agency grant support will assist the Agency with the digitalization of drilling records. This is expected to expedite issuance of permits to the Osage Nation.

Current Appropriations and Funding Overview

IESC's FY 25 apportionment remains at the FY 24 funding level of \$4,672,000, with \$1,080,000 allocated under C.R. 2 (which expired on March 14, 2025). This amount, combined with the C.R. 1 apportionment of \$1,048,000 received on September 26, 2024, totals current FY 25 funding of \$2,112,000. In January, IESC utilized C.R. 2 funds to hire three realty specialists to improve operational efficiency. The remaining FY 24 carryover funding of \$1.4M is available for IAA modifications to improve collaboration and support field operations.

Total Continuing Resolution (CR) Obligations

Interagency Agreements	Total CR 2 Obligations
BLM National Operations Center (BLM-NOC)	\$592,678
Bureau of Trust Funds Administration (BTFA)	\$279,584
Office of Natural Resources Revenue (ONRR)	\$381,343
DOI SOL	\$142,104
SOL Travel	\$10,000
BLM Cadastral Survey	\$3,000

The current FY 25 Tribal Priority Allocations (TPA) apportionment is \$1.15M. One realty specialist was hired in January to assist in field operations; however, a hiring freeze is currently in effect per the new administration. In FY 24, \$1.15M in TPA carryover funding was designated to support the Trust records management projects at the Osage and Fort Berthold Agencies, with each receiving \$500,000 in assistance.

Section 6. Best Practices

IESC partnered with the BLM North Dakota Field Office to tackle the pending CAs. BLM Land Law Examiners assist the BIA realty specialists in adjudicating the CAs. This has resulted in greater efficiency through maximizing staff resources, and the partnership has proven to be highly productive. Meetings are held bi-weekly to report status to the Tribes and federal partners.

Section 7. Division Performance Elements

Reducing the Regulatory Burden: Tribal Lands, Economy and Finance

IESC also serves as the primary point of contact for coordinating Indian mineral and renewable energy projects, which often require coordination with, and assistance from, multiple Department of the Interior (DOI) bureaus such as BLM, the Office of Natural Resources Revenue (ONRR), and/or the Bureau of Trust Funds Administration (BTFA). The IESC coordinates with various federal partners, States and Tribal Governments, as needed.

IESC will implement EO 14156, titled "Declaring a National Energy Emergency," dated January 20, 2025. IESC strives to improve the energy and critical minerals identification, permitting, leasing, development, production, transportation, refining, distribution, exporting, and generation capacity of the United States to provide a reliable, diversified, growing, and affordable supply of energy for our Nation by making the fullest use of existing authorities, including emergency authorities.

These authorities include Tribal Energy Resource Agreements (TERAs) and Tribal Energy Development Organizations (TEDOs), and minerals agreements under IMDA. The combination of focused support to Department field offices, TA to Tribes, and prioritized support for Tribes to employ, TERA/TEDO, and IMDA authority can bring about appreciable reduction in regulatory timeframes applicable to energy.



Division of Natural Resources (DNR)

Section 1. Overview

Mission

The mission of the Division of Natural Resources (DNR) is to support the fish, wildlife and agriculture stewardship of trust lands in Indian Country. The Division assists Tribes in the management, development and protection of the Indian trust resource landscape. The Division enables Tribal and Indian trust managers and landowners to optimize the use and conservation of resources while providing benefits such as revenue, jobs, and the protection of fish and wildlife, agriculture husbandry and cultural, spiritual and traditional knowledge resources.

Staffing

5	full-time employees
3	vacant positions

Who We Serve

DNR supports BIA regional offices and agencies to provide programs and services for Tribes and individual Indian landowners. DNR creates policy, directs funding and provides oversight to BIA agencies to provide planning, management, conservation, development, and utilization of soil, water, farmland, rangeland, fish and wildlife resources on trust land.

Branch of Agriculture & Rangeland Development (BARD)

BARD focuses on inventory, programmatic and conservation planning, farm and rangeland improvement, monitoring of vegetation, recruitment and placement of natural resources agriculture student interns, lease and permit administration, and rangeland protection.

Branch of Fisheries, Wildlife & Recreation (BFWR)

This Branch provides scientific expertise to enhance current program activities, which provide support to fish-producing Tribes for associated hatching, rearing, and stocking programs. Program operations and production is a critical component to comprehensive landscape conservation with close consideration to environmental health and safety, water quality, economic benefits, rights protection, and habitat enhancement.

Section 2. New Administration Policies

Permitting, Agriculture Leasing Permits, 25 CFR 162, and Grazing Permits, 25 CFR 166 are relevant. With sustainable developed natural resources in mind, DNR will observe Tribal guidance on managing trust land.



Stillaguamish Fish Hatchery



Blackfeet Tribe's Natural Resources tags endangered grizzly species

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Section 3. Meetings and Partnerships

- DNR has MOUs with federal partners including passthrough partnerships. These partners include [USDA Farm Service Agency](#) (FSA) and USDA and [Natural Resource Conservation Service](#) (NRCS). The intention of the MOU effort is to institutionalize the relationship between DOI and USDA.
- DNR funds several federally recognized Tribal Organizations with Title I – 638 funds.

Section 4. Opportunities Realized in FY25 and Proposed for FY26

Mid-year and year-end outcomes are in assessment with a focus on alignment with executive policy and development through EO and SO.

Section 5. Best Practices

DNR, Agriculture and Bison Programs strive to provide coordination with Tribes, organizations that support Tribes, Tribal management and our budget efforts at Central Office. In-person interviews and site visits allow better understanding and descriptions of Tribal needs within our annual budget program line-item justifications and annual budget formulations while strengthening relationships with regional office staff and seeking collaboration with other federal partners.

AG has a goal of improving coordination with BFWR to assist with the update of data sharing to improve systems for data call response and to improve Agriculture databases. We hope to continue to assist with the establishment and development of the Bison Apprenticeship Program with fellow DOI agencies and departments to support Tribes with their respective bison programs' successes. We aim to host quarterly meetings in 2025 with regional AG managers, and to work with AG regional contacts and utilize fair and equitable methodologies. Additionally, we have a goal of improving upon our recently developed public AG webpages.

BFWR also aims to coordinate between Tribes, organizations that support Tribes and Tribal management efforts and our budget efforts at OTS Central Office.

BFWR has a goal of incorporating new program funding within the OTS portion of the Greenbook supporting Conservation Law Enforcement Officers, and for a standalone program focused on Recreation on Tribal Lands. We hope to continue to build the Native American Fish and Wildlife Society toward its potential, with base funding eventually totaling \$750,000. We have a goal of hosting an in-person meeting with regional FWR managers in Durango, CO during the summer of 2025. DNR aims to continue working with FWR regional contacts and ensure completion of the ten (10) \$10M hatchery construction projects through the Inflation Reduction Act (IRA). Like Agriculture, BFWR has a goal of improving upon our recently developed public webpages.

The Fish Hatchery Program supports the expansion of the existing hatchery maintenance program, allowing BIA to address outdated, undersized, or inefficient hatchery systems that require new construction or upgrades due to changing structural effluent eutrophic containment requirements. This includes construction of new hatcheries as well as retrofits that are not funded through annual appropriations.

OTS has entered a contract with the [Coalition of Large Tribes](#) (COLT) to assist Tribes and inter-Tribal coalitions in bison co-stewardship agreements. These agreements include federal lands that currently manage bison and lands suitable for bison introduction while following the [Bison Conservation Initiative](#) (BCI) from 2024.

BIA/USDA Partnership BIA – BIA is coordinating revamp efforts with [USDA - Farm Production and Conservation Business Center](#) (USDA/FPAC), [Office of Natural Resources Conservation Service-Farm Service Agency](#) (NRCS/FSA) on the 2019 USDA BIA MOU Implementation and to identify Interagency Work Group collaboration as agency overhead guidance evolves and is received. [USDA Office of Tribal Relations](#) (USDA-OTR) is working with BIA AG to give BIA regular USDA updates on service efforts to Tribes.

BIL funding for NAFWS delivered invasive species management capacity in Indian Country. This project allowed NAFWS to be a source of coordination for Tribes involved with invasive species efforts on Tribal lands. NAFWS employed an Invasive Species Coordinator to be a source of coordination, training and outreach. Project goals include provide training and outreach for species identification, early detection and response, improved data management, ensure effective controls utilizing cost-saving methods.

Section 8. Recommendations

Align DNR operations with administrative priorities and provide guidance to regions in interpretation and actual application of policies.



Division of Program Management & Coordination (DPMC)

Section 1. Overview

Mission

The Division of Program Management & Coordination (DPMC) provides administrative support to OTS programs and assists leadership in assuring the programs adhere to the regulatory requirements and stay audit-free. DPMC provides centralized administrative programs and processes:

- Budget and finance
- Acquisition, fleet management and personal property inventories
- Human resources
- Internal policies and procedures
- Performance management program and internal controls
- Communication plans and Freedom of Information Act (FOIA)
- Data calls, data standardization and integration
- Records management

Staffing

- 7 full-time employees
- 2 vacant positions
- 2 positions for Pathway interns
- 2 contractors (web content)

Section 2. New Administration Priorities

While the new administration establishes their priorities, DPMC gears up to provide the administrative support needed.

DPMS has been working on visual tools to capture OTS activities. For example, the visual below will be used for the permitting program. The questions, "Did you know the BIA has support services for you?" to get the word out about the BIA permitting program.



For more information, contact OTS at OTSPermitting@bia.gov.

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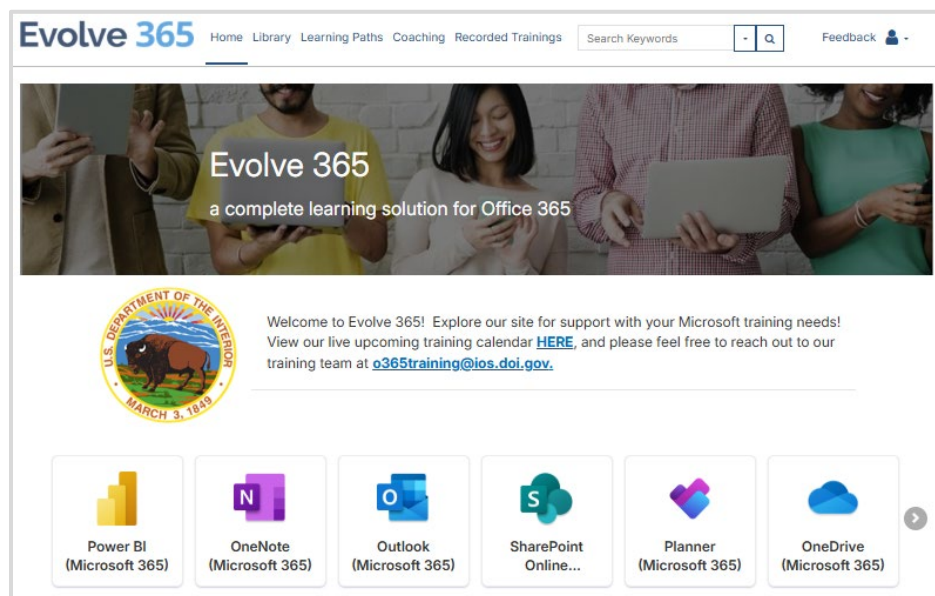


Section 3. Meetings and Partnerships

DPMC meets every Monday to start the work week discussing items that need attention. On Fridays, the team meets to debrief and review the past week.

The Division plans to host its second annual OTS Administrative Support Workshop. This is a time for all administrative staff to meet in person to team build, communicate and work to enhance administrative support activities. Agenda items include, but are not limited to:

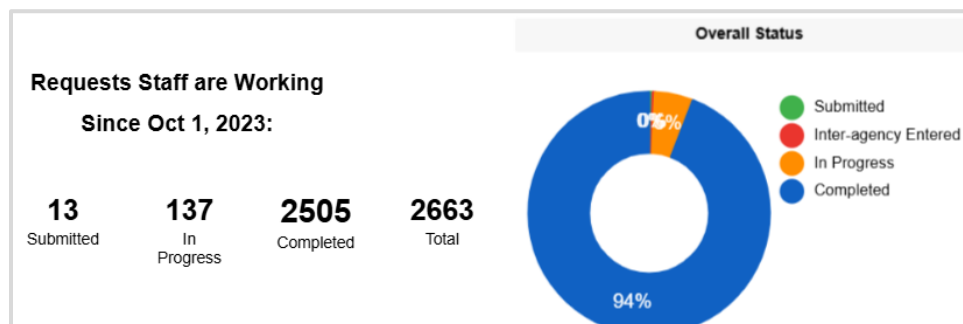
- Team building
- Communication skills
- Time management
- Customer service
- Correspondence/Data Tracking System (DTS)
- Human Resources
- Budget formulation, execution and finance
- Travel/purchase cards
- Records management
- Personal property/fleet management
- Tools – SmartSheets (STAT), Tableau, Dashboards, Evolve 365



Screenshot of Evolve 365. See <https://doi.o365support.com/home> for more information.

Section 4. Numbers and Statistics

Since conversion to SmartSheets, DPMC has been working on tackling the tasks as soon as they are assigned. Of 2,663 tasks, 2,505 have been completed.



Screenshot of SmartSheets report

Budget Activities

96 budget tasks were requested by OTS divisions. 76 tasks were closed out, 15 are in progress, and 5 are pending assignment.

In October 2024, the new S4 HANA software module within the Financial Business Management System (FBMS) was released. Staff members were challenged with this new version and are now up to date with its processes. Activities in our Budget Office include generating reports from FBMS S4 HANA, such as the fund status report, funding document log, daily transactions, carryover, Electronic Federal Expense Disclosures (eFEDS), G-invoicing, labor and charge card reallocations.

FOIA statistics:

- 56 FOIA cases were assigned to OTS
- 19 cases were completed
- 16 cases were transferred to other agencies
- 21 are pending

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

Currently, classification and recruitment activities are at a halt due to the new priorities of the new administration. This gives us the opportunity to revamp, enhance our tracking system (SmartSheets) to conform to our needs, and/or redirect the workflows and notifications.

DPMC continues to collaborate on a bi-weekly basis with the Office of Human Capital Management (OHCM) team to discuss today's business challenges and adopt best practices.

Section 6. Challenges

With busy agendas and a fast-paced setting, responding to data calls in a timely fashion is our biggest challenge in most of the activities we support.

OTS programs lack adequate certified/qualified Contracting Officer's Technical Representative (COTR)/Awarding Officials Technical Representative (AOTR) staff to provide contract oversight. DPMC staff assigned to assist OTS programs, however, are not thoroughly knowledgeable about the program requirements and initiatives to ensure success.

Section 7. Best Practices

New performance measures have been incorporated into the GPRA. These are:

- Probate – case preparation
- Realty – land and leasehold mortgage processing time

Section 8. Division Performance Elements

Correspondence

Incoming HEARTH Act submissions from federally recognized Tribes are scanned upon receipt. Documents ready for approval are submitted to the Assistant Secretary – Indian Affairs or other BIA official for a hard copy approval. The submission is not placed in the automated Departmental Tracking System for electronic signature. Notices of approval are posted in the Federal Register.

Data Tracking System (DTS)

Upon request from the OTS division or branch chiefs or their staff, DPMC will initiate memorandums in DTS for memorandums to be sent regional directors on Program reviews. The documents are routed for electronic signatures before final signatures by delegated approving official.

COTR Assignments

DPMC prepared scopes and budgets and coordinated the evaluation and selection and successfully awarded two (2) OTS [Federal Permitting Improvement Steering Committee](#) (FPISC)-funded contracts critical to the success of the new energy-related SOs and one (1) OTS BIL-funded contract critical to the success of Tribes managing construction projects (a new initiative to OTS programs). The Division led and provided guidance and resources to ensure the contract teams are equipped, have thorough awareness of scopes and deliverables, and are prepared to fulfill their roles and responsibilities successfully.

- Contract A1624F0079 – Environmental Review and Permitting Support
- Contract A1624F0103 – Real Estate Review and Processing Support
- Contract A1624F0114 – Project Management Support

Performance Measures and Internal Controls

DPMC provides guidance to OTS programs to review, update or create new goals or risks, and then monitor, track, and be prepared to report progress and correction action plans, if necessary. Two (2) new performance measures were created by Probate and Real Estates Services Programs in FY25 to help address Office of Inspector General (OIG)/General Accounting Office (GAO) findings and recommendations.

Data Calls and Recurring Reports and Updates

DPMC effectively led, guided, and submitted data calls and required recurring reports or updates for OTS programs. This requires effective communication and collaboration with all stakeholders within and outside of DOI.



Division of Real Estate Services (DRES)

Section 1. Overview

Mission

The mission of the Division of Real Estate Services (DRES) is to provide comprehensive real estate services and TA that uphold the highest standards of professionalism. We are committed to fostering partnerships with Tribes and individual Indian landowners to minimize risks and protect Trust assets and resources in the management of Tribal trust and restricted fee lands under Tribal law, federal law and regulations.

Staffing

- 14 full-time employees
- 2 funded vacant positions
- 5 pathways intern positions vacant
- 14 contractors

Contractors are realty specialists assisting BIA Regions with regulatory compliance and effective processing of business lease and right-of-way applications).

Who We Serve

DRES provides realty services to Tribes and individual Indian landowners such as surface leasing, mortgaging, and granted ROWs crossing their trust and restricted fee lands. The Division also administers the processes for the Tribes to acquire Trust land and make Reservation proclamation requests.

DRES provides policy direction, TA and training, administrative review and monitoring of real property operations to Tribes, American Indian and Alaska Native landowners, and BIA Agency staff. DRES serves as subject matter experts for various TAAMS training and production modules including Acquisition and Disposals (Conveyances), fee-to-trust transactions, tenure and management (Surface Leasing), ROWs, etc.

About DRES

DRES is a team of administrators, analysts, and realty specialists who work together to provide realty services to federally recognized Tribes, Alaska Native Villages, and individual Indian landowners. BIA's Central office DRES reviews legislation and develops policy and processes and provides nationwide training and TA to Tribal governments and BIA field offices. Central Office DRES also provides HEARTH Act training and reviews Tribal HEARTH Act ordinances submitted for Secretarial approval.



Taylor Creek Land Acquisition



Suquamish Tribe new home construction project

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Realty Strike Team

The Realty Strike Team consists of experienced Realty staff that review, analyze and monitor processes and data encoded into TAAMS. This team provides TAAMs review and support processing to BIA Regions and Agency offices regarding Department and BIA priorities, backlogged or high workload volume, highly complex processing needs, or coordination as requested. The Strike Team supports field offices by providing additional support processing capacity as needed to develop work products, providing a cost-effective solution to meeting fluctuating workload and capacity exceedances.

Section 2. New Administration Priorities

Energy Development

DRES stands ready to provide support to the Department's priority in energy development through guidance and training on the permitting processes.

Permitting

DRES reviews and provides recommendations on proposed legislation and develops and provides streamlined and efficient real estate services training, policy, direction and TA. The Division conducts administrative reviews and monitoring of trust surface land operations including ROWs, permitting, surface leasing, land acquisitions and conveyances. DRES prioritizes and supports DOI/BIA initiatives, field office workload support and processing, and fosters partnerships with Tribes and individual Indian landowners. Its goal is to minimize risks and protect trust assets and resources under federal law and regulations. The Division reviews, monitors and enhances the accuracy and completeness of data needed to measure processing times and ensure deadlines are met. DRES assesses processing times and implements plans for consistency and improvement and provides support to BIA field offices, Contract/Compact Tribes, and the IESC as needed. Realty staff are the processors of all realty transactions at the field offices as well as surface and mineral leasing management.

DRES facilitated the review and submission of a Secretarial Waiver regarding Great Plains Region and the Winnebago Fixing America's Surface Transportation Act – Title 41 (Fast-41) project.

Mortgages

DRES responded to the Congressional Budget Office annual reporting requirement in FY25, Quarter 2 on the number of successful and unsuccessful mortgage decisions processed by BIA.

The Division has provided TA on the proposed Tribal Homeownership Act, highlighting the importance of mortgage processing.

Section 3. Meetings and Partnerships

DRES has continued to focus on improving partnerships with lending partners HUD, Fannie Mae, and Ginnie Mae. It established a quarterly meeting with these partners, resulting in increased communication and understanding of processes, as well as a quarterly meeting with a Lender Focus Group, a group made up of federal partners and lenders.

DRES holds bi-weekly coordination meetings with our BLM partners for the Cadastral Survey Program and [Bureau of Indian Land Surveyors](#) (BILS).

The Division attends meetings held by the Western Regional Partnership Tribal Engagement Committee, which facilitates inter-agency (federal, Tribal, states, and other organizations) cooperation regarding updates on energy and natural resources.

DRES attends monthly [White House Council Native on American Affairs](#) (WHCNAA) Economic Development, Energy, and Infrastructure Committee monthly meetings, which address development, implementation and coordination of federal policies to support Tribal Nations and uphold federal trust responsibility.

DRES is collaborating in DOI Broadband and infrastructure Permitting meetings, which provide updates from agencies regarding policies and projects. The Division attended the American Broadband Institute (ABI) Streamlining Federal Permitting meeting with other federal agencies on broadband.

The Division attends bi-weekly coordination meetings between BIA, [National Telecommunications and Information Administration](#) (NTIA), project sponsors, Tribe, and Tribal Utilities for updates, issues and progress on:

- Winnebago FAST-41 broadband projects in Nebraska.
- Santa Fe Indian School (SFIS) FAST-41 broadband project in New Mexico; and
- Navajo Nation FAST-41 broadband projects in New Mexico.

DRES consulted with NRCS on 25 CFR 169 ROW regulations regarding conservation easements.

The Division coordinates bi-weekly meeting with other OTS divisions for discussion on permitting projects and to provide updates on policies, MOUs, agreements, and other information related to permitting.

HEARTH Act

The HEARTH Act team conducted national training for the BIA field and an overview session for Tribes. The webinar trainings were held on:

- November 6, 2024 - Field Training
- December 11, 2024, and March 26, 2025 - Tribal Outreach

This team attended monthly [Coordinated Interagency Transmission Authorizations and Permits](#) (CITAP) interagency working group meetings regarding federal permitting for transmission infrastructure (electric).

It meets monthly with BTFA to review outstanding checks in TAAMS that are in BTFA/BIA queues and discuss specific issues in fund disbursement to beneficiaries.

The team is in the planning phase with DRIS on establishing an inter-agency reporting dashboard for ROWs, including permitting projects.

They established a comprehensive broadband and permitting project spreadsheet that includes projects not yet received by the field offices.

They facilitated online and in-person training with contractors covering broadband, permitting, ROW regulations covering 25 CFR 169, and the 52 Indian Affairs Manual (IAM) 9-H handbook.

They coordinated with DRIS on Smartsheets information system to quantitate number of pending ROW cases completed from data analysis reports.

They continue to coordinate content updates to the ROW Way BIA website for applicants working on permitting projects under 25 CFR 169.

Acquisition & Disposal (A&D) User Group

TAAMS deployed various realty modules in 2006-2007 except the Acquisition & Disposal (A&D) module, and the A&D Handbook was delayed due to the [Cobell Settlement](#) and Agreement, Land Buy-Back activities, monitoring and tracking efforts of FTT, and the loss of many key employees to retirement. In FY 25, the A&D User Group was re-established to draft a handbook for Trust-to-Trust and Trust-to-Fee transactions under 25 CFR Part 152 to implement technical guidance to the BIA region and agency realty staff as well as Tribal realty staff.

- The group's first initiative is to facilitate a cleanup of pending cases—as the Bureau has received over 5,400 conveyance applications—and reasons the cases may not be completed, such as 'Withdrawn by Grantor', 'Expired', 'Incomplete', 'Disapproved', and 'Grantor Deceased'.
- The next step is to establish a national tracking mechanism for the conveyances as part of the GAO recommendations to improve real estate services, and the extent to which BIA has assessed its processing times and communication.
- The group also aims to prioritize regular meetings with the Bureau's Probate and Land, Titles & Records office to participate in drafting the A&D Handbook.

TAAMS

This team:

- Coordinated regularly with the TAAMS contractor on updating content for ROW encoding training and attending trainings as a subject matter expert for questions and clarification on 25 CFR 169 ROWs.
- Reviewed enhancements for ROW consent auto-calculation and adding a broadband radio button to the realty proposal module in TAAMS and presented these to the ROW User Group and submitted them for review.
- Collaborated with DRIS on developing a dashboard for tracking and monitoring ROWs under the streamlined permitting process. The dashboard will allow BIA to provide efficient reporting requirements up to leadership and partner agencies' requirements on identified streamlined permitting projects.
- Supported regional and field staff in timely processing and distribution of checks deposited in the lockbox.
- Supported regional and field staff on invoicing issues in TAAMS realty modules.
- Collaborated with BTFA and Suspense Deposit System for timely disbursements and transferring of funds.
- Drafted and facilitated a TAAMS change request with BTFA to include additional receipt codes for check matching of a single lockbox transaction to a single IIM account (Purchase at Probate, Advertised Land Sale, ROW; Social Security; Supplemental Security Income; Veteran's Administration).
- Reviewed and approved change request for modification to add a due date to the invoice query screen; this is to be vetted by the TAAMS lockbox user group.
- Reviewed and rejected TAAMS change request to add "Tribal, allotted, both" radio buttons to the Delinquency Payments tab. Further review or amendment is necessary to the TAAMS business rules for all realty document modules when pulling ownership information.
- Compiled monthly metrics to compare outstanding invoices and checks to report to the regional realty officers and lockbox liaisons.

- Maintained and reviewed a monthly spreadsheet of invoices that have been requested to be voided or paid based on entries from the field. The team tracked these submissions to our contractor, Consultants to Government & Industry, Inc. (CGI) to ensure manual processing were completed.
- Completed User Acceptance Testing (UAT) for various TAAMS change request implementation on voiding invoices on canceled or expired documents.
- Attended CGI TAAMS Lockbox Training as a subject matter expert to answer questions and/or address issues relating to invoicing, checks, and payments.

Section 4. Numbers and Statistics

DRES received seven (7) HEARTH Act submissions for review and approval from October 2024 - March 2025:

- Oglala Sioux Tribe - Agriculture, Business, Residential, Wind Solar Resource, Wind Energy Evaluation
- Guidiville Rancheria - Agriculture, Business, Residential, Wind Solar Resource, Wind Energy Evaluation
- Mohegan Indian Tribe of Connecticut - Residential
- Cachil Dehe Band of Wintun Indians - Agricultural, Business, Residential
- Jamul Indian Village - Amended Business
- Squaxin Island Tribe - Amended Business lease to add Residential
- Shivwits Band of Paiute - Agriculture, Business, Residential, Wind Solar Resource, Wind Energy Evaluation

It received three (3) HEARTH Act approvals from January – March 2025:

- Bay Mills Indian Community - Business, Residential approved November 12, 2024
- Kickapoo Tribe of Oklahoma - Agriculture, Business, Wind Solar Resource, Wind Energy Evaluation - approved December 16, 2024
- Kickapoo Tribe of Oklahoma - Residential approved December 16, 2024

DRES received one (1) HEARTH Act Approval pending from January – March 2025:

- Mohegan Tribe of Indians - Residential

FY 24 Congressionally Directed Report [House appropriations 118-155](#) states, "The Committee directs BIA to submit an annual report to Congress providing information about the number of requests made and the number of requests successfully and not successfully processed during the previous fiscal year."

Response: According to BIA's Mortgage Tracker Data, there were 164 mortgages received by the BIA for FY 24. Of the 164 submitted, 126 were successfully completed and returned to the lender; 38 submitted packages were not successfully processed during FY 24; 12 submitted packages were withdrawn or canceled; and there were 26 pending on September 30, 2024. Of the 26 pending, eight (8) were approved pending final BIA Land, Titles and Records Offices (LTRO) certification; 10 were pending initial LTRO Title Status Reports (TSRs); five (5) were pending lender documents or corrections; and three (3) were pending agency review.

DRES established a ROW TAAMS cleanup project plan based on pending ROW application data in TAAMS and working with TAAMS ROW User Group and contractor Montech to coordinate with the field on individual case approval and recordation.

The Division coordinated with the ROW user group to update four forms related to ROWs for field use. A total of 27 forms are currently in review status.

DRES is coordinating with CGI on implementation of change requests to streamline ROWs and the Business Module for proposal; this includes a checklist and forms for field use to adhere to 25 CFR 162 and 169 regulatory requirements.

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

- Developed forward-facing modules for FTT and Mortgages for Tribal applicants and lenders. The forward-facing modules or portals will allow applicants to submit documents online and review all applications pending with real-time updates on the process, including incomplete requests for information.
- Developed the TAAMS Mortgage Module, which is awaiting final approval and implementation. We polled regions/agencies on potential trainee numbers which totaled ~185 at that time. Presently, we are working to roll out training of the module. Data from the module will support the Division's new GPRA measure 2411, Determination of Mortgages Received.
- Published the [52 IAM 12-H: Fee-to-Trust Acquisitions and Reservation Proclamation Handbook](#). This handbook provides guidance to BIA DRES personnel in preparing, reviewing, and processing FTT acquisitions of fee or restricted fee lands by the U.S. for the beneficial use of individual Indian trust landowner(s) or federally recognized Tribes. The corresponding IAM chapter, 52 IAM 12, provides the general authorities and responsibilities, and is the official policy for processing FTT acquisitions.
- Published [52 IAM 16 - Excess Real Property Land Transfers](#) and corresponding handbook [52 IAM 16-H](#), for processing excess real property land transfers. The handbook incorporates updated [3 IAM 4 - Delegations to the Deputy Bureau Director, Field Operations and to Regional Organizational Levels](#) delegation of authority to allow regional directors to accept and transfer excess properties, whether BIA-held or those deemed excess by another federal agency, within a Tribe's Reservation boundaries.
- Worked to identify alignment between executive and secretarial policies, specifically SO 3417 and SO 3418, which aims to enhance oversight and management of mineral leasing and ROWs, particularly in the context of energy development and implementation in field operations.
- Currently working to finalize the Lockbox Processing Handbook, [52 IAM 3-H - Harvest of Forest Products Handbook](#), and responding to Office of Regulatory and Collaboration Action (RACA) comments to submit for publication.
- Currently combining 52 IAM 3 – Monitoring and Clearing of Invoices and Trust Fund Payments from Trust Fund Receivables; [52 IAM 5 – IIM Land Use Agreement Direct Payment Arrangement](#); and [52 IAM 6 – Delinquent Payments Received on Expired Leases](#).
- Currently evaluating opportunities to improve guidance in line with the new administration's goals and directives proposed for FY26.

Section 6. Challenges

Staffing has always been a challenge for the Division. Recent events have resulted in an unknown number of position losses at all levels (Central Office, Region and Agency).

Tribes and applicants are encountering potential unauthorized ROWs for the Tribal Broadband Connectivity Program (TBCP) going through county, BIA, state and federal interstate roads. This is adding delays for construction and rerouting of projects.

The number of large Tribal broadband projects deadlines due will be a challenge for field staff in the next year from Round 1 of TBCP-funded projects:

Number of Tribal Broadband Projects Due (TBCP Round 1)

Regions	Cases by Region
Alaska Region	16
Eastern Oklahoma Region	6
Eastern Region	7
Great Plains Region	8
Midwest Region	13
Navajo Region	1
Northwest Region	19
Pacific Region	14
Rocky Mountain Region	3
Southern Plains Region	11
Southwest Region	15
Total	131

Section 7. Best Practices

Broadband ROWs throughout Indian Country

Information Access and Collection

- Provide access to information about ROW process and provide point of contact for federal land management agencies
- Identify challenges that may delay the project installation and construction
- Provide early planning and engagement with BIA between applicants and construction and engineering firms

Timely Processing of ROWs and Business Lease Applications

- Adhere to regulatory timeframe for decision making
- Provide and encourage pre-application meetings with BIA and all stakeholders involved in the project
- Outline the steps, milestones and target timeframes to complete the ROW process
- Complete application review

Payments and Fair Market Value (FMV)

- Familiarize all stakeholders with BIA payment submission and payment schedules, etc.
- Request appraisal reports, market studies and other evaluation methodology available

Compliance

- Present to Tribes on ROWs and determine if formal training on BIA's process is needed

Section 8. Recommendations

- Increase online trainings and resources to the field regarding policy and regulations related to ROWs, A&D, surface and business leasing, FTT, and the HEARTH Act.
- Enhance TAAMS schedule with a log that lists suggested TAAMS change requests, provides an overview, and the date it will be reviewed by user groups as well as the due date the change request will be submitted to TAAMS Change Management Board (TCMB).
- Evaluate current processes and reports for monitoring of TAAMS transactions and determine how these reports can be issued automatically.
- BIA should require construction firm compliance reporting for broadband/ROW projects.



Division of Resource Integration & Service (DRIS)

Section 1. Overview

Mission

The mission of DRIS is to enhance the use of geospatial information and data resources throughout BIA by modernizing data resource communication, fostering prompt collaboration between programs and improving workflows.

Staffing

21	full-time employees
15	vacant positions
3	pathway interns
5	contractors provide critical support for GIS development and services in support of enterprise geospatial efforts and open data compliance

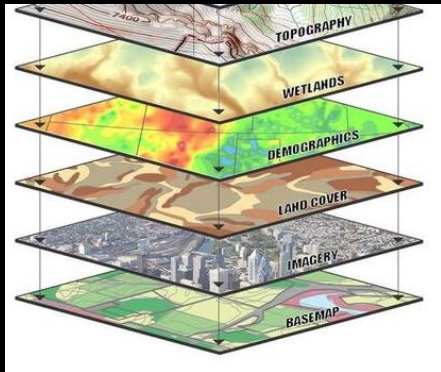
Branch of Resource Solutions

The primary objective of the Branch of Resource Solutions (BRS) is to coordinate, manage, and provide user support for enterprise software and geospatial data across OTS. The overarching goals are to integrate geospatial data and enterprise software solutions to share information more effectively, improve efficiency, and bring better service to federally recognized Tribes, stakeholders, and the public.

BSR's current priority is to implement STAT throughout OTS. STAT is a cloud-based software package that works with BIA's data spanning legacy systems through desktop spreadsheets to improve the usage of trust land data, enable better accountability and project management monitoring, and accelerate collaboration between business units.

STAT is targeted primarily for tabular data and represents that data graphically, in a calendar style, in a Kanban/card mode, or in spreadsheet format with additional high-powered project management functionality. Charts and graphs can be displayed representing key performance metrics, data can be input via forms, importing, or through a data shuttle for ongoing updates from other information systems, and there are many other collaboration, analysis, and automation and modeling functionalities.

The team launched the BIA STATS system after receiving Authority to Operate (ATO) approval and is actively streaming internal processes and tools into production mode. Office of Justice Services (OJS), Missing & Murdered Unit has developed a case intake and tracking application in BIA STAT in collaboration with DTAOT.



Geospatial data



Mapping Tribal land

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Website

www.bia.gov/bia/ots/driv

STAT solutions span numerous OTS Divisions (Real Estate Services, Water & Power, Environmental Services & Cultural Resources Management, Energy & Mineral Development, Indigenous Connectivity & Technology, Workforce & Youth Development, and Program Management & Coordination).

Branch of Geodata Evaluation and Validation

The mission of the Branch of Geodata Examination and Validation (GDEV) is to facilitate the modernization of data resource communication and interface to prompt collaboration among programs and improve workflows throughout Indian Country in support of the BIA mission and objectives, and to support the sharing of geospatial information and data resources among offices, programs, field offices and Tribes to promote informed decision making. A strategic plan has been developed outlining mission, goals, strategy, and roadmap.

GDEV comprises geospatial experts dedicated to the examination and validation of complex land descriptions for realty, land title and records, and the standardization of methodologies and GIS environments to facilitate the mapping of all land and encumbrance data for lands held in trust. They have worked this last year to move land mapping to an Environmental Systems Research Institute (ESRI) Parcel Fabric environment and are preparing regional engagements to provide training for the updated processes to empower regional staff to participate in and contribute to the effort to provide a comprehensive single source for Indian Country land data.

Branch of Geospatial Support

The mission of the Branch of Geospatial Support (BOGS) is to assist Tribal governments and BIA to manage the cultural and natural resources of Indian Country by providing GIS software, training, and technical support.

BOGS has developed tools within the BIA Alternate Work Schedule (AWS) GIS Portal, hosted on Geoplatfrom, to provide critical tools necessary to the public and BIA employees. The BIA Open Data Page allows for the sharing of publicly available data and fulfills the Bureau's responsibilities under the Open Data Act and Geospatial Data Act. BOGS is also responsible for management of BIA and Tribal participation in the ESRI Enterprise Licensing Agreement (ELA), which provides over 4,000 geospatial licenses in support of Indian Self-Determination.

Last year, BOGS established agreements with several vendors to construct a comprehensive training program that offers multiple platforms including instructor-led training from industry experts and self-paced online programs. Lastly, BOGS manages the ELA Helpdesk, which provides tier-1 technical support to all ELA participants.

Section 2. New Administration Focus

- The Division continues to assist with the NIOGEMS upgrade to Version 5.
- The Branch of Geodata Examination and Validation (GDEV) is implementing a parcel fabric workflow to modernize the mapping of trust lands and trust land encumbrances, including mineral leases.
- BRS is in the beginning stages of contracting for a feasibility study to identify requirements and options for an IT solution to enhance the permitting process.
- GDEV continues to process land description examination and validations in support of the FTT process.
- BRS has secured funding to begin modernization of the Tracking Accountability Productivity System (TAPS) to provide tracking of land titles and records and realty functions.
- DRIS has started building an infrastructure project inventory application to track priority infrastructure projects and the associated NEPA compliance actions to provide data to environmental managers for project and program management efforts.

- GDEV continues to maintain and improve Indian land mapping efforts to provide more comprehensive data that can be utilized to identify areas of land ownership fractionization.
- BOGS continues to assist the Division of Trust Land Consolidation with the generation of GIS data in support of land consolidation efforts.

Section 3. Meetings and Partnerships

- An MOU with the U.S. Census Bureau has been reviewed by BIA leadership and is currently under review with U.S. Census Bureau leadership for approval.
- BOGS has a partnership with Mississippi State University for providing critical GIS training resources for both BIA and Tribal GIS users.
- GDEV has worked with BLM to provide training to realty staff for the processing of Realty Land Description Reviews.

Section 4. Numbers and Statistics

- GDEV has processed 53 [Land Description Examination & Validations](#) (LDEVs) since January 1, 2025, with an average processing time of 10 days compared to an average processing time of 19 days for 2024.
- GDEV has mapped 199 ROWs in FY 25 (compared to 110 for FY 24).
- BRS has seen a tremendous growth in BIA-STAT users with counts reaching 445 thus far in FY 25 (compared to a count of 140 in FY 2024).
- BOGS now hosts several applications, story maps, and datasets on the BIA Open Data Page.
- BOGS's Open Data Page has also seen an increase in usage, with nearly 30,000 recorded access events for some of the more popular applications—nearly tripling the activity seen last year.
- BIA-STAT supports data workflows for the OTS, [Office of Indian Services](#) (OIS) and [OJS](#) Central Office, facilitating collaboration with all 12 BIA regions and all 8 BIA OJS districts.
- The [OJS Missing & Murdered Unit](#) has developed a case intake and tracking application in BIA STAT through the assistance of DRIS. STAT allows OJS to manage/track cases.
- [Bureau of Indian Education](#) (BIE) has moved their school directory into BIA-STAT and converted services for web hosting to the BOGS team, who created an ESRI-based GIS application to provide visualization of the relevant data. BIE has 183 elementary and secondary schools located on 64 Reservations in 23 states. Of these 183 schools, 55 are directly operated by BIE while 128 are Tribally controlled.
- BIA-STAT system administrators have moved HAATS into production in the BIA-STAT environment. It continues to test and implement integration with Microsoft Office 365 products to increase the functionality of BIA-STAT for bureau-wide workflows. STAT has proven to be an expeditious way to present data, charts and graphs of accomplishments in format easy to understand. HEARTH Act program data is published on our public facing website at <https://www.bia.gov/service/HEARTH-Act>.
- BOGS facilitates the participation of 300 of the 574 federally recognized Indian Tribes and Alaska Native entities in the DOI Enterprise Licensing Agreement providing for more than 4,000 licenses being issued to Tribal GIS users.
- DRIS hosts an annual Tribal listening session to present changes in data visualization, provide updates on data governance and information on products available through the enterprise licensing agreement.

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

- Coordinate with the Office of Information Technology on bi-weekly calls to ensure alignment of priorities and initiatives.
- Establish quarterly meetings with Tribal GIS to discuss news and inquiries from the Indian Country GIS Community.
- Establish criteria for evaluating Tribal GIS needs and provide sufficient GIS tools based on Tribal Program priorities.
- Utilize Parcel Fabric Branch Versioning and ESRI Workflow Manager to equip Tribal Land departments with a platform to provide input to the Indian land mapping project.
- Continue to streamline business processes and modernize legacy systems/data.

Section 6. Challenges

- External access to BIA systems for collaboration and coordination of BIA and Tribal priorities
- Providing sufficient training for BIA staff to in the deployed modernized IT integrations
- Dedicated funding for procurement of cloud-based infrastructure and licensing needed for modernization

Section 7. Best Practices

- Launching and enhancement of the BIA Open Data Page to provide approved public views of available land data and BIA program data to inform Tribes of Bureau activities, resources, and accomplishments
- Construction of several solutions within BIA-STAT to provide automated processing, tracking and reporting for various BIA processes
- Continued enhancement of internal data creation and analysis processes to allow for Tribal input to increase data quality and interoperability

Section 8. Recommendations

- Facilitate a ROW IT feasibility study to determine the best solution to provide a system for processing and tracking permitting actions and to provide customer self-service tools for research and the application process.
- Set aside a dedicated line of accounting for contributions to OTS systems for modernization efforts to increase capacity to develop and implement new solutions.
- Develop IT/GIS-related competencies to be included in position descriptions and vetted through the hiring process.
- Start requiring workflow mapping for all data-related OTS activities.
- Designate subject matter experts from each division to assist DRIS with the construction of tools to modernize and re-engineer business processes.

Section 9. Division Performance Elements

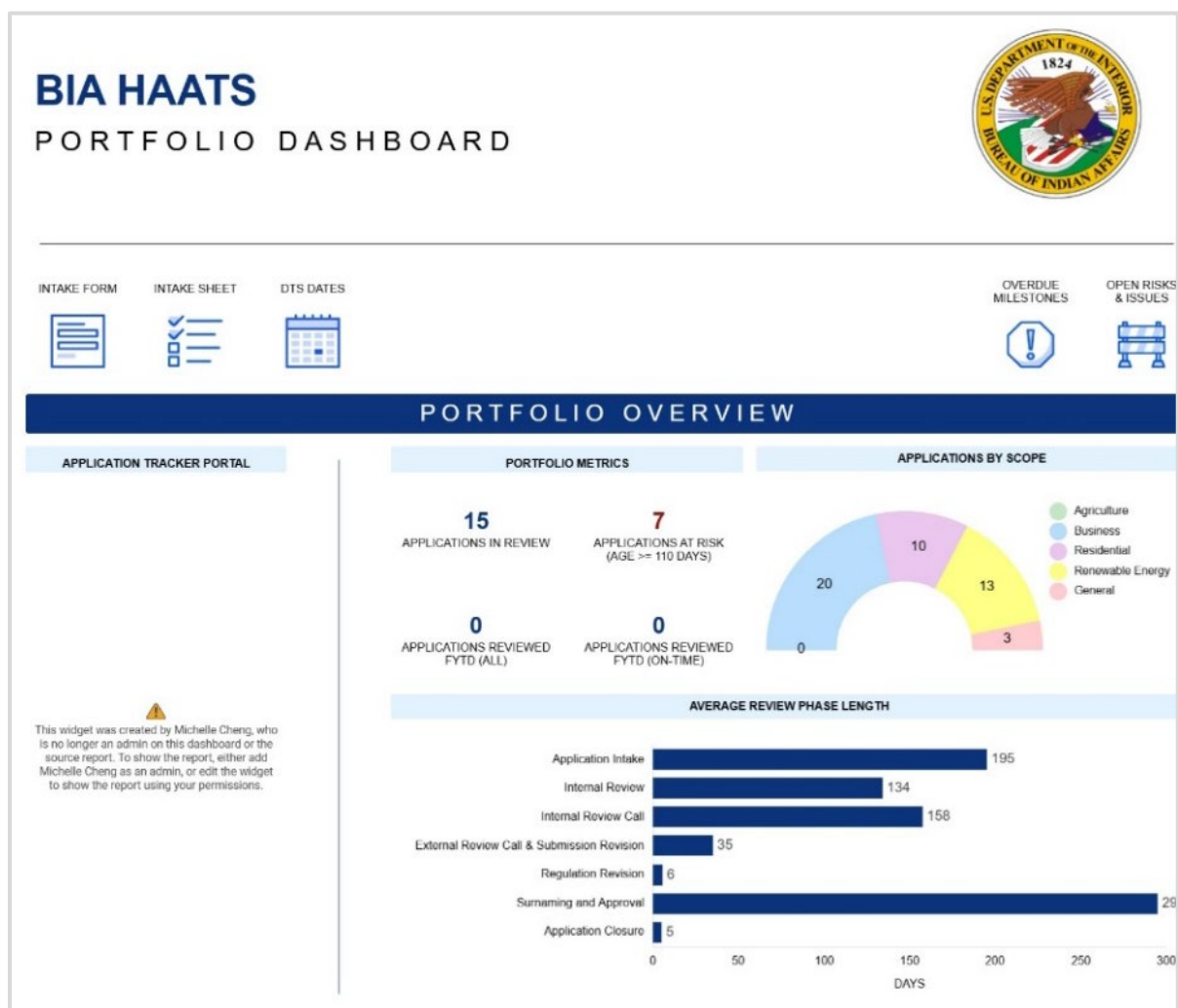
The Division began FY25 with the following goals.

Provide tools for customer self-service that:

- Foster effective program management
- Reduce the regulatory burden in the areas of Tribal lands, economy and finance
- Empower Tribes to manage their own resources
- Support re-organizing for the next 100 years
- Standardize processes and modernize information systems

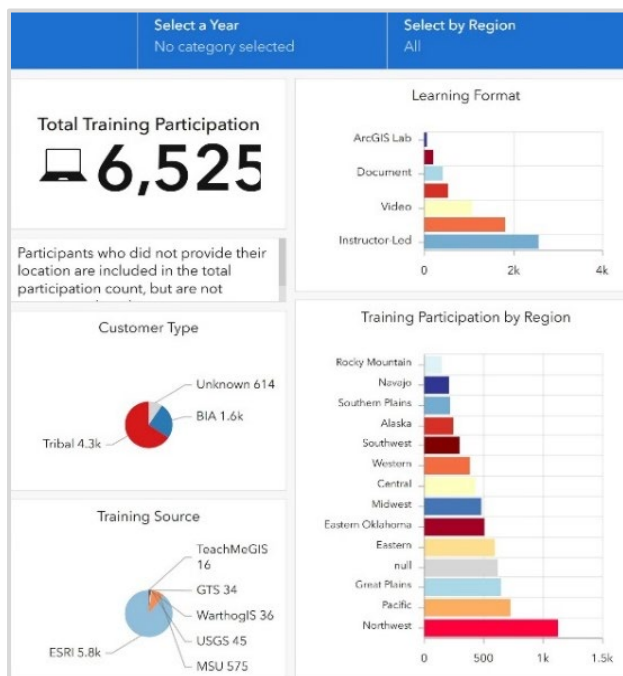
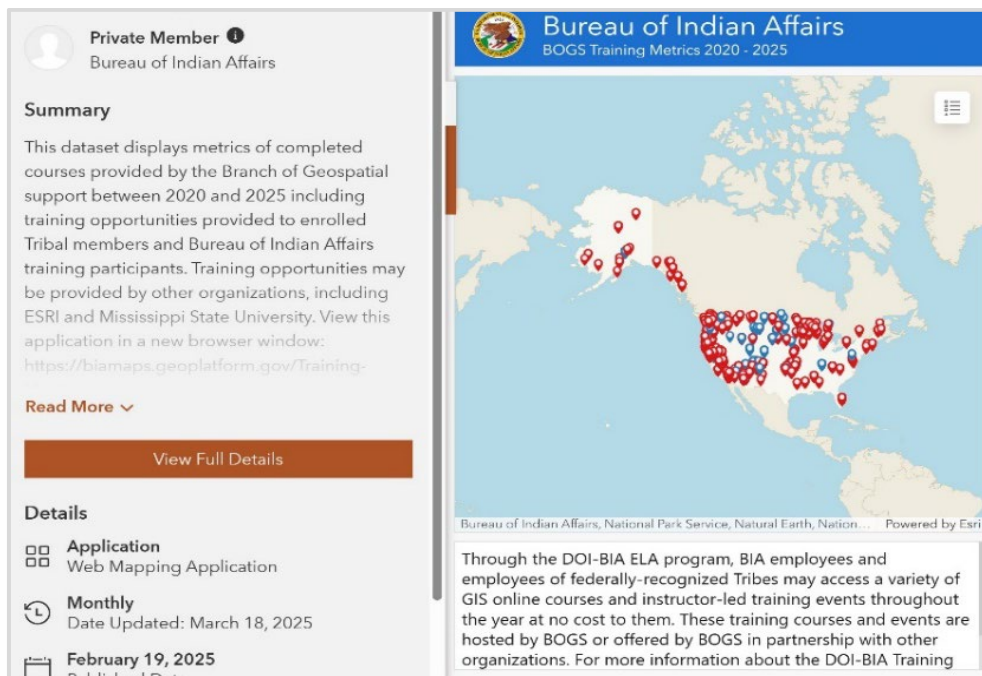
BIA HAATS Portfolio Dashboard

HAATS is used for tracking and reporting on the HEARTH Act application approval process.



BOGS Training Metrics

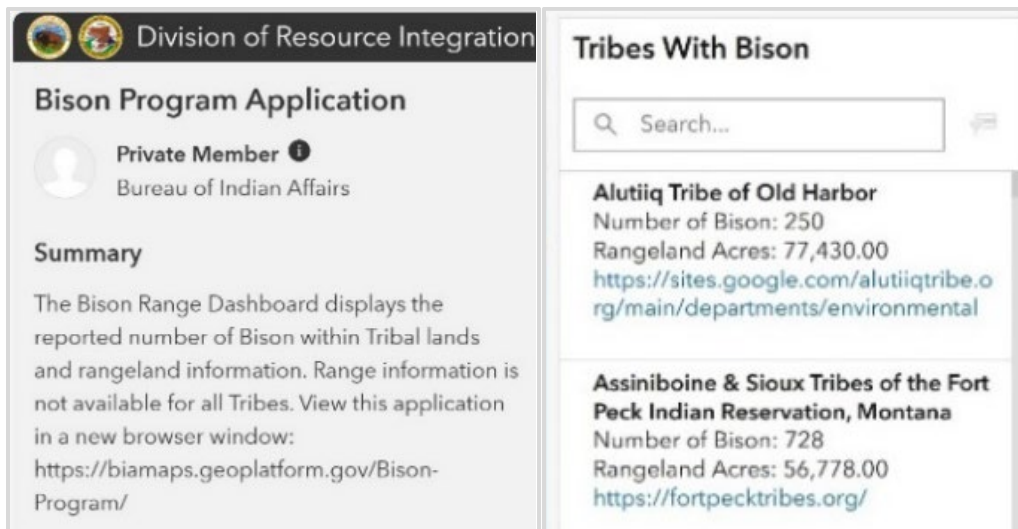
This dataset displays metrics of completed courses provided by BOGS between 2020 and 2025, including training opportunities provided to enrolled Tribal members and BIA training participants. This dashboard is hosted on the BIA Open Data page that displays the reach of ArcGIS training services offered by BOGS.



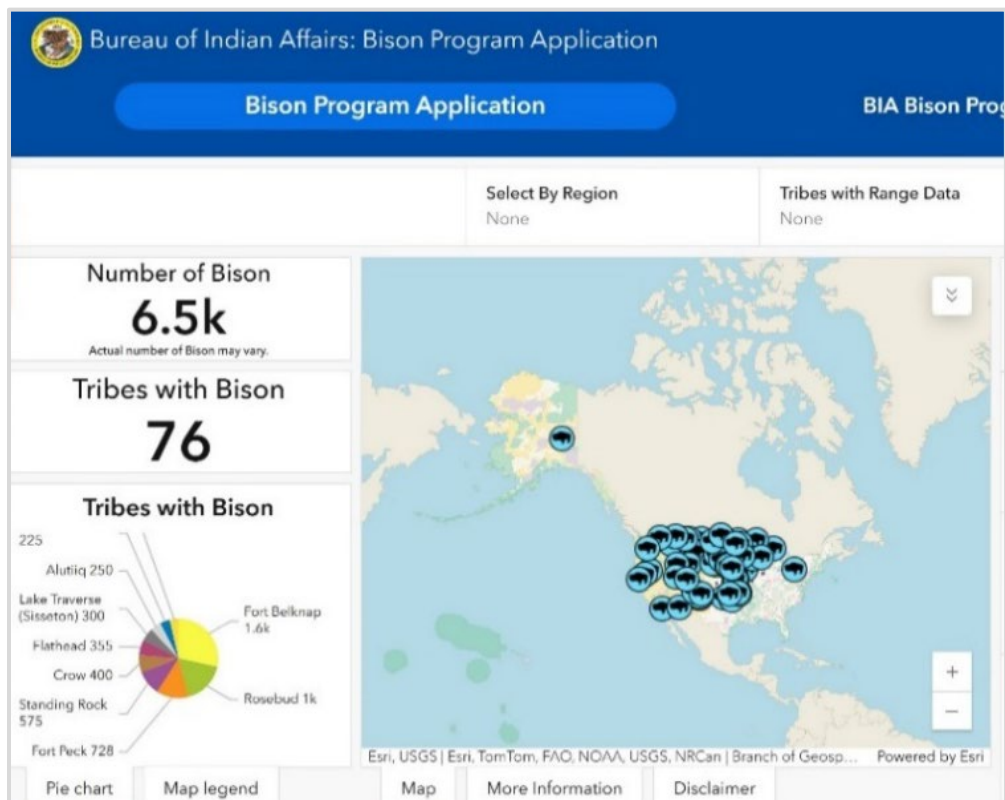
Data available by summary or chart includes the total training participants, learning format, customer type, training source and training participation by BIA Region.

Bison Program Application

The Bison Range Dashboard displays the reported number of bison within Tribal lands and rangeland information. Range information is not available for all Tribes. View this application in a browser window at <https://biamaps.geoplatform.gov/Bison-Program/>.




A dashboard displaying the number of bison on rangelands within Indian Country.



A dashboard displaying the Bison program map with number of bison, tribes with bison and mapped locations

BIE School Directory

DRIS built an application within the Division's ESRI platform providing a directory service for all BIE schools.

**Bureau of Indian Education**
U.S. Department of the Interior




BIE School Directory


School List**Filter School List**

Filter by Operation Type


Filter by State

Filter by Education Resource



**Ahfachkee School** is a Tribally-Controlled school that serves PK-12 . The Education Resource Center is Nashville, TN .

Phone:
863-983-6348
Website:
<https://www.seminolewarriors.net/>
Address:
30290 Josie Billie Hwy PMB 1005
Clewiston, Florida 33440





Gavel and Lady Justice

Last will and testament

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Division of Trust Asset Ownership and Title (DTAOT)

Overview

Mission

The mission of the Division of Trust Asset Ownership and Title (DTAOT) is to coordinate probate processing and record, maintain, and certify land management ownership records of Indian trust assets.

Staffing

4 full-time employees
1 vacant position

Branch of Probate Services (BPS)

The primary mission of BPS is to compile inventories of Indian trust assets and family information, and to coordinate the timely distribution of assets with the [Office of Hearings and Appeals](#) (OHA), BTLR, and BTFA.

BPS gathers information regarding a decedent's family and property and prepares it for adjudication by OHA. After OHA issues a probate order, the Branch works with other trust offices to distribute the assets to the designated heirs of beneficiaries.

Branch of Land Titles and Records (LTRO)

The mission of LTRO is to maintain timely and certified federal land title ownership and encumbrance services, to record, maintain, and certify land title documents, to provide certified Title Status Reports (TSFRs) that are accurate, timely, accountable and efficient, and state the complete status of title ownership and encumbrances for federal Indian trust and restricted lands.

Trust Asset and Accounting Management (TAAMS)

A total of 14 change requests were submitted to the TAAMS Change Management Board in FY 25 from November 2024 through February 2025. A total of 11 TAAMS system change requests have been completed, 2 are pending implementation and 1 is ending a cost estimate from CGI.

A TAAMS capital planning document was submitted including an acquisition strategy, operational analysis, and the risk management plan.

The TAAMS system connection to ONRR's revenue customer database was finalized. This connection allows sharing of lessee information stored in TAAMS.



*Fair market value offers for
fractionated interests*



*Aerial view of land and water
tributaries*

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Division of Trust Land Consolidation (DTLC)

Section 1. Overview

Mission

The mission of the Division of Trust Land Consolidation (DTLC) is to facilitate sound land management and administration, support Tribal sovereignty and self-determination, and promote economic opportunity in Indian Country by reducing Indian land fractionation.

Services We Provide

DTLC provides opportunities for individual Indian landowners to voluntarily sell fractional land interests, at fair market value, for consolidation under Tribal ownership. DTLC supports Tribes by increasing Tribal management control over reservation lands, better enables Tribes to manage and utilize lands for purposes benefitting the Tribal community, such as for economic development and infrastructure improvement.

In addition to its Indian land consolidation mission, the DTLC also administers other funding for Tribal Land acquisition.

Staffing

- 8 full-time employees
- 1 vacant position
- 1 contractor (CGI-TAAMS contractor)

Section 2. New Administration Priorities

DTLC fulfills the administrations' land consolidation priority by expeditiously reduction fractionation, minimizing administrative costs associated with the voluntary acquisition of fractional interests. DTLC thereby reduces federal government costs associated with the management and administration of highly fractionated lands.

Since the Land Buy-Back Program for Tribal Nations ended in November 2022, DTLC has led the Interior Department's fractional interests acquisition program, supported through annual appropriations rather than a mandatory land consolidation fund. DTLC carries out its land consolidation mission in a results-oriented, customer-focused, and cost-effective manner. Guiding principles are efficient operations that leverage best-available technology, outstanding customer service, and close coordination and collaboration with Tribes.

Section 2. New Administration Priorities

DTLC fulfills the administration's land consolidation priority by quickly reducing fractionation, minimizing administrative costs associated with the voluntary acquisition of fractional interests, and thus, reducing federal government costs associated with the management and administration of highly fractionated lands.

Since the Land Buy-Back Program for Tribal Nations ended in November 2022, DTLC has led DOI's fractional interest acquisition program, supported through annual appropriations rather than a mandatory land consolidation fund. DTLC carries out its land consolidation mission in a results-oriented, customer-focused, and cost-effective manner. Guiding principles are efficient operations that leverage best-available technology, outstanding customer service, and close coordination and collaboration with Tribes.

Section 3. Meetings and Partnerships

Land consolidation requires the involvement of multiple Interior agencies and offices. DTLC partners with BIA Regional and Agency offices on logistics and with DRIS on mapping. DTLC also partners with the [Appraisal and Valuations Services Office](#) (AVSO) to provide necessary fair market values, and with BTFA on payments to willing sellers. Tribal consultation and coordination are essential to the success of these land consolidation efforts; as such, DTLC conducts periodic national consultation sessions and works closely with participating Tribes during implementation at each Reservation.

DRIS currently produces offer package tract maps, and efforts are underway to produce additional products such as "before and after" Reservation land status maps for Tribal information and planning purposes. Through an interagency agreement, DTLC coordinates with obtained land values for planned implementation locations from AVSO, using efficient and cost-effective mass appraisals methods.

In 2024, DTLC conducted nationwide Tribal consultation on its land consolidation plan, which is designed to complement existing statutory provisions aimed at slowing future fractionation through restrictions on inheritance. The plan targets fractional interests that are not subject to the statutory provisions and thereby achieves a greater reduction in the overall rate of fractionation at a faster pace. Once purchased land interests are restored to Tribal ownership, the fractionation process is permanently halted. This minimizes administrative costs by prioritizing locations where the fractionation problem is most prevalent, allowing for efficient and cost-effective consolidation. The plan also maintains maximum flexibility, within resource constraints, to accommodate Tribal land consolidation priorities.

Section 4. Numbers and Statistics

DTLC commenced operations in late 2022—after the time-limited [Land Buy-Back Program](#) ended. The Division conducted initial implementations at two locations in early 2023, successfully testing and confirming new processes and procedures for land consolidation efforts going forward. Since then, DTLC has implemented at five (5) additional highly fractionated locations by Trust Land Consolidation (TLC) or Tribe-Funded Offer (TFO).

FY25 Quarter 3 Accomplishments by Transaction Type

Transaction	Trust Land Consolidation	Tribe-Funded Offers: Standing Rock Sioux Tribe
Purchase offers generated and mailed	187	58
Sales approved	51	20
Fractional interests acquired	102	152
Increased Tribal ownership in number of tracts	94	144
Equivalent acres consolidated under Tribal ownership	2,259.067	1,155.851

The combined total sales approved for TLC and TFO to date is 268 with 1,395 interests acquired and 8,253.964 equivalent acres consolidated at six (6) locations. In 2025, DTLC will implement at another location for which appraisals are available. Contingent on available funding, DTLC will coordinate with AVSO on appraisals for additional locations as soon as possible. DTLC is collaborating with DRIS in developing a dashboard to provide approved land sales from the offer types, trust land consolidation and Tribe-funded offers.

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

DTLC has leveraged limited available funding in FY25 by partnering with Tribes that have their own resources for land consolidation. DTLC has developed the ability to facilitate Tribe-funded acquisition of fractional trust land interests using its automated valuation and acquisition processes and Tribal funds for payments to willing sellers. Although not all Tribes have their own resources for land consolidation, partnering with those that do - to quickly and efficiently consolidate lands under Tribal ownership - is an especially cost-effective approach for reducing fractionation.

DTLC successfully partnered with its first Tribe, the Standing Rock Sioux Tribe, in FY 25, consolidating the equivalent of 1,155.851 acres to date. The Tribe utilized [ILCA Recoup Funds](#) from a Land Purchase Account (LPA). There is also interest from the Confederated Tribes of the Umatilla Indian Reservation to participate in a TFO by accessing funding from a USDA grant in collaboration with the [Indian Land Tenure Foundation](#). DTLC fully intends to pursue more such partnering opportunities going forward, and to ensure broad awareness of this opportunity among Tribes.

Fractionation is one of the Department's most costly and complex management challenges, and mandated activities associated with administering fractional interests cost the Department hundreds of millions of dollars annually in appropriated funds. These activities include recordkeeping responsibilities with respect to each fractional interest; notification, consent, and transaction processing requirements in connection with any income-generating action on fractionated land (e.g., lease, timber sale, ROW, easement); financial trust fund management responsibility, including the collection, investment, disbursement, reconciliation, and reporting of all income generated on fractionated land; and an obligation to probate the estate of every individual Indian landowner, with each probate administration taking on average over two (2) years to complete. Without proactive and sustained efforts, these costs will only continue to grow over time.

Many Tribes with jurisdiction over the most highly fractionated Reservations in Indian Country lack their own resources for land consolidation, which is often directly related to the fractionation problem. Utilizing appropriated funds to consolidate lands through voluntary acquisition at these locations in Indian Country reduces federal government costs associated with the administration of highly fractionated land.

Fractionated lands are difficult to manage or use for any purpose. By restoring fractional interests to Tribal ownership, Tribes are better able to manage and use Reservation lands for beneficial purposes, such as economic development and infrastructure improvement.

Land consolidation represents an opportunity to both empower Tribes and contain federal costs, and DTLC's streamlined and automated processes make it possible to consolidate lands more quickly and efficiently than previously possible.

Section 6. Challenges

Fractionation is an ongoing challenge for Tribes and ultimately impacts their ability to exercise Tribal sovereignty and self-determination. Tribes experience jurisdictional difficulties, trouble obtaining access to sacred and/or cultural sites, fractionated tracts that generate no trust funds for deposit into IIM accounts, or individual owners' accounts generating less than a dollar per year. It is key to continue the collaboration and partnership with Tribes, BIA Regions and Agencies, and other stakeholders by strengthening our communication and outreach and increasing operational efficiency by improving the process with integrated systems for data accuracy.

Section 7. Best Practices

DTLC adheres to best practices from the Buy-Back Program including:

- Streamlined, standardized, and automated process and procedures for acquiring fractional land interests, specifically designed to minimize associated administrative costs.
- Efficient and cost-effective appraisal methods for obtaining timely fair market values on large numbers of properties.
- Close coordination and collaboration with participating Tribes.

DTLC has established program policies and standard operating procedures for all its land consolidation processes. These policies and procedures comply with applicable statutory authority, meet all Bureau requirements and standards, and minimize administrative costs associated with the acquisition of fractional land interests by streamlining and improving the acquisition process. DTLC has developed and utilizes a module in TAAMS that automates land purchase offer generation and processing, greatly reducing processing time and the risk of human error. By applying best-available technology, DTLC can process far more conveyances in significantly less time than would otherwise be possible, while at the same time minimizing impact on regular BIA Realty and LTRO operations.

DTLC continually seeks ways to maximize fractional land interests acquired while minimizing associated administrative costs. In FY24, DTLC brought key land acquisition functions in-house, out from under a longstanding task order with the TAAMS contractor, with substantial administrative cost savings going forward. DTLC has assumed the printing, mailing, scanning and review functions that were performed at significantly higher cost by contractors throughout the Buy-Back Program. This action makes it possible for the Division to direct more of its available funding toward payments to willing sellers.

DTLC also achieves cost savings by working with AVSO to obtain appraisals for large numbers of fractionated Reservation tracts using efficient mass appraisal methodology whenever possible. Most tracts within many of the most highly fractionated Reservations are amenable to these techniques, which allows for greater efficiency and consistency in valuations; expedites the appraisal process and make values for large numbers of tracts available within established timeframes; and reduces administrative costs.

Finally, DTLC has developed web pages to share key information on the history of the [fractionation problem](#) and Indian [land consolidation efforts](#) by the federal government, as well as resources for individual Indian landowners and Tribes at [Division of Trust Land Consolidation | Indian Affairs](#). This website link contains all publicized DTLC events and has been shared at every available opportunity, including Tribal consultation sessions in 2024.

Section 8. Recommendations

The administration has identified land consolidation as a priority for DOI, with tangible benefits for the federal government and Tribes alike. In combination with existing statutory limitations on inheritance, voluntary acquisition of fractional interests has proven to be an economical and effective approach for quickly and permanently reducing fractionation.

With a consistent funding level, the Department's land consolidation efforts would be more efficient and effective. For this reason, it is recommended that a mandatory and reliable Trust Land Consolidation fund be reinstated to support cost-effective voluntary acquisition of fractional interests going forward. The 10-year fund established for the Land Buy-Back Program was instrumental in enabling the Program to consolidate lands on an unprecedented scale. Reinstating a mandatory source of funding would eliminate the uncertainty associated with annual appropriation cycles and enable DTLC to plan, obtain and utilize appraisals in a timely manner. Unanticipated changes in available funding make it difficult for DTLC to operate strategically and effectively. For example, the unexpected 50% reduction of the Program's funding level in FY 24 necessitated significant downsizing and an interruption in the appraisal process. This will limit the DTLC's ability to acquire fractional interests at additional locations unless sufficient staffing can be maintained and until appraisal work can resume. Although DTLC has detailed standard operating procedures for all its processes, it is not feasible or efficient to reduce and expand staff continually as funding levels fluctuate from year to year.



Colorado River Indian Tribe irrigation project



Lower Two Medicine Dam, Blackfeet Reservation

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Division of Water and Power (DWP)

Section 1. Overview

Mission

DWP's mission is to promote self-determination, economic opportunities and public safety through the sound management of BIA-owned irrigation, dam and power facilities, and includes the protection of Indian water rights, water development projects, litigation support and Tribal attorney fees as well as the Bureau's responsibilities under the Federal Power Act in hydropower proceedings that affect Indian trust resources.

Staffing

23	full-time employees
67	vacant positions
46	contractors

Contractors provide an essential support in GIS, system administration, program and administrative support, project management, emergency management and security, Early Warning System, geotechnical, hydrologic and hydraulic engineering.

Branch of Irrigation and Power (BIP)

BIP's mission is to provide administration, policy, oversight and technical assistance to BIA-owned irrigation and power projects; it also distributes appropriated program funds and provides customer billing and collection for BIA-owned irrigation projects.

Branch of Safety of Dams (SOD)

SOD's mission is to reduce the potential loss of human life and property damage caused by dam failure by making dams under BIA's administration safe. SOD endeavors to ensure that its dams are maintained in satisfactory condition on a long-term basis and reduce risk to human life and property. The SOD Program's dam safety activities include risk management, emergency management, inspections and evaluations, maintenance and repairs, and dam security for BIA dams

Branch of Water Resources (BWR)

BWR's mission is to provide the necessary technical research, studies, and other information for Indian Tribes and Alaskan Natives to serve as knowledgeable and prudent managers of adjudicated decreed water or of water otherwise appurtenant to Tribal and or Indian trust lands, including public domain allotments. The mission includes the protection of Indian water rights, water development projects, litigation support, and attorney's fees as well as Indian land and water settlement payments that affect Indian trust resources.

Section 2. New Administration Priorities

SO 3417 emphasized this administration's priorities regarding expediting projects that facilitate energy development. While the [Federal Energy Regulatory Commission](#) (FERC) is the agency that authorizes non-federal hydropower projects, BIA's hydropower compliance program provides advice and guidance to Tribes that may be interested in developing hydropower. BIA will continue to work with interested Tribes to share information and resources that might assist with hydropower development.

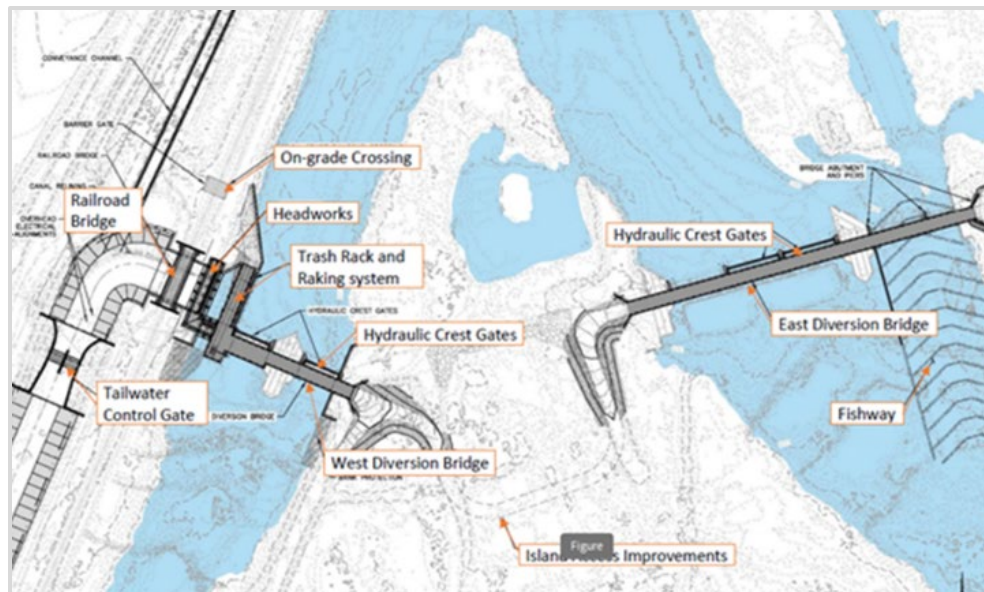
The Division is reviewing DWP contracts and grants as required by Presidential Action: Implementing the President's "[Department of Government Efficiency](#) (DOGE)" Cost-Effective Initiative (Feb. 26, 2025).

Section 3. Meetings and Partnerships

USDA-OTR has partnered with DWP to provide \$4.5M in passthrough funding going to Tribes to upgrade facilities with modernization and achieve more efficient use of water for three (3) irrigation projects. Projects were selected based on the following areas:

- Frequency of drought
- Capacity to reduce water use
- Capacity to switch to less water-intensive crops
- Capacity to increase on-farm irrigation efficiency

Wapato Diversion Feasibility Study



Wapato Main Diversion rehabilitation planning

BIA Irrigation, the Yakama Nation, the Wapato Irrigation Project, BOR, and other partners have been collaborating to complete the feasibility study for the Wapato Diversion Rehabilitation. This culminated in a large stakeholder meeting in late February. Improvements to the diversion meet several critical elements of the OTS mission including protecting life and property through improved safety, enhancing trust resources by increasing the project's ability to divert and distribute water, and increasing the ability to manage the river and diversion systems. The Wapato Diversion Rehabilitation project can now progress to the next phase—developing scale models of the diversion and proposed improvements. Hydraulic information gained through the modeling tasks will define key elements of the diversion rehabilitation.

Conservation Legacy Cooperative Agreement Water Resources Technician Training (WRTT) Program

The WRTT Program is a cooperative agreement between BIA's Water Resources Program and Conservation Legacy's Stewards Individual Placements Program. The cooperative agreement serves as the basis for partnerships with multiple federal, state and Tribal entities that host BIA WRTT members. The WRTT Program's mission is to provide high-quality technical skills and internship opportunities to Tribal youth in the water resources field while serving nonprofits, local governments and federal agencies. Over the course of 26 weeks, BIA WRTT members support a variety of water-related projects while stationed at host sites across the country to help meet the hosts' project needs. Upon successful completion of the program, WRTT members receive an AmeriCorps Education Award. This agreement is beneficial to BWR in that it offers technical opportunities for WRTT members to focus on direct service projects such as inventory assessments, GIS mapping, species inventory, invasive species removal, historic preservation and leadership opportunities.

Interagency Agreements (IAAs)

BIA has initiated an extension of the IAA with BOR for ongoing design and construction services at the Navajo Indian Irrigation Project. The agreement allows for BOR to assist BIA with technical dam safety issues. This is a longstanding agreement (MOA), revised in 1965 to implement PL 87-483 (as amended, PL 111-11), and entails cooperative efforts in construction and operations. BIA provides funding to BOR, which is designated as the lead agency in the full build-out of the Navajo Indian Irrigation Project.

PL 93-638 and 638 Subpart J Contracts in Support of Indian Self-Determination Act

FY 24 BWR carryover funding:

In FY 24, Tribes and Regions submitted projects for the Water Management Planning and Pre-Development Program and Projects for the Water Rights Negotiation/Litigation Program. These water resources projects were ranked and scored for funding distribution by the FY 24 Water Resources Ranking Team, comprising members from the Solicitor's Office, the Secretary's Indian Water Rights Office and rotating members from three Regions.

The Water Rights Negotiation/Litigation Program (WRNL) received 59 Water Rights Program funding requests from Tribes and Regional Offices totaling approximately \$11.1M in FY 24. The \$7.58M in available funding allowed BIA to fund 53 projects in addition to regional administrative costs for the program and 5% contingency holdback for emergency funding projects in 2024. Carryover dollars totaled \$1.33M. These remaining dollars were distributed to 24 PL 93-638 Contract Tribes and 6 Self-Governance Tribes to more fully fund previously prioritized projects submitted and funded in FY 24.

The FY 24 Water Management Planning and Pre-Development Program (WMPPD) received 109 Water Rights Program funding requests from Tribes and Regional offices totaling approximately \$13.3M. The \$9.4M in available funding allowed BIA to fund 98 projects in addition to administrative costs for the program and 5% contingency holdback for emergency funding projects in 2024. Carryover dollars totaled \$791,874. These remaining dollars were distributed to 24 PL 93- 638 contract Tribes and 6 OSG Tribes to more fully fund previously ranked projects submitted and funded in FY 24.

The Water Resources FY 24 TPA Program distributed \$1.5M in funding to fund 98 Tribes for water resources-related costs. This left FY 24 TPA carryover dollars totaling \$2.57M that were distributed to more fully fund 41 Self-Determination Tribes and 18 Self-Governance Tribes.

SOD-funded Operations and Maintenance (O&M) work tasks in the amount of \$2,939,650

- O&M funds breakdown: \$952,000 sent to BIA Agencies and \$1,987,650 sent to Tribes
- Tribal funding breakdown: \$1,510,150 for PL 93-638 contracts and \$477,500 for compacted Tribes' contracts.

SOD-funded Early Warning System (EWS) work tasks in the amount of \$1,715,900

- Funding sent to BIA Agencies for EWS was \$137,000 and funding sent to Tribes was \$1,578,900
- Tribal funding breakdown: \$543,500 for PL 93-638 contracts and \$1,035,400 for compacted Tribes' contracts

PL 93-638 Self-Determination Contracts to Perform SOD O&M Activities (16 Tribes)

Tribe	State	No. of Dam Maintenance	No. of Early Warning Systems
Rosebud Sioux Tribe	SD	10	10
Standing Rock Sioux Tribe	ND	2	2
Turtle Mountain Band of Chippewa Indians	ND	2	2
Menominee Indian Tribe	WI	1	1
Navajo Nation	AZ	14	14
Metlakatla Indian Community	AK	1	1
Confederated Tribes of the Colville Reservation	WA	2	2
Pit River Tribe	CA	1	1
Paskenta Band of Nomlaki Indians	CA	1	1
Chippewa Cree Indians	MT	2	0
Arapaho Tribe	WY	1	0
Eastern Shoshone Tribe	WY	1	0
Mescalero Apache Tribe	NM	3	3
Southern Ute Indian Tribe	CO	1	1
White Mountain Apache Tribe	AZ	15	15
Laguna Pueblo Indians	NM	1	1

Self-Governance Compact Agreements to Perform SOD O&M Activities (7 Tribes)

Tribe	State	No. of Dam Maintenance	No. of Early Warning Systems
Coquille Indian Tribe	OR	2	2
Cow Creek Band of Umpqua Tribe of Indians	OR	2	2
Confederated Salish & Kootenai Tribe (CSKT)	MT	15	15
Confederated Tribes of Umatilla Indian Reservation	OR	1	1
Confederated Tribes (Warm Springs)	OR	1	1
Santa Clara Pueblo Indians	NM	0	4
Shoshone Paiute Tribes (Duck Valley)	NV	0	1

PL 93-638 Self-Determination Contracts to Perform Design & Construction Activities (3 Tribes)

Tribe	State	No. of Designs	No. of Construction
Confederated Tribes of the Colville Reservation	WA	1	0
Rosebud Sioux	SD	0	1
White Mountain Apache Tribe	AZ	5	0

BIA Irrigation and Cal-Poly Corporation, acting through the [Irrigation Training and Research Center](#) (ITRC), have a cooperative agreement to provide irrigation-related training; assist BIA with updating the Indian Irrigation Project (IIP) Operation and Maintenance Guidelines; support the development of a new and/or enhancement of BIA's existing student recruiting and monitoring program targeted at Native American students in engineering, water resources, or other related programs; conduct modernization studies, SCADA plans, flow measurement plans, or financial sustainability studies; provide direct TA to BIA and Tribes; and technical and programmatic support for irrigation-related issues. This agreement has been beneficial to BIA Irrigation because it offers technical expertise from leading technical subject matter experts in the irrigation field.

Section 4. Numbers and Statistics

Modernization Efforts

- Activities for the modernization of the [National Irrigation Information Management System](#) (NIIMS) continue. The replacement system is expected to go live in the fall of 2025. In Phase 1, a modernized replica of NIIMS will be built so existing features are equivalent to the new system. Phase 2 will provide optional future enhancements beyond the initial contract and are contingent on funding.
- BIP integrates findings from the ITRC Modernization Plans into current engineering assessment and design projects. Projects are active at the Fort Hall Indian Irrigation Project, Colorado River Irrigation Project and Wapato Irrigation Project. Integration of the modernization plans is key to maximizing water delivery efficiencies while minimizing O&M costs.

Indian Land and Water Settlement Payments

Confederated Salish and Kootenai Tribes (CSKT) Water Rights Compact:

- The Branch has distributed the FY 25 mandatory funding payment of \$90M for deposit in the [Se'lis'-Olispe' Ksanka Settlement Trust Fund](#) established pursuant to the CSKT's Water Rights Settlement Act.
- Construction indexing costs have been estimated for the \$90M FY 25 mandatory funding payment for a preliminary total of \$21.7M. The final indexing amount for the FY 25 mandatory funding payment will be requested from U.S. Treasury upon the publication of the relevant indices.

SOD Design and Construction

Completed 2 Design or Rehabilitation Projects

Project	Tribe	State	Activity
Antelope Dam	Rosebud Indian Reservation	SD	Design Complete
Many Farms Dam	Navajo Nation	AZ	Spillway Repairs

Initiated 1 Dam Rehabilitation Design Project

Project	Tribe	State
Kiwosay Embankment	Red Lake Nation	MN

Advanced 11 Dam Rehabilitation Design Projects

Project	Tribe	State
Neopit Dam	Menominee Indian Reservation	WI
White Clay Dam	Pine Ridge Reservation	SD
Ghost Hawk Dam	Rosebud Indian Reservation	SD
Allen Dam	Pine Ridge Indian Reservation	SD
Owhi Dam	Colville Reservation	WA
Willow Creek Dam	Crow Reservation	WA
A1 Dam	Fort Apache Indian Reservation	AZ
Bootleg Dam	Fort Apache Indian Reservation	AZ
Cooley Dam	Fort Apache Indian Reservation	AZ
Davis Dam	Fort Apache Indian Reservation	AZ
Christmas Tree Dam	Fort Apache Indian Reservation	AZ

Initiated 2 Dam Rehabilitation Construction Projects

Project	Tribe	State
Antelope Dam	Rosebud Indian Reservation	SD
Weber Dam Spillway Repairs	Walker River Indian Reservation	NV

Advanced 2 Dam Rehabilitation Construction Projects

Project	Tribe	State
Oglala Dam	Pine Ridge Reservation	SD
Menager's Dam	Tohono O'odham Indian Reservation	AZ

Initiated 2 One-time Special Design and Construction Activities

Project	Tribe	State
Trapped Rock Dam	Pueblo of Zuni	NM
Midview Dam	Uintah and Ouray Indian Reservation	UT

Advanced 1 One-time Special Design and Construction Activities

Project	Tribe	State
Indian Lake	Umatilla Indian Reservation	OR

SOD EWS

- Completed 2024 annual maintenance and initiated 2025 annual maintenance for 235 EWS sites at and near SOD Program dams
- Awarded \$303K for 1 EWS Task Order
- Maintained an Authority to Operate the EWS website
- Solicited, received and reviewed firm qualifications for renewal of the Indefinite Delivery Indefinite Quantity contract for EWS services support
- Provided automated remote environmental monitoring capabilities (remote monitoring of reservoir elevation, stream level and rainfall) and alert messages for all BIA SOD Program high-hazard potential dams
- Conducted a complete audit of all EWS website users
- Updated the EWS website to improve overall usability and mobile user experience

Completed Onsite Repairs and Maintenance of 8 Tribal EWS Sites

Project	Tribe	State
Bottle Hollow Dam	Uintah & Ouray Indian Reservation	UT
Midview Dam	Uintah & Ouray Indian Reservation	UT
Black Rock Dam	Pueblo of Zuni	NM
Pescado Dam	Pueblo of Zuni	NM
Trapped Rock Dam	Pueblo of Zune	NM
San Francisco Dam	Pueblo of San Felipe	NM
Water Tank Dam	Pueblo of San Felipe	NM
Neopit Dam	Menominee Reservation	WI
Willow Creek Dam	Crow Indian Reservation	MT

SOD Emergency Management and Security

Completed 14 Functional Exercises (FXs) and 1 Tabletop Exercise (TTX) for 6 Tribes

Project	Tribe	State	Exercise
Pappaws Dam	Jicarilla Apache Nation	NM	FX
Dulce Dam	Jicarilla Apache Nation	NM	FX
La Jara Dam	Jicarilla Apache Nation	NM	FX
Lower Mundo Dam	Jicarilla Apache Nation	NM	FX
Stone Lake Dam	Jicarilla Apache Nation	NM	FX
Fourth of July Dam	Jicarilla Apache Nation	NM	FX
Pine Tree Dam	Jicarilla Apache Nation	NM	FX
Owhi Dam	Colville Reservation	WA	FX
Twin Lakes Dam	Colville Reservation	WA	FX
Ambrose Dam	Crow Creek Reservation	SD	FX
Bonneau Dam	Rocky Boy's Reservation	MT	FX
East Fork Dam	Rock Boy's Reservation	MT	FX
Ray Lake Dam	Wind River Reservation	WY	FX
Washakie Dam	Wind River Reservation	WY	FX
Tesuque Day School Dam	Pueblo of Tesuque	NM	TTX

Completed 15 Emergency Action Plans (EAPs) for 6 Tribes

Project	Tribe	State
Pappaws Dam	Jicarilla Apache Nation	NM
Dulce Dam	Jicarilla Apache Nation	NM
La Jara Dam	Jicarilla Apache Nation	NM
Lower Mundo Dam	Jicarilla Apache Nation	NM
Stone Lake Dam	Jicarilla Apache Nation	NM
Fourth of July Dam	Jicarilla Apache Nation	NM
Pine Tree Dam	Jicarilla Apache Nation	NM
Owhi Dam	Colville Reservation	WA
Twin Lakes Dam	Colville Reservation	WA
Tesuque Day School Dam	Pueblo of Tesuque	NM
Ambrose Dam	Crow Creek Reservation	SD
Bonneau Dam	Rocky Boy's Reservation	MT
East Fork Dam	Rocky Boy's Reservation	MT
Ray Lake Dam	Wind River Reservation	WY
Washakie Dam	Wind River Reservation	WY

Completed 29 Initial Planning Meetings for 4 Tribes

Project	Tribe	State
Mem Dam	Paskenta Rancheria	CA
Dulce Dam	Jicarilla Apache Nation	NM
Fourth of July Dam	Jicarilla Apache Nation	NM
La Jara Dam	Jicarilla Apache Nation	NM
Lower Mundo Dam	Jicarilla Apache Nation	NM
Pappaws Dam	Jicarilla Apache Nation	NM
Pine Tree Dam	Jicarilla Apache Nation	NM
Stone Lake Dam	Jicarilla Apache Nation	NM
Blackrock Dam	Pueblo of Zuni	NM
Pescado Dam	Pueblo of Zuni	NM
Trapped Rock Dam	Pueblo of Zuni	NM
Eustace Dam	Pueblo of Zuni	NM
Nutria 2 Dam	Pueblo of Zuni	NM
Nutria 3 Dam	Pueblo of Zuni	NM
A-1 Dam	Fort Apache Indian Reservation	AZ
Bog Tank Dam	Fort Apache Indian Reservation	AZ
Bootleg Dam	Fort Apache Indian Reservation	AZ
Christmas Tree Dam	Fort Apache Indian Reservation	AZ

Initiated 22 EAPs for 3 Tribes

Project	Tribe	State
A-1 Dam	Fort Apache Indian Reservation	AZ
Bog Tank Dam	Fort Apache Indian Reservation	AZ
Bootleg Dam	Fort Apache Indian Reservation	AZ
Christmas Tree Dam	Fort Apache Indian Reservation	AZ
Cooley Dam	Fort Apache Indian Reservation	AZ
Cyclone Dam	Fort Apache Indian Reservation	AZ
Davis Dam	Fort Apache Indian Reservation	AZ
Drift Fence Dam	Fort Apache Indian Reservation	AZ
Earl Park Dam	Fort Apache Indian Reservation	AZ
Horseshoe Cienega Dam	Fort Apache Indian Reservation	AZ
Pacheta Dam	Fort Apache Indian Reservation	AZ
Reservation Dam	Fort Apache Indian Reservation	AZ
Shush-Be-Tou Dam	Fort Apache Indian Reservation	AZ
Shush-Be-Zahze Dam	Fort Apache Indian Reservation	AZ
Sunrise Dam	Fort Apache Indian Reservation	AZ
Mem Dam	Paskenta Rancheria	CA
Blackrock Dam	Pueblo of Zuni	NM
Pescado Dam	Pueblo of Zuni	NM
Trapped Rock Dam	Pueblo of Zuni	NM
Eustace Dam	Pueblo of Zuni	NM
Nutria 2 & Nutria 3 Dams	Pueblo of Zuni	NM

Initiated 22 FXs/TTXs for 3 Tribes

Project	Tribe	State	Exercise
A-1 Dam	Fort Apache Indian Reservation	AZ	FX
Bog Tank Dam	Fort Apache Indian Reservation	AZ	FX
Bootleg Dam	Fort Apache Indian Reservation	AZ	FX
Christmas Tree Dam	Fort Apache Indian Reservation	AZ	FX
Cooley Dam	Fort Apache Indian Reservation	AZ	FX
Cyclone Dam	Fort Apache Indian Reservation	AZ	FX
Davis Dam	Fort Apache Indian Reservation	AZ	FX
Drift Fence Dam	Fort Apache Indian Reservation	AZ	FX
Earl Park Dam	Fort Apache Indian Reservation	AZ	FX
Horseshoe Cienega Dam	Fort Apache Indian Reservation	AZ	FX
Pacheta Dam	Fort Apache Indian Reservation	AZ	FX
Reservation Dam	Fort Apache Indian Reservation	AZ	FX
Shush-Be-Tou Dam	Fort Apache Indian Reservation	AZ	FX
Shush-Be-Zahze Dam	Fort Apache Indian Reservation	AZ	FX
Sunrise Dam	Fort Apache Indian Reservation	AZ	FX
Blackrock Dam	Pueblo of Zuni	NM	FX
Pescado Dam	Pueblo of Zuni	NM	FX
Trapped Rock Dam	Pueblo of Zuni	NM	FX
Eustace Dam	Pueblo of Zuni	NM	FX
Nutria 2 Dam	Pueblo of Zuni	NM	FX
Nutria 3 Dam	Pueblo of Zuni	NM	FX
Mem Dam	Paskenta Rancheria	CA	TTX

SOD Dam Security

Completed 6 Dam Security Inspections

Project	Tribe	State
McDonald	Flathead Reservation	MT
Mission Dam	Flathead Reservation	MT
Nine Pipe Dam	Flathead Reservation	MT
Tabor Dam	Flathead Reservation	MT
Crow Dam	Flathead Reservation	MT
Ghost Hawk Dam	Rosebud Indian Reservation	SD

SOD Reviews and Inspections

Completed 1 Comprehensive Review (Formal Examination)

Project	Tribe	State
Crow Dam	Flathead Reservation	MT

Initiated 8 Comprehensive Reviews

Project	Tribe	State
Pablo Dam	Flathead Reservation	MT
Grady-Hamilton Lake Dam	Jicarilla Apache Nation	NM
San Francisco Dam	Pueblo of San Felipe	NM
Blackrock Dam	Pueblo of Zuni	NM
Trapped Rock Dam	Pueblo of Zuni	NM
Parmelee Dam	Rosebud Indian Reservation	SD
Ponca Dam	Rosebud Indian Reservation	SD
Prairie No. 1 Dam	Standing Rock Reservation	ND

Advanced 23 Comprehensive Reviews

Project	Tribe	State
Wildhorse Dam	Duck Valley Indian Reservation	NV
Mission Dam	Flathead Reservation	MT
A-1 Dam	Fort Apache Indian Reservation	AZ
Bootleg Dam	Fort Apache Indian Reservation	AZ
Cooley Dam	Fort Apache Indian Reservation	AZ
Horseshoe Cienega Dam	Fort Apache Indian Reservation	AZ
Blackfoot Dam	Fort Hall Reservation	ID
Lake Mescalero Dam	Mescalero Reservation	NM
Ganado Dam	Navajo Nation	AZ
To'hajiilee Dam	Navajo Nation	NM
Todacheene Dam	Navajo Nation	NM
Window Rock Dam	Navajo Nation	AZ
Kyle Dam	Pine Ridge Reservation	SD
Paguate Dam	Pueblo of Laguna	NM
Rosebud Dam	Rosebud Indian Reservation	SD
Coolidge Dam	San Carlos Indian Reservation	AZ
Dry Lake Dam	San Carlos Indian Reservation	AZ
Point of Pines Dam	San Carlos Indian Reservation	AZ
Upper Point of Pines Dam	San Carlos Indian Reservation	AZ
Spirit Lake BIA 4 & BIA 5 Dams	Spirit Lake Reservation	ND
Spirit Lake Jetty & St. Michael's Dams	Spirit Lake Reservation	ND
Spirit lake Kurtz & Spring Lake Dams	Spirit Lake Reservation	ND
Ray Lake Dam	Wind River Reservation	WY

Advanced 11 Periodic Reviews

Project	Tribe	State
Belcourt Dam	Turtle Mountain Reservation	ND
Gordon Dam	Turtle Mountain Reservation	ND
White Clay Dam	Pine Ridge Reservation	SD
Tsaile Dam	Navajo Nation	AZ
Wheatfields Dam	Navajo Nation	AZ
Red Lake Dam	Navajo Nation	AZ
McDonald Dam	Flathead Reservation	MT
Chester Lake Dam	Metlakatla Reservation	AK
Washakie Dam	Wind River Reservation	AZ
Stone Lake Dam	Jicarilla Apache Reservation	NM
Tat Momolikot Dam	Tohono O'odham Reservation	AZ

Initiated 16 Periodic Reviews

Project	Tribe	State
Allen Ham	Pine Ridge Reservation	SD
He Dog Dam	Rosebud Indian Reservation	SD
Fourth Creek Dam	Coquille Indian Reservation	OR
Tarheel Dam	Coquille Indian Reservation	OR
Upper Dry Fork Dam	Flathead Reservation	MT
Mem (Top Cat) Dam	Paskenta Rancheria	CA
Willow Creek Dam	Crow Indian Reservation	MT
Water Tank Dam	Pueblo of San Felipe	NM
Bog Tank Dam	Fort Apache Indian Reservation	AZ
Davis Dam	Fort Apache Indian Reservation	AZ
Drift Fence Dam	Fort Apache Indian Reservation	AZ
Earl Park Dam	Fort Apache Indian Reservation	AZ
Pacheta Dam	Fort Apache Indian Reservation	AZ
Reservation Dam	Fort Apache Indian Reservation	AZ
Shush-Be-Tou Dam	Fort Apache Indian Reservation	AZ
Shush-Be-Zahze Dam	Fort Apache Indian Reservation	AZ

SOD GIS

- Obtained SkyWatch imagery as vendor for high-resolution image products.
- Created low-hazard dam template, writeups, and export script for adding new dams to the SOD Program.
- Added new user capabilities to Dam Inventory Viewer.
- Implemented and updated SOD financials (tracking of full budget, obligations, and available money) by SOD funding line.
- Performed Python scripting for improved GIS analysis (stage storage, curve number, structures, depth*velocity values).
- Performed TAAMS jurisdiction analysis for dam inventory.
- Incorporated new [National Inventory of Dams](#) (NID) fields and populated all information with latest Comprehensive Review for all dams.
- Automated and implemented SOD GIS Data Download page.
- Created and executed Actual Effort SmartSheets.
- Automated disaster recovery plan for resourcing and publishing data to portal environments.
- Continued to administer and manage Program uploads on SharePoint.

Completed 2 Mapping Project Updates to support Dam Failure Inundation Studies

Project	Tribe	State
Ambrose Dam	Crow Creek Reservation	SD
Twin Lakes Dam	Colville Reservation	WA

Completed 12 Inundation Mapping Projects and/or Reviews to Support EAPs

Project	Tribe	State
Dulce Dam	Jicarilla Apache Nation	NM
Fourth of July Dam	Jicarilla Apache Nation	NM
La Jara Dam	Jicarilla Apache Nation	NM
Lower Mundo Dam	Jicarilla Apache Nation	NM
Pappaws Dam	Jicarilla Apache Nation	NM
Pine Tree Dam	Jicarilla Apache Nation	NM
Stone Lake Dam	Jicarilla Apache Nation	NM
Twin Lakes Dam	Colville Rancheria	WA
Owhi Dam	Colville Rancheria	WA
Mem Dam	Paskenta Rancheria	CA
Bonneau Dam	Rocky Boy's Reservation	MT
East Fork Dam	Rocky Boy's Reservation	MT

Initiated 21 EAP Mapping Projects and/or Map Reviews to Support EAPs

Project	Tribe	State
Blackrock Dam	Pueblo of Zuni	NM
Pescado Dam	Pueblo of Zuni	NM
Trapped Rock Dam	Pueblo of Zuni	NM
Nutria 2 Dam	Pueblo of Zuni	NM
Nutria 3 Dam	Pueblo of Zuni	NM
Eustace Dam	Pueblo of Zuni	NM
A-1 Dam	Fort Apache Indian Reservation	AZ
Bog Tank Dam	Fort Apache Indian Reservation	AZ
Bootleg Dam	Fort Apache Indian Reservation	AZ
Christmas Tree Dam	Fort Apache Indian Reservation	AZ
Cooley Dam	Fort Apache Indian Reservation	AZ
Cyclone Dam	Fort Apache Indian Reservation	AZ
Davis Dam	Fort Apache Indian Reservation	AZ
Drift Fence Dam	Fort Apache Indian Reservation	AZ
Earl Park Dam	Fort Apache Indian Reservation	AZ
Horseshoe Cienega Dam	Fort Apache Indian Reservation	AZ
Pacheta Dam	Fort Apache Indian Reservation	AZ
Reservation Dam	Fort Apache Indian Reservation	AZ
Shush-Be-Tou Dam	Fort Apache Indian Reservation	AZ
Shush-Be-Zahze Dam	Fort Apache Indian Reservation	AZ
Sunrise Dam	Fort Apache Indian Reservation	AZ

SOD Hydrology and Hydraulics

Completed 12 Dam Failure Consequences Analyses

Project	Tribe	State
Ganado Dam DFCA	Navajo Nation	AZ
To'hajiilee Dam DFCA	Navajo Nation	NM
Window Rock DFCA	Navajo Nation	AZ
Blackfoot Dam	Fort Hall Reservation	ID
Dry Lake Dam	San Carlos Reservation	AZ
Point of Pines Dam	San Carlos Reservation	AZ
Upper Point of Pines Dam	San Carlos Reservation	AZ
Wild Horse Dam	Duck Valley Reservation	NV
Ray Lake Dam	Wind River Reservation	WY
Kyle Dam	Pine Ridge Reservation	SD
Lake Mescalero Dam	Mescalero Apache Reservation	NM
Rosebud Dam	Rosebud Reservation	SD

Completed 5 Hydrologic Hazard Studies

Project	Tribe	State
Twin Lakes Dam	Colville Reservation	WA
Ambrose Dam	Crow Creek Reservation	SD
Ganado Dam	Navajo Nation	AZ
Mission Dam	Flathead Reservation	MT
Wildhorse Dam	Duck Valley Reservation	NV

Completed 12 Dam Failure Inundation Studies

Project	Tribe	State
Ambrose Dam	Crow Creek Reservation	SD
Twin Lakes Dam	Colville Reservation	WA
Wildhorse Dam	Duck Valley Indian Reservation	NV
Coolidge Dam	San Carlos Indian Reservation	AZ
Cow Creek IWR Main Dam	Cow Creek Indian Reservation	OR
Cow Creek Dam No. 1	Cow Creek Indian Reservation	OR
Mission Dam	Flathead Reservation	MT
Dry Lake Dam	San Carlos Reservation	AZ
Point of Pines Dam	San Carlos Reservation	AZ
Upper Point of Pines Dam	San Carlos Reservation	AZ
Kyle Dam	Pine Ridge Reservation	SD
Rosebud Dam	Rosebud Reservation	SD

Advanced 7 Dam Failure Consequences Analyses

Project	Tribe	State
Mission Dam	Flathead Reservation	MT
Many Farms Dam	Navajo Nation	AZ
Horseshoe Cienega Dam	Fort Apache Reservation	AZ
Black Lake Dam	Flathead Reservation	MT
Jocko Dam	Flathead Reservation	MT
Pablo Dam	Flathead Reservation	MT
Twin (Turtle) Lake Dam	Flathead Reservation	MT

Advanced 9 Hydrologic Hazard Studies

Project	Tribe	State
Black Lake Dam	Flathead Reservation	MT
Jocko Dam	Flathead Reservation	MT
Black Rock Dam	Flathead Reservation	MT
Trapped Rock Dam	Pueblo of Zuni	NM
Eustace Dam	Pueblo of Zuni	NM
Nutria No. 2 Dam	Pueblo of Zuni	NM
Nutria No. 3 Dam	Pueblo of Zuni	NM
Eagle Creek No. 1 Dam Post-fire	Mescalero Apache Reservation	NM

Advanced 10 Dam Failure Inundation Studies

Project	Tribe	State
Black Rock Dam	Flathead Reservation	MT
Jocko Dam	Flathead Reservation	MT
Tabor Dam	Flathead Reservation	MT
Eagle Creek No. 1 Dam Post-fire	Mescalero Reservation	NM
Eustace Dam	Pueblo of Zuni	NM
Black Rock Dam	Pueblo of Zuni	NM
Trapped Rock Dam	Pueblo of Zuni	NM
Nutria No. 2 Dam	Pueblo of Zuni	NM
Nutria No. 3 Dam	Pueblo of Zuni	NM
Horseshoe Cienega Dam	Fort Apache Reservation	AZ

Completed 5 Hazard Potential Classification Studies

Project	Tribe	State
Eagle Creek No. 1 Dam	Mescalero Reservation	NM
Reservation Dam	Fort Apache Reservation	AZ
Tantaquidgeon Dam	Mohegan Nation	CT
China Hat Dike	Ft. Hall Reservation	ID
Ambrose Dam	Crow Creek Reservation	SD

Initiated Program Activities for 21 Dams

Project	Tribe	State
Corn Creek	Rosebud Indian Reservation	SD
Chuska Lake	Navajo Nation	NM
Flat Rock Reservoir	Navajo Nation	AZ
Juans Lake	Navajo Nation	NM
Lukachukai North	Navajo Nation	AZ
NAV NAV001931D	Navajo Nation	AZ
NAV NAV002333D	Navajo Nation	AZ
NAV NAV002424D	Navajo Nation	AZ
NAV NAV2441D	Navajo Nation	AZ
NAV NAV005728U	Navajo Nation	AZ
NAV NAV005798U	Navajo Nation	AZ
Three-mile Reservoir	Fort Belknap Reservation	MT
Weigand Reservoir	Fort Belknap Reservation	MT
Goose Pond	Rocky Boy's	MT
Browns	Wind River Reservation	MT
Mesita	Pueblo of Laguna	NM
Eustace	Pueblo of Zuni	NM
Nutria No. 2	Pueblo of Zuni	NM
Nutria No. 3	Pueblo of Zuni	NM
Nutria No. 4	Pueblo of Zuni	NM
Sandia 83-A	Pueblo of Sandia	NM

Modified Program Activities for 6 Dams

Project	Tribe	State
Ring Thunder	Rosebud Indian Reservation	SD
Pappaws	Jicarilla Apache Nation	NM
Sandia 82-1	Pueblo of Sandia	NM
Sandia 82-2	Pueblo of Sandia	NM
Sandia 82-3	Pueblo of Sandia	NM
Sandia 82-4	Pueblo of Sandia	NM

Irrigation Accomplishments (October 2024 through March 2025)

In FY 25, BIP plans to fund design and construction projects through annual BIA Construction Appropriations, [Water Infrastructure Improvements for the Nation](#) (WIIN) Act appropriations, and BIL funds totaling \$35.3M. Some planned example projects (dependent on available funding) are listed below.

Northwest Region: Planned Projects

Project	Irrigation Project	State
Wapato Main Diversion Rehab & Modernization	Wapato Irrigation Project	WA
Wapato Drop 1 Screening System & Pump Rehab	Wapato Irrigation Project	WA
SCADA Telemetry Irrigation Measurement Sites	Wapato Irrigation Project	WA
Flathead Pumping Plan	Flathead Indian Irrigation Project	MT
Bannock Pump Station Rehab	Fort Hall Indian Irrigation Project	ID
Main Canal Rehab	Fort Hall Indian Irrigation Project	ID
Michaud Unit Deep Wells	Fort Hall Indian Irrigation Project	ID
Reservation Canals & Headworks Rehab	Fort Hall Indian Irrigation Project	ID
Kerr Substation Upgrades	Flathead Irrigation Project - Mission Valley Power	MT
Charlo Substation Upgrades	Flathead Irrigation Project - Mission Valley Power	MT
Finley Point Substation 69kV Conversion	Flathead Irrigation Project - Mission Valley Power	MT

Rocky Mountain Region: Planned Projects

Project	Irrigation Project	State
V-Flume/Siphon Design	Blackfeet Indian Irrigation Project	MT
Two Medicine Canal Slide Design	Blackfeet Indian Irrigation Project	MT
Repair various canals & ditches due to extreme storms	Crow Indian Irrigation Project	MT
Milk River Main Diversion Rehab & Modernization	Fort Belknap Indian Irrigation Project	MT
Utility vehicle purchases	Fort Belknap Indian Irrigation Project	MT
Wiota and Frazer Pumping Stations Rehab	Fort Peck Indian Irrigation Project	MT
CSP Culverts and Heavy Equipment Attachments	Fort Peck Indian Irrigation Project	MT
Lateral 37C/Trout Creek Design	Wind River Indian Irrigation Project	WY
Northfork Diversion Construction Project	Wind River Indian Irrigation Project	WY

Western Region: Planned Projects

Project	Irrigation Project	State
Headgate Rock Dam Power Plant – Unit 2 Overhaul	Colorado River Irrigation Project	AZ
CRIP Sub-Lateral 76-36	Colorado River Irrigation Project	AZ
Headgate Rock Dam Irrigation Diversion Gates #11 & #12 Rehab	Colorado River Irrigation Project	AZ
Heavy Equipment Purchase	Duck Valley Indian Irrigation Project	NV
China Diversion Dam Construction	Duck Valley Indian Irrigation Project	NV
Heavy Equipment Purchase	Pyramid Lake Indian Irrigation Project	NV
Lined ditch concrete repairs	Pyramid Lake Indian Irrigation Project	NV
Florence Copper Project	San Carlos Indian Irrigation Project	AZ
Mammoth 2 distribution system	San Carlos Indian Irrigation Project	AZ
Coolidge Dam slid gate repairs	San Carlos Indian Irrigation Project	AZ
Lower Bench Canal Rehab & Modernization	Uintah Indian Irrigation Project	UT
Canal 1 Rehab & Modernization	Walker River Indian Irrigation Project	NV
Heavy Equipment Purchase	Walker River Indian Irrigation Project	NV

Southwest Region: Planned Projects

Project	Irrigation Project	State
Heavy Equipment Purchases	Pine River Indian Irrigation Project	CO

Navajo Region: Planned Projects

Project	Irrigation Project	State
Block 9 Improvements & Design	Navajo Indian Irrigation Project	NM
Armenta & Horn Siphon Repair	Navajo Indian Irrigation Project	NM
Cleaning/Maintenance on 18 elevated water tanks	Navajo Indian Irrigation Project	NM
Kutz Pumping Plant Transformer Replacement	Navajo Indian Irrigation Project	NM
Amarillo Canal Gate Actuator Replacement	Navajo Indian Irrigation Project	NM

FY 25 Completed Design and Construction Projects

The high-profile projects completed in FY 25 include, but are not limited to:

Project	Irrigation Project	State
North Fork Diversion construction	Wind River Indian Irrigation Project	WY
Falls Creek construction	Flathead Indian Irrigation Project	MT



Photo 1: North Fork Diversion at Wind River Indian Irrigation Project, WY, Photo 2: North Fork Diversion inlet at Wind River Indian Irrigation Project, WY.



North Fork Diversion, beginning of the canal at Wind River Indian Irrigation Project, WY.



Before/after Falls Creek Diversion at Flathead Indian Irrigation Project, MT.



Before/after Falls Creek Diversion at Flathead Indian Irrigation Project, MT.

Irrigation Projects Going Forward

Over the next five years, BIP is planning on funding over \$150M for irrigation and power utility design and construction projects.

BIP FY 26 Proposed Irrigation and Power Design and Construction Projects

The projects currently being considered for FY 26 funding include, but are not limited to:

Project	Irrigation Project	State
Siphon Repair (Horn Canyon, West Kutz)	Navajo Indian Irrigation Project	NM
Mission Valley Power-West Share Substation Upgrades	Mission Valley Power	MT
Bannock Pump Station Rehabilitation	Fort Hall Indian Irrigation Project	ID
Reservation Canal Headworks Rehabilitation	Fort Hall Indian Irrigation Project	ID
Main and North Canals	Fort Hall Indian Irrigation Project	ID
Lateral 3 Headworks and Check Structures	Wapato Indian Irrigation Project	WA
Main Canal Lateral 2 Drain 2 Check Structure	Wapato Indian Irrigation Project	WA
Wapato Diversion Dam	Wapato Indian Irrigation Project	WA
Blacktail Diversion	Blackfeet Indian Irrigation Project	MT
Two Medicine Canal V Lateral Flume	Blackfeet Indian Irrigation Project	MT
Milk River Diversion Rehabilitation & Modernization	Ft. Belknap Indian Irrigation Project	MT
Lateral 42M Ditch Lining and Improvements	Fort Peck Irrigation Project	MT
Crowhart Bench Unit – Various Structures	Wind River Indian Irrigation Project	WY
Butsbaugh Flume Replacement	Pine River Indian Irrigation Project	CO
Ceanabo-Beaver Creek Siphon dump	Pine River Indian Irrigation Project	CO
Repair Dr. Morrison Canal over Ignacio Creek	Pine River Indian Irrigation Project	CO
Headgate Rock Dam Power Plant–Industrial Control System	Colorado River Irrigation Project	AZ
Lateral go Check	Colorado River Irrigation Project	AZ
SCADA at China Diversion, High Line Canal Heading, West Main, etc.	Duck Valley Irrigation Project	AZ
Thornton (Casa Grande) Substation	San Carlos Irrigation Project-Power	AZ
Grey Mountain Canal Flume and Canal Lining	Uintah Indian Irrigation Project	UT
Lower Bench Canal	Uintah Indian Irrigation Project	UT

Irrigation O&M Funding

The Irrigation O&M program funds mandatory payments (payments required by court orders, legislated requirements, contracts, or other agreements between BIA and BOR) made by BIA on behalf of the Tribes for irrigation O&M and irrigation water storage. These costs have increased over time primarily because of labor and materials price increases. This program allows the irrigation program to execute the Secretary's priorities to support Tribal Nations' self-determination, energy dominance, and economic independence. Funds address O&M needs as well as funding to support the replacement of NIIMS, BIA's irrigation billing, collection, and rate-setting software.

NIIMS

NIIMS staff have successfully implemented a multifactor authentication (MFA) solution for the legacy NIIMS application, enhancing security by allowing users to log in with their PIV card and PIN. This initiative aligns with the Office of Management and Budget (OMB) memorandum M-22-09, Federal Zero Trust Strategy, and is crucial for meeting DOI policies and a requirement for achieving an application layer, phishing-resistant MFA by November 30, 2024. Non-compliance could jeopardize BIA Irrigation's mission, making this implementation vital. Additionally, it enables irrigation project staff to continue using the legacy NIIMS system until modernization is complete, effectively replacing traditional username/password logins.

The NIIMS program previously introduced a quick response (QR) code to direct customers to the BIA Irrigation Services - 'How to Pay My Bill' webpage for payment instructions. Utilizing data analytics, the program found there were over 400 page views from October 2024 to February 2025, with 43% coming from mobile devices. This insight will guide future efforts to further promote electronic payment adoption among BIA Irrigation customers.

NIIMS Metrics (October 2024 through February 2025):

- 5,171 annual irrigation O&M, construction, and supplemental bills printed and mailed
- \$6M annual irrigation O&M revenue collected
- 267 total customer payments
- 88 electronic payments processed
- 23% of total payments paid via electronic method
- 40 delinquent receivables referred to U.S. Treasury
- \$323,000 from customers paid to U.S. Treasury for delinquent irrigation O&M debt

Irrigation Policy, Oversight and TA Activities

BIP staff completed all Indian Affairs' FY 24 A-123 Control Review Integrated Risk Register and Control Matrices for four program-assessable units, including Power Finance, Power Operations, Irrigation Finance, and Irrigation Operations.

BIP A-123 Program Reviews planned for FY 25:

The following in-person A-123 Program reviews have been postponed due to current travel restrictions:

- Flathead Indian Irrigation Project – To be determined (TBD)
- Pyramid Lake Indian Irrigation Project (TBD)
- Walker River Indian Irrigation Project (TBD)
- Duck Valley Indian Irrigation Project (TBD)

BIP A-123 Program Review self-assessments planned for FY 25:

- Flathead Indian Irrigation Project (changed from in-person to self-assessment—in progress)
- Colorado River Indian Irrigation Project (in progress)
- Wapato Indian Irrigation Project (in progress)
- San Carlos Irrigation Project (SCIP) Power Division (in progress)

SOD A-123 Program Reviews planned for FY 25:

- Midwest Region – March 20, 2025
- Southwest Region – April 16, 2025
- Northwest Region – April 23, 2025

BWR A-123 Program Review self-assessments planned for FY 25:

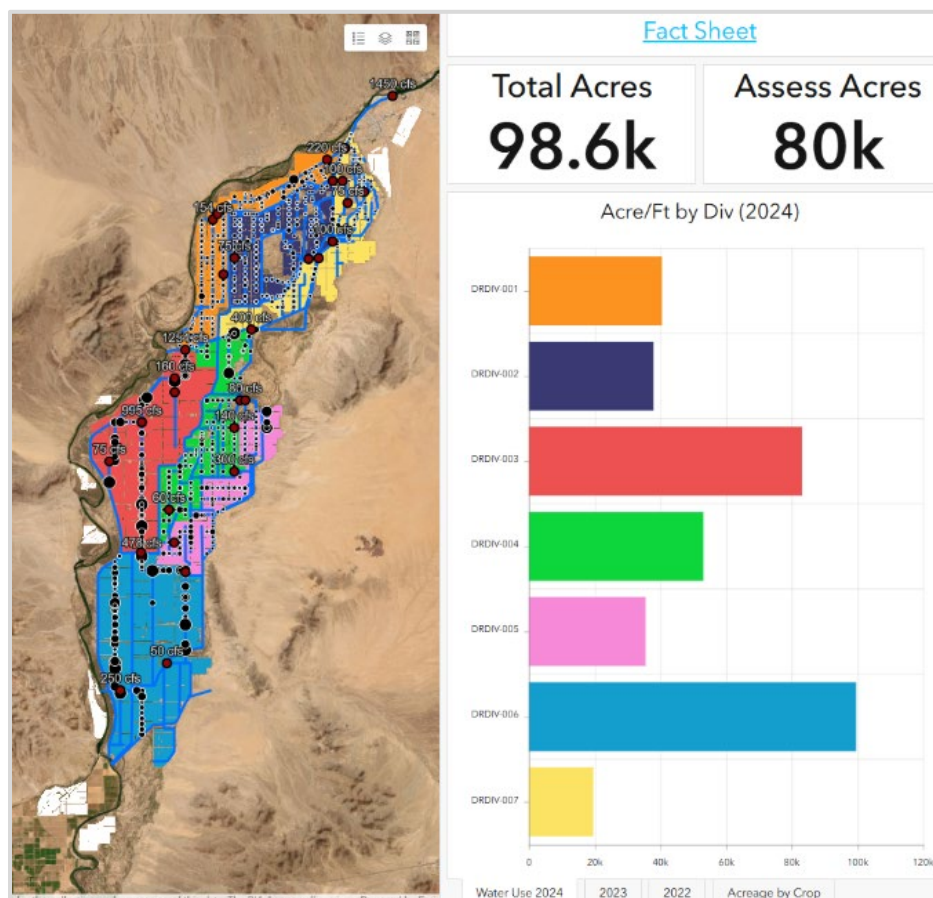
- Western Region Water Management Planning and Pre-Development Program
- Southwest Water Management Planning and Pre-Development Program
- Pacific Water Management Planning and Pre-Development Program
- Navajo Water Management Planning and Pre-Development Program

BWR 2024 A-123 Programmatic Reviews

The Branch completed three (3) onsite comprehensive A-123 reviews for the Western, Southwest, and Pacific Regions and one online self-assessment review for Navajo Region that included Central Office Branch staff, Regional Water Program staff and Tribal Water Program staff. In addition to interviews with Regional Water Program staff, discussions were held with regional administration to gain perspective on Tribal water needs as well as viewing various projects being implemented by the Tribes for management of Reservation water resources. Interviews and project presentations were completed with Tribal Water staff and discussions included recommended improvements and suggestions for changes to be made to the Water Program that would better aid and serve Tribal water programs.

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

BIP is creating maps and applications to streamline communication and reporting from field staff to local supervisors and Central Office database administrators.



Colorado River Irrigation Project water delivery application dashboard.

Prompted by numerous vacancies and role shifts cause by early retirements, Central Office is creating tools to aid new irrigation project personnel in understanding the irrigation networks. Information from all available databases is now in GIS datasets to help project personnel understand water delivery needs, infrastructure capacity and dependencies throughout the delivery network.

In FY 25, BIP has developed applications and tools to support informed decision making and streamlined, efficient data maintenance initiatives for:

- Colorado River Irrigation Project
- Walker River Irrigation Project
- Colorado Indian Irrigation Project

As FY 25 continues, BIP envisions this will expand to include network tracing capabilities, workforce planning and additional efficiency and decision support tools.

Power Field Support Initiatives

SCIP Power Mammoth Substation Decommissioning Effort

SCIP and [Colorado River Authority](#) (CRA) Electrical Services have had a 'smart system' for years. In early 2025, Central Office personnel spent a week at SCIP updating transmission and distribution system data in the GIS. This facilitated the ability to run complete engineering models on three (3) substations. The goal for the GIS team was to supply the Engineering Supervisor at SCIP with data to determine whether a substation can be de-commissioned safely and then move the network transformer at that substation across the system. The analysis determined that the three (3) substations could be pared down to two (2) based on the wire ampacity and customer load. The relocation and reuse of equipment from the decommissioned substation eliminated the need to purchase a new transformer and created savings of over \$1M.

Leveraging Funding

A colleague from [National Oceanic & Atmospheric Administration](#) (NOAA) shared a funding opportunity to help Pacific Lamprey that will assist in meeting some of our Northwest Tribes' needs for hydropower. In addition, the Hydropower Program is arranging a meeting with Army Corps in the Great Lakes to learn about of one of their funding opportunities for a hydropower project affecting a Wisconsin Tribe. A major goal of the new administration is reducing our agency's spending, so leveraging outside funding will be an important way to meet this goal and our mission simultaneously.

Dam Tender Training

Project	Training Date	Location
Dam Tender Virtual Training	3 sessions held	Virtual
3-Day Dam Tender Training	December 2024	Southwest Region
3-Day Dam Tender Training	September 2025	Northwest Region
DOU Non-Reclamation Dam Training	October 2025	TBD



Southwest Region December 2024 Dam Tender Training – Lake Mescalero, NM.

Irrigation – MAXIMO Training

Project	Training Date	Location
MAXIMO User Virtual Training	2 each month of FY25	Virtual
MAXIMO Office Hours Training	2 each month of FY25	Virtual
3-Day MAXIMO Training	March 2025	Navajo Indian Irrigation Project
3-Day MAXIMO Training	TBD	Lakewood, CO

Section 6. Challenges

The three most critical challenges for DWP are staffing, inadequate budget/construction funding to address deferred maintenance, and outdated legislation.

Staffing: DWP has numerous vacancies in its organization. It has been difficult to accomplish the Division mission, including the added infrastructure rehabilitation workload, given the increased funding and associated accomplishment expectations with our limited staff. Regardless, aging infrastructure and escalating capital costs for construction to overcome the deferred maintenance backlog for both irrigation projects and power utilities remains BIP’s biggest area of concern.

Recent initiatives to reduce workforce have significantly impacted irrigation projects. Ongoing shortages, hiring freezes, and staff reductions are threatening delivery of water, safety of operators and the public, and increasing deferred maintenance. Irrigation staff not only perform O&M activities, but also routinely inspect canals, ditch embankments and structures. They identify immediate and potential threats to the irrigation structures that could lead to loss of crops, livestock or property and/or where the local population is in danger.

The Flathead Indian Irrigation Project is beginning the season with a reduced workforce and an inability to complete crucial non-recurring purchases. FIIP staffing levels remain at approximately 50% with critical position vacancies in Administration, Irrigation System Operators, and technical staff. The current hiring freeze puts the FIIP mission at risk if current and future vacancies are not filled. Uncertainty with deferred resignations and probationary termination timeframes further complicate the situation with near- and short-term staffing.

The Colorado River Irrigation Project currently has a 64% vacancy rate. This Project services approximately 80,000 acres year-round via 210 miles of delivery canals. To safely deliver water 24/7 over this large area, and perform required ongoing system maintenance, the Project's organization chart identifies 67 positions to be filled. Currently, the system is operating with only 24. The Project has been chronically understaffed for years, and the recent resignations of the Project Manager and others now threatens delivery of irrigation water for the 2025 water year. Personnel shortfalls in past years were managed by transferring maintenance staff over to Irrigation System Operators; however, this was done at the expense of deferring maintenance actions. Prior to departing, the Project Manager estimated at least 13 positions needing to be filled to meet water delivery requirements while performing the minimal amount of system maintenance to keep the project running.

BIA is coordinating with the Colorado River Indian Tribes to find a path forward to deliver water this year. Other options, such as end users (individual irrigators) forming water user associations to operate and maintain discrete sections of the Project, are also under consideration. This is an ongoing critical concern.

The Pine River Indian Irrigation Project (PRIIP) services approximately 13,000 acres via 70 miles of delivery canals and has a growing season of 100-130 days per year. The Project's organization chart identifies five (5) positions and currently has an 80% vacancy rate. The 2025 irrigation season challenges are primarily maintenance-related and include cleaning trash racks, canals and laterals. BIA has recurring meetings with the Tribe to plan for summer 2025 water deliveries.

SOD—a life-safety organization intended to prevent the loss of life due to the failure of a program dam—has experienced inadequate human resource support. In 2019, the program lost its EWS and Emergency Management program leads. The EWS position was filled in 2022 (after ~3 years), and the program has not yet been able to advertise the EM position (4+ years). The program has supplemented federal duties with contract staff.

BIP is also a life-safety organization with responsibility for providing critical electrical power and irrigation infrastructure. The Power Program is currently being supplemented with personnel from the Irrigation Program; however, personnel specializing in power need to fill positions in the new Branch of Power.

Many key roles for SOD and BIP are completed through a time and materials contract—some for nearly a decade. One conclusion from an OIG audit of the time and materials contract was that it would be in the best interest of the government to convert many of the contract positions into federal positions. The program has maximized the use of contractors for completion of nearly all work, except for inherently governmental duties. These positions remain understaffed.

Because BIA is not covered by Office of Personnel Management (OPM)-approved Special Salary Rates (SSR) 0753, 0754 and 0755, DWP is at a significant disadvantage when recruiting and retaining engineering capability and capacity. Engineers under the SSRs are compensated as much as 29% more than DWP engineers in the same location who are performing similar work. Federal agencies using these SSRs include BOR and U.S. Army Corps of Engineers. Private-sector salaries are also more commensurate with the SSRs. The program lost two (2) potential hires due to higher employment offers in the private sector and with another federal agency covered by the above SSRs.

Inadequate budget/construction funding to address dam management

The funding gap for dams on Tribal land is dire and has increased by approximately 30%. Since 2020, due to construction cost escalation alone, the estimated cost to address known life-safety deficiencies at BIA high-hazard potential dams has increased by approximately \$90M per year.

Outdated legislation

The program's authorizing legislation, the Indian Dam Safety Act of 1994, is inconsistent with Federal Emergency Management Agency (FEMA's) national dam safety guidelines. The classifications within IDSA are outdated.

The Water Resources Program is similarly constrained by outdated policy frameworks, such as the [Federal Register Vol. 55, No. 48 \(1990\): Working Group in Indian Water Settlements](#), Criteria and Procedures for Federal Government Participation. These criteria were developed more than three decades ago, and fail to reflect modern hydrologic modeling practices, modern natural and water resource management practices, and current federal policy goals related to water policy and Tribal self-determination. As a result, BWR must operate under antiquated standards that limit its ability to evaluate, plan and fund contemporary water infrastructure and settlement needs. The criteria do not account for the complexity of multiparty negotiations, groundwater sustainability, or integrated watershed management, forcing the program to retrofit modern solutions into an outdated regulatory mold.

Section 7. Best Practices

DWP has taken actions that resulted in increased productivity, customer satisfaction, and/or greater efficiency, discussed below.

Automation initiatives:

- EWS
- NIIMS irrigation O&M billing and collections
- GIS processing
- Data application between systems
- Streamlined reporting requirements

National Irrigation Meeting

BIP hosted the FY 25 National Irrigation Meeting in December 2024 at SCIP in Arizona. The meeting brought BIA staff across the Irrigation Program together, in person and remotely, to discuss and plan program policy, accomplishments, challenges and key issues. In-person attendees also received a tour of SCIP facilities and a short course in water measurement and modernization.



Field tour at SCIP in AZ during National Irrigation Meeting, December 2024.



Field tour at SCIP in AZ during National Irrigation Meeting, December 2024.

Section 8. Recommendations

- Revise implementation of Buy Indian Statute, which has caused increased costs of up to 50% in construction and equipment and delays in implementation due to lack of available competition.
- Implement succession planning for staff.
- Continue to fill staff vacancies and suspend hiring freeze, especially for personnel with public safety duties or positions funded by project rate payers. Seek approval from OPM to utilize SSRs 0753, 0754 and 0755 to allow DWP to attract and retain technical experts.

gathering, analysis and processing requirements. These applications are built in the [Federal Risk & Authorization Management Program](#) (FEDRAMP)-approved Smartsheet cloud platform within a BIA-STAT container purchased by DRIS. BIA-STAT solutions have been implemented by all three of DWP's branches to facilitate project management best practices and support a variety of efficiency and reporting workflow enhancements.

Section 9. Division Performance Elements

Innovative Program Management

The BIA-STAT system consists of a suite of tracking/collaboration/project management applications for data
DWP Division level:

- Achieved improved workflow efficiency for financial requests and provided users with transparency of request status using a STAT Dynamic View dashboard.
- Automated Work Breakdown Structure (WBS) code generation and tracking using STAT to increase efficiency and enforce standardization practices.
- Streamlined communications and organization of Data Calls including resources needed, deadlines, and work created by implementing a Data Call Log.

BIP:

- Increased efficiency, improved communications, and established transparent reporting through Agile project management for GIS and MAXIMO teams using STAT sheets and dashboards.
- Improved user management practices and gained workflow efficiency for DWP Decision Support Tool Systems (DSTS).
- Tracked automated notifications of NIIMS billing and process deadlines to increase efficiency, communications, and resource management.

SOD:

- Recorded actual effort to improve resource forecast planning for recurring projects and new projects.
- Improved communications on workload allocation for individual staff members and teams.
- Increased efficiency, improved communications, and established transparent reporting through Waterfall project management for SOD Program and Agile project management for SOD GIS team using STAT sheets and dashboards.
- Provided links to frequently used tools from staff SOD Landing Page.
- Increased communication and availability of employees using STAT (In and Out Board).
- Tracked mapping deadlines for Hydrologic and Hydrology and EAP reports.
- Tracked progress for large-scale projects.

Water Resources

- Leveraged STAT to efficiently track and schedule monthly, quarterly, and annual reporting and data call efforts and automate reminders of upcoming deadlines.
- Improved documentation and historical tracking of water resource project progress, enabling more robust year-over-year analysis and data-driven decision making for future program planning.

Reducing the regulatory burden: Tribal lands, economy and finance

- If in the best interest of the government and Tribes, explore BIA divestiture of irrigation and power projects.



Forest fire



Firefighters walk toward a fire

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Division of Wildland Fire Management (DWFM)

Section 1. Overview

Mission

The mission of the Division of Wildland Fire Management (DWFM) is to execute our fiduciary trust responsibility by protecting lives, property, and resources while restoring and maintaining healthy ecosystems through cost-effective fire management programs and collaboration and promoting Indian self-determination.

DWFM is responsible for the development of implementation and policies and standards for all wildland fire management in Indian Country—a total of approximately 56 million trust acres—through direct, self-determined or self-governance services.

Staffing

58	full-time employees
31	vacant positions
2	detailed employees
7	contractors (Critical Incident Stress Management (CISM)/Peer Support Coordinator, aviation contracting liaison/safety expert, analytical support and application development services).

CISM coordinates peer support responses for suppression-related incidents and provides related training to BIA fire personnel. The aviation contracting liaison plays a crucial role in collaboration with the Bureau's contracting officer technical representative. This role encompasses a diverse workload, managing aviation contracts that include 13 exclusive use contracts and six (6) interagency agreements, and provides program support in fuels management, suppression operations, budgeting and administration.

The aviation safety expert is responsible for ensuring aviation technical safety standards for pilots and acts as a subject matter expert in pilot carding and certifications. This includes conducting site visits to assess compliance with contractual and safety regulations for aircraft vendors, evaluating aviation program mishap reports, and developing prevention plans. Additionally, this role involves serving as an instructor in human factors and safety management.

The analytical support services contractor provides technical and analytical resources to Fire Management Planning and Predictive Services, which is essential for informing operational capacity and enhancing response decision making.

Managed Business Solutions (MBS), a Sealaska Company, is developing a comprehensive budget data application that acts as a central repository for all fuels program budget-related data and aids in the formulation of the fuels and prevention budget every year.

Branch of Administration and Support

The Branch of Administration and Support oversees essential day-to-day functions of BIA's Central Office and regional coordination with regional fire management organization. This includes leading and assisting with job analyses and workforce recruitments, contracts and agreements, policy development and implementation, communication and public relations, interagency coordination, equipment acquisition and management, documentation, operational procedures and logistical support. These responsibilities are designed to enhance the overall business efficiency and effectiveness of the Division.

Branch of Aviation

The Branch of Aviation oversees and manages national aviation resources and operations that support various missions, including, but not limited to, wildland fire management. The Branch provides aviation services such as aerial firefighting, reconnaissance, and transportation of personnel and supplies. The Branch also provides aviation oversight for Indian Affairs as a whole, including other emergency and non-emergency operations.

Branch of Budget

The Branch of Budget provides financial planning and guidance to DWFM and BIA regions for the national wildland fire management program. In addition, this office distributes funding to regions, monitors expenditures for compliance with congressional intent, and provides data reports for audit and other purposes. This Branch also facilitates agreements with states and federal partners and is involved in invoice processing and various incident business activities. Budget has been directly involved in providing wildland firefighter pay supplements to both federal and Tribal employees.

Branch of Fire Operations

The Branch of Fire Operations oversees the training, safety, firefighter mental health and well-being and Fire Fleet Center programs. This Branch provides national leadership in wildfire preparedness, wildland fire training and workforce development, wildland fire response, wildland fire equipment and apparatus, mental health and well-being and wildland fire safety. This is accomplished through developing national policy, guidance and standards (in alignment with the National Wildfire Coordinating Group) and through providing technical support to all BIA Regions. Furthermore, the Branch of Fire Operations maintains deep engagement with many interagency committees and groups that influence federal wildland fire management, which also carries over to national and international coordination. This Branch continues to maintain and develop the BIA Wildland Fire Management Program as a professional fire management organization.

Branch of Fuels Management

The Branch of Fuels Management includes the Prevention, Post-Wildfire Recovery (PWR), and Reserved Treaty Land Rights (RTRL) programs in addition to hazardous fuels reduction efforts. Communities and ecosystems across Indian Country face serious threats from wildfire, insects and disease, invasive species and climate change. Fuels management actions embrace Tribally embedded tenets and principles of ecosystem health, resilience and cultural values that support the maintenance and restoration of Tribal lands by reducing the potential of severe wildfire in forests, woodlands and rangeland ecosystems.

Section 2. New Administration Priorities (Tribal Engagement)

Branch of Administration and Support

The Division's public affairs staff continue to support recruitment and Tribal engagement efforts through participation in events intended for Tribal members and Tribal leadership including high school graduates, college graduates, professional groups and general Tribal gatherings. Participation in these events informs Tribal members about what DWFM does and how we collaborate with Tribes and support Tribal self-governance and self-determination in addition to bringing jobs and economic support to Tribal communities through recruitment efforts for fire programs.

Public affairs also raise Tribes' awareness about the Division's collaborative initiatives through social media, success stories, and videos that showcase achievements in Indian Country. This includes projects related to RTRL programs, the use of advanced technology to support Tribal land management and fire suppression efforts, community engagement events focused on fire prevention within Native communities, and more.

Branch of Aviation

Aviation awarded three (3) exclusive use contracts for a total of 14 that will primarily support wildland fire suppression within all BIA regions in FY 25. These contracts respond to BIA, Tribal, other federal, and state wildland fires, other emergencies, non-emergencies, and land management projects.

The Red Lake Nation (Minnesota Agency) hosts a type 3 exclusive-use helicopter, a single-engine air tanker, a single-engine water scooper, and an air attack plane on BIA's behalf. These resources are primarily used for wildfire detection and suppression.

CSKT (Flathead Agency) hosts a type 3 exclusive-use helicopter for wildfire detection and suppression on BIA's behalf.

Both above-mentioned programs organize aviation recruitment videos and demonstration flights and participate in recruitment events to hire personnel for their aviation programs.

As of March 2025, the Branch has supported 10 Tribes with uncrewed aircraft system (UAS) pilot training and certifications.

Branch of Budget

Budget supports and engages Tribes through funding fire programs within Tribal communities. Staff collect data on Tribal personnel and communicate with the Office of Wildland Fire on personnel numbers which allowed for necessary regional funding distributions to compensate Tribal fire program personnel. This funding contributes a substantial amount to local Tribal economies which continue to be plagued with limited job opportunities, high poverty rates and limited access to affordable goods and services.

Branch of Fire Operations

Operations provides standards and policy that guide and direct staffing, organizational capacity, and wildfire response including BIA representation in the [National Multi Agency Coordinating Group](#) (NMAC). Tribes are provided the same standards as the federal government to operate a federal wildland fire program with a holistic goal of Trust resource protection. Tribal priorities are considered in all response prioritization processes along with other prioritization considerations.

Training engages Tribal stakeholders with every decision. Training program information is communicated to both federal and Tribal training officers and vetting occurs via government and Tribal fire personnel. A fire management officer training academy is currently being built to focus on both Tribal and federal fire management officer skill building to successfully build and prepare our nation's next generation of fire managers.

The Mental Health and Well-Being Program has a SharePoint site that is accessible to Tribal stakeholders. The site has mental health resources including local resource lists, educational materials and training opportunities. Tribal stakeholders are also invited to a monthly meeting to discuss program updates and share resources and concerns. Tribal stakeholders may also participate in mental health training and education opportunities.

Branch of Fuels Management

Wildfire prevention staff work with Tribes and agencies to reduce human-caused fires on Tribal lands through the development and implementation of wildfire prevention plans. These plans identify the top three human-caused fire categories and recommend strategies to be implemented including community events, school presentations and engaging with Tribal leadership and individuals.

The [RTRL](#) program enhances Tribes' capability to establish Tribe-initiated collaborative fuels management projects and engage in active land management off Tribal Reservations (trust lands) and with other federal and non-federal partners. The RTRL program focuses on the protection of values outside the boundaries of lands held in trust by the federal government, offering respect to the historical homelands of Native Americans designated through past treaties. Projects are developed to meet Tribal objectives aimed at protecting, enhancing and preserving ancestral homelands and the associated values that are sacred to the cultures of Native Americans by implementing fuels treatments in areas where wildland fire hazard potential poses risks to the natural environment.

Post-wildfire recovery program staff provide Tribal community support as [Burned Area Emergency Response](#) (BAER) team members. BAER teams collaborate directly with Tribes to restore, manage, and protect lands and resources after wildfires and other natural disasters. The teams provide TA, funding, and planning support, ensuring that Tribal priorities and traditional knowledge guide recovery efforts in Indian Country.

Section 3. Meetings and Partnerships

Branch of Administration and Support

The Division supports and participates in the efforts of the [Intertribal Timber Council](#) (ITC), a Tribal organization comprising Indian Tribes, Alaska Native Corporations, and individuals dedicated to improving the management of natural resources of importance to Native American communities. The Division works with ITC to explore issues and identify practical strategies and initiatives to promote social, economic and ecological values while protecting and utilizing forests, soil, water and wildlife, supporting Tribal self-governance and self-determination.

Branch of Aviation

Aviation maintains an IAA with the U.S. Fish and Wildlife Service to exchange personnel to conduct prescribed fire treatments and teach fire aviation-related training courses.

Aviation is working with the DOI Office of Aircraft Services to modernize the current UAS fleet. The leading need for improvements is advancements in aerial imagery and hybrid fuel systems.

Branch staff members are engaged in interagency meetings with the [DOI Executive Aviation Subcommittee](#) and the [National Interagency Coordination Committee](#), as well as non-fire entities like the Federal Aviation Administration, the National Aeronautics and Space Administration, the National Aeronautics Administration, and EPA. These meetings support collaborative interagency efforts to further the Bureau's aviation program and OTS mission.

Branch of Fire Operations

Fire Operations' leadership participates as a primary member of NMAC, formed through a joint delegation of authority from the Secretary of the Interior, United States Forest Service Chief, National Association of State Foresters President, and United States Fire Administration Administrator. NMAC establishes national priorities for wildfire, international wildfire assistance, and all risk response. This includes coordination and informing mobilization of all federal resources. NMAC meeting frequencies vary based on operational tempo and administrative needs.

Through an IAA, Operations cooperates with BLM's [National Fire Equipment Program](#) (NFEP) to advise DOI agencies on wildland fire apparatus/equipment development and to acquire professional fire apparatus for BIA.

Training currently has an MOU with BIE focusing on the Pine Ridge and Cheyenne River/Eagle Butte Indian schools. This partnership is focused on teaching basic fire school courses to high school seniors. The courses provide students with early exposure to fire as a career and prepare them mentally for the rigors of the industry while giving them the necessary knowledge to begin physically training for the job.

The BIA Mental Health Program is working closely with other DOI mental health leads to update the National Interagency Fire Center (NIFC) mental health webpage, ensuring alignment and accessibility of mental health resources across agencies. The program has also provided mental health support and consultation to other BIA offices, enhancing cross-agency collaboration where capacity allows.

Branch of Fuels Management

Fuels Management developed an IAA with USGS to develop a pilot methodology that equitably represents Tribal non-tangible and tangible values at risk to wildland fire. In the IAA, USGS is tasked to work directly with two Tribal governments and associated BIA region and national officials. The project is ongoing; all parties have met multiple times to gain the Tribal perspectives on non-tangible values and to facilitate their incorporation into a wildland fire risk profile.

In collaboration with USGS and Tribes, the Branch is supporting the development of a technology transfer training system utilizing terrestrial laser scanning (TLS) technology for advancing Indian Country's monitoring methodology. BIA is funding the comprehensive purchase of training and associated electronic equipment required to support Tribal and BIA staff.

Prevention staff has provided leadership and support to the interagency [Wildfire Prevention Spatial Assessment & Planning Strategies](#) (WPSAPS) software application designed to make wildfire prevention program risk assessment, planning, and accomplishment reporting more efficient and effective. This includes project development leadership, continual testing of upgrades and bug fixes, providing feedback on software issues and identifying future program enhancements.

The Branch worked with DOI to provide BIA guidance for the [2025-002 Guidance for Implementing the Cross Boundary Prescribed Fire Pilot: DOI Assist](#). This included staff attending multiple conference calls and providing document development and review of guidance to ensure BIA is consistent with other bureaus.

Fuels staff collaborated on the development of the post-wildfire recovery program transition to [Interior Fuels and Post Fire Reporting System](#) (IFPRS) with DOI Bureau leads and Office of Wildland Fire and continued to support the BIA transition into IFPRS by scheduling weekly training updates for field staff. In review of version 1.7, staff found numerous performance issues and provided recommendations for resolution.

Section 4. Numbers and Statistics

Branch of Administration and Support

In the first half of FY 25, administrative staff supported efforts to fill nine (9) critical fire management support positions within the Division including an administrative assistant, an administration and support branch chief, an aviation branch chief, a fire ecologist, a national wildland fire fleet and facilities manager, a public affairs specialist, an RTRL/prevention manager, a training specialist for the National Wildfire Coordinating Group, and a training specialist for the Prescribed Fire Training Center. Two (2) temporary promotions (120-day details) were also supported to briefly fill the need for an acting administrative officer and administrative assistant.

In the end of FY 24 and into FY 25, the fire program liaison led multiple town halls for BIA fire staff highlighting nuances and impacts of the new GS-456 fire job series and how to elect to the new series. Additional informational meetings continue to be held with staff as needed on a one-on-one basis regarding the series details. Several additional DOI standard position descriptions were issued in addition to several in the process of being issued, targeting senior subject matter experts in all program areas including smokejumper and aviation positions.

The Division chief, administration and support branch chief and fire program liaison established and have maintained collaboration with the Oklahoma City human resources office (OKC-HR) to ensure bi-weekly calls are scheduled to debrief personnel issues impacting both the Division and the field. These meetings are to ensure timely movement of wildland fire job opportunity announcements and to identify areas of concern or need in advance before they stall or stop hiring progress. Previously, there was no regular communication between the Division and the OKC-HR office, resulting in lack of information sharing and hiring process accountability.

The wildland fire management regional workforce has maintained a total full-time employee count of 400+ over the last two calendar years and we continue to advertise between 5-15 vacancies monthly. Positions that are difficult to fill have been highlighted by the Office of Wildland Fire workforce team on social media platforms, and others have been featured in the Office of Human Capital bi-weekly roundup meetings.

The fire program liaison collaborated with regional fire management leadership to facilitate a consolidated announcement for regional training specialists, resulting in a 70% fill rate. Unfilled regions are currently re-advertising, marking a huge step forward in hiring efficiency.

Public affairs gained an additional staff member in November, bringing the Bureau and Division's public affairs specialist capacity to two (2) total staff members. The public affairs lead has been working with the new staff member to navigate expectations as a federal government employee working at the national level within the BIA wildland fire management program to support both interagency and Bureau mission objectives.

The Division's public affairs staff manage two (2) free social media pages, Facebook and X (formerly Twitter), and content on the BIA website for the Division, with 5,000 views. From October 1, 2024, to March 1, 2025, the Division's Facebook page gained 820 followers, amounting to 10,466 total follows. Demographics of the page is 53.3% male and 46.7% female. The highest difference between male and female followers are between ages 25-34, with twice as many male followers than female followers in this age bracket. The page generally has

the same number of followers by gender between ages 35-54. During this timeframe, the page had 819k total views, reached 230.6k individuals and had 11.8k interactions with content on the page. Analytics are no longer provided to free users of X. The Division has a total of 1,045 followers on X and has gained no additional followers between October 1, 2024, and March 1, 2025. The Division's website content has had approximately 5,000 views during this time.

In coordination with the Branch of Fire Operations, the property management specialist supported the acquisition of four (4) divisional replacement vehicles and 12 aviation and operational command vehicles for various regions and agencies, which totaled \$1M. The modernized fleet meets standardized aviation and operational command vehicle requirements.

Branch of Aviation

Fire aviation contracts generally begin in mid-February and run through October. This season, 14 exclusive-use contracts are scheduled. An on-call helicopter contract has already started in Florida for fire suppression and an enhanced air attack contract has commenced in Oklahoma. Additionally, during the winter months, the on-call helicopter contract successfully completed two (2) special mission assignments to conduct aerial game surveys. Branch staff planned and facilitated these projects with USGS, local Tribes, and a university.

Nearly all BIA agencies and numerous Tribal programs expressed interest in the UAS program managed by the Branch. BIA is the agency with the most next-generation UASs with hybrid fuel systems. As of March 2025, the Branch successfully trained 24 UAS pilots and certified eight (8) of those pilots.

This winter, UAS plastic sphere (aerial ignition) capability was added within the Branch to benefit prescribed fire treatment projects and suppression operations. The Branch is in the process of establishing UAS modules to respond to various UAS needs throughout all BIA offices.

Aviation staff made several visits to the Eastern and Midwest geographic areas to provide aviation technical support as outlined in the DOI Department Manuals DM350-353 and the Indian Affairs Manual part 57. 2024 was another year without any aviation mishaps or incidents, marking a significant achievement for the entire Bureau.

Branch of Budget

The Branch distributed \$245M of appropriated regular funding in FY 24 to BIA regions (including Tribes) and Divisional programs in the areas of preparedness, suppression and fuels management. Budget also monitored and distributed additional funding related to supplemental funding/appropriations, emergency suppression, collections and reimbursements. Budget coordinated and distributed Tribal firefighter supplements totaling \$12.57M to 948 personnel (including 631 full-time employees) for FY 23. Data for the same purpose is still being collected for FY 24 distributions.

Branch of Fire Operations

For this Branch, BIA and Tribal combined personnel fluctuate between 3,000 and 3,500 personnel any given year. We use an [Incident Qualification & Certification System](#) (IQCS), which is being upgraded to version 2.0 in fall of 2025, to track qualifications, training and personnel who have prepared for the fire season by completing their annual fire refresher course and physical pack test. Training staff commonly use data to recognize gaps in necessary fire incident management positions so we can fill those gaps with the required training. The IQCS version 2.0 is being modernized to offer a more intuitive tracking system and to upgrade sections with commonly pertinent and requested information.

The training program is using artificial intelligence (AI) to help build a rapid draft of required units and online/distance learning portions for our forthcoming Fire Management Officer Academy (FMOA). AI helps save time by constructing a reasonable draft which is then vetted, and gaps are filled in by fire and course subject matter experts. This FMOA will be available in the spring of 2025 and has the potential to reach hundreds of future fire management officers.

In January 2025, the Division's mental health managers launched the BIA mental health phone line and email. The mental health phone line and email is the first of its kind within federal wildland fire programs. These communication lines provide BIA fire staff with 24/7 mental health support via an efficient request line that provides a single point of contact for all mental health support requests. In FY 25, the line received seven (7) total requests, including three (3) unit-level requests and approximately four (4) individual requests for mental health assistance. Additionally, the 2025 Red Book has been updated with this information to reflect the standard of care for critical incident stress management and the peer support structure to ensure safe and supportive responses.

In December 2024, the Branch filled the national wildland fire fleet and facilities manager position. This new position will oversee the management and maintenance of the fire fleet inventory in collaboration with the Division's three (3) fire fleet centers. The incumbent will expertly advise fire leadership on fleet replacement and renovation needs and develop policy for all Division-leased or -owned vehicles and motorized equipment.

In March 2025, the national fleet program began accepting new Model 662 Type 6 engines from BFX Fire Apparatus in Weatherford, TX, a company that also builds fire engines for other federal agencies including BLM and the USDA Forest Service. The acquisition contract for this equipment, totaling 24 engines, was awarded in August 2024 through the National Fire Equipment Program. Most engines will be replacing old engines in BIA and Tribal fire programs.

The Division's fire fleet service centers provided valuable assistance in the inspection of the new contractor-built Model 662 Type 6 engines. In March, four (4) of the new engines were transported. BIA Chickasaw Agency representatives picked up their new engine at BFX and the remaining three (3) were transported to fleet centers for later distribution.

The Division funds seven [Interagency Hotshot Crews](#) (IHCs), including three BIA and four Tribal crews, to enhance wildfire suppression capabilities. To strengthen coordination and readiness for the 2025 fire season, DWFM issued a new policy memo, effective January 1, 2025, focusing on improved communication and operational efficiency. In addition, DWFM established a dedicated position to oversee the development and management of these crews, ensuring they are well-trained and adequately staffed and prepared for the upcoming season. This initiative emphasizes collaboration between federal and Tribal entities, fostering a unified approach to fire management and empowering Tribal communities to play an integral role in wildfire response efforts.

Branch of Fuels Management

[Fuels Treatment Effectiveness Monitoring](#) (FTEM) for the 2024 calendar year (CY) was completed in February of 2025. The FTEM reporting system tracks instances of wildfires burning into or adjacent to fuels treatments. Since the geospatial system was launched in 2018, over 23,000 fuels treatments have been shown to have been impacted by wildfire when all federal land management agencies are considered. From 2018 to present, BIA users have completed monitoring on over 5,200 wildfire/treatment interactions occurring in Indian Country.

In most cases of fuels treatments not changing fire behavior in Indian Country, the reason is the age of the treatment in grass and grass-shrub ecosystems. This highlights the need for frequent fuel treatment maintenance in these landscapes.

BIA Fuels Treatment Effectiveness Monitoring Results for Calendar Year 2024

Changed Fire Behavior	Help Control or Manager Fire	Strategically Placed
74%	89%	88%

Fuels staff continues to refine fuels treatment data for FY 26 Fuels Management Program position pre-planning and preliminary Program of Work (POW) required by the Office of Wildland Fire.

ArcGIS online has been utilized to create a repository of spatial datasets in both map viewers and dashboards for fire managers and field staff. The data is being migrated from BIA to NIFC. The fuels web map shows key national fuels datasets such as treatment history out of [National Fire Plan Operations and Reporting System](#) (NFPORS) and the [Interior Fuels and Post Fire Reporting System](#) (IFPRS). Dashboards show spatial summaries of key datasets like Wildfire Hazard Potential.

RTRL and Fire Prevention

MBS continues to develop a budget data application for the Division. The application interacts with the fuels and prevention program databases to maintain current positions, crews, fuels projects, RTRL proposals and supplementals and associated funding, lines of accounting, full-time employees and other program data. The application also provides a central repository for all fuels program budget-related data and facilitates the fuels and prevention budget formulation each year.

From October of 2024 through March of 2025, prevention staff has provided support to 60 Tribes and 185 Tribal communities through direct and indirect assistance, including technical guidance and oversight to prevention programs to reduce human-caused ignition, mitigating wildfire risk to communities, developing wildfire prevention plans and providing supplemental funding assistance for prevention signage and materials as requested and as budget allows.

There are currently 35 reported projects within the RTRL program. Of these projects, six (6) new RTRL projects were approved by BIA in 2024, bringing the total number of RTRL projects funded (since the beginning of the program in 2015) to 106. Approved projects have 4-5-year lifespans from start to finish.

RTRL-funded projects reported 16,565 treated acres in FY 24, according to IFPRS. Acres treated consisted of 9,395 acres of prescribed fire; 4,196 acres of mechanical treatments; and 2,974 acres of chemical and biological treatment types. In addition to acres treated, several other accomplishments were realized from road work, treatment of invasive species, weed eradication, propagation and habitat improvement/restoration of culturally significant native plant and wildlife species, mapping, archaeological surveys, NEPA clearances, plan preparations and treatment monitoring.

The benefits of mitigation actions through avoided costs refer to the money saved by mitigating a wildfire before it occurs, including costs related to property damage, infrastructure damage, healthcare expenses from smoke exposure, and the cost of emergency response operations. Annual reports estimate that mitigation measures from RTRL projects implemented during FY 24 have resulted in \$3,214,366,540 of avoided costs.

Post-Wildfire Recovery

In FY 25, fires on Trust lands led to the approval of \$6.8M in Emergency Stabilization funding and \$3.2M in Burned Area Rehabilitation (BAR) projects.

Additionally, PWR staff continue to collaborate with Tribes on Plant Material Projects aimed at proactively developing plant materials, including nurseries, seed collection, processing and storage. These projects are funded through the BIL-Burned Area Rehabilitation (BIL BAR) program, which supports landscapes unlikely to recover naturally from wildfire. The initiative ensures that essential plant materials are available to restore ecological function, composition and diversity in alignment with existing land management plans.

In FY25, \$3.2M in BIL BAR funding was allocated to four (4) Tribes—the Chemehuevi Indian Tribe, CSKT, the White Mountain Apache Tribe, and the Northern Cheyenne Tribe—to support these critical restoration efforts.

Section 5. Opportunities Realized in FY 25 and Proposed for FY 26

Branch of Administration and Support

In December 2024, the Branch of Administration and Support was established, once the new branch chief position was filled, to finalize the Division's reformed organizational structure. Forming the new Branch required a restructuring of staff, moving the public affairs lead position and the fire liaison position from the supervision of the Division chief into the Branch of Administration and Support. Ongoing work continues for the Branch to become fully operational and efficient, including filling critical vacant positions such as the administrative officer position (previously held by the administration and support branch chief).

The need for an employee business guide to standardize operational and administrative practices and clearly identify employee responsibilities was realized. Staff is working to create this resource and expects the resource to be available to employees by FY 26. The guide will standardize processes and expectations for our organization, not only as a part of BIA, but as a part of OTS. Staff intend to use SharePoint in relation to this guide to post policy, standard operating procedures and current forms that can be updated as often as needed and is accessible to all staff.

A critical need for the Division to support interagency efforts to revamp the Interagency Fire Management Program was realized. As such, the fire program liaison is supporting the Division's Federal Workforce Development Program training specialist on these efforts. These planning efforts will likely continue through FY 26.

Branch of Aviation

To meet the UAS training needs of both BIA and Tribes, Tribal pilots have been integrated into the national unmanned aerial systems cadre.

Branch of Budget

To provide better communication with BIA regions regarding budget updates and to respond to questions from regional staff, Budget implemented a monthly fire business call. Subsequently, the Branch was able to support various regions that required assistance with invoice processing related to fire suppression.

Branch of Fire Operations

Due to the success of the current MOU with BIE, the training program plans to do further outreach with BIE schools in FY 26 to expand our model of teaching Basic Fire School in the school technical programs which already exist at most BIE schools. This will help ensure we have properly trained and prepared recruits to fill both Tribal and federal personnel fire positions. The Basic Fire School will also provide earmarked wildland firefighter job opportunities for outstanding high school seniors who have completed the necessary courses.

Mental health and safety staff began developing a formal Hospital and Family Liaison Program. The program will ensure structured support for personnel and families affected by serious injuries or fatalities. As part of this initiative, IQCS qualifications have been temporarily disabled pending the establishment of new guidance. The Loss of Human Life Handbook is actively in development to provide structured guidance on response protocols.

Mental Health policy development continues with DWFM Mental Health Program procedures being drafted in alignment with [RACA](#) guidelines. The policy, expected to be finalized in FY 26, will support BIA by directing how the mental health program will meet the needs of firefighters and support staff.

Section 6. Challenges

Branch of Administration and Support

Travel requests

Travel request routing for DWFM staff, particularly during wildland fire emergency response and support, has been especially challenging. This results in delayed travel request response times as the process is redundant and does not consider our emergency fire response functions, supervisory levels, Division complexity or the separate funding source (different from the rest of OTS). Consequently, the administrative team has had to develop and adjust instructions multiple times on the proper process; despite these efforts, the system continues to generate errors and not route requests efficiently.

Inventory management

Historically, the administrative officer was assigned as the sole custodial property officer (CPO) for all Divisional assets, making it difficult to filter departmental assets by Branch. To address this, the Division restructured CPO assignments, assigning branch chiefs as the CPO for their branch assets. This change has streamlined asset tracking and improved the organization's management of assets.

Custodial property management

Managing inventory with a single custodial property officer has been difficult due to the need to track both personal property and vehicle/equipment inventory. The property management specialist must work meticulously with the fleet manager to ensure all property and fleet are fully accounted for. Additionally, the Division oversees three (3) fire fleet centers where vehicles are constantly rotated between regions and agencies, increasing the complexity of custodial property inventory management. This is added to the task of managing the regular program vehicles. To address these challenges, we are exploring a potential restructuring of job duties—either by hiring a dedicated inventory specialist in the future or by reallocating responsibilities, assigning either personal property or vehicle inventory to an administrative assistant while keeping the other with the property manager.

Vehicle utilization tracking

The Division does not have a dedicated utilization clerk to enter monthly vehicle utilization data, leaving this responsibility to the Division's sole property management specialist. With an already full workload, completing this task in a timely manner has been challenging. Because of this, we are considering restructuring duties and assigning this task to an administrative assistant or hiring additional staff to improve efficiency and ensure timely reporting.

Onboarding

Onboarding new staff continues to evolve and test the Division due to the need for both BIA human resources and BLM human resources to coordinate the hiring process. New staff must be trained on multiple and sometimes differing processes specific to not just the Department or BIA, but to OTS as well.

Branch of Budget

Some regions are understaffed and unable to process fire invoices in a timely manner. Budget staff were able to assist four (4) regions by processing invoices related to fire suppression. It's imperative that the Branch processes work on a regular/daily basis to make timely funding distributions to regions. If a Branch employee is on leave, that work may not get done in a timely manner. To ensure Tribal programs and regions receive timely funding distributions, Branch staff have been cross trained to address this situation.

Branch of Fire Operations

Tribal Fire personnel training

The Branch of Fire Operations continued to face challenges in fully preparing Tribal fire personnel for fire season. Often, this has to do with the lack of information dissemination regarding training opportunities to some regional fire units, budgetary constraints on travel, and not having any geographic training personnel. The Division has provided a solution in compiling a mass email list encompassing all BIA regional fire staff and sending emails to staff from the new Wildland Fire Learning Portal as a backup. We are also bridging some gaps with more distance and online learning course opportunities. These are not always conducive to the audience and material as fighting fires can be complex and in-person training allows for more engagement and opportunities for questions throughout the training. Many new training programs are now available. New versions of current training systems will require both federal and Tribal personnel to meet new training requirements.

IHC program standards adherence

Over the past few years, the Division noted that our seven IHC programs (3 BIA and 4 Tribal) were not being appropriately reviewed and classified to ensure they meet the requirements of an IHC in accordance with interagency standards and BIA policy. A new policy requires a formal review team development and review process whereby the Fire Operations Branch leadership must agree on the final classification determination. The IHC programs have been offered for three (3) years, beginning January 1, 2025, to ensure they meet IHC Type 1 standards. If they do not meet the standards, the program will be disbanded. The program standard adherence is critical given that the intent of an IHC is to provide the national interagency community with a highly trained and qualified resource that can accept complex and dangerous missions.

Mental health program capacity

Expanding mental health support while balancing capacity continues to prove difficult. The launch of the BIA Mental Health Program has increased demand for mental health support. However, program capacity remains limited, requiring careful prioritization of services. The Division's mental health managers are utilizing virtual education, targeted outreach, and resource-sharing to help maximize impact despite resource constraints. However, in-person site visits offer improved engagement.

Section 7. Best Practices

Branch of Administration and Support

The Branch created a micro purchase acquisition guide. The guide consists of seven (7) steps from start to finish to help employees prepare requisitions for procurement of supplies or services for their program, including sensitive property and information technology-related needs. This guide was created due to the reduction in purchasing authority for the Division down to five staff members. These staff members will provide purchasing support for the whole division.

The Branch set up an email inbox to organize and streamline administrative requests from staff. The inbox allows Divisional staff to submit requests to the administrative inbox where staff distribute taskings and workload among the administrative assistants to ensure timely support to staff.

Branch of Aviation

The Branch developed a storage system for aerial imagery products. Aviators can input data while users can extract it for analysis, GIS integrations, and geo-analysis.

The Branch's contracted enhanced air attack platform aircraft are now equipped with Starlink internet systems to provide real-time data for mapping and infrared capabilities.

Branch of Fire Operations

Following the spirit of the National Fire Leadership Team (NFLT) charter ratified January 2024, operations staff formally established the NFLT Operations Committee and the Hand Crew Subcommittee. Operations is additionally formalizing a Training Subcommittee and Fire Aviation Subcommittee. These committees and subcommittees are developed with BIA fire divisional, regional and unit subject matter experts to help inform, advise, propose and develop policy, direction, and standards for the wildland fire management program.

As a National Fire Equipment Program (NFEP) cooperating agency, the Division is aligning with all other DOI bureaus on vehicle/apparatus reporting including utilization, the inspection process and the confirmation process. Cooperating with the NFEP affords the ability to acquire professionally designed wildland fire vehicles and apparatus that meet or exceed [National Fire Protection Association](#) (NFPA) standards that ensure safe and operationally sound equipment. This also affords BIA the ability to standardize fire vehicles and equipment and improves the acquisition of vehicles and equipment. Further, this process has also improved a cooperative relationship between BIA and BLM to assist with Engine Operator (ENOP) training and vehicle/apparatus acquisition process needs.

Fire operations staff are collaborating with other DOI bureaus and the USDA Forest Service to build and maintain a new fire day job learning management system, the federal Fire Workforce Development Program (FWDP). This program is intended to prepare fire personnel to take on leadership roles within wildland fire management.

The [Wildland Fire Apprentice Program](#) (WFAP) has continued to enroll selected new BIA and Tribal fire personnel into the program. Managed as a fire academy, this program teaches incident-related fire skills in a professional setting focusing on mentorship and on the principles of courage, dedication and ethics.

The BIA Mental Health and Well-being Program managers are contributing to three (3) interagency efforts to advance mental health resources and knowledge for the wildland fire community.

The interagency efforts include:

- The Joint Behavioral Health Program, a collaboration with DOI and Forest Service; efforts are focused on increasing access to mental healthcare when needed.
- A DOI Mental Health resources webpage and development of a casualty assistance program.
- The Mental Health Subcommittee, part of the National Wildlife Coordinating Group (NWCG), focused on developing resources for the wildland fire community, including media messages and incident action plan messages.

Branch of Fuels Management

The Branch developed and issued guidance to BIA Regions on how to account for carryover treatments and activities data entry to ensure adequate planning and accountability of prior years' fuels allocations. The Branch continues to analyze and validate the current FY 25 Regional Fuels BIL Budget Plan to ensure that accountability measures are met in DOI's system of record, IFPRS. Continued fuels management program base funding and BIL budget reconciliation ensure Branch data matches the data submitted in IFPRS.

Staff created a Fuels Equipment Inventory solicitation and tracking system to document all accountable fuels equipment acquisitions, which will enhance the program's accountability of inventory tracking and decision support for future sustainability needs and associated efficient budget planning.

Section 8. Recommendations

Continued support of our FWDP, and our collaboration with BIE to provide high school seniors with fire job training and options for employment. With both funding and manpower, these programs will further our cause of Indian self-determination.

Continued support for mental health and well-being support and resources for federal and Tribal wildland fire personnel. This may include resources to ensure mental health training and education and partnerships with local and national resources.

Hiring of dedicated UAS personnel to meet the BIA mission in support of trust and treaty responsibilities. The shortage of properly qualified personnel limits the ability to meet program objectives effectively, efficiently and safely. Existing personnel have been unduly expected to work beyond their means. Additional UAS personnel would enable us to establish a robust program to support all BIA and Tribes. This would extend to Tribal programs and Tribal personnel to use enhanced technologies to perform daily duties in a safer and more efficient manner.

Section 9. Division Performance Elements

Branch of Fire Operations

The development of and adherence to Bureau and interagency standards for fire qualification, resource management, and standardized fire management organizational design is critical. Operations has developed policy and processes for annual preparedness reviews—including requirements for corrective action plans—to ensure fire management programs meet standards to operationally and safely meet wildland fire management objectives. Continued evaluation of current organizational structure is ongoing, with organizational redesign considerations being discussed to help maximize operational and financial capacity.

Every five (5) years, the fire training program develops a strategic plan that goes to our regions and ad hoc regional training personnel. Our most recent version focuses on ensuring our federal and Tribal personnel are as comprehensively trained and prepared for incident response as possible, given budgetary and logistical issues that arise often. We are always looking to assist Tribes to become more self-sufficient when it comes to training, which includes continuing to provide more distance learning and online learning options and communicating our agency goals of internal and external collaboration with federal, state and Tribal fire partnerships.



Pathways Intern Program logo



*Single bison grazing separately
from the herd*

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Division of Workforce & Youth Development

Section 1. Overview

Mission

The mission of the Division of Workforce and Youth Development is to enhance OTS's ability to carry out the federal Indian trust responsibility by designing and implementing holistic progress strategies that recruit, retain and develop OTS and Tribal workforces and fill competency and hiring gaps.

Staffing

30	full-time employees
7	vacant positions
23	Pathways interns

Branch of Workforce Development

The Branch of Workforce Development designs and implements targeted strategies that enhance workforce competencies and address hiring gaps. Through comprehensive organizational analysis and evaluation, the Branch identifies position-specific challenges and competency gaps and clarifies roles and responsibilities at the agency, regional, and Central Office levels. These efforts lead to the development of Bureau-wide training programs that advance the skills and capabilities of each individual Trust job series.

Branch of Youth Services

The Youth Services Branch serves as the hub for all youth and young adult OTS programs outside of the internship model. The Branch houses the Indian Youth Service Corps (IYSC), a flagship program. It is a 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.

Pathways Internship Program

OTS's Pathways Internship Program connects Native American and Alaska Native students to paid internships with BIA and Tribal Nations across the United States, with a mission to enhance and sustain skill-based talent by empowering students to become skilled professionals and career-ready leaders.

Section 2. New Administration Priorities

Energy Development

- Tailored training programs utilizing the identified competency gaps specific to energy-related roles and challenges
- Workforce readiness through organizational analysis, ensuring energy development projects are staffed with qualified individuals with adequate skillsets
- Efficient onboarding within the various office levels, leading to quicker project execution
- Cultivation of future energy professionals through internships specifically tailored to energy projects and sustainable development initiatives
- Collaborative partnerships connecting students to internships and encouraging collaboration with energy organizations
- Hands-on experience in energy projects, equipping youth with knowledge and skills to contribute to ongoing energy initiatives
- Leadership development for energy initiatives via meaningful engagement in public service projects

Sustainably Developed Natural Resources

- Specialized training highlighting sustainable practices
- Competency building
- Exposure to sustainable resource management focusing internships on field operations, with heavy emphasis on forestry, fire, and rangeland management
- Pipeline to sustainable careers

Land Consolidation

- Building awareness of land management via youth services; the Division will educate younger generation(s) on the significance of land consolidation
- IYSC-led community-based land projects facilitating land consolidation

Tribal Engagement

- Continuing to build a culturally competent workforce, with an emphasis on cultural respect and understanding of Tribal customs, systems and governance structures
- Collaboration with Tribal governments, providing support for Tribal priorities
- Promotion of Tribe-led programs and initiatives
- Continuing to promote and facilitate employment opportunities for enrolled Tribal members
- Engage Tribal youth in cultural preservation

Section 3. Meetings and Partnerships

- Nine (9) organizational partnerships were maintained by the youth services division supporting more than 20 Tribes and their various IYSC projects located in southwest, northwest and western states.
- The Division conducted or attended seven student trainee outreach or recruitment events.

Section 4. Numbers and Statistics

- Nine (9) BIA IYSC projects funded in September 2024
- Roughly 30 host/placement relationships maintained for student trainees in the Pathways program
- Four (4) student trainees converted to full-time positions
- Three (3) student trainees in 180-day conversion process
- Completion of three (3) additional competency gap analyses (0460 Forester, 0549 Irrigation Systems Operator, 0193 Archaeologist)

Section 5. Opportunities Realized in FY25 and Proposed for FY26

Realized

- Initiated implementation of program management tool for Pathways
- Greater direct assistance to Tribal IYSC programs in FY 25
- Started expanding student trainee outreach efforts and number of partners

Proposed

- Increase use of AI for data analysis and reporting
- Increase direct IYSC Tribal assistance
- Increase use of modern technology in student recruitment and outreach efforts
- Expand internship footprint in field-level positions in natural resources
- Establish long-term action plan for Workforce Development branch to best support the OTS mission
- Enhance training library to support OTS core competencies

Section 6. Challenges

Travel limitations

- Prevent ability to build and engage Tribal communities, support field work, and meet partners and youth participants in person
- Limit completion of student trainee outreach events
- Addressing challenge via online avenues of recruitment and meeting platforms

Hiring freeze/hold

- Limits ability to onboard division staff and student trainees
- Affects workforce development and expansion
- Addressing challenge by building frameworks, systems and standard operating procedures (SOPs) to ensure program reach continues to grow; utilize virtual recruitment and compile interest lists for when freeze is lifted

Section 7. Best Practices

- Increased TA mechanisms provided to Tribes through informational webinars
- Increased number of SOPs for staff to follow, ensuring known paths of task completion
- Enhanced use of management platforms provided by leadership, streamlining communications

Section 8. Recommendations

- Refocus Pathways program to support field operations, forestry and natural resources
- Continue to support in development of long-term action plan for Workforce Development branch
- Develop avenues to support staff software proficiency and computer literacy
- Revise and enhance web pages and materials to reflect robust OTS work

Section 9. Division Performance Elements

- Reporting requirements for funded IYSC projects
- Creation of branch-specific final reports
- Utilization of program and task management tools for staff- enhancing efficiency
- Implementation of one-on-one supervisor/staff check-ins
- Increased communications cadence with student trainee hosts, better maintaining Tribal relationships and denoting full support of their youth interested in the federal workforce
- Development and delivery of general competency trainings needed to excel in trust services at all levels

Government Performance & Results Act (GPRA)

Measures

Background

The [Government Performance and Results Act](#) (GPRA) was enacted in 1993 and modernized in 2010, requiring federal agencies to set goals, evaluate their programs, and assess performance. The GPRA Modernization Act of 2010 added requirements for performance improvement officers a Performance Improvement Council, and a government-wide performance website.

GPRA emphasizes using data and evidence to inform policy, budget, and management decisions. The Act promotes transparency and accountability by requiring agencies to publicly report on their performance.

GPRA Measures in OTS

OTS's 13 GPRA Measures (including a new FY 25 mortgage measure)

Program	Measure	FY 24 Target	FY 24 Final	FY 24 Goal Met or Not Met	FY 25 Target
Museum Program	Percentage of museum collections in good condition	91%	85%	Goal not met	85%
Forestry	Timber Sales Prepared & Offered	44.9%	55.6%	Goal met	43.7%
Agriculture & Range	Percentage of range units assessed for utilization	46.8%	57.5%	Goal met	51.5%
Range Management	Grazing permits monitored	36.8%	44.3%	Goal met	36.6%
Real Estate Services	Fee to trust	79%	84%	Goal met	78%
Real Estate Services	<i>NEW!</i> Determination of mortgages received	N/A	N/A	N/A	%
Probate Services	Percent of estates closed	93%	87%	Goal not met	93%
Probate Services	Percent of qualifying probate orders encoded	91.7%	94.2%	Goal met	91.8%
Land, Titles & Records	Percent of land titles certified in 48 Hours	93.9%	96.5%	Goal met	93.2%
Land, Titles & Records	Percent of all land, titles & records office documents accepted & processed	94.64%	96.17%	Goal met	93.76%
Water Management	Maintenance projects completed	91%	74.1%	Goal met	75.14%
Irrigation	Number of miles of functional canals	96.6%	85.2%	Goal not met	94.1%
Irrigation	Percent of water projects completed	67.9%	74.1%	Goal met	72.2%

GPRA Measure 1 Accountable Museum Collections



Museum property

GPRA Measure: BIA museum collections in DOI inventory.

GPRA Formula: Ratio of BIA Museum collections in good condition over all museum collections (maintained according to DOI museum property management).

The Museum Program has prepared and disseminated the FY 25 Annual Museum Inventory to all IA and non-federal repositories that house and exhibit BIA museum collections. As of March 2025, approximately 32% of the annual museum inventories have been received. From the returned annual inventories, we confirm which repositories house or exhibit museum collections and assess the condition status of the objects. The Museum staff continues to proactively prioritize and request travel to conduct site facility assessments at repositories that have not been evaluated and previously received a poor rating (85% are in good condition; 10% are in fair to poor condition; and 5% have not been evaluated).

GPRA Measure 2 Timber Sales Prepared and Offered



BIA foresters walking toward location of a timber sale

GPRA Measure: Timber sale contract volume, paid permit volume, and free use volume, as expressed in board feet, that has been prepared and offered for sale or free use.

GPRA Formula: Total volume of forest products prepared for sale or free use divided by the total volume identified as the annual allowable cut in approved forest management plans.

The cumulative target for the Central Office in FY 24 was set at 44.9%, and this goal was exceeded with actual volume prepared reaching 55.6% for FY 24. The numerator represents the board fee volume of timber prepared for sale, while the denominator reflects the Allowable Annual Cut (AAC). The AAC varies by region based on forest acreage and timber volume, with over 70% coming from the Northwest and Midwest Regions. Despite the overall improvement, only half of the regions achieved their targets. Strategies for FY 25 include tackling obstacles in regional meetings. Focused on workforce recruitment, providing training for field staff, utilizing the National Timber Team, updating Forest Management Plans, and continuing to utilize funding from the Timber Harvest Initiative.

GPRA Measure 3 Percent of Range Units Assessed for Utilization



GPRA Measure: All trust lands included in established range units within the Great Plains, Navajo, Northwest, Pacific, Rocky Mountain, Southwest and Western Regions. Some field agencies have agriculture personnel shortages (vacant rangeland management positions). Despite these challenges, target goals were exceeded.

GPRA Formula: Total number of range units monitored during the reporting year divided by the total number of established range units.

GPRA Measure 4 Percent of Grazing Permits Monitored



GPRA Measure: All grazing permit administered by the BIA or a tribe acting for the BIA under a PL 93-638 contract) within the Great Plains, Navajo, Northwest, Pacific, Rocky Mountain, Southwest and Western Regions.

GPRA Formula: Number of grazing permits monitored divided by the total number of grazing permits active.

GPRA Measure 5 FTT



Boundary between Salt River Indian Reservation and highly populated Scottsdale, AZ.

GPRA Measure: All current land-into-trust applications that are reviewed in the process and culminates in completed determinations. This measure improves processing time on existing applications, not to increase the amount of land taken into trust.

GPRA Formula: Total number of land-into-trust applications reviewed during the fiscal year.

FTT applications were received, reviewed and acknowledged on time, exceeding the target. Five regions met their targets, while two received no applications. Acknowledgement rates improved by 10% over FY24. Southern Plains reached 100% compliance through trial staffing and training. Rocky Mountain faced onboarding challenge, while Eastern had insufficient funding for processing applications. Northwest experienced staffing issues.

GPRA Measure 6 Determination of Mortgages Received



Suquamish Tribe builds home following mortgage lease

GPRA Measure: Land and leasehold mortgage processing time. This measure includes all Indian Affairs land and leasehold mortgage packages that are received during the reporting year resulting in a complete package and requiring a determination. This measure is not meant to increase the number of mortgages but to improve internal processing times on mortgage packages that are submitted.

GPRA Formula: Total number of land and leasehold mortgages received during the current fiscal year that were determined complete and issued a determination during the current fiscal year.

The review is based on Date of Initial Receipt: encoded in the mortgage tracker (SharePoint site); Complete Package Determination: review of mortgage package; Determination: Approval or Denial of Mortgage Tracker Package, Provided require Title Status Report (TSR) to Lender; Case complete.

GPRA Measure 7 Percent of Estates Closed

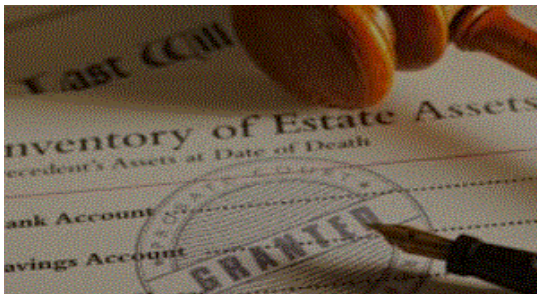


GPRA Measure: All eligible probate estates that were received from the Office of Hearings and Appeals during the reporting year.

GPRA Formula: Estates closed divided by the total number of estates received from OHA in the fiscal year.

All eligible probate estates that were received from OHA during the reporting year. BOP closed 40% of estates in Quarter 1 of FY25, on track to meet the annual 93% target. On a positive note, staff are enhancing training and forming teams to tackle complex cases. Familiarity with the new probate tracking system is improving, but challenges remain due to staff shortages and funding issues. Multiple regions are processing modifications that require reopening cases, which is time-consuming. Staff continue to ensure proper status updates for effective collaboration with LTRO and the Bureau of Trust Funds Administration.

GPRA Measure 8 Percent of Qualifying Probate Orders Encoded within 72 Hours



GPRA Measure: All complete and non-defective final probate orders recorded at the LTRO during the reporting period within 72 hours after the expiration of the probate appeal period.

GPRA Formula: Qualifying probate orders encoded divided by the total number of qualifying probate orders received.

All complete and non-defective final probate orders recorded at the LTRO during the reporting period. This control tracks the percentage of complete, non-defective probate orders processed within 3 business days (72 hours) and non-probate conveyance documents processed within 2 business days (48 hours) at the LTRO. Seven out of nine program offices met or exceeded targets. LTROs that fell short were due to staffing or workload challenges affecting their processing times. Overall, the offices achieved a 98.4% success rate (704 out of 764), surpassing the target of 91.7% for timely encoding of non-defective final probate orders and non-probate conveyances.

GPRA Measure 9 Percent of Land Titles Certified Within 48 Hours



GPRA Measure: All complete and non-defective land titles certified at the LTRO during the reporting period.

GPRA Formula: All complete and non-defective land titles certified over the total number of land titles received.

The control monitors the percent of Titles that are certified in 48 hours and begins when the ownership is applied due to change in ownership from a probate document or a non-probate conveyance document. LTRO met or exceeded the target goal for the first quarter. Together all offices achieved 7080 of 7192 records for a national average of 98.4% above the target goal of 93.2%

GPRA Measure 10

All LTRO Documents Accepted & Processed

GPRA Measure: Percent of qualifying documents recorded within established timeframes. Monitors the percent of all land titles and records and other documents accepted and processed (recorded) by LTRO during the reporting period according to established performance timeframes.

GPRA Formula: The total number of complete documents accepted and processed by LTRO during reporting period over total number of received documents accepted and processed by LTRO during reporting period.

Percent of qualifying documents recorded within established timeframes. Monitors the percent of all land titles and records and other documents accepted and processed (recorded) by LTRO during the reporting period according to established performance timeframes. This contract monitors the percent of all land titles and records and other documents received by LTRO during the reporting period according to established performance timeframes. This measure was developed specifically to align with the Secretaries Strategic Plan. 7 of 9 of the LTROs met or exceeded this measure. Together, all offices achieved 4,584 of 4,652 records for national average of 96.17% above the target.

GPRA Measure 11

Maintenance Projects Completed



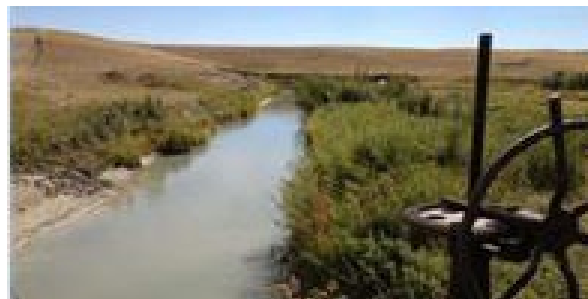
Chester Dam, AK.

GPRA Measure: Percentage of maintenance projects that are completed within established time frames. The percent of maintenance projects on acres irrigated on Indian owned or operated lands from revenue-generating irrigation projects owned by BIA.

GPRA Formula: The number of maintenance projects completed divided by the number of maintenance projects initiated and in process during the reporting year.

GPRA Measure 12

Number of Miles of Functional Canals



Canal on Indian land

GPRA Measure: Total miles of functional canals compared with the total miles of canals servicing BIA-owned irrigation projects.

GPRA Formula: Number of functional canal miles out of total miles of canal.

GPRA Measure 13

Percent of Water Projects Completed



Two Medicine Dam, Blackfeet Reservation, MT.

GPRA Measure: The total number of funded water management projects completed in the current fiscal year divided by the total number of funded water management projects funded and expected to be completed in the current fiscal year.

GPRA Formula: Ratio of completed projects over the number of expected projects.

Acronyms

A-123	Office of Management and Budget, Circular A-123
AA	Antiquities Act
AAC	Allowable Annual Cut
AAM	American Alliance of Museums
AAP	Annual Awards Program
ABI	American Broadband Initiative
A&D	Acquisition & Disposal
AG	Agriculture
AHMR	Abandoned Hardrock Mine Reclamation Program
AI	Artificial Intelligence
AOTR	Awarding Official Technical Representative
APD	Application for Permit to Drill
ARPA	Archaeological Resources Protection Act
AS-IA	Assistant Secretary-Indian Affairs
ATO	Authority to Operate
AVSO	Appraisal & Valuation Services Office
AWS	Alternate Work Schedule
BAER	Burned Area Emergency Response
BAR	Burned Area Rehabilitation
BARD	Branch of Agriculture & Rangeland Development
BCI	Bison Conservation Initiative
BCRM	Branch of Cultural Resources & Museum Program
BEMCD	Branch of Energy & Mineral Capacity Development
BEMIGD	Branch of Energy and Mineral Integration & Grants Deployment
BES	Branch of Environmental Services
BFIP	Branch of Forest Inventory & Planning
BFM	Branch of Fluid Minerals
BFWR	Branch of Fisheries, Wildlife & Recreation
BIA	Bureau of Indian Affairs
BIE	Bureau of Indian Education
BIL	Bipartisan Infrastructure Law
BIL BAR	Bipartisan Infrastructure Law – Burned Area Rehabilitation
BILS	Bureau of Indian Land Surveyors
BIP	Branch of Irrigation & Power
BLM	Bureau of Land Management
BOGS	Branch of Geospatial Support
BOR	Bureau of Reclamation
BPS	Branch of Probate Services
BRAD	Branch of Renewables and Distributed Generation
BRS	Branch of Resource Solutions
BSM	Branch of Solid Minerals
BTCR	Branch of Tribal Community Resilience
BTFA	Bureau of Trust Funds Administration

CA	Communitization Agreement
CASC	Climate Adaptation Science Center
C&D	Construction & Demolition
CE	Categorical Exclusion
CERCLA	Comprehensive Environmental Response Compensation & Liability Act
CESU	Cooperative Ecosystem Studies Unit
CFI	Continuous Forest Inventory
CFR	Code of Federal Regulations
CGI	Consultants to Government & Industry, Inc.
CISM	Critical Incident Stress Management
COLT	Coalition of Large Tribes
COTR	Contracting Officer's Technical Representative
CPO	Custodial Property Officer
CR	Continuing Resolution
CRA	Colorado River Authority
CRIIP	Colorado River Indian Irrigation Project
CSKT	Confederated Salish & Kootenai Tribe
CITAP	Coordinated Interagency Transmission Authorizations & Permits
CY	Calendar Year
DEMD	Division of Energy & Mineral Development
DESCRM	Division of Environmental Services and Cultural Resources Management
DME	Division of Mineral Evaluation
DNR	Division of Natural Resources
DOE	Department of Energy
DOE-IE	Department of Energy, Office of Indian Energy Policy & Programs
DOF	Division of Forestry
DOGE	Department of Government Efficiency
DOI	Department of the Interior
DOJ	Department of Justice
DPMC	Division of Program Management & Coordination
DRES	Division of Real Estate Services
DRIS	Division of Resource Integration and Services
DTAOT	Division of Trust Asset Ownership & Title
DTLC	Division of Trust Land Consolidation
DTS	Data Tracking System
DSTS	Decision Support Tool Systems
DWFM	Division of Wildland Fire Management
DWP	Division of Water & Power
DWYD	Division of Workforce & Youth Development
EA	Environmental Assessment
EAP	Emergency Action Plan
EBCI	Eastern Band of Cherokee Indians
eFEDS	Electronic Federal Expense Disclosures
EIS	Environmental Impact Statement
ELA	Enterprise Licensing Agreement

EM	Emergency Management
EMC	Branch of Energy and Mineral Capacity Development
EMDP	Energy and Mineral Development Program
EMDS	Ecosystem Management Decision Support
EMG	Executive Management Group
ENOP	Engine Operator
EO	Executive Orders
EOP	Explanation of Payment
EPA	Environmental Protection Act
EPAct2005	Energy Policy Act of 2005, as amended
ESRI	Environmental Systems Research Institute
EWS	Early Warning System
FAST-41	Fixing America's Surface Transportation Act
FBA	Fort Berthold Agency
FBMS	Financial Business Management System
FEDRAMP	Federal Risk & Authorization Management Program
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FIIP	Flathead Indian Irrigation Project
FIPSC	Federal Permitting Improvement Steering Committee
FMD	Federal Mining Dialogue
FMIP	Forest Management Inventory & Planning
FMOA	Fire Management Officer Academy
FMV	Fair Market Value
FOIA	Freedom of Information Act
FPAC	Farm Production and Conservation Business Center
FPISC	Federal Permitting Improvement Steering Committee
FSA	Farm Services Administration
FTEM	Fuels Treatment Effectiveness Monitoring
FTT	Fee to Trust
FWAP	Fire Workforce Development Program
FWDP	Federal Fire Workforce Development Program
FX	Functional Exercises
FY	Fiscal Year
GAO	General Accounting Office
GDEV	Branch of Geodata Examination and Validation
GDS	Geotechnical Data Support
GIS	Geographic Information System
GPRA	Government Performance and Results Act
GS	General Schedule
HAATS	HEARTH Act Application Tracking System
HEARTH Act	Helping Expedite & Advance Responsible Homeownership Act
HUD	U.S. Housing and Urban Development

IA	Indian Affairs
IAA	Interagency Agreement
IAC	Indicated Annual Cut
IAM	Indian Affairs Manual
IDSA	Indian Dam Safety Act of 1994
IEMSC	Indian Energy & Mineral Steering Committee
IESC	Indian Energy Service Center
IFPRS	Interior Fuels and Post Fire Reporting System
IHCs	Interagency Hotshot Crews
IIM	Individual Indian Money
IIP	Indian Irrigation Project
ILCA	Indian Land Consolidation Act
ILOG	In Lieu of Grants
ILT	Indian Land Tenure
IMDA	Indian Mineral Development Act of 1982
IMPLAN	Impact for Analysis for Planning
IQCS	Incident Qualification System
IRA	Inflation Reduction Act
IT	Information Technology
ITARA	Indian Trust Asset Reform Act
ITRC	Irrigation Training and Research Center
ITC	Intertribal Timber Council
ITEP	Institute for Tribal Environmental Professionals
ITRC	Irrigation Training Research Center
LiDAR	Light Detection & Ranging
LDEVS	Land Description Examination & Validation
LPA	Land Purchase Account
LTRO	Land, Titles & Records Office
MAXIMO	IBM Maximo Application Suite, Enterprise Asset Management platform
MBS	Managed Business Solutions
MFA	Multi-Factor Authentication
MHA	Mandan, Hidatsa and Arikara Nation, aka Three Affiliated Tribes
MMU	Missing and Murdered Unit
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRAD	Minerals Royalty Account Distribution
MUG	Mineral User Group
MW	Megawatt
NAFWS	Native American Fish and Wildlife Society
NAGPRA	Native American Graves Protection and Repatriation Act
NMAC	National Multi Agency Coordinating Group
NAPE	National American Prospect Exposition
NARA	National Archive and Records Administration
NASP 19	National Advanced Silviculture Program Class 19
NEPA	National Environmental Policy Act

NFEP	National Fire Equipment Program
NFLT	National Fire Leadership Team
NFPA	National Fire Protection Association
NFPORS	National Fire Plan Operations and Reporting System
NHPA	National Historic Preservation Act
NID	National Inventory of Dams
NIFC	National Interagency Fire Center
NIFRMA	National Indian Forest Resources Management Act of 1990
NIIMS	National Irrigation Information Management System
NIOGEMS	National Indian Oil & Gas, Energy, and Minerals System
NMAC	National Multi Agency Coordinating Group
NOAA	National Oceanic & Atmospheric Administration
NOC	National Operations Center
NOFO	Notice of Funding Opportunity
NPS	National Park Service
NRCS	Natural Resource Conservation Service
NTIA	National Telecommunication & Information Administration
NWCG	National Wildfire Coordination Group
NYCALC	Native Youth Community Adaptation Leadership Congress

O&M	Operation & Maintenance
OHA	Office of Hearings & Appeals
OHCM	Office of Human Capital Management
OIG	Office of Inspector General
OIS	Office of Indian Services
OIT	Office of Information Technology
OJS	Office of Justice Services
OKC-HR	Oklahoma City Human Resources
OMB	Office of Management & Budget
ONRR	Office of Natural Resources Revenue
OPM	Office of Personnel Management
OTS	Office of Trust Services
OWF	Office of Wildland Fire
OWPO	Orphaned Well Program Office

POW	Program of Work
PRIIP	Pine River Indian Irrigation Project
PRO	Pacific Regional Office
PWR	Post-wildfire Recovery

QR	Quick Response Code
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RACA	Regulatory Affairs and Collaborative Action
RES	Real Estate Services
RESC	Renewable Energy and Sustainability Conference
RFP	Request for Proposals
ROW	Right-of-Way
RTRL	Reserved Treaty Rights Land

RVIT	Round Valley Indian Tribe
SAMS	Single Account Modification Systems
SAP	German company develops enterprise application software
SCADA	Supervisory Control & Data Acquisition
SCIP	San Carlos Irrigation Project
SAP SF HANA	S/4HANA platform for enterprise resource planning
SFIS	Santa Fe Indian School
SME	Subject Matter Expert
SO	Secretarial Orders
SOD	Safety of Dams Branch
SOL	DOI, Office of the Solicitor
SOP	Standard Operating Procedures
SSR	Special Salary Rates
STAT	Solution Trust Accountability Tracker
STEM	Science, Technology, Engineering & Mathematics
TA	Technical Assistance
TAAMS	Trust Asset and Accounting Management System
TAPS	Tracking Accountability Productivity System
TBAC	Tribal Budget Advisory Council
TCMB	TAAMS Change Management Board
TIBC	Tribal Interior Budget Council
TBCP	Tribal Broadband Connectivity Program
TBD	To be determined
TCMB	TAAMS Change Management Board
TEDC	Tribal Energy Development Capacity grant program
TEDO	Tribal Energy Development Organizations
TERA	Tribal Energy Resource Agreements
TESD	Tribal Energy and Self-Determination Act
TFO	Tribally Funded Offer
TFPA	Tribal Forest Protection Act
TLC	Trust Land Consolidation
TLS	Terrestrial Laser Scanning
TPA	Tribal Priority Allocation
TSR	Title Status Report
TTX	Tabletop Exercises
TUA	Tribal Utility Authority
U&O	Uintah & Ouray Tribe
UAS	Uncrewed Aircraft System
UAT	User Acceptance Testing
USACE	U.S. Army Corps of Engineers
U.S.C.	United States Code
USDA	U.S. Department of Agriculture
USFWS	U.S. Fish and Wildlife Service
USGS	U.S. Geological Survey

USHUD	U.S. Housing & Urban Development
WBS	Work Breakdown Structure
WFAP	Wildland Fire Apprentice Program
WHCNAA	White House Council on Native American Affairs
WIIN	Water Infrastructure Improvements for the Nation
WIIP	Wapato Indian Irrigation Project
WMPPD	Water Management Planning & Pre-Development Program
WPSAPS	Wildfire Prevention Spatial Assessment & Planning Strategies
WR	Water Resources
WRNL	Water Rights Negotiation Litigation Program
WRTT	Water Resources Technician Training