



# Organizational Assessment | 2024

## WHAT WE DO

*Conduct fair, objective, and independent oversight of the programs and operations of the U.S. Department of the Interior (DOI)*

**PRIORITIZE** oversight in high-risk and high-impact areas

**DELIVER** high-quality, timely work products

**DRIVE CHANGE** by making recommendations for improvement and tracking their implementation

**ENGAGE** with stakeholders to prevent and detect fraud and improve accountability

## OUR CORE VALUES



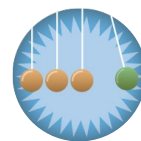
### INTEGRITY

We demonstrate our integrity by acting with honesty and professionalism. We treat people with dignity and respect.



### OBJECTIVITY

Objectivity is the foundation of our work. We maintain independence, gather all relevant facts, and base our findings on supportable evidence.



### IMPACT

Our excellent work products provide decision makers with information so they can take corrective actions. We strive for continuous improvement in our own organization and the DOI.



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### DOI Bureaus and Select DOI Offices

<b>BIA</b> Bureau of Indian Affairs	<b>IA</b> Indian Affairs
<b>BIE</b> Bureau of Indian Education	<b>NPS</b> National Park Service
<b>BLM</b> Bureau of Land Management	<b>OIA</b> Office of Insular Affairs
<b>BOEM</b> Bureau of Ocean Energy Management	<b>ONRR</b> Office of Natural Resources Revenue
<b>BOR</b> Bureau of Reclamation	<b>OS</b> Office of the Secretary
<b>BSEE</b> Bureau of Safety and Environmental Enforcement	<b>OSMRE</b> Office of Surface Mining Reclamation and Enforcement
<b>FWS</b> U.S. Fish and Wildlife Service	<b>USGS</b> U.S. Geological Survey

### Select Office of Inspector General (OIG) Offices

<b>AIE</b> Audits, Inspections, and Evaluations	<b>OI</b> Office of Investigations
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### Special Appropriations Received by DOI for Specific Programs and Priorities

<b>GAOA</b> Great American Outdoors Act	<b>IIJA</b> Infrastructure Investment and Jobs Act
<b>IRA</b> Inflation Reduction Act of 2022	





## Message From the Inspector General

I am pleased to present the fiscal year (FY) 2024 organizational assessment for the U.S. Department of the Interior (DOI) Office of Inspector General (OIG). We promote good Government by conducting fair, objective, and independent oversight of the Interior Department's programs. Our value is in safeguarding taxpayer dollars and fostering transparency by reporting on what is happening within DOI and providing actionable recommendations to promote accountability, integrity, economy, efficiency, and effectiveness.

The Interior Department has a broad mission and portfolio. It manages 20 percent of the Nation's lands and receives hundreds of millions of visitors to national parks and other public lands every year. DOI spends billions of dollars on acquisitions and financial assistance to execute its mission and collects and disperses billions in revenue from energy production on public lands. It also seeks to fulfill our nation's obligations to 574 federally recognized Tribal Nations.

In light of the Department's wide-ranging portfolio, we prioritize our oversight where we will have a significant impact and promote sound fiscal stewardship. With that in mind, we focus on high-risk issues facing DOI, such as new programs that are just starting up, existing programs that received a significant uptick in funding, and programs that involve public health and safety. Our work has shown that new funding is particularly vulnerable to fraud, waste, and mismanagement. DOI's resources increased considerably through special appropriations provided by the Great American Outdoors Act (GAOA), the Infrastructure Investment and Jobs Act (IIJA), and the Inflation Reduction Act (IRA). Accordingly, our independent oversight is designed to help the Department mitigate risks in such programs and ensure taxpayer funds achieve intended goals.

This reporting period marks five years since I became DOI's Inspector General. Reflecting on this milestone, there are two things that I am most proud of: the public servants throughout our office who work hard to achieve our mission and the oversight products we issue that promote accountability and improve DOI's programs and operations. During this five-year period, our investigations have resulted in \$161.8 million in investigative recoveries, 58 convictions, 55 personnel actions, and 67 procurement remedies. In addition, we issued more than 250 reports that included over 1,300 recommendations. DOI agreed with our conclusions and recommendations 95 percent of the time and has already implemented two-thirds of these recommendations.



In addition to producing these outstanding results, we have also focused on strengthening the impact of our oversight by adapting and innovating within our own office. In just five years, we took several strategic actions to evolve our office:

- Created a Data Analytics Unit to sift through huge streams of data flowing through DOI to help identify vulnerabilities and areas that need oversight and accelerate and amplify the efforts of front-line auditors and agents;
- Consolidated our communications functions to be more responsive and enhance our engagement with our stakeholders and the American public;

- Realigned our audits apart from our inspections and evaluations to deliver agile oversight products, including rapid-issue reports to provide actionable information promptly and concisely;
- Hired investigative attorneys in our Special Investigations and Reviews unit to conduct sensitive investigations and prepare complex reports and analyses;
- Dedicated staff to coordinate and conduct our IRA and IIJA oversight;
- Updated our report review process to become nimbler with continued focused on improving product delivery according to planned milestones; and
- Launched a new dashboard this year to provide real-time information on the status of our open recommendations to promote transparency and enable our stakeholders to track DOI's efforts to fix the important issues we identified.

It has been my honor to lead DOI's OIG over the last five years. We have an exceptional team whose dedication to our mission resulted in the accomplishments and information presented in this annual assessment. We remain committed to making an impact through oversight in high-risk areas and aim to deliver timely, high-quality products that contain relevant information and actionable recommendations to ensure DOI's programs benefit the American people. I am proud to share the results of this work with our stakeholders and the public.

Mark Lee Greenblatt  
Inspector General

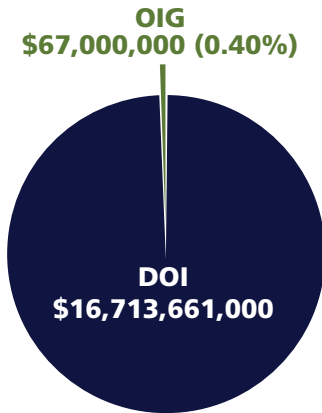


# Resources

With a small fraction of the DOI's resources, we must carefully prioritize our work.

	BASE APPROPRIATIONS	FULL-TIME EMPLOYEES
<b>DOI</b>	<b>▶ \$16,713,661,000</b>	<b>▶ 64,247</b>
<b>OIG</b>	<b>▶ \$67,000,000</b>	<b>▶ 290</b>

OIG's base appropriation is a sliver of the DOI's:



We take a risk-based approach in selecting our projects to maximize the value of our oversight work to the Department and our stakeholders.

When prioritizing work we consider a variety of factors, including:

- HEALTH AND SAFETY** Disaster preparedness and recovery, public safety at national parks
- CYBERSECURITY** Information system security, software approval, and authorization
- SIGNIFICANT SPENDING AND REVENUE** Special appropriations, grants and contracts, energy revenue
- TRIBAL NATIONS AND INSULAR COMMUNITIES** Conditions of BIE-funded schools in Indian Country, management of Tribal trust funds
- PUBLIC TRUST** Misconduct or mismanagement by high-level officials

In addition to their base appropriations, the DOI and OIG received significant supplemental funding in recent years through the IIJA and IRA. DOI also received additional funding through GAOA; however, the OIG did not.

The OIG has a broad mandate to oversee the DOI's expansive programs and operations.



## LAND MANAGEMENT OF

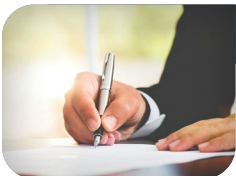
**MORE THAN 480 MILLION**  
ACRES OF PUBLIC LANDS

**56 MILLION**  
ACRES OF INDIAN TRUST LANDS



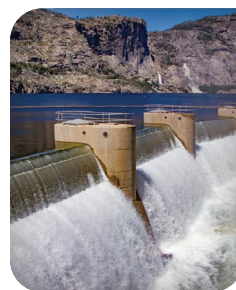
## TRIBAL TRUST FOR

**1.9 MILLION**  
AMERICAN INDIANS  
AND ALASKA NATIVES



## CONTRACTS AND GRANTS

**WORTH APPROXIMATELY \$20.2 BILLION**  
IN FY 2024



## WATER

**SUPPLIED TO 17 STATES**  
IN THE AMERICAN WEST

**GENERATED 14 PERCENT**  
OF U.S. HYDROPOWER



## ENERGY PRODUCTION

**EQUAL TO 18 PERCENT**  
OF U.S. ENERGY PRODUCTION

**RECEIVED \$16 BILLION**  
IN REVENUE IN FY 2024 FOR  
DISBURSEMENT TO TRIBES,  
STATES, SPECIFIC GOVERNMENT  
PROGRAMS AND AGENCIES,  
AND THE U.S. TREASURY

Sources: iStock and Shutterstock



# Building Public Trust Through Prevention and Objective Information

We take actions to prevent wrongdoing and mismanagement. We develop fact-based, objective reports on the DOI's programs and operations and also address allegations of individual misconduct.

## Our work protected U.S. taxpayer dollars.

**6 DEPARTMENT ACTIONS** were taken by the DOI in FY 2024 based on OIG referrals. These actions protect taxpayer dollars by preventing entities that engage in improper conduct or perform poorly from doing business with the Government.

## We provided fraud-awareness training to prevent wrongdoing.

**4,034 INDIVIDUALS RECEIVED TRAINING** from our office during outreach presentations and events in FY 2024. We gave these presentations to DOI employees, contractors, and grantees to prevent and detect wrongdoing and mismanagement. This included training in Palau at the Association of Pacific Islands Public Auditors conference (pictured) as well as the DOI OIG's first-ever Indian Country White Collar Crime Investigations training course to members of Tribal law enforcement.



Source: DOI OIG

## We produced reports that provided information to stakeholders.

AIE  
**40**



Source: iStock

OI  
**45**

## We continued to share information about our organization's work through public hearings and made information about our open recommendations available online.

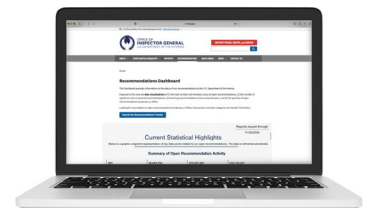
**On January 10, 2024**, Inspector General Mark Greenblatt testified on the NPS's deferred maintenance backlog at a joint oversight hearing before the House Committee on Natural Resources, Subcommittee on Oversight and Investigations and the Subcommittee on Federal Lands. (<https://youtu.be/hsP8z0s6EME>)



**On July 23, 2024**, Assistant Inspector General Matthew Elliot testified on the OIG's work regarding Haskell Indian Nations University at a joint hearing before the House Committee on Natural Resources, Subcommittee on Oversight and Investigations and the House Committee on Education and the Workforce Subcommittee on Higher Education and Workforce Development. (<https://youtu.be/SHstjUJrPog>)



**Data on open recommendations** are now available online (<https://www.doiig.gov/recommendations>). This resource provides a searchable list of open recommendations and identifies all significant and unresolved recommendations that have not been implemented. Since the listing includes only open recommendations, it does not include all recommendations made in each report.



Sources: iStock and [www.doiig.gov](https://www.doiig.gov)





# Promoting Positive Change and Accountability

We provide information to decision makers to recover taxpayer dollars, improve DOI operations and programs, and hold wrongdoers accountable.

## In FY 2024:



We identified \$73.8 million in questioned, wasted, defrauded, and uncollected funds.

OI - \$59,908,738

AIE - \$13,895,123



TOTAL: \$73,803,861



DOI implemented our recommendations and acted on our investigative referrals.

286

AIE Recommendations Made

13

DOI Referrals for Action

239\*

26\*

AIE Recommendations Closed

DOI Agency Actions Taken

\*Includes those made in prior years.



Our findings held wrongdoers accountable through criminal convictions.

Months sentenced as:

54

Jail Time

Probation  
528

Hours of community service:

200



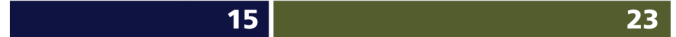
The Office of Management and Budget (OMB) and Congress used our work to improve policies and authorizations.

- Based on our management advisory, *Unfunded Liabilities for Wildlife and Sport Fish Restoration Program Grants*, OMB updated the Uniform Grants Guidance (2 C.F.R. Part 200) to clarify the extent to which grant funds can be used for unfunded pension liabilities.
- As a result of our management advisory, *Availability of Administrative Funds for Land and Water Conservation Fund State Side Grants*, Congress authorized NPS to use up to 7 percent of the grant funds to cover its administrative costs in FYs 2023 and 2024.



Our reports spanned our portfolio of oversight priorities.

Financial Management



Employee Misconduct



Tribal Nations



Energy Revenue



Infrastructure Spending



Ethics Violations



Cybersecurity



Human Capital

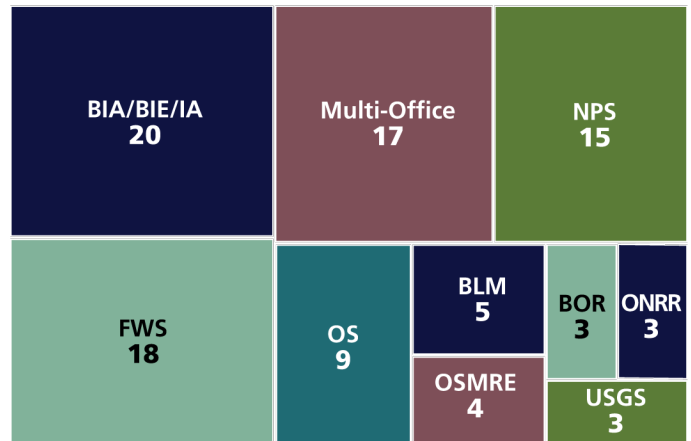


### LEGEND

OI AIE



Our most reviewed bureaus and offices included the BIA, BIE, and IA; FWS; and NPS. Additionally, 17 reviews included multiple offices or bureaus.





## Positive Impact From Effective Government Oversight

Our findings on several critical matters in FY 2024 demonstrate the importance of effective Federal Government oversight and highlight our positive impact on DOI.

### THE NATIONAL PARK SERVICE DID NOT ADEQUATELY OVERSEE THE GUARD SERVICES CONTRACT AT THE STATUE OF LIBERTY NATIONAL MONUMENT

Our audit of the \$44 million contract for unarmed guard services for the Statue of Liberty and Ellis Island in New York and New Jersey, respectively, found that the Contractor was not meeting various contract terms and conditions. Specifically, we observed two contract employees using personal cell phones to watch what appeared to be a soccer game while they were assigned to screen visitors at the x-ray machine to ensure unauthorized items were not being brought onto the site. This site has millions of visitors annually—3.73 million in 2023 alone—and it is the security personnel’s duty to monitor and protect these visitors. The audit also identified almost \$1 million in costs that were unsupported or unapproved due to an inadequate and inappropriate timekeeping system, as well as contract deficiencies related to identification cards and personnel documents. We made 14 recommendations to help ensure that the Contractor is fulfilling its requirements and that NPS is providing adequate contract oversight.



Source: DOI OIG

### INDIAN AFFAIRS IS UNABLE TO EFFECTIVELY MANAGE DEFERRED MAINTENANCE OF SCHOOL FACILITIES

IA’s facility management system reported over \$1 billion in deferred maintenance at BIE-funded school facilities as of September 2022. Because of longstanding issues with facility conditions at BIE-funded schools and additional funding provided for deferred maintenance through GAOA, we evaluated IA’s deferred maintenance management at these facilities. We found that IA was unable to effectively manage deferred maintenance due, in part, to funding delays, processing work orders based on an arbitrary monetary threshold, limited project management capacity, and unreliable work order data. We identified deferred maintenance work orders that, even 22 years after approval, were still not funded. We made nine recommendations that, if implemented, will help IA and BIE improve the management of deferred maintenance at school facilities.



Source: DOI OIG

### THE U.S. DEPARTMENT OF THE INTERIOR NEEDS TO BETTER PROTECT DATA STORED IN THE CLOUD FROM THE RISK OF UNAUTHORIZED ACCESS

Our evaluation found that weaknesses in DOI’s cyber risk management and governance could cause mission disruptions, compromise data, and lead to misuse of public funds. We mimicked a sophisticated adversary attempting to exfiltrate (steal) fictitious sensitive data from a DOI cloud-based system. As part of a week-long series of tests, we exfiltrated more than a gigabyte of data, containing over 30 million fictitious records with personally identifiable information. We also monitored DOI’s computer logs and incident tracking system in real time during our 100-plus tests and determined that none of the tests were either prevented by its data loss prevention (DLP) solution or recognized as malicious activity by DOI IT security analysts. Our tests succeeded because DOI failed to implement a DLP solution capable of either preventing or detecting well-known and widely used techniques employed by malicious actors to steal sensitive data.

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## Positive Impact From Effective Government Oversight

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We made 10 recommendations to help strengthen DOI's cyber risk management, contractor oversight, and IT governance practices for its cloud services.

### ENERGY INVESTIGATIONS OF UNPAID MINERAL ROYALTIES LEAD TO \$60.6 MILLION IN SETTLEMENTS

Our investigations of violations of the False Claims Act led to the recovery\* of over \$60 million in lost revenue associated with over 1,000 Federal mineral leases administered by the Government. One investigation determined that an energy and gas company underpaid Federal royalties associated with its oil and gas production from Federal leases and provided false, misleading, or inaccurate information to ONRR.

Another investigation determined that an energy company knowingly underpaid royalties owed on natural gas produced from Federal and Native American lands. Both cases were referred to the U.S. Department of Justice (DOJ). The energy and gas company settled the DOJ case for \$34.6 million and agreed to pay ONRR an additional \$10 million. The other energy company settled its case with the DOJ for \$16 million.

\*The revenue was recovered over multiple fiscal years.



Source: iStock

### INVESTIGATIONS OF ALLEGED ETHICS VIOLATIONS

We conducted ethics investigations of two high-ranking DOI officials: then-Deputy Secretary of the Interior Tommy P. Beaudreau and then-Principal Deputy Assistant Secretary for Land and Minerals Management Laura Daniel-Davis. We found that Beaudreau failed to monitor his investment account and recuse himself from particular matters in which he held a financial interest as required by his ethics agreement. We also found that Beaudreau owned stock in two oil companies for approximately one year in violation of the DOI's supplemental ethics regulations and standards and that he violated additional ethics regulations when he participated in the Well Control Rule meeting on June 14, 2023. However, we determined that Daniel-Davis' conduct was not restricted or prohibited by ethics regulations because she did not participate in any particular matter involving specific parties in which her former employer was a party or represented a party.

### AWARD-WINNING WORK

The Council of the Inspectors General on Integrity and Efficiency (CIGIE) recognized our Land and Water

Conservation Fund (LWCF) State Side Program Evaluation Team for its exemplary efforts to identify areas where the NPS should increase its monitoring and oversight to protect the integrity and recreational value of this conservation fund. Specifically, the team found that NPS did not monitor over \$900 million in annual LWCF grant funding to ensure the funds were used appropriately for outdoor recreation. This work contributed to a change in regulations that addressed a long-standing barrier and made significant recommendations that will substantially improve the program and ensure funds are used to preserve outdoor recreation. CIGIE also recognized a Deputy Director of the Inspection and Evaluation Division for his contributions on a team receiving the Barry R. Snyder Joint Award for Excellence. The team members combined their expertise and knowledge to enhance the CIGIE Training Institute's Introductory Auditor course. These two prestigious awards highlight the independent and objective oversight that DOI OIG employees conduct on behalf of the American public and their broader contributions to the oversight community.



COUNCIL OF THE INSPECTORS GENERAL  
ON INTEGRITY AND EFFICIENCY





## Spotlight On: Infrastructure Investment & Jobs Act (IIJA) Oversight

Congress provided more than \$28 billion in the IIJA for DOI programs to address legacy pollution, fund water and drought resilience projects, assist with wildland fire management, and restore critical habitats, among other things.

The IIJA directs specified DOI bureaus and offices to transfer a percentage of their funding to the OIG for oversight of IIJA projects and programs. These transfers amount to almost \$100 million and include all major IIJA programs except those managed by BOR.<sup>1</sup> In addition to conducting significant outreach, training, and coordination, here is what we are doing to safeguard IIJA funds.

### OVERSIGHT PORTFOLIO

We have a robust portfolio of IIJA-focused work, totaling 47 AIE projects (13 completed, 11 ongoing, and 23 planned for FY 2025) as well as 17 investigations and 13 proactive efforts by OI. These projects cover legacy pollution associated with abandoned mines and orphaned wells, Western water, wildland fire management, ecosystem restoration, clean energy technologies, and the operation of Indian programs. In the months after the IIJA was enacted we issued a series of flash reports—flexible and responsive products that highlight key information, provide lessons learned and best practices, and emphasize particularly high-risk issues. We also reviewed the DOI's preparedness to spend funds and identified areas to help strengthen its management of the relevant programs. Now that IIJA projects are hitting the ground through myriad DOI programs, we are likewise hitting the ground with onsite inspections of this work.

#### Focus On High-Risk, High-Impact Programs

We are using data analytics and risk assessments to focus our oversight on the highest risk, highest impact programs. Restoration and reclamation of abandoned mine land (AML) and orphaned wells are high priorities for oversight given the dramatic increase in funding that IIJA has provided for this work.

#### Abandoned Mine Land Reclamation

AML presents serious threats to human health and the environment. A partnership of Federal environmental and land management agencies estimated that there are as many as 500,000 abandoned coal mines in the United States. The IIJA provides a significant increase for AML reclamation—\$11.3 billion—that will be distributed through grants to eligible States and

Tribes. Therefore, it is vital that both the DOI and its grant recipients ensure appropriate oversight of the funds. We have issued three reports focused on the DOI's management of this program and have a portfolio of 10 active and planned State-level audits and inspections.



Source: Shutterstock

#### Orphaned Wells Program

An orphaned well is one that is not used for an authorized purpose and for which the operator cannot be located or cannot plug, remediate or reclaim the well. They pose public health and safety risks, and environmental risks. To make matters worse, this is a widespread problem: according to the DOI, millions of Americans live within one mile of an orphaned well. The IIJA imposed new requirements to create programs to plug, remediate, and reclaim orphaned wells and authorized nearly \$4.7 billion to do so. The DOI will distribute the vast majority of the funds to States and Tribes through multiple grant programs, which in turn require robust oversight. We have issued five reports on the DOI's management



Source: Shutterstock

of the program and have 10 active or planned audits and inspections of State-level and Tribal work.

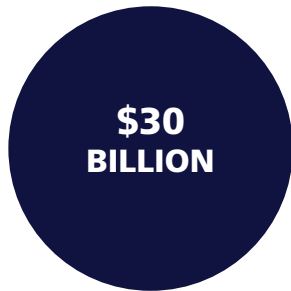
<sup>1</sup> Because some of the BOR issues are of significant risk, we are choosing to use our base appropriations to oversee that work.



## Financial Management

Our work has shown that new funding is particularly vulnerable to fraud, waste, and mismanagement. With approximately \$47 billion dollars in special appropriations flowing into the DOI over the past four years, we will prioritize oversight of these funds.

### Infrastructure Investment and Jobs Act



**Years available to spend:** FYs 2022–2036

**Key Areas:**

Legacy pollution clean-up, water and drought resilience, wildfire resilience, ecosystem restoration, Tribal climate resilience and infrastructure, and Indian water rights settlements

### Great American Outdoors Act



**Years available to spend:** FYs 2021–2025

**Key Areas:**

Deferred maintenance for parks, other public lands, and Indian schools

**Plus**



**\$900 MILLION** aggregate spending per year for the Land and Water Conservation Fund

### Inflation Reduction Act of 2022



**Years available to spend:** FYs 2022–2032

**Key Areas:**

Water management and conservation efforts, including \$4 billion to address drought in the 17 Western States where BOR operates, as well as funds for conservation, restoration and resilience on lands administered by NPS and BLM, and climate resilience and adaptation activities for Tribal, Native Hawaiian, and Insular communities

### Contract and Financial Assistance Oversight



An average of \$13.6 billion has been awarded through contracts and grants annually over the past five years and much of the new funding from

IIJA, IRA, and GAOA will be spent through these instruments.

*We will continue to ensure that appropriate contract and grant oversight controls are in place and functioning, and that projects are achieving their goals. Additional emphasis is being placed on contracts and grants funded through IIJA and IRA programs.*

### Energy Revenue



An average of \$15 billion annually has been collected by DOI over the past five years in energy-related revenue for States, Indian mineral interest owners, the Federal Government, and the public.

*We investigate criminal, civil, and administrative violations and identify programmatic vulnerabilities affecting the DOI's energy, mineral, and revenue collection programs. We will continue to prevent and detect energy-related fraud and partner with the DOJ and other law enforcement agencies to hold violators accountable for criminal conduct and recover lost and stolen revenue.*



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## Health and Safety



The DOI is responsible for the safety of its employees, as well as members of the public who visit or live near more than 500 million acres of DOI-managed lands. The Department must protect the health and safety of its workforce and the public, but our work has identified challenges in this area.

*Ensuring employee and public safety is a complex responsibility that touches on many different facets of the DOI's mission, including law enforcement, emergency response, public land management, energy-related operations, infrastructure and facilities maintenance, and upholding trust responsibilities or commitments to American Indians, Alaska Natives, and Insular Communities. We will continue to focus on these health and safety issues in our work.*

## Tribal Nations and Insular Communities



Our work on Tribal Nations has found that BIE-funded schools have not resolved critical and significant deficiencies, exposing students and staff to unsafe and unhealthy school and work environments. Additionally, our audits and evaluations of the Insular Communities of Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands have identified weaknesses with grant compliance and a lack of internal controls.

*We will continue to conduct a series of inspections of BIE-funded schools to highlight the current conditions and identify recommendations for improvement, if necessary. We will also audit the Insular Communities' technical assistance program grants and IJA-funded projects.*

## Cybersecurity



Our work has found that DOI continues to face challenges in implementing an enterprise IT security program that balances compliance, cost, and risk, while enabling bureaus to meet their diverse missions.

*Because ineffective cybersecurity puts information stored in Department systems—including personally identifiable information—at risk of compromise, we will initiate two inspection series focused on cybersecurity.*

## Data Availability and Integrity



DOI relies on a wide variety of data to foster accountability and accomplish its mission efficiently, but our work has found that it faces challenges with maintaining complete, timely, and accurate data.

*Understanding the importance of data availability and integrity, we will place greater emphasis on this area in several of our planned audits and inspections.*

## Western Water Infrastructure



BOR is responsible for a diverse portfolio of water- and hydropower-related constructed assets, but a number of its facilities are more than 100 years old. The Bureau received \$8.3 billion in IJA funding for Western water infrastructure and \$4 billion in IRA funding for drought mitigation.

*With billions in new funding for water management and conservation efforts in high-drought areas and the important role that BOR has in providing water to communities in Western States, we will place increased focus on BOR programs in FY 2025.*

Sources: iStock





# OIG Strategy Map: Goals and Objectives



Promote positive change in the DOI through prioritized and timely oversight

## PRODUCTS

- 1** Prioritize oversight in high-risk and high-impact areas
- 2** Deliver high-quality, timely work products
- 3** Drive change by making recommendations for improvement and monitoring their implementation
- 4** Engage with stakeholders to facilitate improvements and accountability



Foster a top-performing workplace that inspires employees to take pride in their work and the work of our organization

## PEOPLE

- 5** Cultivate an organizational culture that prioritizes collaboration, professionalism, and fairness
- 6** Develop the workforce and align the organization to achieve our mission
- 7** Keep employees informed and respect their voices



Strengthen the impact of our oversight mission through effective and efficient OIG operations

## OPERATIONS

- 8** Build streamlined business operations for resilience, adaptability, integrity, and organizational excellence
- 9** Provide and manage human, financial, and information resources that enable us to achieve our mission
- 10** Enhance our use of data and technology to improve organizational efficiency and success