



OFFICE OF
INSPECTOR GENERAL
U.S. DEPARTMENT OF THE INTERIOR

Promoting Integrity and Accountability
for the DOI, the American public, the
U.S. Congress, and other stakeholders



Organizational Assessment | 2023

The Office of Inspector General (OIG) provides independent oversight for the programs and operations of the U.S. Department of the Interior (DOI).

WHAT WE DO

Promote positive change in the DOI through prioritized and timely oversight

PRIORITIZE oversight in high-risk and high-impact areas

DELIVER high-quality, timely work products

DRIVE CHANGE by making recommendations for improvement and monitoring their implementation

ENGAGE with stakeholders to facilitate improvements and 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 work provides decision makers with information so they can take corrective actions. We strive for continuous improvement in our own organization and the DOI.

JANUARY 2024



Organizational Assessment 2023

Table of Contents

-  **Message From the Inspector General 3**
-  **Resources 4**
-  **Building Public Trust Through Prevention and Objective Information 5**
-  **Promoting Positive Change and Accountability 6**
-  **Positive Impact From Effective Government Oversight 7**
-  **Spotlight On: Cybersecurity and Technology Division 9**
-  **Fiscal Year 2024 Oversight Portfolio 10**
-  **OIG Strategy Map: Goals and Objectives 12**

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DOI Bureaus and Select DOI Offices

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

Select OIG Offices

Audits, Inspections, and Evaluations (AIE) • Office of Investigations (OI)

Special Appropriations Received for Specific DOI Programs and Priorities

Great American Outdoors Act (GAOA) • Inflation Reduction Act (IRA) • Infrastructure Investment and Jobs Act (IIJA)



Message From the Inspector General

I am pleased to present the fiscal year (FY) 2023 organizational assessment for the U.S. Department of the Interior (DOI) Office of Inspector General (OIG). Our annual organizational assessment highlights some of our most significant accomplishments in overseeing the DOI's programs and operations.

We prevent and report fraud, waste, abuse, and mismanagement in the DOI's expansive programs and operations. To take just a few examples, the DOI manages 20 percent of the Nation's lands, annually receives hundreds of millions of visitors to National Parks and the DOI's other public lands, spends billions of dollars in acquisitions, collects and disperses billions in revenue from energy production on public lands, and seeks to fulfill obligations to American Indians and Alaska Natives. In recent years, the DOI has also received large supplemental investments to address matters of national priority, most notably, infrastructure and water management efforts.

One of our most consequential challenges is prioritizing our potential work given the DOI's broad mission and portfolio. We accordingly focus our oversight work where it will have a significant impact, such as meeting the needs of vulnerable populations, protecting public safety, and promoting sound fiscal stewardship. We also account for the severity and likelihood for harmful consequences if a high risk issue remains unaddressed. For example, in January 2023, we performed an inspection that found that the DOI's management practices and password complexity requirements were not sufficient to prevent potential unauthorized access to its systems and data. We made eight recommendations to help the DOI strengthen its IT security



by improving user account management practices. If these recommendations are implemented, they should decrease the chance that a malicious actor could gain access to sensitive information contained within DOI systems.

More generally, we issued hundreds of recommendations that, if implemented, will improve programs and operations throughout the DOI. In addition, we developed objective, fact-based findings of criminal, civil, and administrative misconduct to hold wrongdoers accountable. To build their own capacity, we also educated DOI employees, leadership, contractors, and grantees on their responsibilities to prevent, identify, and report fraud and other misconduct.

We are committed to promoting positive change in the DOI through oversight in high-risk, high impact areas. We ensure that our work is timely and high quality and that it includes actionable recommendations for improvement. Our own workplace effectuates our commitment to these values by promoting efficient and effective internal operations and fostering a workplace that inspires our staff to take pride in their work and the work of our organization. I have been particularly proud to see consistently high Federal Employee Viewpoint Survey results in many of the areas that reflect these goals.

Mark Lee Greenblatt
Inspector General





	BASE APPROPRIATIONS	FULL-TIME EMPLOYEES
DOI	▶ \$16,745,402,000	▶ 62,964
OIG	▶ \$67,000,000	▶ 288

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



LAND MANAGEMENT OF

MORE THAN 480 MILLION
ACRES OF PUBLIC LANDS

56 MILLION
ACRES OF INDIAN TRUST LANDS



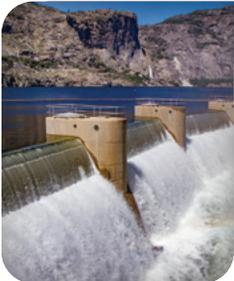
TRIBAL TRUST FOR

1.9 MILLION
AMERICAN INDIANS
AND ALASKA NATIVES



CONTRACTS AND GRANTS

WORTH APPROXIMATELY \$18.7 BILLION
IN FY 2023



WATER

SUPPLIED TO 17 STATES
IN THE AMERICAN WEST

GENERATED 14 PERCENT
OF U.S. HYDROPOWER



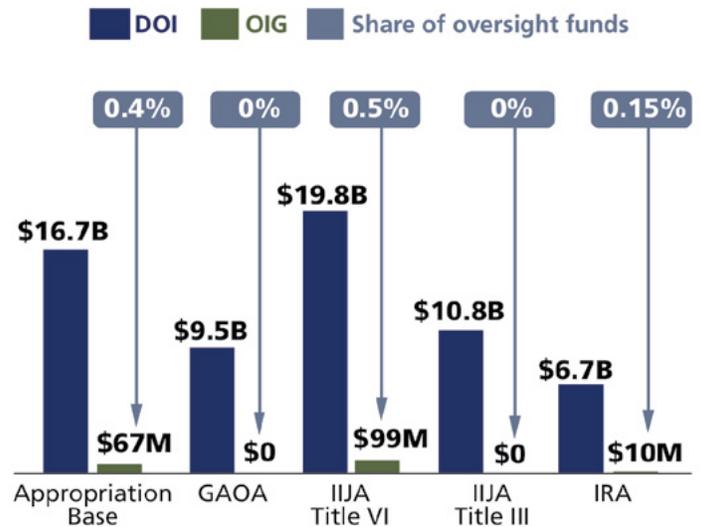
ENERGY PRODUCTION

EQUAL TO 17 PERCENT
OF U.S. ENERGY PRODUCTION

RECEIVED \$18 BILLION
IN REVENUE IN FY 2023 FOR
DISBURSEMENT TO TRIBES,
STATES, SPECIFIC GOVERNMENT
PROGRAMS AND AGENCIES,
AND THE U.S. TREASURY

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

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, SAFETY, AND SECURITY



Cybersecurity, DOI management of wildfires, effectiveness of DOI programs addressing climate change impacts

SIGNIFICANT SPENDING AND REVENUE



Special appropriations, grants and contracts, royalty collection

VULNERABLE POPULATIONS



Oversight of conditions in schools and detention centers in Indian Country

EMPLOYEE AND PUBLIC TRUST



Misconduct and mismanagement by high-level officials and law enforcement

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.

14 **SUSPENSION AND DEBARMENT ACTIONS** were taken by the DOI based on OIG referrals in FY 2023.

These actions protect taxpayer dollars by preventing entities that engage in improper conduct or perform poorly from doing business with the Government.

We provided training to prevent wrongdoing.

4,330 **INDIVIDUALS RECEIVED TRAINING** from our office during outreach presentations in FY 2023. We gave these presentations to DOI employees, contractors, and grantees to prevent and detect wrongdoing and mismanagement. This included engagements with Tribes, Insular Area communities, and State and local stakeholders receiving IJJA funding.

We produced reports that provided actionable information to decision makers.

AIE
45 **OF**
50



Sources: iStock and www.doioig.gov

We responded timely to Freedom of Information Act requests.

239 **RECEIVED**
216 **PROCESSED**



Sources: iStock

We continued to share information about our organization with the public on our YouTube channel.

The Interior OIG YouTube channel explains who we are, including our strategic priorities, the findings of high-impact work, and whistleblower protections that promote accountability and effective Government oversight.



Who is the Office of Inspector General for the U.S. Department of the Interior?



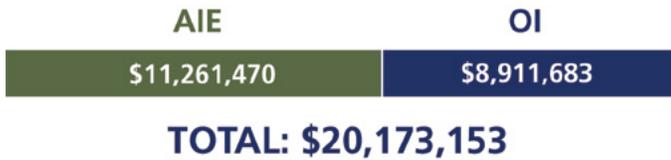
Promoting Positive Change and Accountability

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

In FY 2023:



We identified \$20 million in questioned, wasted, defrauded, and uncollected funds.



We identified areas for improvement that drove change when the DOI implemented our recommendations and addressed information in our investigative referrals.



*Includes recommendations made in prior years

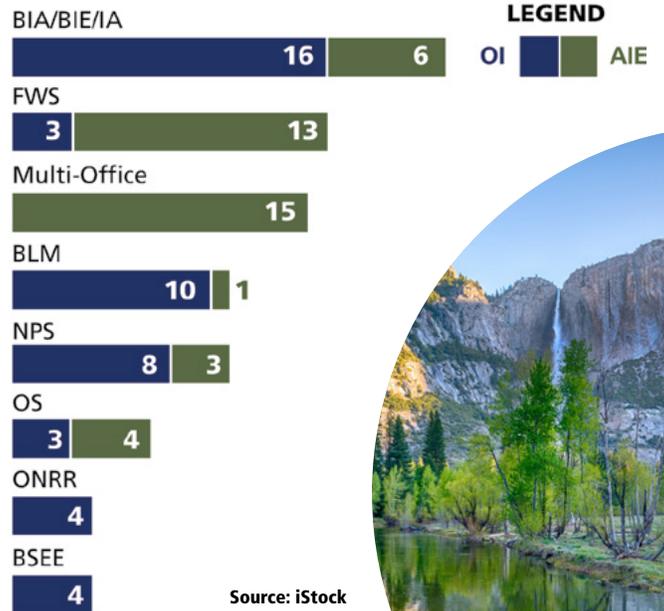


Our findings promoted accountability.

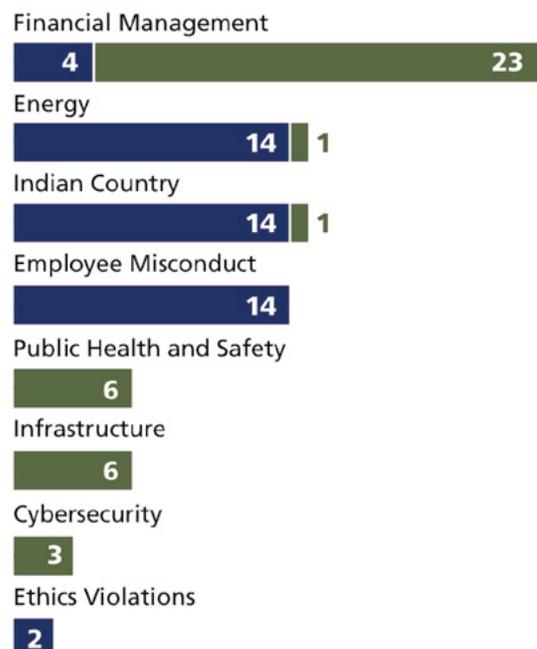
Months sentenced as:



Our most reviewed bureaus and offices included the BIA, BIE, and IA; FWS; BLM; and NPS. Additionally, 15 reviews included multiple offices or bureaus.



Most of our reports addressed financial management, energy, Indian Country, or employee misconduct.





Positive Impact From Effective Government Oversight

Our findings on several critical matters in FY 2023 demonstrate the importance of effective Federal Government oversight and our positive impact on the DOI.

THE NATIONAL PARK SERVICE FACES CHALLENGES IN MANAGING ITS DEFERRED MAINTENANCE

Our evaluation found that the NPS was unable to effectively identify and manage its deferred maintenance, in large part due to inaccurate and unreliable data. The NPS is responsible for some of the country's most treasured resources and irreplaceable cultural and historical sites, scenic byways, and monuments. However, the NPS has struggled to keep up with its growing maintenance needs, and its self-identified deferred maintenance has nearly doubled since FY 2016 despite its number of assets remaining relatively unchanged. These findings are particularly pressing given the influx of funding from GAOA and IRA intended to address this issue. We acknowledge the NPS' efforts to make improvements to its approach and that some changes have, in fact, already been implemented.



Source: iStock

FOCUS ON RECOMMENDATIONS TRACKING AND CLOSURE

We promote accountability and positive change within the DOI by issuing actionable recommendations for improvement. This year, we implemented a more comprehensive process to improve how our recommendations are tracked and closed. Through improved monitoring of the status of our recommendations, we are better positioned to provide influential oversight. Throughout this initiative, we actively engaged with our DOI counterparts to help encourage resolution and implementation of recommendations that lead to significant change. Specifically, we reduced the number of unresolved or unimplemented recommendations that were over 6 months old. In addition, the DOI provided sufficient information to establish that it had taken action on one of the three recommendations that we had designated as a priority recommendation on oversight.gov. This important recommendation resulted in the development and implementation of a risk-based approach to ensure the accuracy of royalty adjustments.



Source: iStock

UNFUNDED LIABILITIES FOR WILDLIFE AND SPORT FISH RESTORATION PROGRAM GRANTS

We audited the U.S. Fish and Wildlife Service (FWS) grants awarded to Maine's Department of Marine Resources under the Wildlife and Sport Fish Restoration (WSFR) Program between 2017 and 2019 and found that it used 30 percent of the WSFR grant payroll expenditures, intended for conservation-related purposes, to pay down unfunded liabilities for its retirees, thereby reducing the funding available to accomplish WSFR grant objectives. As a result of these findings, we expanded our review to nine additional states and found a wide range of practices by which these States potentially used WSFR grant funds to cover unfunded liabilities, ranging from potentially 9 percent up to potentially 84 percent of WSFR grant payroll expenditures. We issued a Management Advisory to the FWS with our findings. In addition, we coordinated with multiple Offices of Inspectors General; the



Source: iStock

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Positive Impact From Effective Government Oversight

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U.S. Department of Health and Human Services (HHS) Office of the Actuary; representatives from the National Association of State Auditors, Comptrollers and Treasurers; and the Office of Management and Budget (OMB). Through these interactions, we obtained information on the history of these practices as well as an understanding of the impact of these costs across the Federal Government and State governments. As a result of our findings and input, OMB issued proposed revisions to sections of the Uniform Grant Guidance in the Code of Federal Regulations that, if implemented, would limit the direct charging of a grant if unfunded pension costs are related to compensation not allocable to that award and require agreement from the awarding Federal agency to charge unfunded liabilities.

COUPLE SENTENCED FOR CONSPIRACY, WIRE FRAUD, AND MAJOR FRAUD AGAINST THE UNITED STATES

We conducted a joint investigation with the U.S. Department of Veterans Affairs (VA) OIG and the U.S. Small Business Administration (SBA) OIG regarding allegations that Kylee Construction, a service-disabled veteran-owned small business (SDVOSB), purportedly owned by a veteran based in Louisville, Kentucky, was actually controlled by an individual who was not a veteran and who operated the company out of North Carolina. Kylee Construction had received a large number of Federal contracts based upon the alleged owner's status as a service-disabled veteran. Our nexus to the investigation was over \$10 million in SDVOSB and SBA 8(a) set-aside contracts with the NPS. Ultimately, the non-veteran individuals who actually controlled Kylee Construction were found guilty of conspiracy to commit wire fraud, wire fraud, and major fraud against the United States.



Source: iStock

AWARD-WINNING WORK

The Council of the Inspectors General on Integrity and Efficiency (CIGIE) honored three of our teams and six employees at the 26th Annual CIGIE Awards Ceremony. The work recognized by CIGIE was a groundbreaking IT project that highlighted vulnerabilities of DOI passwords and user account management practices; efforts in identifying a State's use of grant funds to pay retiree unfunded liabilities, thereby reducing the funding available to accomplish WSFR efforts; and a complex review establishing that the DOI does not analyze effective royalty rates for Federal oil and gas leases. Individual employees were recognized as part of multiagency efforts, for which they assisted the OIG community in the strategic use of data for risk-based oversight and accountability; reported community-wide findings and recommendations associated with disaster preparation and response; and developed and executed of a first-of-its-kind learning event, the Agile Oversight Forum, which focused on best practices. These prestigious awards highlight the independent and objective oversight that DOI OIG employees conduct on behalf of the American public.



COUNCIL OF THE INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY



Spotlight On: Cybersecurity and Technology Division

DOI OIG’s Cybersecurity and Technology Division (CTD) leads the field in conducting oversight to help secure Federal IT systems. CTD has expanded oversight capacity throughout the CIGIE community, earning praise from high-level Federal IT leaders and leading to congressional and stakeholder requests that other OIGs emulate the team’s work to improve Federal cybersecurity.

VISION

- Conduct innovative, relevant, and timely projects that highlight well-known cyber threats and widely used attack techniques to identify critical vulnerabilities within DOI’s IT systems.
- Train other OIGs to replicate CTD’s work to increase their technical capabilities.

STAKEHOLDER RECOGNITION AND ENGAGEMENT

- Testified June 2023 before the Oversight and Investigations Subcommittee of the House Natural Resources Committee on the OIG’s password complexity report.
- Held meetings with Office of Management and Budget (OMB) officials to present methodologies and findings; and participated as panel experts during the OMB CyberStat Workshop.
- Presented the findings from the OIG’s password complexity report to the International Public Sector Fraud Forum.

OVERSIGHT COMMUNITY CAPACITY BUILDING

CTD’s efforts have directly increased the efficiency and effectiveness of IT system oversight across the Federal Government, which reduces the risk of compromise and improves Federal cybersecurity. Specifically, CTD has:

- Presented to the CIGIE Technology and Inspections and Evaluations committees.
- Developed and provided a 1-day wireless workshop to 13 Federal OIGs.



Source: iStock

- Hosted numerous CIGIE capacity-building sessions.
- Provided support to other OIGs conducting IT security audits related to wireless network security and password security.
- Hosted tours of CTD’s cybersecurity lab for five OIGs
- Provided the CIGIE community with penetration testing rules of engagement, test scripts and code, planning documents, and lessons learned.

UNIQUE PROJECTS

CTD conducts hands-on testing to measure security control effectiveness, allowing for real-time testing and risk mitigation. CTD develops custom hardware and software tools specifically tailored to project objectives including using software to automate analysis of large quantities of computer-generated data. CTD has conducted over 25 projects since inception, such as:

- **Evil Twins, Eavesdropping, and Password Cracking: How the Office of Inspector General Successfully Attacked the U.S. Department of the Interior’s Wireless Networks.** CTD designed portable kits that could be easily hidden in a bag and operated with smartphones from publicly accessible areas open to visitors to conduct reconnaissance and penetration testing of wireless networks. Attacks simulated the techniques of malicious actors attempting to break into departmental wireless networks, such as eavesdropping, evil twin, and password cracking.
- **P@s\$w0rds at the U.S. Department of the Interior: Easily Cracked Passwords, Lack of Multifactor Authentication, and Other Failures Put Critical DOI Systems at Risk.** CTD built a custom password “hash cracking” platform to conduct an inspection of all DOI account passwords in a single project. As part of the password inspection, we cracked 21 percent of the Department’s active passwords — more than 18,000 — 14,000 in the first 90 minutes of testing.



Financial Management



Our work has shown that new funding is particularly vulnerable to fraud, waste, and mismanagement. With approximately \$47 billion dollars in new funding flowing into the DOI over the past 3 years to address priority areas—much of it to be spent through grants and contracts—independent oversight can help mitigate risk and ensure those taxpayer funds achieve the intended goals.

Inflation Reduction Act of 2022

**\$6.65
BILLION**

Years available to spend: FYs 2022–2032

Key Areas:

\$4 billion for water management and conservation efforts in high-drought areas

Infrastructure Investment and Jobs Act

**\$30
BILLION**

Years available to spend: FYs 2022–2026

Key Areas:

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

Great American Outdoors Act

**\$9.5
BILLION**

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

Grants and Contracts

**\$13.9
BILLION**

annually over the past 5 years

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An average of

**\$14
BILLION**

annually has been collected by DOI over the past 5 years in energy-related revenue for States, Indian mineral interest owners, the Federal Government, and the public.

Energy



According to the DOI, the management and regulation of the development of natural resources from lands and waters under its jurisdiction directly contribute to our Nation's economic health and security. Energy-related operations under Federal jurisdiction also affect the health and safety of industry workers, Federal regulators, waterways and water resources, wildlife, and public lands.

Responsibility to Native Americans

Our work has found that weaknesses in oversight leave federally funded programs intended to benefit Native Americans susceptible to fraud, waste, mismanagement, and abuse. We will continue to conduct a series of inspections of Indian schools to highlight



the current conditions of BIE-managed Indian schools and identify recommendations for improvement, if necessary.

Fraud and mismanagement divert funds from the intended beneficiaries.

Cybersecurity

The 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.



Ineffective cybersecurity puts information stored in Department systems, including personally identifiable information, at risk of compromise.

Western Water Infrastructure

With billions in new funding for water management and conservation efforts in high-drought areas and the important role that the DOI has in providing water to communities in Western States, we will place increased focus on USBR programs and western water infrastructure in FY 2024.



The DOI has stated that effective water management, allocation, and delivery to communities impact their economic and environmental health.



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 inclusive organizational culture that prioritizes collaboration, diversity, 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