



FY 2025 Congressional Budget Justification

For additional information, contact:

Dr. David Brown
Executive Director
(520) 901-8560
brown@udall.gov

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Introduction

Agency Overview

The Morris K. Udall Foundation was established by the U.S. Congress in 1992 as an independent executive branch agency to honor Morris K. Udall's lasting impact on this Nation's environment, public lands, and natural resources, and his support of the rights and self-governance of Native Americans and Alaska Natives. In 2009, Congress enacted legislation to also honor Stewart L. Udall for his half century of distinguished national leadership in environmental and Native American policy. The agency is known today as the Morris K. Udall and Stewart L. Udall Foundation (Udall Foundation) and is headquartered in Tucson, Arizona.

The Udall Foundation is authorized by Congress to:

- Award Scholarships, Fellowships, and Internships for study in fields related to the environment and to Native Americans and Alaska Natives in fields related to health care and Tribal public policy.
- Connect youth to the Nation's public lands and natural resources to foster greater understanding, appreciation, stewardship, and enjoyment of those lands and resources through photography, positive outdoor experiences, and environmental education through the Stewart L. Udall Parks in Focus® Program (Parks in Focus®).
- Provide funding to the Udall Center for Studies in Public Policy (Udall Center) to conduct policy research and outreach on the environment and related themes.
- Provide funding to the Native Nations Institute for Leadership, Management, and Policy (NNI), a program of the Udall Center, for research, education, and outreach on Native American and Alaska Native health care issues and Tribal public policy issues.
- Provide funding through the Udall Center to The University of Arizona Libraries, Special Collections to serve as the repository for the papers of Morris K. Udall and Stewart L. Udall (Udall Archives) and other such public papers as may be appropriate and assure such papers' availability to the public.
- Provide impartial collaboration, consensus-building, training, and conflict resolution services on a wide range of environmental, natural and cultural resources, Tribal, and public lands issues, conflicts, and disputes involving the Federal Government through the John S. McCain III National Center for Environmental Conflict Resolution (National Center).

In FY 2021, the Udall Foundation and The University of Arizona signed an updated cooperative agreement that articulates the benefits of their long-standing partnership and codifies how funds from the Udall Foundation may be used consistent with Congressional intent and authorities provided by the agency's enabling legislation.

The Udall Foundation receives appropriations that are deposited into two funds: the Morris K. Udall and Stewart L. Udall Trust Fund (Trust Fund) and the Environmental Dispute Resolution Fund (EDRF). Annual interest revenues earned on the Trust Fund corpus fund three of the Udall

Foundation's Education Programs: the Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy (Native American Graduate Fellowship), Parks in Focus®, and the Udall Undergraduate Scholarship Program (Scholarship). Not less than 20% of the annual interest revenues from the Trust Fund is allocated to the Udall Center, which includes funding for the Udall Archives, and not more than 17.5% is allocated to salaries and other administrative purposes. Interest rates on Treasury public debt securities are closely monitored by Udall Foundation leadership to determine how best to invest the Trust Fund corpus. From FY 2001 through FY 2024, appropriations language has allowed a portion of the annual Trust Fund appropriation to be set aside for reimbursement of NNI expenses each year, at the discretion of the Board of Trustees, and to fund the Native American Congressional Internships and associated programming.

The EDRF is used for the National Center's annual operations and for 85% of Udall Foundation expenses shared with the Education Programs (Trust Fund), a formula previously approved by the U.S. Department of the Interior Office of Inspector General (DOI OIG) and consistent with Congressional intent. This formula is applied to enterprise requirements such as the Udall Foundation's interagency agreement with the General Services Administration for payroll, human resources, and financial services and, beginning in FY 2024, continuing vetting enrollment of Non-Sensitive Public Trust agency personnel and associated performance metrics data collection and reporting. Congress has authorized the Udall Foundation to accept and retain collections (formerly referred to as service fees) in the EDRF, in addition to its appropriations, for the National Center's environmental collaboration and conflict resolution (ECCR) project and training services. Such reimbursements are processed primarily through interagency funding agreements. Typically, there are one- to three-month delays between the National Center's expenditures and reimbursements from requesting agencies, which necessitates the liquidity of an operating fund in the EDRF to ensure adequate cash flow.

Available balances in both the Trust Fund and EDRF may be invested in Treasury public debt securities to generate interest revenues; however, the funds differ in how appropriations made to each may be spent. Appropriations made to the EDRF are available for direct expenditure and remain available until expended, while appropriations made to the Trust Fund are added to the Fund's corpus and invested. The Udall Foundation's enabling legislation specifies that only Trust Fund interest earnings are allowed to be used to fund authorized Education and The University of Arizona partner programming and related administrative costs. In FY 2023, Congress authorized the Udall Foundation to utilize that fiscal year's Trust Fund appropriation for direct expenditure in addition to Trust Fund interest revenues; the same authority was requested in the FY 2024 President's Budget.

The Udall Foundation is audited during the first quarter of each fiscal year by an independent public accounting firm specializing in audits of small Federal agencies. The audit conducted in the first quarter of FY 2024 resulted in no findings or recommendations. The independent firm also conducted a Federal Information Security Management Act (FISMA) audit in the third quarter of FY 2023 and assisted the Udall Foundation with its first-ever submission of FISMA inspector general (IG) metrics; moving forward, the agency expects to comply with FISMA IG

reporting on an annual basis and has established a timeline to address the FY 2023 audit's FISMA recommendations by the end of FY 2024. The Udall Foundation has established a memorandum of agreement with the Department of Homeland Security Cybersecurity and Infrastructure Security Agency (CISA) to implement CISA's Continuous Diagnostics and Mitigation (CDM) program; use of the CDM program strengthens the agency's security posture in accordance with the five National Cybersecurity Strategy pillars, aids in the management of long-term information technology expenses, and positions the agency to strengthen its mission resilience while maintaining a distributed workforce in accordance with Executive Order (EO) 13961.

In addition to its independent financial and FISMA audits, the Udall Foundation was audited by the DOI OIG as a requirement of the agency's 2019 reauthorization legislation. The DOI OIG audit report was released in May 2022 and found no material weaknesses or significant deficiencies. The auditors made 11 recommendations for improvements to agency internal controls; the Udall Foundation received notice from the DOI OIG in December 2022 that all 11 recommendations had been satisfactorily resolved and implemented. The Udall Foundation's migration to an in-house contracting program in FY 2022 has proven to be more cost-effective, efficient, and subject to stronger internal controls than the contracting program previously provided by the DOI Interior Business Center (DOI IBC); these improvements are consistent with the President's Management Agenda goals for Managing the Business of Government as well as the Made in America requirements specified in EO 14005.

The Udall Foundation completed the process of relocating its Tucson, Arizona, headquarters office to a smaller footprint in February 2023. The new office better supports the agency's mission requirements by facilitating meaningful, in-person work across agency components and aligns with the Administration's guidance on Preparing for the Future of Work in the Office of Management and Budget (OMB) Memorandum M-21-25 and Measuring, Monitoring, and Improving Organizational Health and Organizational Performance (OMB Memorandum M-23-15). The Udall Foundation continues to provide Personal Identity Verification (PIV) card credentialing services to Federal employees and contractors in Southern Arizona in its capacity as a shared service PIV provider location.

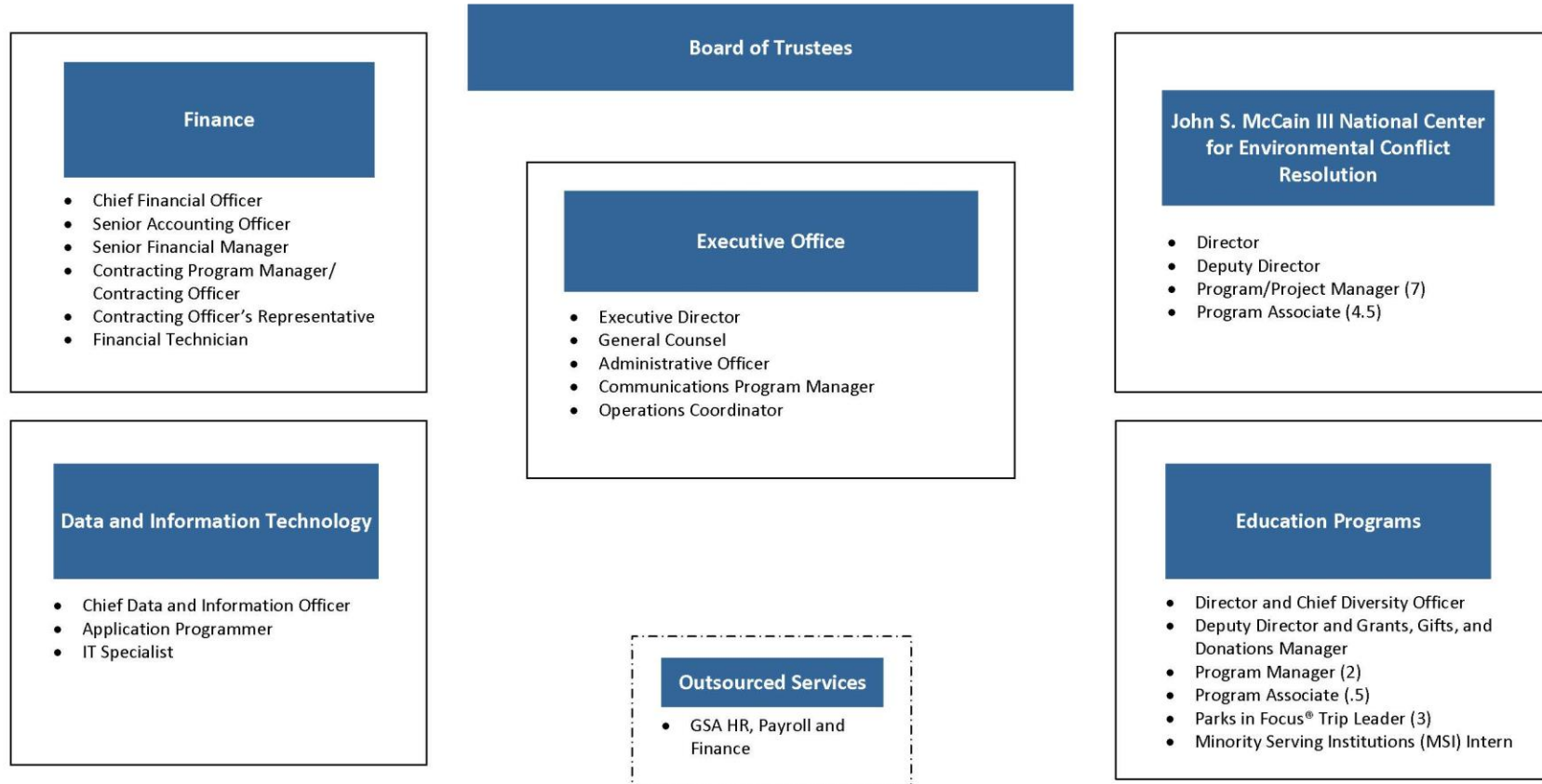
The Udall Foundation is working to implement the requirements of EOs 13985, 13988, 14020, 14035, 14075, and 14091 to advance equity in the Federal Government. In FY 2023, the agency established and recruited for a new Minority Serving (educational) Institutions (MSI) internship position and contracted with a third-party provider to conduct an equity assessment of the organization whose data will be used as a baseline for future equity-related initiatives. The Udall Foundation aspires to enable and embed diversity, equity, inclusion, and accessibility (DEIA) practices in routine workforce planning as well as through agency initiatives and pilot programs in accordance with its agency Equity Action Plan.

The Udall Foundation also continues its efforts to comply with OMB Memoranda M-22-10 and M-23-07; EO 14058; the Paperwork Reduction Act; and the President's Management Agenda, specifically the goals identified for Evidence, Evaluation, and Capacity-Building to Advance

Evidence-Based Policymaking. The Udall Foundation intends to submit its 30-day Federal Register notice in FY 2024 for updated information collection requests (ICRs) for its National Center program in coordination with the Office of Information and Regulatory Affairs (OIRA). The agency also expects to begin a review in FY 2024 of systems of records requirements for its Education Programs, with corresponding coordination with OIRA and Federal Register notices as appropriate. In addition, the Udall Foundation has implemented a pilot internal electronic records management system and, in conjunction with its headquarters office relocation, transferred the majority of its remaining analog records to the National Archives and Records Administration. The agency expects to be managing its records in an electronic format and with appropriate metadata in FY 2024. Finally, the Udall Foundation will begin assessing its requirements for website modernization in FY 2024 including compliance with Section 508 consistent with the 21st Century Integrated Digital Experience Act.

Figure 1

Morris K. Udall and Stewart L. Udall Foundation
Organizational Chart



Organizational Chart effective November 1, 2023

Figure 2-1

Udall Foundation Strategic Goals, Strategic Objectives, and Performance Goals

Strategic Goal 1

Strengthen the appreciation, stewardship, and collaborative processes for governance of the environment, public lands, and natural resources

Strategic Objectives

1.1

Provide organizational assistance and information resources to build capacity for collaborative decision-making and public participation related to environmental conflicts and natural resources issues involving Federal agencies and related interests

1.2

Provide services and information resources to enhance collaboration and resolve environmental, public lands, and natural resources issues, conflicts, and disputes among governmental and nongovernmental stakeholders

1.3

Provide educational opportunities and programs to promote understanding and appreciation of the environment and natural resources

Performance Goals

1.1.1

Convene and facilitate an annual meeting of experts and promote dialogues on environmental, natural resources, and public lands issues

1.1.2

Conduct research that informs environmental policy and natural resources management and provide broad dissemination including of archival material

1.2.1

Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building

1.2.2

Provide case consultation services and resources to increase the use of environmental collaboration and conflict resolution involving Federal agencies and affected stakeholders

1.2.3

Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources issues, conflicts, and disputes involving Federal agencies and affected stakeholders

1.3.1

Award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment

1.3.2

Provide educational programs, training, and resources with the purpose of supporting opportunities for youth to learn about and experience the Nation's parks and wilderness and other outdoor areas

Funding Source: **Red** = EDF; **Blue** = Trust Fund

Figure 2-2

Udall Foundation Strategic Goals, Strategic Objectives, and Performance Goals

Strategic Goal 2

Strengthen Native Nations to facilitate their self-determination, governance, and human capital goals

Strategic Objectives

2.1

Provide research, education, and services to Native Nations and non-Native entities or individuals who engage with Native Nations

2.2

Provide educational opportunities and programs to Native Nations in the areas of Tribal public policy or health care

2.3

Provide information resources, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, and natural resources issues, conflicts, and disputes that concern Native Nations

Performance Goals

2.1.1

Provide Native Nations and others with education, resources, and services for leadership and governance that will enable Native Nations to achieve their strategic goals

2.1.2

Provide policy analysis and research to support Native Nations

2.2.1

Award Scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy or health care

2.2.2

Award Internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy or health care

2.2.3

Award Fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care, including law and medicine

2.3.1

Provide assessment, mediation, facilitation, and related services on issues, conflicts, and disputes that concern Native Nations

2.3.2

Develop communities of practice and provide training to build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations

Funding Source: **Red** = EDRF; **Blue** = Trust Fund

FY 2025 President's Budget

The FY 2025 President's Budget requests \$6.044 million in appropriations for the Udall Foundation:

- \$4.044 million for the EDRF.
- \$2.000 million for the Trust Fund.

The requested appropriations for FY 2025 are identical to the levels requested in the FY 2024 President's Budget and an increase of \$0.301 million above the FY 2023 enacted amount. The increase will specifically support the following activities:

- Expanding capacity within the National Center to meet the demand for nonpartisan ECCR services and training provided to Federal agencies and other organizations, including for climate resiliency and services in accordance with the goals of EO 14030 where appropriate.
- Expanding the Internship Program to include placement opportunities with Congressional committees, Member offices, and Federal agencies outside of the traditional summer programming window.
- Enhancing the agency's cybersecurity and information technology position through data security and systems integrity investments consistent with the President's Management Agenda goal of Prioritizing Information Technology Modernization and Cybersecurity as well as OMB Memoranda M-21-31 and M-22-16.
- A government-wide 2.0 percent Federal civilian employee pay raise assumption beginning in January 2025.

In addition, the FY 2025 President's Budget asks Congress to grant the Udall Foundation the ability to spend the FY 2025 Trust Fund appropriation directly in support of authorized Education and The University of Arizona partner programming and related administrative costs in lieu of depositing the appropriation into the Trust Fund corpus. The Udall Foundation received the ability from Congress to utilize the FY 2023 Trust Fund appropriation for direct expenditure in addition to Trust Fund interest revenues, and the same ability was requested in the FY 2024 President's Budget.

The Udall Foundation continues to pilot its Congressionally directed authority to accept, hold, solicit, administer, and utilize donations, grants, and gifts. In FY 2025, the Udall Foundation expects to accrue a total of \$0.021 million in donations, grants, and gifts.

The FY 2025 President's Budget was developed in accordance with the Udall Foundation's Strategic Plan for fiscal years 2022-2026, the strategic goals, strategic objectives, and performance goals for which are shown in Figure 2. The requested funding for FY 2025 will specifically support the Udall Foundation's Strategic Goals 1 and 2:

- Strengthen the appreciation, stewardship, and collaborative processes for governance of the environment, public lands, and natural resources.

- Strengthen Native Nations to facilitate their self-determination, governance, and human capital goals.

The Udall Foundation maintains a third, nonreported internal management strategic goal to guide the professional development, growth, and abilities of Udall Foundation employees within the broader organization. Strategic Goal 3 provides a framework for the agency's commitment to equal employment opportunity (EEO) and DEIA principles both internally and through its mission delivery, for example, to Tribes and MSIs.

The following program discussions provide additional specificity on how the requested FY 2025 appropriations to the EDRF and Trust Fund will be utilized. Program-specific budgets for FY 2023 through FY 2025, including a consolidated budget representing the full suite of The University of Arizona partner programming, are provided in Appendices A through C. The Udall Foundation's expenditures on cybersecurity requirements are detailed in Appendix D consistent with the National Institute of Standards and Technology (NIST) categories of Identify, Protect, Detect, Respond, and Recover.

EDRF Program – John S. McCain III National Center for Environmental Conflict Resolution (National Center)

The National Center is a nonpartisan Federal resource for ECCR activities. It is dedicated to resolving environmental disputes and conflicts involving the Federal Government and promoting collaborative decision-making among Federal, State, and Tribal governments and other organizations.

Federal agencies request assistance from the National Center when impartiality and process expertise are needed to lead complex conflict resolution and collaborative problem-solving efforts, especially for interagency, cross-jurisdictional issues. Through its work, the National Center helps Federal agencies better understand and respond to public and private interests, leading to more informed, timely, and workable Federal decisions related to public lands, natural resources, and the environment.

The National Center’s services produce cost savings across the Federal Government by reducing litigation and appeals, minimizing inefficiencies and the waste of agency resources that result from conflict, reducing instances of stalled or delayed environmental projects, avoiding lost economic opportunities, minimizing unnecessary and costly remediation when environmental issues are not dealt with in a timely manner, and avoiding public frustration and lost confidence in the Federal Government. Via Congressionally approved cost recovery from collections (formerly referred to as service fees) and the use of contracted private-sector providers, the National Center facilitates many additional positive conflict resolution outcomes for the Nation beyond those possible solely from appropriated funding.

Continued utilization of third-party neutrals for ECCR project and training services is anticipated in future fiscal years as the agency’s in-house contracting program matures. Efficiencies in the Udall Foundation’s contract management and oversight function will continue to reduce the agency’s net costs due to the recouping of administrative fees from originating agencies.

EDRF Program – John S. McCain III National Center for Environmental Conflict Resolution	FY 2023 Enacted		FY 2024 Annualized CR		FY 2025 President’s Budget	
	FTEs*	\$(Millions)	FTEs	\$(Millions)	FTEs	\$(Millions)
Appropriations	26.5	\$3.943	27	\$3.943	27	\$4.044
Offsetting Collections**		\$1.333		\$1.285		\$1.235

*Includes non-programmatic full-time equivalent (FTE) agency positions supported by the EDRF at 85%.

**Fees for ECCR project and training services provided directly by National Center Program employees.

FY 2023

The Udall Foundation received a \$3.943 million appropriation to the EDRF in FY 2023, an increase of \$0.647 million above the enacted FY 2022 amount. This increase allowed the National Center to continue providing nonpartisan collaboration, conflict resolution, and capacity-building services in existing high priority areas of expertise, including to meet the requirements of EOs 13985, 13990, and 14008 and to address the President's Management Agenda goal of Tackling the Climate Crisis. It also enabled the Udall Foundation to invest in additional information technology and cybersecurity needs to meet the requirements of EO 14028 and OMB Memorandum M-21-31. Finally, the appropriation incorporated a government-wide 4.6 percent Federal civilian employee pay raise that was implemented in January 2023.

FY 2024

The Udall Foundation uses an annualized Continuing Resolution (CR) appropriation of \$3.943 million to the EDRF in FY 2024. The annualized CR appropriation will allow for the addition of 0.5 FTE to advance the National Center's project and training activities while continuing FY 2023 levels of nonpartisan collaboration, conflict resolution, and capacity-building services, including for Tribal climate capacity and climate resiliency and services in accordance with the goals of EO 14030 where appropriate. The appropriation, alongside the use of FY 2024 Trust Fund interest revenues, will also further the Udall Foundation's investments in information technology and cybersecurity requirements and advance DEIA practices and equity initiatives within the agency and its programs. Finally, the appropriation incorporates a government-wide 5.2 percent Federal civilian employee pay raise that was implemented in January 2024.

FY 2025

The FY 2025 President's Budget requests an appropriation of \$4.044 million to the EDRF, an increase of \$0.101 million above the FY 2023 enacted amount. The request will allow for the continuation of an additional 0.5 FTE to advance the National Center's project and training activities while supporting projected FY 2024 levels of nonpartisan collaboration, conflict resolution, and capacity-building services, including for Tribal climate capacity and climate resiliency and services in accordance with the goals of EO 14030 where appropriate. The request, alongside the use of FY 2025 Trust Fund interest revenues, will also further the Udall Foundation's investments in information technology and cybersecurity requirements, such as implementation of zero trust architecture, and advance DEIA practices and equity initiatives within the agency and its programs. Finally, the request incorporates a planned, government-wide 2.0 percent Federal civilian employee pay raise beginning in January 2025.

Strategic Goal 1: EDRF Program – John S. McCain III National Center for Environmental Conflict Resolution (National Center)

Performance Goals Based on FY 2025 President’s Budget Request of \$4.044 million.

Strategic Goal 1: Strengthen the appreciation, stewardship, and collaborative processes for governance of the environment, public lands, and natural resources.

Strategic Objective 1.2: Provide services and information resources to enhance collaboration and resolve environmental, public lands, and natural resources issues, conflicts, and disputes among governmental and nongovernmental stakeholders.

<p>Performance Goal 1.2.1: Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building.</p>	<p>Annual Target</p>
<p>Measure 1: Number of trainings provided.</p>	<p>9</p>
<p>Measure 2: Percent of ECCR training participants who report what they take away from the training will have a very positive impact on their effectiveness in the future.</p>	<p>87%</p>

<p>Performance Goal 1.2.2: Provide case consultation services and resources to increase the use of environmental collaboration and conflict resolution involving Federal agencies and affected stakeholders.</p>	<p>Annual Target</p>
<p>Measure 1: Number of case consultations.</p>	<p>30</p>
<p>Measure 2: Number of initiatives that support or promote the increased use of ECCR by Federal agencies and affected stakeholders.</p>	<p>3</p>

<p>Performance Goal 1.2.3: Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources issues, conflicts, and disputes involving Federal agencies and affected stakeholders.</p>	Annual Target
<p>Measure 1: Number of assessments, facilitations, mediations, and other ECCR processes.</p>	30
<p>Measure 2: Percentage of respondents who report that the National Center provided services that supported progress toward prevention or resolution of environmental issues, conflicts, and disputes.</p>	85%

Strategic Goal 2: EDRF Program – John S. McCain III National Center for Environmental Conflict Resolution (National Center)

Strategic Goal 2: Strengthen Native Nations to facilitate their self-determination, governance, and human capital goals.

Strategic Objective 2.3: Provide information resources, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, and natural resources issues, conflicts, and disputes that concern Native Nations.

<p>Performance Goal 2.3.1: Provide assessment, mediation, facilitation, and related services on issues, conflicts, and disputes that concern Native Nations.</p>	Annual Target
<p>Measure 1: Number of assessments, facilitations, mediations, and other ECCR processes that involve Native Nations or Tribal issues.</p>	15

<p>Performance Goal 2.3.2: Develop communities of practice and provide training to build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations.</p>	Annual Target
<p>Measure 1: Number of trainings, presentations, webinars, facilitated forums, and other initiatives that build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations.</p>	3

Trust Fund Programs – Education and The University of Arizona Partner Programs

The Trust Fund programs consist of the Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy (Native American Graduate Fellowship); Native American Congressional Internship (Internship); Stewart L. Udall Parks in Focus® Program (Parks in Focus®); Udall Undergraduate Scholarship (Scholarship); and Udall Center for Studies in Public Policy (Udall Center), which includes the Native Nations Institute for Leadership, Management, and Policy (NNI) and funding for the Udall Archives at The University of Arizona Libraries, Special Collections (Udall Archives).

The Native American Graduate Fellowship Program supports outstanding Native American and Alaska Native graduate students who intend to pursue advanced degrees in Tribal public policy and health care, including law and medicine. The Udall Foundation established the Native American Graduate Fellowship Program in FY 2021; Fellowships are funded by interest revenues earned on Trust Fund investments.

The Internship Program identifies future leaders in Indian Country and places them in Congressional and Federal agency offices in Washington, D.C., to learn firsthand how the Federal Government works with and impacts Tribes and Tribal communities. The Internship provides professional development for up to 12 deserving and qualified students annually, connecting them to a network of leaders and policy makers in Indian affairs. The Internship Program, comanaged by the Udall Foundation and NNI, is funded through annual appropriations via the NNI set-aside, a portion of which is retained by the Udall Foundation for its direct expenditures on Internship programming.

Parks in Focus® fosters in youth an appreciation for the environment and natural resources through photography-centered visits to public lands during which participants learn the fundamentals of photography, ecology, and conservation. In response to the COVID-19 pandemic, the program has also developed new digital curricula and hosted virtual learning experiences for area youth. Tucson-based Parks in Focus® activities are primarily funded by interest revenues earned on Trust Fund investments, while Parks in Focus® activities outside of Arizona, such as in Yosemite National Park, are primarily funded by external grants, donations, and program partners including through the Western National Parks Association.

The Scholarship Program identifies future leaders in environmental, Tribal public policy, and health care fields. It is highly competitive; in FY 2023, 384 students, many of whom had already participated in their schools' internal competitions with a larger pool of applicants, competed for 55 scholarship awards. As a condition of their award, Scholars attend a multiday, in-person Scholar Orientation experience in Tucson, Arizona. The Udall Foundation continued its efforts in FY 2023 to reduce equity barriers and grow participation from MSIs in the Scholarship Program

consistent with the requirements of EO 13985. Scholarships are funded by interest revenues earned on Trust Fund investments.

The Udall Center supports policy-relevant interdisciplinary research, science-policy dialogues, and other endeavors that link scholarship and education with decision-making. Areas of particular focus include water security and management, climate change adaptation and planning, and ecosystem services valuation and protection, primarily in the Southwest and U.S.-Mexico border region. The Udall Foundation’s enabling legislation mandates that not less than 20% of annual interest revenues from the Trust Fund be allocated to the Udall Center to fund such programs and initiatives in its development and implementation of a Program for Environmental Policy Research and Environmental Conflict Resolution and Training as well as activities specific to the Udall Archives. Since FY 2020, the Udall Foundation has made additional, strategic investments in the Udall Center’s work from the EDRF totaling \$0.425 million to enhance its ECCR research and services portfolio and strengthen its ECCR-based partnership with the National Center.

NNI, a program of the Udall Center, is a resource for self-determination, governance, and economic development for Native Nations that assists Tribes engaged in constitutional and governance reforms and provides education to Tribal leaders. NNI also conducts research and policy analysis in the areas of intergovernmental relations, natural resources management, development strategy, health care, law enforcement, data governance, and social services. Since FY 2001, Congress has authorized the Udall Foundation to set aside up to \$1 million of its annual Trust Fund appropriation, at the discretion of the Board of Trustees, for reimbursement of NNI programming expenses and comanaging the Internship Program. The total of such set-asides to NNI through FY 2024 is \$19.725 million.

The University of Arizona Libraries, Special Collections serves as the repository for the Udall Archives, which includes the papers of Morris K. Udall and Stewart L. Udall. The University of Arizona Libraries assures public access to such papers, including books, manuscripts, photographs, maps, and audiovisual holdings, and curates public displays and events highlighting the impact and legacy of Morris K. Udall and Stewart L. Udall.

Trust Fund Programs – Education and The University of Arizona Partner Programs	FY 2023 Enacted		FY 2024 Annualized CR		FY 2025 President’s Budget	
	FTEs	\$(Millions)	FTEs	\$(Millions)	FTEs	\$(Millions)
Appropriations						
Trust Fund Deposit	4.5	\$0.800*	4	\$0.800	4	\$1.000
NNI Set-Aside		\$1.000		\$1.000		\$1.000

*Congress authorized the Udall Foundation to spend the FY 2023 appropriation directly on authorized Education and The University of Arizona partner programming and related administrative costs in lieu of depositing the appropriation into the Trust Fund corpus. The same authority was requested in the FY 2024 President’s Budget.

FY 2023

The Udall Foundation received an appropriation to its Trust Fund of \$1.800 million in FY 2023. In addition, the Udall Foundation received the ability from Congress to spend the FY 2023 appropriation directly on authorized Education and The University of Arizona partner programming and related administrative costs in lieu of depositing the appropriation into the Trust Fund corpus. Trust Fund interest revenues and the FY 2023 appropriation were sufficient to maintain existing Parks in Focus® activities and Scholarship, Internship, and Fellowship award levels. The FY 2023 appropriation and Trust Fund interest revenues were also used to continue meeting the requirements of EO 13985, including providing enhanced Scholarship Program support to MSIs, increasing representation from MSIs on the Scholarship selection panel, and conducting an agency equity assessment. FY 2023 interest revenues from the Trust Fund of 20% were allocated to the Udall Center to continue its policy-relevant interdisciplinary research, science-policy dialogues, and other endeavors, in its development and implementation of a Program for Environmental Policy Research and Environmental Conflict Resolution and Training, and for continued curation of political affairs materials by the Udall Archives. A \$1.000 million set-aside of FY 2023 appropriations supported NNI's work in research and policy analysis; educational programs and resources and collaborations across The University of Arizona and with the Udall Foundation and Native Nations, such as an emerging partnership with the National Center in the areas of Tribal sovereignty and ECCR; and its role comanaging the Internship Program. The Udall Foundation continued its practice of retaining a portion of the NNI set-aside for expenses associated with the Internship Program. Finally, the appropriation allowed the agency to implement a government-wide 4.6 percent Federal civilian employee pay raise in January 2023.

FY 2024

The Udall Foundation uses an annualized CR appropriation of \$1.800 million to the Trust Fund in FY 2024. In addition, the FY 2024 President's Budget asked Congress to grant the Udall Foundation the ability to spend the FY 2024 Trust Fund appropriation directly in support of authorized Education and The University of Arizona partner programming and related administrative costs in lieu of depositing the appropriation into the Trust Fund corpus, as it did in FY 2023. Trust Fund interest revenues plus direct expenditure of the FY 2024 annualized CR appropriation will ensure continuation of existing Parks in Focus® activities and Scholarship, Internship, and Fellowship award levels, and support an in-person Scholar Orientation. It will also enable the Udall Foundation to continue meeting the requirements of EO 13985 by promoting equity for underserved communities. The appropriation also incorporates a government-wide 5.2 percent Federal civilian employee pay raise that was implemented in January 2024. FY 2024 interest revenues from the Trust Fund of 20% will be allocated to the Udall Center to continue its policy-relevant interdisciplinary research, science-policy dialogues, and other endeavors, in its development and implementation of a Program for Environmental Policy Research and Environmental Conflict Resolution and Training, and for continued curation of political affairs materials by the Udall Archives. With Congressional authorization and concurrence of the Board of Trustees, a partial set-aside of FY 2024 appropriations will be used to support NNI's work in research and policy analysis; educational and direct services programs,

resources, and collaborations across The University of Arizona and with the Udall Foundation and Native Nations; and its role comanaging the Internship Program. The Udall Foundation will continue its practice of retaining a portion of the NNI set-aside for expenses associated with the Internship Program.

FY 2025

The FY 2025 President's Budget requests an appropriation of \$2.000 million to the Trust Fund, an increase of \$0.200 million above the FY 2023 enacted amount. In addition, the FY 2025 President's Budget asks Congress to grant the Udall Foundation the ability to spend the FY 2025 Trust Fund appropriation directly in support of authorized Education and The University of Arizona partner programming and related administrative costs in lieu of depositing the appropriation into the Trust Fund corpus, as it did in FY 2023 and requested in FY 2024. Trust Fund interest revenues plus direct expenditure of the FY 2025 appropriation will ensure continuation of existing Parks in Focus® activities and Scholarship, Internship, and Fellowship award levels, and support a hybrid or virtual Scholar Orientation. It will also enable the Udall Foundation to explore an expansion of the Internship Program to non-summer placement windows, consistent with the Justice40 initiative goal of benefiting disadvantaged communities through training and workforce development, and to continue meeting the requirements of EO 13985 by promoting equity for underserved communities. The request also incorporates a planned, government-wide 2.0 percent Federal civilian employee pay raise beginning in January 2025. FY 2025 interest revenues from the Trust Fund of not less than 20% will be allocated to the Udall Center to continue its policy-relevant interdisciplinary research, science-policy dialogues, and other endeavors, in its development and implementation of a Program for Environmental Policy Research and Environmental Conflict Resolution and Training, and for continued curation of political affairs materials by the Udall Archives. With Congressional authorization and concurrence of the Board of Trustees, a partial set-aside of FY 2025 appropriations will be used to support NNI's work in research and policy analysis; educational and direct services programs, resources, and collaborations across The University of Arizona and with the Udall Foundation and Native Nations; and its role comanaging the Internship Program. The Udall Foundation will continue its practice of retaining a portion of the NNI set-aside for expenses associated with the Internship Program.

Strategic Goal 1: Trust Fund Programs – Education and The University of Arizona Partner Programs

Performance Goals based on FY 2025 President’s Budget Request of \$2.000 million.

Strategic Goal 1: Strengthen the appreciation, stewardship, and collaborative processes for governance of the environment, public lands, and natural resources.

Strategic Objective 1.1: Provide organizational assistance and information resources to build capacity for collaborative decision-making and public participation related to environmental conflicts and natural resources issues involving Federal agencies and related interests.

Performance Goal 1.1.1: Convene and facilitate an annual meeting of experts and promote dialogues on environmental, natural resources, and public lands issues.	Annual Target
Measure 1: Number of meetings of experts on environmental, natural resources, and public lands issues.	1
Measure 2: Number of dialogues on environmental, natural resources, and public lands issues.	1

Performance Goal 1.1.2: Conduct research that informs environmental policy and natural resources management and provide broad dissemination including of archival material.	Annual Target
Measure 1: Number of environmental policy presentations or briefings.	40
Measure 2: Number of collaborating agencies and institutions.	30
Measure 3: Number of environmental policy publications.	30

Strategic Objective 1.3: Provide educational opportunities and programs to promote understanding and appreciation of the environment and natural resources.

<p>Performance Goal 1.3.1: Award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment.</p>	<p>Annual Target</p>
<p>Measure 1: Number of Scholarships.</p>	<p>38</p>
<p>Measure 2: Percent of recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.</p>	<p>96%</p>

<p>Performance Goal 1.3.2: Provide educational programs, training, and resources with the purpose of supporting opportunities for youth to learn about and experience the Nation’s parks and wilderness and other outdoor areas.</p>	<p>Annual Target</p>
<p>Measure 1: Number of individuals reached through direct Parks in Focus® programs and trainings.</p>	<p>250</p>
<p>Measure 2: Number of hours of direct Parks in Focus® programming and training services provided.</p>	<p>250</p>
<p>Measure 3: Percent of participants who report they received a quality educational experience during Parks in Focus® activities and trainings.</p>	<p>90%</p>

Strategic Goal 2: Trust Fund Programs – Education and The University of Arizona Partner Programs

Strategic Goal 2: Strengthen Native Nations to facilitate their self-determination, governance, and human capital goals.

Strategic Objective 2.1: Provide research, education, and services to Native Nations and non-Native entities or individuals who engage with Native Nations.

Performance Goal 2.1.1: Provide Native Nations and others with education, resources, and services for leadership and governance that will enable Native Nations to achieve their strategic goals.	Annual Target
Measure 1: Number of Tribes served.	50
Measure 2: Number of participants who complete NNI educational seminars and courses.	75
Measure 3: Number of visitors to the Indigenous Governance Database website.	20,000

Performance Goal 2.1.2: Provide policy analysis and research to support Native Nations.	Annual Target
Measure 1: Number of Indigenous policy publications and briefings.	10
Measure 2: Number of presentations.	25
Measure 3: Number of collaborating agencies and institutions.	25

Strategic Objective 2.2: Provide educational opportunities and programs to Native Nations in the areas of Tribal public policy or health care.

<p>Performance Goal 2.2.1: Award Scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy or health care.</p>	<p>Annual Target</p>
<p>Measure 1: Number of Scholarships.</p>	<p>17</p>
<p>Measure 2: Percent of recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.</p>	<p>96%</p>

<p>Performance Goal 2.2.2: Award Internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy or health care.</p>	<p>Annual Target</p>
<p>Measure 1: Number of Internships.</p>	<p>12</p>
<p>Measure 2: Percent of recipients who report they received a quality educational experience through the Native American Congressional Internship Program.</p>	<p>92%</p>

<p>Performance Goal 2.2.3: Award Fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care, including law and medicine.</p>	<p>Annual Target</p>
<p>Measure 1: Number of Fellowships.</p>	<p>1</p>
<p>Measure 2: Percent of recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.</p>	<p>100%</p>

Appendices A–D: Program and Cybersecurity Budgets

APPENDIX A					
MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION					Notes
Budget Summary: John S. McCain III National Center for Environmental Conflict Resolution					
		FY 2023	FY 2024	FY 2025	
		Enacted	Annualized Continuing Resolution	President's Budget	
REVENUE					
EDRF Appropriation		3,943,000	3,943,000	4,044,000	
Offsetting Collections		1,332,904	1,285,000	1,235,000	A
Interest Revenues From EDRF Investments		263,799	250,000	250,000	
Grants, Gifts, and Donations		0	0	1,000	
TOTAL REVENUE		5,539,703	5,478,000	5,530,000	
EXPENSES					
PERSONNEL					
Personnel Compensation (Salaries)		3,019,062	3,232,716	3,366,318	B
Personnel Compensation (Pay Raises)		n/a	171,387	71,932	C
Personnel Benefits (Fringe Benefits)		1,106,698	1,201,965	1,257,116	
TOTAL PERSONNEL		4,125,760	4,606,069	4,695,367	
OPERATIONS					
Travel, Training, and Transportation of Persons		121,890	142,624	145,000	
Rent, Communications, and Utilities		338,437	448,318	482,237	D
Printing and Reproduction		7,257	7,500	9,000	
Contract Services		867,700	476,886	480,000	E
Supplies and Materials		36,564	38,000	40,000	
Equipment (Software and Hardware)		200,653	170,000	175,000	
TOTAL OPERATIONS		1,572,501	1,283,328	1,331,237	
TOTAL EXPENSES		5,698,261	5,889,397	6,026,604	F
Notes					
A	Offsetting Collections reflect National Center project and training collections.				
B	Personnel Compensation and Personnel Benefits include a prorated share of non-programmatic positions paid from the EDRF.				
C	A Federal civilian pay raise of 2.0% beginning January 2025 is assumed. The FY 2023 pay raise is incorporated into the Personnel Compensation (Salaries) category.				
D	A period of zero rent occurred in FY 2023 during relocation of the agency's headquarters office.				
E	FY 2023 Contract Services included costs for the agency's headquarters buildout and relocation.				
F	Total Expenses deficits will be mitigated through increased, inflation-adjusted rates for Offsetting Collections, personnel attrition, and the use of no-year EDRF liquidity.				

APPENDIX B				
MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION				
				Notes
Budget Summary: Education Programs				
	FY 2023	FY 2024	FY 2025	
	Enacted	Annualized Continuing Resolution	President's Budget	
REVENUE				
Trust Fund Appropriation	1,800,000	1,800,000	2,000,000	
<i>of which, NNI Set-Aside</i>	875,000	800,000	800,000	
<i>of which, NNI Set-Aside Retained by Udall Foundation</i>	125,000	200,000	200,000	A
<i>of which, Deposited to Trust Fund for Investments</i>	800,000	800,000	1,000,000	B
Interest Revenues From Trust Fund Investments	1,997,689	2,422,689	2,422,689	
Grants, Gifts, and Donations	14,407	22,206	20,000	C
TOTAL REVENUE	3,812,097	4,244,896	4,442,689	
EXPENSES				
PROGRAM OPERATIONS				
Personnel Compensation (Salaries)	414,413	531,849	549,859	
Personnel Compensation (Pay Raises)	n/a	22,324	9,640	D
Personnel Benefits (Fringe Benefits)	125,710	169,291	173,819	
Parks in Focus®	50,561	60,000	60,000	
Internship Program	84,799	150,000	180,000	
Scholarship Program	549,187	608,545	479,000	E
Native American Graduate Fellowship	77,000	75,000	62,500	
Native Nations Institute	875,000	800,000	800,000	
Trust Fund Interest Revenues Allocation to Udall Center	399,538	484,538	484,538	
TOTAL PROGRAM OPERATIONS	2,576,208	2,901,547	2,799,356	
OTHER OPERATIONS				
Personnel Compensation (Salaries)	202,123	238,420	262,038	F
Personnel Compensation (Pay Raises)	n/a	11,753	5,202	
Personnel Benefits (Fringe Benefits)	76,772	92,162	99,575	
Travel, Training, and Transportation of Persons	6,791	8,000	8,500	
Rent, Communications, and Utilities	48,671	50,000	57,739	
Contract Services	63,816	79,825	81,000	
Equipment (Software and Hardware)	33,440	35,000	36,500	
TOTAL OTHER OPERATIONS	431,613	515,160	550,554	
TOTAL EXPENSES	3,007,821	3,416,707	3,349,910	
Notes				
A	The NNI Set-Aside Retained by Udall Foundation reflects the agency's direct expenditures on Internship programming.			
B	Authority for direct expenditure of the appropriation was granted by Congress for FY 2023 and requested for FY 2024 and FY 2025.			
C	Grants, gifts, and donations include annual Western National Parks Association donations to Parks in Focus®.			
D	A Federal civilian pay raise of 2.0% beginning January 2025 is assumed. The FY 2023 pay raise is incorporated into the Personnel Compensation (Salaries) category.			
E	A hybrid or virtual Scholar Orientation for FY 2025 is assumed.			
F	Other Operations Personnel Compensation and Personnel Benefits include a prorated share of non-programmatic positions paid from Trust Fund interest revenues.			

APPENDIX D					
MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION					Notes
Budget Summary: Cybersecurity Expenditures					A
		FY 2023	FY 2024	FY 2025	
		Enacted	Annualized Continuing Resolution	President's Budget	
NIST CATEGORY					
Identify		781	6,818	7,841	B
Protect		13,651	9,091	10,455	
Detect		781	4,545	5,227	
Respond		0	2,273	2,614	
Recover		2,875	2,273	2,614	
TOTAL EXPENSES		18,087	25,000	28,751	C
Notes					
A	Cybersecurity expenditures are paid on a prorated basis from both the EDRF and Trust Fund.				
B	Increased expenses over FY 2023 amounts reflect agency cybersecurity investments such as new firewall systems.				
C	Any expenditures on required AI activities in FY 2025 will come from the requested funding amounts.				