



# FY 2026 Congressional Budget Justification

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# 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, Internships, and Fellowships 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.
- Provide funding to the Udall Center for Studies in Public Policy to conduct policy research and outreach on the environment and related themes.
- Provide funding to the Native Nations Institute for Leadership, Management, and Policy, a program of the Udall Center for Studies in Public Policy, for research, education, and outreach on Native American and Alaska Native health care issues and Tribal public policy issues.
- Provide funding to Special Collections at the University of Arizona Libraries to serve as the repository for the papers of Morris K. Udall and Stewart L. Udall 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.

The Further Consolidated Appropriations Act, 2024, enacted into law in March 2024, included language reauthorizing the Udall Foundation through fiscal year 2029.

# Fiscal Year 2026 President's Budget

The FY 2026 President's Budget requests \$5.444 million in appropriations for the Udall Foundation:

- \$3.862 million for the Environmental Dispute Resolution Fund;
- \$1.582 million for the Morris K. Udall and Stewart L. Udall Trust Fund.

The requested appropriations for FY 2026, which represent a decrease of \$0.242 million versus the FY 2025 Continuing Resolution, will still allow the agency to deliver its statutorily authorized mission, in alignment with Administration priorities, and address critical cybersecurity and information technology needs. The requested appropriations assume there will be no Federal civilian employee pay raise provided in FY 2026.

The FY 2026 President's Budget again asks Congress to grant the Udall Foundation the ability to spend its Morris K. Udall and Stewart L. Trust Fund appropriation directly in support of authorized programming and related administrative costs. The Udall Foundation received the ability from Congress to utilize its FY 2023 and FY 2024 appropriations for direct expenditure, and the ability was continued under the FY 2025 Continuing Resolution.

The Udall Foundation continues to pilot its Congressionally directed authority to accept, hold, solicit, administer, and utilize donations, grants, and gifts, of which the agency expects to accrue a total of \$0.023 million in FY 2026.

The FY 2026 President's Budget request was developed in accordance with the Udall Foundation's FY 2026 Agency Performance Plan, the performance goals and targets for which are shown in Appendix B. The requested funding for FY 2026 also aligns with the Udall Foundation's 2022-2026 Strategic Plan, specifically 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.

## Advancing Administration Priorities

In Fiscal Year 2026, the Udall Foundation will carry out its statutorily mandated activities within the funding levels provided for in the President’s Budget, utilizing goals and targets that will drive actionable performance and results. These activities include:

- Awarding Scholarships, Internships, and Fellowships 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. 20 U.S.C. §5605(a)(2)-(4).
- Connecting 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. 20 U.S.C. §5605(a)(5)(A).
- Providing impartial assessment, mediation, collaboration, training, and other related services on a wide range of environmental, natural and cultural resources, Tribal, and public lands issues, conflicts, and disputes involving the Federal Government. 20 U.S.C. §5605(a)(1)(B).
- Providing funding to the Udall Center for Studies in Public Policy at the University of Arizona, including Special Collections at the University of Arizona Libraries, for activities required by statute. 20 U.S.C. §5605(a)(6),(7),(9).

In meeting its statutory mandate, the Udall Foundation will advance the Administration’s priorities in alignment with specific Executive Orders and Presidential directives including:

- Unleashing American Energy (January 20, 2025)
- Unleashing Prosperity Through Deregulation (January 31, 2025)
- Updating Permitting Technology for the 21st Century (April 15, 2025)
- White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities (HBCUs) (April 23, 2025)

Performance goals and targets for Fiscal Year 2026 are detailed in Appendix B.

The Udall Foundation will also support the Administration’s efforts to provide timely, reliable, and cost-effective services to the Nation, including in alignment with:

- Ensuring Accountability for All Agencies (February 18, 2025)
- Implementing the President’s “Department of Government Efficiency” Workforce Optimization Initiative (February 26, 2025)
- Stopping Waste, Fraud, and Abuse by Eliminating Information Silos (March 20, 2025)
- Eliminating Waste and Saving Taxpayer Dollars by Consolidating Procurement (March 20, 2025)
- Ensuring Commercial, Cost-Effective Solutions in Federal Contracts (April 16, 2025)

Alignment with and implementation of the Administration’s priorities will advance the timely, efficient, and positive delivery of Udall Foundation programs and services in Fiscal Year 2026.

# Environmental Dispute Resolution Fund

**Requested FY 2026 appropriation: \$3.862 million**

## Fund Overview

Appropriations made to the Environmental Dispute Resolution Fund (EDRF) are used for the annual operations of the John S. McCain III National Center for Environmental Conflict Resolution and for 85% of Udall Foundation expenses shared with the Morris K. Udall and Stewart L. Udall 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.

Congress has authorized the Udall Foundation to accept and retain offsetting collections from Federal agencies (formerly referred to as service fees) in the EDRF, in addition to its appropriations, for environmental collaboration and conflict resolution (ECCR) project and training services. Such reimbursements are processed primarily through interagency funding agreements.

Appropriations made to the EDRF are available for direct expenditure and remain available until expended. Available balances in the EDRF may also be invested in Treasury public debt securities to generate interest revenues.

## John S. McCain III National Center for Environmental Conflict Resolution

The John S. McCain III National Center for Environmental Conflict Resolution (National Center) is a nonpartisan Federal resource for ECCR activities. It is dedicated to resolving environmental issues, conflicts, and disputes 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 advance Administration priorities and produce cost savings 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 offsetting collections 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.

## Fiscal Year 2026

The Udall Foundation will utilize the EDRF appropriation to continue providing assessment, mediation, facilitation, and collaboration and conflict resolution services and trainings to Federal agencies and other organizations, and to mitigate the impacts of potential reductions in offsetting collections due to delayed or canceled interagency activities. The agency will emphasize ECCR services that support resolution of Tribal environmental conflicts involving the Federal Government, including Tribal engagement training, as well as those leading to positive outcomes with accelerated timelines for infrastructure, permitting, and related Administration initiatives.

<b>Environmental Dispute Resolution Fund</b>	<b>FY 2024 Enacted</b>	<b>FY 2025 Continuing Resolution</b>	<b>FY 2026 President's Budget</b>
	\$ (Millions)	\$ (Millions)	\$ (Millions)
Appropriations	\$3.904	\$3.904	\$3.862
Offsetting Collections*	\$1.418	\$0.983	\$1.015

\*Fees for ECCR project and training services provided directly by National Center program employees. FY 2025 and FY 2026 offsetting collections are estimated.

# Morris K. Udall and Stewart L. Udall Trust Fund

**Requested FY 2026 appropriation: \$1.582 million**

## Fund Overview

Appropriations made to the Morris K. Udall and Stewart L. Udall Trust Fund (Trust Fund) are added to the Trust Fund's corpus and invested in Treasury public debt securities to generate interest revenues. The Udall Foundation's enabling legislation specifies that only Trust Fund interest earnings may be used to fund authorized Education Programs, partner programming at the University of Arizona, and related administrative costs. Interest rates on Treasury securities are closely monitored by Udall Foundation leadership to determine how best to invest the Trust Fund corpus.

In accordance with the Udall Foundation's enabling legislation, not less than 50% of the annual Trust Fund interest earnings is used to fund authorized Education Programs that can include the Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy, the Native American Congressional Internship, the Stewart L. Udall Parks in Focus® Program, and the Udall Undergraduate Scholarship. Annual interest revenues are also applied to 15% of Udall Foundation expenses shared with the EDRF; not more than 17.5% of the annual Trust Fund interest revenues may be allocated to salaries and other administrative purposes. In addition, not less than 20% of the annual Trust Fund interest revenues is allocated to the University of Arizona for activities of the Udall Center for Studies in Public Policy and Special Collections at the University of Arizona Libraries.

Since FY 2001, Congress has annually authorized that a portion of that fiscal year's Trust Fund appropriation be set aside, at the discretion of the Board of Trustees, for reimbursement of expenses of the Native Nations Institute for Leadership, Management, and Policy, a program of the Udall Center for Studies in Public Policy, and to fund the Native American Congressional Internships and associated programming. The Udall Foundation received the ability from Congress to utilize its FY 2023 and FY 2024 appropriations for direct expenditure, in addition to Trust Fund interest revenues, which continued under the FY 2025 Continuing Resolution.

## Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy

The Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy (Native American Graduate Fellowship) supports up to three outstanding Native American and Alaska Native graduate students each year 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.



## Native American Congressional Internship

The Native American Congressional Internship (Internship) 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 the Native Nations Institute for Leadership, Management, and Policy, 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.

## Stewart L. Udall Parks in Focus® Program

The Stewart L. Udall Parks in Focus® Program (Parks in Focus®) fosters in youth an appreciation for the environment and natural resources through visits to public lands during which participants learn the fundamentals of photography, ecology, and conservation. Parks in Focus® also provides digital resources and trains Federal employees, natural resource professionals, and educators in the use of program curricula. Arizona-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.

## Udall Undergraduate Scholarship

The Udall Undergraduate Scholarship (Scholarship) identifies future leaders in environmental, Tribal public policy, and health care fields. It is highly competitive with hundreds of applicants who have already participated in their school's internal competition competing for 55 awards. Scholarships are funded by interest revenues earned on Trust Fund investments.

## Udall Center for Studies in Public Policy

The Udall Center for Studies in Public Policy (Udall Center) at the University of Arizona supports policy-relevant interdisciplinary research, science-policy dialogues, and other endeavors that link scholarship and education with decision-making. It convenes an annual meeting of experts to address contemporary environmental issues and generates dozens of environmental publications and presentations annually. Areas of particular focus include water security and management, climate adaptation and planning, and ecosystem services valuation and protection, primarily in the Southwest and U.S.-Mexico border region.

## Native Nations Institute for Leadership, Management, and Policy

The Native Nations Institute for Leadership, Management, and Policy (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, and comanages the Internship Program with the Udall Foundation.

## Udall Archives in Special Collections at the University of Arizona Libraries

Special Collections at the University of Arizona Libraries 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.

## Fiscal Year 2026

The Udall Foundation will utilize the Trust Fund appropriation and interest revenues to continue awarding Scholarships, Internships, and Fellowships; providing Parks in Focus<sup>®</sup> programming within and beyond Arizona; supporting research, education, and outreach through the Udall Center including its NNI program; and ensuring curation of and access to the papers of Morris K. Udall and Stewart L. Udall through the Udall Archives. The agency will prioritize opportunities to grow the impact of certain Trust Fund-supported programs in alignment with Administration priorities, such as by increasing Scholarship Program engagement with HBCUs and expanding Congressional Internship placement windows for Native American and Alaska Native awardees.

<b>Morris K. Udall and Stewart L. Udall Trust Fund</b>	<b>FY 2024 Enacted</b>	<b>FY 2025 Continuing Resolution</b>	<b>FY 2026 President's Budget</b>
	\$ (Millions)	\$ (Millions)	\$ (Millions)
Appropriations			
Trust Fund Deposit*	\$0.782	\$0.782	\$0.582
NNI Set-Aside	\$1.000	\$1.000	\$1.000

\*The Udall Foundation received the ability from Congress to spend the FY 2024 appropriation directly on authorized Education Programs, partner programming at the University of Arizona, and related administrative costs in lieu of depositing the appropriation into the Trust Fund corpus, which continued under the FY 2025 Continuing Resolution.

# Requirements and Special Initiatives

## Finance and Information Technology

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 2025 resulted in no findings or recommendations.

The independent public accounting firm also conducted a Federal Information Security Management Act (FISMA) audit in the third quarter of FY 2024 and assisted the Udall Foundation with its second-ever submission of FISMA inspector general (IG) metrics. Moving forward, the agency will report FISMA IG metrics on an annual basis and has established a timeline to address all open FISMA recommendations. The Udall Foundation utilizes the Department of Homeland Security Cybersecurity and Infrastructure Security Agency (CISA) Continuous Diagnostics and Mitigation (CDM) program to strengthen the agency's security posture and support initiatives such as CISA's Zero Trust Maturity Model.

The Udall Foundation will utilize the requested FY 2026 EDRF and Trust Fund appropriations to address critical cybersecurity and information technology needs. These investments will be applied in alignment with OMB Budget Data Request 24-41, Addendum 1, and the five National Institute of Standards and Technology core cybersecurity functions of Identify, Protect, Detect, Respond, and Recover. The Udall Foundation will also conduct market research for a Governance, Risk, and Compliance (GRC) tool through the FedRAMP Cloud Marketplace that can aid the agency in its identification and mitigation of security and privacy risks.

The agency is developing a performance work statement that defines certain information technology requirements that can be obtained through a third-party provider. An overarching goal of this effort is to identify, prioritize, and implement information technology services to support the agency's ongoing compliance work and strengthen its cybersecurity and IT security posture. The agency expects to have an award for such services in place in FY 2026.

The Udall Foundation reports lease capitalization and real property information to the General Services Administration on an annual basis, consistent with OMB Memorandum M-20-03 and Federal Accounting Standards Advisory Board guidance. The agency maintains current assistance listings on SAM.gov for its Scholarship, Internship, and Fellowship Programs.

## Data and Records Management

In FY 2024, the Udall Foundation completed the public notification and approval process to update certain agency information collection requests in coordination with the Office of Information and Regulatory Affairs (OIRA). The agency expects to begin a review in FY 2026 of Privacy Act and System of Records Notice requirements, in coordination with OIRA.

In addition, the Udall Foundation has implemented an internal electronic records management system and transferred its remaining analog records to the National Archives and Records Administration (NARA). The Udall Foundation has submitted a revised records schedule to NARA for approval; once received, the approval will allow the agency to make additional progress toward closing its one open recommendation with the Government Accountability Office to establish a time frame to develop and maintain an active, continuous agency records management program.

The Udall Foundation has begun to assess its requirements for website modernization including for compliance with Section 508 of the Rehabilitation Act and the 21<sup>st</sup> Century Integrated Digital Experience Act. The agency expects to establish modernization timelines in FY 2026 and will also determine necessary crosswalks between its web-based content and Performance.gov.

## Personnel and Stakeholder Engagement

The Udall Foundation fully implemented Trusted Workforce 2.0 in FY 2024, with all full-time equivalent employees currently enrolled in continuous vetting.

The Udall Foundation has submitted its Agency RIF and Reorganization Plan (ARRP), in accordance with the Executive Order *Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative* and in alignment with the President's Budget. The agency will continue delivering programs and services in FY 2026 in accordance with the ARRP, the agency's statutory authorities, and applicable Federal rules and regulations. This includes programs and services provided directly to citizens, such as Scholarships, Internships, and Fellowships, as well as those providing cost savings to the Federal Government, such as the National Center's environmental collaboration and conflict resolution activities. Implementation of the ARRP will facilitate more rapid communication of information across the agency and reduce the time needed to deliver programs and services to the Nation. Additionally, the ARRP process will result in more direct management oversight of program delivery and increased operational efficiencies, better positioning the agency to respond to and advance Administration priorities.

The Udall Foundation is committed to working with Native American and Alaska Native communities, organizations, and leaders to strengthen Tribal sovereignty and self-governance, in accordance with Administration guidance. The requested appropriations for FY 2026 prioritize Tribal programs and services consistent with the agency's enabling legislation.

## Appendix A: Budget Summaries

Budget Summary: Environmental Dispute Resolution Fund						
	FY 2024	FY 2025	FY 2026		Notes	
	Enacted	Continuing Resolution	President's Budget			
<b>REVENUE</b>						
Appropriation	3,904,000	3,904,000	3,862,000			
Offsetting Collections	1,418,360	983,960	1,015,000			
Interest Revenues from Investments	287,292	300,000	250,000			
Grants, Gifts, and Donations	0	0	1,000			
<b>TOTAL REVENUE</b>	<b>5,609,652</b>	<b>5,187,960</b>	<b>5,128,000</b>			
<b>EXPENSES</b>						
<b>PERSONNEL</b>						
Personnel Compensation (Salaries)	3,191,842	3,168,027	2,547,724			
Personnel Benefits (Fringe Benefits)	1,156,435	1,165,730	941,858			
Permanent Change of Station Costs	n/a	75,000	100,000		A	
<b>TOTAL PERSONNEL</b>	<b>4,348,277</b>	<b>4,408,757</b>	<b>3,589,582</b>			
<b>OPERATIONS</b>						
Travel, Training, and Transportation of Persons	142,305	86,323	95,000			
Rent, Communications, and Utilities	308,698	331,775	405,841			
Printing and Reproduction	23,021	7,731	14,000			
Contract Services	502,767	571,849	880,884		B	
Equipment (Software and Hardware), Supplies, and Materials	146,241	114,064	135,000			
<b>TOTAL OPERATIONS</b>	<b>1,123,032</b>	<b>1,111,742</b>	<b>1,530,725</b>			
<b>TOTAL EXPENSES</b>	<b>5,471,309</b>	<b>5,520,499</b>	<b>5,120,307</b>			
Notes						
A	Expenses associated with implementation of the agency's <i>Return to In-Person Work</i> plan.					
B	Expenses associated with third-party provider of IT services and acquisition of FedRAMP GRC tool.					

Budget Summary: Morris K. Udall and Stewart L. Udall Trust Fund					
		FY 2024	FY 2025	FY 2026	Notes
		Enacted	Continuing Resolution	President's Budget	
REVENUE					
	Appropriation	1,782,000	1,782,000	1,582,000	
	Interest Revenues from Investments	2,527,234	2,544,175	2,500,000	A
	Grants, Gifts, and Donations	48,355	12,000	22,000	
	TOTAL REVENUE	4,357,589	4,338,175	4,104,000	
EXPENSES					
PROGRAM OPERATIONS					
	Personnel Compensation (Salaries)	517,163	469,896	403,199	
	Personnel Benefits (Fringe Benefits)	149,296	158,451	132,945	
	Parks in Focus®	61,393	53,734	56,421	
	Internship Program	170,127	191,000	164,000	B
	Scholarship Program	561,568	408,500	558,500	
	Native American Graduate Fellowship	75,000	82,000	77,000	
	Native Nations Institute	898,490	806,340	800,000	
	Trust Fund Interest Revenues Allocation to Udall Center	554,674	538,031	484,538	
	Trust Fund Appropriation Available for Direct Expenditure	782,000	782,000	582,000	
	TOTAL PROGRAM OPERATIONS	3,769,710	3,489,952	3,258,603	
OTHER OPERATIONS					
	Personnel Compensation (Salaries)	224,932	257,419	215,298	
	Personnel Benefits (Fringe Benefits)	87,489	101,715	92,980	
	Travel, Training, and Transportation of Persons	22,121	29,063	30,000	
	Rent, Communications, and Utilities	57,075	67,990	80,938	
	Contract Services	114,391	165,432	222,435	C
	Equipment (Software and Hardware), Supplies and Materials	29,133	52,894	60,159	
	TOTAL OTHER OPERATIONS	535,141	674,512	701,810	
	TOTAL EXPENSES	4,304,852	4,164,464	3,960,413	
Notes					
A	Any unspent interest revenues generated by Trust Fund investments are added to the Fund corpus.				
B	Scholarship, Internship, and Fellowship expenses reflect award amounts plus program operations costs.				
C	Expenses associated with third-party provider of IT services.				

Budget Summary: Cybersecurity							
		FY 2024		FY 2025		FY 2026	Notes
		Enacted		Continuing Resolution		President's Budget	
<b>EXPENSES BY NIST CATEGORY</b>							
	Identify	16,550		16,550		41,936	
	Protect	22,800		34,827		168,559	A
	Detect	12,700		12,433		39,994	
	Respond	5,600		5,068		39,301	
	Recover	5,600		5,134		5,335	
	<b>TOTAL EXPENSES</b>	<b>63,250</b>		<b>74,012</b>		<b>295,125</b>	B
<b>Notes</b>							
<b>A</b>	Expenses associated with third-party provider of IT services.						
<b>B</b>	Cybersecurity expenses are shared between EDRF and Trust Fund.						



## Appendix B: Fiscal Year 2026 Agency Performance Goals

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.

This objective responds to the Udall Foundation's legislative mandate to (1) provide for discussion of environmental, natural resources, and public lands issues; (2) conduct environmental policy research; and (3) archive papers of Morris K. Udall and Stewart L. Udall and other such public papers as may be appropriate and assure such papers' availability to the public. 20 U.S.C. §5605(a)(6)-(7).

**Administration Priority:** *Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century*

**Performance Goal:** Convene and facilitate an annual meeting of experts and promote dialogues on environmental, natural resources, and public lands issues.

FY 2026 performance target: 1 meeting.

**Performance Goal:** Conduct research that informs environmental policy and natural resources management and provide broad dissemination.

FY 2026 performance target: 20 environmental policy publications.

**Performance Goal:** Ensure that digitized legacy audiovisual (AV) content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.

FY 2026 performance target: 50% of identified digitized legacy AV content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.

**Performance Goal:** Ensure that AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.

FY 2026 performance target: 35% of AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.

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.

This objective responds to the Udall Foundation's legislative mandate to provide assessment, mediation, collaboration, training, and other related services to resolve environmental disputes and Federal, State, or Tribal environmental or natural resources decision-making processes or procedures that may result in or cause a dispute or conflict. 20 U.S.C. §5605(a)(1)(B)(i)(II).

**Administration Priority:** *Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century*

**Performance Goal:** Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources issues, conflicts, and disputes involving Federal agencies and relevant stakeholders.

FY 2026 performance target: 85% of respondents report that the National Center provided services that supported progress toward prevention or resolution of environmental issues, conflicts, and disputes.

**Performance Goal:** Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building involving the Federal Government.

FY 2026 performance target: 85% of environmental collaboration and conflict resolution training participants report what they took away from the training will have a very positive impact on their effectiveness in the future.

**Performance Goal:** Provide resources and consultation services to increase the use of environmental collaboration and conflict resolution involving Federal agencies, States, Native Nations, and relevant stakeholders.

FY 2026 performance target: 3 initiatives that support or promote the increased use of environmental collaboration and conflict resolution by Federal agencies and relevant stakeholders.

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

Strategic Objective 1.3: Provide educational programs to increase understanding of the environment, natural resources, and public lands.

This objective responds to the Udall Foundation's legislative mandate to (1) award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and (2) identify and invite the participation of youth throughout the United States to enjoy the Nation's parks and wilderness and other outdoor areas. 20 U.S.C. §5605(a)(2)(A), (5)(A).

**Administration Priority:** *White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities*

**Performance Goal:** Award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment.

FY 2026 performance target: 37 Scholarships awarded.

FY 2026 performance target: 19 institutions of higher education represented.

**Performance Goal:** 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.

FY 2026 performance target: 250 individuals reached through direct Parks in Focus® programs and trainings.

FY 2026 performance target: 5 youth-serving organizations and public lands agencies reached.

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.

This objective responds to the Udall Foundation's legislative mandate to (1) conduct research and training on Native American and Alaska Native health care issues and Tribal public policy issues, and (2) archive papers of Morris K. Udall and Stewart L. Udall and other such public papers as may be appropriate and assure such papers' availability to the public. 20 U.S.C. §5605(a)(7),(9).

**Administration Priority:** *Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century*

**Performance Goal:** Provide Native Nations and others with education, resources, and services for leadership and governance that will enable Native Nations to achieve their strategic goals.  
FY 2026 performance target: 15 educational seminars and courses.

**Performance Goal:** Provide policy analysis and research to support Native Nations.  
FY 2026 performance target: 10 Indigenous policy publications and briefings.

**Performance Goal:** Ensure that digitized legacy audiovisual (AV) content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.  
FY 2026 performance target: 50% of identified digitized legacy AV content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.

**Performance Goal:** Ensure that AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.  
FY 2026 performance target: 35% of AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.

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

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

This objective responds to the Udall Foundation's legislative mandate to (1) award Scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy and health care; (2) award Internships in Federal, State and Local agencies or in offices of major public health or public policy organizations to deserving and qualified Native Americans and Alaska Natives; and (3) award Fellowships to outstanding Native American and Alaska Native graduate students who intend to pursue advanced degrees in Tribal public policy and health care. 20 U.S.C. §5605(a)(2)-(4).

**Administration Priority:** *White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities*

**Performance Goal:** Award Scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy and health care.

FY 2026 performance target: 18 Scholarships awarded.

FY 2026 performance target: 9 institutions of higher education represented.

**Performance Goal:** Award Internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy and health care.

FY 2026 performance target: 12 Internships awarded.

FY 2026 performance target: 8 Congressional or Federal agency offices hosted Interns.

**Performance Goal:** Award Fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care.

FY 2026 performance target: 3 Fellowships awarded.

FY 2026 performance target: 2 institutions of higher education represented.

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.

This objective responds to (1) the Udall Foundation's legislative mandate to provide assessment, mediation, collaboration, training, and other related services to resolve environmental disputes and Federal, State, or Tribal environmental or natural resources decision-making processes or procedures that may result in or cause a dispute or conflict; and (2) legislative authority for Native Nations, as non-Federal entities, to use the Udall Foundation and the National Center on a reimbursable basis to provide assessment, mediation, or other related services in connection with a dispute or conflict involving the Federal Government related to the environment, public lands, or natural resources. 20 U.S.C. §§5605(a)(1)(B) & 5607b(e)(1)-(2).

**Administration Priority:** *Unleashing American Energy; Unleashing Prosperity Through Deregulation; and Updating Permitting Technology for the 21st Century*

**Performance Goal:** Provide assessment, mediation, facilitation, and related services on issues, conflicts, and disputes that concern Native Nations.

FY 2026 performance target: 25% of projects and project consults involve Native Nations.

## Appendix C: Figures



Figure 1

Effective Date: May 13, 2025

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

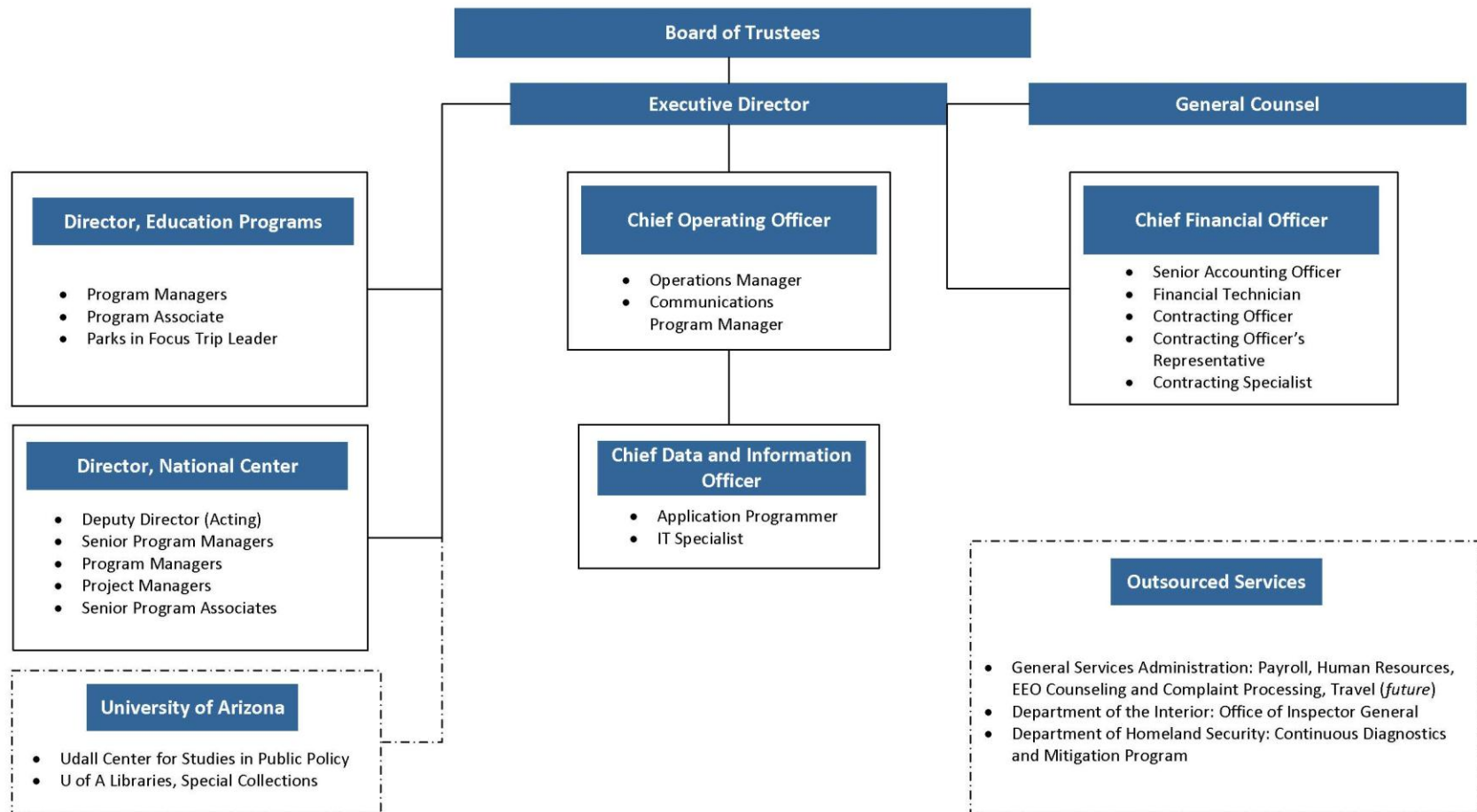


Figure 2-1

## 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** = Environmental Dispute Resolution Fund; **Blue** = Morris K. Udall and Stewart L. Udall 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 = Environmental Dispute Resolution Fund; Blue = Morris K. Udall and Stewart L. Udall Trust Fund