

**To:** Davis, Natalie[natalie\_davis@ios.doi.gov]  
**From:** Lori Mashburn  
**Sent:** 2017-09-13T09:35:05-04:00  
**Importance:** Normal  
**Subject:** Re: Board Thank You and other to-do  
**Received:** 2017-09-13T09:35:14-04:00

They didn't like it. Plus that was a thank you for during. This is an after note.

Sent from my iPhone

On Sep 13, 2017, at 9:34 AM, Davis, Natalie <[natalie\\_davis@ios.doi.gov](mailto:natalie_davis@ios.doi.gov)> wrote:

Yes, but question- didn't we already do this and send it off to comms a few weeks ago?

Okay sounds good on the other things.

On Wed, Sep 13, 2017 at 9:20 AM, Mashburn, Lori <[lori\\_mashburn@ios.doi.gov](mailto:lori_mashburn@ios.doi.gov)> wrote:

Can you compose a friendly note with little detail thanking members for their patience as we completed this initial phase of the board review?

Also, can you schedule 20 minutes with Kathy Benedetto today or tomorrow?

Also, schedule an 1 1/2 hours with Margaret on Friday to get her input on our initial recommendations. It will have to be after the 10am ERB. Then, with at least an hour break, please schedule sometime for me to talk with Scott. I may also want Jim Cason to review.

Thanks,  
Lori K. Mashburn  
White House Liaison  
Department of the Interior  
202.208.1694

--

Natalie Davis  
Special Assistant to the Secretary  
U.S. Department of the Interior  
202.208.4928

**To:** Richard Cardinale[richard\_cardinale@ios.doi.gov]  
**Cc:** Amy Holley[Amy\_Holley@ios.doi.gov]  
**From:** Gonzalez, Elena  
**Sent:** 2017-09-15T18:00:37-04:00  
**Importance:** Normal  
**Subject:** Been meaning to let you know . . .  
**Received:** 2017-09-15T18:01:24-04:00

The ERB meeting has been pushed back a couple of weeks. Mary told me earlier in the week and I just kept forgetting to let you know. We have done everything we need to do with your help. I am not concerned at all. This is just a timing issue. I will keep you posted if I hear anything more.

Elena

Elena Gonzalez  
U.S. Department of the Interior  
Deputy Assistant Secretary for Technology, Information and Business Services  
1849 C St NW Room 5124  
Washington, DC 20240  
(o) 202-208-7966

**To:** Gonzalez, Elena[[maria\\_gonzalez@ios.doi.gov](mailto:maria_gonzalez@ios.doi.gov)]  
**Cc:** Amy Holley[[Amy\\_Holley@ios.doi.gov](mailto:Amy_Holley@ios.doi.gov)]  
**From:** Richard Cardinale  
**Sent:** 2017-09-15T18:05:38-04:00  
**Importance:** Normal  
**Subject:** Re: Been meaning to let you know . . .  
**Received:** 2017-09-15T18:05:48-04:00

Thanks, Elena. Have s great weekend.

Sent from my iPhone

On Sep 15, 2017, at 6:01 PM, Gonzalez, Elena <[maria\\_gonzalez@ios.doi.gov](mailto:maria_gonzalez@ios.doi.gov)> wrote:

The ERB meeting has been pushed back a couple of weeks. Mary told me earlier in the week and I just kept forgetting to let you know. We have done everything we need to do with your help. I am not concerned at all. This is just a timing issue. I will keep you posted if I hear anything more.

Elena

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U.S. Department of the Interior  
Deputy Assistant Secretary for Technology, Information and Business Services  
1849 C St NW Room 5124  
Washington, DC 20240  
(o) 202-208-7966

**To:** Mack, Jonathan J[Jonathan\_Mack@ios.doi.gov]  
**From:** Holley, Amy  
**Sent:** 2017-09-19T10:03:33-04:00  
**Importance:** Normal  
**Subject:** See if this works  
**Received:** 2017-09-19T10:04:07-04:00  
[2016 Holley Performance Review.docx](#)

If not, I can figure something out...thank you!!!

		<h2 style="text-align: center;">Performance Agreement and Appraisal</h2> <h3 style="text-align: center;">Department of the Interior</h3> <h3 style="text-align: center;">Senior Professionals (SL/ST)</h3>	
Employee's Name: Amy L. Holley		Bureau/Office: DOI-IO-ASPMB	
Title: Chief of Staff	Location: Washington, DC.	Rating Period: 10/1/15- 09/30/16	
<p>Senior professionals in the Department of the Interior are accountable for supporting Departmentwide and Bureau Strategic Plans, missions, and organizational objectives. This Agreement identifies critical job elements and establishes performance requirements for each element. As described below, senior professional s will be appraised on critical elements in two categories: 1) The <i>Departmentwide Element</i>, which includes responsibilities shared by all senior employees, and 2) <i>Position-specific elements</i>, which are specific to individual employees and are linked to organizational goals and objectives. Each employee's performance must be appraised against these performance requirements (set at the beginning of each appraisal period).</p>			
<b>Part I: Consultation</b>			
<p>The signatures below certify that the supervisor has developed the performance agreement in consultation with the employee, discussed the agreement with the employee, and provided examples of behaviors that would/would not meet the performance standards. The discussion occurs at the beginning of the performance rating period. The employee is given a copy of the agreement.</p>			
Employee's Signature:		Date:	
Rating Official's Name:	Signature:	Date:	
Reviewing Official's Signature (Optional):		Date:	
<b>Part II: Progress Review</b>			
Employee's Signature:		Date:	
Rating Official's Signature:		Date:	
Reviewing Official's Signature (Optional):		Date:	
<b>Part III: Annual Summary Rating</b>			
<b>Rating Official:</b> <input checked="" type="checkbox"/> Exceptional <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Minimally Successful <input type="checkbox"/> Unsatisfactory			
Rating Official's Signature:		Date:	
Reviewing Official's Signature (Optional):		Date:	
<p><i>This evaluation has been discussed with me and I have been given a copy. I am aware that if I decide to submit a narrative response and/or request a higher level review, one or both must be submitted in writing within 10 workdays of receipt of my evaluation (see instructions).</i></p>			
Employee's Signature:		Date:	
Check if applicable: <input type="checkbox"/> I request a higher level review.			
<b>Performance Review Board Recommendation:</b> <input type="checkbox"/> Exceptional <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Minimally Successful <input type="checkbox"/> Unsatisfactory			
<p><i>If recommended rating differs from initial summary rating, the Board must identify specific elements where there is disagreement and rationale for recommendation.</i></p>			
PRB Chairperson's Signature:		Date:	
<b>Final Rating:</b> Exceptional                      Superior                      Fully Successful                      Minimally Successful                      Unsatisfactory			
<b>Recognition:</b> _____ % Pay Increase                      \$ _____ Special Act Award                      _____ Hours Time Off			
Appointing Authority (or Designee) Signature:		Date:	

Element Rating Definitions					
<b>Exceptional</b> - Consistently delivered on assignments and commitments; displayed outstanding leadership in promoting the organization's strategic goals and initiatives; demonstrated the highest level of integrity and accountability in achieving program and management goals. Contributions had an impact beyond his or her immediate purview. Employee exerted a major positive influence on management practices, operating procedures or program implementation, which contributed substantially to organizational change, growth and recognition. This employee's expertise, advice and opinions are sought and respected by peers.					
<b>Superior</b> - Performance is between the levels described for Exceptional and Fully Successful. Performance outcomes and results of the employee's leadership surpassed expectations by exceeding the majority of performance requirements. Effectiveness and contributions may have had an impact beyond the employee's purview and performance is well beyond what is expected or required for the position. Consistently demonstrated the highest level of integrity and accountability in achieving program and management goals. Served as a source of leadership and motivation for peers and subordinates.					
<b>Fully Successful</b> - Performance demonstrates the Fully Successful level of accomplishment through observable outcomes or achievement of or substantial progress toward agreed-upon critical action, objective, and/or desired result. Expectations were consistently met with solid, dependable performance. Performance reflects notable achievements and the employee regularly demonstrated the ability to meet the difficult and complex requirements inherent in senior professional positions, while consistently demonstrating the highest level of integrity and accountability in achieving all program objectives and management goals; <i>no areas of performance are deficient.</i>					
<b>Minimally Successful</b> - Performance is between the levels described for Fully Successful and Unsatisfactory. Overall performance was marginally acceptable. Assignments often required extra assistance or revision from supervisor or peers. Organizational goals were met only as a result of close supervision.					
<b>Unsatisfactory</b> - Performance fails to meet established performance standards. The quality and quantity of work were not adequate for the position. Work products did not meet the minimum requirements expected, or the employee's work otherwise failed to contribute adequately to organizational goals.					
Part IV: Rating Calculation					
Reason for Rating	<input checked="" type="checkbox"/> Annual Rating	<input type="checkbox"/> Departure Rating	<input type="checkbox"/> Other _____		
Mandatory Departmentwide Element					
Element 1	<input checked="" type="checkbox"/> Exceptional	<input type="checkbox"/> Superior	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Minimally Successful	<input type="checkbox"/> Unsatisfactory
Position-specific Elements					
Element 2	<input checked="" type="checkbox"/> Exceptional	<input type="checkbox"/> Superior	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Minimally Successful	<input type="checkbox"/> Unsatisfactory
Element 3	<input checked="" type="checkbox"/> Exceptional	<input type="checkbox"/> Superior	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Minimally Successful	<input type="checkbox"/> Unsatisfactory
Element 4	<input checked="" type="checkbox"/> Exceptional	<input type="checkbox"/> Superior	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Minimally Successful	<input type="checkbox"/> Unsatisfactory
Element 5	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Superior	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Minimally Successful	<input type="checkbox"/> Unsatisfactory
Element 6	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Superior	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Minimally Successful	<input type="checkbox"/> Unsatisfactory
Element 7	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Superior	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Minimally Successful	<input type="checkbox"/> Unsatisfactory
Conversion to Initial Summary Rating:					
The employee's rating is determined by using the formula below, taking into consideration the ratings for the Departmentwide element and each Position-specific element. The definitions below describe the minimums for each rating level. If the individual ratings on the elements meet the definition for a higher summary rating level, the higher summary rating level applies.					
<input checked="" type="checkbox"/> <b>Exceptional</b> Rated Exceptional on 75% or more of the elements; no elements rated below Superior.	<input type="checkbox"/> <b>Superior</b> Rated Superior on 75% or more of the elements; no elements rated below Fully Successful.	<input type="checkbox"/> <b>Fully Successful</b> Rated Fully Successful or higher on all elements.	<input type="checkbox"/> <b>Minimally Successful</b> Rated Minimally Successful on one or more elements, no elements are rated Unsatisfactory.	<input type="checkbox"/> <b>Unsatisfactory</b> Rated Unsatisfactory on any element.	

If plan has 7 elements total, 75% = 6 elements; If plan has 6 elements total, 75% = 5 elements  
 If plan has 5 elements total, 75% = 4 elements; If plan has 4 elements total, 75% = 3 elements  
 If plan has 3 elements total, 75% = 3 elements

## **Part V: Performance Elements**

### **Element 1: Mandatory Departmentwide Element (Fully Successful Standard)**

All Interior employees share certain critical responsibilities that are instrumental for achieving results. These responsibilities reflect those that are shared by all Department of the Interior employees. The employee and immediate supervisor jointly review these responsibilities to ensure mutual understanding.

#### **Employee, Customer and/or Citizen Feedback:**

Listens to stakeholders (employees, when applicable, colleagues and customers) to identify needs and expectations. Builds strong alliances, involves stakeholders in making decisions, and gains cooperation to achieve mutually satisfying solutions. Understands and uses organizational realities, networks, and accepted practices to achieve desired business results. Uses collaborative techniques and tools, such as adaptive management or structured decision making, to foster partnering and collaboration. Where appropriate, communicates to employees the importance of results and customer focus as a critical component of the organization's mission. Builds trust and cooperative working relationships with stakeholders both within and outside of the organization, as appropriate.

#### **Ethics and Conduct:**

For Supervisory officials: Creates and sustains a positive workplace that inspires others to support the organization's mission and goals. Uses sound judgment to make effective and timely decisions. Demonstrates integrity and high ethical standards of public service. Exhibits a leadership style that demonstrates integrity, sound judgment and high ethical standards of public service. Motivates others to achieve high performance through open and honest communication

For Non-supervisory officials: Contributes to a positive workplace that supports the organization's mission and goals. Uses sound judgment to make effective and timely decisions. Demonstrates integrity and high ethical standards of public service. Models the Department's core values statement: "Stewardship for America with Integrity and Excellence." Fosters open and honest communications, trust and teamwork among peers.

**If the employee encumbers a position with subordinates, the following apply:**

#### **Internal Controls:**

Pursues business excellence through effective process management and the application of balanced measures. Develops and executes plans to achieve organizational goals, leveraging resources (human, financial, etc.) to maximize efficiency and produce high quality results. Ensures effective internal and management controls and takes appropriate action to strengthen controls or correct identified weaknesses. Responds appropriately to GAO, IG or other internal or external audit reports. Ensures that corrective action plans that fix the identified weaknesses are implemented. Advocates organizational integrity by maintaining personal knowledge of acceptable business practices and procedures. Identifies and reports waste, fraud, and abuse. Learns about current and emerging issues/developments in own field of expertise and applies knowledge to make technically sound operational decisions. Identifies and utilizes policies and economic, political, and social trends in an effort to improve organizational performance. Initiates actions and manages risks to develop new products and services within or outside the organization. Acts to continuously improve products and services.

#### **Strategic Management of Human Capital:**

Sets effective performance standards aligned with organizational goals and engages in rigorous and realistic performance management of subordinates. Effectively uses feedback, coaching and timely evaluations of performance to promote cooperation, teamwork, knowledge sharing, and goal accomplishment. Ensures that performance ratings provide for meaningful distinctions in performance. Appropriately recognizes and rewards performance. Demonstrates an understanding of and commitment to equal employment opportunity and associated goals established by the bureau or office. Ensures subordinate supervisors have effective managerial communication and interpersonal skills to supervise and develop a diverse workforce.

<b>Mandatory Departmentwide Element (Cont'd)</b>	
<b>Optional Organizational Performance Standards (Fully Successful)</b> - <i>use this space to clarify or tailor standards to specific bureau needs.</i>	
<b>Position-Specific Elements</b>	
<p>In the space below, the employee and his or her immediate supervisor must describe <u>at least two, but no more than six</u> critical actions, objectives, and/or results that the incumbent will be expected to accomplish during the performance rating period. These elements must be derived from and directly contribute to the program priorities and objectives established by the organization's Strategic Plan, Government Performance and Results Act (GPRA), Program Assessment and Reporting Tool (PART), President's Management Agenda, or other strategic planning document. These elements may be modified during the evaluation period if circumstances warrant. Changes must be made at least 90 days before the end of the evaluation period to prevent having to extend the evaluation period.</p>	
<b>Element 2: (Mandatory)</b> Advise and assist the ASPMB in coordinating policies and priorities among ASPMB offices.	<b>Link to Strategic Plan/Organizational Goals:</b> Management Excellence
<b>Performance Commitments (written at the Fully Successful level)</b> Work collaboratively with ASPMB offices in establishing and implementing ASPMB priorities. Track cross-cutting policy issues. Handle intra-party disagreements with professionalism and effectiveness.	
<b>Element 3: (Mandatory)</b> Advise and assist the ASPMB in coordinating and communicating ASPMB and DOI priorities among Bureaus, DOI, OMB, and other non-DOI orgs.	<b>Link to Strategic Plan/Organizational Goals:</b> Resource Use Serving Communities
<b>Performance Commitments (written at the Fully Successful level)</b> Collaborate with ASPMB and DOI offices, as well as with external stakeholders to develop and implement policy and priorities. Respond to internal and external requests in a timely and appropriate manner. Ensure ASPMB products are timely, accurate, and responsive. Ensure all relevant Bureaus and offices are aware of ASPMB priorities and activities related to their missions and authorities.	
<b>Element 4:</b> Provide high-level advice and assistance to ASPMB on complex, sensitive issues.	<b>Link to Strategic Plan/Organizational Goals:</b> Management Excellence Resource Use
<b>Performance Commitments (written at the Fully Successful level)</b> Represent the ASPMB in high-level, multi-party, sensitive discussions and activities. Maintain working knowledge of and professional relationships with White House, DOI, Congressional, and relevant non-governmental entities.	



<b>Element 5:</b>	<b>Link to Strategic Plan/Organizational Goals:</b>
<b>Performance Commitments (written at the Fully Successful level)</b>	
<b>Element 6:</b>	<b>Link to Strategic Plan/Organizational Goals:</b>
<b>Performance Commitments (written at the Fully Successful level)</b>	
<b>Element 7:</b>	<b>Link to Strategic Plan/Organizational Goals:</b>
<b>Performance Commitments (written at the Fully Successful level)</b>	

**Part VI: Accomplishments and Element Rating Justifications**

For each element, the employee provides key accomplishments; the supervisor selects the element rating, and provides a justification for that rating.

**Element 1: Mandatory Departmentwide Element****Employee's Summary of Accomplishments:**

(b)(6)

**Element 1 Rating:** (b)(6)

**Supervisor's Justification for Rating:**

(b)(6)

**Element 2: (Mandatory)****Employee's Summary of Accomplishments:**

(b)(6)

**Element 2 Rating:** (b)(6)

**Supervisor's Justification for Rating:**

(b)(6)

<b>Element 3: (Mandatory)</b>	
<b>Employee's Summary of Accomplishments:</b>	
<div>(b)(6)</div>	
<b>Element 3 Rating:</b>	<div>(b)(6)</div>
<b>Supervisor's Justification for Rating:</b>	
<div>(b)(6)</div>	
<b>Element 4:</b>	
<b>Employee's Summary of Accomplishments:</b>	
<div>(b)(6)</div>	
<b>Element 4 Rating:</b>	<div>(b)(6)</div>
<b>Supervisor's Justification for Rating:</b>	
<div>(b)(6)</div>	

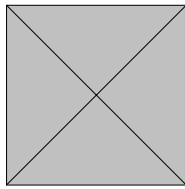
**Element 5:****Employee's Summary of Accomplishments:****Element 5 Rating:** ☐ Exceptional ☐ Superior ☐ Fully Successful ☐ Minimally Successful ☐ Unsatisfactory**Supervisor's Justification for Rating:****Element 6:****Employee's Summary of Accomplishments:****Element 6 Rating:** ☐ Exceptional ☐ Superior ☐ Fully Successful ☐ Minimally Successful ☐ Unsatisfactory**Supervisor's Justification for Rating:**

<b>Element 7:</b> <b>Employee's Summary of Accomplishments:</b>
<b>Element 7 Rating:</b> <input type="checkbox"/> Exceptional <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Minimally Successful <input type="checkbox"/> Unsatisfactory
<b>Supervisor's Justification for Rating:</b>

<p align="center"><b>Privacy Act Notice</b></p> <p>This statement is provided pursuant to the Privacy Act of 1974, as amended, for individuals who have been requested to submit a statement of accomplishment/self-assessment. The authority to solicit this information is derived from 5 USC 4301, et seq., and 5 CFR Part 430, Performance Management. In order to allow you the opportunity to provide input into the evaluation process, management may request this information from you. Your supervisory officials will consider the information you furnish in preparing an evaluation of your performance or conducting periodic progress reviews.</p> <p>The information contained in your performance evaluation may be disclosed to Department employees who have a need for the record in their official duties. Disclosures may also be made under routine uses published in the Federal Register for Privacy Act system of records, OPM/GOVT-2, Employee Performance File System of Records. Disclosures may be made to the Office of Personnel Management, the Equal Employment Opportunity Commission, the Federal Labor Relations Authority and others, when relevant and necessary to the performance of their authorized duties. Failure to furnish any or all of this information may result in your supervisors preparing your evaluation, or conducting a progress review, without considering information you may feel is relevant or significant.</p>
--

**To:** Heather Swift[heather\_swift@ios.doi.gov]  
**Cc:** David Bernhardt[REDACTED] (b)(6) - Bernhardt  
**From:** Jorjani, Daniel  
**Sent:** 2017-09-22T14:50:19-04:00  
**Importance:** Normal  
**Subject:** Re: SES transfers  
**Received:** 2017-09-22T14:51:05-04:00

Mary Pletcher - DAS for Human Capital & Diversity as well as the Secretary to the ERB - would have that info. Will have her reach out to you.



**Daniel H. Jorjani**  
U.S. Department of the Interior  
Acting Solicitor & Principal Deputy Solicitor  
Main Interior Building, Suite 6356  
☎ •202-219-3861 (Voice)  
•202-706-9018 (Cell)  
✉ [daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)

This electronic message contains information generated by the US Department of the Interior solely for the intended recipients. Any unauthorized interception of this message or the use or disclosure of the information it contains may violate the law and subject the violator to civil or criminal penalties. If you believe you have received this message in error, please notify the sender and delete the email immediately.

On Fri, Sep 22, 2017 at 2:04 PM, Heather Swift <[heather\\_swift@ios.doi.gov](mailto:heather_swift@ios.doi.gov)> wrote:

FYI - this is the second person from WaPo who is writing about the SES moves and a possible angle of the larger impact on women and minorities.

Is there somebody I should get on a call with to discuss? I am on the road with the Secretary but available at 202-897-7111 [REDACTED] (b)(6)

Thanks!

Heather Swift  
Press Secretary  
Department of the Interior

Begin forwarded message:

**From:** "Davidson, Joe" <[joe.davidson@washpost.com](mailto:joe.davidson@washpost.com)>  
**Date:** September 22, 2017 at 12:43:44 PM CDT  
**To:** "Swift, Heather" <[heather\\_swift@ios.doi.gov](mailto:heather_swift@ios.doi.gov)>  
**Subject:** SES transfers

Hi Heather,

For a Washington Post Federal Insider column I'm planning, I'd like to get the number, gender, race and date of SES appointment of the senior execs transferred under the Trump/Zinke administration at Interior.

Thank you.

Best,

Joe

*Joe Davidson, columnist*

*The Washington Post*

*1150 15<sup>th</sup> Street, NW*

*Washington, DC 20071*

*202.334.6415 – work*

*202.580.9552 – cell*

*[joe.davidson@washpost.com](mailto:joe.davidson@washpost.com)*

*Twitter: @JoeDavidsonWP*

*Website: [wapo.st/JoeDavidson](https://wapo.st/JoeDavidson)*

**To:** Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**Cc:** Heather Swift[heather\_swift@ios.doi.gov]; David Bernhardt[REDACTED] (b)(6) - Bernhardt  
**From:** Jorjani, Daniel  
**Sent:** 2017-09-22T14:51:26-04:00  
**Importance:** Normal  
**Subject:** Fwd: SES transfers  
**Received:** 2017-09-22T14:52:13-04:00

Mary - Could you follow-up with Heather when you have an opportunity? Thank you. Dan

----- Forwarded message -----

**From:** Heather Swift <heather\_swift@ios.doi.gov>  
**Date:** Fri, Sep 22, 2017 at 2:04 PM  
**Subject:** Fwd: SES transfers  
**To:** daniel.jorjani@sol.doi.gov, [REDACTED] (b)(6) - Bernhardt

FYI - this is the second person from WaPo who is writing about the SES moves and a possible angle of the larger impact on women and minorities.

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Heather Swift  
Press Secretary  
Department of the Interior

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**From:** "Davidson, Joe" <joe.davidson@washpost.com>  
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Hi Heather,

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Best,

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*Joe Davidson, columnist*

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*1150 15<sup>th</sup> Street, NW*

*Washington, DC 20071*

*202.334.6415 – work*

*202.580.9552 – cell*

*[joe.davidson@washpost.com](mailto:joe.davidson@washpost.com)*

*Twitter: @JoeDavidsonWP*

*Website: [wapo.st/JoeDavidson](http://wapo.st/JoeDavidson)*

**To:** Cason, James[james\_cason@ios.doi.gov]  
**From:** David Bernhardt  
**Sent:** 2017-09-26T20:22:00-04:00  
**Importance:** Normal  
**Subject:** Re: ERB memo  
**Received:** 2017-09-26T20:22:08-04:00

I think we need to discuss this going forward. I'm not confident a board this size makes sense over the long haul.

Sent from my iPhone

On Sep 26, 2017, at 8:09 PM, Cason, James <james\_cason@ios.doi.gov> wrote:

Mary,  
Thanks for adding Doug Domenech to the list of ERB members.

In addition, please add Principal Deputy Assistant Secretary-Indian Affairs (John Tahsuda) as a member.

With these changes, the entire DOI leadership team will be represented.

Let's see if we can get the memo signed by Thursday COB, in anticipation of the Friday ERB meeting.

Thanks.

Jim

----- Forwarded message -----

From: **Pletcher, Mary** <mary\_pletcher@ios.doi.gov>  
Date: Tue, Sep 26, 2017 at 4:41 PM  
Subject: ERB memo  
To: "Lillie, Juliette" <juliette\_lillie@ios.doi.gov>, Robert Howarth  
<robert\_howarth@ios.doi.gov>  
Cc: James Cason <james\_cason@ios.doi.gov>

Julie/Rob,  
Attached is a memo adding a member to the Executive Resources Board. It would be good to have the memo signed by Friday if at all possible.

Thanks,  
Mary

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

<Permanent ERB\_September 2017.docx>

**To:** David Bernhardt (b)(6) - Bernhardt  
**From:** Cason, James  
**Sent:** 2017-09-26T20:36:59-04:00  
**Importance:** Normal  
**Subject:** Re: ERB memo  
**Received:** 2017-09-26T20:37:36-04:00

Agreed.

Some were added in the past when we had few choices,  
There will be multiple opportunities to alter & trim the group size, as we get confirmations done.

I think a couple of meetings with this group will allow you observation time to see who contributes meaningfully to a thoughtful discussion.

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Date: Tue, Sep 26, 2017 at 4:41 PM  
Subject: ERB memo  
To: "Lillie, Juliette" <juliette\_lillie@ios.doi.gov>, Robert Howarth

<[robert\\_howarth@ios.doi.gov](mailto:robert_howarth@ios.doi.gov)>

Cc: James Cason <[james\\_cason@ios.doi.gov](mailto:james_cason@ios.doi.gov)>

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**To:** Cason, James[james\_cason@ios.doi.gov]  
**From:** David Bernhardt  
**Sent:** 2017-09-26T20:50:58-04:00  
**Importance:** Normal  
**Subject:** Re: ERB memo  
**Received:** 2017-09-26T20:51:05-04:00

Roger

Sent from my iPad

On Sep 26, 2017, at 8:37 PM, Cason, James <james\_cason@ios.doi.gov> wrote:

Agreed.  
Some were added in the past when we had few choices,  
There will be multiple opportunities to alter & trim the group size, as we get confirmations done.

I think a couple of meetings with this group will allow you observation time to see who contributes meaningfully to a thoughtful discussion.

On Tue, Sep 26, 2017 at 8:22 PM, David Bernhardt <(b)(6) - Bernhardt> wrote:

I think we need to discuss this going forward. I'm not confident a board this size makes sense over the long haul.

Sent from my iPhone

On Sep 26, 2017, at 8:09 PM, Cason, James <james\_cason@ios.doi.gov> wrote:

Mary,  
Thanks for adding Doug Domenech to the list of ERB members.

In addition, please add Principal Deputy Assistant Secretary-Indian Affairs (John Tahsuda) as a member.

With these changes, the entire DOI leadership team will be represented.

Let's see if we can get the memo signed by Thursday COB, in anticipation of the Friday ERB meeting.

Thanks.

Jim

----- Forwarded message -----

From: **Pletcher, Mary** <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)>

Date: Tue, Sep 26, 2017 at 4:41 PM

Subject: ERB memo

To: "Lillie, Juliette" <[juliette\\_lillie@ios.doi.gov](mailto:juliette_lillie@ios.doi.gov)>, Robert Howarth  
<[robert\\_howarth@ios.doi.gov](mailto:robert_howarth@ios.doi.gov)>

Cc: James Cason <[james\\_cason@ios.doi.gov](mailto:james_cason@ios.doi.gov)>

Julie/Rob,

Attached is a memo adding a member to the Executive Resources Board. It would  
be good to have the memo signed by Friday if at all possible.

Thanks,  
Mary

--

**Mary Pletcher**

Department of the Interior

Deputy Assistant Secretary for Human Capital and Diversity

Chief Human Capital Officer

(202) 208-4505

<Permanent ERB\_September 2017.docx>

**To:** Willens, Todd[todd\_willens@ios.doi.gov]; Scott Hommel[scott\_hommel@ios.doi.gov]  
**From:** Swift, Heather  
**Sent:** 2017-09-28T12:23:56-04:00  
**Importance:** Normal  
**Subject:** Fwd: Question from Politico on DOI's executive resource board  
**Received:** 2017-09-28T12:24:43-04:00

Does the ERB have career staff on it?

-

Heather Swift  
Department of the Interior  
@DOIPressSec  
[Heather\\_Swift@ios.doi.gov](mailto:Heather_Swift@ios.doi.gov) | [Interior\\_Press@ios.doi.gov](mailto:Interior_Press@ios.doi.gov)

----- Forwarded message -----

From: **Ben Lefebvre** <[blefebvre@politico.com](mailto:blefebvre@politico.com)>  
Date: Thu, Sep 28, 2017 at 12:21 PM  
Subject: Question from Politico on DOI's executive resource board  
To: "[interior\\_press@ios.doi.gov](mailto:interior_press@ios.doi.gov)" <[interior\\_press@ios.doi.gov](mailto:interior_press@ios.doi.gov)>

Hello,

Hope you are well. I see that the Interior Department's executive resource board consists solely of the department's political staff.

I know that the Office of Personnel Management recommended that ERBs have a mix of political, career, SES and non-career staff (recommendations [here](#)). What is the reason that DOI decided to ignore the OPM recommendations and sit only political staff on the ERB? Is there concern that too many people on the ERB have backgrounds in energy industry lobbying or personal ties to the Secretary, which may impede independent analysis?

Did the Secretary's office consider any career employees for possible placement on the ERB?

To verify, this is the complete make-up of the ERB:

David Bernhardt

Scott Cameron

James Cason



Scott Hommel

Daniel Jorjani

Katherine MacGregor

White House Liason Lori Mashburn

Andrea Travineck

Assistant Deputy Secretary Todd Willens

Thank you,

Ben Lefebvre

Oil & gas policy reporter, POLITICOPro

Desk: 703-647-8775

Mobile/WhatsApp: 313-473-0537

Proton: [bjlefebvre@protonmail.com](mailto:bjlefebvre@protonmail.com)

Twitter: @bjlefebvre

**To:** Swift, Heather[heather\_swift@ios.doi.gov]  
**Cc:** Scott Hommel[scott\_hommel@ios.doi.gov]; Jim Cason[james\_cason@ios.doi.gov]  
**From:** Todd Willens  
**Sent:** 2017-09-28T12:29:56-04:00  
**Importance:** Normal  
**Subject:** Re: Question from Politico on DOI's executive resource board  
**Received:** 2017-09-28T12:30:05-04:00

Jim is better than me on ERB technical answers.

Todd Willens  
Assistant Deputy Secretary  
Acting Assistant Secretary for Fish and Wildlife and Parks  
U.S. Department of the Interior  
1849 C Street, NW - MIB Room 6116  
Washington, DC 20240

On Sep 28, 2017, at 12:24 PM, Swift, Heather <[heather\\_swift@ios.doi.gov](mailto:heather_swift@ios.doi.gov)> wrote:

Does the ERB have career staff on it?

-

Heather Swift  
Department of the Interior  
[@DOIPressSec](mailto:@DOIPressSec)  
[Heather\\_Swift@ios.doi.gov](mailto:Heather_Swift@ios.doi.gov) | [Interior\\_Press@ios.doi.gov](mailto:Interior_Press@ios.doi.gov)

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From: **Ben Lefebvre** <[blefebvre@politico.com](mailto:blefebvre@politico.com)>  
Date: Thu, Sep 28, 2017 at 12:21 PM  
Subject: Question from Politico on DOI's executive resource board  
To: "[interior\\_press@ios.doi.gov](mailto:interior_press@ios.doi.gov)" <[interior\\_press@ios.doi.gov](mailto:interior_press@ios.doi.gov)>

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Ben Lefebvre

Oil & gas policy reporter, POLITICOPro

Desk: 703-647-8775

Mobile/WhatsApp: 313-473-0537

Proton: [bjlefebvre@protonmail.com](mailto:bjlefebvre@protonmail.com)

Twitter: @bjlefebvre

**To:** Swift, Heather[heather\_swift@ios.doi.gov]  
**Cc:** Scott Hommel[scott\_hommel@ios.doi.gov]  
**From:** Todd Willens  
**Sent:** 2017-09-28T12:34:53-04:00  
**Importance:** Normal  
**Subject:** Re: Question from Politico on DOI's executive resource board  
**Received:** 2017-09-28T12:35:00-04:00

Political with a career advisor.

Todd Willens  
Assistant Deputy Secretary  
Acting Assistant Secretary for Fish and Wildlife and Parks  
U.S. Department of the Interior  
1849 C Street, NW - MIB Room 6116  
Washington, DC 20240

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-

Heather Swift  
Department of the Interior  
[@DOIPressSec](mailto:@DOIPressSec)  
[Heather\\_Swift@ios.doi.gov](mailto:Heather_Swift@ios.doi.gov) | [Interior\\_Press@ios.doi.gov](mailto:Interior_Press@ios.doi.gov)

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Date: Thu, Sep 28, 2017 at 12:21 PM  
Subject: Question from Politico on DOI's executive resource board  
To: "[interior\\_press@ios.doi.gov](mailto:interior_press@ios.doi.gov)" <[interior\\_press@ios.doi.gov](mailto:interior_press@ios.doi.gov)>

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Assistant Deputy Secretary Todd Willens

Thank you,

Ben Lefebvre

Oil & gas policy reporter, POLITICOPro

Desk: 703-647-8775

Mobile/WhatsApp: 313-473-0537

Proton: [bjlefebvre@protonmail.com](mailto:bjlefebvre@protonmail.com)

Twitter: @bjlefebvre

**To:** Andrea Travnicek[andrea\_travnicek@ios.doi.gov]  
**From:** Quinn, Brendan  
**Sent:** 2017-09-28T17:20:18-04:00  
**Importance:** Normal  
**Subject:** ERB Package  
**Received:** 2017-09-28T17:20:27-04:00

Dropped off a package for you from Cason re: the Executive Resource Board. Ryan N told me you were on travel so I left it with him to hold on to.

--

Brendan Quinn  
Special Assistant to the Deputy Secretary  
Rm. 6121, MIB  
Desk: 202-513-7778  
Cell: 202-897-7226  
Email: [brendan\\_quinn@ios.doi.gov](mailto:brendan_quinn@ios.doi.gov)

**To:** Quinn, Brendan[brendan\_quinn@ios.doi.gov]  
**From:** Andrea Travnicek  
**Sent:** 2017-09-28T17:34:31-04:00  
**Importance:** Normal  
**Subject:** Re: ERB Package  
**Received:** 2017-09-28T17:34:39-04:00

Great thanks. Yes I won't be there tomorrow so will have to get caught up when I get back.

Sent from my iPhone

On Sep 28, 2017, at 3:20 PM, Quinn, Brendan <[brendan\\_quinn@ios.doi.gov](mailto:brendan_quinn@ios.doi.gov)> wrote:

Dropped off a package for you from Cason re: the Executive Resource Board.  
Ryan N told me you were on travel so I left it with him to hold on to.

--

Brendan Quinn  
Special Assistant to the Deputy Secretary  
Rm. 6121, MIB  
Desk: 202-513-7778  
Cell: 202-897-7226  
Email: [brendan\\_quinn@ios.doi.gov](mailto:brendan_quinn@ios.doi.gov)

**To:** Mashburn, Lori[lori\_mashburn@ios.doi.gov]  
**From:** Domenech, Douglas  
**Sent:** 2017-09-28T17:35:00-04:00  
**Importance:** Normal  
**Subject:** Fwd: Zinke stacks staffing board with political aides, former lobbyists  
**Received:** 2017-09-28T17:35:27-04:00

Doug Domenech  
Assistant Secretary Insular Areas  
US Department of the Interior

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**From:** POLITICO Pro Energy <[politicoemail@politicopro.com](mailto:politicoemail@politicopro.com)>  
**Date:** Thu, Sep 28, 2017 at 3:45 PM  
**Subject:** Zinke stacks staffing board with political aides, former lobbyists  
**To:** [douglas\\_domenech@ios.doi.gov](mailto:douglas_domenech@ios.doi.gov)

### **Zinke stacks staffing board with political aides, former lobbyists**

By Ben Lefebvre

09/28/2017 03:41 PM EDT

Interior Secretary Ryan Zinke has assigned only political appointees, including several former industry lobbyists, as members of an advisory board on staffing and personnel issues, a move critics say sidelines members of the government workforce who are supposed to get a seat at the table.

The makeup of the Executive Resources Board contradicts federal guidelines that recommend giving career employees an equal voice in such discussions, and it is fueling criticism Zinke is crowding out independent experts and giving too much voice to the industries his department oversees.

The nine-member board is being led by Deputy Secretary of the Interior David Bernhardt, a former [lobbyist](#) whose clients included oil and gas interests; Associate Deputy Secretary James Cason, who worked energy issues for Kelly, Anderson & Associates, Inc.; and White House liaison Lori Mashburn, among other political staff with history of lobbying for the oil and gas industry.

Zinke established the board to "oversee all aspects of the management of executive resources,"



including senior managers, scientists and policy staff at the department, according to an Aug. 11 [memo](#).

"This is very much of a pattern," said Chris Saeger, executive director of the Western Values Project, which obtained the memo through a Freedom of Information Act request and shared it with POLITICO. "They have made a practice of shuffling career staff, marginalizing them. They're sending a very clear message, that they want to consolidate power with people who are loyal to Zinke and President. "

Interior spokeswoman Heather Swift did not answer questions about why Zinke included only political appointees as members of the ERB. She did point out that two career employees, acting Deputy Assistant Secretary for Human Capital and Diversity Mary Pletcher and Deputy Solicitor for General Law Ed Keable, will serve as advisers to the board.

Zinke came under fire earlier this week when he [questioned](#) the loyalty of many Interior staffers, and he has previously raised eyebrows for [shuffling senior employees](#) into jobs they did not seem suited for, in one instance reassigning a manager overseeing climate change issues to a job collecting oil and gas royalties. Interior's inspector general has launched an investigation into the staff moves.

The secretary's decision does not comport with recommendations from the Office of Personnel Management, which has suggested that such boards consist of a mix of career staff, senior executive staff and political staff.

"It is not advisable to have an ERB that is exclusively or predominantly career executives, nor is it recommended to have an ERB that is exclusively or predominantly political appointees; both perspectives should be well represented to ensure a balanced view, when possible," OPM said in a 2009 [report](#).

*To view online:*

<https://www.politicopro.com/energy/story/2017/09/zinke-stacks-staffing-board-with-political-aides-former-lobbyists-162685>

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17-01174\_014641;17-01174\_014641;17-01174\_014642;17-01174\_014643

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**To:** Domenech, Douglas[douglas\_domenech@ios.doi.gov]  
**From:** Mashburn, Lori  
**Sent:** 2017-09-28T17:41:27-04:00  
**Importance:** Normal  
**Subject:** Re: Zinke stacks staffing board with political aides, former lobbyists  
**Received:** 2017-09-28T17:42:14-04:00

Yep. No longer off the radar. Though I don't understand how my name supports the argument about oil and gas lobbyists.

Lori K. Mashburn  
White House Liaison  
Department of the Interior  
202.208.1694

On Thu, Sep 28, 2017 at 5:35 PM, Domenech, Douglas <[douglas\\_domenech@ios.doi.gov](mailto:douglas_domenech@ios.doi.gov)> wrote:

Doug Domenech  
Assistant Secretary Insular Areas  
US Department of the Interior

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**From:** POLITICO Pro Energy <[politicoemail@politicopro.com](mailto:politicoemail@politicopro.com)>  
**Date:** Thu, Sep 28, 2017 at 3:45 PM  
**Subject:** Zinke stacks staffing board with political aides, former lobbyists  
**To:** [douglas\\_domenech@ios.doi.gov](mailto:douglas_domenech@ios.doi.gov)

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Yes, very

Somewhat

Neutral

Not really

Not at all

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[Arlington, VA, 22209, USA](#)

---

**To:** Lori Mashburn [REDACTED] (b)(6)  
**From:** Mashburn, Lori  
**Sent:** 2017-09-28T18:03:37-04:00  
**Importance:** Normal  
**Subject:** Fwd: Zinke stacks staffing board with political aides, former lobbyists  
**Received:** 2017-09-28T18:04:24-04:00

Lori K. Mashburn  
White House Liaison  
Department of the Interior  
202.208.1694

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**From:** **POLITICO Pro Energy** <[politicoemail@politicopro.com](mailto:politicoemail@politicopro.com)>  
**Date:** Thu, Sep 28, 2017 at 3:45 PM  
**Subject:** Zinke stacks staffing board with political aides, former lobbyists  
**To:** [lori\\_mashburn@ios.doi.gov](mailto:lori_mashburn@ios.doi.gov)

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By Ben Lefebvre

09/28/2017 03:41 PM EDT

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Yes, very	Somewhat	Neutral	Not really	Not at all

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This email was sent to [lori\\_mashburn@ios.doi.gov](mailto:lori_mashburn@ios.doi.gov) by: POLITICO, LLC [1000 Wilson Blvd. Arlington, VA, 22209, USA](#)

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**To:** Mashburn, Lori[lori\_mashburn@ios.doi.gov]  
**From:** Douglas Domenech  
**Sent:** 2017-09-28T18:07:08-04:00  
**Importance:** Normal  
**Subject:** Re: Zinke stacks staffing board with political aides, former lobbyists  
**Received:** 2017-09-28T18:07:16-04:00

You use oil and gas. Guilty!!

Sent from my iPhone

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**Subject:** Zinke stacks staffing board with political aides, former lobbyists  
**To:** [douglas\\_domenech@ios.doi.gov](mailto:douglas_domenech@ios.doi.gov)

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By Ben Lefebvre

09/28/2017 03:41 PM EDT



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Neutral

Not really

Not at all

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This email was sent to [douglas\\_domenech@ios.doi.gov](mailto:douglas_domenech@ios.doi.gov) by: POLITICO, LLC [1000 Wilson Blvd. Arlington, VA, 22209, USA](#)

---

**To:** Jorjani, Daniel[daniel.jorjani@sol.doi.gov]  
**From:** Caminiti, Mariagrazia  
**Sent:** 2017-09-28T18:09:57-04:00  
**Importance:** Normal  
**Subject:** Friday schedule preview 9/29  
**Received:** 2017-09-28T18:10:51-04:00

10:00 ERB

1:00 - Veterans in the parks w/Shafroth/Goodrich

2:30 - Jason Hill call - resume in inbox

3:00 - DLR touchbase

4:00 - call w/Steve Davis/ToddW - dcny hyperloop

—

Marigracę Caminiti

Executive Assistant to the Solicitor  
US Department of the Interior  
1849 C Street, NW, Rm. 6352  
Washington, DC 20240  
202-208-4423 - main number  
202-208-3111 - direct  
202-208-5584 - fax  
202-528-0486 or 202-359-2949 -cell/wcell

[illegible]

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**To:** (b)(6) - Bernhardt | (b)(6) - Bernhardt |  
**From:** David Bernhardt  
**Sent:** 2017-09-28T22:12:02-04:00  
**Importance:** Normal  
**Subject:** Fwd: Zinke stacks staffing board with political aides, former lobbyists  
**Received:** 2017-09-28T22:12:09-04:00

David Bernhardt

(b)(6) - Bernhardt

Begin forwarded message:

**From:** Jon Hrobsky <(b)(6)>  
**Date:** September 28, 2017 at 5:03:27 PM EDT  
**To:** David bernhardt <(b)(6) - Bernhardt>  
**Subject:** Fwd: Zinke stacks staffing board with political aides, former lobbyists

Thanks,  
Jon

(b)(6)

Begin forwarded message:

**From:** POLITICO Pro Energy <[politicoemail@politicopro.com](mailto:politicoemail@politicopro.com)>  
**Date:** September 28, 2017 at 3:44:36 PM EDT  
**To:** <(b)(6)>  
**Subject:** Zinke stacks staffing board with political aides, former lobbyists  
**Reply-To:** POLITICO subscriptions <[reply-fe8a13707367037a72-671558\\_HTML-637933642-1376319-0@politicoemail.com](mailto:reply-fe8a13707367037a72-671558_HTML-637933642-1376319-0@politicoemail.com)>

**Zinke stacks staffing board with political aides, former lobbyists**

By Ben Lefebvre

09/28/2017 03:41 PM EDT

Interior Secretary Ryan Zinke has assigned only political appointees, including several former industry lobbyists, as members of an advisory board on staffing and personnel issues, a move critics say sidelines members of the government workforce who are supposed to get a seat at the table.

The makeup of the Executive Resources Board contradicts federal guidelines that recommend giving career employees an equal voice in such discussions, and it is fueling criticism Zinke is crowding out independent experts and giving too much voice to the industries his department oversees.

The nine-member board is being led by Deputy Secretary of the Interior David Bernhardt, a former lobbyist whose clients included oil and gas interests; Associate Deputy Secretary James Cason, who worked energy issues for Kelly, Anderson & Associates, Inc.; and White House liaison Lori Mashburn, among other political staff with history of lobbying for the oil and gas industry.

Zinke established the board to "oversee all aspects of the management of executive resources," including senior managers, scientists and policy staff at the department, according to an Aug. 11 memo.

"This is very much of a pattern," said Chris Saeger, executive director of the Western Values Project, which obtained the memo through a Freedom of Information Act request and shared it with POLITICO. "They have made a practice of shuffling career staff, marginalizing them. They're sending a very clear message, that they want to consolidate power with people who are loyal to Zinke and President. "

Interior spokeswoman Heather Swift did not answer questions about why Zinke included only political appointees as members of the ERB. She did point out that two career employees, acting Deputy Assistant Secretary for Human Capital and Diversity Mary Pletcher and Deputy Solicitor for General Law Ed Keable, will serve as advisers to the board.

Zinke came under fire earlier this week when he questioned the loyalty of many Interior staffers, and he has previously raised eyebrows for shuffling senior employees into jobs they did not seem suited for, in one instance reassigning a manager overseeing climate change issues to a job collecting oil and gas royalties. Interior's inspector general has launched an investigation into the staff moves.

The secretary's decision does not comport with recommendations from the Office of Personnel Management, which has suggested that such boards consist of a mix of career staff, senior executive staff and political staff.

"It is not advisable to have an ERB that is exclusively or predominantly career executives, nor is it recommended to have an ERB that is exclusively or predominantly political appointees; both perspectives should be well represented to ensure a balanced view, when possible," OPM said in a 2009 report.

*To view online:*

<https://www.politicopro.com/energy/story/2017/09/zinke-stacks-staffing-board-with-political-aides-former-lobbyists-162685>

Yes, very

Somewhat

Neutral

Not really

Not at all

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<https://www.politicopro.com/settings>**

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Arlington, VA, 22209, USA

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**To:** (b)(6) - Bernhardt | (b)(6) - Bernhardt  
**From:** David Bernhardt  
**Sent:** 2017-09-28T22:14:06-04:00  
**Importance:** Normal  
**Subject:** Fwd: Zinke stacks staffing board with political aides, former lobbyists  
**Received:** 2017-09-28T22:14:14-04:00

**Zinke stacks staffing board with political aides, former lobbyists**

By Ben Lefebvre

09/28/2017 03:41 PM EDT

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*To view online:*

<https://www.politicopro.com/energy/story/2017/09/zinke-stacks-staffing-board-with-political-aides-former-lobbyists-162685>

Was this Pro content helpful? Tell us what you think in one click.				
Yes, very	Somewhat	Neutral	Not really	Not at all

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---



**To:** James Cason[james\_cason@ios.doi.gov]  
**From:** Bernhardt, David  
**Sent:** 2017-09-29T06:59:20-04:00  
**Importance:** Normal  
**Subject:** Memorandum  
**Received:** 2017-09-29T06:59:27-04:00

Jim: Take a look at this memorandum. To date, our Chief Human Capital Officer has not provided me any such recommendation regarding the composition of the ERB. However, given it is a recommended best practice, I think we should adopt it as part of our prior decision to reconstitute the ERB in the near future.

David

--

David Longly Bernhardt  
Deputy Secretary  
U.S. Department of the Interior  
1849 C Street, NW  
Washington, D.C. 20240  
(202) 208-6291

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**To:** Bernhardt, David [REDACTED]  
**From:** Cason, James  
**Sent:** 2017-09-29T07:50:15-04:00  
**Importance:** Normal  
**Subject:** Re: Memorandum  
**Received:** 2017-09-29T07:50:52-04:00

The memo is not attached.

On Fri, Sep 29, 2017 at 6:59 AM, Bernhardt, David <[REDACTED]> wrote:

Jim: Take a look at this memorandum. To date, our Chief Human Capital Officer has not provided me any such recommendation regarding the composition of the ERB. However, given it is a recommended best practice, I think we should adopt it as part of our prior decision to reconstitute the ERB in the near future.

David

--

David Longly Bernhardt  
Deputy Secretary  
U.S. Department of the Interior  
1849 C Street, NW  
Washington, D.C. 20240  
(202) 208-6291

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**To:** Andrea Travnicek[andrea\_travnicek@ios.doi.gov]  
**Cc:** Michelle Brown[michelle\_brown@ios.doi.gov]; Kerry L Rae[Karen\_Rae@ios.doi.gov]  
**From:** Rees, Gareth  
**Sent:** 2017-09-29T10:03:11-04:00  
**Importance:** Normal  
**Subject:** ERB Meeting  
**Received:** 2017-09-29T10:03:50-04:00

Are you on your way to the ERB meeting? Thanks

--

Gareth C. Rees

Office to the Deputy Secretary

U.S. Department of the Interior

Tel: 202-208-6291

Fax: 202-208-1873

Cell: 202-957-8299

**To:** gareth\_rees@ios.doi.gov[gareth\_rees@ios.doi.gov]  
**From:** Brown, Michelle  
**Sent:** 2017-09-29T10:03:19-04:00  
**Importance:** Normal  
**Subject:** Out of the Office Re: ERB Meeting  
**Received:** 2017-09-29T10:03:58-04:00

Thank you for your email. I will be out of the office September 29, 2017. If you need immediate assistance, please call our office @ 202-208-3186. Thank you.

--

**Michelle R. Brown**  
**Office of the Assistant Secretary,**  
**Water & Science**  
**Department of the Interior**  
**202-208-7187**

**To:** Rees, Gareth[gareth\_rees@ios.doi.gov]  
**Cc:** Andrea Travnicek[andrea\_travnicek@ios.doi.gov]; Michelle Brown[michelle\_brown@ios.doi.gov]  
**From:** Rae, Kerry  
**Sent:** 2017-09-29T10:23:34-04:00  
**Importance:** Normal  
**Subject:** Re: ERB Meeting  
**Received:** 2017-09-29T10:24:11-04:00

Gareth, Andrea is in Santa Fe speaking this morning at the CO River symposium.

---

**Kerry Rae**

Chief of Staff for Water & Science  
U.S. Department of the Interior  
Phone: 202-513-0535  
Mobile: 202-494-4101  
Email: [Kerry\\_Rae@ios.doi.gov](mailto:Kerry_Rae@ios.doi.gov)

On Fri, Sep 29, 2017 at 10:03 AM, Rees, Gareth <[gareth\\_rees@ios.doi.gov](mailto:gareth_rees@ios.doi.gov)> wrote:

Are you on your way to the ERB meeting? Thanks

--

Gareth C. Rees

Office to the Deputy Secretary

U.S. Department of the Interior

Tel: 202-208-6291

Fax: 202-208-1873

Cell: 202-957-8299

**To:** Holley, Amy[amy\_holley@ios.doi.gov]  
**From:** Burns, Sylvia  
**Sent:** 2017-09-29T14:06:55-04:00  
**Importance:** Normal  
**Subject:** Re: Can you give me a call  
**Received:** 2017-09-29T14:13:36-04:00

I'll call you in a few minutes.

On Fri, Sep 29, 2017 at 1:22 PM, Holley, Amy <amy\_holley@ios.doi.gov> wrote:

when you get a chance? If I'm already gone (leaving early today), call me on my cell (b)(6)

(b)(6) Follow up from ERB....

--

Sylvia Burns, CIO

Office of the Chief Information Officer | US Department of the Interior

sylvia\_burns@ios.doi.gov | Office: 202.208.6194 | Fax: 202-501-2360

www.doi.gov/ocio

***Our mission is your mission***

**To:** Daniel Jorjani[daniel.jorjani@sol.doi.gov]  
**Cc:** Haugrud, Kevin[jack.haugrud@sol.doi.gov]; Edward Keable[edward.keable@sol.doi.gov]  
**From:** Smith, Marc  
**Sent:** 2017-10-11T12:17:35-04:00  
**Importance:** Normal  
**Subject:** Acting Managers for NER & Ethics  
**Received:** 2017-10-11T12:18:12-04:00

Dan,

There are two personnel actions that I need to confirm with you.

First, for the position of Acting Regional Solicitor for the Northeast Region, Tony Sullins' initial 120-day detail expires on October 30. Would you like to extend that for an additional 120 days. This will require ERB approval. He will not be able to hold the Acting position for more than 240 days.

Second, should Ed McDonnell be designated as Acting DAEO/Director Ethics Office for an initial 120-day period?

Thank you.

Marc.

--

**Marc A. Smith, Associate Solicitor**  
Division of Administration  
Office of the Solicitor  
United States Department of the Interior  
1849 C St., NW  
Washington, DC 20240  
(202) 208-7950  
[marc.smith@sol.doi.gov](mailto:marc.smith@sol.doi.gov)

**Excellence - Integrity - Service**

**From:** Google Calendar  
**Location:** 6120  
**Importance:** Normal  
**Subject:** Accepted: ERB @ Fri Oct 27, 2017 3pm - 4pm (catherine\_gulac@ios.doi.gov)  
**Start Date/Time:** 2017-10-27T15:00:00-04:00  
**End Date/Time:** 2017-10-27T16:00:00-04:00  
[invite.ics](#)

Douglas Domenech has accepted this invitation.

**ERB**

When

Fri Oct 27, 2017 3pm – 4pm Eastern Time

Where

6120 ([map](#))

Video call

(b)(5)...

(b)(5), (b)(6)

Calendar

catherine\_gulac@ios.doi.gov

Who

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catherine\_gulac@ios.  
(b)(6) - Bernhardt@ios.doi.  
scott\_hommel@ios.dc  
gowens@osmre.gov  
james\_cason@ios.doi.  
douglas\_domenech@  
daniel.jorjani@sol.doi.  
mary\_pletcher@ios.d  
richard\_cardinale@io:  
gareth\_rees@ios.doi.  
tracie\_lassiter@ios.dc  
shirley\_lewis@ios.doi  
marigrace.caminiti@s

Invitation from [Google Calendar](#)

You are receiving this email at the account catherine\_gulac@ios.doi.gov because you are subscribed for invitation replies on calendar catherine\_gulac@ios.doi.gov.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#).



6120

17-01174\_014666;17-01174\_014666;17-01174\_014667

**Sequence Number**

0

**Status**

CONFIRMED

**Summary**

ERB

**Time Transparency**

OPAQUE

**From:** Google Calendar  
**Location:** 6120  
**Importance:** Normal  
**Subject:** Accepted: ERB @ Fri Oct 27, 2017 3pm - 4pm (catherine\_gulac@ios.doi.gov)  
**Start Date/Time:** 2017-10-27T15:00:00-04:00  
**End Date/Time:** 2017-10-27T16:00:00-04:00  
[invite.ics](#)

Daniel Jorjani has accepted this invitation.

**ERB**

When

Fri Oct 27, 2017 3pm – 4pm Eastern Time

Where

6120 ([map](#))

Video call

(b)(5),(b)(6)

Calendar

(b)(5)...

catherine\_gulac@ios.doi.gov

Who

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- 
- 
- 

catherine\_gulac@ios.  
(b)(6) - Bernha... @ios.doi.  
scott\_hommel@ios.dc  
gowens@osmre.gov  
james\_cason@ios.doi  
douglas\_domenech@  
daniel.jorjani@sol.doi.  
mary\_pletcher@ios.d  
richard\_cardinale@io:  
gareth\_rees@ios.doi.  
tracie\_lassiter@ios.dc  
shirley\_lewis@ios.doi  
marigrace.caminiti@s

Invitation from [Google Calendar](#)

You are receiving this email at the account catherine\_gulac@ios.doi.gov because you are subscribed for invitation replies on calendar catherine\_gulac@ios.doi.gov.

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6120

17-01174\_014669;17-01174\_014669;17-01174\_014670

**Sequence Number**

0

**Status**

CONFIRMED

**Summary**

ERB

**Time Transparency**

OPAQUE

**To:** Willens, Todd[todd\_willens@ios.doi.gov]; Cassidy, Benjamin[benjamin\_cassidy@ios.doi.gov]  
**From:** Davis, Natalie  
**Sent:** 2017-10-19T12:35:04-04:00  
**Importance:** Normal  
**Subject:** List  
**Received:** 2017-10-19T12:35:08-04:00  
[Boards \(2\).xlsx](#)  
[Original- July4InviteList.xlsx](#)  
[Sportsmen \(2\).xlsx](#)

I shared my list with you guys yesterday on google drive- but just in case you just wanted it in excel, here you go.

I also included the list I used for 4th of July- it has tabs on the bottom. Might have some names you can use.

There is also a "sportsmen" list. This was shared with us from NFWF. Jason went through and started labeling the groups.

Thanks!

--

Natalie Davis  
Special Assistant to the Secretary  
U.S. Department of the Interior  
202.208.4928

Organization	Name
Alaska Governor	Craig Fleener
ALEC	Ashley Varner
American Fuel & Petrochemical Manufactures	John Eick
American Indian Infrastructure Association	Daniel Cardenas Jr
API	Khary Cauthen
Arch Coal	Rachel Rogier
Archery Trade Association	Jay McAninch
Assocaition of Fish & Wildlife Agencies	Jen Mock Schaffer
California Governor	Katie Mathews
Canadian Embassy	Adam Baratt
Canadian Embassy	Danielle Chesky
Carpi & Clay	David Wetmore
Chevron	Greg Washington
City Pass	Mike Gallagher
Connecticut Governor	Dan DeSimone
Council of State Governments	Andy Karellas
Deleware Governor	Garth Spencer
Department of Agriculture	Thayer Verschool
Department of Commerce	Zachery Michael
Department of Defense	John Hemenway
Department of Education	Michael Chamberlain
Department of Energy	Sarah Habansky
Department of Transportation	Barry Plans
Eagle Forum	Tabitha Walter
Environmental Protection Agency	Charles Munoz
Export Import Bank	Jesse Law
Exxon Mobil	Dan Easley
Faith & Freedom Coalition	Patrick Purtill
Florida Governor	Christine Diaz
Georgia Governor	Todd Smith
Guam Governor	Margaret Metcalfe
Illinois Governor	Kathy Lydon
Indiana Governor	Josh Pitcock
Institute For 21st Century Energy	Matthew Koch
Iowa Governor	Stephanie Groen
Lobbyist	Allen D. Freemyer
Lobbyist	Jay R. Sullivan
Maryland Governor	Tiffany Waddell
Massachusetts Governor	Tiffany Watkins
Michigan Governor	Bill McBride
NAFO National Alliance of Forest Owners	Chip Murray
National Association of Corporate Directors	Chris Heck
National Association of Corporate Directors	Coleman Garrison
National Association of Counties	Chris Marklund
National Association of Counties	Johnathan Schuffield
National Association of Counties	Matthew Chase
National Association of State Energy Officials	David Terry
National Governors Association	Alex Schafer Or Scott Patterson
National League of Cities	Carolyn Berndt
Nevada Governor	Ryan McGinness

email	Phone	Tickets	Verified	Location	225
craig.fleener@alaska.gov		2		Roof	
averner@alec.org		2		Roof	
jeick@afpm.org		2		Roof	
dcardenas@tribalinfrastucture.com		2		Roof	
cauthenk@api.org		6		Roof	
rrogier@archcoal.com		4		Roof	
jaymcaninch@archerytrade.org		2		Roof	
jenmock@fishwildlife.org		2		Roof	
katie.wheelermathews@wdc.ca.gov		2		Roof	
adam.barratt@international.gc.ca		2		Roof	
danielle.chesky@international.gc.ca		2		Roof	
dwetmore@carpiclay.com		2		Roof	
GWashington@chevron.com		2		Roof	
mikeg@citypass.com		2		Roof	
Dan.DeSimone@ct.gov		2		Roof	
akarellas@csg.org		2		Roof	
garth.spencer@state.de.us		2		Roof	
thayer.verschoor@osec.usda.gov		2		Roof	
zmichael@doc.gov	2024821083	2		Roof	
John.Hemenway@sd.mil		3		Roof	
Michael.Chamberlain@ed.gov		3		Roof	
sarah_habansky@hq.doe.gov		3		Roof	
barry.plans@dot.gov	2028751924	2		Roof	
tabitha@eagleforum.org		2		Roof	
charlesdmunoz@outlook.com		3		Roof	
jesse.law@exim.com		2		Roof	
daniel.c.easley@exxonmobil.com		2		Roof	
patrick@ffcoalition.com		2		Roof	
christine.diaz@eog.myflorida.com		2		Roof	
ts@rubicondc.com		2		Roof	
margaret.metcalfe@guam.gov		2		Roof	
kathy.lydon@illinois.gov		2		Roof	
jpitcock@sso.org		2		Roof	
mkoch@uschamber.com		2		Roof	
Stephanie.Groen@iowa.gov		2		Roof	
allen@adfpc.com		2		Roof	
jsullivan@jamisonandsullivan.com		2		Roof	
Tiffany.Waddell@maryland.gov		2		Roof	
tiffany.watkinsahern@state.ma.us		2		Roof	
mcbrideb@michigan.gov		2		Roof	
cmurray@nafoalliance.org		2		Roof	
<u>chris-heck@nacdn.net.org</u>		2		Roof	
<u>coleman-garrison@nacdn.net.org</u>		2		Roof	
cmarklund@naco.org		4		Roof	
<u>JShuffield@naco.org</u>		2		Roof	
<u>mchase@naco.org</u>		4		Roof	
dterry@naseo.org		2		Roof	
aschaefer@nga.org		2		Roof	
<u>Berndt@NLC.org</u>		2		Roof	
ryan@nevadadc.org		2		Roof	



New Jersey Governor  
New York Governor  
North Dakota Governor  
Northern Marianas Governor  
Oklahoma Governor  
Oregon Governor  
Peabody Energy  
Public Lands Council  
Public Lands Council  
Puerto Rico Governor  
Rhode Island Governor  
Small Bussiness Administration  
Smith Dawson & Andrews  
Texas Governor  
The Latino Coalition  
U.S Trade Development Agency  
U.S. Travel Association  
United Airlines  
US Energy Stream  
Utah Governor  
Virgin Islands Governor  
Virginia Governor  
Washington D.C.  
Washington D.C.  
Washington Governor  
Western Governors Association  
Wisconsin Governor  
Department of the Interior

Dona DeLeon  
Alexander Cochran  
Krista Carman  
Jason Osborne  
Katie Altshuler  
Drew Johnston  
Michael Flannigan  
Amanda Keith  
Ethan Lane  
Carlos Mercader  
Ronald Desiderato  
Richard Kingin  
Mary Cronin  
Jerry Strickland  
Manuel Rosales  
Ryan Leppert  
Patricia Rojas-Ungar  
Sasha Johnson  
Anthony Livanios  
Cody Stewart  
John Fehrenbach  
Maribel Ramos  
Mayor Bowser  
Roberta Downing  
Sam Ricketts  
James Ogsbury  
Kyle Roskam  
Cynthia Moses Nedd

Jon Hrobsky

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White House  
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White House  
White House  
White House  
White House/NEC  
White House/Cabinet Comms  
White House/Cabinet Comms  
White House/Cabinet Comms

Billy Kirkland  
Brian Jack  
Bronwyn Haltom  
Doug Hoelscher  
Justin Clark  
Tyler Teresa  
Jennifer Locetta  
Matthew Flynn  
Alexa Pursley  
Johnny DeStefano  
Ashley Gunn  
Sean Doocey  
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3		Sec's office	
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2		Sec's office	
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2		Sec's office	
3		Sec's office	
3		Sec's office	
6		Sec's office	
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2		Sec's office	
10		Sec's office	
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14		Sec's office	
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4		Sec's office	
10		Sec's office	
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2		Sec's office	
2		Sec's office	
5		Sec's office	
4		Sec's office	
3		Sec's office	
4		Sec's office	
50		Sec's office	
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2		Sec's office	
2		Sec's office	
4		Sec's office	
2		Sec's office	
5		Sec's office	
2		Sec's office	

17-01174\_014672;17-01174\_014672;17-01174\_014673;17-01174\_014674;17-01174\_014675;17-01174\_014676;1...

Organization	Name	email	Tickets	Verified
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17-01174\_014672;17-01174\_014672;17-01174\_014673;17-01174\_014674;17-01174\_014675;17-01174\_014676;1...

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Park Ranger	Mark Morse	mark_morse@nps.gov	2		Roof	
Park Ranger	Carlos De La Torre	carlos_delatorre@nps.gov	2		Roof	
Park Ranger	Cathern Cilfone	Caterine_Cilfone@nps.gov	2		Roof	

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Department of the Interior	Caroline Boulton
Department of the Interior	Casey Hammond
Department of the Interior	Christine Bauserman
Department of the Interior	Dan Jorjani
Department of the Interior	Dave Mihalic
Department of the Interior	Doug Domenech
Department of the Interior	Downey Magallanes
Department of the Interior	Heather Swift
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Department of the Interior	Jim Cason
Department of the Interior	Josh Campbell
Department of the Interior	Kate MacGregor
Department of the Interior	Kathleen Benedetto
Department of the Interior	Laura Rigas
Department of the Interior	Lori Masburn
Department of the Interior	Marshall Critchfield
Department of the Interior	Megan Bloomgren
Department of the Interior	Micah Chambers
Department of the Interior	Nancy Guiden
Department of the Interior	Natalie Davis
Department of the Interior	Rusty Roddy
Department of the Interior	Ryan Nichols
Department of the Interior	Scott Cameron
Department of the Interior	Scott Hommel
Department of the Interior	Secretary/Mrs. Zinke
Department of the Interior	Steven Smith
Department of the Interior	Thomas Baptiste
Department of the Interior	Tim Williams
Department of the Interior	Tucker Davis
Department of the Interior	Vincent DeVito
Department of the Interior	Virginia Johnson
Department of the Interior	Wadi Yakhour
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Cason-	Gareth Rees
Cason-	Cathy Gulac
Cason- House Committee Indian Affairs	Chris Fluhr
Cason- ASLM- COS	Ridge Carnelli
Cason- ASWS- COS	Kerry Rae
Cason- ASFWP- COS	Maureen Foster
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Cason- ES	Juli Lillie
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White House	Matthew Flynn
White House	Alexa Pursley
White House	Johnny DeStefano
White House	Ashley Gunn
White House	Sean Doocey
White House/NEC	Mike Catanzaro
White House/Cabinet Comms	Brad Retike
White House/Cabinet Comms	Kaelan Doerr
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Senate Committee on Energy and Natural Resources	Devin Wiser
Chairman Bishop COS	Brian Hughes
Senate Committee on Energy and Natural Resources	Kiel Weaver
Speaker Ryan Policy Advisor	Jason Thieleman
Sen. Daines COS	Mark Cruz
COS for Congressman Rokita	Joe Balash
COS for Senator Sullivan	John Tanner
LD for Sen. Hatch	Meghan Marino Thacker
Sen. Daines Senior Advisor	Darin Thacker
Sen. Daines LD	Dan Gerig
Senior LA Sen. Daines	Tripp McKemey
Zinke's Congressional Office	Ed Cox
LA Sen. Hatch	Darla Ripchensky
Clerk, Senate Energy Committee	Leif Fønnesbeck
Rep Staff Director Interior Subcommittee	Rob MacGregor
Leg Assistant at House	Neil Chatterjee
Leader McConnell/FERC Nominee	Annie Hoefler
Senate Committee on Energy and Natural Resources	Lucy Murfitt
Senate Committee on Energy and Natural Resources	Michelle Lane
Senate Committee on Energy and Natural Resources	



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ALEC	Ashley Varner
American Fuel & Petrochemical Manufactures	John Eick
American Indian Infrastructure Association	Daniel Cardenas Jr
API	Khary Cauthen
Arch Coal	Rachel Rogier
Archery Trade Association	Jay McAninch
Assocaition of Fish & Wildlife Agencies	Jen Mock Schaffer
California Governor	Katie Mathews
Canadian Embassy	Adam Baratt
Canadian Embassy	Danielle Chesky
Carpi & Clay	David Wetmore
Chevron	Greg Washington
City Pass	Mike Gallagher
Connecticut Governor	Dan DeSimone
Council of State Governments	Andy Karellas
Deleware Governor	Garth Spencer
Department of Agriculture	Thayer Verschool
Department of Commerce	Zachery Michael
Department of Education	Michael Chamberlain
Department of Energy	Sarah Habansky
Department of Transportation	Barry Plans
Department of Defense	John Hemenway
Eagle Forum	Tabitha Walter
Environmental Protection Agency	Charles Munoz
Export Import Bank	Jesse Law
Exxon Mobil	Dan Easley
Faith & Freedom Coalition	Patrick Purtill
Florida Governor	Christine Diaz
Georgia Governor	Todd Smith
Guam Governor	Margaret Metcalfe
Illinois Governor	Kathy Lydon
Indiana Governor	Josh Pitcock
Institute For 21st Century Energy	Matthew Koch
Iowa Governor	Stephanie Groen
Lobbyist	Allen D. Freemyer
Lobbyist	Jay R. Sullivan
Maryland Governor	Tiffany Waddell
Massachusetts Governor	Tiffany Watkins
Michigan Governor	Bill McBride
NAFO National Alliance of Forest Owners	Chip Murray
National Association of Corporate Directors	Chris Heck
National Association of Corporate Directors	Coleman Garrison
National Association of Counties	Chris Marklund
National Association of Counties	Johnathan Schuffield
National Association of Counties	Matthew Chase
National Association of State Energy Officials	David Terry
National Governors Association	Alex Schafer Or Scott Patterson
National League of Cities	Carolyn Berndt
Nevada Governor	Ryan McGinness
New Jersey Governor	Dona DeLeon

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Public Lands Council  
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Rhode Island Governor  
Small Bussiness Administration  
Smith Dawson & Andrews  
Texas Governor  
The Latino Coalition  
U.S Trade Development Agency  
U.S. Travel Association  
United Airlines  
US Energy Stream  
Utah Governor  
Virgin Islands Governor  
Virginia Governor  
Washington D.C.  
Washington D.C.  
Washington Governor  
Western Governors Association

Alexander Cochran  
Krista Carman  
Jason Osborne  
Katie Altshuler  
Drew Johnston  
Michael Flannigan  
Amanda Keith  
Ethan Lane  
Carlos Mercader  
Ronald Desiderato  
Richard Kingin  
Mary Cronin  
Jerry Strickland  
Manuel Rosales  
Ryan Leppert  
Patricia Rojas-Ungar  
Sasha Johnson  
Anthony Livanios  
Cody Stewart  
John Fehrenbach  
Maribel Ramos  
Mayor Bowser  
Roberta Downing  
Sam Ricketts  
James Ogsbury

#### **Hill**

House Subcommittee on Energy Mineral Resources  
House Natural Resources Member Coordinator  
House Subcommittee on Water Power Oceans  
Senior LA Rep. Cheney  
LD Chairman Simpson  
LA Cathy McMorris Rogers  
LA Mike Simpson  
LA Don Young  
LA Sen. Rob Portman  
LA Sen. John Hoeven  
Western Caucus Director  
Western Caucus Staff  
LA Sen. Mike Lee  
LA Sen. Gardner- Energy

Andrew Vecera  
Matt Schafle  
Bryson Wong  
Jimmy Ward  
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DP/Davis/Other		
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Beach	Gentry	Big Game
Bornemann	Christopher	Made in America
Broadway	Julie	Made in America
Brooks	Michael	Sportsmen/Made in America
Buche	Tim	Made in America
Budzik	Mike	Sportsmen
Burke	J.R.	Made in America
Busch III	August	NFWF/NPF
Butts	Bill	Made in America
Chancellor	Steve	Big Game
Childress	Richard	Sportsmen
Cox	Chris	Big Game
Crandall	Derrick	Made in America
Crane	Jeff	Sportsmen
Covington	Amanda	Made in America
Dammrich	Thomas	Made in America
DeYoung	Mark	Made in America
Edmonston	Chris	Made in America
Ferguson	Fred	Made in America
Friess	Foster	Big Game
Geist	Mark "OZ"	Big Game
Geraci	Monika	Made in America
Goodwin	Gene	Sportsmen
Gosswein	Stuart	Made in America
Hassler	Jordan	Big Game
Heusinkveld	Evan	Sportsmen
Hicks	Tommy	Big Game
Higgins	William	Made in America
Hugelmeyer	Frank	Made in America
Ingram	Mark	Sportsmen
Ingram	Mike	Big Game
Ingrassia	Phil	Made in America
Jacobs	Lori	Sportsmen
Keck	Rob	Sportsmen
Klim	Edward	Made in America
Krueter	Julie	Sportsmen
La	Kirk	Made in America
MacRae	Terry	Made in America
Mark	Keith	Sportsmen
McAninch	Jay	Made in America
McNamara	Daniel	Made in America
Mika	Ron	Big Game

## Representation

Recreation Vehicle Industry Association  
American Horse Council

CEO of Rocky Brands (Boots)  
Motorcycle Industry Council  
Retired Chief of Ohio Fish and Wildlife  
Polaris Industries

## Forever Resorts

American Recreation Coalition  
Congressional Sportsmen

Vista Outdoor  
National Marine Manufacturers Association  
CEO Vista Outdoors/ Chair of Congressional Sportsmen  
Foundation  
BoatU.S.  
Vista Outdoor

Recreation Vehicle Industry Association  
Former President of National Wild Turkey Federation  
Specialty Equipment Market Association

CEO and President of U.S. Sportsmen Alliance

Marine Retailers Association of the Americas  
Recreation Vehicle Industry Association

Recreation Vehicle Dealers Association  
CA Houndsmen for Conservation  
Former CEO National Wild Turkey Federation, Board  
NSSF  
International Snowmobile Manufacturers Association  
Heartland for Trump/Nebraska  
BoatU.S.  
Hornblower Cruises  
Missouri Union Attorney/ Heartland for Trump  
Archery Trade Association  
Milestone Federal Solutions

Managing Director, Sorenson Capital



Notes	Recommendation	Phone
Senior Manager, Government Affairs	RT	
President	RT	
Boot supplier to U.S. military since WW2/ Ohio Sportsmen for Trump	Davis	740-591-7282
President and CEO	RT	
Ohio Sportsmen for Trump Chair	DP/Davis/Paduchik	
Senior Manager, North America Government Relations	RT	
	DP	
Senior Vice President	RT	
Sportsmen 4 Trump/ Donor	DP	
President	RT DP	
SVP for Comms and Govt Relations for Vista Outdoors/ Tread Lightly BOD	Willens (source)	
President	RT	
	DP	
Vice President, Government Affairs	RT	
Vice President, Government and Industry Relations	RT	
	DP	
13 hours	DP	
Senior Manager, Strategic Policy and Communications	RT	
Ohio Sportsmen for Trump	Davis	937-631-2377
Senior Director, Federal Government Affairs	RT	
	DP	
Sportsmen for Trump	Davis	641-832-8848
	DP	
Manager, Public Policy	RT	
President	RT	
	DP	
	DP	
President	RT	
Woman/Houndsmen Org/Trump	Davis	
Sportsmen 4 Trump	DP/Davis	
President	RT	
Woman/Sportsmen 4 Trump	DP	641-247-9014
Chairman and CEO	RT	
CEO	RT	
Sportsmen 4 Trump	DP	816-803-2893
CEO & President	RT	
Principal	RT	
Big time big game hunter. 13 Africa hunts/Africa connects/Funded African schools/ Funding water well drilling in Africa	DP	

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[fred.ferguson@vistaoutdoor.com](mailto:fred.ferguson@vistaoutdoor.com)

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[stuartg@sema.org](mailto:stuartg@sema.org)

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[kla@boat.us.com](mailto:kla@boat.us.com)  
[tmacrae@hornblower.com](mailto:tmacrae@hornblower.com)  
[kmark@markandburkhead.com](mailto:kmark@markandburkhead.com)  
[jaymcaninch@archerytrade.org](mailto:jaymcaninch@archerytrade.org)

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Morris	Johnny	NFWF
Moyes	Jerry	Big Game
Neuhoff	Morgan	Made in America
Pacious	Patrick	Made in America
Peay	Don	Sportsmen
Rout	Tim	Made in America
Smith	Boyd	Sportsmen/Water/Parks/Recreation
Taylor	Duane	Made in America
Tiffany	Tom	Sportsmen
Vasilaros	Nicole	Made in America
Wahl	Jessica	Made in America
Wald	John Wayne	Sportsmen
Walker	Linda	Sportsmen
Zwickey	Derek	Made in America

KC		
Last Name	First Name	Prospective
Ahlberg	Trevor	
Babaz	Paul	
Baier	Lowell	
Baker	Jim	
Bollinger	Boyse	
Bootby	Lee	
Boren	Dan	
Bowman	Tibaut	
Brownell	Frank	
Bryant	Fred	
Busch III	August	
Callender		
(Gallender?)	Amy	
Candies	Otto	
Champagne	Joe	
Chicarene	Nick	
Childress	Richard	NFWF
Chiles	Bill	
Cox	Chris	
Crafton	Joe	
Crafton	Joe	
Crane	Jeff	
Culpepper	Bruce	
Cunningham	Ralph	
Daniel	Marty	
Davis	John	Tourism
DeYoung	Mark	
Dorsey	Chris	
Fifer	Mike	
Flores	Jim	
Foley	Bill	
Fouch	Randy	
Freiss	Foster	

Bass Pro

BoatU.S.  
Choice Hotels

AccessParks

National Off-Highway Vehicle Conservation Council  
Wisconsin State Senator  
National Marine Manufacturers Association  
Outdoor Industry Association  
Vet/TX  
NRA Board Member  
Delaware North

Representation

Sportsmen 4 Trump	DP	
	DP	
Program Coordinator, Government Affairs	RT	
Sportsmen 4 Trump	DP	801-721-4011
CEO	RT	
	Locetta/ Congresswoman Rodgers	
Executive Director	RT	
	DP/ Gov Walker	715-892-1230
Vice President, Federal and Legal Affairs	RT	
Recreation Policy Advisor, Government Affairs	RT	
	DP	
Ohio 2nd Amendment 4 Trump	Davis	614-668-9777
Regional Vice President	RT	

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duane@nohvcc.org

tomtiffany@newnorth.net

nvasilaros@nmma.org

jwahl@outdoorindustry.org

lindawalker1@embarqmail.com

dzwickey@delawarenorth.com

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French	Trigg	
Froman	Sandra	
Geist	Mark	
Greenwalt	Ken	
Haggar	Dave	
Hall	Ollabelle	
Halton	Jim	
Hamm	Harold	NRG
Hammond	Tom	NFWF
Hernandez	Antonio	Puerto Rico
Hicks	Tommy	
Horn	Peter	Big Game
Hudson	Chris	
Hunt	Bruce	
Ingram	Mike	
Keck	Rob	
Keller	Bruce	
Kimball	Jeff	
Kleberg	Tio	
Kronenberg	Kam	
Leath	Stephan	
Lorber	Howard	NFWF
Loyd	Paul	
Mason	Scott	Made in America
Matier	Frank	
McCoy	Dusty	Made in America
McCray (VI)	Jim	IA
Milner	Tommy	
Minge	John	NFWF/NPF
Model	Bob	
Morris	Johnny	
Moyes	Jerry	
Nosler	John	
Nunes	Tommy	NFWF/NPF
Paro	Jeff	
Peay	Don	
Perpall	Fred	
Plant	Phillip	
Poindexter	John	
Sagouspe	Jean	AG-based?
Sayer	Hanley	
Schmidt	Neal	
Spady	David	Sportsmen
Thodos	John	
Trey	Thomas	
Vail	Theresa	
Vollero	Rob	
Walding	John Wayne	Vet
Wear (Wean?)	Charles	
Witsith	Bill	
Yolden	Chip	
Zabawaw	Steve	

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Big DJT Donor

Brunswick Corp- Boating

BP America-

Oasis Petroleum

Retire SEAL, Comcast

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First Name	Last Name
Pelham	Straughn
Erik	Murdock
Daren	Coppock
David	Berg
Lori	Arguelles
Jeff	More
Kim	Harb
Ryan	Yates
Laura	Skaer
Dale	Moore
John	Larson
Tom	Trotter
Douglas	Austen
Benjamin	Bulis
Tom	Martin
Donna	Harman
Dave	McCurdy
Drew	Lesofski
Holly	Hopkins
Jack	Gerard
Catherine	Ahern
Derrick	Crandall
Andrew	LaVigne
Karl	Anderson
Mike	Nussman
Scott	Gudes
Jay	McAninch
Matt	Minarovic
Ronald	Regan
David	Yarnold
Sarah	Greenberger
Gene	Gilliland
John	Gale
Megan	Morris
Michael	Daulton
Melissa	Reynolds Hogland
Jason	Buckner
Ellen	Peel
James	Greenwood
Bill	Horn
Harry	Barnes
Mike	Campbell
Chris	Edmonston
Jim	McDuffie
Tony	Schoonen
Brandon	Hurlbut
Bob	Dudley
Aaron	Wodin-Schwartz
David	Bernhardt
Jon	Hrobsky
Matt	Davis

Organization

9b Group

Access Fund

Agricultural Retailers Association

Airlines for America

Alice Ferguson Foundation

Alpine Group

Alyeska Pipeline

American Farm Bureau Federation

American Exploration & Mining Association

American Farm Bureau Federation

American Farmland Trust

American Federation of Labor and Congress of Industrial Organizations

American Fisheries Society

American Fly Fishing Trade Association

American Forest Foundation

American Forestry and Paper Association

American Gas Association

American Mustang Foundation

American Petroleum Institute

American Petroleum Institute

American Recreation Coalition

American Recreation Coalition

American Seed Trade Association

American Society of Agronomy

American Sportfishing Association

American Sportfishing Association

Archery Trade Association

Arena Energy

Association of Fish & Wildlife Agencies

Audubon

Audubon

B.A.S.S

Backcountry Hunters and Anglers

Bass Pro Shops

Bats Conservation International

Bear Trust International

BHP Billiton

Billfish Foundation

Biotechnology Innovation Organization

Birch Horton Bittner & Cherot

Blackfeet Nation

Bluewater

BoatUS Foundation

Bonefish & Tarpon Trust

Boone and Crockett Club

Boundary Stone Partners

BP

Brand USA

Brownstein Hyatt Farber Schreck

Brownstein Hyatt Farber Schreck

California Houndsmen for Conservation

Title

Partner & Co-Founder

Policy Director

President & CEO

Senior Vice President & General Counsel

Executive Director

Vice President

Manager

Director, Congressional Relations

Executive Director

Executive Director, Public Policy

Senior VP of Policy and Programs

Executive Director

President and CEO

President & CEO

President & CEO

President & CEO

President

President & CEO

Vice President

President

President and CEO

Director of Government Relations

President & CEO

Vice President, Government Affairs

President & CEO

CEO

Executive Director

President and CEO

Vice President, Conservation

Foundation & Philanthropy Advisor

Executive Director

Executive Director

Principal

President

President & CEO

Lawyer

Chairman

President

Executive Director

Chief of Staff

Co-Founder

Group Chief Executive

Director, Public Policy

Shareholder & Chair of the firm's Natural Resource

Policy Director

President

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jmore@alpinegroup.com	<a href="https://www.alpinegroup.com/">https://www.alpinegroup.com/</a>
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ryany@fb.org	<a href="http://www.fb.org/">http://www.fb.org/</a>
lskaer@miningamerica.org	<a href="https://www.miningamerica.org/">https://www.miningamerica.org/</a>
dalem@fb.org	<a href="http://www.fb.org/">http://www.fb.org/</a>
jlanson@farmland.org	<a href="https://www.farmland.org/">https://www.farmland.org/</a>
	<a href="https://aflcio.org/">https://aflcio.org/</a>
dausten@fisheries.org	
ben@affta.com	<a href="http://www.affta.org/">http://www.affta.org/</a>
tmartin@forestfoundation.org	<a href="https://www.forestfoundation.org/">https://www.forestfoundation.org/</a>
	<a href="http://www.afandpa.org/">http://www.afandpa.org/</a>
	<a href="https://www.aga.org/">https://www.aga.org/</a>
emy_lesofski@appro.senate.gov	
hopkins@api.org	<a href="http://www.api.org/">http://www.api.org/</a>
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cahern@funoutdoors.com	<a href="http://www.funoutdoors.com/arc/about">http://www.funoutdoors.com/arc/about</a>
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sgreenberger@audubon.org	
	<a href="https://www.bassmaster.com/">https://www.bassmaster.com/</a>
john@backcountryhutners.org	<a href="http://www.backcountryhunters.org/">http://www.backcountryhunters.org/</a>
	<a href="http://www.basspro.com/">http://www.basspro.com/</a>
mdaulton@batcon.org	<a href="http://www.batcon.org/">http://www.batcon.org/</a>
melissa@beartrust.org	
j_buckner@hotmail.com	<a href="http://www.bhpbilliton.com/">http://www.bhpbilliton.com/</a>
ellen_peel@billfish.org	<a href="http://www.billfish.org/">http://www.billfish.org/</a>
	<a href="https://www.bio.org/">https://www.bio.org/</a>
whorn@dc.bhb.com	<a href="https://www.birchhorton.com/">https://www.birchhorton.com/</a>
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	<a href="http://www.bluewaterbrand.com/">http://www.bluewaterbrand.com/</a>
	<a href="http://www.boatus.org/courses/">http://www.boatus.org/courses/</a>
	<a href="https://www.bonefishtarpontrust.org/">https://www.bonefishtarpontrust.org/</a>
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jhrobsky@bhfs.com	<a href="http://www.bhfs.com/">http://www.bhfs.com/</a>
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Notes

Conservationist\*

Pro monument/Green

Industry

Industry

Conservationist

Intergovernmental\*

Industry

Intergovernmental

Industry

Intergovernmental\*

Intergovernmental

Union/Green

Green

Conservationist

Conservationist

Conservationist

Energy

Conservation

Energy

Energy

Conservationist\*

Conservationist\*

Environmental/Industry

Conservationist/Industry

Industry/Conservationist

Industry/ Conservationist

Industry

Industry

Industry

Green

Green

Industry

Conservationist\*

Industry

Conservationist

For the Bears Ears

Industry

Conservationist

Industry/Intergovernmental

Legal/Intergovernmental

Tribal

Industry/IT

Boating Industry

Conservationist

Conservationist/Green

Green/Energy

Industry

Marketing Industry\*

Legal

Legal

Sportsmen/Conservationist

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Lisa	Jaguzny
David	MacLennan
Kai	Anderson
Jeff	Angers
Juan	Martinez
Catherine	Nagel
Dick	Brame
Patrick	Murray
Lindsay	Wagner-Oveson
Gary	Kania
Jeff	Crane
John	Jackson
Regina	Lennox
James	Anderson
Brian	O'Donnell
Alan	Front
Harold	Hamm
Louie	Perry
Wendy	Spencer
Asim	Mishra
Jay	Vroom
A.J	Not Afraid
CJ	Stewart
Ben	Carter
Glen	Le Munyon
Jim	Faulstich
Harry	Simmons
Scott	Petrie
John	Devney
Larry	Nichols
Dale	Hall
Kellis	Moss
Margaret	Everson
Whitney	Tawney
Michael	Reddin
Travis	Campbell
Kevin	Bruce
Matt	McCarroll
Rod	Snyder
Johnny	LeCoq
Scott	Jones
Brian	Yablonski
Greg	Jacoski
William	McGrath
Barry	Russell
Meridith	Stanton
Tom	Troxel
John	Gantt
Phillip	Greenlee
Jason	Scratwieser
John	McKay
Andrew	Bowman

Campion Foundation

Cargill, Incorporated

Cassidy & Associates

Center for Coastal Conservation - Now: Center for Sportfishing

Children & Nature Network

City Parks Alliance

Coastal Conservation Association

Coastal Conservation Association

Cognosante

Congressional Sportsmen's Foundation

Congressional Sportsmen's Foundation

Conservation Force

Conservation Force

Conservation International

Conservation Lands Foundation

Conservation Pathways

Continental Energy

Cornerstone Government Affairs

Corporation For National & Community Service

Corporation For National & Community Service

Croplife America

Crow

Crow Tribe

Dallas Safari Club

Dallas Safari Club

Daybreak Ranch

Delta Council

Delta Waterfowl Foundation

Delta Waterfowl Foundation

Devon Energy

Ducks Unlimited

Ducks Unlimited

Ducks Unlimited

Ducks Unlimited

Energy XXI

Far Bank Enterprises

Fieldwood Energy

Feldwood Energy

Field to Market

Fishpond USA

Forest Landowners Association

Gulf Power/Southern Company

Guy Harvey Ocean Foundation

House Committee on Oversight

Independent Petroleum Association of America

Indian Arts and Crafts Board

Intermountain Forest Association

International Conservation Caucus Foundation

International Federation of Fly Fisher

International Game Fish Association

International Hunter Education Association

Land Trust Alliance

CEO  
Chairman and CEO

CEO  
President  
Director, Natural Leaders Network  
Director

President

Director, Corporate Affairs

Vice President

President

Chairman

Attorney

Senior Writer

Executive Director

CEO

Partner and Co-Founder

CEO

Chief of Staff

President & CEO

Chairman

Crow Nation Energy Advisor & Legislative Liaison

Executive Director

Rancher

President

CEO

Vice President, U.S. Policy

Chairman Emeritus

CEO

Chief Policy Officer

Senior Water Policy Advisor

CEO

President and CEO

Director, Government & Industry Affairs

CEO

President

CEO

External Affairs Director

Director

Staff Director

President and CEO

Director

Executive Director

President

CEO/Past President

Conservation Director

Executive Director (Interim)

President

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Pro monument

Industry/Green

Intergovernmental

Intergovernmental\*

Conservationist\*

Intergovernmental/Green

Fishing/Conservationist

Fishing/Conservationist

Health IT/Industry

Conservationist/Intergovernmental

Conservationist/Intergovernmental

Sportsman

Sportsman

Green

Pro monument

Green/Conservationist\*

Intergovernmental

Volunteer Industry/Green

Volunteer Industry/Green

Pesticide Industry/Green

Tribal

Tribal

Sportsmen/Conservationist\*

Sportsmen/Conservationist\*

Sportsmen/Conservationist\*

Intergovernmental/Conservationist/Agriculture

Sportsmen/Conservationist\*

Sportsmen/Conservationist\*

Industry/Energy

Sportsmen/Industry

Sportsmen/Industry

Sportsmen/Industry

Sportsmen/Industry

Industry/Energy

Industry/Fishing

Industry/Energy

Industry/Energy

Industry/Agriculture

Industry/Sportsmen

Conservationist\*

Industry/Energy

Conservationist/Industry\*

Governmental

Intergovernmental/Industry\*

Governmental

Conservationist/Intergovernmental

Intergovernmental

Sportsmen

Sportsmen

Sportsmen

Green/Conservationist

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Russ	Shay
Gerald	Gray
Ben	Jenkins
Joe	Maloney
Ed	Cantu
Matt	Gruhn
William	Higgins
Nita	Settina
Benjamin	Grumbles
Dennis	Foster
Kerry	Luft
Steve	Mealey
Jeremy	Stump
Bob	Model
Kathryn	Thomson
Miles	Moretti
Marcia	McNutt
Dave	Tenny
Lee	McDaniel
Bryan	Desloge
Matthew	Chase
Jay	Farrell
Darrel	Kenops
Tom	Franklin
Tracy	Brunner
Chris	Novak
Nick	Pinizzotto
Marc	Himmelstein
Bill	Possiel
Mary	Mitsos
Edward "Sequoyah"	Simermeyer
Hal	Quinn
Justin	Prosser
John	Nau
Grace	Lee
Ani	Kame'enui
Kristen	Brengel
Theresa	Pierno
Will	Shafroth
Larry	Keane
Pat	Rothwell
Tim	Charters
Tom	Cassidy
Joel	Pedersen
Desiree	Groves
Brian	Malat
David	Anderson
Phillip	Kilbridge
Gregory	Miller
Steve	Nelson
Drew	St. John
Chuck	Parker

Land Trust Alliance

Little Shell Tribe

Locust Street

Locust Street

Lopez Negrete

Marine Retailers Association of America

Marine Retailers Association of America

Maryland Park Service

Maryland, Department of the Environment

Masters of Foxhounds Association

Max McGraw Wildlife Foundation

McKenzie River Guides Association

Monsanto

Mooncrest Ranch

Morrison & Foerster

Mule Deer Foundation

Naitonal Academy of Sciences

National Alliance of Forest Owners

National Association of Conservation Districts

National Association of Counties

National Association of Counties

National Association of State Foresters

National Associations of Forest Service Retirees

National Bobwhite Conservation Initiative

National Cattlemen's Beef Association

National Corn Growers Association

National Deer Alliance

National Environmental Strategies

National Forest Foundation

National Forest Foundation

National Indian Gaming Commission

National Mining Association

National Mining Association

National Park Foundation

National Park Trust

National Parks Conservation Association

National Parks Conservation Association

National Parks Conservation Association

National Park Foundation

National Shooting Sports Foundation

National Shooting Sports Foundation

National Strippers Well Association

National Trust for Historic Preservation

National Wild Turkey Federation

National Wildlife Refuge Association

Natural Resource Results

Natural Resource Results

NatureBridge

NatureServe

Nebraska Farm Bureau Federation

New South Access & Environmental Solutions

New York State Conservation Council

Director of Public Policy

Chairman

Strategic Public Affairs & Communications Expert

Partner

Director, Consumer Insights & Planning

President

Public Policy Manager

Superintendent

Secretary of the Environment

Executive Director

Senior Vice President

President

Director, Government Affairs

Owner and President

Partner

President/CEO

President

President & CEO

President

President

Executive Director

Executive Director

CEO/Executive Director

Certified Wildlife Biologist Agriculture Liaison

President

CEO

CEO

Chair; President, Johnson Timber Corp/ Flambeau River Papers

Executive Vice President, National Initiatives

Commissioner

President & CEO

Director, Congressional Affairs

Vice Chairman of the Board

Executive Director

Legislative Director

Vice President

President & CEO

President & CEO

SVP, Assistant Secretary and General Counsel

Director, Government Relations-Federal Affairs

Vice President/Government Affairs

Vice President for Government Relations

Director of Conservation Programs

Vice President, Government Affairs

Principal

CEO

President & CEO

President

CEO

President

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Green/Conservationist

Tribal

Intergovernmental/Green

Intergovernmental/Green

Marketing Communications/Industry

Boating Industry

Boating Industry

Governmental

Environmental

Sportsmen

Sportsmen/Conservationist

Sportsmen/Conservationist

Industry

Industry/Sportsmen

Legal\*

Sportsmen

Scholarly

Industry

Intergovernmental

Intergovernmental

Intergovernmental

Intergovernmental

Conservationist

Sportsmen/Conservationist

Industry

Industry

Sportsmen/Conservationist\*

Environmental/Green

Conservationist/Green/Intergovernmental

Conservationist/Green/Intergovernmental

Tribal

Industry

Industry

Conservation/Fundraiser

Conservation/Fundraiser

Conservation/Fundraiser

Conservation/Fundraiser

Conservation/Fundraiser

Conservation/Fundraiser

Sportsmen

Sportsmen

Industry

Conservation/Fundraiser

Sportsmen

Green

Environmental

Environmental

Green/Environmental

Conservationist/Research

Agriculture/Conservationist

Industry/Conservationist

Conservationist

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Kathryn	Isom-Clause
Kris	Sarri
Randall	Luthi
Judy	Braus
Steve	Belinda
Jace	Killsback
Ryan	Ullman
Brian	Calabrese
Chris	Cox
Stephen	Sanetti
Brandi	Colander
Geoff	Haskett
Claire	Douglass
Senator Steven	Daines
Bill	Inbergamo
Amy	Roberts
Jessica	Wahl
Jaff	Paro
Paul	Phillips
Bernie	Erb
Dave	Nomsen
Laurie	Davies Adams
Joe	Bell
Mark	Benson
Ethan	Lane
Ed	Shepard
Cesar	Andreu
John	Doerr
Brian	Murphy
Phil	Ingrassia
Jay	Landers
Jimmy	Bullock
Amos	Eno
Jeff	Benoit
Harlan	Baker
Blake	Henning
David	Allen
Mark	Lambrecht
Dan	Dessecker
Scott	Marlow
John	Boretsky
Anna	Seidman
Eddie	Grasser
Alex	Echols
Dan	Domeracki
Ben	Van Beurden
KC	Walsh
Brett	Fitzgerald
Nick	Sargent
Jess	Peterson
Matt	Menashes
Steve	McDonald

NIGC

NMSF

NOIA

North American Association for Environmental Education

North American Grouse Partnership

Northern Cheyenne Tribe

American Exploration & Mining Association

NRA

NRA Institute for Legislative Action

NSSF

NWF

NWRA

Oceana

Office of Senator Steve Daines

OFW Law

Outdoor Industry Association

Outdoor Industry Association

Outdoor Sportsman Group

Pac/West Communications

Pheasants Forever

Pheasants Forever

Pollinator Partnership

Pope and Young Club

Potlatch Corporation

Public Lands Council

Public Lands Foundation

Puerto Rico Federal Affairs Administration

Pure Fishing, Inc.

Quality Deer Management Association

Recreation Vehicle Dealers Association

Recreation Vehicle Industry Association

Resource Management Service

Resources First Foundation

Restore America's Estuaries

Rocky Boy's Reservation

Rocky Mountain Elk Foundation

Rocky Mountain Elk Foundation

Rocky Mountain Elk Foundation

Ruffed Grouse Society

Rural Advancement Foundation International- USA

Safair Club International

Safari Club International

Safari Club International - Alaska

Sand County Foundation

Scumberger Limited

Shell

Simms Fishing Products

Snook Game & Fish Foundation

Snowsports Industries America

Society for Range Management

Society of American Foresters

Specialty Equipment Markey Association

Vice Chair

President

President

Executive Director

Executive Director

President

Federal Liaison

Executive Director

President & CEO

Associate Vice President

Campaign Director

Senior Policy Advisor

Executive Director

Government Affairs Manager

President & CEO, Multimedia Publishing and Digital at Outdoor Sportsmen

President

VP of Government Affairs

Executive Director

Vice President, Public Affairs

Executive Director

President

Deputy Director

CEO

Chief Executive Advisor

President

Vice President, Government Affairs

Senior Vice President, Forest Sustainability

President & Founder

President & CEO

Chairman

Chief Conservation Officer

President & CEO

Director of Government Affairs

Director of Conservation Policy

Executive Director

Guides and Outfitters Liaison

Director of Litigation

Vice President

Program Director, Special Projects

Vice President, Government and Industry Relations

Chief Executive Officer

Current Owner

Executive Director

President

Executive Vice President

Chief Executive Director

Vice President for Government Affairs

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Intergovernmental/Gaming

Conservationist\*

Energy Industry/Intergovernmental

Environmental

Green

Tribal

Precious Metal Industry

Sportsmen

Sportsmen

Sportsmen

Green

Conservation

Green

Governmental

Legal

Environmental

Environmental

Communications

Communications

Sportsmen

Sportsmen

Conservationist/Green

Sportsmen

Timber Industry

Conservation/Green

Conservation/Green

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Governmental

Industry

Sportsmen

RV Dealer Industry

RV Manufacturer Industry

Timber Industry

Conservation/Green

Conservation/Green

Tribal

Sportsmen

Sportsmen

Sportsmen

Sportsmen

Farming Intergovernmental/Green

Sportsmen

Sportsmen

Sportsmen

Conservation

Energy Industry

Energy

Sportsmen

Sportsmen

Lobbyist

Conservationist/Green

Industry

Industry

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Lem	Smith
Mike	Olsen
David	Welch
Bruce	Knight
Julie	Knight
Jaime	Matyas
Paul	Trianosky
Brian	Mullis
Scott	Blackwell
Tim	Duncan
Steve	Hall
David	Brimager
David	Yeates
Larry	Selzer
Mary Ellen	Sprenkel
Courtney	Taylor
Erik	Eikenberg
Chris	Jahn
Darryl	Henry
Kevin	Sloan
Duane	Gibson
Robert	Abernethy
Peter	Stein
Christie	McGregor
Kameran	Onley
Mark	Tercek
Terry	Riley
Dave	Perkins
Bill	Buckner
Kathy	DeCoster
Alan	Rowsome
Jamie	Williams
Keith	Norris
Molly	McUsic
Steve	Kline
Whit	Fosburgh
Casey	Snider
Chris	Wood
Steve	Moyer
Ernest	Cook
Mike	D'Oliveira
Rob	MacLean
Jena	Baker McNiell
Michael	Jacobson
Mike	Farber
Andrei	Greenawalt
Dave	Stewart
Marc	Littlejohn
Moir	McDonald
Greg	Schildwachter
Kathleen	Sgamma

Sportsmen's Alliance  
Squire Patton Boggs  
Statoil  
Stone Energy  
Strategic Conservation Solutions, LLC  
Strategic Conservation Solutions, LLC  
Student Conservation Association  
Sustainable Forestry Initiative  
Sustainable Travel International  
Tail-Spotter Consulting, LLC  
Talos Energy  
Texas Parks and Wildlife Department  
Texas Wildlife Association  
Texas Wildlife Association  
The Conservation Fund  
The Corps Network  
The Cypress Group  
The Everglades Foundation  
The Fertilizer Institute  
The Gavel Group  
The High Lonesome Ranch  
The Livingston Group  
The Longleaf Alliance  
The Lyme Timber Company  
The Nature Conservancy  
The Nature Conservancy  
The Nature Conservancy  
The North American Grouse Partnership  
The Orvis Company  
The Samuel Roberts Noble Foundation  
The Trust for Public Land  
The Wilderness Society  
The Wilderness Society  
The Wildlife Society  
The Wyss Foundation  
Theodore Roosevelt Conservation Partnership  
Theodore Roosevelt Conservation Partnership  
Tread Lightly!  
Trout Unlimited  
Trout Unlimited  
Trust for Public Land  
Union Sportsmen's Alliance  
United States Park Police  
US Travel Association  
US Travel Association  
Van Ness Feldman  
Via  
Vulcan  
Walmart  
Walton Family Foundation  
Watershed Results  
Western Energy Alliance

President & CEO  
Principal  
Senior Director, Government Affairs  
ECO  
Principal & Founder

President  
Chief Conservation Officer  
Founder and Executive Advisor  
President  
CEO  
Hunter Education Coordinator  
Director of Public Relations & Certified Wildlife  
CEO  
President & CEO  
CEO

CEO  
President

Consultant  
President  
Managing Director  
Director of Federal Legislative Campaigns  
Director, Government Relations  
President & CEO  
Director of Conservation Policy  
Vice Chairman  
President and CEO  
VP and Director of Federal Lands  
Senior Director of Governmental Relations  
President  
Director, Government Relations  
President  
Director of Government Relations  
President & CEO  
Chief Operation Officer  
President and CEO  
Vice President for Government Affairs  
Senior Vice President, Conservation Director

Chief of Police  
Senior Director, Government Relations  
Director, Industry Relations and Political Engagement  
Partner  
VP, Public Policy  
Executive Vice President and General Counsel  
Sr. Management, Public Affairs-Stakeholders Engagement

President & CEO  
President

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mfarber@vnf.com

(b)(6)

marc.littlejohn@walmart.com  
mmcdonald@wffmail.com  
greg@watershedresults.com

Sportsmen  
Legal/Green  
Industry\*  
Energy  
Intergovernmental/Green  
Intergovernmental/Green  
Green  
Conservationist/Green  
Green  
Sportsmen Consulting  
Industry  
Governmental  
Sportsmen  
Sportsmen  
Conservation/Green  
Conservation/Service/Green  
Intergovernmental  
Conservation\*  
Intergovernmental

Sportsmen/Lodging  
Intergovernmental  
Intergovernmental/Conservationist  
Timber Industry

Environmental  
Environmental  
Environmental

Conservationist/Green  
Industry/Sportsmen  
Agriculture Industry  
Green

Environmental  
Environmental  
Environmental

Green  
Sportsmen  
Sportsmen  
Outdoor Rec  
Sportsmen  
Sportsmen  
Sportsmen  
Sportsmen  
Intergovernmental  
Industry  
Industry  
Attornies

Environmental  
Industry  
Conservation  
Sportsmen  
Oil&Gas

17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...





17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...



17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...



Holly	Probst
Jim	Ogsbury
Lesli	Allison
Doyle	Simons
Peter	Gerl
Gray	Thornton
Kevin	Hurley
Doug	Grann
Steve	Williams
James	Cummins
Martin	Peters
Katie	Adamson
Brian	McCormick
Cy	Jamison
Denny (Former Represenative)	Rehberg
Dan (Honorable)	Boren
Jay	Sullivan
Mark	Azure
Mark	Rey
Michael	Torrey
Vernon	Finley
Claire	Smallwood
Brad	Ludden
Bill	Sycallik

17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...

Western Governors Association  
Western Governors Association  
Western Landowners Association  
Weyerhaeuser Company  
White Tails Unlimited  
Wild Sheep Foundation  
Wild Sheep Foundation  
Wildlife Forever  
Wildlife Management Institute  
Wildlife Mississippi  
Yamaha Motor Corporation  
YMCA fo the USA  
Edison Electric Institute

SheJumps\*  
First Descents\*  
National Parks Marathon Project\*

17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...

President  
CEO  
Executive Director  
President & CEO  
Senior Director, THS Programs Lead  
President & CEO  
President and Project Manager  
Executive Director  
Manager, Government Relations  
Senior Director, Health Partnerships and Policy

President

Chairman  
Executive Director  
Founder  
Founder/Runner

hpropst@westgov.org  
jogsbury@westgov.org  
lallison@westernlandownersalliance.org

pgerl@whitetailsunlimited.com  
gthornton@wildsheepfoundation.org  
khurley@wildsheepfoundation.org  
dgrann@wildlife forever.org  
swilliams@wildlifemgt.org  
jcummins@wildlifemiss.org

katie.adamson@ymca.net  
bmccormick@eei.org  
cyjamison@jamisonandsullivan.com

dan.boren@chickasaw.net  
jsullivan@jamisonandsullivan.com  
mazure@ftbelknap.org

(b)(6)

mtorrey@torreydc.com  
vernon.finley@cskt.org  
claire@shejumps.org

(b)(6)

17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...

Intergovernmental  
Intergovernmental  
Conservation  
Timber  
Sportsmen  
Sportsmen  
Sportsmen  
Conservation  
Sportsmen  
Conservation  
Industry  
Intergovernmental  
Industry  
Lobbyist

Lobbyist

Sportswoman Outreach  
Sportsmen Outreach  
Marathon Runner

17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...



17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...

17-01174\_014688;17-01174\_014688;17-01174\_014689;17-01174\_014690;17-01174\_014691;17-01174\_014692;1...

**To:** Cameron, Scott[scott\_cameron@ios.doi.gov]  
**From:** Cason, James  
**Sent:** 2017-10-19T19:03:01-04:00  
**Importance:** Normal  
**Subject:** Re: Request to advertise for two PMB SES slots  
**Received:** 2017-10-19T19:03:37-04:00

OK

On Mon, Oct 16, 2017 at 5:09 PM, Cameron, Scott <[scott\\_cameron@ios.doi.gov](mailto:scott_cameron@ios.doi.gov)> wrote:

Jim,

In the spirit of making sure all my bases are covered, I wanted to let you know that I have asked Mary to prepare the necessary paperwork for ERB consideration to advertise for the replacement Office of Wildland Fire Director, and for a Deputy Director of PAM who would be our in-house grants policy expert. We are talking with you tomorrow about grants management processes going forward, in light of the upcoming political appointee PMB hire, Steve Howke.

Thanks,

Scott

Scott J. Cameron

Acting Assistant Secretary for Policy, Management and Budget

Office of the Secretary of the Interior

Desk 202 208 4242

Cell 202 706 9031

**To:** Jean Parrish[jean\_parrish@ios.doi.gov]  
**Cc:** Amy Holley[Amy\_Holley@ios.doi.gov]  
**From:** Gonzalez, Elena  
**Sent:** 2017-10-24T14:01:39-04:00  
**Importance:** Normal  
**Subject:** Fwd: proposed ERB memo  
**Received:** 2017-10-24T14:03:25-04:00  
ERBmemo.singer.10.24.17 (2) (1).docx

This is the memo I need in final. Thanks!

Elena Gonzalez  
U.S. Department of the Interior  
Deputy Assistant Secretary for Technology, Information and Business Services  
1849 C St NW Room 5124  
Washington, DC 20240  
(o) 202-208-7966

----- Forwarded message -----

From: **Mack, Jonathan** <jonathan\_mack@ios.doi.gov>  
Date: Tue, Oct 24, 2017 at 11:58 AM  
Subject: Re: proposed ERB memo  
To: "Pletcher, Mary" <mary\_pletcher@ios.doi.gov>  
Cc: Amy Holley <Amy\_Holley@ios.doi.gov>, "Gonzalez, Elena"  
<maria\_gonzalez@ios.doi.gov>

Please see attached. If you need anything else, please let me know.  
Thanks!

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

On Tue, Oct 24, 2017 at 11:40 AM, Pletcher, Mary <mary\_pletcher@ios.doi.gov> wrote:

Jonathan,  
Can you add the lines at the bottom to the memo for approval versus disapproval of the memo and resend to everyone? It can be finalized at that point for Elena and Scott's signature.

Thanks,  
Mary

On Tue, Oct 24, 2017 at 11:12 AM, Gonzalez, Elena <[maria\\_gonzalez@ios.doi.gov](mailto:maria_gonzalez@ios.doi.gov)> wrote:

Hi Mary. As discussed, attached is the proposed ERB memo requesting that Director IBC position be re-located in DC. Amy reviewed it already. Please let me know if the Executive Resources team puts together the package. I think I would like this to go before the ERB this Friday, if possible. I want to get this change of duty station accomplished before we lose our chief of staff who knows the history of why the duty station has been in NY, and before we get our new Assistant Secretary for PMB. Having the TIBS leadership team in place when the Assistant Secretary PMB arrives would be optimal for IBC in my view.

I will brief Scott today too.

Thanks.  
Elena

Elena Gonzalez  
U.S. Department of the Interior  
Deputy Assistant Secretary for Technology, Information and Business Services  
1849 C St NW Room 5124  
Washington, DC 20240  
(o) 202-208-7966

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

To: Executive Resources Board

Through: Scott Cameron  
Acting Assistant Secretary – Policy, Management and Budget

From: Elena Gonzalez  
Deputy Assistant Secretary – Technology, Information and Business Services

Subject: Request Approval for Change in Duty Station for Ms. Michele Singer

The Deputy Assistant Secretary – Technology, Information and Business Services (DAS TIBS) requests approval for a permanent change of duty station for the Director of the Interior Business Center (IBC), Michele Singer, from Brooklyn, NY, to Washington, DC. The cost of the move will be funded by the IBC. The relocation of this senior leadership position to DC, aligns the IBC executive leadership team in the metro DC area and in Lakewood, CO, where the majority of IBC’s employees, contractor support, and customers are located, and affords greater accessibility and more consistent interactions with senior leaders in DOI’s headquarters.

IBC is a federal shared service provider with three lines of business: human resources/payroll, financial management and acquisition services, and approximately 950 full time employees in seven locations nationwide: DC, Herndon, Lakewood, Boise, Anchorage, Sacramento and Sierra Vista. The leadership for acquisition services is in Herndon, VA, and for human resources/payroll is in Lakewood, CO. Financial management services and the Office of the Director have managers and staff in DC and Lakewood. The Office of the Chief Information Officer (OCIO) works closely with IBC, with managers and staff co-located with IBC in Lakewood and DC. The CIO leadership team is in DC. IBC services more than 75 other federal organizations. Those customers’ headquarters and senior leadership are primarily located in DC. The federal shared services governance structures and councils operate under the auspices and guidance of the General Services Administration and the Office of Management and Budget out of DC.

Moving Ms. Singer’s duty station to DC will improve ease of coordination and communication with key stakeholders, support IBC’s organizational change management initiatives including better integration with DOI leadership and engagement with bureau representatives on the Working Capital Fund Consortium, and reduce the need for travel between NY and DC.

Thank you for your consideration of this request. If you need additional information, please contact Elena Gonzalez, DAS TIBS, at [Elena\\_Gonzalez@ios.doi.gov](mailto:Elena_Gonzalez@ios.doi.gov) or 202-208-5043.

Approved: \_\_\_\_\_

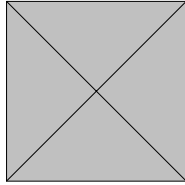
Disapproved: \_\_\_\_\_

\_\_\_\_\_  
For the Executive Resources Board

\_\_\_\_\_  
Date

**To:** Caminiti, Mariagrazia[mariagrace.caminiti@sol.doi.gov]  
**From:** Jorjani, Daniel  
**Sent:** 2017-10-25T14:59:24-04:00  
**Importance:** Normal  
**Received:** 2017-10-25T15:00:11-04:00

Can you set up some time with Mary Pletcher tomorrow? She would like for us to meet before Friday's ERB.

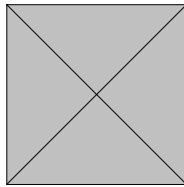


**Daniel H. Jorjani**  
U.S. Department of the Interior  
Acting Solicitor & Principal Deputy Solicitor  
Main Interior Building, Suite 6356  
☎ •202-219-3861 (Voice)  
•202-706-9018 (Cell)  
•[daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)

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Can you set up some time with Mary Pletcher tomorrow? She would like for us to meet before Friday's ERB.



**Daniel H. Jorjani**  
U.S. Department of the Interior  
Acting Solicitor & Principal Deputy Solicitor  
Main Interior Building, Suite 6356  
• 202-219-3861 (Voice)  
• 202-706-9018 (Cell)  
• [daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)

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— —

Marigracę Caminiti

Executive Assistant to the Solicitor  
US Department of the Interior  
1849 C Street, NW, Rm. 6352  
Washington, DC 20240  
202-208-4423 - main number  
202-208-3111 - direct  
202-208-5584 - fax  
202-528-0486 or 202-359-2949 -cell/wcell

[illegible]

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**To:** Amy Holley[amy\_holley@ios.doi.gov]  
**From:** Cardinale, Richard  
**Sent:** 2017-10-30T09:55:32-04:00  
**Importance:** Normal  
**Subject:** Fwd: Start date  
**Received:** 2017-10-30T09:56:19-04:00

FYI

----- Forwarded message -----

From: **Hardaway, Peyton** <peyton.hardaway@bsee.gov>  
Date: Mon, Oct 30, 2017 at 9:53 AM  
Subject: Re: Start date  
To: "Davis, Mark" <mark\_davis@ios.doi.gov>  
Cc: Richard Cardinale <richard\_cardinale@ios.doi.gov>, Sylvia Burns  
<sylvia\_burns@ios.doi.gov>

M,

We just received the ERB approval from the Departmental Executive Resources office this morning, and it looks like the personnel action should be effective December 1, per the ERB approval. However, I will note that this will take place in the middle of the pay period, so there will need to be coordination between the offices, as one week will be certified by ASLM and the other week OCIO. I will note that there have been pay related issues when this has not executed correctly.

Thanks,  
Peyton

On Fri, Oct 27, 2017 at 4:01 PM, Davis, Mark <mark\_davis@ios.doi.gov> wrote:

P-

I need to know the official date that FPPS will reflect the move to of Rich Cardinale to the OCIO from AS L&M

Thanks, Mark

Mark H. Davis  
Chief, Business Operations Division - Room 7112 MIB  
Office of the Chief Information Officer  
202.208.7402 (office)  
703.862.6275 (cell)

--

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Gary 'Peyton' Hardaway

17-01174\_014771;17-01174\_014771;17-01174\_014772

**Executive Resources Program Manager**

**U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement (BSEE)|Human Resources Division (HRD)|HR Operations and Executive Resources Branch-D.C. 1849 C St. NW, Washington D.C., 20240 |Main Interior Building - Room**

**(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.8104|Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

**To:** (b)(6) - Bernhardt (b)(6) - Bernhardt  
todd\_willens@ios.doi.gov[todd\_willens@ios.doi.gov]  
**From:** Daniel Jorjani  
**Sent:** 2017-11-01T09:54:33-04:00  
**Importance:** Normal  
**Subject:** Fwd: DAEO and Alaska and SER and NER  
**Received:** 2017-11-01T09:54:41-04:00

FYI re Ethics advertisement -

Sent from my iPhone

Begin forwarded message:

**From:** Marc Smith <[marc.smith@sol.doi.gov](mailto:marc.smith@sol.doi.gov)>  
**Date:** November 1, 2017 at 9:50:31 AM EDT  
**To:** [daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)  
**Cc:** "Jack Haugrud K." <[jack.haugrud@sol.doi.gov](mailto:jack.haugrud@sol.doi.gov)>, Edward Keable  
<[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)>  
**Subject:** DAEO and Alaska and SER and NER

Dan,

There have been 10 applicants so far for the Ethics position. That ad closes on 11/6. There have been 3 applicants so far for the Alaska position. That ad closes on 11/9. Since Sharon will be out for a few days, we should decide today if we want to extend the Ethics ad. She will talk a look and give me a sense of the applicants.

The Southeast region PD will need to be updated, since it was last prepared in 1999. Sharon and I will work with Horace on that.

I've asked Michelle and Jonathan to put the NER Regional Solicitor back on the ERB agenda.

Sent from my iPhone

**To:** David Bernhardt[(b)(6) - Bernhardt]; Scott Hommel[scott\_hommel@ios.doi.gov]; James Cason[james\_cason@ios.doi.gov]; Jorjani, Daniel[daniel.jorjani@sol.doi.gov]; Douglas Domenech[douglas\_domenech@ios.doi.gov]; Glenda Owens[gowens@osmre.gov]; Rich Cardinale[Richard\_Cardinale@ios.doi.gov]  
**From:** Howarth, Robert  
**Sent:** 2017-11-01T11:04:12-04:00  
**Importance:** Normal  
**Subject:** Revised ERB  
**Received:** 2017-11-01T11:04:20-04:00  
[Signed Revised ERB.pdf](#)

Good morning. Attached is the signed and dated memorandum from the Secretary concerning the Executive Resources Board. Hard copy coming via blue envelope.

Regards, Rob

--

Robert Howarth  
Deputy Director for Correspondence and FOIA Management  
Office of the Executive Secretariat and Regulatory Affairs  
Department of the Interior  
1849 C Street, NW  
Washington, DC 20240  
202-208-3181  
202-208-4451 (direct)  
202-549-8961 (cell)

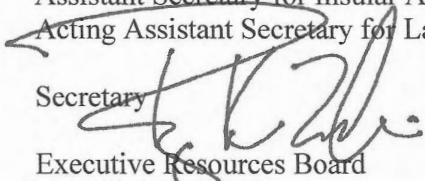


THE SECRETARY OF THE INTERIOR  
WASHINGTON

NOV 01 2017

Memorandum

To: Deputy Secretary  
Chief of Staff  
Associate Deputy Secretary  
Acting Solicitor  
Assistant Secretary for Insular Affairs  
Acting Assistant Secretary for Land and Minerals Management

From: Secretary 

Subject: Executive Resources Board

On May 19, 2017, I established the Executive Resources Board (ERB or Board). Effective the date of this memorandum, I am adding two career members of the Senior Executive Service to the Board – Ms. Glenda Owens and Mr. Richard Cardinale. I am also adjusting the number of members on the Board to ensure timely and effective decisionmaking.

The ERB for the Department of the Interior membership is as follows:

- Deputy Secretary, Chairperson  
(Mr. David Bernhardt)
- Chief of Staff, Member  
(Mr. Scott Hommel)
- Associate Deputy Secretary, Member  
(Mr. James Cason)
- Acting Solicitor, Member  
(Mr. Daniel Jorjani)
- Assistant Secretary for Insular Areas, Member  
(Mr. Douglas Domenech)
- Acting Director for the Office of Surface Mining, Reclamation and Enforcement,  
Member  
(Ms. Glenda Owens)
- Senior Program Manager and Chief of Staff, Assistant Secretary for Land and Minerals  
Management, Member  
(Mr. Richard Cardinale)

The Deputy Assistant Secretary – Human Capital and Diversity/Chief Human Capital Officer (Ms. Mary Pletcher) will serve as an advisor to the Board. The ERB will continue to play a prominent role in determining the executive resources needs of the Department's bureaus and

offices. The ERB will oversee all aspects of the management of executive resources to include Senior Executive Service, Senior Level, and Scientific and Professional resources. In addition, the ERB will retain final approval of other aspects of these programs, including position establishment, recruitment, qualification requirements, selection, pay setting, performance appraisals, performance awards, executive development, Presidential Rank Awards and all other recognition, and the establishment of the Department's Performance Review Boards.

cc:     Inspector General  
          Assistant Secretaries  
          Heads of Bureaus and Offices

**To:** daniel.jorjani@sol.doi.gov[daniel.jorjani@sol.doi.gov]  
**Cc:** Jack Haugrud K.[jack.haugrud@sol.doi.gov]; Edward Keable[edward.keable@sol.doi.gov]  
**From:** Marc Smith  
**Sent:** 2017-11-01T15:38:09-04:00  
**Importance:** Normal  
**Subject:** Re: DAEO and Alaska and SER and NER  
**Received:** 2017-11-01T15:39:12-04:00

As a follow-up, Sharon says none of the Alaska applicants so far are qualified. Only 3 or 4 of the Ethics applicants are qualified. I've asked Sharon to extend both ads for 10 days.

Sent from my iPhone

On Nov 1, 2017, at 9:50 AM, Marc Smith <[marc.smith@sol.doi.gov](mailto:marc.smith@sol.doi.gov)> wrote:

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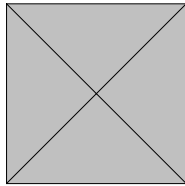
I've asked Michelle and Jonathan to put the NER Regional Solicitor back on the ERB agenda.

Sent from my iPhone



**To:** Marc Smith[[marc.smith@sol.doi.gov](mailto:marc.smith@sol.doi.gov)]  
**Cc:** Jack Haugrud K.[[jack.haugrud@sol.doi.gov](mailto:jack.haugrud@sol.doi.gov)]; Edward Keable[[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)]  
**From:** Jorjani, Daniel  
**Sent:** 2017-11-01T15:42:48-04:00  
**Importance:** Normal  
**Subject:** Re: DAEO and Alaska and SER and NER  
**Received:** 2017-11-01T15:44:29-04:00

Thank you.



**Daniel H. Jorjani**  
U.S. Department of the Interior  
Acting Solicitor & Principal Deputy Solicitor  
Main Interior Building, Suite 6356  
☎ •202-219-3861 (Voice)  
•202-706-9018 (Cell)  
•[daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)

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On Wed, Nov 1, 2017 at 3:38 PM, Marc Smith <[marc.smith@sol.doi.gov](mailto:marc.smith@sol.doi.gov)> wrote:

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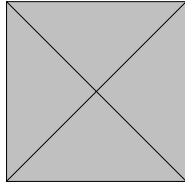
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Sent from my iPhone

**To:** Chambers, Micah[micah\_chambers@ios.doi.gov]  
**From:** Jorjani, Daniel  
**Sent:** 2017-11-01T15:42:58-04:00  
**Importance:** Normal  
**Subject:** Fwd: DAEO and Alaska and SER and NER  
**Received:** 2017-11-01T15:44:40-04:00

FYI



**Daniel H. Jorjani**  
U.S. Department of the Interior  
Acting Solicitor & Principal Deputy Solicitor  
Main Interior Building, Suite 6356  
☎ •202-219-3861 (Voice)  
•202-706-9018 (Cell)  
•[daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)

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----- Forwarded message -----

**From:** Marc Smith <[marc.smith@sol.doi.gov](mailto:marc.smith@sol.doi.gov)>  
**Date:** Wed, Nov 1, 2017 at 3:38 PM  
**Subject:** Re: DAEO and Alaska and SER and NER  
**To:** "daniel.jorjani@sol.doi.gov" <[daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)>  
**Cc:** "Jack Haugrud K." <[jack.haugrud@sol.doi.gov](mailto:jack.haugrud@sol.doi.gov)>, Edward Keable <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)>

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17-01174\_014779;17-01174\_014779;17-01174\_014780

Sent from my iPhone

**To:** Howarth, Robert[robert\_howarth@ios.doi.gov]  
**From:** Cason, James  
**Sent:** 2017-11-01T20:38:44-04:00  
**Importance:** Normal  
**Subject:** Re: Revised ERB  
**Received:** 2017-11-01T20:39:21-04:00

Thanks.

On Wed, Nov 1, 2017 at 11:04 AM, Howarth, Robert <[robert\\_howarth@ios.doi.gov](mailto:robert_howarth@ios.doi.gov)> wrote:

Good morning. Attached is the signed and dated memorandum from the Secretary concerning the Executive Resources Board. Hard copy coming via blue envelope.

Regards, Rob

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Robert Howarth  
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