



Strategic Plan 2026–2030

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Agency and Mission Information

Agency Overview

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

The Udall Foundation is authorized by Congress to:

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

Mission Statement

We promote public service through research, education, and programs that:

- foster leadership, education, collaboration, and conflict resolution in the areas of the environment, public lands, Native Nations, and natural resources to encourage the continued use and appreciation of our Nation's rich resources;
- support the development of self-governance to strengthen Native Nations; and

- assist Federal agencies and others to resolve environmental conflicts.

Vision Statement

Leaders in the fields of education, environment, public policy, and in Native Nations will demonstrate the Udall core values of integrity, civility, consensus, public service, and nonpartisanship in service to the common good of our country.

Values Statement

Our core values exemplify the legacies of Morris K. Udall and Stewart L. Udall and the ways in which they served the public, and they provide a framework upon which all Udall Foundation programs, services, and activities are based:

- Integrity
- Civility
- Consensus
- Public Service
- Nonpartisanship

We commit to these values in everything we do.

Consultations with External Stakeholders

In October 2024, the Udall Foundation Board of Trustees reaffirmed its commitment to the existing plan's Strategic Goals and Strategic Objectives. In November 2024, the goal leaders for each Strategic Objective convened with agency and University of Arizona leadership to discuss these Strategic Goals and Strategic Objectives and ensure integration of the Udall Foundation's programs and resource allocations. The development of this Strategic Plan included consultation with the Udall Foundation's Board of Trustees and the Office of Management and Budget.

Strategic Goals and Strategic Objectives

The Strategic Plan for Fiscal Years (FY) 2026–2030 establishes an agencywide vision, direction, and priorities for operations and authorized programs for five years. The Udall Foundation will build on its work from the 2022-2026 Strategic Plan with a continued focus on:

- Strengthening the appreciation, stewardship, and collaborative processes for governance of the environment, public lands, and natural resources;
- Strengthening Native Nations to facilitate their self-determination, governance, and human capital goals; and
- Fostering the professional development, growth, and ability of Udall Foundation employees within a collegial working environment.

The Strategic Goals and Strategic Objectives for FYs 2026-2030 are summarized below:

Strategic Goal 1: Strengthen the appreciation, stewardship, and collaborative processes for governance of the environment, public lands, and natural resources.
Strategic Objective 1.1 Provide organizational assistance and information resources to build capacity for collaborative decision-making and public participation related to environmental conflicts and natural resources issues involving Federal agencies and related interests.
Strategic Objective 1.2 Provide services and information resources to enhance collaboration and resolve environmental, public lands, and natural resources issues, conflicts, and disputes among governmental and nongovernmental stakeholders.
Strategic Objective 1.3 Provide educational programs to increase understanding of the environment, natural resources, and public lands.

Strategic Goal 2: Strengthen Native Nations to facilitate their self-determination, governance, and human capital goals.
Strategic Objective 2.1 Provide research, education, and services to Native Nations and non-Native entities or individuals who engage with Native Nations.
Strategic Objective 2.2 Provide educational programs to Native Nations in the areas of Tribal public policy and health care.
Strategic Objective 2.3 Provide information resources, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, and natural resources issues, conflicts, and disputes that concern Native Nations.

Strategic Goal 3: Foster the professional development, growth, and ability of Udall Foundation employees within a collegial working environment.
Strategic Objective 3.1 Promote learning and elevate the capabilities and leadership skills of all employees.
Strategic Objective 3.2 Foster an organizational culture aligned with the Udall Foundation core values of integrity, civility, consensus, public service, and nonpartisanship.

The themes for the Strategic Objectives are as follows:

Strategic Objective	Build Capacity and Support Native Nations	Support Collaboration and Resolve Conflicts	Provide Educational Opportunities	Strengthen Our Workforce
1.1 Provide organizational assistance and information resources to build capacity for collaborative decision-making and public participation related to environmental conflicts and natural resources issues involving Federal agencies and related interests.	★	★	★	
1.2 Provide services and information resources to enhance collaboration and resolve environmental, public lands, and natural resources issues, conflicts, and disputes among governmental and nongovernmental stakeholders.	★	★		
1.3 Provide educational programs to increase understanding of the environment, natural resources, and public lands.			★	
2.1 Provide research, education, and services to Native Nations and non-Native entities or individuals who engage with Native Nations.	★		★	
2.2 Provide educational programs to Native Nations in the areas of Tribal public policy and health care.	★		★	
2.3 Provide information resources, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, and natural resources issues, conflicts, and disputes that concern Native Nations.	★	★		
3.1 Promote learning and elevate the capabilities and leadership skills of all employees.				★
3.2 Foster an organizational culture aligned with the Udall Foundation core values of integrity, civility, consensus, public service, and nonpartisanship.				★

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

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

Overview and Contributing Programs

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

The Udall Center’s services contribute to Strategic Objective 1.1, including its science-policy dialogues and research groups. Additionally, Special Collections at the University of Arizona Libraries serves as an information resource and repository for the Udall Archives, which includes the papers of Morris K. Udall and Stewart L. Udall. Special Collections supports access and preservation to such papers, including books, manuscripts, photographs, maps, and audiovisual holdings, in accordance with current archival standards, and assists with curation of public displays and events highlighting the impact and legacies of Morris K. Udall and Stewart L. Udall.

Implementation Strategies

- Identify and pursue partnerships to convene events, forums, and research and policy dialogues that increase awareness and use of environmental policy and environmental collaboration and conflict resolution.
- Identify and pursue funding to support interdisciplinary environmental, and environmental collaboration and conflict resolution (ECCR), research and policy analysis.
- Enable efficient access to the papers of Morris K. Udall and Stewart L. Udall by adding metadata to archival material to ensure physical and virtual accessibility for the public.
- Increase public awareness of and access to the impact and legacies of Morris K. Udall and Stewart L. Udall by hosting in-person and online exhibits, events, and activities that highlight items from Special Collections.

Strategic Objective Themes

- Build Capacity and Support Native Nations
- Support Collaboration and Resolve Conflicts
- Provide Educational Opportunities

Goal Leaders

- Director, Udall Center for Studies in Public Policy, University of Arizona
- Head of Special Collections, University of Arizona Libraries, University of Arizona

Performance Goals

Performance Goal 1.1.1: Convene and facilitate an annual meeting of experts and promote dialogues on environmental, natural resources, and public lands issues.

Performance Goal 1.1.2: Conduct research that informs environmental policy and natural resources management and provide broad dissemination.

Performance Goal 1.1.3: Ensure that digitized legacy audiovisual (AV) content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.

Performance Goal 1.1.4: Ensure that AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.

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

Overview and Contributing Programs

This objective responds to the Udall Foundation’s legislative mandate to provide assessment, mediation, collaboration, training, and other related services to resolve environmental disputes and Federal, State, or Tribal environmental or natural resources decision-making processes or procedures that may result in or cause a dispute or conflict.

The National Center’s services contribute to Strategic Objective 1.2, including its consultations, assessments, mediation, facilitation, stakeholder engagement, training, Tribal engagement, and other related collaboration and conflict resolution activities as authorized by the Udall Foundation’s enabling legislation.

Implementation Strategies

- Provide consultation, assessment, mediation, facilitation, stakeholder engagement, and Tribal engagement services on issues where the National Center can provide impartial support as a Federal program.
- Increase ECCR understanding, capacity, and use by Federal agencies by providing resources to Federal and State agencies, Native Nations, and relevant stakeholders.
- Provide a training program in ECCR.
- Facilitate interagency exchange on ECCR use, benefits, emerging topics, and best practices, and support the collection of data that quantify the benefits of ECCR use, including avoidance of litigation, careful stewardship of tax dollars, and more sustainable outcomes to environmental conflicts.

- Cultivate partnerships with Federal agencies, Native Nations, educational institutions, and stakeholders to increase the use of ECCR in resolving environmental, public lands, and natural resources issues, conflicts, and disputes involving the Federal Government.

Strategic Objective Themes

- Build Capacity and Support Native Nations
- Support Collaboration and Resolve Conflicts

Goal Leader

- Director, John S. McCain III National Center for Environmental Conflict Resolution, Udall Foundation

Performance Goals

Performance Goal 1.2.1: Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources issues, conflicts, and disputes involving Federal agencies and relevant stakeholders.

Performance Goal 1.2.2: Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building involving the Federal Government.

Performance Goal 1.2.3: Provide resources and consultation services to increase the use of environmental collaboration and conflict resolution involving Federal agencies, States, Native Nations, and relevant stakeholders.

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

Overview and Contributing Programs

This objective responds to the Udall Foundation’s legislative mandate to (1) award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and (2) identify and invite the participation of youth throughout the United States to enjoy the Nation’s parks and wilderness and other outdoor areas.

The Education Programs’ services contribute to Strategic Objective 1.3, including its Udall Undergraduate Scholarship and Parks in Focus®. To achieve this objective, the Udall Foundation works with accredited institutions of higher education, schools and youth-serving organizations, and public lands agencies.

Implementation Strategies

- Foster relationships with accredited institutions of higher education and other organizations to promote Scholarship opportunities and increase program reach.
- Engage representatives of Native Nations, Congressional offices, Federal agencies, and other organizations that work with and support Native Nations.

- Engage public lands agencies and units, schools and youth-serving organizations, and other relevant organizations to deliver Parks in Focus® programs and trainings.
- Use virtual programming and web-based tools and resources to increase the reach of the Parks in Focus® curriculum and activities.

Strategic Objective Theme

- Provide Educational Opportunities

Goal Leader

- Director, Education Programs, Udall Foundation

Performance Goals

Performance Goal 1.3.1: Award Scholarships to outstanding undergraduate students who intend to pursue careers related to the environment.

Performance Goal 1.3.2: Provide educational programs, training, and resources with the purpose of supporting opportunities for youth to learn about and experience the Nation’s parks and wilderness and other outdoor areas.

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

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

Overview and Contributing Programs

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

The Udall Center’s services, through its NNI program, contribute to Strategic Objective 2.1, including policy analysis and applied research; for-credit and noncredit educational courses, online modules, and seminars for adults and youth; digital resources via NNI’s Indigenous Governance Database and Constitutions Resource Center; and customized services that facilitate discussions, set priorities, and inform and educate Tribal citizens and stakeholders. All are focused on Native Nation Building and on governance-related topics. Additionally, Special Collections at the University of Arizona Libraries serves as an information resource and repository for the Udall Archives, which includes the papers of Morris K. Udall and Stewart L. Udall. Special Collections supports access and preservation to such papers, including books, manuscripts, photographs, maps, and audiovisual holdings, in accordance with current archival standards, and assists with curation of public displays and events highlighting the impact and legacies of Morris K. Udall and Stewart L. Udall.

Implementation Strategies

- Conduct research and analysis on public policy issues for Native Nations.
- Develop and conduct governance and leadership trainings for Native Nations.
- Utilize both in-person and virtual approaches to disseminate information, cultivate stakeholders, and maximize program impact.
- Engage representatives of Native Nations, Congressional offices, Federal agencies, and other organizations that work with and support Native Nations.
- Enable efficient access to the papers of Morris K. Udall and Stewart L. Udall by adding metadata to archival material to ensure physical and virtual accessibility for the public.
- Increase public awareness of and access to the impact and legacies of Morris K. Udall and Stewart L. Udall by hosting in-person and online exhibits, events, and activities that highlight items from Special Collections.

Strategic Objective Themes

- Build Capacity and Support Native Nations
- Provide Educational Opportunities

Goal Leaders

- Director, Udall Center for Studies in Public Policy, University of Arizona
- Head of Special Collections, University of Arizona Libraries, University of Arizona

Performance Goals

Performance Goal 2.1.1: Provide Native Nations and others with education, resources, and services for leadership and governance that will enable Native Nations to achieve their strategic goals.

Performance Goal 2.1.2: Provide policy analysis and research to support Native Nations.

Performance Goal 2.1.3: Ensure that digitized legacy audiovisual (AV) content in the papers of Morris K. Udall and Stewart L. Udall has associated metadata for long-term preservation and access.

Performance Goal 2.1.4: Ensure that AV holdings in the papers of Morris K. Udall and Stewart L. Udall have been systematically reviewed for ownership and copyright information.

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

Overview and Contributing Programs

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

The Education Programs’ services contribute to Strategic Objective 2.2, including its Udall Undergraduate Scholarship, Native American Congressional Internship, and Morris K. Udall and John S. McCain III Native American Graduate Fellowship in Tribal Policy (Native American Graduate Fellowship).

Implementation Strategies

- Foster relationships with accredited institutions of higher education, Congressional offices, Federal agencies, and other organizations to promote Scholarship, Internship, and Fellowship opportunities and increase program reach.
- Engage representatives of Native Nations, Congressional offices, Federal agencies, and other organizations that work with and support Native Nations.

Strategic Objective Themes

- Build Capacity and Support Native Nations
- Provide Education Opportunities

Goal Leader

- Director, Educational Programs, Udall Foundation

Performance Goals

Performance Goal 2.2.1: Award Scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy and health care.

Performance Goal 2.2.2: Award Internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy and health care.

Performance Goal 2.2.3: Award Fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care.

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

Overview and Contributing Programs

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

The National Center’s services contribute to Strategic Objective 2.3, including consultations, assessments, mediation, facilitation, stakeholder engagement, training, Tribal engagement, and supporting Federal agencies and departments in meeting their Government-to-Government Consultation responsibilities.

Implementation Strategies

- Provide consultation, assessment, mediation, facilitation, stakeholder engagement, and Tribal engagement services to support resolution or prevention of Tribal environmental or natural resources conflicts involving the Federal Government.
- Develop and provide resources, tools, and information that support understanding of ECCR practices and processes to Native Nations and their delegated representatives.
- Provide training in utilizing ECCR for collaboration and consultation with Native Nations.
- Provide and facilitate information exchange between Native Nations, Federal agencies, and ECCR practitioners working with these stakeholders on ECCR use and benefits.

Strategic Objective Themes

- Build Capacity and Support Native Nations
- Support Collaboration and Resolve Conflicts

Goal Leader

- Director, John S. McCain III National Center for Environmental Conflict Resolution, Udall Foundation

Performance Goals

Performance Goal 2.3.1: Provide assessment, mediation, facilitation, and related services on issues, conflicts, and disputes that concern Native Nations.

Strategic Goal 3: Foster the professional development, growth, and ability of Udall Foundation employees within a collegial working environment.

Strategic Goal 3 serves as an internal management goal to guide the professional development, growth, and ability of Udall Foundation employees within the broader organization.

This goal identifies strategies to (1) support and enhance employees' skills, job performance, and the work environment to improve employee effectiveness, job satisfaction, and ensure continuity of service delivery, and (2) improve incorporation of Equal Employment Opportunity (EEO) principles and best practices within the agency.

Strategic Objective 3.1: Promote learning and elevate the capabilities and leadership skills of all employees.

Overview and Contributing Programs

This objective is designed to provide employees with skills and opportunities necessary for continued professional development and growth. Successful implementation of this objective will cultivate a workforce that is vital to the success of the Udall Foundation, including through implementation of Strategic Goals 1 and 2.

Implementation Strategies

- Maintain a comprehensive agencywide training program that ensures all employees receive training on Federal regulations, rules, and ethics.
- Ensure employees and supervisors can utilize Individual Development Plans and other tools to expand their leadership skills and facilitate career development.
- Provide supervisors with leadership training, with a focus on options and strategies to improve employee performance.

Strategic Objective Theme

- Strengthen Our Workforce

Goal Leader

- Chief Operating Officer, Udall Foundation

Performance Goal

Performance Goal 3.1.1: Maintain compliance with all annual training requirements for Federal employees.

Strategic Objective 3.2: Foster an organizational culture aligned with the Udall Foundation core values of integrity, civility, consensus, public service, and nonpartisanship.

Overview and Contributing Programs

This objective is designed to provide employees with training on EEO principles and best practices, as well as training on the Udall Foundation’s core values, to further the agency’s work culture and program delivery. Successful implementation of this objective will cultivate a collegial working environment that is vital to the success of the Udall Foundation, including through implementation of Strategic Goals 1 and 2.

Implementation Strategies

- Maintain a comprehensive agencywide orientation program for new employees that includes agency policies and procedures; core values, including the impact and legacies of Morris K. Udall and Stewart L. Udall; and Federal regulations, procedures, and ethics.
- Regularly survey the Udall Foundation workforce to collect employee feedback on organizational health and culture.
- Develop and maintain tools and practices to improve communication, teamwork, and productive working relationships at all levels of the Udall Foundation.
- Create and support opportunities for collaborative activities with shared responsibility to support and enrich a collegial work environment.
- Ensure recruitment and hiring, promotion processes, compensation practices, performance appraisals, and professional and career development opportunities follow EEO principles and best practices.

Strategic Objective Theme

- Strengthen Our Workforce

Goal Leader

- Chief Operating Officer, Udall Foundation

Performance Goal

Progress toward this objective is assessed internally.

Appendix

History of the Udall Foundation

The Morris K. Udall Foundation was established by the U.S. Congress in 1992 as an independent executive branch agency to honor Morris K. Udall's lasting impact on this Nation's environment, public lands, and natural resources, and his support of the rights and self-governance of Native Americans and Alaska Natives (P.L. 102-259). That legislation is codified at 20 U.S.C. §§ 5601–5609 and has been amended several times:

- The Environmental Policy and Conflict Resolution Act of 1998 (P.L. 105-156) established the U.S. Institute for Environmental Conflict Resolution as a program of the Udall Foundation to assist parties in resolving environmental, public lands, and natural resources conflicts nationwide that involve Federal agencies or interests.
- In 2000, Congress authorized the Udall Foundation to conduct management and leadership education and provide assistance and resources for policy analysis for Native American and Alaska Native leaders (P.L. 106-568).
- In 2009, Congress enacted legislation to honor Stewart L. Udall and add his name to the Udall Foundation (P.L. 111-90). The agency is known today as the Morris K. Udall and Stewart L. Udall Foundation.
- In 2019, Congress enacted legislation to reauthorize the Udall Foundation and to amend the enabling legislation by renaming the U.S. Institute for Environmental Conflict Resolution as the John S. McCain III National Center for Environmental Conflict Resolution, and to include the Stewart L. Udall Parks in Focus® Program and the Native Nations Institute for Leadership, Management, and Policy as formal elements of the Udall Foundation's Education Programs (P.L. 116-94).
- In 2024, the Further Consolidated Appropriations Act, 2024, enacted into law, included language reauthorizing the Udall Foundation through fiscal year 2029 (P.L. 118-47).

Major Management Priorities and Challenges

- The Udall Foundation's John S. McCain III National Center for Environmental Conflict Resolution is primarily funded by Congressional appropriations to the Environmental Dispute Resolution Fund and by other Federal agencies, through offsetting collections, who establish interagency agreements for National Center services. Should future appropriations decrease, the Udall Foundation's capacity to provide impartial collaboration, consensus-building, training, and conflict resolution services through the National Center could be reduced.
- The Udall Foundation's Parks in Focus®, Scholarship, Internship, Fellowship, and University of Arizona partner programs are funded by interest revenues earned on the Morris K. Udall and Stewart L. Udall Trust Fund (Trust Fund) investments and by Congressional appropriations to the Trust Fund. Should future interest rates or appropriations decrease, the Udall Foundation's capacity to provide Parks in Focus®

programming; award Scholarships, Internships, and Fellowships; and support University of Arizona partner programming could be reduced.

- As a small, independent Federal agency, the Udall Foundation must find cost-effective and operationally efficient means to comply with a wide variety of laws, statutes, and directives. The Udall Foundation utilizes interagency agreements with the General Services Administration Commissions and Boards Services (GSA CABS) for payroll, accounting, human resources, and other enterprise support services, and with the Department of Homeland Security Cybersecurity and Infrastructure Security Agency (CISA) for participation in the Continuous Diagnostics and Mitigation program. Consequently, the agency may be periodically impacted by service delays internal to GSA CABS and CISA. In addition, the Udall Foundation must comply with requirements that are often not scaled to the size and capacity of small agencies, especially in the areas of cybersecurity, artificial intelligence, Equal Employment Opportunity, privacy, and records management. The Udall Foundation remains committed to complying with these and other requirements but may continue to face implementation challenges in doing so.