

## **OUR MISSION**

The Mission of the Bureau of Ocean Energy Management is to manage development of U.S. Outer Continental Shelf energy, mineral, and geological resources in an environmentally and economically responsible way.

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#### **OVERVIEW**

The 2024-2028 Bureau of Ocean Energy Management (BOEM) Strategic Framework communicates a vision for the future of the bureau's work on the U.S. Outer Continental Shelf (OCS). BOEM is committed to achieving its mission and addressing priorities of the Secretary of the Interior.

BOEM is part of a long and productive history of federal management of OCS

energy and mineral resources, which began with the enactment of the Submerged Lands Act and the Outer Continental Shelf Lands Act (OCS Lands Act) in 1953. Amended significantly in 1978, the revised OCS Lands Act declared that "the outer Continental Shelf is a vital national resource reserve held by the Federal Government for the public, which should be made available for expeditious and orderly development, subject to environmental safeguards..." The

OCS Lands Act charged the Secretary of the Interior with implementing this policy, including procedures for the leasing, exploration, development, and production of offshore oil and gas that ensures these OCS resources are developed in a safe and environmentally sound manner that prevents waste and provides a fair return for public resources.

Since its enactment seventy years ago the OCS Lands Act has been amended to include additional goals and responsibilities for the Secretary of the Interior. The Energy Policy Act of 2005 expanded the scope of the OCS Lands Act to include other offshore energy sources such as renewables as well as alternative uses of OCS facilities. In 2021, the Infrastructure Investment and Jobs Act (IIJA) further expanded the OCS Lands Act's scope by authorizing the Secretary of the Interior to grant a lease, easement, or right-of-way for sub-seabed carbon dioxide sequestration on the OCS. In 2022, the Inflation Reduction Act increased the OCS Lands Act's geographic reach to include submerged lands within the U.S. Exclusive Economic Zone (EEZ) adjacent to U.S. territories. As the OCS Lands Act has expanded, so has BOEM's mission, with laws that open new avenues that advance energy development, marine mineral usage, carbon dioxide sequestration, and BOEM's stewardship of vital economic, environmental, and cultural resources that benefit all Americans.

As defined by the OCS Lands Act, BOEM's responsibilities encompass the

management of about 3.2 billion acres offshore the 50 U.S. states, five territories with civilian governments, and significant acreage offshore other U.S. territories. BOEM's work within the OCS includes resource assessments; providing appropriate access to energy, mineral, and geologic resources; environmental, cultural, economic, and fiscal reviews; and scientific research. It also includes strategic resource planning, leasing, geological and geophysical permitting, the sharing of authoritative geospatial data, plan reviews, and lease management throughout the lifecycle of OCS energy, mineral, and carbon dioxide sequestration projects. directly BOEM supports energy and critical mineral security, environmental and cultural resources protection, and economic development through responsible management of offshore resources, all informed the best available science, Indigenous Knowledge, and local knowledge. BOEM continues to develop and refine standards and regulations advancing management of renewable energy, oil, natural gas, and carbon dioxide sequestration on the OCS, incorporating transparent and rigorous environmental review for decisionmaking informed by science, Indigenous Knowledge, and local knowledge. BOEM strives for excellence in everything it does.

This Strategic Framework outlines BOEM's core values and organizational and operational priorities and activities in support of its mission from 2024-2028.

#### **BOEM CORE VALUES**

BOEM accomplishes its mission through the following core values:

#### **Responsible Stewardship:**

We are committed to responsible stewardship of U.S. OCS resources, providing sustainable use, fair return, and environmental and cultural resources protection. We manage these resources to benefit the American people and future generations of Americans.

#### Informed and Timely Decision-Making:

We seek to provide our staff with the resources and processes needed for timely and well-documented decisions, synthesizing science, policy, regulations, and other factors. We are committed to

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interested parties.

cultivating, acquiring, and retaining the subject matter expertise needed for sound and efficient decision-making. employ the best available Indigenous science, Knowledge, and local knowledge, incorporating these observations within thoughtful and rigorous methodological frameworks that transform the best available science

and data into information useful to interested parties.

# Inclusive and Transparent Engagement:

We strive to be inclusive and transparent, honoring the public trust through meaningful collaboration and engagement with all interested parties. We encourage stakeholder engagement with our work through inclusive, equitable, and meaningful outreach. We are committed to advancing environmental justice and ensuring equitable engagement for disadvantaged communities potentially impacted by BOEM-authorized activities.

#### Fulfillment of Tribal Trust Responsibilities and Meaningful Engagement with Indigenous Peoples:

We honor our Tribal trust responsibilities,

including, but not limited to, meaningful government-togovernment consultation with federally recognized Tribal Nations and Alaska Native Tribes. engagement Honest with Tribal Nations, Native Hawaiian communities, Pacific Indigenous Caribbean and communities the in territories, and other Indigenous communities is essential to fulfilling these responsibilities. Respectful collaboration on the

use of the Indigenous Knowledge of our Tribal partners is a core tenet of our work.



# Diversity, Equity, Inclusion, and Accessibility:

We value a culture of inclusion where diversity can thrive. Fostering a safe and accommodating workplace environment empowers everyone to perform their responsibilities to the best of their abilities.

#### **Integrity and Ethics**:

We maintain the highest standards of professional integrity and ethics in all aspects of our work, including adherence to the highest levels of scientific and scholarly integrity.

## **ORGANIZATIONAL PRIORITIES**

BOEM can only achieve its mission with the talent and dedication of a diverse workforce. BOEM aims to be a model for diversity, equity, inclusion, and accessibility, striving to treat all employees with dignity and respect.

(1) Recruit and Retain a Talented, Resilient, and Diverse Workforce

We collectively seek to empower BOEM employees by recognizing and acknowledging how each person's work contributes to achieving BOEM's strategic goals. BOEM leadership is committed to providing employees with the training, resources, and tools needed to perform their jobs, including the acquisition and leveraging of innovative technologies.



## **ORGANIZATIONAL PRIORITIES**

Key items under this organizational priority include:

- Implementing the 2024-2028
  Human Capital Strategic Plan.
  Based on the results of the Federal
  Employee Viewpoint Survey, our
  focus will be on improving the new
  employee experience; optimizing
  the work environment; enhancing
  bureau resiliency; and enhancing
  recruitment.
- Addressing the evolving OCS portfolio. We will prepare our workforce for collaboration across organizational units, with an eye to the increased responsibilities of ocean-based climate solutions, using robust engagement activities.

# (2) Create and Maintain a Culture of Diversity, Equity, Inclusion, and Accessibility (DEIA)

BOEM is committed to justice, equity, diversity, and inclusion in its workplace, with a deep concern on how its programs affect all people. Our bureau is at its best when drawing upon all parts of society. When these diverse perspectives are brought to bear on overcoming challenges, we achieve our greatest accomplishments.

BOEM aims to be a model for diversity, equity, inclusion, and accessibility, striving to treat all employees with dignity and respect.

Key items under this organizational priority include:

- Continued support of government initiatives that promote DEIA. We achieve awareness through training and learning, and create opportunities through professional development and advancement.
- Strengthen and advance the BOEM Justice, Equality, Diversity, and Inclusion Committee charter and work plan, as well as the BOEM DEIA step-down implementation plan. All will foster a stronger and more inclusive culture throughout the bureau.
- Create an Office of Diversity, Inclusion, and Civil Rights within BOEM. This will ensure we maintain leadership capacity and advance all aspects of equal opportunity, diversity, inclusion, and accessibility in a holistic manner.

BOEM's Strategic Framework advances directives from Congress, the President, and the Department of the Interior to:

- Support the national transition to a cleaner energy future.
- Promote energy and critical mineral security.
- Support economic prosperity.
- Ensure the reliability and affordability of domestic energy.
- Address climate change through mitigation, adaptation, and resilience.
- Inform agency decision-making with the best available science and Indigenous Knowledge.

BOEM's resources are focused on those actions and programs that will meet its mandates and deliver value to the American public. To meet current and future demands, the following operational priorities have been developed by BOEM to guide its work through 2028.

# (1) Sustainably Manage OCS Energy Resources

BOEM will help address the climate challenge by advancing offshore renewable

energy and at the same time continue the implementation of the conventional energy program on the OCS. Our goal is to align energy development with climate, conservation, and clean energy goals, using the best available science, Indigenous Knowledge, and local knowledge and practices in our decision-making process. BOEM will fully honor its trust responsibility with Tribal Nations, continually striving to strengthen government-to-government relationships and consultations with Tribal Nations.

BOEM's renewable energy efforts are focused on meeting key offshore wind targets. We will facilitate the deployment of 30 gigawatts (GW) of offshore wind energy capacity by 2030, and 15 GW of floating offshore wind energy capacity by 2035. An all-of-government approach will be employed to offshore renewable energy by collaborating with Tribal Nations, federal agencies, states, and territories to expand responsible offshore wind production. We will use the most efficient, transparent, and inclusive processes to identify future renewable energy lease sale areas, and seek to avoid, reduce, and mitigate any potential conflicts or impacts in these efforts. BOEM will commit to advancing the development of offshore renewable energy projects in an economically and environmentally responsible way.

BOEM will meet its statutory obligations required by the OCS Lands Act for which conventional energy, include administering existing leases, permitting geological and geophysical surveys, reviewing exploration and development plans, evaluating resources, and developing National OCS Oil and Gas Leasing Programs. In meeting these obligations, BOEM will deliver a fair return for the American taxpayer while at the same time address and mitigate any adverse impacts, and ensure leaseholders maintain adequate financial assurance.

Key items under this operational priority include the following:

- Continue implementation of the Offshore Wind Leasing Path Forward 2021–2025 and develop an updated Offshore Wind Leasing Path Forward for 2024-2029.
- Increase U.S. offshore wind potential by completing 16 Construction and Operation Plans reviews by 2025.
- Update BOEM's renewable energy regulations to account for technological advances and information gained from regulating renewable energy activities for more than a decade.
- Complete and implement the 2024-2029 National OCS Oil and Gas Leasing





Program and begin planning for the development of the eleventh National OCS Oil and Gas Leasing Program.

- Announce the financial assurance and risk management final rule making for oil and gas.
- Announce a fitness to operate rulemaking for conventional energy.
- Implement the Department of the Interior's new authority to advance wind leasing off the U.S. territories under the Inflation Reduction Act, including the

initiation of renewable energy activities and a collection of baseline data needed for leasing. Develop protraction diagrams and supplemental official block diagrams for the U.S. territories.

- Provide rigorous, clear, accurate, and timely economic analysis in support of offshore energy development policies.
- Perform first-in-class assessments to characterize OCS energy resources.
- Maintain and improve Gulf of Mexico air pollutant management for criteria

pollutants and greenhouse gases in collaboration with partner agencies.

 Provide BOEM staff with access to best practices and technical information from international energy regulators worldwide through bilateral and multilateral engagement.

# (2) Sustainably Manage OCS Mineral Resources

BOEM's management of marine minerals improves coastal resilience; enhances natural disaster preparedness; assesses the availability of critical minerals and the environments in which they occur; and protects shorelines that are essential for economic and environmental well-being and national security. Under the OCS Lands Act BOEM may convey the rights to OCS sediment resources to Federal Government. state, and local government agencies for coastalrestoration projects, shore protection, and construction projects authorized or funded by the Federal Government, all on a non-competitive basis. Using the best available science as well as information provided by government agencies and key stakeholders, BOEM considers potential environmental impacts when facilitating requests for the procurement of sand and sediment resources for coastal restoration and beach nourishment, including the preservation of infrastructure and effects to

defense facilities and U.S. coastlines. BOEM recognizes the importance of increasing the current understanding of marine minerals and their environment to inform OCS mineral resources management, address environmental harms due to climate change, and avoid potential multiple-use conflicts and impacts. BOEM is also focused on ensuring that offshore infrastructure such as transmission cables avoid and minimize impacts to sand resources important for coastal resilience.

Key items under this operational priority include the following:

- Provide sand, gravel, or shell leases that allow local communities, states, and federal agencies to address coastal erosion along beaches, dunes, barrier islands, and wetlands.
- Continue development of the National Offshore Sand Inventory.
- Continue development of the Marine Minerals Information System.
- Continue development of the National Offshore Critical Mineral Inventory.
- Contribute to interagency efforts to map, explore, and characterize mineral resources and their environment within the U.S. EEZ.

#### (3) Position BOEM to Address Emerging Offshore-Related Technologies, Opportunities, and Uses

BOEM will review and address as appropriate, offshore-related technologies, emerging opportunities, and uses that are in operation or being considered internationally that could be important tools for addressing climate change, including offshore carbon dioxide sequestration and hydrogen production. This is prompted in Section 40301 of the IIJA, where Congress found that "carbon capture and storage technologies are necessary for reducing hard-to-abate emissions from the industrial sector, which emits nearly 25 percent of carbon dioxide emissions in the United States," Section 40307 of the IIJA amended the OCS Lands Act, authorizing the Secretary of the Interior to grant a lease, easement, or right-of-way on the OCS for activities that "provide for, support, or are directly related to the injection of a carbon dioxide stream into sub-seabed geologic formations for the purpose of long-term carbon sequestration." BOEM continues to collaborate with the Bureau of Safety and Environmental Enforcement (BSEE) to finalize a regulatory framework and develop the associated internal program for proper oversight of sequestration of carbon dioxide on the OCS.

BOEM has initiated analyses that will identify and characterize sites for

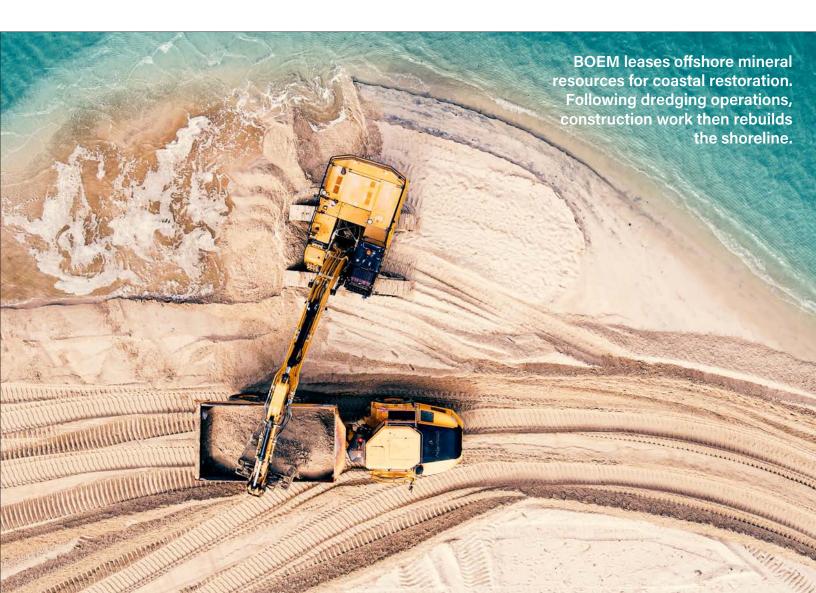
potential carbon dioxide sequestration lease sales in the Gulf of Mexico. The geologic and engineering analysis will prepare BOEM for evaluating carbon dioxide sequestration projects and plan submittals.

Key items under this operational priority include the following:

- Issue joint BOEM-BSEE offshore carbon dioxide sequestration regulations.
- Establish a carbon dioxide sequestration program within the bureau.
- Conduct carbon dioxide sequestrationrelated evaluations, including storage assessment, site characterization, geologic and geomechanical modeling, and plume modeling and monitoring.
- Complete a National Carbon Storage
   Assessment of OCS carbon dioxide
   storage capacity, including the
   development of a modeling methodology
   and model structure.
- Conduct economic analyses, including a full discounted cash flow analysis utilizing modern geologic, cost, and revenue inputs to understand the economic factors influencing a successful offshore carbon dioxide sequestration project.

- Complete environmental studies needed to ensure the safe storage of carbon dioxide on the OCS with minimal environmental impacts.
- Develop a sale schedule with the purpose of leasing OCS acreage for carbon dioxide sequestration.
- Conduct the first U.S. offshore carbon dioxide sequestration lease sale in the Gulf of Mexico.

In Section 40311 of the IIJA, Congress found that "the use of hydrogen resources of the United States promotes energy security and resilience and provides economic value and environmental benefit for diverse applications across multiple sectors of the economy." Appropriately, BOEM has begun examining the potential for offshore-related hydrogen. BOEM commissioned a report assessing BOEM's role in reviewing hydrogen production as a complement to offshore wind. The Gulf of Mexico may be





particularly well-positioned to develop and implement the production and use of hydrogen given existing infrastructure.

Key items under this operational priority include the following:

 Develop a comprehensive understanding of the offshorerelated hydrogen technologies being considered internationally and how those technologies may be applicable on the OCS.

- Develop a comprehensive understanding of the market dynamics associated with offshore-related hydrogen production.
- Engage ocean users, industry, stakeholders, and interested parties to assess interest and issues to consider regarding offshore-related hydrogen production.

- Examine potential environmental impacts associated with offshore-related hydrogen production in collaboration with other U.S. government agencies.
- Better understand BOEM's statutory authority to regulate, develop and implement the production and use of hydrogen.

# (4) Ensure that BOEM has a First in Class Environmental Program and Advances Environmental Stewardship

Informed by law and the best available information, BOEM that ensures environmental protection is a foremost and an indispensable concern consideration in BOEM's decision-making. The OCS Lands Act directs BOEM to study and consider coastal, marine, and human environmental impacts when making development activities. decisions on BOEM also applies more than 30 federal regulations, statutes, executive orders, and other policies, including the National Environmental Policy Act and National Historic Preservation Act, to our decisions.

BOEM conducts its environmental and cultural resource analyses in a transparent, coordinated, and efficient fashion to ensure its decisions are informed by the best available information, address risks, incorporate mitigations to reduce risk,

and resolve adverse effects. BOEM's Environmental Studies Program develops, conducts, and oversees world-class scientific research studies to inform sound policy decisions.

BOEM's long-term vision for the Environmental Program is to be "First in Class"—the best analysis and research program possible in the context of BOEM's mission and authority. The National Academies of Sciences, Engineering, and Medicine (NASEM) provided a letter report describing the attributes of a first-in-class environmental program and a suggested approach for BOEM. Over the next five years, BOEM will focus on developing ways to measure its success related to each attribute described by NASEM by implementing improvement actions based on the outcome of its evaluations, involving external advisors in the development of evaluation and improvement initiatives, institutionalizing evaluation improvement processes and procedures.

Key items under this operational priority include the following:

• Strategize across BOEM to ensure all environmental and cultural reviews meet long-term needs, including employing appropriate programmatic approaches to enhance thoroughness and efficiencies in review processes.

- Develop accessible and robust environmental and cultural reviews.
- Identify collaborative information, knowledge, and studies needed to address current and emerging questions on the environmental impacts of activities within BOEM's mission.
- Support an adaptive, integrated science and knowledge program that improves understanding of changing environmental conditions and responds to new issues and challenges to best inform decision-making. Increase BOEM's ability to understand and address the risks and effects of climate change as they relate to BOEM-authorized activities.
- Design and appropriately use and synthesize information that assesses cumulative and reasonably foreseeable impacts of development activities.
- Conduct environmental studies and information collection efforts in U.S. territories in support of potential offshore renewable energy activities.
- Seek certification of the Center of Marine Acoustics' (CMA) acoustic model buildout; implement a regional passive acoustic monitoring network in the Atlantic capable of detecting changes in

- whale distribution and density associated with offshore wind construction and operation; and develop a fee-for-service business model so the CMA can assist other federal agencies with their impact assessment needs.
- Endeavor to use the latest innovative technologies and techniques to conduct ocean science.
- Expand international engagement, establishing international forums for government regulators to share information related to offshore energy and minerals.

BOEM's long-term vision for the Environmental Program is to be "First in Class" — the best analysis and research program possible in the context of BOEM's mission and authority.

- Further develop the "Status of the OCS," a one-stop shop for information on the OCS.
- Implement an adaptive, ecosystem-based management

approach to visualize and evaluate the trade-offs of management decisions on the OCS.

- Continue improving the quality of environmental studies and encourage study results to be published in peer-reviewed publications.
- Align staffing and staff development plans with BOEM's growing responsibilities in climate science, ecosystembased management, and cost-

- effective environmental monitoring through innovative and emerging technologies.
- Develop a climate analysis capacity to handle key analytical elements such as the Greenhouse Gas Life Cycle Energy Emissions Model.
- Examine the potential establishment of a Center for Paleoenvironmental Records of Extreme Events at an institution external to BOEM in coordination with non-federal partners.



#### (5) Build Effective Relationships with Tribal Nations, Native Hawaiian Communities, and Pacific and **Caribbean Indigenous Communities in** the U.S. Territories

**BOEM** respects Tribal Nation selfgovernment and sovereignty. **BOEM** consultations with federally holds recognized Tribal Nations and Alaska Native Tribes to understand, consider, and minimize the impact of bureau activities on cultural practices, Tribal lands and resources, or access to traditional areas of cultural or religious importance on the OCS and associated marine and

environments. coastal It is essential that the bureau understands and listens to the views and recommendations from representatives of Tribal Nations, BOEM maintains and transparent open communications Tribal **Nations** in the interest of furthering this engagement. BOEM makes use of Indigenous Knowledge in its policy

and decision-making processes whenever possible. BOEM's approach deliberative process aims to emphasize trust, respect, and shared responsibility

for effective collaboration and informed decision-making. BOEM recognizes the importance of building relationships with Tribal Nations, Native Hawaiian communities, and Pacific and Caribbean Indigenous communities in the U.S. territories.

Key items under this operational priority include the following:

 Ensure all BOEM representatives in Tribal consultations receive adequate training that addresses the governmentto-government relationship between the Federal Government and Tribes; treaty and reserved rights; federal trust obligations,

> and implementation of Department of the Interior and BOEM consultation guidance.

relationships with Tribal Nations, Indigenous communities in the

 Provide additional financial and contract support to assist Tribal Nations with invitational travel, cultural exchanges, and the capacity to review and comment on BOEM authorized activities

with Tribal implications.

BOEM recognizes the

importance of building

Native Hawaiian communities.

and Pacific and Caribbean

U.S. territories.

 Enter and begin implementation of cooperative agreements with Tribal

Nations for developing building, research, and costewardship potentials.

- Convene listening sessions with Tribal Nation representatives when circumstances warrant and endeavor to meet needs and priorities as BOEM's funding and authorization allow.
- Create a best practices document to address how Tribes would like for BOEM to engage and consult during bureau developmental processes.
- Update BOEM's Tribal Engagement website to be more user-friendly and accessible, addressing the most frequently requested items.
- Hire a Tribal Liaison Coordinator to support the Tribal Liaison Officer and provide additional staffing and funds if available in upcoming budgets.



- Consult on and increase environmental studies program support for studies that engage Tribal Nations, Alaska Native Tribes, Native Hawaiian communities, and Pacific and Caribbean Indigenous communities in the U.S. territories in presenting their own cultural perspectives and concerns in ways that support including Indigenous Knowledge and incorporate knowledge into decision-making processes and collaborative study proposals.
- Continue to support training and educational programs for Tribal Nations, Alaska Native Tribes, Native Hawaiian communities, and Pacific and Caribbean Indigenous communities in the U.S. territories, including programs concerning offshore wind technology and oversight; the use of innovative technologies for data collection and analysis (e.g., satellites, drones, and uncrewed marine vehicles); cutting-edge

sensors and sampling, including eDNA; and the use of artificial intelligence for analysis and communication.

# (6) Meaningfully Engage with Ocean Users, Partners, and Stakeholders

Meaningful engagement with ocean users, partners, and stakeholders is critical for BOEM to carry out its mission. To that end, BOEM will:

- Develop strategies to enhance transparency of BOEM's decisionmaking processes and facilitate inclusive engagement with ocean users, partners, and key stakeholders.
- Engage with underserved communities and communities with environmental justice concerns, ensuring there is meaningful and equitable participation in decision-making processes, including rulemaking.



- Develop and implement robust and consistent environmental justice analyses, engagement methodologies, and best practices to ensure communities with environmental justice concerns are identified, and appropriate mitigations are considered for them in BOEM's decision-making processes.
- Increase accessibility and dissemination of BOEM-funded scientific information.

# (7) Modernize Our Data and Technology Infrastructure

Data, technologies, and services are critical components of our Nation's digital infrastructure, enabling the integration of disparate information from many sources to drive economic growth and support decision making across broad sectors of the economy. Data and technology capabilities are a vital component of BOEM's digital infrastructure for the OCS, and planning for the future of this infrastructure is necessary to ensure the organization is equipped for current and coming demands. As our priorities and responsibilities evolve, greater challenges, employees face increased workloads across all program areas, as well as increased roles and responsibilities. Modernizing BOEM's

current infrastructure, advancing new technologies, and developing sophisticated business processes is a crucial for all mission areas of BOEM.

Key items under this operational priority include the following:

- Affirm and institutionalize BOEM's IT governance processes (in partnership with BSEE) to support organizational mission goals.
- Support modernization of BOEM's enterprise data and technology platform, continue investing to ensure authoritative data-derived products support (for example, permitting, National Environmental Policy Act analyses), as well as support conflict management and spatial planning.
- Continue to enhance effective and efficient use and release of data assets to fulfill mission responsibilities, including the FY25 data inventory.
- Complete the various data and technology migrations to the cloud per Office of Management and Budget Cloud Smart Strategy, including updating BOEM geospatial data to the newest and most accurate National Spatial Reference System 022 datum.

#### IMPLEMENTATION OF THE STRATEGIC FRAMEWORK

This Strategic Framework translates BOEM's mission into priorities consistent with its guiding principles and legislation. To accomplish these priorities, BOEM will track and review progress, adjusting as necessary to ensure the job gets done.

As BOEM plans for the next five years, we expect to take a lead role in transitioning the United States to a clean energy future. Our efforts

will advance offshore energy, create jobs, and ensure that economic opportunities are accessible to all communities. BOEM is working to ensure that future offshore energy and mineral development is done safely and responsibly, relying on the best available science and knowledge. Together, the employees of BOEM can advance offshore development in a way that helps create a cleaner, more sustainable energy future for our nation.



# IMPLEMENTATION OF THE STRATEGIC FRAMEWORK

Our efforts will advance offshore energy, create jobs, and ensure that economic opportunities are accessible to all communities.



