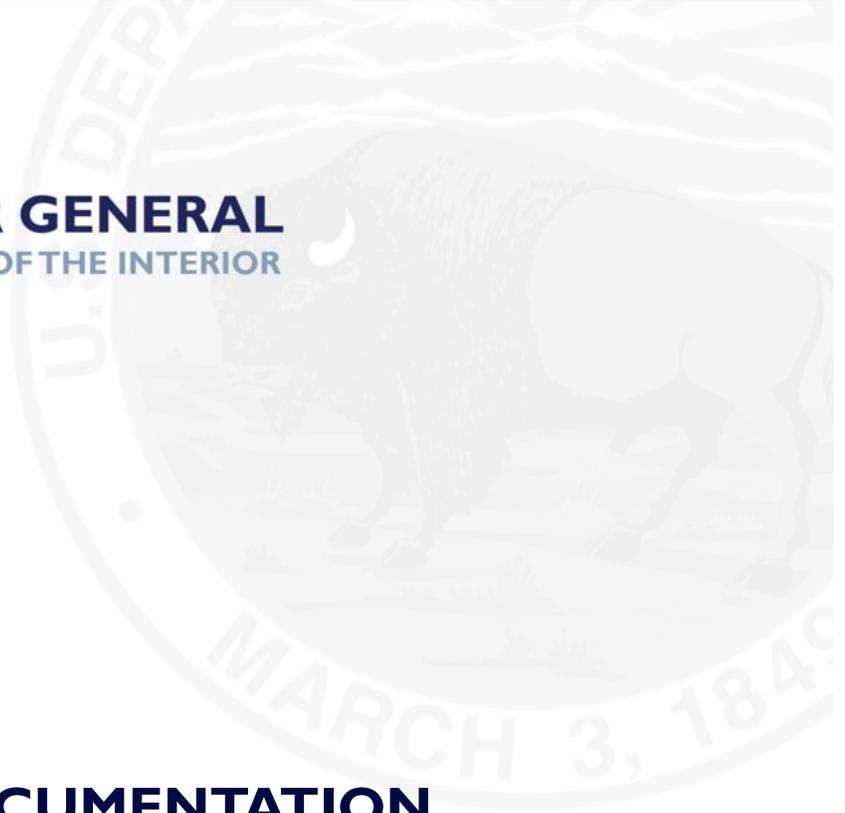




OFFICE OF
INSPECTOR GENERAL
U.S. DEPARTMENT OF THE INTERIOR



INCOMPLETE DOCUMENTATION IDENTIFIED DURING INVESTIGATION



OFFICE OF
INSPECTOR GENERAL
U.S. DEPARTMENT OF THE INTERIOR

Memorandum

NOV 15 2017

To: David W. Bernhardt
Deputy Secretary

From: Mary L. Kendall 
Deputy Inspector General

Subject: Management Advisory – Incomplete Documentation Identified During Case No. OI-PI-17-1040-I

The Office of Inspector General (OIG) is currently investigating multiple allegations regarding Secretary Ryan Zinke's travel. During our work, we discovered several issues that need prompt attention and changes to current IOS procedures.

Our investigation has been delayed by absent, or incomplete documentation for several pertinent trips and a review process that failed to include proper documentation and accountability. Although we have received full cooperation from all employees contacted, we have found the documentation and adherence to Departmental travel policies deficient and without proper management oversight and accountability. Many authorizations and vouchers required for Secretary Zinke's fiscal year (FY) 2017 travel have yet to be completed and processed. In addition, we learned that the Office of the Solicitor (SOL) and Department Ethics officials have established a process to review and approve Secretarial travel, but the process does not include sufficient documentation of the legal and ethical analysis conducted to distinguish between personal, political, and official travel, or consistent cost analysis to justify use of non-commercial travel. Finally, based on the documents we have received to date, we have not been able to determine the full extent to which Lolita Zinke, the Secretary's wife, accompanied the Secretary on official travel.

While we have received some requested documentation, we seek your assistance in obtaining additional information necessary for us to complete a thorough and timely investigation of Secretary Zinke's travel. We request that the following be provided to our office no later than December 11, 2017:

- Complete documentation for all FY17 Secretarial travel (authorizations, vouchers, reimbursements).
- Complete documentation for all FY17 travel for the Secretary's wife when she accompanied him on official travel. This documentation should describe all instances when Mrs. Zinke traveled in a government-owned vehicle, watercraft, or aircraft, and whether payment on her behalf was paid in advance, determined to be reimbursable, or no reimbursement required.

In addition, we make the following recommendations for IOS to address:

1. Develop and implement procedures (with appropriate performance management measures) to complete the timely processing of future Secretarial travel documents in accordance with government travel regulations and Department policy.
2. Develop and implement procedures to ensure consistent documentation of the SOL's legal and ethical analysis of the Secretary's future travel, to include the review, analysis, and approval of:
 - Use of non-commercial transportation;
 - Personal and political travel, and need for reimbursement;
 - Accompanied spousal or family travel.

Please provide a written response detailing the actions you will be taking to address our recommendations. You may either email your response to Matthew_Elliott@doioig.gov, or send to:

Office of Inspector General
U.S. Department of the Interior
Room 4427, Stewart Udall Building
Washington, DC 20240

In accordance with the IG Empowerment Act of 2016, we will publish this memorandum on our website no later than 3 days from the date of issue.

If you have questions or need further information concerning this matter, please contact Matthew Elliott, Assistant, Inspector General for Investigations, at 202-208-5745.

Departmental Response to
Management Advisory



THE DEPUTY SECRETARY OF THE INTERIOR
WASHINGTON

NOV 16 2017

Ms. Mary L. Kendall
Deputy Inspector General
U.S. Department of the Interior
1849 C Street, NW
Washington, DC 20240

Deputy Inspector General Kendall:

Thank you for providing me with the November 15, 2017 Management Advisory (Advisory), regarding the Immediate Office of the Secretary (IOS) travel procedures. It is my understanding that the purpose of the Advisory is to communicate recommendations for program improvement. We are committed to implementing the best management practices throughout the Department of the Interior (Department).

I appreciate your acknowledgement that you have “received full cooperation from all employees contacted.” You will continue to receive full cooperation from Department employees, and we will accommodate your additional document production request timeframe.

Last week, you and I discussed your office’s need for additional documents as part of your office’s review. Per my direction, the requested materials were promptly provided.

When I arrived at the Department in August 2017, it was clear to me that the Secretary and I inherited an organizational and operational mess from the previous Administration. From my perspective, regarding IOS travel procedures, it appears that the exact same procedures and processes utilized by the previous Administration remain in place and continue to be dysfunctional.

For example, it is my understanding that travel vouchers for Secretary Jewell’s trips beginning on the dates set forth below have yet to be completed. Indeed, until late last week, it was apparently unclear whether all of Secretary Jewell’s vouchers had even been entered into the Department’s tracking system.

- 1) September 13, 2016 (CA-NV);
- 2) September 21, 2016 (Denver);
- 3) October 12, 2016 (ME);
- 4) October 19, 2016 (CA-AK-WA);
- 5) October 26, 2016 (AL-GA-DE);
- 6) November 10, 2016 (Philadelphia);
- 7) November 16, 2016 (Denver);
- 8) November 19, 2016 (MT-WY);

- 9) December 7, 2016 (NM);
- 10) December 13, 2016 (CA-TX-NV-WY);
- 11) January 2, 2017 (ID); and
- 12) January 10, 2017 (Chicago-NYC).

For IOS document production, the primary point of contact for your investigators should be Deputy Chief of Staff Michael Argo.

In response to your two additional documents requests, please see below:

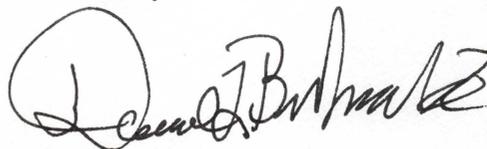
- 1) Secretarial Travel: Per your request, the Department will work to provide available documentation for all Fiscal Year 2017 Secretarial travel (authorizations, vouchers, and reimbursements). Subsequently, as part of this effort, the Department will also work to provide available documentation for the 12 travel vouchers arising from Secretary Jewell's travel that remain incomplete.
- 2) Spousal Travel: Per your request, the Department will document and provide information for all instances when a Secretary's spouse traveled in a Government-owned vehicle, watercraft, or aircraft, and document whether payment on his/her behalf was paid in advance, determined to be reimbursable, or deemed no reimbursement required.

I appreciate your recommendations for IOS. As I evaluate them and initiate implementation, I request input from your office on specific examples, objective metrics, and measures that you are aware of that help build a process that both creates value and ensures compliance with all applicable laws, rules, and regulations.

Finally, I also request all Management Advisories regarding IOS issued by your office over the past 10 years be provided to me immediately, so that I can better identify the full scope of the systemic problems that potentially exist.

On behalf of the Department, I thank you for your office's diligence and sense of urgency in identifying ways that the Department can improve its program operations.

Sincerely,

A handwritten signature in black ink, appearing to read "David L. Bernhardt". The signature is stylized with a large initial "D" and "B".

David L. Bernhardt

