

Meeting Emerging Challenges: The Case for Transformation at Interior

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Department of Interior*





Our Goal

“The great wild places and unspoiled landscapes of this country are the common heritage of all Americans, and we must both conserve them and manage them for Americans living today, and for the Americans of the future, our children, and our children’s children. That is our goal.”

- Secretary Gale Norton



What Do We Do?

Interior:

Manages one of every five acres of land in the United States

Protects and improves our environment, communities, and wildlife

Supplies water for an arid but growing West

Provides one-third of the nation's domestic energy

Receives 450 million visits annually to National Parks and other public lands

Honors our special responsibilities to American Indians, Alaska Natives, and affiliated Island communities



How well we fulfill our mission influences:

Whether damaged landscapes and special places are restored and renewed for future use and enjoyment;

Whether our children will enjoy America's grand vistas, great places, and extraordinary history;

Whether we can hike, bird watch, canoe, or hunt and fish in the great American outdoors;



How well we fulfill our mission also influences:

Whether we can warm and cool our homes;

Whether damaged landscapes and special places are restored and renewed for future use and enjoyment; and

Whether our landscapes are healthy and our communities are thriving.



*Our responsibilities lie at the confluence of
people, land and water.*

*Our programs touch the lives of millions of
people across the Nation.*

*We are stewards of what endures – our land
and its resources*



*As we fulfill our mission,
we face common challenges.*



Our Challenges are Monumental - We manage:

507 million acres of land

Energy resources supplying 28%
of our domestic energy production

**Relationships with
more than 559
American Indian tribes**

**Protection of threatened
and endangered species**

***Scientific research to protect
lives, property and our
National resources***

Nearly 900 dams and reservoirs

***Irrigation water, drinking
water, and hydropower***

56 million acres of land held in
trust for American Indian tribes

**Education Services for 48,000
American Indian children**

***Our revered National symbols
and areas of most spectacular
beauty***

Department of the Interior
MISSION COMPONENTS

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Resource Protection

- Improve Health of Watersheds and Landscapes
- Sustain Biological Communities
- Protect Cultural and Heritage Resources

Resource Use

- Manage Resources to Enhance Public Benefit, Promote Responsible Use, and Ensure Optimal Value
- Deliver Water and Power in an Environmentally Responsible and Cost Efficient Manner

Recreation

- Improve Access to Recreation
- Ensure Quality of Recreation
- Receive and Provide Fair Value in Recreation

Serving Communities

- Protect Lives, Resources and Property
- Advance Knowledge through Scientific Leadership
- Fulfill Indian Trust Responsibilities
- Advance Quality Communities for Tribes
- Increase Economic Self-Sufficiency for Insular Areas

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The Strategic Human Capital Process

- ⌘ **Crystallized the Organizational Challenges Interior Faces**

- ⌘ **...In a Language We Could All Understand**
 - All Bureaus and Programs Involved

 - External and Internal “Drivers” Identified

 - Common Impacts and “Transformational” Actions Formulated



Identified 4 Common Challenges:

1. Increasing urbanization

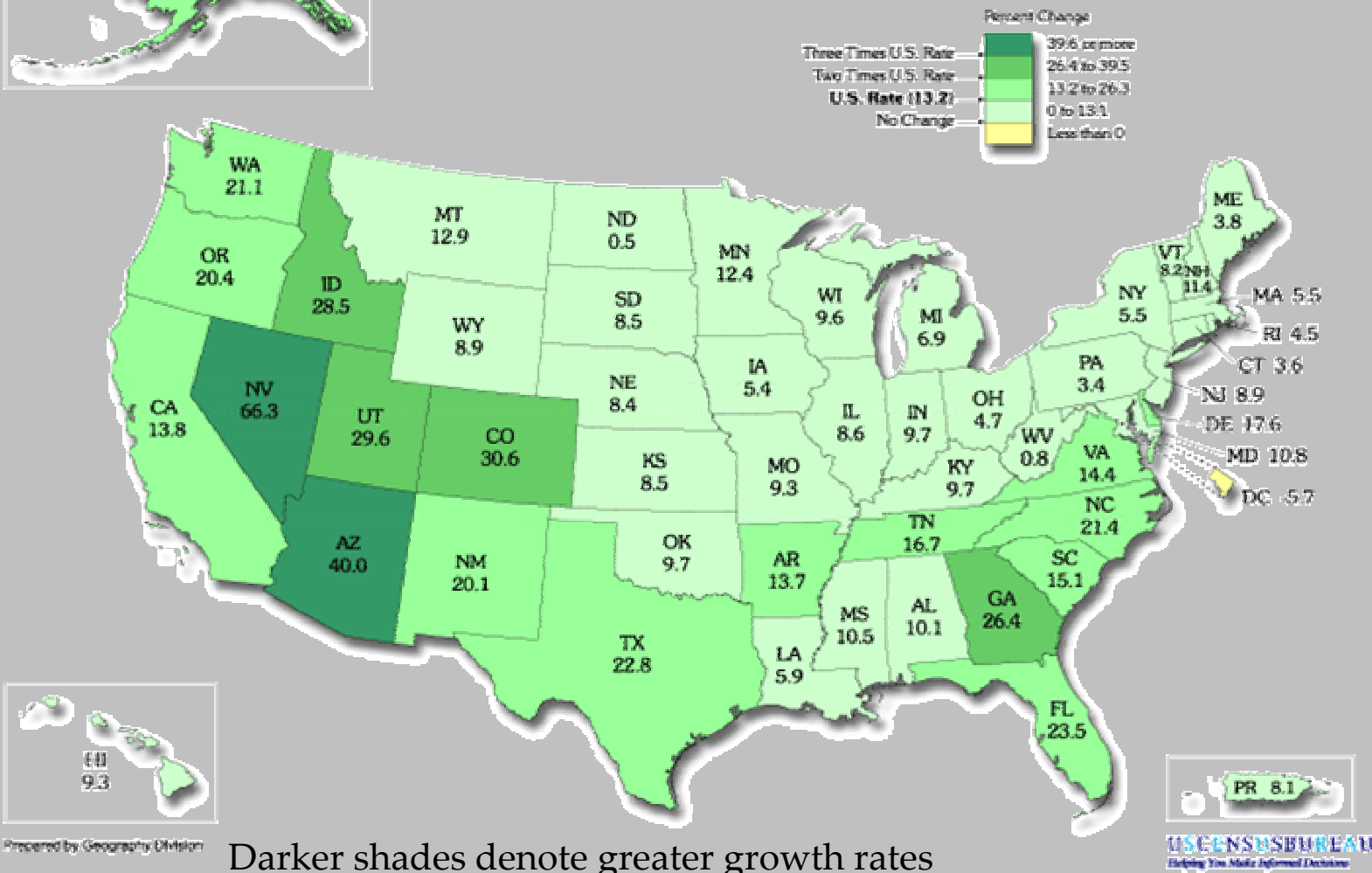
- **Increased population growth near DOI lands**
- **Competition for use of public lands**
- **Increasing demand for DOI services**
- **More cross-jurisdictional issues**



Population Growth is Greatest in the West Where So Many Interior Lands Are Located



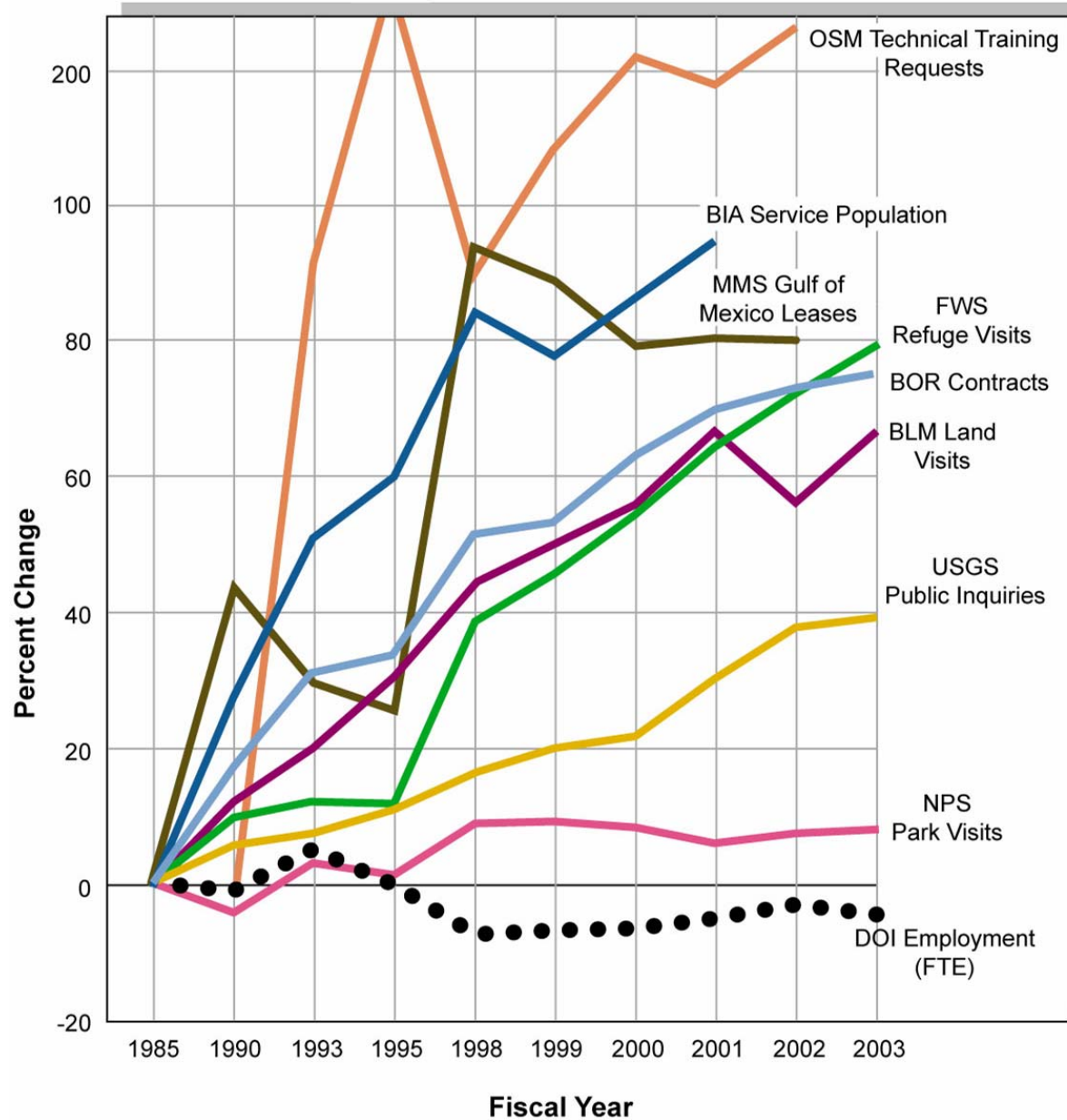
Figure 1. Percent Change in Resident Population for the 50 States, the District of Columbia, and Puerto Rico: 1990 to 2000



Darker shades denote greater growth rates



Demand in Major DOI Service Areas





Common Challenges:

2. Aging infrastructure: schools, dams, visitor centers, and other public-use facilities

- **Aging and deteriorated facilities**
- **Higher maintenance costs**
- **Increased energy usage**



Common Challenges:

3. Increasing law enforcement and security needs
 - **Threat of terrorism**
 - **Borderland issues**
 - **Secure and safe visits for the public**
 - **Need for greater coordination**



Common Challenges:

4. Public demand for responsive, accountable, and effective government
 - **Citizen demand for involvement in decisions**
 - **Rising expectations for improved government services (Internet, one-stop shopping)**
 - **Desire for public accountability and transparency**



How Do We Meet These Challenges and Preserve Our Enduring Values?



We Can Better Meet Our Common Challenges

By pursuing management excellence

By coordinating and integrating our actions

By building collaboration and partnerships



Pursuing Management Excellence

- **Investing more wisely (IT, construction)**
- **Know our costs and improving accountability**
- **Providing better and more transparent information**
- **Enhancing efficiency and effectiveness**
- **Acting corporately when it makes sense**



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Integration/Coordination – What Does it Mean?

- Understanding the Department's mission in a broader, more cohesive manner
- Breaking out of our silos
- Working across bureaus to solve problems, especially on the same landscape



Integration/Coordination – Shaping a DOI Workforce

- Identifying the skill sets to meet our challenges
- Providing tools for managers to hire and retain skilled employees
- Increasing the opportunities for broader experiences



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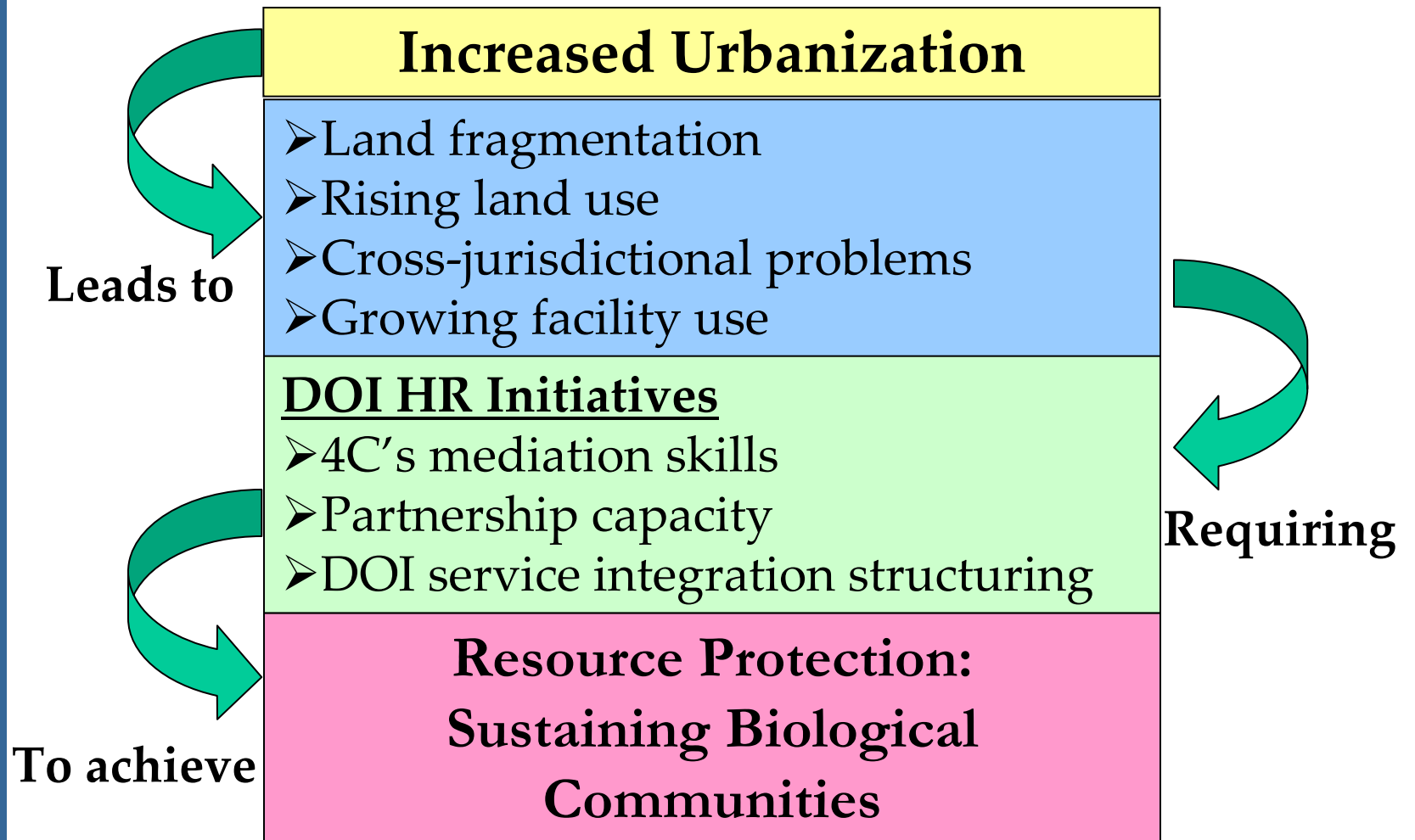
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Partnerships and Collaboration





Partnerships and Collaboration – Volunteers

Since 1985, the number of volunteers assisting Interior has increased by over 180 percent to a total of over 200,000 today

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copyright considerations.

This includes over
11,000 volunteers who
worked with 380
Golden Gate National
Recreation Area
employees in FY 2002



Partnerships and Collaboration – Leveraging Resources

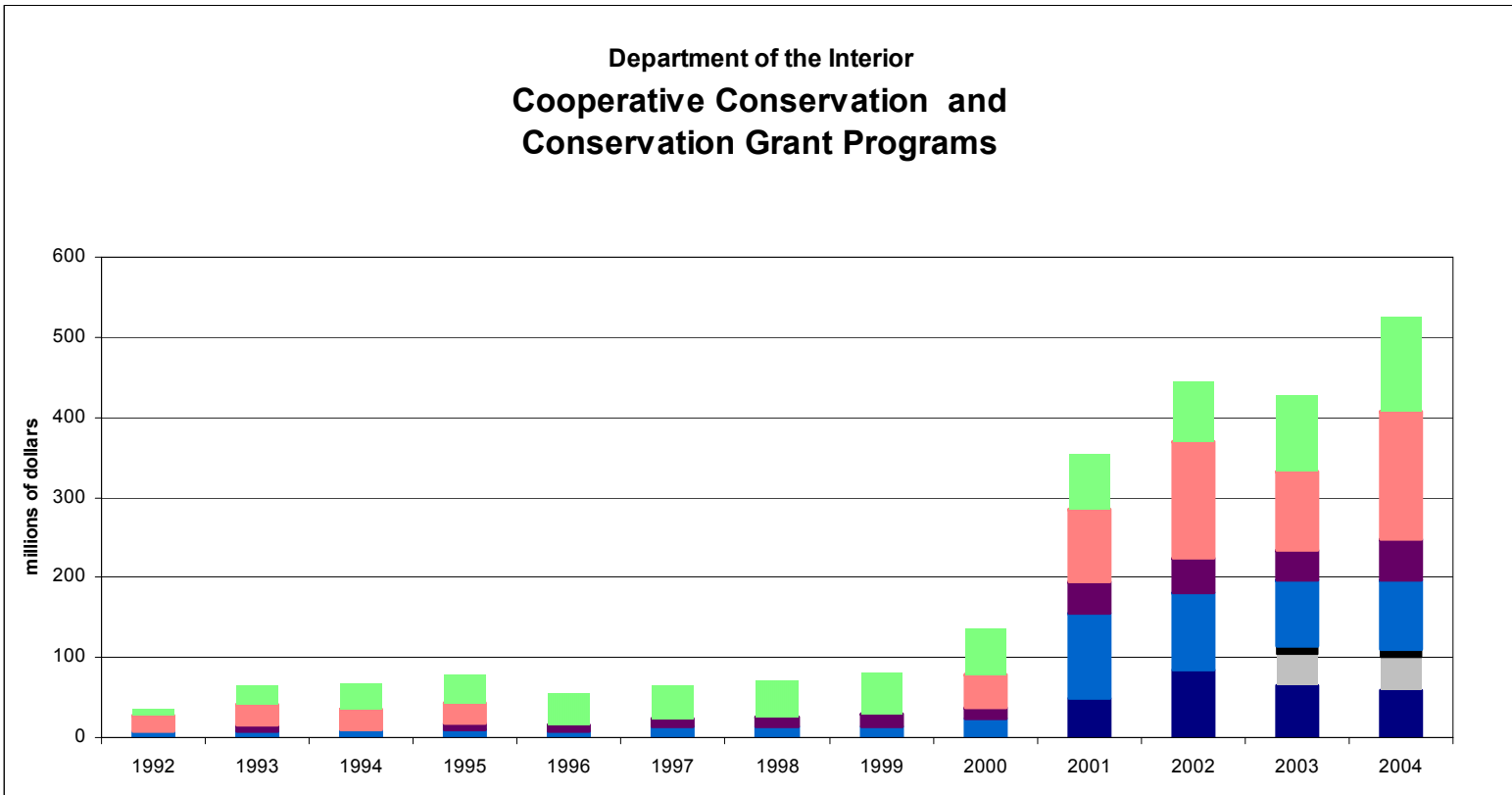
The Great Lakes-Big Rivers Region of the Fish and Wildlife Service has leveraged appropriated funds with partner funds to provide greater overall resources

| | Appropriated Funds | Partner Funds | Total Resources |
|------|--------------------|---------------|-----------------|
| 2001 | \$51 million | \$140 million | \$191 million |
| 2002 | \$115 million | \$621 million | \$736 million |



Investments in Cooperative Conservation

Department of the Interior
Cooperative Conservation and
Conservation Grant Programs





Partnerships and Collaboration –Examples

Water 2025: Reducing water crises in the West to fashion solutions through involvement of all parties.

USGS: Seeing Mapping as an integrated activity with a wide host of users and providers

Park Service: Understanding the role of its employees as partnership facilitators

FERC: Penobscot River dams and Atlantic salmon restoration



Transitioning to A More Integrated Department

Today

- Scare Resources
- Limited Collaboration
- Bureau Focus
- Aging Infrastructure
- Overtaxed Workforce
- Isolated and Conflicting Goals
- Overlapping Functions
- Uneven Accountability

The Future

- Leveraging of Resources
- Partnership Culture
- Enhanced Citizen Focus
- Improved Facilities
- Well-Aligned Workforce
- Shared Goals and Achievements
- Standardized Processes
- Accountability and Transparency



When we see land as a community to which we belong, we may begin to use it with love and respect.

-- Aldo Leopold



A citizen focus conservation effort



Sources for More Information



Visit our website:

WWW.DOI.GOV

See the “Initiatives” section of the home page for more details.