

“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

1. Understanding Our Mission

Mission and Organization

The Department of the Interior is America’s principal conservation agency. We manage the vast lands and resources for which the Department is responsible; protect and provide access to the nation’s significant natural and cultural resources; provide scientific and other information about those resources; and honor commitments to American Indians, Alaska Natives, and affiliated Island communities.

The Department of the Interior’s employees are its most critical asset. Their abilities, commitment, and enthusiasm are central to accomplishing the Department’s mission. Today they manage:

- 507 million acres of land, or about one in every five acres in the United States, and about 40 million acres of the Outer Continental Shelf;
- Some of the most revered symbols of our nation, such as the Statue of Liberty and Independence Hall; and some of its most spectacular beauty, from Acadia carriage roads in Maine to Yosemite Valley in California;
- Nearly 900 dams and reservoirs that deliver irrigation water to one of every five western farmers, provide drinking water for more than 31 million people and their employers, and supply 17% of the Nation's hydropower;

- Energy resources on Federally managed lands and offshore areas, which supply about 28% of the nation's domestic energy production, including 35% of its natural gas, 29% of its oil, 35% of its coal, 20% of its wind power, and 47% of its geothermal energy;
- 56 million acres of land held in trust for American Indian tribes and individuals; and provide education services for 48,000 American Indian children;
- Relationships with more than 559 American Indian tribes, including support for self-government and self-determination of American Indians, Alaska Natives, and island communities;
- Threatened and endangered species and the habitat that will allow them to prosper;
- Scientific research, including monitoring, analyzing, interpreting, and disseminating scientific information, to describe and understand the earth, minimize loss of life and property from natural disasters, and manage water, biological, energy, and mineral resources.

The Department fulfills these responsibilities with a \$13 billion total annual budget and through the dedication of its workforce, contractors and other partners. The Department collects more than \$6 billion in revenues annually from energy, mineral, grazing, timber, and recreational fees, land sales, etc. Most of these revenues are paid out to state, Indian, county, local, and other Federal agency accounts.

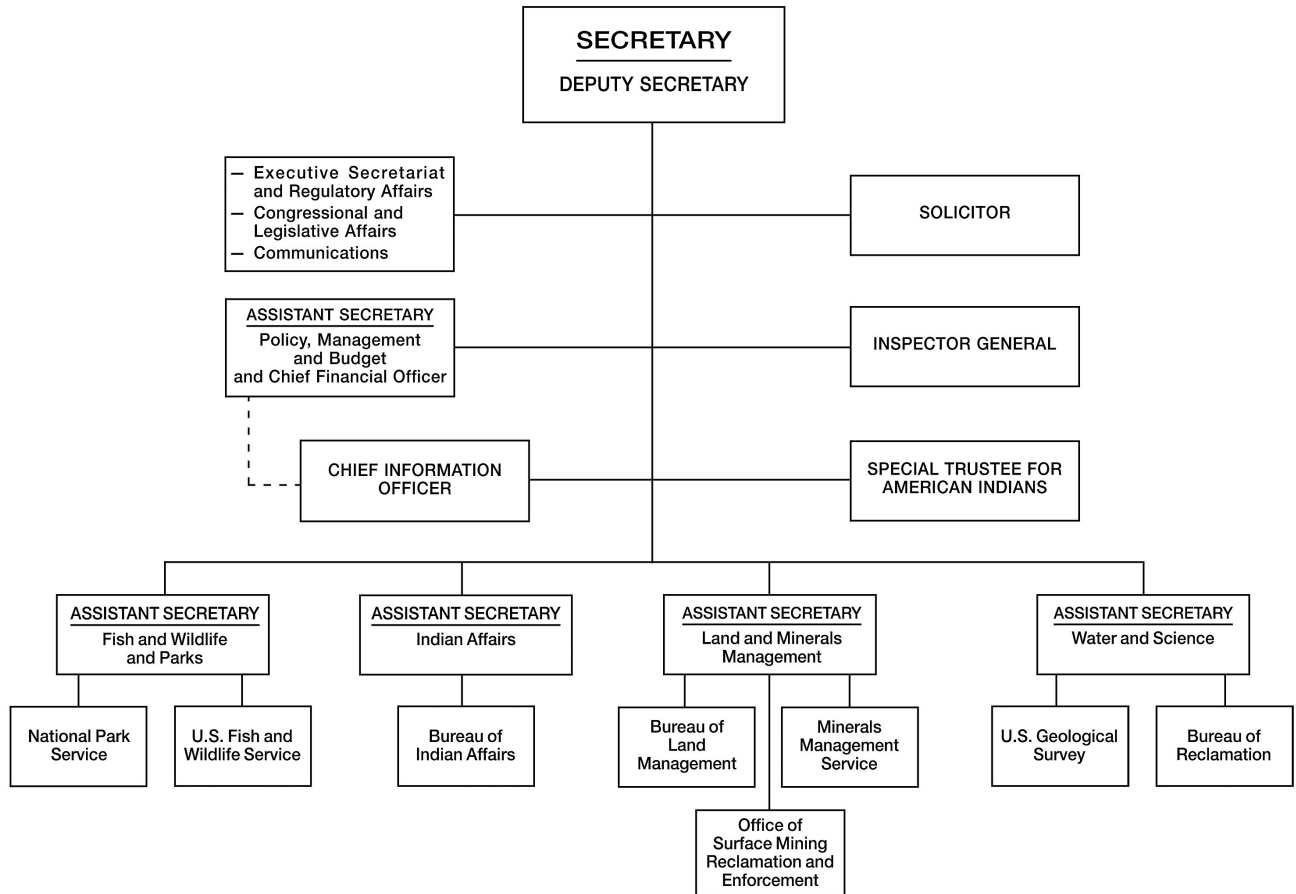
The Secretary manages the programs of the Department through the Deputy Secretary, five Assistant Secretaries, and the heads of eight bureaus (see chart on next page). The eight bureaus cluster programmatically under the authority of four of the Assistant Secretaries. The Assistant Secretary - Policy, Management, and Budget oversees

all phases of management and administrative activities for the Department and is a principal policy advisor to the Secretary.

The Department of the Interior is a “place-based” agency in the broadest sense of the term. Traditionally, we speak of four bureaus as our land management bureaus: the National Park Service, the Fish and Wildlife Service, the Bureau of Land Management, and the Bureau of Indian Affairs. Their missions derive from the special places they protect and manage, including natural and historic sites, critical habitat areas, trust lands, wilderness areas, and lands used for multiple public purposes from recreation to resource extraction.

However, all Interior bureaus fulfill missions rooted in the land and hence can be viewed as land management bureaus. The Bureau of Reclamation provides the water that keeps the lands and communities of the West alive; the Office of Surface Mining Reclamation and Enforcement provides the environmental oversight of surface mining while reclaiming lands affected by mining in the past; the Minerals Management Service manages the energy and mineral resources of the nation's seabed and collects the revenue from natural resources found under Federal and Indian lands; and the U.S. Geological Survey expands our knowledge of the earth, its topography, geology, biology, and water.

U.S. Department of the Interior



A Unifying Strategic Plan

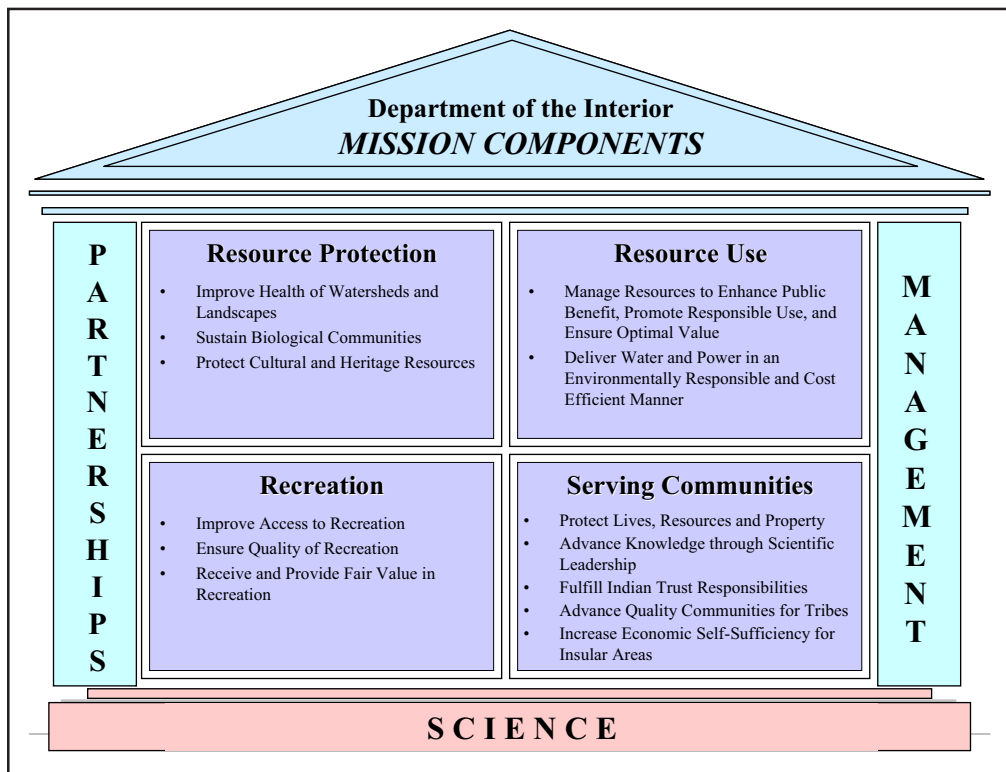
Our new draft Strategic Plan, developed as a single plan from which bureaus “step down” to develop bureau plans, creates a common framework for expressing goals and presents a unified departmental mission.

The Department’s major mission components center around its core responsibilities as the Nation’s primary land management agency. The eight bureaus of the Department, many with complex and varied program components, are united for the first time around four core mission areas in the draft Strategic Plan. These four areas encapsulate the challenge of our stewardship mission. They balance growing demands for use of the nation’s resources with the need to protect them. The four mission components include:

- **Resource Protection:** The steps we take to conserve, sustain, protect, and restore the natural, cultural, and historical treasures managed by this Department.

- **Resource Use:** Our activities to bring access to resources needed by the nation for its economic well-being, consistent with cost-effectiveness and environmental responsibilities. Resource Use includes supplying water and power through managing dams and irrigation facilities in the West.
- **Recreation:** Our activities that involve facilitating the enjoyment of our land, waters, and cultural resources.
- **Serving Communities:** Our ability to meet our wide range of obligations to our customers, especially the fulfillment of our trust responsibilities and other commitments to Indian tribes, individual trust beneficiaries, and affiliated island communities.

The Department’s draft Strategic Plan establishes long-term (five-year) program and service goals and defines how we measure progress toward those goals. The Strategic Plan identifies 18 spe-



cific end-outcomes and 67 intermediate outcome goals, measurable standards by which we assess the success of the agency and the performance of our employees.

Partnerships, science, and effective management are keys to fulfilling our mission and achieving our core mission goals in bureaus and offices throughout the Department. **Science** provides the information needed for informed decisions in each of the four program areas. **Partnerships** with other entities within and outside of the Department enhance communication and extend our capabilities. **Effective management** provides overall leadership and direction to ensure accountability, efficiency, and effectiveness in achieving results.

The Strategic Plan, slated for broad distribution this fall, contains details about core missions, outcomes and companion performance measures. The Strategic Plan provides the overall direction and measurable goals for the Department over the next five years. Annual Performance Plans, based on the Strategic Plan, articulate specific, goal-related performance targets for each fiscal year.

Individual performance plans for our employees will be directly linked to these annual targets and evaluated in terms of their achievement. Because all bureau activities and programs fit within four broad mission components upon which all performance plans will be built, employees will be able for the first time to have a direct line of sight from DOI's goals all the way down to their specific duties and job performance.

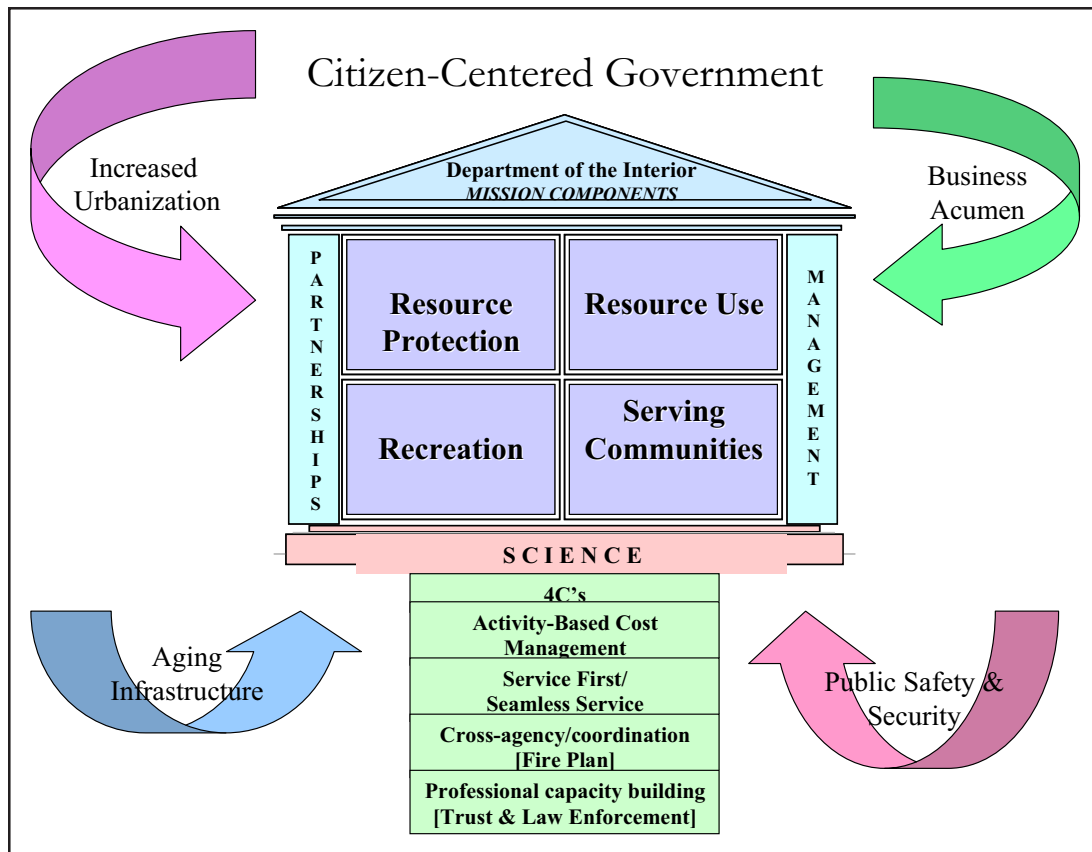
The biggest challenges and impediments to achieving our mission and hence our Strategic



Plan are the external and internal factors that affect both our capabilities and the scope and nature of demand for our services. Our efforts in the coming years are bounded by the influences of increased urbanization, aging infrastructure, expectations about information technology and sound business practices, and public safety and related factors.

The following diagram displays the relationship of these influences on our core mission goals.

Given these influences, our current workforce will need to enhance its competencies and skills in a number of critical areas and these influences will shape the hiring, training, and performance skills of new employees to carry out our Strategic Plan. Two examples from the Strategic Plan illustrate this human capital dimension.



Under **Resource Protection** to “Sustain Biological Communities,” we face the pressures of a wide array of factors such as urban/suburban expansion, habitat fragmentation, increased use of public lands and resources, and corollary landscape pressures.

Consider the vast extension of invasive species. Non-native species can cause serious environmental and economic damage to natural resources and the people served by the Department. Some 40 percent of endangered species owe their endangerment in part to invasive species. Ecosystems managed by BLM, FWS, NPS, and BIA and Indian tribes experience biological harm by invasive species. This biological harm has far-reaching economic consequences, as the quality of forage for livestock and game deteriorates, as risk of fire spread by fire-prone groundcover such as cheatgrass increases, as water that could go to cities and agriculture is instead soaked up by inva-

sive plants such as tamarisk. These effects undermine the ability of many communities to maintain economic stability. Nationwide, invasives cause tens of billions of dollars of economic damage every year and damage up to three million acres of additional habitat each year.

The Department cannot solve these problems on its own. It must work with others. To do so requires a **workforce with the skills to forge innovative solutions** with a wide and diverse set of interested participants. Skills in **team building, alternative dispute resolution, and collaborative negotiation** become essential to a workforce that must sustain a concerted effort across jurisdictional boundaries and among private citizens and public officials. The selection, training, and evaluation programs for our employees must be geared to finding, strengthening and honing these crucial abilities.



Consider a second example. Within all four mission components, **making our facilities safe for use** by the public and by our employees is a fundamental responsibility and presents a major challenge given the age and extensive use of our visitor centers, Indian schools, historic structures, dams, and other facilities. The Department maintains more than 40,000 buildings and structures, 32,000 leased and owned vehicles, 125,000 miles of roads, and more than 120 million items of museum property valued in the billions of dollars. To bring our facilities into good condition, the Department annually identifies its highest-priority projects and publishes a five-year construction and maintenance plan. Special procedures in our newly invigorated capital planning process will ensure that large dollar projects are evaluated against all other facilities, weighed in terms of their overall contribution, and then tracked to ensure completion on time and within budget.

Improving the condition of our facilities and natural resources is central to serving the public. We are investing well over \$2 billion annually to ensure that buildings, facilities, and resources are maintained so visitors and employees enjoy safe, fully functioning facilities.

Successful facilities management requires more than just dollar investments. We must have **access to the facilities management skills** we need, skills with both old and new technology, equipment, and management practices. Employment data indicate that our **facility management workforce is aging and rapidly approaching retirement age**, making it critical to determine how best to maintain the skills we need. To meet this human resource challenge, we are working cooperatively within the Department to establish **core competencies and professional certification incentives, and enhanced performance measures** for our **facilities management staff**.

Summary

Our mission includes stewardship over many of the nation's natural and cultural resources, as well as responsibilities and commitments to Native Americans and affiliated island communities. Through our Strategic Plan, we have set out intermediate and long-term outcome goals that will guide us toward fulfilling these responsibilities. This Plan is a companion to the Strategic Plan and helps guide the activities needed to make sure that our workforce has the skills and operates within organizational structures necessary to achieving our goals.