



THE SECRETARY OF THE INTERIOR
WASHINGTON

ORDER NO. 3332

Subject: Engaging the Next Generation

Sec. 1 **Purpose.** Engaging the next generation is essential to the Department of the Interior's (DOI) mission to protect America's natural resources and heritage, honor our cultures and tribal communities, and supply the energy to power our future. To bridge the growing disconnect between young people and the great outdoors, we seek to engage and involve the next generation in meaningful connections to nature through opportunities to play, learn, serve, and work on public lands. Our goals will be accomplished by meaningfully increasing our commitment to engaging young people in all aspects of our work and expanding public-private partnerships to benefit people, public lands, the economy, and the environment.

Through this Order, DOI will build upon the outstanding work and programs already operating in DOI bureaus at local offices and units around the country and pursue a comprehensive strategy to involve millions of young people to play, learn, serve, and work outdoors. The DOI will establish a framework and plan to coordinate its efforts and those across the government, including the 21st Century Conservation Service Corps (21CSC).

Sec. 2 **Background.** The DOI is the steward of more than one-fifth of our Nation's lands, which include thousands of miles of streams and rivers and the headwaters of many major watersheds, and is charged with protection of ecosystems, including fish, wildlife, plants, and their habitat. The DOI oversees the responsible development of over 20 percent of U.S. energy supplies and is the largest supplier and manager of water in the 17 western states. The DOI maintains a government-to-government relationship with 566 federally recognized tribes and provides services to more than 2 million American Indian and Alaska Native peoples. Our scientific work is critical to responding to natural hazards and disasters, as well as building a better understanding of the Earth's complex systems. The success of our work and our conservation vision relies on the involvement and ownership of all, most particularly the next generation of leaders, stewards, scientists, and champions who must be inspired to find their own connection with America's great outdoors and our natural, cultural, and historic resources.

Yet we know that too many young people today are disconnected from nature. The DOI has the ability and responsibility to change that, and involve the next generation in meaningful stewardship of our country's precious natural and cultural assets, strengthen tribal communities, and advance a landscape-level understanding of our resources. We must focus on reaching young people wherever they live – in our cities, suburbs, and rural areas. All young people should feel welcome on our public lands.

We will focus on our work with partners to leverage our resources and realize maximum efficiencies in our efforts. In addition, with nearly one-third of our workforce eligible for

retirement in the next 5 years, developing a talent pipeline is critical to the future of DOI and its mission.

Local managers and employees in every part of the country have led the charge to expand our collective efforts to engage youth, and have developed long-term and successful partnerships with service corps, nonprofit organizations, large and small businesses, states, counties, cities, and diverse stakeholder groups. The DOI is well positioned to expand its work in engaging the next generation, as our bureaus collectively provide over 15,500 work opportunities, benefit from 317,000 volunteers, educate more than 4 million young people, and welcome 478 million visitors on our lands each year. The 21CSC provides an additional platform to expand our work with young people and veterans. It is important that we build upon our successes and empower individuals at every level of the organization to take the critical actions needed to ensure the stewardship of our Nation's public lands and continuity of our mission while also creating powerful and long-lasting connections to those lands in our Nation's young people.

Sec. 3 Authority. This Order is issued under the authority of Section 2 of Reorganization Plan No. 3 of 1950 (64 Stat. 1262), as amended; the Take Pride in America Act, (16 U.S.C. §§ 4601 *et seq.*); the Public Lands Corps Act of 1993, (16 U.S.C. §§ 1721 *et seq.*); and the Youth Conservation Corps Act (16 U.S.C. §§ 1701 *et seq.*).

Sec. 4 Goals for Increasing Youth Engagement. This Order sets forth goals for increasing DOI's engagement with the next generation, empowers bureaus and offices to lead and implement a comprehensive strategy for meeting the goals, and outlines the accountability structure and implementation framework to achieve the goals. Through these efforts, DOI will provide leadership in ensuring that the next generation has maximum opportunity to play, learn, serve, and work in America's great outdoors, allowing generations to experience and enjoy well-stewarded, dynamic, and diverse public lands, which are critical to our history, health and well-being, the economy, clean water, and ecosystem health. The following goals are aimed at inspiring young people to play, learn, serve, and work on public lands.

a. Play. In an effort to connect more youth to public lands, DOI will develop or enhance outdoor recreation partnerships in a total of 50 cities over the next 4 years. Through these partnerships, we will create new, systemic opportunities for outdoor play for over 10 million young people. We will use the convening power of the Federal Government as well as the relationships developed through our efforts to enhance and improve urban parks, refuges, and waters to develop partnerships with tribal, state and local governments, education systems, non-profits, and the private sector.

b. Learn. Within 4 years, DOI will be providing educational opportunities to at least 10 million of the Nation's K-12 student population annually. We will leverage technology, including the recently launched National Park Service teacher portal, to bring our public lands to the classrooms and classrooms to our public lands.

c. Serve. Within 4 years, DOI will attain a million volunteers annually on public lands and in support of our mission. We will invest in volunteer management and coordination to ensure that anyone who has an interest in devoting their time and talents to public lands has an

opportunity to serve. We will re-examine how we perform our existing work to increase the opportunities for volunteer engagement.

d. Work. The DOI will provide 100,000 work and training opportunities to young people and veterans over 4 years within our bureaus through youth corps and through public-private partnerships. To the extent authorized by law, we will call upon the private sector and philanthropic organizations to fund additional work and training opportunities that can be provided within DOI's mission and programs to provide pathways to employment for young people and veterans.

Sec. 5 Responsibilities.

a. Assistant Secretary – Policy, Management and Budget. The Assistant Secretary – Policy, Management and Budget is responsible for coordinating with and supporting the Deputy Secretary, Program Assistant Secretaries, and heads of bureaus and offices in implementing and developing metrics for accountability, collecting results, and analyzing progress toward the goals established above.

b. Program Assistant Secretaries are responsible for:

- (1) Working with their respective bureaus and offices to develop targets for the goals.
- (2) Monitoring progress and elevating issues or concerns requiring Department-wide coordination and collaboration.
- (3) Identifying efficiencies and coordination opportunities among the bureaus and offices.
- (3) Serving on the Executive Steering Committee responsible for reviewing implementation of this Order.

c. Heads of Bureaus and Offices are responsible for:

- (1) Developing an implementation plan for the goals within their respective organizations.
- (2) Ensuring that the goals are cascaded to the lowest practicable levels of the organization.
- (3) Implementing appropriate mechanisms to monitor progress.
- (4) Assigning responsibility for implementation to a member of the Senior Executive Service.

d. Senior Advisor for Youth and Partnerships serves as a liaison to partners, both within and external to the Federal Government, and leads fundraising efforts on behalf of the Department in support of this initiative.

Sec. 6 **Implementation.**

a. Fiscal Year 2014 Implementation Plan. Within 45 days of this Order, each bureau and office will develop an implementation plan for Fiscal Year (FY) 2014 that outlines expected performance for the play-learn-serve-work goals building on their existing data collection processes and procedures. The plan will outline how the organization will monitor progress, initial barriers for implementation, and any issues requiring collaboration or coordination. The plan will also identify the senior accountable official for implementation within the bureau or office.

b. Metrics and Reporting Guidance. Within 120 days of this Order, the Assistant Secretary – Policy, Management and Budget, in consultation with the Program Assistant Secretaries and heads of bureaus and offices, will issue guidance on metrics and reporting for implementation at the start of FY 2015.

c. Long-term Implementation Plan. Within 180 days of this Order, each bureau and office will develop a long-term implementation plan outlining planned progress for FY 2015, FY 2016, and FY 2017. The plan will identify the senior accountable official within the bureau or office; describe how the goals will be cascaded to the lowest levels of the organization; and describe how the organization will monitor and report progress.

d. Progress Reporting. Progress will be monitored on a quarterly basis leveraging existing performance planning reporting processes.

Sec. 7 **Delegation.** The Deputy Secretary has all of the authority that is necessary and is responsible for implementing this Order. This authority may be further delegated, as appropriate. This Order does not alter or affect any existing duty or authority of individual bureaus.

Sec. 8 **Effect of the Order.** This Order is intended to improve the internal management of the Department. This Order and any resulting report or recommendation are not intended to, and do not, create any right or benefit, substantive or procedural, enforceable at law or equity by a party against the United States, its departments, agencies, instrumentalities or entities, its officers or employees, or any other person. To the extent there is any inconsistency between the provisions of this Order and any Federal laws or regulations, the laws or regulations will control.

Sec. 9 **Expiration Date.** This Order is effective immediately and will remain in effect until it is amended, superseded, or revoked, whichever occurs first.

A handwritten signature in dark ink, reading "Sally Jewell". The signature is fluid and cursive, with the first name "Sally" and last name "Jewell" clearly distinguishable.

Secretary of the Interior

Date: MAR 20 2014

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