



NLC Journal

Report of the May 13-15, 2008 Meeting of the National Leadership Council

The National Leadership Council (NLC) convened on May 13-15, 2008 at the American Geophysical Union building in Washington, DC. It was the fifth meeting under the leadership of Director Mary A. Bomar.

The meeting was facilitated by Linda Wright, NPS Organization Consultant.

Tuesday, May 13, 2008

Agenda

- I. Continental Breakfast with 2008 NPS Honor Awardees
- II. Welcome and Opening Remarks
Mary Bomar, Director
- III. 2008 Superintendents Summit
Joan Anzelmo, Superintendent, Colorado National Monument
and Chair, 2008 Superintendents Summit
- IV. Climate Change
Lynn Scarlett, Deputy Secretary
- V. DOI Honor Awards Convocation

I. Continental Breakfast with 2008 NPS Honor Awardees

The NLC met and congratulated the recipients of awards to be given later that day at the 65th Department of the Interior Honor Awards Convocation. The awardees included:

Distinguished Service Awards

David Barna, Chief of Public Affairs

Bruce Sheaffer, Comptroller

Dale Engquist, retired Superintendent, Indiana Dunes National Lakeshore

Michael Soukup, retired Associate Director for Natural Resources Stewardship and Science

Valor Awards

Jack J. Hoeflich – nominated by Yosemite NP

Keith L. Lober – nominated by Yosemite NP

Eric J. Gabriel – nominated by Yosemite NP

David A. Horne – nominated by Yosemite NP

John Dill – nominated by Yosemite NP

Daniel Gleason – nominated by Yosemite NP
Gregory P. Lawler – nominated by Yosemite NP
Edward Visnovske - nominated by Yosemite NP
Shawn Walters – nominated by Yosemite NP
David T. Bywater – nominated by Denali NP
Christopher P. Harder – nominated by Denali NP
Reynold G. Jackson – nominated by Denali NP
John F. McConnell – nominated by Denali NP
Steven W. Rickert – nominated by Denali NP
Eduardo L. Cartaya – nominated by Blue Ridge Parkway
David G. Bauer – nominated by Blue Ridge Parkway

Citizen's Award for Bravery

Andrew Perkins – nominated by Denali NP
Neil McNab – nominated by Denali NP
Danny K. Stanley – nominated by Natchez Trace Parkway
H. Phill Michael – nominated by Mount Rainier NP

Most of the awardees named above attended. They departed following breakfast.

II. Welcome and Opening Remarks

Director Bomar gave a powerpoint presentation to show photos from events and activities since the NLC had gathered in January. These included:

- Publication and distribution of *Salute to Service – the Director's Report for 2007*. This first-ever Director's report focuses on programs as well as parks, and has been distributed to members of Congress, state governors, and partners as well as internally. She commended Sue Waldron and David Anderson for producing the report.
- Leading the U.S. delegation in January to the state funeral for Sir Edmund Hillary in New Zealand. The delegation also included Ambassador Bill McCormick and Jim Whittaker, the first American to climb Mt. Everest. She met Prime Minister Helen Clark, also an avid climber.
- Traveling to the Everglades with First Lady Laura Bush to meet with school children removing invasive plants and announce the National Park Foundation's essay contest (February 5).
- Rollout of the FY 09 Budget. Director Bomar testified before both the House Subcommittee on National Parks, Forests, and Public Lands (February 27) and the Appropriations Subcommittee on Interior (March 6) on the NPS budget, and also met with several key members of Congress to discuss the budget.
- Attending the High Flow experiment at Glen Canyon Dam, joining the Secretary and officials for the Bureau of Reclamation and USGS.
- Hosting the National Park Hospitality Association at the Main Interior Building; meeting with them to discuss concessioners' desire to become involved with the Centennial (March 11).
- Appearing as the keynote speaker for the meeting of the Southeastern Tourism Society (STS), on March 31, in Ashville, North Carolina. The STS includes a dozen states that work cooperatively to promote tourism. The CEO, Bill Hardman, is a new member of the National Park System Advisory Board.
- Announcing the start of the 2008 Cherry Blossom Festival, which ran the last week in March and first week of April.
- Visiting the Southwest Border, April 7-10, to see first hand the damage to resources and danger to visitors and employees from illegal smuggling and border crossings. At Organ Pipe Cactus NM and Coronado NM, there are places that only law enforcement can go. She saw the memorial site where Organ Pipe law enforcement ranger Kris Eggle was killed by a smuggler in

2002. She noted that the FY 2009 budget proposes a \$5.2 million increase for border parks, and that she saw the cooperation among federal agencies at both parks.

- Also in April, the new museum and visitor center at Gettysburg National Military Park opened. The new facility has the most extensive Civil War collections in the NPS. It was built through the \$103 million public-private partnership between the NPS and the Gettysburg Foundation; \$3 million came from the Ford Motor Company to the Gettysburg Foundation as part of the National Park Foundation's Proud Partner relationship with Ford.
- National Park Week, April 19-27, was marked with events at over 200 parks across the country, many geared toward children in keeping with this year's "Kids in Parks" theme. Director Bomar highlighted three that occurred in Washington:
 - On April 24, there was an event at the Capitol to roll out the 2008 Centennial projects and programs – those funded with the \$24.6 million Congress appropriated to jump-start the Centennial Challenge program. This funding covered 110 projects, involving 114 partners, in 76 parks located in 38 states and the District of Columbia. The event included nine members of Congress, including Majority Leader Steny Hoyer and Appropriations Subcommittee on the Interior Chairman Norman Dicks. House Natural Resources Committee Chairman Nick Rahall announced there would be a markup of the Centennial Fund legislation on May 7. The markup occurred as scheduled, and while there are differences from the version we proposed, the important thing is that the legislation is moving forward. The event also included a group of fourth graders wearing t-shirts identifying them as the Class of 2016. It also featured the famed historic Glacier Red Bus, which had been transported to Washington for the Centennial project rollout and other National Park Week events.
 - On April 25, at the Main Interior Building, NPS hosted the opening ceremony of the Student Conservation Association's Earthvision Summit, a three-day gathering of 500 young conservation leaders held in honor of the SCA's 50th anniversary. Director Bomar gave remarks during the elaborate ceremony, thanking them for the over 1,500 volunteers in 221 park sites, amounting to 570,000 hours of service, that SCA provided in 2007. The ceremony honored Elizabeth Titus Putnam, who founded the SCA after writing a college thesis on the idea in 1957. After the opening ceremony, the students worked at several service projects at parks in the DC area, including one at Theodore Roosevelt Island that Deputy Director Lindi Harvey participated in.
 - On April 26, Junior Ranger Day, Deputy Director Lindi Harvey headed up an event on the Mall for over 200 local children from underserved communities that included ranger-led walks, games, seed-plantings, "Build-a-Bear" Junior Ranger Bears, and the new *Kid Power* coloring book. Secretary Kempthorne was there to swear in the new Junior Rangers.

Director Bomar continued with a reminder of the three goals we agreed to at the joint meeting with the State Park Directors in September, 2007: Identification of joint events that would promote children's use of the outdoors; exploration of linking with a national marketing campaign focused on issues related to Children in Nature; and identification of strategies for sharing information on programs that connect children to the outdoors and best practices in that area. "We need to deliver" on our promise, she said.

The Director credited the National Park Foundation for supporting transporting the Glacier Red Bus to Washington, funding the staging and food for the Centennial rollout at the Capitol, assistance with the Earthvision summit, and the "Shop for a cause" fundraising for the NPF at Macy's department store. She noted that Vin Cipolla, NPF President, would be speaking to the NLC the next day. The Director went to the NPF Board meeting near Mt Rushmore National Monument on May 1, and complimented Dan Wenk for the facilities work he had overseen while serving as superintendent at Mt Rushmore.

On May 7, Director Bomar presented the Harry Yount Award to Ranger Gary Moses, from Glacier National Park, in a ceremony sponsored by Unilever and the NPF. On May 8, she met with the recipients of the George B. Hartzog outstanding volunteer awards. They included

volunteers from Mt Rainier representing the hundreds who worked there after the floods in 2006, volunteers from Flight 93, and an ER doctor who works as a medical advisor for many of the Alaska parks.

Also on May 8, the Director was the speaker for the Trust for the National Mall's inaugural event that raised \$500,000, a start to the \$500 million the Trust has set as a goal to raise to help restore the Mall.

Director Bomar mentioned some events she would be attending soon: the Designing the Parks Conference in Charlottesville, Virginia (May 20), the Gettysburg Foundation annual dinner (June 5), the International Mountain Bicycling Association (IMBA) World Summit in Utah (June 19), the Diplomatic Corps Visit to California parks (June 26). Two important events coming up in July would be the Superintendents Summit in Utah (July 15-17) and the first meeting of the newly appointed National Park System Advisory Board (July 21-22).

Her vision for the Superintendents Summit is to give superintendents the opportunity to network and exchange ideas about what works in their parks, to benefit from shared experiences, to hear keynote speakers but also to gather in smaller groups to discuss issues around the "trifecta," –re-engaging Americans with their parks, increasing the capacity of the system, and preparing the next generation of park leaders.

Showing a photo of herself with filmmaker Ken Burns at a podium, she continued with these remarks:

"Two weeks ago, as you know, we hosted Ken Burns and Dayton Duncan in the Yates Auditorium in the Main Interior Building for a preview of the upcoming documentary on national parks... and I hope you will see some more of it during our Superintendents' Summit in July... It traces the beginnings of the system; from the early days of preserving the great natural parks to the establishment of parks in Alaska in the early 1980s... You will love this series!"

"Afterwards, I thought about it and wondered, 'When the NEXT Ken Burns documents OUR times, what will he say about the people in this room?' Not perhaps as individuals, but about our actions to ensure preservation and visitor enjoyment in accordance with the Organic Act... did we move the system forward?"

"And that, I think, is the purpose of this meeting... To ensure we have a plan to move the important things forward in the future... To ensure the centennial effort continues, along with all the other efforts in the trifecta... the need to engage Americans with their parks, to increase the capacity of the system and to prepare the next generation of leaders will still be important in the years and decades ahead.. long after we have stepped aside..."

"We are well on our way to success in many areas: the Centennial legislation--the Centennial budget increases, which is the 'gift that keeps on giving' in our operational bottom line... In our disciplined approach to enhanced training opportunities for our people, and a higher standard of safety awareness to keep them alive, well and working to preserve our national treasures..."

"We have great people on board... New regional directors in the Alaska and the Southeast—Sue and David... This is Larry's second meeting as CIO... I am pleased that Steve Whitesell will be joining us in June as Associate Director for Park Planning, Facilities, and Lands."

"Frank Dean has joined us as Centennial Coordinator and we have a new Director of Employee Learning and Development, Kathy Hanson. Also, I have interviewed candidates for the Natural Resources and Science Associate Director, and an announcement is very near... In fact, aside

from Sue's current Chief of Staff position—and a certain retiring regional director named Joe...we have filled our top-level positions.”

“But with all this success, we have a long way to go...and now is not the time to rely on luck for future success...Our work to secure funding for the 2016 centennial must continue in the months ahead...not only for passage of the legislation, but to secure budget increases that ensure our operational funding matches inflation or better. We must ensure our training system is in place, and work to develop each one of our employees.”

“‘Fourscore and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal...’ The Gettysburg Address by Abraham Lincoln...here we are four score and a dozen years ago from the establishment of the Park Service...92 years this August, with only eight to go before our Centennial.”

“I was told by one regional director recently, that in his humble opinion, ‘Your legacy is the launch of the Centennial and the beginning of the discussion of how to prepare the agency and the mission for the next century. The Burns film is about the past, you are about the future.’”

“So it is up to us, today, to make sure that what we have achieved to date remains as a foundation for the future to build upon. To paraphrase Lincoln, ‘It is for us today to be dedicated here to the unfinished work thus far so nobly advanced.’ And when that future Park Service documentary airs in 2066 or so, I hope it will say simply of the group in this room, ‘They built a better future for the parks.’ And with that, there is a lot of work for us to do.”

III. 2008 Superintendents Summit

Joan Anzelmo gave a presentation on the plans for the Superintendents Summit gathering, scheduled for July 15-17. She went through the proposed agenda and talked about the setting, the green features (e.g. minimal paper, reusable drinking cups), speakers, and attendees.

The NLC agreed that Regional Directors would be able to invite 5 employees each; Associate Directors, 1 employee; and the Director, 20. The NLC agreed that they would use their slots for emerging leaders. Attendance would be required for Regional Directors, Deputy Regional Directors, and Superintendents. Associate Regional Directors who were not invited by their Regional Directors to attend the summit but were coming for the regional breakout meetings on Friday could attend the Thursday night barbeque. Spouses could be invited. Director Bomar would send a letter about the summit to the field after the NLC meeting.

Action Items:

Send an all-employee letter about the summit (Director Bomar)

IV. Climate Change

Deputy Secretary Lynn Scarlett discussed the actions the Department has undertaken to address the issue of climate change. She stressed that land and resource managers need to know the impacts of climate change – eroding coasts, changes in rainfall, fire, location/migration of species, and gave several examples of how change affects specific species of animals.

Deputy Secretary Scarlett stressed that we face tremendous uncertainties as land managers – incredible complexities, high variability, in a very dynamic world. Climate change is happening in conjunction with other environmental stressors, such as land fragmentation and a scarcity of water. She does not believe it is a hopeless situation, but it is one that requires us to adapt. It

is imperative that we create partnerships and recognize the interconnections between lands owned by different entities; protect land corridors; reduce wildfire; and protect coastal areas from storm surge. We need to recognize climate change as a factor in planning; protect ecosystems; make adaptations; think holistically; continue to pursue knowledge.

Asked what we could accomplish quickly, Deputy Secretary Scarlett said that we are already doing sea marsh restoration and addressing invasive species, which exacerbate climate change. We also need to strengthen partnerships as we identify key ecosystems. As we review infrastructure, we need to think about relocating it away from coastlines. In park management plans, we need to think about what the future will bring. She said that there is a temptation to take aggregated knowledge and apply it to a park, but it may not be relevant. We should partner with USGS and others; USGS can help with developing modeling.

Regarding prevention, the Deputy Secretary said that was a larger issue that cannot be solved by NPS alone, or even the US alone – which is why her remarks were focused on adaptation. On using parks for opportunities to educate the public about the issue, she agreed that direct observation was powerful but she worries about simplistic education that does not capture nuanced state of scientific knowledge. On partnering with Canada, where high latitudes cause climate change to be more pronounced, she said we need to be concerned about security, and that we do need to be more aggressive in working with Canada on agreements.

She could not say when the DOI climate change report would be final, but plans to make it widely available once it is done.

Following the discussion with the Deputy Secretary, Director Bomar concluded the meeting for the day. The NLC had lunch and departed for the Honor Awards Convocation and reception at the Main Interior Building.

Wednesday, May 14, 2008

Agenda

- I. Welcome/Call to Order
Mary Bomar, Director
- II. Cooperating Associations
Chris Jarvi, Associate Director, Partnerships and Visitor Experience
Diane Chalfant, Assistant Associate Director, Visitor Experience
- III. Roundtable Discussion
- IV. National Park Foundation Update and Dialogue
Vin Cipolla, President & CEO, National Park Foundation
- V. Centennial – Focus on marketing and messaging
Lindi Harvey, Deputy Director, Support Services
Frank Dean, Chief, Centennial Program
- VI. Closing / National Park Foundation Reception

I. Welcome/Call to Order

Director Bomar called the meeting to order and presented Mike Snyder his 30-year service award.

Linda Wright reviewed the decisions on the Superintendents Summit (see section on Superintendents Summit above).

II. Cooperating Associations

Chris Jarvi introduced Diane Chalfant and asked her to provide a progress report from the steering committee on cooperating associations. He noted that Diane Chalfant had put together an outstanding committee to work on the issue.

Diane Chalfant talked about the principles that formed as a result of the study. She reviewed the representation on the steering committee and the meetings they have held. She said that they had met with a variety of cooperating associations—big and small—to solicit input, and that they had refined the issues. The cooperating associations want genuine partnerships, clarity, consistency, and predictability, and they want more involvement in planning.

The concessions community is also very interested; the subject of cooperating associations expanding their traditional and scope was discussed at the March 11, 2008 National Park Hospitality Association meeting.

Four models for the potential future of cooperating associations were presented to the NLC in January 2008: 1) none; 2) existing situation, with improvements; 3) expand mission, and 4) consolidate non-profit operations. After reviewing the models, the steering committee and the NLC decided no single model of cooperating associations would serve the majority of parks—the needs are too diverse. In a paradigm shift, they determined that we needed to think in terms of function, not organization. Parks need to be able to put together a package of what they need from partner organizations.

Diane talked about the need for a cost valuation to determine tangible and intangible benefits, which should be completed this summer. They want to get a better handle on overhead and NPS costs, so managers can make more informed decisions.

The next step for the steering committee will be to develop a tool kit for park managers. They expect to have a final report prepared for review by the NLC in the fall. Their conclusion: cooperating associations work; they're fundamentally sound; and problems are not pervasive. We need planning, communication/collaboration, and decision-making tools.

Director Bomar complimented Diane's work and presentation and stressed that it was important for us to get our house in order in this area.

Discussion followed on the variety of cooperating associations; the need for shared decision making; whether cooperating associations should compete if they sell non-educational items and where to draw the line; how it works for concession and cooperating associations to work together; what happens in small parks that have only cooperating associations, not concessions; the importance of emphasizing visitor experience, not the financial return a park gets; the need to communicate at all levels about concession/cooperating association decisions before decisions are essentially irreversible; and the need to not make the tool kit too prescriptive.

Diane said she would send the scope of work and tangible and intangible valuations to the NLC. Chris asked the NLC to send Diane any specific changes to or comments on the principles; she would send revised principles to the NLC for endorsement on the next NLC call and would upload her powerpoint on the NLC SharePoint site.

Action Items:

Send scope of work and tangible and intangible valuations to the NLC (Diane Chalfant)
Submit any suggested revisions in Cooperating Association Principles to Diane (NLC members)
Send revised Cooperating Association Principles to NLC for approval in next NLC conference call (Diane Chalfant)
Post powerpoint presentation on NLC sharepoint site (Diane Chalfant)
Final report due to NLC in the fall (Diane Chalfant/Chris Jarvi)

III. Roundtable Discussion.

Firearms policy. Deputy Director Dan Wenk reviewed the status of the regulation proposed on April 30, 2008 which states: "A person may possess, carry, and transport concealed, loaded and operable firearms within a national park area in the same manner, and to the same extent, that a person may lawfully possess, carry, and transport concealed, loaded and operable firearms in any state park, or any similar unit of state land, in the state in which the federal park, or that portion thereof, is located, provided that such possession, carrying and transporting otherwise complies with applicable federal and state law." NPS law enforcement staff are compiling state-by-state information on state firearms laws. It was also noted, that, although the Fish and Wildlife Service is collecting the comments, NPS will be at the table when comments are analyzed. In discussion, much concern was expressed about the danger posed by accessible, loaded guns to visitors and wildlife, and how the proposed regulation could change the perception of parks as safe, peaceful, family-friendly destinations.

In discussing whether NPS employees could comment on the proposed regulation, it was determined that they could, on their own time and their own (not government) equipment.

US Park Police. Dan Wenk gave an update on the NPS response to the Inspector General's report in January on the U.S. Park Police. He described the action plan that had been put into place to respond to the report, which includes an Oversight Management Team comprised of NPS and DOI officials. The action plan calls for specific actions by specific dates. A new Administrative Officer, Ken Brodie, has been hired; the plan calls for adding more officers each year through 2010; more equipment is being purchased; more funding is being looked at; and an employee survey will be conducted in June. NPS will be meeting with other police groups to get advice, and are looking at hiring an outside consulting firm.

There were several positive comments about the US Park Police and much discussion about their role – the scope of duties, the relationship to and coordination with law enforcement rangers and non-NPS law enforcement entities; their role in regional offices; and the chain of command within NPS.

Task Agreements for Student Conservation Association. Chris Jarvi raised the matter of timely approval of SCA task agreements as summer gets underway. NPS had received a memo from SCA asking us to facilitate the process for approval so that SCA interns can begin their work on schedule. As of May 13, about 10% of the task agreements had not been processed. Kate Stevenson noted that NPS needed to figure out how to handle these as we do not have enough contracting officers.

Action Items:

Send memo to field on commenting on regulations (Sue Masica).
Post response to Inspector General on US Park Police on NLC sharepoint site (Dan Wenk).

VI. National Park Foundation Update and Dialogue

Director Bomar introduced Vin Cipolla who gave a presentation on NPF history, activity, and goals. NPF had its beginnings as the National Park Trust Fund in 1935, was rechartered in 1967 as the National Park Foundation, and has evolved since then, from a focus on land acquisition to expansion of grant and educational programs to growing net cash resources from all sources. He talked about changes since 2005, when NPF adopted a new business model following years when the endowment was drawn down to support operating expenses. The Proud Partner program is evolving and no new Proud Partners are being sought. NPF is focused on pursuing cash contributions and minimizing in-kind donations. During 2005-2007, NPF reduced its staff size; created a new database of donors; developed new donor communications; and lowered facility costs. The organization took in \$43 million in 2007 and managed \$15 million for other entities. NPF is reinvigorating individual giving and has moved from instability to viability.

Vin also talked about a new signature program, *First Bloom*, which has been championed by First Lady Laura Bush. It is a three-year program that was undertaken in partnership with the Lady Bird Johnson Wildflower Center. *First Bloom* introduces school children to nature and native plant gardens. Vin mentioned the NPF Leadership Summit, intended to establish NPF's leadership in park philanthropy, and their support of local park philanthropy – 174 friends groups and 67 non-profit cooperating associations. They are trying to lift their sights to higher levels and build the NPF brand. They are supporting strategic partnerships – the African American Experience Fund, Flight 93, the National Mall, Georgetown Waterfront Park, and Everglades, and see the Centennial effort as a philanthropic opportunity.

Discussion included pointing out NPF's unheralded contributions, such as the \$5,000 for expenses related to Ranger Eric York's funeral noted by Director Bomar; the ways NPF is communicating; how they are involved in the Ken Burns' series on the National Parks, the results of the Macy's "shop for a cause" fundraiser; appreciation for the role NPF played in the Centennial projects rollout and the Kid Power coloring book; and the role of the NPF Superintendents Council.

V. Centennial – Focus on Marketing and Messaging

Deputy Director Lindi Harvey opened the session with a review of the April 24 rollout of the Centennial programs and projects, and thanked many people and organizations involved in the event, including Eastern National, which sponsored a reception following the rollout. She introduced Frank Dean, new Chief of the Centennial Office, to talk about long-term communications and outreach, noting that we have 2,000 work days until January 1, 2016.

In his presentation, Frank summarized events since August, 2006, when the Centennial initiative was announced. He said that he would be sending out guidance to the field on tracking the operating increases, particularly with respect to increased numbers of seasonal employees. Frank also discussed the process for obligating the \$24.6 million Centennial Challenge funding. He mentioned the Centennial business plan and the different instruments for obligating the Centennial funds (which are on the Inside NPS Centennial website). Kate Stevenson noted that OMB and the IG are watching this process closely.

Discussion followed about the complexities involved in getting the Centennial funds obligated; what projects would be ready if one or more of the approved projects could not be obligated; what funding NPS would get under different scenarios for passage of a continuing resolution funding the government for some period of time; how a call for new Centennial projects might change under the provisions of the Centennial legislation sponsored by Representative Grijalva; the experience other programs and agencies have had with recent centennial commemorations. It was suggested that Regional Directors look at the projects they submitted previously but were not chosen for 2008 to determine if they were still viable.

Continuing with his presentation, Frank talked about the questions facing NPS on how to communicate the Centennial, and how to use communication to engage Americans in the National Parks, not just for the Centennial but in everyday matters. He sees building on the work Harpers Ferry Center has done on the Messaging Project and on past and current work on partnership identity. He noted that appropriated funds may not be used to pay for advertising, but may be used to educate the public about program opportunities and benefits to them. Donated funds may be used for advertising.

The question of whether and how outside groups could use the Centennial logo generated much discussion on whether the logo should be licensed, who should sell it, what the National Park Foundation role should be, how the logo should be used, and when. Sheryl Rakestraw and Molly Ross from the Solicitors Office gave legal perspectives on use of the logo. To address the question of whether the logo should be used by others, Jon Jarvis made a motion, which the NLC agreed to, that the Centennial logo may be conditionally authorized for the use of third parties on products and programs. Some NLC members were not comfortable allowing the logo to be used if it contains the arrowhead, but were able to agree to conditional approval pending logo design and future discussions. Discussion also included the need to wait to determine logo use in the context of a larger marketing strategy.

It was agreed that Lindi would put together a task force to make recommendations to the NLC on an overall strategy and possibilities for either arrowhead or non-arrowhead Centennial logos, and look at possibilities for third-party uses and a role for the National Park Foundation.

Frank continued with a mention of opportunities for communicating about the Centennial, such as the release of the Ken Burns' series on National Parks in 2009 and the Superintendents Summit. He talked about getting partners engaged and developing a communications strategy that would facilitate progress on Centennial legislation and connection with the public.

Action Items:

Review projects submitted in August, 2007 but not selected for 2008 for viability (Regional Directors)

Establish task force on Centennial messaging/logo design and use, including possibility of role for NPF (Lindi Harvey).

VI Closing / National Park Foundation Reception

Director Bomar adjourned the meeting for the day and the NLC departed for a reception saluting the accomplishments of the National Park Service at the Sequoia Restaurant in Georgetown hosted by the National Park Foundation.

Thursday, May 15, 2008

- I. Welcome/Call to Order
Mary Bomar, Director

- II. Learning and Development
Jerry Simpson, Assistant Director, Workforce Management
Kathy Hanson, Chief of Employee Learning and Development
Cam Sholly, Deputy Associate Director for Visitor and Resource Protection
Bill Wade, Coalition of Retired National Park Employees

- III. Safety Leadership Council

- IV. Wrapup / Closing Remarks
Mary Bomar, Director
- V. Rock Creek Park Visit

I. Welcome/Call to Order

Director Bomar called the meeting to order. Linda Wright reviewed the agreements from the previous day (noted in minutes for May 14).

II. Learning and Development

Jerry Simpson introduced Dr. Kathy Hanson, the new Chief of Employee Learning and Development, and asked the NLC members to each sign the final Learning and Development Report. Jerry reported that on the recommendation that NPS Fundamentals be fully funded and required for all new permanent employees. He noted that it is fully funded in the FY 2009 budget request. The number of Fundamentals II classes has been increased to 24 and the number of classes for Fundamentals V will increase to 24 in 2009.

Kathy gave a presentation on the New Superintendents Academy. The 18-month program, which will be required for all first-time superintendents, was created by a curriculum design team and vetted through the deputy regional directors. The first group of 24 will launch in June 2008 and the second group of 28 in August 2008. The superintendents from both courses will be meeting the afternoon before the start of the Superintendents Summit. There was discussion about arranging a breakfast or lunch at the summit for the new superintendents with the Director. In the future, there will be rolling enrollment--63% of current superintendents will be eligible for retirement by 2013--so preparing new superintendents will remain a priority, but there are also plans for developing capacity for both aspiring and experienced superintendents.

Jerry continued with other aspects of the Learning and Development initiative: establishing a Leadership Development Advisory Council to provide guidance on the National Leadership Development Program and developing a certification program for specialty "train-the-trainer" courses. Two programs (NPS Fundamentals and Facility Manager Leaders) are partnering with the Epply Institute to develop a pilot on this. He noted that the Workforce Management Plan connects the Learning and Development Report to an overall set of Workforce Management strategies and goals for the next five years; that report is ready to go to print, so he asked for any further comments as soon as possible. Jerry also talked about a partnership with the National Parks Conservation Association that will focus on making NPS one of the best places to work and leadership development. The partnership will assist NPS in systematically inventorying best practices. He is also making plans for holding a summit on professional excellence.

Director Bomar stressed that we need to move up from the low (bottom one-third) rating for the workplace to become one of the "best places in America to work."

Cam Sholly gave a presentation on the effort to partner with outside organizations, including institutions of higher learning, on professional development. He said the question before the NLC is "what kind of structure do we want?"

Cam summarized the involvement of other organizations: NPCA, with a foundation grant, has hired 17 consultants, and is working on three tasks: leadership and training, scorecards, and

best place to work. The National Park Foundation has hired a person whose primary purpose is to help with learning and development. The Coalition of National Park Service Retirees wants to establish a collaborative service corps to share knowledge with current NPS employees. UC-Merced, a premier research and education facility and gateway to two major parks, is working toward establishing a national park institute that would conduct training and education. The Epply Institute at Indiana University offers a variety of park-related training and education. George Washington University, with former NPS Director Roger Kennedy's involvement, has been interested in working with NPS on graduate-level training and education, and the Kennedy School at Harvard is also interested. OPM also offers options.

As Jerry noted, NPS is planning to convene a professional excellence summit involving these partners and potential partners to discuss needs and help identify roles and responsibilities.

Discussion included mention of the great roles Cooperative Ecosystem Study Units (CESUs) play and the need to include them in the professional excellence summit; the possibility of payment for employees to get degrees; and Roger Kennedy's scholarship program at GWU.

Bill Wade followed with a presentation on the Coalition of National Park Service Retirees' proposal for a collaborative service corps to use the expertise of retirees to benefit parks. The coalition, principally an advocacy group comprised of 650 retired NPS employees, has been getting more involved in education. Among other things, it has been involved in trying to get the Hartzog Institute off the ground. The collaborative service corps idea came about because retirees were interested in ways to keep contributing to the national parks. About 100 members said they wanted to be involved in this. He sees the coalition serving as a clearinghouse to match NPS needs with retiree expertise. The coalition would not get involved in negotiations between the parks and the retired employees. Kate Stevenson noted that this could be done without a formal agreement; it could be worked out on a park-by-park basis with a personal services contract. Bill thought there were cases of this already.

The NLC determined that a structure needed to be developed for the Coalition offer, and that Jerry should be the lead. A concern was raised about inside information being used for the coalition; Bill said that if confidentiality was needed, the park and the retiree would work that out.

Action Items:

Submit any final comments on the Workforce Management Plan to Jerry Simpson as soon as possible (NLC members).

Submit recommendations of senior managers to serve on Leadership Development Advisory Council to Jerry Simpson (Regional Directors)

Arrange breakfast or lunch for new superintendents with Director at Superintendents Summit (Kathy Hanson).

Convene Professional Excellence Summit (Jerry Simpson)

Develop structure/request form for participation in the Coalition of National Park Service Retirees' collaborative service corps (Jerry Simpson/Cam Sholly).

III. Safety Leadership Council

Jill Hawk presented an update on the work of the NPS Safety Leadership Council (SLC), which was formed by the NLC in 2007 to make safety a leadership practice throughout NPS. The professional excellence task force is focusing on safety leadership training, lessons learned from accidents and near-accidents, and creating incentives for positive safety behavior. The strengthening safety culture task force is focused on the strategic implementation of Operational Leadership, which the SLC considers the key action for changing NPS culture with respect to safety. Operational Leadership is a U.S. Coast Guard program that the Intermountain, Pacific West, and the Northeast Regions have been involved in adapting for NPS use. By June, 120

NPS employees will be trained in this approach to safety. More regions will be brought in as the program is further developed. The Randy Jones Fellowship is being used to fund a 6-month detail for work in this area. The group is also looking to reenergize NPSafe. The SLC will meet again in late July.

In discussion, comments were made about the importance of having buy-in from the field; the need to make sure resource staff were involved; the need to keep safety on the front burner; and how our efforts fit with the DOI Inspector General's recommendations on safety.

Director Bomar said that there will be a more in-depth briefing on the work of the SLC at the November NLC meeting. Mike Snyder suggested that it include a briefing from the Coast Guard on Operational Leadership to demonstrate how it works within an organization.

Action Items:

Schedule full briefing on Safety Leadership Council/Operational Leadership for the November NLC meeting, possibly including a presentation by the Coast Guard.

IV. Wrapup / Closing Remarks

Director Bomar raised the topic of key vacancies in the Southeast Region. She reviewed the trip that she and Dan Wenk had made to Atlanta in January and the transition-map (T-map) process that followed, and talked about the challenges facing the new Regional Director, David Vela. Dan pointed out that there are 3 open assistant regional director positions. He asked that NLC members look within the organization for potential candidates for those positions, short-term and permanent, and provide him with some names.

In her wrapup, Director Bomar talked about the great reception the previous night, thanked Dan Wenk, Lindi Harvey, and Sue Masica, noted that the primary topics of this meeting (cooperating associations, safety, workforce development) showed that the NPS is focused on the future. She urged members to not lose sight of the future, and to think big.

Comments on the meeting included: the agenda was well-paced with the right number of subjects; NLC members liked the fact that there was time to discuss important issues; liked the use of SharePoint for getting materials in advance but wanted them more in advance; liked the food and meeting space; needed more breaks; needed enough copies of handouts; and a recommendation that there always be one evening event.

V. Rock Creek Park / Meridian Hill Park Visit

After the meeting adjourned, the NLC traveled by chartered bus to Rock Creek Park for a site visit arranged by Joe Lawler and Rock Creek Park Superintendent Adrienne Coleman. The NLC had lunch with Rock Creek staff at the picnic grove at Peirce Mill, followed by an interpretive tour of the interior of the historic mill and of the fish ladder at the Peirce Mill dam, a tour by bus of the park, and a visit to Meridian Hill Park.

Appendix A

List of National Leadership Council Members (updated August, 2008)

Voting Members

Mary Bomar, Director
Dan Wenk, Deputy Director, Operations
Lindi Harvey Deputy Director, Support Services
Sue Masica, Chief of Staff
Bruce Sheaffer, Comptroller
Dennis Reidenbach, Northeast Regional Director
Ernest Quintana, Midwest Regional Director
Mike Snyder, Intermountain Regional Director
Victor Knox, Alaska Regional Director (Acting)
David Vela, Southeast Regional Director
Jon Jarvis, Pacific West Regional Director
Lisa Mendelson-Ielmini, National Capital Regional Director (Acting)
Steve Whitesell, Associate Director - Park Planning, Facilities & Lands
Bert Frost, Associate Director - Natural Resources Stewardship & Science
Jan Matthews, Associate Director - Cultural Resources
Karen Taylor-Goodrich, Associate Director - Visitor & Resource Protection
Chris Jarvi, Associate Director - Partnerships and Visitor Experience

Standing Staff Members

Dave Barna, Chief, Public Affairs
Larry Curran, Chief Information Officer
Tom Wolfe, Assistant Director - Congressional and Legislative Affairs
Kate Stevenson, Assistant Director - Business Services
Jerry Simpson, Assistant Director - Human Capital

NLC Support Staff

Jennifer Lee, Special Assistant to the Director
Jim Gasser, Meeting Planner
Phil Sheridan, Assistant Regional Director, Communications, Northeast Region

Appendix B

NLC Meeting Schedule 2008-2009

January 14-16, 2008	Washington, DC
May 13-15, 2008	Washington, DC
November 18-20, 2008	Dayton, OH

January 13-15, 2009	Washington, DC
May 5-7, 2009	Washington, DC
August TBD, 2009	TBD
November 17-19, 2009	Washington, DC

Appendix C

Reference Section

Links to more detailed information on some of the topics discussed by the NLC:

2008 Superintendents Summit
<http://www.wWSC.us/events/nps/>

Cooperating Associations
http://www.nps.gov/interp/coop_assn/

National Park Centennial Challenge
<http://www.nps.gov/2016>

National Park Foundation
<http://www.nationalparks.org/>

National Park Service Training and Employee Development Information
<http://www.nps.gov/training/>
<https://doilearn.doi.gov/>
<http://inside.nps.gov/waso/waso.cfm?prg=63&lv=2>

Proposed Firearms Regulation
<http://www.regulations.gov/fdmspublic/component/main?main=DocumentDetail&o=0900006480692c59>