



January 30, 2004 (Report on the November 17, 2003 Meeting of the National Leadership Council)

# NLCJournal

*“The Joint Ventures: Partners in Stewardship conference, proposed by the National Park Service, is a declaration that we intend a more inclusive way of doing business. This conference is the first-time gathering of the seven primary Federal land managers and a wide variety of non-governmental organizations exclusively for the purpose of learning what makes partnerships work and identifying ways to develop them. By meeting with others to share success stories, our managers will acquire skills, confidence and incentives to pursue new collaborations to achieve our mission.”*

—Fran Mainella, Director, National Park Service

Director Fran Mainella convened a one-day meeting of the National Leadership Council on November 17, 2003, in Los Angeles, where NLC members gathered to participate in the Joint Ventures: Partners in Stewardship conference. The Director reported that some 1,800 individuals from seven Federal agencies and a wide variety of non-governmental organizations had come to the conference to explore ways to work collaboratively as stewards of our nation’s resources. She expressed pride that the National Park Service had played a lead role in proposing the conference, and she commended the NPS team that worked successfully with its Federal agency colleagues to develop and manage the program.

The Director expressed concern about the impacts on the Service of increasingly tight budgets, and stated that developing strategies to effect both short- and long-term savings is the top priority of management. She said that the main focus of NLC work in coming months will be the budget, and that she expects to identify options which ensure the NPS can continue to manage its business effectively. She added that in this era of fiscal constraints it is increasingly important to create partnerships to help accomplish NPS purposes.

The National Leadership Council (NLC) is a forum to unify the National Park Service and to provide consultation and strategic leadership on major policy and program issues.

The Director welcomed new NLC members (1) Chris Jarvi, Associate Director for Partnerships, Interpretation and Education, Volunteers, and Outdoor Recreation, who comes to the NPS from California, where he served as Director, Community Services Department for the City of Anaheim, and (2) Steve P. Martin, Intermountain Regional Director, recently Superintendent of Grand Teton National Park. The Director also introduced Dr. Janet Matthews, Director, Division of Historical Resources for the State of Florida, who will join the National Park Service in January as Associate Director for Cultural Programs.

The Director acknowledged Marcia Blaszk, Acting Alaska Regional Director, and Pat Hooks, Acting Southeast Regional Director, commending both officials for their leadership while efforts are underway to fill those positions permanently. The Director congratulated Associate Director for Natural Resource Stewardship and Science Dr. Mike Soukup upon receiving recently the Presidential Rank Award of Meritorious Service for his role in developing the Natural Resource Challenge.

Director Mainella thanked NLC members for their support, saying she appreciates deeply their encouragement as she responds to leadership challenges. She reaffirmed that she looks to the NLC to advise and offer recommendations on the major policy and program issues confronting the organization, saying it is a sounding board for assessing ideas and opinion, whose deliberations are crucial to inform her decision-making.

- **National Leadership Council**
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- **Fran Mainella**
- Director
- **Randy Jones**
- Deputy Director
- **Donald W. (Don) Murphy**
- Deputy Director
- **Lisa Mendelson**
- Associate to the Director
- **Sue Masica**
- Associate Director
- Park Planning, Facilities, and Lands
- **Bruce Sheaffer**
- Comptroller
- **Teresa Chambers**
- Chief
- United States Park Police
- **Pat Tiller**
- Acting Associate Director
- Cultural Resources
- **Michael (Mike) Soukup**
- Associate Director
- Natural Resources
- Stewardship and Science
- **Richard (Dick) Ring**
- Associate Director
- Administration, Business Practices, and Workforce Development
- **Chris Jarvi**
- Associate Director
- Partnerships, Interpretation and Education, Volunteers, and Outdoor Recreation
- **Karen Taylor-Goodrich**
- Associate Director
- Visitor and Resource Protection
- **Marcia Blaszk**
- Acting Regional Director, Alaska
- **Steve Martin**
- Regional Director
- Intermountain
- **Ernie Quintana**
- Regional Director
- Midwest
- **Terry R. Carlstrom**
- Regional Director
- National Capital
- **Marie Rust**
- Regional Director
- Northeast
- **Jon Jarvis**
- Regional Director
- Pacific West
- **Pat Hooks**
- Acting Regional Director
- Southeast

Composed of the deputies, associates, regional directors, comptroller, and USPP chief, the NLC meets quarterly and is staffed by the Office of Policy and Regulations with the participation of managers in the parks, program areas and regional offices. The Director said she envisions a more active role for the NLC in the new year.

## Growing Our Partnership Abilities and Skills

Associate Director Jarvi previewed the Partners in Stewardship conference ([www.partnerships2003.org](http://www.partnerships2003.org)) and provided a brief outline of the activities of the WASO Partnership Office. He identified a draft *NPS Vision for Partnerships* statement being prepared by the Partnerships Council, and asked NLC members for input as the document is finalized. He offered a list of proposed “areas of need” for partnership development, each containing a variety of actions to be implemented Servicewide. NLC members asked that “education” be added to the list, which includes: (1) stewardship, (2) sustainability, (3) volunteerism, (4) resource protection, (5) historic preservation, (6) public/community outreach, and (7) infrastructure enhancement. Jarvi concluded by outlining proposed strategies to grow the Service’s capacity for developing partnerships, and Director Mainella said that a broad goal the Service is pursuing in this vital work is to effect a more inclusive way of doing business.

## Budget Issues – FY 2004 Operations and Beyond

Comptroller Bruce Sheaffer reported that the NPS is operating under a Continuing Resolution (which authorizes expenditures at the previous year’s level), because the Congress has not completed work on an omnibus appropriations bill containing the NPS FY 2004 budget. He said, however, the NPS portion of the bill has been finalized, and he detailed the funding levels it provides, focusing on the many budget reductions and/or absorptions the NPS must confront this year. He said that given funding levels contained for base operations at the park, regional and headquarters office, the Service faces a very challenging budgetary situation, one

that is likely to continue in FY 2005. A number of potential actions must be considered to mitigate the impacts of the reductions. He said strategies must be developed and consistently articulated. The NLC debated various actions, and it was agreed that the Comptroller would consult with the regions and program areas to outline the issues, options and possible strategies for managing the FY 2004 budget. The Director asked the NLC to expand its focus on the budget at the next meeting.

Comptroller Sheaffer also reported that supplemental funding would not be available to cover expenses associated with Hurricane Isabel and other recent storm damage. He said efforts were underway to revise the dollar estimates and it was anticipated the need would be in the range of \$75 million or less. He proposed, and the NLC recommended, that the Director request Departmental approval to use either Construction or FY 2004/2005 Repair/Rehab funds (with the exact source to be determined) to cover the FY 2004 minimal needs. The NPS would look to replenish those funds with either a FY 2004 supplemental, FY 2005 budget increase, or have them absorbed as part of the current level FY 2005 line item request of \$199 million. It was agreed that Regional Director Marie Rust and incoming Associate Director Jan Matthews will pay particular attention to the costs (estimated at \$9 million) associated with the stabilization and restoration of the artifacts damaged at Colonial National Historical Park.

## Competitive Review Program and the NPS Preliminary Planning Effort

The Competitive Review Program is an initiative under the President’s Management Agenda that sets up a process of competition between the public and private sectors on work that is commercial in nature but currently performed by government employees.

Under the provisions of the Federal Activities Inventory Reform (FAIR) Act, each Federal agency must annually provide the Office of Management and Budget with a list of the functions performed in that agency that are either (1) inherently governmental or (2) com-

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mercial. Certain commercial activities performed by government personnel may be identified as Category “A”, based on being “core to the mission,” and may be exempted from private sector competition. For example, fee collectors and park guides have been identified as Category “A”.

The Director stated that the NPS has improved the competitive review process and is minimizing the risk and stress to our workforce by using the Preliminary Planning effort, through which the Service takes a detailed look at functional areas before a decision is made to continue the formal Competitive Review process. The effort is conducted with the assistance of outside industry expertise to ensure we have the best, most efficient organization and operations in place. (For further information, visit InsideNPS at [inside.nps.gov/compsource/headline.cfm?id=34&urlarea=CompetitiveSourcing](http://inside.nps.gov/compsource/headline.cfm?id=34&urlarea=CompetitiveSourcing)).

After discussion of the new process, it was recommended that the Service carefully review jobs as it updates the FAIR Act Inventory for 2004 for additional Category “A” classification, thus exempting them from outside competition. Associate Director Dick Ring and Chief of Contracting & Acquisition Management Donna Kalvels were asked to ensure that all regional offices have the criteria for Category “A”, and work with these offices to formulate proposals they wish to submit. Managers were also asked to consult with Ring and Kalvels on any organizational reviews they are planning to ascertain if they might be credited as part of the Competitive Review process.

## Law Enforcement Program Reform Actions

In July 2002, Secretary Norton approved a set of directives regarding law enforcement (LE) program reforms for all DOI bureaus, and in December of that year the Director issued instructions to achieve these reforms. Regarding a directive to “correct staffing shortages related to officer safety,” the NPS adopted a “no-net-loss” policy to ensure that the number of LE protection positions in parks, whether permanent, temporary or seasonal, would not fall below FY

2003 levels. Parks were expected to confirm that any ONPS base increases to enhance LE were spent for that purpose. However, if parks lose “buying power” due to inflation or actual budget cuts, they are to insure that any loss of LE positions is commensurate with the parks’ overall loss in capacity. This means if a park loses 2% capacity due to inflation, the loss in LE will not exceed 2%.

The NLC discussed implementation of the net loss policy, and asked that Associate Director Karen Taylor-Goodrich work with regional directors to agree on how it can be executed consistently Servicewide. Reflecting NLC concern about challenges facing the LE program broadly, it was agreed that LE border issues should be considered by the NLC in a future meeting.

## Workforce Development

Associate Director Ring and Alex Young, Chief, Denver Administrative Program Center, presented the draft FY 2004 National Park Service Workforce Plan and asked members to comment specifically on 16 key issues it identifies for priority attention. It was agreed that members of the team developing the plan would assess these comments, and use telephone and video conferencing technologies to conduct this work. Regional Directors Jon Jarvis, Ernie Quintana, and Marie Rust, Pat Hooks, and Associate Director Mike Soukup will work with Dick Ring to develop a proposal for an NLC meeting dialogue on the issue of workforce challenges and needs. It was agreed that the session would be similar in depth and scope to the 2001 NLC seminar series on education.

## Civic Engagement and Public Involvement

Director Mainella closed the NLC meeting by signing a memorandum transmitting to the field Director’s Order #75A: Civic Engagement and Public Involvement. (To read the transmittal and DO, visit [www.nps.gov/policy/DOrders/75A.htm](http://www.nps.gov/policy/DOrders/75A.htm). For information about civic engagement planning and practices, visit [www.nps.gov/civic](http://www.nps.gov/civic)). The Director thanked all those who participated in

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developing the Order, saying she was proud that many employees have long embraced its ideas and incorporated them into their work. She said that through the active practice of civic engagement, the Service builds the public trust and support necessary to carry out its stewardship mission. She said that public input helps assure that the Service tells the nation's story in a more complete way, relating the parks' narrative to a broader segment of its citizens. The Director concluded that whether people are interested in using and enjoying the parks or want technical assistance in their communities, it is the National Park Service's job to encourage and welcome them.

#### **Upcoming NLC Meetings:**

**February 4 and 5, 2004**, in Washington, D.C.

**April 13, 14 and 15, 2004**, TBD at location  
outside Washington, D.C.

**September 15 and 16, 2004**, in Washington, D.C.

**November 9 and 10, 2004**, in Washington, D.C.