



July 22, 2005 (Report on the June 21-22 Meeting of the National Leadership Council)

NLCJournal

The National Leadership Council (NLC) came together June 21-22 for its second meeting of 2005. Superintendent Bob Sutton, Manassas National Battlefield Park, hosted the NLC on June 21 for a half-day morning meeting at the park's headquarters, followed by a tour of the park. The NLC convened the following day at the American Geophysical Union in Washington, DC, for full-day discussions.

Tuesday, June 21, 2005

I. Welcome and Call to Order

Director Fran Mainella opened the two-day meeting with a thorough overview and discussion issues important to the leadership of the National Park Service.

A. Headquarters Realignment

The Director opened the agenda with a discussion of the realignment of Deputy Director and other functional responsibilities in the Washington headquarters. The realignment is intended to improve the Service's ability to carry out the broad mission responsibilities of the NPS, improve efficiency by balancing responsibilities among top managers, and consolidate similar functions under common leadership. The realignment is consistent with federal law, will improve operational communications and consistency, and will provide improved service to the field and our constituents. As part of the realignment, the Director requested that the NLC nominate a candidate to serve a 2-month term as the Assistant Director for Human Capital (*Task I.A.*), a newly created position. The NPS is advertising to fill this position, along with another new position, the Assistant Director for Business Operations. The organizational realignment became effective on July 8, 2005. The new organizational chart can be viewed on InsideNPS at <http://devinside.nps.gov/blankreports/restructuremay05.pdf> (*Task I.A.2*).

B. New Subcommittee Chairman

The Director also highlighted some noteworthy news from Congress. Representative Steve Pearce, 2nd Congressional District of New Mexico, in early June assumed the helm of the House Resources Subcommittee on National Parks. Representative Pearce is not a stranger to the National Park System: Carlsbad Caverns National Park, and Salinas Pueblo Missions, El Malpais, Gila Cliff Dwellings, and White Sands National Monuments are all within his congressional district. Representative Pearce has a background in small business and served as a US Air Force pilot, and is expected to bring these perspectives to his Chairmanship of the Subcommittee charged with oversight of the NPS and its management of the National Park System. The Director has a good relationship with Representative Pearce, and has met with him on several issues important to the NPS.

II. Native American Plant Collection

Pacific West Regional Director Jon Jarvis provided a presentation on Native American collection of plants in units of the National Park System. Under consideration is a change to 36 CFR 2.1 to create an opportunity for park superintendents to allow for limited collection under limited circumstances of certain plants important to Native Americans. NLC members raised a number of technical questions regarding the impact of the policy and how it might be fairly implemented. However, the NLC did reach consensus on allowing Pacific West Region staff to continue reviewing the need for revising regulations in this regard (*Task II*).

III. Tour of Manassas National Battlefield Park

Superintendent Bob Sutton led the NLC on a tour of Manassas National Battlefield Park. Part of the tour involved an overview of the partnership to restore a 106-acre wetland complex at

National Leadership Council

Fran Mainella
Director

Steve P. Martin
Deputy Director

Donald W. (Don) Murphy
Deputy Director

Sue Masica
Associate Director
Park Planning, Facilities,
and Lands

Bruce Sheaffer
Comptroller

Dwight Pettiford
Chief
United States Park Police

Michael (Mike) Soukup
Associate Director
Natural Resources
Stewardship and Science

Jim Poole
Acting 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

Dr. Janet Snyder Matthews
Associate Director
Cultural Resources

Mike Snyder
Acting Regional Director
Intermountain

Ernie Quintana
Regional Director
Midwest

Joe Lawler
Regional Director
National Capital

Mary Bomar
Regional Director
Northeast

Jon Jarvis
Regional Director
Pacific West

Pat Hooks
Regional Director
Southeast

Marcia Blaszak
Regional Director
Alaska

Dom Nessi
Chief Information
Officer

the Stuart's Hill tract, an important part of the battlefield's narrative. The partnership resulted from the Smithsonian Institution's need to mitigate wetlands it had converted to develop its new Air and Space Museum west of Washington. The wetland mitigation, performed between June and November 2003, involved excavation and grading to reestablish the landscape's 1862 battlefield contours, allowing natural hydrology to recreate wetland areas. The project served both the park and the Smithsonian Institution's needs.

The NLC also reviewed a major planning process underway at Manassas, involving the relocation of two major highways that bisect the park. As directed by Congress, the park is working with the Virginia Department of Transportation, local government, and the public to study the possibility of routing to major commuter corridors around the park. Later, the NLC toured three historic properties – the Thornberry House, Stone House, and the Henry House – and learned how the park had worked to restore these important parts of the park's landscape to their original condition.

Wednesday, June 22, 2005

IV. National Park Foundation

The Director opened Day 2 of the NLC meeting by welcoming Mr. Vin Cipolla, President and CEO of the National Park Foundation, for an update on NPF activities. Mr. Cipolla provided to the NLC an overview of the financial structure of the NPF, and discussed management actions to improve efficiency and transparency in NPF operations. The NPF is focused on serving the National Park System, and is working toward building a nationwide capital campaign to raise revenue for operations and significant gifts for the national parks. Director Mainella, with Mr. Cipolla's agreement and the NLC's consent, requested that the NLC consider applicants for a possible 6-month detail to assist the NPF in the development of its capital campaign concept (*Task III*).

V. Education Council Activities

The NLC welcomed Julia Washburn, National Park Foundation, and David Larsen, Mather Training Center, for an update on Education

Council activities. Established in May 2004, the Education Council has been working to develop specific work plans to implement the recommendations of the report: *Renewing Our Education Mission*, and has as its goal an education renaissance nationally and throughout the NPS. The Council is focused on three foundational actions: (1) developing a programmatic business plan for interpretation and education; (2) evaluating on a system-wide basis education and interpretation programs; and (3) facilitating a service-wide dialogue. The first step in the process is a survey of the field to gather data for the business plan (*Task IV.A.*). The Education Council plans to have developed a Comprehensive Integrated Action Plan for Interpretation and Education, which the Education Council hopes to present to the NLC during its November meeting (*Task IV.B.*).

VI. Core Operations Presentation

Regional Director Marcia Blaszak and Acting Regional Director Mike Snyder provided a joint presentation on Core Operations analysis and how the 7-step process is used by a park to re-focus park operations on priority concerns. The process is park-based and park-driven, with full staff participation, during a 2-3 day session led by NPS facilitators and business planning students who provide technical assistance. The Core Operations analysis links expenditures to a park's mission and management goals, providing a basis for budget allocations and human resource decisions. The experiences of parks in the Intermountain Region demonstrate that the Core Operations analysis can be a successful management tool, especially when coordinated with the ongoing business planning process. Snyder noted that a key to success is full staff involvement, a transparent process, and an environment that invites an open dialogue. The Intermountain Region has completed Core Operations analyses at 26 parks, with a schedule to complete another 30-plus next year. The Alaska Region plans to conduct Core Operations analyses at its parks during September 2005.

VII. Recruitment Futures Implementation

Acting Regional Director Mike Snyder introduced Bill Gwaltney, Associate Regional Director for Workforce Enhancement, to provide an

overview and status update on the NPS Strategic Recruitment Implementation Plan. Gwaltney reported good progress in implementing the Diversity Recruitment Plan, adopted by the NLC in spring 2004. The plan brings together all NPS programs and offices that have a recruitment component or responsibility to build greater service-wide capacity. Accomplishments to date include the Regional SCEP (Student Career Experience Program) Initiative completed in February 2005, development of training modules, the first TelNet training on recruitment, and development of an E-Recruitment magazine. Next steps include the development of a Director's Order on recruiting procedures. Challenges remain, according to Gwaltney, working through the Cooperative Ecosystem Studies Unit consortium to reach recruitment goals. The NLC directed Associate Director Mike Soukup to work with Regional Directors Ernie Quintana and Pat Hooks, along with Bill Gwaltney, to revisit the goals and outcomes of the consortium effort led by the CESUs to determine if the consortium has been successful, or if other strategies should be considered (Task VII).

VIII. Recreation Fee Policy

Associate Director Sue Masica led the NLC on

a review of current recreation fee policies and a discussion of future policy considerations that may be needed due to permanent fee authority and the America the Beautiful Pass. NLC members discussed a number of fee policy options, and expressed interest in forming a workgroup, led by Sue Masica, to evaluate and recommend policies to guide the future use of fee dollars. Issues to be considered include the 80/20 split in fee revenues, distribution of the 20% fee dollar fund, allocation of America the Beautiful Pass funds, how to streamline the review and approval process, appropriate use of fee revenues to fund certain operations and permanent positions, and many others. The workgroup will convene in August and report back to the NLC at the next meeting (Task VIII).

IX. Tabled Issues

The NLC ran a tight schedule and left a couple of issues on the table. Future NLC discussions will cover an update on the Recreation Subcommittee, and an overview of NPS Public Health Services.

Upcoming NLC Meeting

The NLC will convene November 1 & 2, 2005, in Washington, DC.

Task List

Reference	Task	Responsible	Date
<i>I.A.</i>	NLC Recommendations to Director and Steve Martin regarding Acting Director, Human Capital	NLC Members	July 8, 2005
<i>I.A.2</i>	Rollout of NPS WASO Realignment and Legacy Goals to NPS	Steve P. Martin	July 8, 2005
<i>II</i>	Develop policy recommendations to discuss/resolve issues of collection by Native Americans	John Jarvis and PWR	Update for November NLC meeting
<i>III</i>	NLC recommendations to Director for 6 month detailee to NPF	NLC Members	July 8, 2005
<i>IV.A.</i>	Education Council preparing letter for Directorate-level signature initiating a field survey to gather data for the Interpretation/Education business plan	Chris Jarvi	August

<i>IV.B.</i>	Follow up presentation by the Education Council to (1) update NLC on status of Renewing our Education Mission Action Plan and (2) deliver Comprehensive Integrated Action Plan for Interpretation and Education	Chris Jarvi	By National Education Week in mid-November, 2005
<i>VII.</i>	Review and analyze National Strategic Recruitment Plan and its corollaries to work of CESUs	Bill Gwaltney and Mike Soukup	By November NLC meeting
8	Establish working group to examine internal policy issues resulting from the FLREA	Sue Masica	August 2005