



NLC Journal

Report of the September 4-6, 2007 Meeting of the National Leadership Council

The National Leadership Council (NLC) convened on September 4-6, 2007 in Williamsburg, VA for its third meeting under the leadership of Director Mary Bomar. The NLC joined the National Association of State Park Directors (NASPD) for several joint sessions.

Tuesday, September 4, 2007 Agenda

- I. Welcome and Call to Order
Mary Bomar, Director
- II. FY'09 Budget
Bruce Sheaffer, Comptroller
- III. National Heritage Areas Budget Allocation
Bruce Sheaffer, Comptroller
Jan Matthews, Associate Director for Cultural Resources
- IV. Eastern National
Chesley Moroz, President
Bill Schenk, Vice Chair
- V. Training and Development
Jerry Simpson, Assistant Director Workforce Management
Costa Dillon, Acting NPS Training Manager
Ernie Quintana, Regional Director, Midwest Region
- VI. Joint Event with the National Association of State Park Directors

I. Welcome and Call to Order

Director Mary Bomar called the meeting to order at 8:00 am with a warm welcome to all of the NLC members. She then delivered the following remarks:

“Good morning... Thank you all for cutting into your Labor Day Weekend to be here this morning... The travel schedule in August kept me out of the summer doldrums, as I traveled to Grand Teton twice, New York City, and of course the announcement of our Centennial Projects in Yosemite...It was a great event... and please thank all your superintendents and the staff who worked so hard on submitting the projects...

My story this time is not first person... rather, it was sent to me by one of our own employees... as you know I don't block anyone from emailing me...

His email spoke about my all employee memos that share information about the important issues that face our service... He appreciated them, especially those that deal with people... as he put it, 'The most important part of the Service.'

It was the attachment he sent that I really want to talk about...

It talked about a man named Charles Plumb, a naval officer, shot down in Vietnam, held captive for six years, and who is now a nationally known speaker... Many years after his F-4 was hit by a surface to air missile and he parachuted to the ground, he was sitting in a restaurant when a stranger came up to him and introduced himself as the sailor who packed the parachute that carried Captain Plumb to the ground safely.

Plumb later reflected on the encounter and thought about those days aboard the USS Kitty Hawk... How he was supported by a team that packed his chute, maintained his aircraft, and supported him on his missions... and he really never thought about their efforts... Perhaps, he thought, he felt too important as a pilot...or the press of daily business aboard the ship...

And as Captian Plumb wrote:

'... the philosophical question is 'Who's packing your parachute?' Everybody needs someone to pack their parachute. We all need that kind of support in time of need. We all need those who step out in front and say, 'Yes, I'll help.'

We have those people, right here in the National Park Service—I have them right here in this room...And I thank each of you for your help, each and every day.

The Places are the National Park System, the People are the National Park Service... and this must be a time for our people...To train and develop that future generation of leaders... to keep our people safe and healthy... and to recognize people for their actions and accomplishments, not just for the big achievements, but each and every day...

We have a busy schedule, and I am happy to see so many people issues on our plate... Now it will be up to us to make a Centennial Commitment to the 20, 000 men and women of the National Park Service, not only in what we do here, but in how we demonstrate our appreciation of our own team. Sometimes a sincere "thank you" can be the most valuable currency of all.

So thank you all, and let's get started...we have a full schedule ahead! With much hard work on the Centennial, we have built the new car...now, we need fuel to run...and all we need is a credit card...So there is no better lead-off speaker than Bruce Sheaffer himself...the man whose performance plan this year includes getting the Centennial legislation through the Congress...now, he's going to share some of his insights with us, and tell us how he'll get the job done!"

Following Director Bomar's remarks, Linda Wright, the meeting facilitator, outlined the following ground rules for the meeting:

1. All blackberries and cell phones must be on silent or vibrate.
2. No side bar conversations.
3. Listen and talk respectfully.
4. Be "one" with time.

II. FY'09 Budget

Comptroller Bruce Sheaffer updated the NLC on the status of the FY'08 budget and then led a discussion on the FY'09 budget. He stated that neither an approved appropriations bill nor centennial authorizing legislation was likely by October 1, 2007 and that he is expecting to begin the fiscal year on a continuing resolution. He also informed the NLC that the House had approved \$50 million for the Centennial Challenge, but that the Senate had not approved any funds for the Centennial Challenge. Once the final appropriations bills go to conference, the Centennial Challenge fund will be negotiated. Mr. Sheaffer did indicate that there had been support from both the House and Senate to fully fund the Centennial Initiative for FY'08.

The FY'09 proposal will be submitted to OMB in mid-September. The NPS proposal is focused around the Centennial Report, and used scorecard and regional priorities. As with FY'08, park operations will continue to have a prominent spot.

Action Items

- Regional Director Jon Jarvis and Acting Associate Director Bill Shaddox will prepare a proposal regarding realty issues/land acquisition. They will report back to the NLC at the next meeting.
- Associate Director Chris Jarvi will check on the status of Cooperative Agreements and report back to the NLC.

III. National Heritage Areas Budget Allocation

Comptroller Bruce Sheaffer and Associate Director Jan Matthews updated the NLC on the National Heritage Area budget allocations. In August 2007, the regional Heritage Area representatives met with NPS staff in Washington D.C. to determine how to distribute the FY'08 Heritage Area funds. In years past, funding has been assigned for each Heritage Area by Congress and the funding amounts appeared as line items in the Department of Interior budget. For FY'07, Congress directed NPS to determine criteria and a formula to distribute funds. NPS moved quickly to develop a method for distributing '07 funds, and subsequently convened the task force to be more inclusive in formulating a strategy for FY 2008. The task force recommended that: all of the established Heritage Areas receive three percent of the appropriations; the ten new Heritage Areas receive one and one-half percent of the appropriations; and that the one million dollars be set aside for National Park Service Heritage Areas support staff in the regions and Washington Office. All but one of the twenty-eight heritage areas endorsed the recommendation; the exception was Blackstone National Heritage Area. The NLC concurred with the recommendation for funding allocation.

The FY'09 request for the National Heritage Areas is \$15 million. A sub-group is working on the proposal. While the agreement for distribution of the funds for FY'08 will suffice for this fiscal year, it is likely that a more analytical formula will need to be developed for future years to meet OMB guidance.

IV. Eastern National

Eastern National President Chesley Moroz and Vice Chair Bill Schenk presented the Eastern National (EN) strategic plan to the NLC. The plan, prepared by a committee composed of EN board members and officers, and NPS superintendents, was approved by the EN Board of Directors in June 2007.

The mission of EN, as defined in the strategic plan, is that "Eastern National promotes the public's understanding and support of America's National Parks and other public trust partners by providing quality educational experiences, products, and services." To this end, EN has proposed to establish a \$10 million endowment, diversify and better market its products and

services, and potentially pursue a name change that more clearly defines its role as a cooperating association. Over the years, EN has donated over \$89 million to the NPS. The funding is used to support all NPS units, not just those that are a part of EN. Additionally, EN employs a revenue sharing model in which the larger, more profitable outlets support the smaller, less profitable outlets. With large outlets like Gettysburg leaving EN, this model may not function as well in the future.

EN asked the NLC for clarification of NPS policy on Cooperating Associations. In a May 2006 letter from then Director Mainella to EN, Director Mainella indicated that a review committee convened by the NLC concluded “The NPS should require that in regions where EN currently operates, any park manager who wants to establish a partnership for visitor center and/or bookstore operations with another entity outside of the existing agreement with EN, must first request such a waiver through the Regional Director with approval by the NPS Director. In the event that such a partnership is approved, the NPS should require as part of that arrangement, the new external partner(s) direct a percentage of the Association sales revenue which could be adjusted periodically for inflation, through an annual contribution to a specific fund at EN for interpretive operations as associated parks.”

Based on the recommendations in the letter, EN developed its new strategic plan that included maintaining the revenue sharing model. Ms. Moroz and Mr. Schenk asked the NPS for clarification of the above policy regarding parks leaving EN and for concurrence on the revenue sharing philosophy. They also proposed the establishment of a cooperating association alliance that could meet to discuss the issues faced by all NPS cooperating associations (CAs) and ensure that various CAs are not duplicating each others efforts.

To conclude their session, Ms. Moroz and Mr. Schenk detailed the other services that EN provides including: the Employee and Alumni Association, publication of the Oh Ranger! Book, arrowhead cards, and the Arrowhead store. Additionally, EN is developing a volunteer-in-parks product line.

After the presentation by Ms. Moroz and Mr. Schenk, the NLC engaged in a discussion about EN’s request for clarification of NPS policy and whether or not they supported the revenue sharing model. It was noted that revenue sharing is unique to EN and the parks it serves and has not been required of other CAs. The Regional Directors shared how the CAs in their regions operate, and it was suggested that a national endowment be created that all CAs could contribute to. This endowment would be used to help support interpretive products for smaller, less profitable parks. The NLC concluded that a small group look needed to look at the big picture and then come back to EN and all CAs on what the NPS policy should be.

Action Item

- The Regional Directors will discuss the issue on an upcoming conference call and comeback to the NLC with recommendations that will be used to shape NPS policy on CAs.

UPDATE: The Regional Directors discussed this issue on a conference call with Associate Director Chris Jarvi. WASO has met with cooperating association steering committee twice. Outreach to other cooperating associations is occurring. There will be further discussion at the January 2008 NLC meeting.

V. Training and Development

Jerry Simpson, Assistant Director Workforce Management, Costa Dillon, Acting NPS Training Manager, and Ernie Quintana, Regional Director, Midwest Region updated the NLC on the work

of the NPS Training and Development committee. In January 2007, Director Bomar asked for a comprehensive review of NPS employee training and development. The steering committee broke this task into three phases: identify what we have now; determine what we are striving for; and decide how we best organize to accomplish what we need and want.

Phase I – Identify what we have now - Conclusions:

- There is no national level policy on training and no national training process or system.
- The training and development budget has decreased by \$3.4 million from 2004-2007.
- Training lacks a strategic connection to mission achievement and is often developed as a discrete response to immediate needs.
- NPS lacks data on employee training due to inconsistent use of the SF-182 and difficulties with DOI Learn.
- External expectations from the Department of Interior, Office of Personnel Management, and the President's Management Agenda, have a direct influence on employee training.

Phase II – Determine what we are striving for – Strategies:

- NPS will have a clear human resource development strategy that links organizational goals to succession planning and employee development.
- NPS will have a coherent, integrated, and comprehensive curriculum, to prepare the next generation of leaders.
- NPS will support employee career development through regular needs assessments, Individual Development Plans (IDPs), access to mentoring, and other instruments.
- Training and development curriculum will be content driven.
- Measureable results of training will be documented for accountability and continuous improvement of learning.
- NPS will leverage resources to Training and Development to reflect a strong organizational commitment to employee development.

Ultimately, NPS wants to be able to ensure that all necessary training is available.

Phase II will be completed during a meeting of the committee in early October 2007. Jerry Simpson will report the conclusions to the NLC. Additionally, the committee has been working on a developing a new superintendent's course. The NLC asked that Jerry send out a list of competencies for new superintendents and that they be updated regularly on the status of the course. Finally, language for an NPS Training Centers Fee Retention Act has been included in the 2008 legislative package. If passed, the Act will allow fees generated at Albright and Mather training centers to be retained at the training centers. Currently, the USFWS National Conservation Training Center has the authority to retain its fees.

The presenters noted that the committee has not discussed what training NPS employees are receiving from non-NPS sources. They will look into what is available outside of NPS and how it fits in with the goals established above.

The NLC agreed that consistency, quality, and maximized return on investment were all important characteristics of the training and development program. They also agreed that the committee had done a good job "scratching the surface." They then posed the following questions for the committee to consider:

- How many employees have IDPs in place with training clearly identified?
- What specifically are our training needs?
- Where should funding be focused?

Jerry asked that the NLC review the information provided and submit comments by September 28, 2007. He committed to reporting back to the NLC in November informally, and to follow-up with a formal presentation at the January 2008 NLC meeting.

Action Items

- Jerry Simpson will send out a list of competencies for new superintendents and will update the NLC regularly on the status of the course.
- NLC members will submit comments on the Training and Development presentation to Jerry by September 28, 2007.
- Jerry Simpson will report back to the NLC in November informally, and will follow-up with a formal presentation at the January 2008 NLC meeting.

Before adjourning for the joint event with the NASPD, Director Bomar made the following announcements:

- Mike Soukup, Associate Director for Natural Resources, Stewardship, and Science is retiring the first week of November.
- Patricia Hooks, Regional Director, Southeast Region, has resigned.
- Dennis Reidenbach has been selected as the new Northeast Regional Director.

VI. Joint Event with the NASPD

After the first day of the NLC meeting was adjourned, the NLC members joined the National Association of State Park Directors for a tour of the Jamestown settlement and Historic Jamestowne followed by dinner and a reception at Historic Jamestowne. Both Director Bomar and Secretary Kempthorne gave brief remarks to welcome both groups to Colonial National Historical Park.

Wednesday, September 5, 2007

Agenda

I. Joint Session with NASPD

Opening Remarks by Charles (Chas) Salkin, NASPD President
Welcome to the Colonial Capital by George Washington
Opening Ceremony
Welcome to VA and introduction of Conference Theme by Joe Elton, VA State Parks Director, and Johnny Finch, President of the VA Association for Parks
Welcoming Remarks by Joseph Maroon, Director, VA Department of Conservation and Recreation
Welcoming Remarks by Virginia Lt. Governor Bill Bolling
Welcoming Remarks by NPS Director Bomar
Introduction of Secretary Kempthorne by Director Bomar
Welcoming Remarks by Secretary Kempthorne
Roundtable discussion

II. Welcome and Call to Order

Mary Bomar, Director

III. 2008 General Conference

Mary Bomar, Director
Jim Gasser, Meeting Planner

IV. Centennial

Mike Reynolds, Superintendent, Fire Island National Seashore
Jennifer Mummart, Special Assistant to the Director

I. Joint Session with the NASPD

The joint NLC/NASPD session opened with remarks by the following: outgoing NAPSD President Chas Salkin, Virginia State Parks Director Joe Elton, Virginia Association for Parks President Joseph Maroon, Virginia Lt. Governor Bill Bolling, NPS Director Mary Bomar, and Secretary of the Interior Dirk Kempthorne.

The remarks by Director Bomar were as follows:

“Thank you for a lovely welcome last night. As I said, I had the honor of participating in the events marking the 400th anniversary of Jamestown, including a visit by President Bush and the launch of a replica of Captain John Smith’s shallop to commemorate his exploration of the Chesapeake.

If there was a single word to describe the success of that anniversary weekend, it would be: engagement.

- Engagement by partners – the National Park Service, the State of Virginia, APVA and others...Preparing over the years for this once in a lifetime commemoration.
- Engagement of visitors...Tens of thousands for the weekend, but countless more over the next year...And more via the internet.
- Finally, engagement of groups and stories untold in the past...Stories of those who were here before the Europeans arrived, as well as stories of the free and enslaved Americans who also journeyed to the New World.

It is no secret that visitation to our national parks has plateaued, if not decreased since the turn of the millennium. And while I am far more concerned about the quality of visitor experience than in mere numbers, there are some disturbing trends...

Who among us has not read the Richard Louv book, *Last Child in the Woods*? ...And who has not thought about his assertion that children no longer have the opportunity to play outdoors...to enjoy the sunshine and fresh air...

Who has not heard educators and historians bemoan the lack of knowledge among Americans about the history that forms the common bond among Americans? And is there anyone surprised that more Americans know Homer Simpson’s hometown than Abraham Lincoln’s??? (FYI – both towns have the same name: Springfield)...

As my colleagues in the National Park Service know, I have what I term a “trifecta” of goals: to re-engage all Americans with their parks; to increase the capacity of the system; and to develop the next generation of leaders for our parks... But how do we truly engage ALL Americans? You may have seen the Associated Press article recently in your local papers asserting that in 10 percent of our counties, whites are now the minority...and the article goes on to say that in 40 years, minorities will account for half of the population of the United States.

This is not news... The past, it is said, is the key to the future. Who among us is not looking at ways to diversify our workforce, to broaden our stories and to reach new groups of visitors?

In 2001, the National Park System Advisory Board developed: “Rethinking the National Parks for the 21st Century.” That report stated: “The public looks upon national parks almost as a metaphor for America itself. But there is another image emerging here, a picture of the National Park Service as a sleeping giant – beloved and respected, yes; but perhaps too cautious, too resistant to change, too reluctant to engage the challenges that must be addressed in the 21st century.”

All parks, not just national parks, are confronting similar issues as they ponder how to serve new groups who are unlike traditional park visitors. I recently saw an article in the Washington Post that told an interesting story – a story about a local park:

‘One chilly April morning two years ago, manager Jill Vanden Heuvel was at her desk at Algonkian Regional Park expecting a quiet Sunday when the cars started to arrive. Hundreds at first, then more than a thousand, bringing scores of Iranian families toting blankets, coolers and small grills.

Picknickers without reservations plunked down in areas reserved by others. Toilets overflowed. Cars were parked haphazardly on the grass. Tempers flared. When Vanden Heuvel tried to get the crowd to disperse, she accused her of racial discrimination.

As the crowd quickly grew to 3,000 people, more than twice what the park could handle, Jill called her boss in a panic. They decided to shut down the park to cars – a rare move for the Northern Virginia Regional Park Authority.

Feeling helpless, park employees turned to their computers, Googling such terms as “Persian” and “holiday” and “spring.” That’s how they learned that on Sizdeh Bedar, a popular celebration in Iran, it’s considered unlucky to stay indoors. Now each April, the park is ready with extra staff.’

...What a story...moreover, what a magnificent response by park staff!

I am heartened by similar stories in our national parks as well...In late July, I traveled to Lowell National Historical Park in Massachusetts...For those of you not from New England, Lowell is a wonderful example of the Industrial Revolution...but whose technology and industry has been overtaken by global realities...leaving it part of the “Rust Belt”...a city that is struggling in many respects, and whose population has changed drastically in recent years.

It is the park’s response to this change that serves as an example to other parks...serving new audiences, developing a nationally-recognized volunteer program...and becoming a model for educational programs in the region and the country.

While I would love to stand before you and boast, it is truly superintendents who make the margin of difference just like Jill...But to truly drive my message home, please suffer me for a few moments...I promise you that I will stay on time...I am proud that Superintendent Mike Creasy is here today from Lowell, to tell us a bit about his program and to introduce some very special guests.”

Superintendent Michael Creasy spoke briefly about the partnership between Lowell National Historical Park and the local Cambodian community. He introduced Duey Kohl, a Cambodian-American NPS employee at Lowell. She explained the history of the Angkor Dance Troupe and introduced the Sophy Leng, Sopheap Sou, Monica Veth, and Peter Veth, who then performed two traditional Cambodian dances for the group. The Angkor Dance Troupe is the only nonprofit cultural group in Lowell, MA, whose sole mission is to preserve the traditions of Cambodian performing arts. The Troupe develops and teaches Cambodian dance, promotes an understanding and appreciation of Cambodian culture, and provides a positive social and educational outlet for Cambodian youth. Through a partnership with Lowell National Historical Park, the Troupe has offices and rehearsal space in a building owned by the NPS.

At the end of the performance, Director Bomar returned to the podium to conclude her remarks and introduce Secretary Kempthorne.

“Thank you all...that was wonderful! And thanks to all of you for your attention!

I often say that National Parks are special places that unite all of us as Americans, whether your ancestors arrived thousands of years ago or three weeks ago...But to truly engage ALL Americans, we must replicate the success of Lowell across the nation.

Addressing the Case for Change is an essential part of the Report on the Future of America’s National Parks – the report that establishes the framework for the National Park Service Centennial Initiative – celebration of 100 years in 2016 of NPS.

It is said that action, not just position, is the essential quality of leadership...and I am privileged to work for a man who clearly has a bias for action. As a mayor, a Senator, and a governor, he did not sit on the sidelines but was actively involved in change and building for a better future. And, while it was the President who appointed me as Director, I accepted the job because of the man I would work for.

By any measure, he is the right person at the right time to head the federal agency that not only manages one fifth of the land in our nation but cares for the special places in the country – our national parks. He is an outdoorsman...a conservationist...an overachiever in the areas of the environment and the quality of life at the local, state, and federal levels.

As Secretary, he has in one short year made his stamp upon all aspects of the Department of the Interior...but none has been more dramatic than as the chief architect of the President’s National Park Centennial Initiative...a bold plan to pump three billion dollars of new funding into our national parks to make them ready for the National Park Service Centennial in 2016.

His legacy as leader, and as a man of action, will truly stand the test of time. It is my privilege and pleasure to introduce the 49th Secretary of Interior, Dirk Kempthorne!”

In his remarks, Secretary Kempthorne pledged to encourage all DOI agencies to work collaboratively with the states. “I hope we can reach a day when families and children move seamlessly from state parks to national parks, with doors open everywhere and pathways that lead from one program to another, from one life-changing and life-enriching experience to another,” he said. “A day when children beg their parents to take them to a park as much as they beg them to buy a new video game.”

At the conclusion of the remarks, the NLC and NASPD broke into groups based on geographic regions to discuss the following topic: “What is the best way for state agencies to work with the NPS and other federal agencies in partnership to address the collective issues of children and nature, health and recreation, and reaching diverse audiences?” The results of these sessions were then used to develop a Children and Nature Plan for Action that was adopted by both groups on Thursday, September 6, 2007. (Appendix C)

II. Welcome and Call to Order

The joint session with the NASPD concluded with lunch. After lunch, the NLC reconvened on its own. Director Bomar thanked the NLC for their contributions during the morning session and asked them to make sure that they follow-up and stay committed to the items agreed upon by the two groups. The NLC then shared their impressions and experiences from the groups they met with that morning.

Before moving to a discussion of a general conference in 2008, Director Bomar informed the NLC that Christmas ornaments had been sent to all of the parks by the White House for decoration as the theme of this year’s White House decorations is “Holiday in the Parks.” The

ornaments must be returned by September 30, 2007, and all of the artists will be invited to a reception at the White House to view the decorations.

III. 2008 General Conference

NPS Meeting Planner Jim Gasser reported to the NLC that he had been asked to find locations and dates for a 2008 General Conference. Based on the request for proposals, he presented the following option: Boston, MA for December 8-11, 2008; Atlanta, GA for October 10-24, 2008; or Salt Lake City, UT for October 6-10, 2008. The Regional Directors had discussed this topic during their last meeting and recommended three smaller regional conferences instead of one large conference. One day of each of the regional conference would focus on national issues, but the remaining days could focus on the issues impacting the specific regions. In addition, area partners could be invited to the regional conferences. The NLC decided unanimously to pursue three regional conferences, which would be divided as follows: Pacific West and Alaska Regions; Midwest and Intermountain Regions; Northeast, Southeast and National Capital Regions.

Action Items

- Jim Gasser will work on finding locations and dates for the three regional conferences.
- Jon Jarvis will serve as the NLC lead on developing an agenda for the day of national issues at each conference.

IV. Centennial

Mike Reynolds, Superintendent, Fire Island National Seashore, and Jennifer Mummart, Special Assistant to the Director, updated the NLC on the status of the Centennial Challenge proposals.

Three hundred seventy-six proposals were submitted by parks and program offices. Of these, seventy-six were removed using the screen out criteria. The remaining three hundred projects were reviewed by two NPS teams. From this list, two hundred and one proposals were determined to be "eligible for funding consideration in FY'08." The total cost for these proposals is \$281 million, of which, \$165.1 million has been committed by park partners.

The NLC discussed potential challenges for the Centennial Initiative including: the need to deposit all funds into the federal treasury rather than transferring federal funds to a non-federal partner; the need to ensure that all selected proposals are successful; the implications of transferring funds directly to a partner without competition (if this is permitted by the legislation); use of Centennial Challenge funds for the creation of endowments; cost estimates in the volatile construction market; and obtaining silver LEED certification for new construction.

It was noted that all land acquisition proposals have been set aside in a separate pool. There are several issues that need to be worked out including whether or not the appraised value of land can serve as a match. The Associate Director for Park Planning, Facilities, and Lands will continue to work on this matter.

At this point, the NLC segued to a discussion centered on a memo sent to Secretary Kempthorne from the DOI Inspector General (Appendix D). The IG has been included from the beginning of the centennial discussion at the request of Secretary Kempthorne and Director Bomar to make sure that we are transparent and completely above board in all of the actions related to the centennial. The memo recommends creation of a Centennial Independent Review Board and the development of a Business Plan.

The NLC concurred with both recommendations; however, they decided as a group that the Board should focus on financial transparency/accountability and not on proposal selection. They discussed various models for the Board including creating a subgroup of the Development Advisory Board (DAB) or a subcommittee of the National Park System Advisory Board (NPSAB) once it is re-established. They also agreed that the workload of the Board and NPS staff will depend upon which version of the Centennial legislation is passed. If in-kind contributions are allowed, the workload will increase substantially.

Comptroller Bruce Sheaffer indicated that his staff could take the lead on preparing the Business Plan. The plan will include staffing requirements, details on the existing accounting systems and controls, and an explanation of roles and responsibilities of NPS staff and the Board. The NLC concurred that a full-time Centennial Coordinator should be hired to manage the initiative.

Action Items

- Jerry Simpson will participate on an upcoming RD conference call to discuss hiring the new 3000 seasonals.
- The Centennial office will specify what partners should be submitting in their commitment letters to ensure consistency.

Thursday, September 6, 2007 Agenda

- I. Welcome and Call to Order
Mary Bomar, Director
- II. Guidelines for Advertising in Park-Related Publications
Chris Jarvi, Associate Director, Partnerships and Visitor Experience
- III. Relevancy
Mary Bomar, Director
Dr. Robert Burns, West Virginia University
Dr. James Gramann, NPS Visiting Social Scientist
- IV. NLC Meeting Dates 2008-2009
Jim Gasser, Meeting Planner
- V. Closing Remarks
Mary Bomar, Director
- VI. Joint Session with NASPD
Breakout sessions on Foundations, Partners, and Children and Nature
Closing Session (Dogwood Room)

I. Welcome and Call to Order

Director Bomar called the meeting to order and asked Associate Director Jarvi to provide a brief summary to follow-up on the joint sessions with the NASPD on September 5, 2007. Mr. Jarvi informed the NLC that a full summary of each of the sessions has been prepared and that a small group will be meeting that morning to prepare a Children and Nature Plan for Action that will be endorsed by both the NPS and NASPD. Sandy Walter, Deputy Regional Director for the Northeast Region, will be representing the NPS at the meeting. Additionally, the groups agreed to form a steering committee to continue working on the identified issues. Regional Directors Jon Jarvis and Ernie Quintana and Associate Director Chris Jarvi agreed to serve on the steering committee as the NPS representative. The NLC discussed the need to follow through on the action items generated as well as the importance of not undertaking too many tasks. They concurred that it was important to focus on two or three action items and make sure that they are accomplished.

II. Guidelines for Advertising in Park Related Publications

Associate Director Chris Jarvi led a discussion with the NLC on NPS guidelines for advertising in park related publications. The regulations governing advertisements in parks are: "Commercial notices or advertisements shall not be displayed, posted, or distributed on federally owned or controlled lands within a park area unless prior written permission has been given by the Superintendent. Such permission may be granted only if the notice or advertisement is of goods, services, or facilities available within the park area and such notices and advertisements are found by the Superintendent to be desirable and necessary for the convenience and guidance of the public." (36 CFR 5.1) "Park area" is defined in 36 CFR 1.4 as "any area of land and water now or hereafter administered by the Secretary of the Interior through the National Park Service for park, monument, historic, parkway, recreational, or other purposes." Thus, publications distributed within parks by the NPS or by partner organizations such as cooperating associations and friends groups may not include advertisements of goods, services, or facilities available outside park boundaries, regardless of whether the publications are viewed as official or unofficial publications of an NPS unit.

At issue is the fact that the regulations are either not being enforced or are not well understood. Mr. Jarvi brought forth several examples of publications currently being disseminated in parks that contain advertisements. The regulation applies to documents produced by NPS as well as those produced by our partners. He then reviewed a matrix of Regulation versus Actual Practice for the following categories: multi-color park guides containing ads; "official" park newspapers; unofficial newspapers; business directories; brochures; interactive media; and directional or information signs and publications for concessions or cooperating associations. The matrix is attached in Appendix E.

NLC members then raised the following questions for discussion:

1. Should bulletin boards be listed as a separate category?
 - The NLC concurred that this should be a separate category.
2. What about co-sponsored events that contain advertisements?
 - Donor recognition can be done. It is not prohibited by the regulations.
3. What about local chamber of commerce publications?
 - It is very common for parks to hand out local chamber of commerce publications/directories that provide the list of services and businesses in the local community. Under the current regulations, only a concessioner could distribute this type of material. The NLC concurred that this is an issue that needed to be further studied. It is very important for potential NPS visitors to know what services are available to them both inside and outside the park. Not having access information may preclude new visitors from

travelling to a park. Also, parks without concessions would not be able to provide any information about the local community.

4. What about NPS websites that have links to outside websites?

The NLC agreed that this is a difficult issue and clear guidelines need to be developed for parks. They concurred with the recommendations presented in the matrix and decided that a memo would be issued from Deputy Director Wenk to the field within the next month. The Regional Directors also agreed to look into what is happening in the parks in their regions, and it was suggested that this topic would be a good agenda item for superintendents' conferences.

Action Items:

- Associate Director Jarvi and John Piltzecker, Chief of Partnerships, will continue to study this issue and report back to the NLC.
- Associate Director Jarvi and Deputy Director Wenk will work on a memo to the field that explains the requirements of the advertisement regulation.

UPDATE: Deputy Director Wenk issued a memo to the field on the regulations for commercial advertising in parks on October 2, 2008 (Appendix F).

III. Relevancy

Director Bomar kicked off this session by stressing the importance of maintaining relevancy for our parks. One of her trifecta of goals, Re-engage the American people with their parks, relates directly to this issue. She called attention to the article she referenced in her remarks on September 5, and informed everyone that a full copy had been disseminated for their review. She then introduced Dr. Robert Burns, Assistant Professor, West Virginia University, and Dr. James Gramann, NPS Visiting Social Scientist. Dr. Burns and Dr. Gramann addressed the following topic "How are National Parks to remain or become relevant to all populations (as perceived by potential/existing users)?"

Dr. Burns began by citing two studies he conducted on US Forest Service lands in Oregon and Washington. The results of his work indicated that the critical demographic and social changes facing outdoor recreation providers were a rapidly aging population; an increasingly diverse population; fewer youths learning outdoor skills; and increasing levels of physical inactivity. He also found that lack of time, information, and interest were the top three constraints listed by non-traditional users, and that additional information was the top change that the non-traditional users asserted would increase their interest in utilizing public lands.

Dr. Gramann noted that Dr. Burns' results paralleled the results of the first NPS Comprehensive Survey of the American Public. He recommended that NPS work with Parks Canada, the US Army Corps of Engineers, and the US Forest Service as they are all dealing with the same issues. Dr. Gramann strongly encouraged the NLC to share information with other agencies and to benchmark good programs. Finally, he called for a system-wide social monitoring program similar to the Inventory and Monitoring program that could track indicators and possibly make projections.

The NLC engaged in a lengthy dialogue on this topic with Drs. Burns and Gramann. They discussed the need to produce signs and informational materials in multiple languages, to have staff that are fluent in other cultures as well as languages, to work more closely with other agencies and non-profits, and to improve the diversity of the NPS workforce. They noted that the NPS has an opportunity in FY'08 with the 3000 new seasonals to hire diverse candidates.

Action Item:

- The NLC committed to revisit this issue at future meetings or on conference calls.

IV. NLC Meeting Dates 2008-2009

Mr. Jim Gasser reminded the NLC of the 2008 meeting dates:

January 15-17, 2008	Washington, DC (subsequently changed to January 14-16, 2008)
May 13-15, 2008	Washington, DC
August 12-14, 2008	Dayton, OH*
November 16-20, 2008	Washington, DC

*The Dayton, Ohio location was agreed to by the NLC during this discussion.

Mr. Gasser then proposed the following dates for 2009:

January 13-15, 2009 or January 27-29, 2009
May 5-7, 2009
August 25-27, 2009
December 1-3, 2009

Action Item

- The NLC must respond to Deputy Director Wenk within seven days about the 2009 meeting dates.

UPDATES:

The August 2008 NLC meeting has been changed to August 5-7, 2008 due to scheduling conflicts.

January 13-15, 2009 was selected for 2009.

The December 2009 meeting was moved to November 17-19, 2009.

The January, May, and November 2009 meetings will be in Washington, DC. The August 2009 meeting site is to be determined.

A complete revised schedule is in Appendix B.

V. Closing Remarks

Director Mary Bomar closed the meeting with the following remarks:

“When I thought about our agenda and what we had discussed at this meeting, I realized that at the NLC we talk about two basic issues: money and people... Discussions of the 09 budget, Heritage Area funding, Eastern National and the Centennial speak to money... Our sessions of Training and Development and reaching out to non-traditional visitors deal with people.

I am confident about the money... I believe that both the operating budget and the Centennial Challenge will make it through the Congress... and I trust in Mr. Sheaffer that 09 is bright as well... That is why now, more than ever, we simply must turn our attention to people.

Just consider the openings we have in the Service... Business Services... the CIO position...DSC... the Southeast Regional Director....openings at the Arch and Independence, and many more... Have we prepared the next generation of leaders for those jobs?

What exactly is the career progression for superintendency...a regional directorship...an associateship? Just who, Michael, should replace you? What are those qualifications? And how are we training people who follow in another ten years?

On Tuesday, you may recall, I acknowledged to Jerry Simpson that I was sometimes hard on him...But believe me this is not a personnel issue... it is one for each and every one of us in this room... And I am looking for more than just training...

We need career paths to show our junior colleagues where they can go with their careers... then back it up with the training they deserve... We need the mentoring that goes on among many of us, but is not accessible to all...

My shopping list is long, and my time is short, so I truly need your help...I am in free fall, and I need you to help pack my parachute.

Thank you all for helping to pack my chute each day... thank you for traveling over your all too rare holiday weekends ... and thank you from the National Park Service, the 20,000 men and women who depend on your leadership each and every day.

It is late in the day, and many of us, as Robert Frost said, have 'miles to go before they sleep....' Thank you, have a safe journey and I look forward to seeing you all again in January!"

The NLC then adjourned their meeting and proceeded to a joint session with the NASPD.

VII. Joint Session with NASPD Breakout sessions on Foundations, Partners, and Children and Nature Closing Session (Dogwood Room)

The afternoon joint session with NASPD consisted breakout sessions on Foundations (panelists – Johnny Finch, VA Association for Parks and Elizabeth Goldstein, California Parks Foundation), Partners (panelists – Judy Braus, National Audubon Society, and Rose Harvey, Trust for Public Lands), and Children and Nature (panelists – Gina McCarthey, Deputy Secretary of Connecticut Natural Resources, Derrick Crandall, American Recreation Coalition, and Dr. Michael Suk). Participants could choose to attend two of the sessions which included insight and examples from the panelists followed by Q&A from the session participants. The goal of the sessions was for everyone to leave with new ideas and concepts that would help invigorate their parks/regions/systems.

After the breakout sessions concluded, the NLC and NASPD members converged for the closing session. Remarks were given by incoming NASPD president Greg Butts, California State Parks Director Ruth Coleman, NPS Associate Director Chris Jarvi, and NPS Director Mary Bomar. Director Bomar's remarks were as follows:

"If you recall my remarks at the opening reception, I quoted Ben Franklin's maxim of 'Well Done is better than well said.' He, along with General Washington and a handful of others certainly put this into practice when they drafted our nation's Constitution. Clearly a small group can make a huge impact on the world!

Now, 220 years later, we can also help change the world as we focus on our nation's children...How to help them be healthy today, and to develop the habits that lead to a lifetime of good health. – Secretary Kempthorne not only cares about parks, but especially about children's health and to keep them healthy by visiting parks.

We are not there yet... In the breakout sessions, there were many good ideas...some new, some shared by others... I heard equally good thoughts today... But I look at this as only the beginning... and I also hearken back to Franklin's words—"well done, not just well said."

So we must take steps now to put the words of the action plan into action... I talked with our NLC last night and we believe that a national steering committee can help focus on the major issues and provide the continuity to keep us on track... Jon Jarvis, Pacific West Region Director, will represent the NPS on the steering committee.

We are all together on this journey...and together we can be an awesome force for progress... From those of us in the National Park Service, we do pledge to do all we can to work with you and support each other in our mutual endeavors.

By working together over the months and years ahead, we can accomplish great things... We truly will make some history of our own... We appreciate the opportunity to get together and that we have participated and agree with how we will move forward together.

Chaz Salkin, President of the National Association of State Park Directors, Chris Jarvi, Associate Director for Partnerships and Visitor Experience, and Greg Butts, incoming President of the NASPD, thank you for your invitation, your warmth and your hospitality. I would also like to offer a special thanks to all of the unsung heroes – not the group up front, but those behind the scenes that do all of the heavy lifting – especially Paula Hill and Tom Cervenak from VA state parks, and Jim Gasser from the NPS – thank you. Also thanks to all of the state park Directors and the National Leadership Council. And to all of you...I have said many times that there are special places that unite us all as Americans, and parks are those places. Thank you for what you do to care for them, each and every day."

Next meeting

January 14-16, 2008, Washington DC

Appendix A

List of National Leadership Council Members (updated December, 2007)

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
Marcia Blaszak, Alaska Regional Director
Paul Anderson, Acting Southeast Regional Director
Jon Jarvis, Pacific West Regional Director
Joe Lawler, National Capital Regional Director
Patrick Gregerson, Acting Associate Director Park Planning, Facilities & Lands
Bert Frost, Acting 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
Sue Hawkins, Acting Chief Information Officer
Tom Wolfe, Assistant Director—Congressional and Legislative Affairs
Kate Stevenson, Acting Assistant Director—Business Services
Jerry Simpson, Assistant Director—Human Capital
Melissa Kuckro, Associate to the Director

NLC Support Staff

Jennifer Lee, Special Assistant to the Director
Jim Gasser, Meeting Planner

Appendix B

NLC Meeting Schedule 2008-2009

January 14-16, 2008	Washington, DC
May 13-15, 2008	Washington, DC
August 5-7, 2008	Dayton, OH
November 18-20, 2008	Washington, DC

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

Appendix C

National Association of State Park Directors and National Park Service Children and Nature Plan for Action



Appendix D - Advertising – Regulation vs. Actual Practice

Categories:

	Regulation	Practice	Recommend
Multi-color park guides containing ads. These include APN and similar publications which contain useful information about a park. Ads are scattered throughout the publications and tend to be of products and services available nation-wide. Current reg prohibits them, even if the ads are for products or services available in a gateway community. Distribution:			
---at entrance stations.....	No	Yes	No
---at visitor centers	No	Yes	No*
---at concession operations	Yes	Yes	Yes
<hr/>			
“Official” park newspapers. These include newspapers produced by a park or by a partner organization acting on a park’s behalf. They include useful information about the park and contain NPS graphic identifiers such as the arrowhead symbol.			
---with advertising of goods and services within the park	Yes	Yes	Yes
---with advertising of goods and services both within and outside the park	No	Yes	No
---with donor recognition but no advertising	Yes	Yes	Yes
<hr/>			
Unofficial newspapers. These include newspapers that look similar to “official” ones, but without the arrowhead symbol or formal park sanctioning. Produced by partner organizations, Chambers of Commerce, or other publishing entrepreneurs.			
---with advertising of goods and services within the park	Yes	Yes	Yes
---with advertising of goods and services within and outside the park	No	Yes	No
---with donor recognition but no advertising	Yes	Yes	Yes
<hr/>			
Business directories. These are booklets issued by tourism bureaus or Chambers of Commerce containing comprehensive lists of commercial facilities and services within a defined geographic area. A payment is sometimes required of those who wish to be listed. Distribution:			
---at visitor centers	No	Yes	No*
---at concession operations	Yes	Yes	Yes
<hr/>			
Business directories compiled by park staff, with simple descriptions, non-endorsement disclaimer, and no slogans, coupons, or other promotional content....			
	Yes	Yes	Yes
<hr/>			
Brochures (and brochure racks). These typically include the standard 4” x 8” multi-color ads that promote a particular gateway facility or service. Gateway establishments that advertise the parks typically expect a reciprocal arrangement.			
--at visitor centers	No	Yes	No*
--at concession operations	Yes	Yes	Yes
<hr/>			
Interactive media. This category includes computerized information about commercial facilities and services available locally. Distribution:			
---at visitor centers	No	Yes	No*
---at concession operations	Yes	?	Yes
<hr/>			
Directional or informational signs for concessions or cooperating associations, and publications featuring facilities, products and services of concessioners, cooperating associations, and holders of commercial use authorizations.			
	Yes	Yes	Yes

* Current regulations do not allow “general fulfillment” brochure racks in visitor centers; however, we understand this is common practice. NPS will study appropriate management for this activity.

Appendix E

Memo from the Inspector General to Secretary Kempthorne regarding the Centennial Initiative



United States Department of the Interior

OFFICE OF INSPECTOR GENERAL
Washington, DC 20240

AUG 20 2007

To: Secretary Kempthorne

From: Earl E. Devaney
Inspector General 

Subject: Critical Point Evaluation - National Park Service Centennial Initiative

We were pleased to have the opportunity to brief you on the Office of Inspector General (OIG) Critical Point Evaluation (CPE) of the National Park Service (NPS) Centennial Initiative (CI), and were heartened to hear your continuing support of our early involvement in this effort. During that briefing, we identified two areas of particular import - the establishment of a Centennial Independent Review Board (CIRB) and the development of a Business Plan to implement the Centennial Initiative. We discuss each of these in more detail, below.

Subsequent to our meeting with you, we briefed the NPS Director and members of her CI team, all of whom were both interested in and receptive to the ideas we presented. In addition to copying them on this memorandum, we will continue to provide assistance to the NPS Centennial Team regarding the CIRB and Business Plan, as well as in other areas, as needed.

Centennial Independent Review Board

We envision the CIRB as being an autonomous advisory body to the NPS Director and you in the following essential areas:

- Independent review and approval of requests for distribution of all federal CI Funds to "matching" funds from the private sector.
- Oversight of the internal controls over CI projects.
- Adjudicate the value of potential in-kind donations.

Members of the CIRB should have substantial background and expertise in finance and/or organizational management. The members should be drawn from government, business and/or private philanthropic organizations. We recommend that the CIRB be structured as follows:

- 1 - Rotating Foundation/Friends Group Member (2-year term)
- 2 - Standing NPS Members
- 1 - Standing Department of the Interior Member
- 1 - Independent Member from the business and/or philanthropic community
- 1 - Non-voting, advisory Member from the OIG

The CIRB should meet on a regular basis, at least quarterly, to address issues on pending CI projects and donations. One of the standing, voting members should be designated as Chair to manage the CIRB's operations and records. Administrative support for the CIRB should be provided by NPS. The CIRB should receive information in advance of each meeting in a standard format, that contains all the details about any pending CI project necessary for the Board's meaningful consideration. Appropriate NPS officials and partner project sponsors who are knowledgeable about pending CI projects should be available to the Board at every meeting, to answer questions as they arise.

The CIRB, in turn, should produce concise written summaries of its reviews, including issues and concerns that stakeholders may overlook, to ensure transparency and consistency. Although non-binding, such summaries would become a part of the record for a given CI project.

Elements of a Business Plan

Following the NPS Centennial Initiative Strategic Plan, a detailed Business Plan must be developed to ensure that the necessary business processes are in place to successfully implement the C1. The Business Plan must detail individual responsibilities, procedures, time frames and resources necessary to accomplish identified goals. Although the Business Plan may include other areas, we have identified the following as crucial:

- **Organizational Structure and Processes**
 - Overall management of CI program
 - Structure - centralized/decentralized
 - Process to obtain organizational buy-in
 - Roles and responsibilities of CI project partners
 - Process for approval of projects
 - Mechanism to ensure completion of projects
 - Role and responsibilities of CIRB
- **Financial Management**
 - Establish CI financial management systems requirements (FBMS, FFS, Foundation Based?)
 - Establish internal controls over release of matching funds
 - Develop capacity for prompt, accurate financial reports (daily, weekly, monthly, and quarterly?)
 - Establish a prompt, accurate mechanism to track funding

- **Human Resources Management**
 - Determine necessary staffing to handle increased demand for contracting, legal support, training and other areas
 - Staff location - centralized/decentralized
 - Develop interim human capital strategy to assign existing employees to CI projects, including impact on other programs
 - Develop human capital strategy to recruit, hire and train new employees
 - Determine funding sources for new hires

- **Training**
 - Develop a CI training curriculum
 - Develop a delivery strategy
 - Establish partners' role in training effort

- **Program Metrics and Feedback**
 - Establish performance measures tied to the Strategic Plan and Goals
 - Develop processes to collect and compile predominance data for reporting
 - Develop an internal control review program and establish frequency of such reviews

At this time, I have asked the OIG CPE team to step back and give NPS an opportunity to establish the CIRB structure and develop its Business Plan. In Fiscal Year 2008, we will initiate another CPE to review their progress and offer additional suggestions. Please let me know if you have any questions or would like additional information.

cc: Mary Bomar

Appendix F

Memo from Deputy Director Wenk to the NLC regarding Commercial Advertising in Parks



United States Department of the Interior

NATIONAL PARK SERVICE
1849 C Street, N.W.
Washington, D.C. 20240

IN REPLY REFER TO:

A5639(0004)

OCT 02 2007

Memorandum

To: National Leadership Council
From: *for* Director *Paul N. Wenk*
Subject: Regulation Regarding Commercial Advertising in Parks

The following memorandum is being provided to clarify the National Park Service (NPS) policy with respect to allowing advertisements in units of the National Park System.

The regulation regarding advertisements (36 CFR 5.1) states the following:

Commercial notices or advertisements shall not be displayed, posted, or distributed on federally owned or controlled lands within a park area unless prior written permission has been given by the Superintendent. Such permission may be granted only if the notice or advertisement is of goods, services, or facilities available within the park area and such notices and advertisements are found by the Superintendent to be desirable and necessary for the convenience and guidance of the public.

Since 36 CFR 1.4 defines "park area" to mean any area of land and water administered by the NPS, publications distributed within parks by the NPS or by partner organizations such as, cooperating associations and friends groups may not include advertisements of goods, services, or facilities available outside park boundaries, regardless of whether the publications are viewed as official or unofficial publications of an NPS unit.

Although advertising is prohibited, existing NPS policy does allow donor recognition, which occurs when an individual, corporation, or some other entity is publicly thanked for their gift or service to the NPS (or to one of the NPS's non-profit partners). Such recognition in the NPS publications, or publications produced for distribution within a park by a non-profit partner, must be consistent with Director's Order #21: Donations and Fundraising. For example, a donor recognition section introduced with a disclaimer such as: "Big Tree National Park does not endorse the organizations and enterprises listed below, but we wish to thank them for their generous support in producing this publication as a visitor service" would be allowed.

Publications that contain commercial advertising cannot be distributed to visitors by park employees, VIP's or cooperating association agents at entrance stations, visitor centers, embarkation points or other locations within a park. However, publications meeting the donor recognition standard in the previous paragraph may be distributed regardless of whether they are represented as "official" park publications containing the arrowhead symbol or as "unofficial" publications produced as a visitor service by a non-profit organization and approved by the superintendent. Publications sold or distributed within a concession or cooperating association operation may contain advertising.

Introductory or welcome messages by a park superintendent or other NPS staff, whether or not accompanied by a photo, in any type of commercial publications are considered a form of endorsement of a commercial product and are not authorized. Articles about park programs that happen to include photos of park rangers engaging in these programs are authorized. Where the publications are not of a commercial nature—as with park newspapers that include donor recognition—the superintendent's welcome message and photo may also be included.

The National Leadership Council recognizes that park visitors often request information about restaurants, lodging, and other facilities and services typically provided by the local business community. These requests can create operational difficulties when park staff want to provide good customer service, but are prohibited by our regulation from distributing materials that would efficiently meet visitor needs. The business community is often puzzled, as well, when parks seem unwilling to actively contribute to the success of the local tourist economy by sharing information that tourists want and need about their facilities and services. As part of our ongoing effort to explore ways to improve our park operations and our relationships with park neighbors, we will continue to review ways to resolve these problems. Meanwhile, superintendents who currently allow the display of such information may continue to do so at current levels, provided that a non-endorsement disclaimer is clearly posted in the immediate vicinity.

When working with organizations or businesses, keep in mind that the NPS Arrowhead Symbol is registered as a service mark with the U.S. Patent and Trademark Office. Its use is controlled through law, regulation, and policies issued by the Director. Non-NPS uses—and some NPS uses—require prior approval. Further guidance is provided in Special Directive 93-7 (which will be superseded by the Director's Order #52D: Use of the Arrowhead Symbol).

Please distribute this memorandum to your superintendents and program managers, and contact the Partnership Office or the Office of Policy if you have any questions.

Appendix G

Reference Section

This section contains links to more detailed information on some of the topics discussed by the NLC.

Cooperating Associations

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

Director's Order 21

<http://www.nps.gov/policy/DOrders/DO21-reissue.html>

Eastern National

<http://www.easternnational.org/>

Greenbook

<http://home.nps.gov/applications/budget2/downloads.htm>

National Association of State Park Directors

<http://www.naspd.org/>

National Heritage Areas

<http://www.nps.gov/history/heritageareas/>

National Park Centennial Challenge

<http://www.nps.gov/2016>

National Park Service Social Science Program

<http://www.nature.nps.gov/socialscience/index.cfm>

National Park Service Training Information

<http://www.nps.gov/training/>

<https://doilearn.doi.gov/>