



Urban Agenda
CALL TO ACTION INITIATIVE

National Park Service

One NPS Workshops



SUMMARY REPORT

6 April 2016

Acknowledgements

One NPS workshops have been organized with the assistance of the NPS Stewardship Institute, in partnership with the Institute at the Golden Gate, Rivers and Trails Conservation Assistance Program, Center for Park Management, Urban Fellows and QLF Atlantic Center for the Environment.

Report compiled by Brent Mitchell (partner, NPS Stewardship Institute) based on notes, single-region summaries, and other input from Wendy O'Sullivan, Missy Morrison, Delia Clark, Stephen Wright, Chris Abbett, Nathan Souder, Ruth Raphael, Catherine Carlton, Oksana Shcherba, Kieron Slaughter, Rebecca Stanfield McCown, Elle O'Casey, Susanne McDonald, Diana Rhoades, Helen Mahan, Michael Creasey, and Heather Scotten. Cover image from Seward Park by Wally Gobetz, Flickr Creative Commons license.



Urban Agenda
CALL TO ACTION INITIATIVE

ONE NPS WORKSHOPS

A Brief Summary Report on Experience to Date

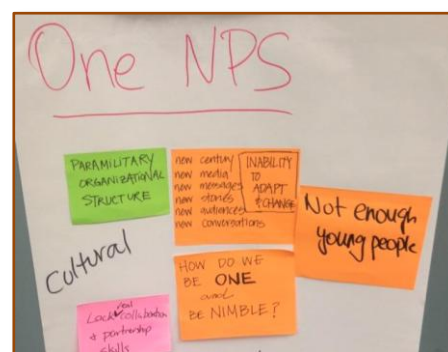
January 2017

The principle of *One NPS*—integrating parks and programs to better operate as a National Park System—is a core tenet of the Urban Agenda. It calls for Park Service staff to reach across divisions, break down silos and traditional hierarchies, and activate the diverse portfolio of the National Park Service to provide service and support to urban populations and communities. Such integration requires understanding of the depth and breadth of more than 40 national programs and the more than 400 national park units—all of which usually operate in isolation rather than in concert. Integrating them begins with awareness of national programs by staff working in park-based programs, and *vice versa*, combined with an orientation in everyone to seek opportunities for collaboration. While there are examples of great collaboration across park, programs, and partners, such awareness and proclivity to integration is not yet common across the Service.

In order for the Urban Agenda to be successful and sustainable, collaboration across parks, programs, divisions, and partners must become a foundational approach to doing business. One NPS workshops are an important step in identifying the projects, programs, and resources the National Park Service has within the landscape. These workshops focus on provide NPS staff with an opportunity to identify NPS resources already being utilized, look for key areas of overlap and strategic alignment, and begin to identify prime opportunities for demonstrating the Agenda principles on the ground.

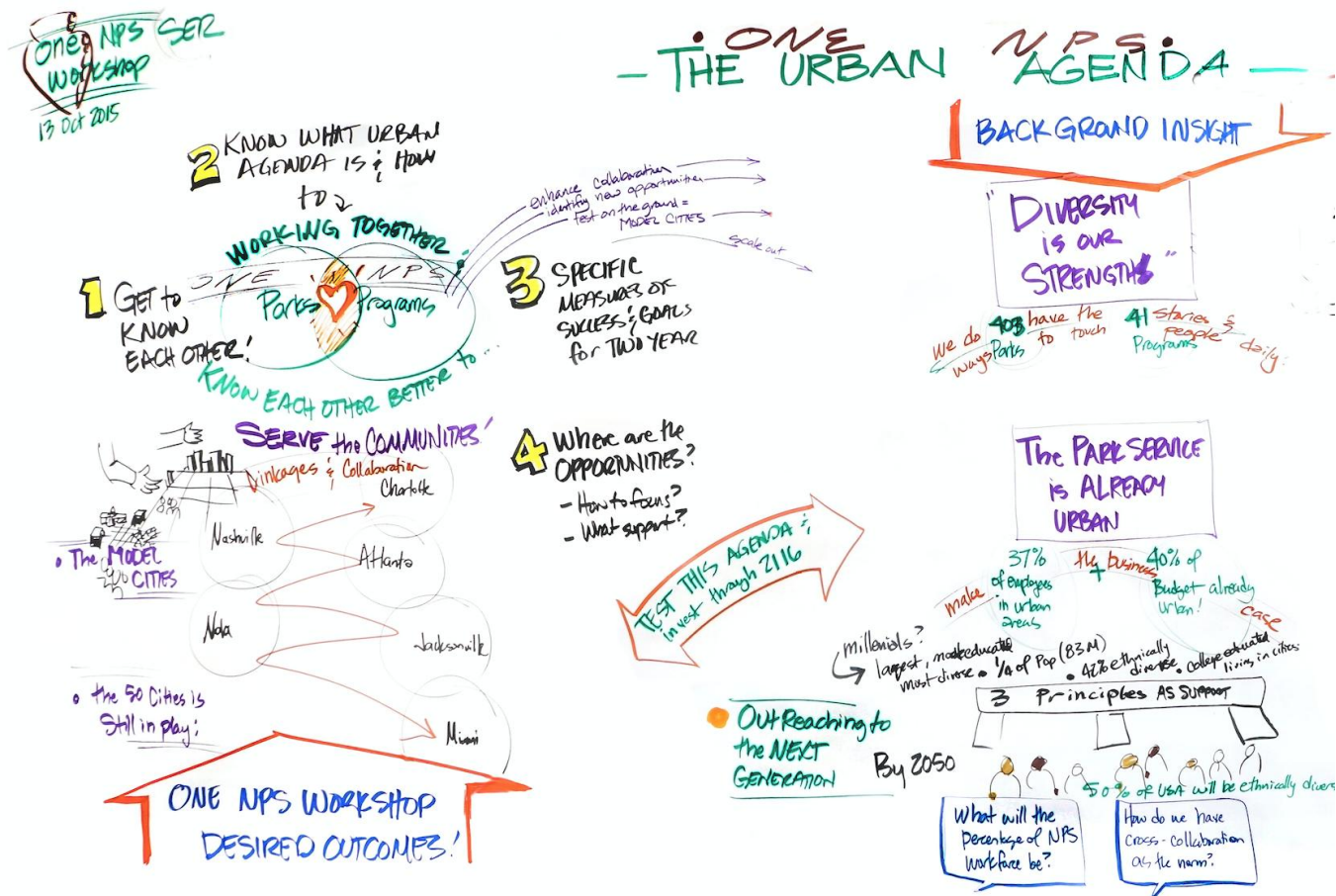
To date, One NPS workshops have been convened in (listed chronologically):

- Boston
- San Francisco
- Atlanta
- Washington, DC
- Philadelphia
- Denver
- New York City
- Omaha



While the initial workshops have focused particularly on Urban Agenda model cities, they are not limited to these. In fact, they need not even be limited to urban areas. A One NPS workshop can be helpful in any instance where parks and programs need to find synergy.

All of the workshops were somewhat different. Some were two days, others a half-day, one only two hours. But each established a foundational understanding of the principles and ultimate aims of the Urban Agenda, most with a message from the regional director. Many used case studies to ground the discussions in real-world scenarios. These were either cases where collaboration within the NPS has been modeled recently, or works in progress, opening discussion on how collaboration could help. Almost all workshops benefitted from a professional facilitator. This report summarizes some of the key outputs of each of the workshops.



Observations Drawn from All the Workshops

- There is much work yet to be done to illuminate the rich depth and diversity of park and national program activities to those within the National Park Service
- The concept of "One NPS" is resonating with staff at all levels, but the capacity and mechanisms for intra-agency collaboration must be developed and exercised
- Communication is key
- The National Park Service is already "urban," and has been for a long time. The Urban Agenda is about recognizing that across the Service, and scaling up.

BOSTON

1-2 October 2015

Objectives

- ☒ Explore ways that everyone can contribute to the Urban Agenda
- ☒ Agree on Vision/Targets for applying One NPS principles
- ☒ Understand roles that support and create the best chance of success

Workshop Findings

- ☐ Everyone of us act as if we are part of the National Park Service in Boston or New York) rather than a single park or program;
- ☐ Activate a community of practice within the National Parks of Boston or New York
- ☐ Identify the communications networks/tools we use now, and encourage greater participation in collective sharing and problem solving
- ☐ Create a “studio” (drawing board of ideas)- inside the building + virtual space
- ☐ Share and identify ways to “cross-fund” and advocate for funding changes (based on compelling arguments) to support One NPS projects
- ☐ Identify ways to integrate/leverage with park partners – NPS funding for mutual benefit
- ☐ Challenge the ways we are used to doing things – aim toward better outcomes that can do/fund/support projects and programs
- ☐ Gather One NPS group around organizational challenges and future issues (i.e. Interpretation) and find means to share learnings
 - Stewardship Institute to foster dialogue – Urban Matters website; Career Academy Commons; etc.
- ☐ Tap in and watch the Interpretation Leadership Training example
- ☐ Advocate One NPS to staff in fun, creative ways (Example: “Park Tank”)



Case Studies

- Stephen T. Mather Building Arts & Craftsmanship High School, New York
- Middle Passage Marker Project, Boston

— Value Dials —

In our work, establishing value dials will ensure our work fits within the Urban Agenda. These four criteria developed at the workshop allow us to filter and screen proposed work and direction forward to make sure we stay on track.

SATISFIES THE COMMUNITY(-IES) NEEDS & INTERESTS

Who is the local champion?



AT THE INTERSECTION OF SHARED VALUES AND DIFFERING VALUES

Do we have the right people in the room?

IMPROVES BRAND RELEVANCE TO COMMUNITIES

How do we understand our brand? ...identify communities?

FOSTERS GREATER DIALOGUE & BUILDS SUSTAINABLE RELATIONSHIPS IN AND AMONG COMMUNITIES

URBAN AGENDA For NE Mike Caldwell *OPENING*

We've been doing this a long time ... and we'll keep doing this for a long time.



Don't make your first stop *ORG CHART / CHAIN of COMMAND!*

Be a Pragmatic optimist.



LETTING GO OF OLD WAYS IS **OK**



To better address the focus of the Urban Agenda.

*** FOCUS ON JUST ONE THING WE CAN CHANGE / DO DIFFERENTLY?**

Power of Park Service is Programs
* Cultivate Relationships Internally

CROSS SUCOS THINKING

"I went from being Deputy Superintendent of Boston NHP to Deputy Superintendent of National Parks of Boston. I realized today that I'm actually part of the National Park Service in Boston."

SAN FRANCISCO

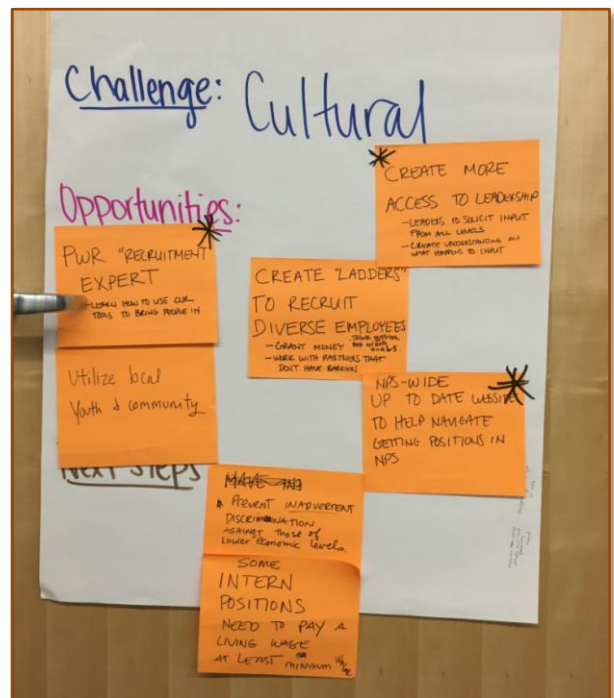
8 October 2015

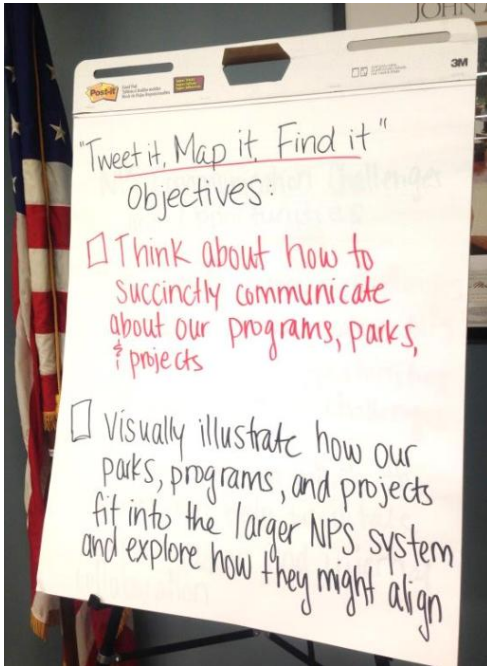
Objectives

- ☑ Increase familiarity of NPS programs, parks, partners
- ☑ Identify ways to efficiently communicate and collaborate
- ☑ Develop strategies to leverage NPS programs

Workshop Findings (selected)

- ❑ Ensure that we as NPS employees understand what's going on—this is where we start.
- ❑ Ensure that all NPS employees, especially those that have public interaction, are indoctrinated to a One NPS principle
- ❑ Communicate to the public that the NPS is not just parks—there's a lot of other stuff going on in your community.
- ❑ One NPS is about getting to Yes. Equip staff with places to get information and help them get to Yes.
- ❑ Build one message across the service: NPS is diverse geographically and programmatically. Paint a better picture of what One NPS is.
- ❑ Stop thinking in survival mode.
- ❑ Create a nationwide job description that includes "One NPS" as a part of the job for all staff.
- ❑ Create short videos, each one describing one of our park programs.
- ❑ Increase partnerships to "fill in" for our lack of staff, especially in outreach.
- ❑ Embrace cross-promotion with local and regional parks.
- ❑ Create a position for a recruitment expert in the Region.
- ❑ Create more access to leadership
- ❑ Create a website to help potential recruits navigate NPS positions (Service-wide)
- ❑ Create a visual tool to illustrate the concept of One NPS.
- ❑ Leverage social media (the workshop began with a Twitter exercise)





In an innovative exercise, participants worked through short-form descriptions. They were asked to compose tweets about their park or program, share within table groups and guess the program the tweet is referring to. The activity was a great way to visualize the connections among places, programs and people.

"Employees, as a whole, don't know all of the NPS programs that exist. We need an internal understanding of One NPS and how the programs are relevant to our employees before we can expect them to share the concept externally."



ATLANTA

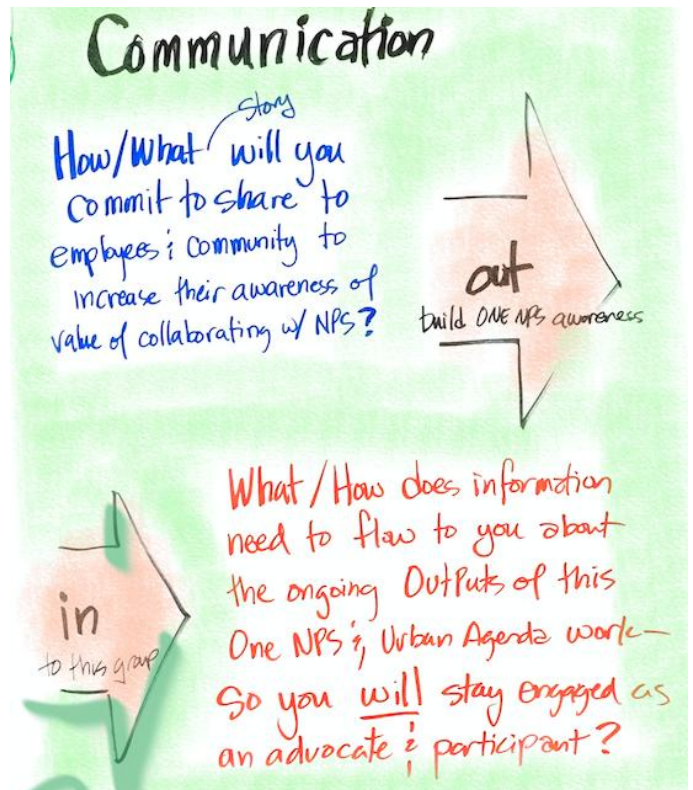
14-15 October 2015

Objectives

- Develop a shared understanding of the Urban Agenda
- Develop shared goals
- Explore roles and needs of urban practitioners

Workshop Findings

- ❑ Increase and improve communication:
 - Program to park
 - Park to program
- ❑ Build a good practices tool box
- ❑ Do a better job at branding: a system, not just single parks, and not just parks
- ❑ Increase trust among regional offices, parks, programs and partners
- ❑ To be successful we must do more than exist in a community, we need to understand the values of all stakeholder groups
- ❑ Build stewardship through an educational continuum
- ❑ A workforce that better reflects the people we want to reach
- ❑ Integrate messaging and opportunities into the daily lives of people



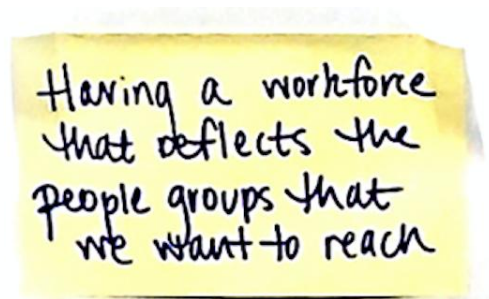
The workshop benefitted from participation by 10 parks from throughout the Southeast Region, as well as many regional staff.

Elements of Success

- ✓ Internal and external silos are broken down
- ✓ There is an interdisciplinary approach to our efforts
- ✓ Our parks and programs are being introduced to new audiences with whom we foster relationships
- ✓ We are erasing boundaries
- ✓ Staff enthusiastically engage in efforts and don't view it as "more work"

Case Studies

- *Get Out & Move* and *Talk That Talk* at New Orleans Jazz/Jean Lafitte
- Cooperative project between Miami Zoo and Everglades



"Most of all, I expect you all to carry the ideas that come out of this workshop back to your parks, your divisions and your staff. You have a responsibility to make sure that your colleagues are energized, informed and participating in this. **We're making this a core part of the work we do.**"

— Stan Austin

The Southeast Region workshop benefitted from the leadership of regional director Stan Austin (shown above during a meeting of the Urban Strategists in 2012), newly named liaison for the Urban Agenda to the National Leadership Council. Shortly after the workshop, Gayle Hazelwood was assigned urban program manager for the NPS.

WASHINGTON, DC

16 November 2015

Objectives

Develop a shared understanding of

- The three principles of the Urban Agenda
- The wide range of NPS programs and what they have to offer
- How to apply the principles of the Urban Agenda in our work

Workshop Findings

Major themes identified through facilitated exercises were: stewardship, partnerships, hiring, connecting to the American public, value to all Americans, fulfilling needs of citizens, and NPS as a part of everyone's lives.

- ❑ The Urban Agenda should utilize the major themes developed as part of the One NPS workshop to help frame how to demonstrate relevancy.
- ❑ Similar efforts should be made as part of the Urban Agenda to engage external stakeholders including visitors, community residents and partners in trying to determine how to activate the "Be Relevant to All Americans" principle.
- ❑ Relevance can be demonstrated through highlighting existing efforts within parks and programs, and by incorporating relevance into ongoing and future NPS projects.



What is the worst thing that would happen if NPS did nothing about relevancy?

"We don't exist."

Case Studies

- Jones Point Park, George Washington Memorial Parkway
- Potomac Heritage National Scenic Trail
- Greenbelt Park Opportunities
- Meridian Hill Park, Rock Creek Park

The workshop examined each of these cases against the three principles of the Urban Agenda, taking on four questions for each principle:

One NPS

- ✓ Further define the situation, problem and/or the opportunity.
- ✓ What NPS resources could help or benefit this case? How would you utilize the full portfolio of the NPS? (Parks AND Programs - staff, expertise, funds, designations, etc.)
- ✓ What kind of ongoing support would this example need to sustain a OneNPS approach, if any?
- ✓ What is the worst thing that would happen if nothing changes?

NPS PROGRAMS	
• • •	Federal Historic Preservation Tax Incentives
•	Historic Preservation Fund
• • • • •	National Heritage Areas
• • • • •	National Historic Landmarks
• • • • •	National Register
• • • • •	Youth Programs: YCC, PLC, YMCA, Boys & Girls Club Programs

Nurturing a Culture of Collaboration

- ✓ What non-NPS interests, affinity groups, or organizations outside NPS could align with the problem/situation and be a part of the vision/solution/opportunity?
- ✓ How can collaboration be designed into each step of a process or project?
- ✓ What kind of ongoing support would the example need to sustain a collaborative approach?
- ✓ What is the worst thing that would happen if nothing changes?

Relevancy for All Americans

- ✓ Review the list of organizations from the Collaboration Breakout and ask with relevancy in mind, which communities or organizations are missing?
- ✓ How can NPS increase its relevancy and gain an understanding of our local/regional community needs, interests and values?
- ✓ What kind of ongoing support or training would your park or program need to ensure a culturally competent workforce?
- ✓ What is the worst thing that would happen if NPS did nothing about relevancy?

PHILADELPHIA

19 November 2015

Objectives

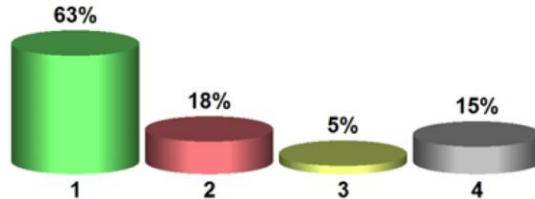
- Explore a common understanding of the concept and practice of “One NPS”
- Identify areas of shared value and new opportunities for collaboration

Workshop Overview

Twenty-five regional programs and the superintendent and staff from five units - Independence National Historical Park (NHP), Richmond National Battlefield Park, Valley Forge NHP, Washington-Rochambeau Revolutionary Route National Historic Trail and First State NHP participated in the workshop. Discussion was divided into three theme topics - programs and parks; relevancy, diversity and inclusion; and collaboration.

How often do you partner with diverse local community organizations and enterprises on NPS park activities and programs?

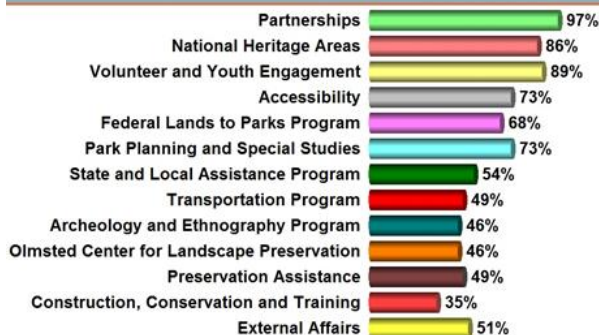
1. 0%-24%
2. 25%-49%
3. 50%-74%
4. 75% or higher



“Walk the Urban Talk” – use new methods (in workshop design)

- ☐ Keypad polling
- ☐ iPad notes
- ☐ Real-time electronic summaries
- ☐ “Millenials” perspective panel
- ☐ NPS RDI video
- ☐ Community engagement training with local constituents

Which of the following programs do you think can be used to facilitate greater community engagement?



The workshop used innovative technology such as keypad polling to explore topic questions.

Workshop Findings

- ☐ Go to people where they are and think of new ways to engage people (i.e. local neighborhoods, schools, naturalization ceremonies)
- ☐ Need greater collaboration across units and regions; less competition
- ☐ Increase public affairs, marketing and social media efforts; consistent messaging
- ☐ Build new types of partnerships and cultivate/mentor existing relationships (i.e. with funders)
- ☐ Understand and address real issues of engagement and differences in cultures, people and ways other partners work
- ☐ Use popular media/events, technology and social media in different ways
- ☐ Reduce bureaucracy and improve process for visiting parks and working with NPS
- ☐ Tell full set of stories, even difficult
- ☐ Diversify workforce in all ways
- ☐ Create better employee support structure/resources and career ladders/opportunities
- ☐ identify best practices from other successful agency examples of culture change
- ☐ Change ways people hire new staff and hiring system; remove recruitment hurdles
- ☐ Strengthen new employee mentoring and training
- ☐ Actively recruit outside of NPS and in neighborhoods around parks/sites
- ☐ Establish clear goals, priorities and deliverables with partners
- ☐ Partnerships should be value added- leads to more investment, capacity-building, and longer lasting relationships
- ☐ Be more active in communities and open to different ways of doing business with different community groups, block groups, schools in surrounding park communities
- ☐ Streamline process to identify potential programs for collaboration, shared funding and efficiencies



The One NPS workshop included not only parks of Philadelphia but also Richmond, Virginia, as well as regional programs. Photo by Bill Dickinson, Flickr Creative Commons

DENVER

20 January 2016

Objectives

- Promote a shared understanding of the three principles of the Urban Agenda.
- Determine effective ways to apply these principles to our work.
- Build awareness of the wide range of NPS programs and how they integrate with parks and partnerships.
- Share case studies and prepare a refined NPS program overview for the IMR region.

Workshop Findings

Taking a page from the Pacific West Region workshop, participants described a variety of NPS programs by composing tweet-length descriptions of each. They identified 44 different programs the participants had used in the Intermountain Region.

Takeaway summary comments:

- ☐ Parks can play multiple roles
- ☐ Parks = public health
- ☐ Missing: reference to social equity, poverty
- ☐ Connect to groups with a social agenda
- ☐ We lack clarity about vision and measurable objectives – across urban agenda
- ☐ We need to be better at sharing best practices
- ☐ Problems range from organizational and structural to policy – we feel more trapped in structure than we really are... it's good to push the envelope
- ☐ Partnerships are often the usual suspects: How can we reach beyond
- ☐ We're splashing a lot. How can we go about partnerships in a more strategic way; eg: engage private partners, branch out carefully, thoughtfully
- ☐ Importance of getting INTO communities

Programs identified as used in the Intermountain Region, in order of number of participants who used them

- 1 Cooperating Associations
- 2 International Affairs Program
- 3 National Register of Historic Places
- 4 Healthy Parks Healthy People
- 5 National Trails System--National Scenic Trails & National Historic Trails
- 6 Historic Preservation Fund Program
- 7 Cooperative Ecosystem Studies Units
- 8 National Wild & Scenic Rivers Program
- 9 Southwest Border Resource Protection
- 10 Inventory and Monitoring
- 11 Cultural Anthropology Program
- 12 National Historic Landmarks Program
- 13 National Heritage Areas Program
- 14 Public Health
- 15 Natural Sounds and Night Skies
- 16 Land & Water Conservation Fund State Assistance Program - States
- 17 Land & Water Conservation Fund State Assistance Program - Feds
- 18 Rivers, Trails, and Conservation Assistance Program
- 19 Friends Groups
- 20 Trails & Rails Program
- 21 National Center for Preservation Technology & Training

- ❑ It's okay to let people help us – we finally acknowledge this
- ❑ Overwhelming number of partnership opportunities – our staffing model makes it difficult to follow up on these... a PD coming soon
- ❑ Partnerships should be a way of doing business. Part of everyone's job, PLUS, designate a lead.
- ❑ The urban agenda is not a one-size-fits-all. Has to be tailored to each park, program, and community.

Case Studies

- Next Gen Rangers
- National Trails
- Volunteers
- Take a Hike – Healthy Parks Healthy People
- Urban Rangers



- 22 Native American Graves Protection and Repatriation Act
- 23 Route 66 Corridor Preservation Program
- 24 National Trails System--National Recreation Trails
- 25 Museum Management Program
- 26 Colorado River Program
- 27 Federal Historic Preservation Tax Incentives Program
- 34 Shared Beringian Heritage Program
- 35 Heritage Education Services Program
- 36 Chesapeake Bay Gateway & Trails Network
- 37 American Battlefield Protection Program
- 38 Hydropower Recreation Assistance Program
- 39 Urban Park and Recreation Recovery Program
- 40 Urban Archeology Corps
- 41 National Trails System--National Water Trails
- 42 National Historic Lighthouse Preservation Program
- 43 Federal Lands to Parks Program
- 44 National Underground Railroad Network to Freedom

NEW YORK CITY

25 February 2016

Objectives

- Promote a shared understanding of the three principles of the Urban Agenda.
- Determine effective ways to apply these principles to our work.
- Build awareness of the wide range of NPS programs and how they integrate with parks and partnerships.

Workshop Findings

Relevancy for All Americans

Relevancy is what defines us. It's what gives us meaning. How we use this meaning to develop a personal connection to the people we serve is key. We need to be relatable to the present day lives of people and we also need to be relatable to future generations we'd like to visit our parks and support our mission. We must think beyond sustaining ourselves as an institution and we can do this by being open to shifting and expanding our values. The value people find in these places may be very different from the ones we conceive of. We can become more open to the fact people find relevance in different ways and recognize that when people find value in something they tend to protect and cherish it. For us, if people don't find value in the places we survive.

Relevancy is also about being accessible and useful to people. Something can become irrelevant if people can't access it. Local park users often just need a place for practical recreational needs. Whether it's thematically applicable to them is not necessarily always the most critical element. The issue of density in urban areas also plays into this.

Activate One NPS

One NPS calls on us to make available all the resources of the Park Service in a strategic and cohesive way to 'connect the programmatic dots inside the Park Service.' This internal alignment allows us to amplify our internal operations so we can have a greater impact in New York City. We offer much more to our communities when we are aligned and able to help them access grants, when we can offer our resources and skill expertise, and connect to a variety of neighborhoods.

This alignment also allows us to better catalyze around a specific issue at hand. One example put forth by Morris Vogel was historic tenement buildings and the issue of hallway size regulations steering people away from applying for historic tax credits because it meant the tenement hallways could not be widened. We can use One NPS to look at this and other problems to ensure we're relevant and offering coordinated solutions to our communities.



Nurture a Culture of Collaboration

An absence of collaboration leads to more than physical boundaries between agencies. Complex issues and spaces require partnerships. The principle of collaboration challenges us to authentically engage communities in developing partnerships and relationships where NPS is a full, active member. By developing an awareness of the value we bring, realizing it's less about ownership and more about stewardship, and by founding our conversations in transparency and openness, we can build a more collaborative culture. To build this culture, we need to develop and prepare our staff to embody this culture.

Future Collaborative Opportunities

- **Permanent screening facility** – This will require creative thinking, political will, and multijurisdictional collaboration. The facility and could benefit Lower Manhattan, the visitor experience, and NPS.
- **YMCA After-school programming opportunities** - Ideas include a sequential continuum that could grow into greater youth engagement and work opportunities. May lead to potential partnerships among different parks as well as with programs. Could expand to include swimming lessons and lifeguard training and employment.
- **Fish & Wildlife Service** - Youth employment, involvement with Groundwork USA, resource enhancement like pollinators garden/oyster beds. We have similar goals to them and mutually supporting mission.
- **Public Affairs** - take advantage of tools that are available via social media to market ourselves. Tap strengths of individual parks to enhance outreach of all.
- **Collections storage**
- **Your Story, Our Stories** - Citizenship education program reaching 1.1 million students in NYC; 60% of whom are immigrants or children of. Work with partners to make this based on their core stories and missions. This could be adapted to the entire NPS.
- **New Park Acquisition** - Collaboration with City of New York. First site dedicated to LGBT rights. Need One NPS alignment of programs.

Current Collaborations

Mather School -Involved all superintendents and partners, demonstrates where the principles are working. Offers Field visits, subject matter experts working w. faculty, professional development, recruitment support for students/teachers. Also demonstrates programmatic collaboration @ the Regional Level—HACE, Olmstead

GATE general management plan helped change perceived trajectory of the park, opened doors for the agency.

Centennial - YP Kickoff, Marathon expo both, SCA Day of Service

NPS Academy - Unified image of NPS presence in the City

Training sessions - For all NPNH staff, Programmatic considerations, Onboarding @ GOIS

Amtrak Trails & Rails program

Flexible Staffing - Ex: Theodore Roosevelt lecture series—Tenement Museum will lend staff member to craft a program

Work Control Center - Learned from what didn't go well and are working together on next steps and new approaches.



OMAHA

4 May 2016

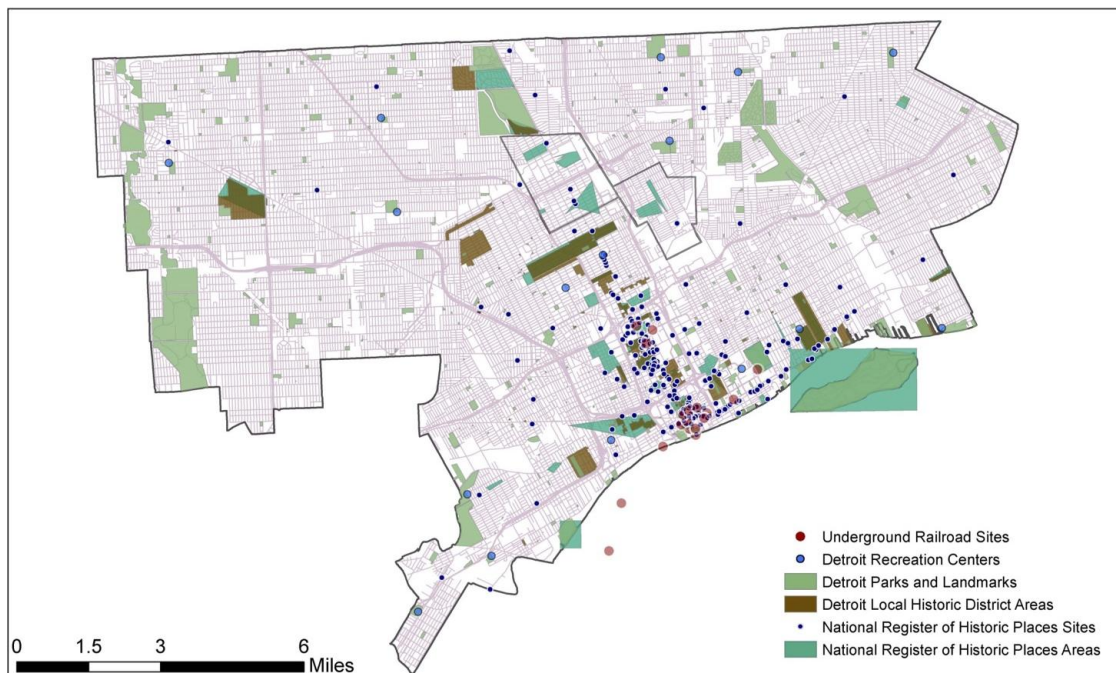
Objectives

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- Determine effective ways to apply these principles to our work.
- Build awareness of the wide range of NPS programs and how they integrate with parks and partnerships.

Workshop Findings

This event, being only two hours long, was more of a meeting than a workshop. However it was very useful in terms of raising awareness of the Urban Agenda within the Midwest Region, introduced the role of the newly created position of Senior Urban Program Manager, and reviewed the work plans for the two Urban Fellows in the region (Detroit and St. Louis).

The 27 participants identified ways in which they are already collaborating, other new ways they could collaborate, and some personal next steps. Some of the benefits of collaboration were, “increased morale when employees feel included in the NPS culture;” bringing in “the next generation workforce into the NPS;” and “trust – we can do more together.” Ideas for next steps included packaging the NPS message to more easily dovetail with local initiatives; awards for collaboration; and job shadowing, mentoring and job exchange.



THE NEXT STEPS

Modeling the Urban Agenda depends on close collaboration among all National Park Service programs and parks in the selected cities, combined with strategic coordination of partnerships outside the Service. Charting assets and values will help develop shared activities and initiatives in each model area based on a mutual understanding of both NPS and wider community resources and values. This process will illuminate opportunities for future collaboration and uncover new ways of utilizing resources and assets.

The objective of the One NPS workshops is to examine model area aspirations and resources to realize opportunities and avenues for engagement by taking stock of all the places, programs, people, funding, and ideas that could be combined, or re-combined, in new ways for greater impact.

These workshops are part of a two phase process identified to assist the urban fellows, model cities, and regions in gaining a better understanding of how NPS resources can be better aligned to meeting community needs. The second phase focuses on developing a deep understanding of community needs and how the NPS can be value-added and vital member of their community. The goal of the two-phase design is to identify areas of shared value and programs/projects that allow for strategic alignments of city, partner, and Service resources.

PARTICIPANTS

BOSTON

Amy Glowacki
April Antonellis
Bill Foley
Bob Page
Bonnie Halda
Brent Mitchell
Brian Strack
Celeste Bernardo
Charlie Ansty
Charlie Tracy
Cherie Butler
Chris Briggs
Christine Arato
Dan MacMunn
David Vecchioli
Doug Evans
Elizabeth Perry
Elle O'Casey
Floyd Myers
Gregg Tinkham
Helen Mahan
Inez Wolins
Jamie Varner
Jerry Willis
Joshua Laird
KayleyBolstad
Kelly Fellner
Kristina Berquist
Laurel Racine
Lisa Duff
Liza Stearns
Marc Albert
Mary Raczo
Michael Creasey
Rebecca Stanfield McCown
Rose Fennell
Ruth Raphael
Sean Hennessey
Shaun Eyring
Stephen Spaulding
Steven Wright
Terry Brown

SAN FRANCISCO

Allison Joyce
Amanda Kaplan
Barbara Butler
BriAnna Weldon
Catherine Carlton
Chip Jenkins
Christie Vanover
David Siegenthaler
Don Neubacher Gretchen
Stromberg
John Goldsmith
Kieron Slaughter
Linda Stonier
Matthew Holmes
Martha Lee
Naomi Torres
Oksana Shcherba
Patty Neubacher
Ray Murray
Sheri Forbes
Stefanie Taunton
Stephanie Stroud

Susan Fritzke
Tom Leatherman
Frank Middleton
James Milestone
Joseph Negreann
Judy Geniac
Nichole Andler
Russell Galipeau
Scott Tucker
Tracey Fortman
Veronica Johnson
Elizabeth O'Casey
Rebecca Stanfield McCown

ATLANTA

Alan Scott
Alexis John
Barclay Tremble
Bill Cox
Bill Stevens
Bob DeGross
Brent Mitchell
Chris Abbett
Chris Hughes
Cynthia Walton
Dan Scheidt
Dee Hewitt
Don Wollenhaupt
Gayle Hazelwood
Joanne Blankenship
John Barrett
Josh Tuck
Judy Forte
K. Lynn Berry
Kate Funk
Katherine Lynn
Katie Frechette
Lance Hatten
Linda York
Lizzie Watts
Maggie Tyler
Maria Beotegu
Marianne Mills
Marjorie Thomas
Marty Smith
Mary Troy
Matt Josey
Michael Byrd
Mirit Friedman
Nancy Walther
Nathan Souder
Paul Hatchett
Rebecca Karcher
Rebecca Stanfield McCown
Shawn Benge
Stan Austin
Steven Wright

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Alex Romero
Ann M. Gallagher
Anne O'Neil
Ben Helwig
Beth Porter
Bob Vogel
Catherine Bragaw
Christine Smith

Delia Clark
Don Briggs
Duane Erwin
Elisa Kunz
Gay Vietzke
George Liffert
Jacob Breslin
Jamie Varner
Jennifer Mummart
John Stanwich
Josh Nadas
Katie Wilmes
Langston McKee
Linz French
Makayah N. Royal
Mark Frey
Matthew Carroll
Michael McMahon
Missy Morrison
Nicholas Mueldener
Perry Wheelock
Rita Gunther
Robin Nixon
Tammy Stidham
Tara Morrison
Vidal Martinez
Wendy O'Sullivan
Will Rifenbark

PHILADELPHIA

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Alicia Paresi
Amy Glowaki
Antoinette Jett
Bill Griswold
Briana Reilly
Catherine Turton
Cheryl Sams
Dave Lange
James Farrell
James Speck
Jane Ahern
Jonathan Holdsworth
Kathleen Karhnak-Glasby
Margaret Breuker
Megan Lang
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Paul Kenney
Peter Samuel
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Karen Wurzberger
Krista Muddle
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Mike Caldwell
Morris Vogel
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Rebecca Stanfield McCown
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Don Stevens
Eric Allen
Gayle Hazlewood
Hector Santiago
Holly Griesemer
Ian Shanklin
Janet Wilding
Julie Hendricks
Lauren Blacik
LaVonne Rosenthal
Lynda Orbik
Malcolm Wilbur
Michael Mencarini
Nichole McHenry
Patty Trap
Rachel Franklin-Weekly Roger
Knowlton
Tokey Boswell
Tom Richter

Activating OneNPS for Community Engagement

NCR Workshop AGENDA

December 6-7, 2016

Location: National Conservation Training Center – Room 105 Instructional East

Meeting Purpose: As we enter the next century of the National Park Service and strive to be more relevant to our visitors and communities, we need to develop a vision for NCR parks, programs and partnerships that connect with and improve the lives of our local communities. This retreat will:

- Develop a OneNPS vision for parks, programs, and partners to build on cross-divisional opportunities for effective community engagement.
- Identify a future state of parks and key programs to best advance this work and meet the opportunities and needs across the metropolitan region.

TUESDAY

12/06/16	Topic	Outcome(s)
9:00 a.m.	Coffee Social	<ul style="list-style-type: none"> Everyone invited to arrive early for coffee, so we start on time!
10:00 a.m.	Welcome & Overview <ul style="list-style-type: none"> Introductions Overview and Outcomes – Bob Vogel Review agenda & ground rules – Delia Clark (Facilitator) 	<ul style="list-style-type: none"> Grounding, overview and set common expectations for the meeting
	Community Engagement & Continuum <ul style="list-style-type: none"> Explore individual participant's understanding of the term "community engagement." With whom and why is greater engagement of value to NPS? What are the ways in which community engagement enhances the NPS goals of relevancy and stewardship? How will it benefit our communities? Review concepts associated with a continuum of community engagement. 	<ul style="list-style-type: none"> Build a common understanding of the term "community engagement." Clarify the ways in which community engagement can enhance the NPS goals of relevancy and stewardship. Identify importance of the full continuum of community engagement with examples.
	Break	
	Mapping the Existing NCR Community Engagement Continuum <ul style="list-style-type: none"> Which programs/parks within the region is currently engaged in this work? What is their scope, focus and capacity? What are the existing intersections and overlaps? Exercise to Diagram the existing NCR Continuum of Community Engagement. 	<ul style="list-style-type: none"> Identify (and diagram) examples of the ways in which NCR parks and programs are currently engaging communities.
12:30 p.m.	Lunch	

12/06/16	Topic	Outcome(s)
1:45 p.m.	Map Analysis and Building on Our Successes <ul style="list-style-type: none"> Reflections on the existing NCR community engagement continuum. What is working well now that we can build on? What are our gaps and areas that need improvement? 	<ul style="list-style-type: none"> Identify gaps, areas needing improvement, and successful approaches that we can build on.
	Break	
	Vision for Future of NCR Community Engagement and Continuum <ul style="list-style-type: none"> Discuss and begin to develop a OneNPS vision for parks, programs, and partners to build on cross-divisional/park opportunities for effective community engagement. 	<ul style="list-style-type: none"> Statements reflecting the future of NCR Community Engagement across parks, programs, and partners.
5:00 p.m.	Dinner and Free time	
7:30 p.m.	Brewing Ideas Social and informal big ideas session in the Roosevelt Room	

WEDNESDAY

12/07/16	Topic	Outcome(s)
8:00 a.m.	Reflections on Day 1 <ul style="list-style-type: none"> Any additional insights about yesterday's discussion? Additional work to refine vision statement(s). 	<ul style="list-style-type: none"> Reflections captured about previous day's process and outcomes.
	Charting the Future State of NCR Community Engagement and Continuum Based on the vision, create a strategic approach for future of NCR's community engagement. <ul style="list-style-type: none"> Identify Ideal OneNPS & Divisional/Park Alignments and Roles across the continuum. Highlight changes that need to be made to the current process and a plan to execute those changes. 	<ul style="list-style-type: none"> Set goals and strategies to reach future state of NCR community engagement and continuum. Identify capabilities (skills, resources, information, etc.) required within each part of continuum.
	Break	
	Next Steps and Wrap up <ul style="list-style-type: none"> Identify follow-up actions. Assess effectiveness of meeting. 	<ul style="list-style-type: none"> Agreement on follow-up actions.
12:00 p.m.	Adjourn	

ABOUT THE URBAN AGENDA

With more than 80% of Americans living in urban areas, urban parks are becoming more important than ever.

In an effort to reimagine the Park Service's role in urban areas (and beyond), NPS is looking to align its resources to better serve communities both urban & rural.

To do this, the Urban Agenda offers three unifying principles *Relevancy*---*One NPS*---*Culture of Collaboration* that propose a new way of working that is more intentional, collaborative, and ultimately more sustainable.

1 | BE RELEVANT TO ALL AMERICANS

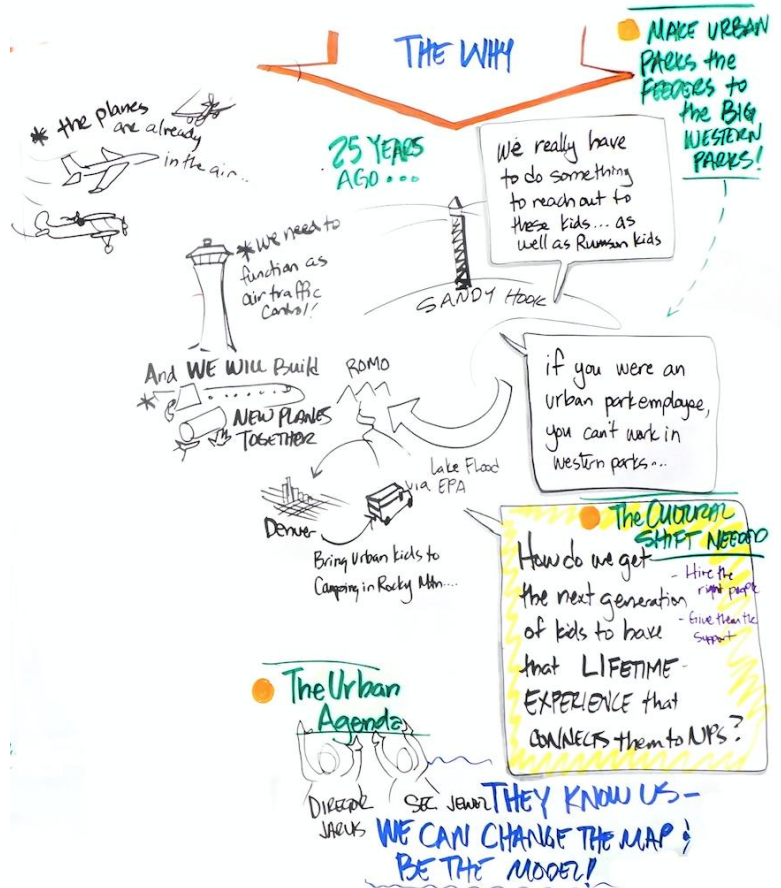
Reach new audiences and tell inclusive stories that represent our nation's diverse history. Diversify our workforce to become a true reflection of the American population. Look at parks with a fresh perspective and as innovative urban landscapes for new uses.

2 | ACTIVATE "ONE NPS"

Align NPS parks, programs, and partnerships to realize the full portfolio of the National Park System.

3 | NURTURE A CULTURE OF COLLABORATION

Work in collaboration both internally and externally to better serve communities.



For more on the Urban Agenda, and to get involved, visit

[NPS.gov/urban](https://www.nps.gov/urban)