



# **Congressional Actions and the National Park Service**

Participant Guide



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# Welcome

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Welcome to this TEL (Technology Enhanced Learning) training event. We are excited that you will be joining us today for *Congressional Actions and the National Park Service*, and we look forward to helping you to get as much out of this time as possible.

Your classroom includes students from many different locations across the NPS. You have the opportunity to hear what everyone is saying. Don't hesitate to ask questions – if you have a question, there are probably several others in the class who have the same one – you might as well be the one to ask! It is our goal that you leave class today with no unanswered questions.

## How To Interact with the Instructor

We encourage you to ask questions and share your comments with the instructors throughout this TELNPS course.

If you were physically in the classroom with the instructor, you would raise your hand to let her/him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses there is also a “protocol” to follow to ensure that you can easily ask questions and others can

participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push-to-talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

**When you have a question, press and hold down the push-to-talk button, maintaining a distance of 12-18 inches, and say,**

*“Excuse me [instructor’s first name], this is [your first name]*

*at [your location]. I have a question (or I have a comment).”*

Then release the push-to-talk button. This is important.

Until you release the button, you will not be able to hear the instructor.

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.



## Course Overview

### **Why a Congressional Actions and the National Park Service program?**

Knowledge of the thinking behind the action and inaction of congressional operations will provide participants with a better insight into politicians and staff in the U.S. Congress. Participants will be given tools that NPS leaders need to make informed decisions and solve problems on the ground when responding to their U.S. Senators, Representatives, and their staffs as well as to the constituents, the American public. Understanding the competing communities in the policy and budget processes both in the U.S. Congress and in the Executive Branch will contribute to participants' leadership competencies in the areas of policy awareness, fiscal accountability, and responsiveness to requests for information from Capitol Hill and WASO.

### **Target Audience**

This TEL course is intended for superintendents, Mid-Level Management Development Program participants, and others who must interact with Congressional representatives and staff, provide budget and legislative data to WASO for Congressional reports, and conduct other activities related to the Congressional oversight of the National Park System. Participation in these 2 sessions counts 6 hours toward the Supervision, Management and Leadership 40-hour annual mandatory requirement.

### **Program Timing**

*Congressional Actions and the National Park Service* is a 6-hour TELNPS course, conducted over 2 days.

### **Learning Objectives**

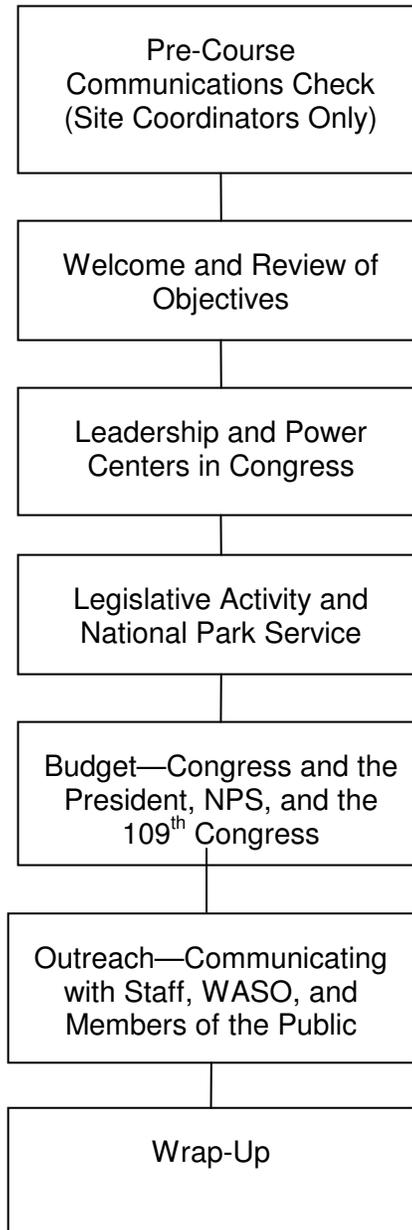
After completing this course, you will be able to:

- Distinguish between the roles and powers of Members of Congress, Congressional Committees, and Congressional staff.
- Identify the key entities and agencies in the Legislative and Executive Branches that play a part in determining the size and specifics of the NPS budget and its legislative authority.
- List 2 reasons why it is important to provide prompt and accurate responses to Legislative and Congressional Affairs and the NPS Budget Office (WASO) requests for information.
- Apply techniques to communicate information about NPS programs and issues that can be understood by a variety of audiences inside and outside the NPS.
- Develop a briefing statement for a legislative or budget issue that is relevant to your park or site.
- Develop a plan for interacting with NPS Legislative and Congressional Affairs staff to become familiar with Regional and Washington Office policy, protocol, and priorities for your park, site, or office.

### **Site Point-of-Contact Responsibilities**

The TEL Station Site Point-of-Contact must reserve the training room, notify employees that the park will be participating in this TEL training event, make sure the Participant Guide is available to students, set up the TEL Station on the day of the training, make sure students sign in on the Student Roster form, and finalize the roster in My Learning Manager.

# ***Congressional Actions and the National Park Service Course Map***



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# Leadership and Power Centers in Congress

The ability to “get things done” in Congress resides in 3 main *power centers* – the Members themselves, Congressional Committees, and Congressional staff.

## Members of Congress as Power Centers

### Three Branches Executive / Legislative / Judicial

- Executive - the President, the Cabinet and the bureaucracy
  - Staff size: 1.4 million civilian personnel; 1.65 million military
- Legislative - the United States Congress
  - 100 Senators; 440 Representatives
  - Staff Size: 14,000
- Judicial - the Supreme Court
  - 9 Justices and the Federal Court Circuits



Every 2 years, we go to the polls to elect our representatives in Congress. Each State elects 2 Senators, for a total of 100 U.S. Senators on Capitol Hill. Senators serve 6-year terms, and their terms “expire” based on the year in which they were elected. The U.S. Constitution established a staggered system from the very first Congress, so that 1/3 of U.S. Senators are elected every 2 years.

Representatives in the House are determined by each State’s population (as verified by the U.S. Census). The Constitution allocates at least 1 Representative in the House per State, with additional representatives (based on population) distributed among the districts in that State. A total of 435 Representatives work on Capitol Hill, although Congress can change this number by law. Representatives serve 2-year terms.

Although we elect them locally to represent our regional and Statewide interests, they also oversee and determine the operations of our executive

branch in the Federal Government. This means that their activities include not only responding to their constituents in their home States, but also working to ensure that the business of the U.S. Government is carried out, which includes enacting Federal laws and the budget.

Each Member of the House and Senate casts a single vote, but some Members have much greater political power and influence than others. This could be because of the official positions of leadership that they may hold (e.g., Majority Leader/Whip, Minority Leader/Whip), positions that they hold on various Committees and Subcommittees (e.g., Chairman), or even the length of time that they have held their elected office.

### Leadership on Capitol Hill

#### *HOUSE*

#### Speaker

**Majority Leader**

**Minority Leader**

**Majority Whip**

**Minority Whip**

**Zone Whips**

**Zone Whips**

**Committee  
on Rules**

**Clerk**

**Parliamentarian**

### Leadership on Capitol Hill

#### *SENATE*

**President of the Senate**

**President Pro Tempore\***

**Majority Leader+    Minority Leader**

**Assistant Majority  
Leader (Whip)    Assistant Minority  
Leader (Whip)**

*\* The President Pro Tempore merely has presiding authority.*

*+ The Majority Leader has the power to schedule legislation.*

# Congressional Committees as Power Centers

To ensure that laws are carefully considered, the process of writing and discussing and collaborating on them can be lengthy and at times seem counterintuitive. Part of the process of lawmaking involves working in Conference Committees. Each branch of Congress, House and Senate, contains various Committees tasked with overseeing different functions of the Federal Government. These Committees are directly involved in the oversight of specific Federal agencies, and have a great deal of power in determining their operations.

## Committees in Congress

### *STANDING COMMITTEES*

#### *Permanent Legislative Committees*

##### Authorization

Committees that draft laws to create programs.

##### Appropriations

Committees that fund programs.

Committees in Congress serve several functions:

- Authorization – Committees that draft laws to create programs. **NPS Authorization Committees include the House Resources Committee and the Senate Energy and Natural Resources Committee.**
- Appropriations – Committees that fund programs. **NPS Appropriations Committees include the House and Senate Interior Subcommittees on Appropriations.**
- Conference – Committees where Representatives and Senators meet to resolve differences in legislation. **The NPS appropriations bill goes to Conference each year.**

Hearings in Congress take place to gather information on specific pieces of legislation and issues. There are several types of hearings:

- Legislative – Review of specific bills
- Investigative – Pursuit of suspected illegal activities
- Oversight – Ongoing review of established programs
- Confirmation – Senate review of high-level Presidential appointees

## ***Exercise: Who's Who in Congress?***



Do you know who holds these positions in the current Congress?

1. Speaker of the House: \_\_\_\_\_
2. Majority Leader in the Senate: \_\_\_\_\_
3. Your U.S. Senators \_\_\_\_\_
4. U.S. Representative for your district \_\_\_\_\_

## **Congressional Staff as Power Centers**

Congressional staff serve an important role as liaison between the Members and their constituents, and between Members and the Federal agencies that they oversee. As a practical matter, they can wield considerable power as they are the primary source of information to and from the Member. There are 2 types of Congressional staff: committee staff and the Member's personal staff.

## Committee Staff

### *Committee Staff*

- Staff Director
- General Counsel
- Professional Committee Staff
- Administrative Staff

It has been said that Members of Congress wear two hats: the “legislative hat” and the “constituent hat.” Committee staff wear the “legislative hat” of their Senator or Representative. Their duties include:

- Organizing Congressional hearings
- Researching legislation
- Drafting amendments
- Briefing witnesses
- Staffing (attending) Congressional hearings
- Assisting on the House and Senate floor during debate and final passages

## Personal Staff

### *Member’s Personal Staff*

- Administrative Assistant / Chief of Staff
- Executive Secretary
- Legislative Assistants
- Caseworkers
- State / District Office Staff

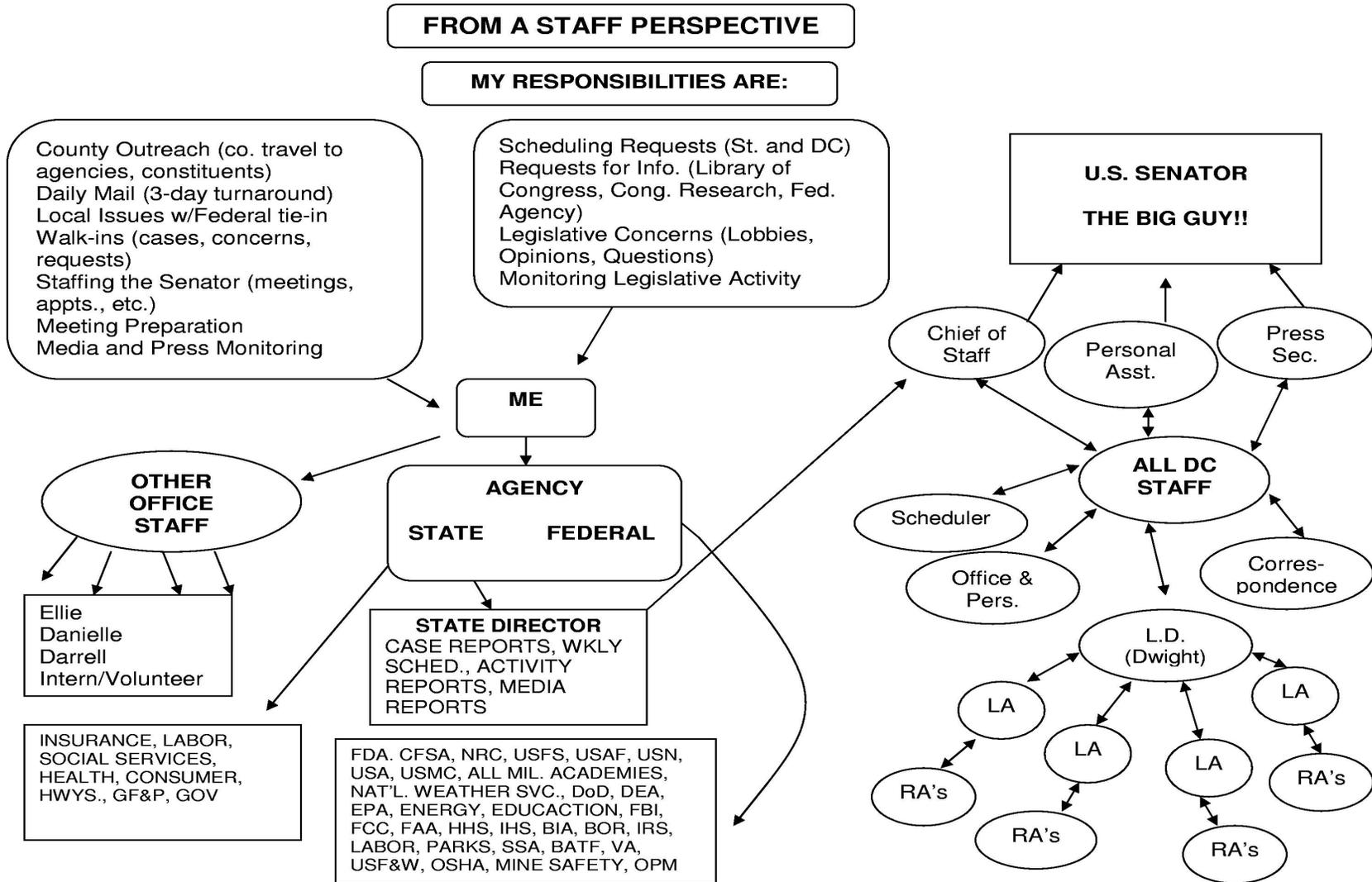


Personal Congressional staff work on the Hill, as well as in the State offices of your Senators, and in the District Offices of your Representatives. They wear the “constituent hat,” working on the front lines to serve as advocates for their Member’s constituents.

Staff activities are varied, and their days are long. They often work 10-12 hour days, responding to a myriad of issues, including everything from finding lost Social Security checks and missing passports to representing their Member at public meetings ranging from school boards to county councils. A meeting with a staffer can therefore be extremely brief, and it is important to be PREPARED and PROMPT to ensure that you are heard. Because their priorities mirror those of the Member they serve, it is important to know what these priorities are in order to get their attention!

**The diagram on the following page was created by a Congressional staff member, to illustrate a typical day. Because of their extremely busy schedule, it is important to make the most of the limited time you will have with them. Following the diagram are some tips on how to get the most from your meetings with Congressional staff.**

# Staffer's Typical Day Chart



# How To Get Your Message Across (Source: The Woods Institute)

*Information is power. You have it and they need it.*

## **An Understanding of How Congress Operates**

1. Let them know that you understand something about Congress: the time constraints, competing demands for legislative and budget priorities, re-election pressures.
2. Let them know that you understand the decision-making processes on Capitol Hill, that compromise and trade-offs are not illegal. Politics cannot be reduced to empirical facts and figures.
3. Be positive in your attitude about politics and politicians.
4. Let them know you are familiar with their boss's background, politics, and position on issues.
5. Let them know that you know the legislative process and appreciate that timing is critical for success in the policy-making process.
6. Let them know you know the congressional calendar, when Congress is in session and when lawmakers are in their home Districts and States.
7. Let them know what your objective is, your "bottom line" (no hidden agenda).
8. Let them know you appreciate that their time is valuable, that they wear many hats, thus be organized for a briefing.
9. Let them know that you understand Congress' limitations, that the institution does not have unlimited staff and time to solve problems, but may consider and modify plans presented to it.
10. Let them know that you are an honest and credible source of information for them.

## Clear Communication

1. Remember that most Congressional staff are generalists. You can offer the substance in the information that you provide.
2. Provide that information in a concise, specific, and clear fashion. Their time is too pressured for lengthy reports. "Tics and bullets!"
3. Be sure that this information is accurate and state the limits of accuracy. Don't fake it and keep it simple.
4. Think in terms of providing basic educational instruction when explaining this information. Use layman's terms. It may help to explain the information as if you were talking to your next-door neighbor or a friend.
5. Encourage and be prepared for questions about the information.
6. Plan carefully any group presentations: be brief and focused.
7. If possible, indicate how this information affects the Member's constituents, either positively or negatively.
8. Provide this information to all Members of Congress and their staffs, regardless of party affiliation or their support or non-support for the programs.
9. Give the staff a "heads up" when you are aware that this information is not going over well in a local community: nobody likes surprises.
10. Remember that you are a Federal employee and so are they, both serving the public but for different branches of government.

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# Laws that Guide the Work of the National Park Service

## General Authorities

National Park Service Organic Act (1916)

Historic Sites Act (1935)

General Authorities Act (1970)

Historic Preservation Act (1966)

Wilderness Act (1964)

Land and Water Conservation Act (1964)

Wild & Scenic Rivers Act (1968)

National Trails System Act (1968)

Archaeological Resources Protection Act (1979)

Native American Graves Protection and Repatriation Act (1990)

National Parks Omnibus Management Act (1998)

and many other laws

## Park Specific

Cumberland Island National Seashore

as well as other Parks in the system

## Other Laws

National Environmental Policy Act

Clean Air Act

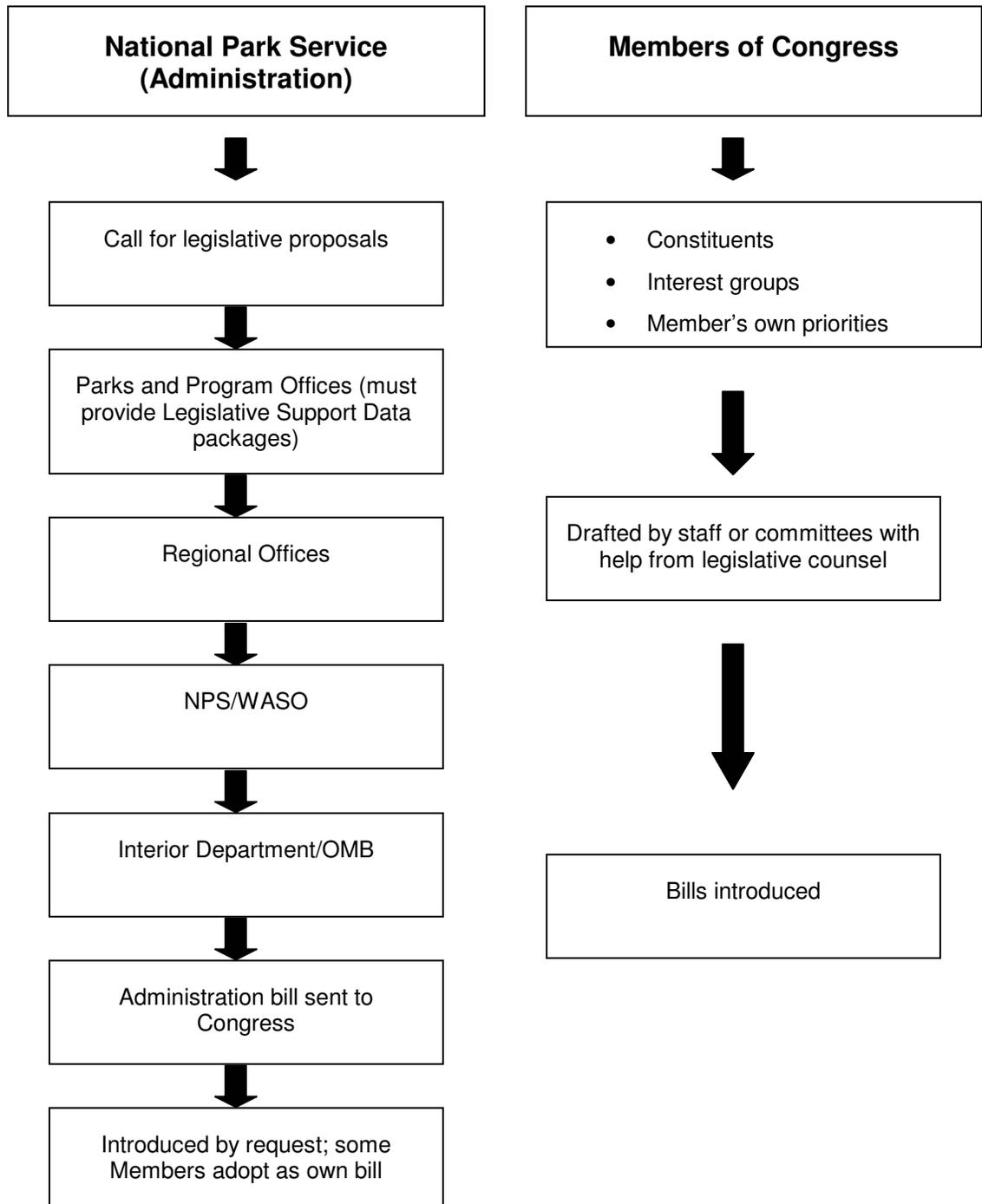
Clean Water Act

and many other laws

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# Legislative Activity and the National Park Service

## Origins of NPS Bills



# Summary of National Park Service Laws in 109<sup>th</sup> Congress, January 4, 2005 –

(includes all laws signed through 1/6/06)

## Boundary modifications:

Wind Cave National Park, SD - P.L. 109-71.

Golden Gate National Recreation Area, CA (included in the Yosemite schools funding act) - P.L. 109-131.

Redwood National Park, CA (included in the Yosemite schools funding act) - P.L. 109-131.

## Trails:

Authorizes the Captain John Smith Chesapeake National Historic Watertrail study (included in the FY 2006 Interior Appropriations Act) - P.L. 109-54.

## NPS lands issues:

Authorizes the Secretary of the Interior to take land into trust for purposes of establishing the Sand Creek Massacre National Historic Site - P.L. 109-45.

Modifies the provision in the FY 2005 Interior Appropriations Act requiring the Park Service to purchase seven specific parcels for the administrative complex at Kenai Fjords National Park by eliminating three of the parcels and by allowing the Alaska Sealife Center to be the recipient of any unused appropriated funds and to use those for purposes that complement the new facility (included in the FY 2006 Interior Appropriations Act) - P.L. 109-54.

Requires the designation of energy right-of-way corridors on federal lands (included in the Energy Policy Act of 2005) - P.L. 109-58.

Authorizes the transfer of Department of Defense land on two islands within Gulf Islands National Seashore to NPS if they are determined to be excess to the needs of the armed forces (included in the FY 2006 Defense Authorization Act) - P.L. 109-163.

## **Fee authority:**

Authorizes Yosemite National Park to charge a fee to visitors for a park transportation system (included in the Yosemite schools funding act) – P.L. 109-146.

Allows Great Smoky Mountains National Park and Lincoln Home National Historic Site to retain 100 percent of the recreation use fees charged by each unit (included in the FY 2006 Interior Appropriations Act) – P.L. 109-54.

## **Natural resource authorities:**

Allows for an adjustment in the number of free roaming horses permitted in Cape Lookout National Seashore, NC – P.L. 109-117.

Authorizes the Public Land Corps to be used for projects that reduce wildfire risk, and that promote forest restoration, forest health, and forest ecosystem restoration. – P.L. 109-154.

## **Energy authorities:**

Authorization of various programs to ensure secure, affordable, and reliable energy – P.L. 109-58.

## **Cultural resource authorities:**

Increases the rehabilitation tax credit for certified historic structures and qualified rehabilitated buildings located in the area affected by Hurricane Katrina (included in the Gulf Opportunity Zone Act of 2005) – P.L. 109-135.

## **Transportation authorities:**

Provides an extension of the Transportation Equity Act – P.L. 109-14, P.L. 109-20, P.L. 109-35, P.L. 109-37, P.L. 109-40, and P.L. 109-42.

Authorizes funds for Federal-aid highways, highway safety programs, and transit programs – P.L. 109-59.

Authorizes continued use of Route 209 by commercial vehicles within the boundary of Delaware Water Gap NRA and authorizes the enlargement of two sections of a pipeline that passes through the park - P.L. 109-156.

### **Miscellaneous other authorities:**

Authorizes oil and gas drilling activities at Gulf Islands National Seashore (included in the Emergency Supplemental Appropriations for Defense) - P.L. 109-13.

Authorizes construction funds to be used for the West Yellowstone Visitor Info Center outside of the park boundary (included in Emergency Supplemental Appropriations for Defense) - P.L. 109-13.

Prohibits the National Park Service from accepting donations or services associated with new partnership facilities with a value of more than \$5 million without advance approval of the House and Senate Appropriations Committees (included in the FY 2006 Interior Appropriations Act) - P.L. 109-54.

Provides for the rules concerning snowmobile use at the three units that were published in the November 10, 2004 Federal Register to be in effect for the 2005-2006 winter use season (included in the FY 2006 Interior Appropriations Act) - P.L. 109-54.

Extends the Administration's "Service-First" initiative to the National Park Service for pilot programs involving federal land management agencies conducting joint projects and programs (included in the FY 2006 Interior Appropriations Act) - P.L. 109-54.

Authorizes supplemental funding and other assistance to schools located within Yosemite National Park and permits construction of park facilities outside Yosemite's boundary - P.L. 109-131.

Authorizes the Little Rock Central High School Desegregation 50<sup>th</sup> Anniversary Commemorative Coin - P.L. 109-146.

Authorizes the establishment of a memorial for the USS Oklahoma as part of the USS Arizona Memorial (included in the FY 2006 Defense Authorization Act) - P.L. 109-163.

## **Grants passed through the National Park Service:**

Authorizes appropriations for the restoration of the Angel Island Immigration State, CA – P.L. 109-119.

Authorizes grants for the rehabilitation of the Franklin Memorial and the development of an interpretive exhibit relating to the 300<sup>th</sup> anniversary of Franklin's birth – P.L. 109-153.

## **Studies:**

Directs the Secretary of the Interior to conduct a special resource study to determine the suitability and feasibility of including in the National Park System certain sites in Williamson County, TN, related to the Battle of Franklin – P.L. 109-120.

## **D.C. Parks and Memorials:**

Authorizes appropriations for FY 2006 and thereafter to be used to maintain Jackson Place, Madison Place, and Pennsylvania Avenue between 15<sup>th</sup> and 17<sup>th</sup> Streets, N.W. (included in the FY 2006 Interior Appropriations Act) – P.L. 109-54.

Appropriates \$10 million for expenses related to the Memorial for Martin Luther King, Jr. after a matching amount is pledged and received after July 26, 2005 (included in the FY 2006 Interior Appropriations Act) – P.L. 109-54.

## **Appropriations:**

Emergency Supplemental Appropriations for Defense – P.L. 109-13.

FY 2006 Interior Appropriations Act – P.L. 109-54.

FY 2006 Department of Defense, Emergency Supplemental Appropriations Act – P.L. 109-148.

**If you have any questions about this legislation, please  
call Don Hellmann at 202-208-5656.**

# Office of Legislative and Congressional Affairs

## Functions of the Division of Legislation

### Legislative Programs

- A. Develop National Park Service (NPS) legislative program for each Congress with input from field units, the Washington Office (WASO) directorate, and the Secretary's Office.
- B. Prepare draft legislation as necessary to implement the Administration's program and budget initiatives, and upon request of Members of Congress. Prepare section-by-section analyses and transmittal letters to Congress.
- C. Prepare testimony, briefing materials, and exhibits for congressional hearings on legislation; brief witnesses; prepare answers to anticipated questions: provide technical backup during hearings; and prepare answers to questions for insertion in hearing records.
- D. Conduct meetings to discuss NPS views and to determine Administration position on pending legislation. Prepare and transmit legislative reports on bills being considered for committee or floor action.
- E. Meet with committee and member's personal staff to discuss legislative proposals, negotiate compromise language, draft amendments, and provide technical advice on legislation being considered.
- F. Prepare activation memo for each new public law.

### Legislative Review

- A. Review all correspondence pertaining to legislation and take appropriate action to approve it or to make recommendations for changes.
- B. Review legislative materials prepared by other bureaus and departments as part of Departmental and OMB clearance process.
- C. Review all planning documents, including statements for management, environmental assessments, general management plans, and development concept plans, to ensure consistency with legislative intent.

### Archival Functions

- A. Prepare legislative histories, and compile laws and presidential proclamations pertaining to the NPS. Submit these to GPO for printing and distribution to field and program offices.

- B. Maintain current legislative case files for both proposed and introduced legislation.

## **Information Services**

- A. Distribute current legislative documents (bills, committee reports, printed transcripts) to concerned NPS divisions and field offices and provide documents as requested by NPS, departmental, Congressional offices, and the public.
- B. Maintain status tracking system for current legislative proposals and prepare and distribute periodic status reports for directorate.
- C. Respond to telephone and written requests for information on pending, proposed, and enacted legislation affecting the NPS.
- D. Attend markup sessions on pending legislation to monitor progress on bills and to report back to OMB, the directorate, and interested program and field offices.

## **Functions of the Congressional Liaison**

### **Liaison Services**

- A. Maintain close contact and coordinate with members of Congress and their committees. Advise congressional staff of NPS activities thus ensuring positive relationships with the NPS when Congress is considering critical issues.
- B. Make appointments for visits with the Director and other senior officials of NPS and members of Congress and staff on Capitol Hill. Representatives from the Office of Legislative and Congressional Affairs may accompany the official.
- C. Perform routine courtesy visits with Members' staff to provide contacts that are of value at future times.
- D. Schedule D.C. monument tours for VIPs at the request of Members of Congress and the Secretary's Office.

## **Information Services**

- A. Send press releases to appropriate Congressional offices when key personnel changes are made in the NPS.

- B. Make personal contacts with Members regarding contracts, grants, and general management plans, as well as public events and other significant happenings in the Member's district.
- C. Respond to large numbers of Congressional inquiries from Members and their staff. Approximately 5,000 inquiries, from simple information requests to interpretation of NPS policy, are received from the Congress each year.
- D. Submit weekly lists of liaison activities to advise the Directorate on interactions with Members of Congress, their staffs, and other VIPs.

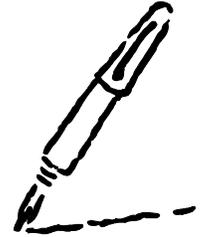
## **Special Projects**

- A. Coordinate briefing materials in preparation of departmental nominees for confirmation hearings. Work with the Secretary's Congressional Liaison to arrange introductory visits with senators for departmental nominees prior to the hearings. Provide information for the preparation of nominees' statements for their confirmation hearings and assist with the coordination of responses to follow-up questions provided for the record after the confirmation hearing.
- B. Prepare Director's briefing book for all congressional visits.
- C. Coordinate and conduct bridge-team work between the Washington D.C. legislative office, regional directorates, and unit superintendents at the beginning of each new Congress. Schedule and conduct visits to acquaint new Congressional Members and their staffs with the policy and procedures of the NPS.
- D. Provide liaison for Pageant of Peace (White House Christmas Tree Lighting) for Members of Congress and their staffs.

## **Scheduling**

- A. Prepare trip itineraries for Members and their staffs to various parks in the System.

## Exercise: Roles and Authorities



For each of the questions below, choose the most appropriate answer.

1. One-third are elected every 2 years for 6-year terms. Each holds one vote, but can be very influential as individuals, depending on their length of service and the number of leadership positions they hold.

Member

Committee

Staff

2. Responsible for overseeing the workings of the agencies of the Federal Government, including allocating Federal funds, writing authorizing legislation, and can include Members of both House and Senate.

Member

Committee

Staff

3. Carry out the work of Members, including responses to individual constituents, meetings with interest groups and Federal agency officials, providing (and filtering) information to Members.

Member

Committee

Staff

4. What is the difference between an authorization committee and an appropriations committee?

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5. If you have a concern about your park's legislative authority or appropriations, where should you direct it?

Member                      Oversight Committee                      Staff                      OLCA

If Staff, should you contact Capitol Hill or district staff? \_\_\_\_\_

6. If your park or site receives a Congressional request for information (inquiry), where should you respond?

Member                      Committee                      Staff                      OLCA

If Staff, should you contact Capitol Hill or district staff? \_\_\_\_\_

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# Outreach

## Know ‘Em Before You Need ‘Em!

It is important to establish good working relationships with Congressional staff and WASO staff to help ensure that you are seen as a reliable, credible, and informed representative of the National Park Service. Your reputation with staff can serve not only your individual location, but also the National Park Service as a whole.

Be proactive. Take the initiative to get to know your Representative’s district and Senator’s State Congressional staff, your points of contact in WASO for budget and legislative matters, and individuals outside the Government who have an interest in your park’s or site’s issues, such as friends groups, conservation and preservation organizations, and local community leaders. Communicating what your park or site does takes effort, but the payoffs can be very big!

## Communicating Your Message Clearly

Remember that your audience is not going to be as familiar with your programs and activities as you are. To ensure that your message is received, here are a few tips:

- Avoid jargon, acronyms, “techno” talk, and other obscure terminology that only select groups will understand.
- Be brief. Whether you are communicating with a busy staffer who works 12-hour days and meets with dozens of people each day, a member of the public who has perhaps visited a few parks in their lifetime, or a WASO staff member whose responsibilities cover a wide range of activities and functions, you must be sure you GET THEIR ATTENTION. Keep it to 1 page, and use bullet points. You can always explain more in a meeting, but get your point across. Lengthy documents go on the bottom of the pile, and may never get read.
- Use pictures, graphics, drawings, etc., where possible, instead of paragraphs. Use color. “A picture is worth a thousand words.”
- Use statistics, dates, and facts to support your points.

- Try to include constituents as supporters or with testimonials.
- Try to relate the Park's/Site's presence in a District or State to the welfare, health, and safety of the constituents.
- **Be sure to include your contact information on the handout!**

## ***Exercise: What Are They Saying?***



Take a few moments to read the paragraph below. Try to restate the message in as few words as possible.

On May 5, 2004, the Resources Committee marked up H.R. 3819, to designate FOCL NM as the Lewis and Clark NHP. The committee adopted an amendment in the nature of a substitute on the updated theme study. If H.R. 3819 is passed by the House and the other body, NPS hopes to issue the study and provide for the recognition of the appropriate sites before the conclusion of the bicentennial in 2006.

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## ***Exercise: Develop a Briefing Statement!***

Develop a briefing statement on a particular legislative issue relative to your park or site.

**For an extra 1 hour of course credit**, please e-mail your completed assignment to Don Hellmann at [Don\\_Hellmann@nps.gov](mailto:Don_Hellmann@nps.gov).

Due date is **FEBRUARY 27, 2006**.

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# The Budget Process

## Who Has the Power of the Purse?

Executive submits budget request

18 to 24 months in preparation for a single fiscal year

Office of Management and Budget (OMB)

Legislative reviews Executive's budget request

U.S. Constitution: Article 1, Section 7 - taxes

Budget, Tax and Appropriations Committees consider the President's budget request for 8 months each year (early February - September 30th)

New fiscal year begins on October 1st if Congress votes the dollars

Executive implements the budget

OMB - Departments - Agencies: 3 to 6 months

## Executive Submits Budget Request

- 18 to 24 months in preparation for a single fiscal year
- Office of Management and Budget (OMB)

## Executive Implements the Budget

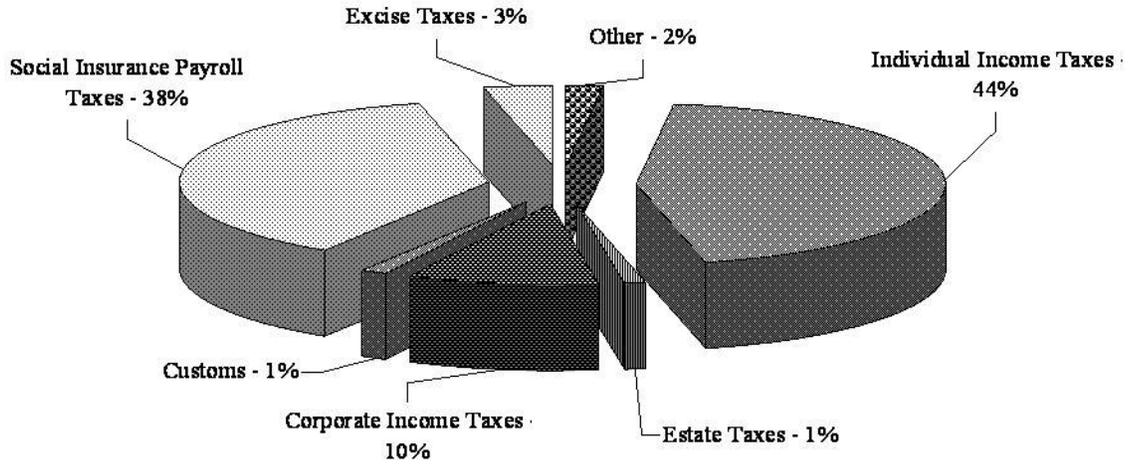
- OMB - Departments - Agencies 3 to 6 months



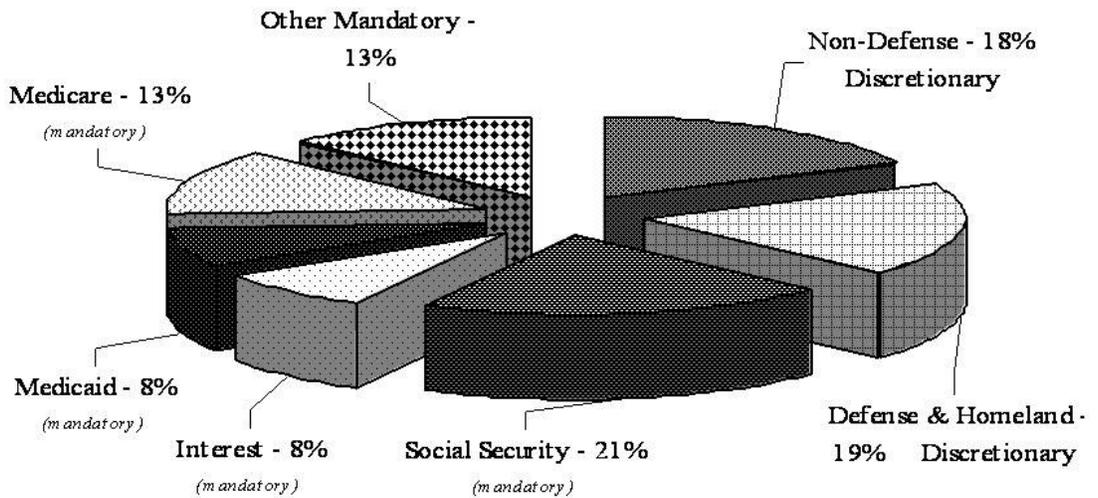
**FIGURE 1: *Calendar for the Federal Budget Process***  
**Which Congressional and Executive Agency Processes Are Going on in FY 2005**

	October—December Start of New Fiscal Year	January—February	March—June	July—September
<b>FY I (2004)</b>			Congressional review of agencies' accomplishments.	
<b>FY II (2005)</b>	Fiscal Year 2005 starts.		Executive agencies implement programs for current fiscal year.	Executive agencies implement programs for current fiscal year.
<b>FY III (2006)</b>	OMB reviews agency requests for 2006 and issues passbacks; agency appeals to OMB and/or President. Final decisions.	Compilation and printing of executive budget. President submits budget to Congress no later than the first Monday in February.	Congressional consideration of the President's budget request begins: <i>March 15:</i> Congressional committees submit views and estimates on the budget to budget committees. <i>April 15:</i> Deadline for adopting the budget resolution for fiscal year 2006.	Appropriations process (Congress writes budget)  <i>May—July:</i> House action on regular appropriations bills for 2006 <i>July—Sept.:</i> Senate action and conference on regular appropriations; enactment of appropriations.
<b>FY IV (2007)</b>	Field offices developing budget estimates.		Development of budget guidelines and preliminary policies: call for estimates issued by agency budget office to operating units.	Agencies formulate detailed request, which are submitted to OMB.

## FY 2006 Where the Money Comes From



## FY 2006 Where the Money Goes

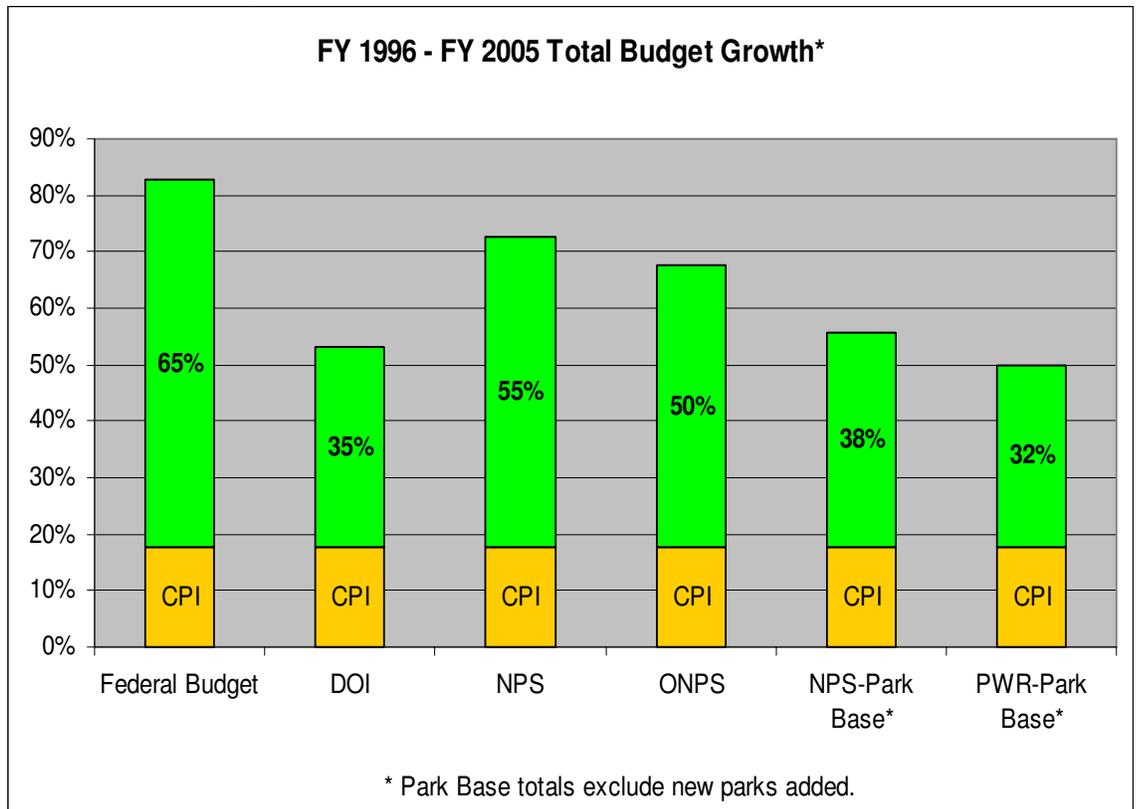


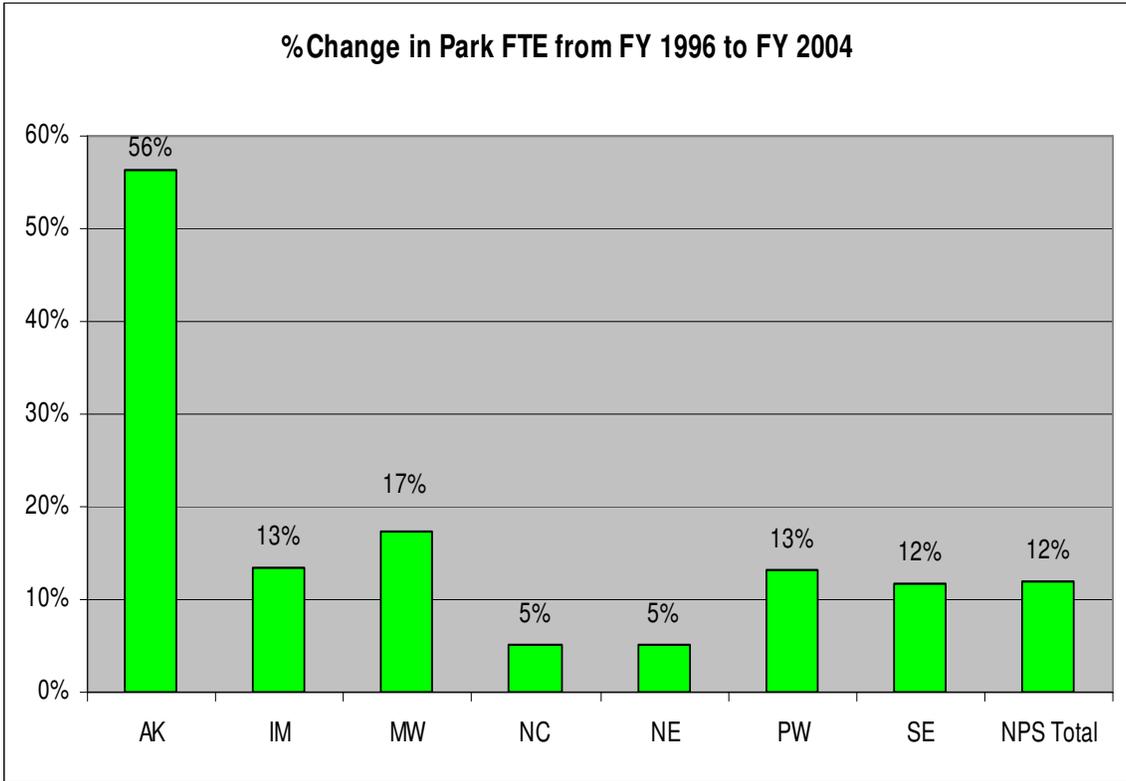
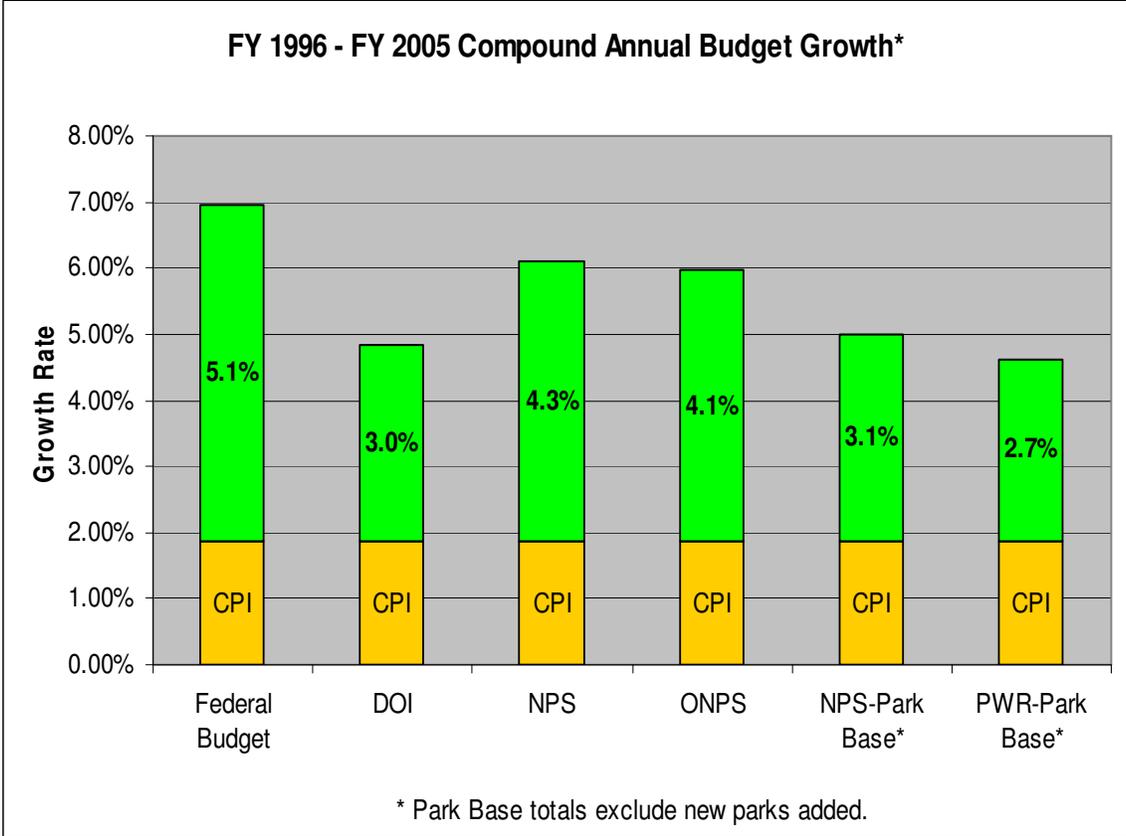
# The Congressional Budget Process and the NPS Budget

There are several key entities that play a part in determining the size and allocation of the National Park Service budget each year.

- Department of the Interior Budget Office (Office of the Secretary)
- OMB
- National Park Service Budget Office (Office of the Director)
- House and Senate Appropriations Committees and Interior Subcommittees
- House Committee on Resources and Subcommittee on Natural Parks and Public Lands
- Senate Committee on Energy and Natural Resources and Subcommittee on National Parks

Because of the complexity of the process, and the competing Federal budget, requests for information from Parks and Sites are VERY time-sensitive, sometimes with only a few hours' notice.





## **Exercise: How Does NPS Get Its Budget?**

1. Name 3 key entities in the Legislative and Executive Branches that oversee the legislation and operations of the National Park Service.
  - (1) \_\_\_\_\_
  - (2) \_\_\_\_\_
  - (3) \_\_\_\_\_
2. List 2 reasons why it is important to provide timely responses to WASO requests for data on your park or site.
  - (1) \_\_\_\_\_
  - (2) \_\_\_\_\_

## **Developing an Outreach Plan**

To guide you as you communicate with outside audiences and WASO staff, you may wish to develop an “outreach plan.” Using an outreach plan will help to ensure that you identify your goals, communicate your message briefly and clearly, and prepare yourself to become familiar with these vital players.

### **Elements of an Outreach Plan**

Be sure to consult with NPS Office of Legislative Affairs staff for advice and guidance.

- Identify your audience
- Identify your message
- Develop a brief statement
- 

### **Identify Your Audience**

- Congressional staff
- WASO staff
- Members of the Public/Friends Groups/Organizations
- Local community leaders, both elected and non-elected, including tribal and county officials

## **Tips for Implementing Your Outreach Plan**

- Give advance notice.
- Be on time.
- Expect a short meeting (15 minutes or less).
- Be prepared to be interrupted or rescheduled (reality of life in Washington). Make sure your handout speaks for itself.
- 

## ***Exercise: Wrap-Up!***

Instructions for this exercise will be provided during the Tuesday program.

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# Helpful References

## Web Sites

[www.house.gov](http://www.house.gov)

- Click on House Directory, Election Information, to find information including Maps of current Congressional Districts, 108<sup>th</sup> Congress activities, Member FAQs, etc.

[www.senate.gov](http://www.senate.gov)

- Click on References, Statistics & Lists for more information about Senate term of office, political party leadership, legislation and voting, etc.

[thomas.loc.gov](http://thomas.loc.gov) (Library of Congress)

[www.nps.gov/legal](http://www.nps.gov/legal) (Office of Legislative and Congressional Affairs, NPS)

<http://data2.itc.nps.gov/budget2/index.htm> (NPS Budget web site)

[www.woodsinsitute.com](http://www.woodsinsitute.com)

# Congressional Committees that Impact the National Park Service

109<sup>th</sup> Congress, The United States Senate  
Committee on Appropriations, 202-224-3471  
[www.appropriations.senate.gov](http://www.appropriations.senate.gov)

## Republicans

Cochran, Thad (MS), *Chairman*  
Stevens, Ted (AK)  
Specter, Arlen (PA)  
Domenici, Pete (NM)  
Bond, Christopher (MO)  
McConnell, Mitch (KY)  
Burns, Conrad (MT)  
Shelby, Richard (AL)  
Gregg, Judd (NH)  
Bennett, Robert (UT)  
Craig, Larry (ID)  
Hutchison, Kay (TX)  
DeWine, Mike (OH)  
Brownback, Sam (KS)  
Allard, Wayne (CO)

## Democrats

Byrd, Robert (WV), *Ranking Member*  
Inouye, Daniel (HI)  
Leahy, Patrick (VT)  
Harkin, Tom (IA)  
Mikulski, Barbara (MD)  
Reid, Harry (NV)  
Kohl, Herb (WI)  
Murray, Patty (WA)  
Dorgan, Byron (ND)  
Feinstein, Dianne (CA)  
Durbin, Richard (IL)  
Johnson, Tim (SD)  
Landrieu, Mary (LA)

## Subcommittee on Interior, (202) 224-7233

### Republicans

Burns, Conrad (MT), *Chairman*  
Stevens, Ted (AK)  
Cochran, Thad (MS)  
Domenici, Pete (NM)  
Bennett, Robert (UT)  
Gregg, Judd (NH)  
Craig, Larry (ID)  
Allard, Wayne (CO)

### Democrats

Dorgan, Byron (ND), *Ranking Member*  
Leahy, Patrick (VT)  
Reid, Harry (NV)  
Feinstein, Dianne (CA)  
Mikulski, Barbara (MD)  
Kohl, Herb (WI)

**Committee on Energy and Natural Resources**

(202) 224-4971

[www.energy.senate.gov](http://www.energy.senate.gov)

**Republicans**

Domenici, Pete (NM), *Chairman*  
Craig, Larry (ID)  
Thomas, Craig (WY)  
Alexander, Lamar (TN)  
Murkowski, Lisa (AK)  
Burr, Richard (NC)  
Martinez, Mel (FL)  
Talent, Jim (MO)  
Burns, Conrad (MT)  
Allen, George (VA)  
Smith, Gordon (OR)  
Bunning, Jim (KY)

**Democrats**

Bingaman, Jeff (NM), *Ranking Member*  
Akaka, Daniel (HI)  
Dorgan, Byron (ND)  
Wyden, Ron (OR)  
Johnson, Tim (SD)  
Landrieu, Mary (LA)  
Feinstein, Dianne (CA)  
Cantwell, Maria (WA)  
Salazar, Ken (CO)  
ONE VACANCY

**Subcommittee on National Parks**

(202) 224-6293

**Republicans**

Craig Thomas (WY), *Chairman*  
Lamar Alexander (TN), *Vice Chairman*  
George Allen (VA)  
Mel Martinez (FL)  
Gordon Smith (OR)  
Richard Burr (NC)  
Pete Domenici (NM), *ex officio*

**Democrats**

Daniel K. Akaka (HI), *Ranking Member*  
Ron Wyden (OR)  
Mary L. Landrieu (LA)  
Ken Salazar (CO)  
ONE VACANCY  
Jeff Bingaman (NM), *ex officio*

**109<sup>th</sup> Congress**  
**The United States House of Representatives**  
**Committee on Appropriations, (202) 225-2771**  
[www.house.gov](http://www.house.gov)

**Republicans**

Jerry Lewis (CA), *Chairman*  
C.W. Bill Young (FL)  
Ralph Regula (OH), *Vice Chairman*  
Harold Rogers (KY)  
Frank R. Wolf (VA)  
Jim Kolbe (AZ)  
James Walsh (NY)  
Charles H. Taylor (NC)  
David L. Hobson (OH)  
Ernest J. Istook, Jr. (OK)  
Henry Bonilla (TX)  
Joe Knollenberg (MI)  
Jack Kingston (GA)  
Rodney P. Frelinghuysen (NJ)  
Roger F. Wicker (MI)  
Todd Tiahrt (KS)  
Zach Wamp (TN)  
Tom Latham (IA)  
Anne Northup (KY)  
Robert Aderholt (AL)  
Jo Ann Emerson (MO)  
Kay Granger (TX)  
John E. Peterson (PA)  
Virgil Goode (VA)  
John Doolittle (CA)  
Ray LaHood (IL)  
John Sweeney (NY)  
Don Sherwood (PA)  
Dave Weldon (FL)

**Democrats**

David R. Obey (WI)  
John P. Murtha (PA)  
Norman D. Dicks (WA)  
Martin Olav Sabo (MN)  
Steny H. Hoyer (MD)  
Alan B. Mollohan (WV)  
Marcy Kaptur (OH)  
Peter J. Visclosky (IN)  
Nita M. Lowey (NY)  
José E. Serrano (NY)  
Rosa L. DeLauro (CT)  
James P. Moran (VA)  
John W. Olver (MA)  
Ed Pastor (AZ)  
David E. Price (NC)  
Chet Edwards (TX)  
Robert E. "Bud" Cramer, Jr. (AL)  
Patrick J. Kennedy (RI)  
James E. Clyburn (SC)  
Maurice D. Hinchey (NY)  
Lucille Roybal-Allard (CA)  
Sam Farr (CA)  
Jesse L. Jackson, Jr. (IL)  
Carolyn C. Kilpatrick (MI)  
Allen Boyd (FL)  
Chaka Fattah (PA)  
Steven R. Rothman (NJ)  
Sanford D. Bishop, Jr. (GA)  
Marion Berry (AR)

Michael K. Simpson (ID)  
John Abney Culberson (TX)  
Mark Steven Kirk (IL)  
Ander Crenshaw (FL)  
Dennis Rehburg, At Large (MT)  
John Carter (TX)  
Rodney Alexander (LA)  
ONE VACANCY

**Subcommittee on Interior**

(202) 225-3081

**Republicans**

Charles H. Taylor (NC), *Chairman*  
Mike Simpson (ID), *Vice Chairman*  
Zach Wamp (TN)  
John E. Peterson (PA)  
Don Sherwood (PA)  
Ernest Istook, Jr. (OK)  
Robert B. Anderholt (AL)  
John T. Doolittle (CA)

**Democrats**

Norman Dicks (WA), *Ranking Member*  
James P. Moran (VA)  
Maurice D. Hinchey (NY)  
John W. Olver (MA)  
Allen B. Mollohan (WV)

## Committee on Resources

(202) 225-2761

[www.resourcescommittee.house.gov](http://www.resourcescommittee.house.gov)

### Republicans

Richard W. Pombo (CA), *Chairman*  
Barbara Cubin (WY), *Vice Chairman*  
Don Young (AK)  
Jim Saxton (NJ)  
Elton Gallegly (CA)  
John J. Duncan, Jr. (TN)  
Wayne T. Gilchrest (MD)  
Ken Calvert (CA)  
George P. Radanovich (CA)  
Walter B. Jones, Jr. (NC)  
Chris Cannon (UT)  
John E. Peterson (PA)  
Jim Gibbons (NV)  
Greg Walden (OR)  
Thomas G. Tancredo (CO)  
J.D. Hayworth (AZ)  
Jeff Flake (AZ)  
Rick Renzi (AZ)  
Stevan Pearce (NM)  
Devin Nunes (CA)  
Henry E. Brown, Jr. (SC)  
Thelma D. Drake (VA)  
Luis Fortuno (PR)  
Cathy McMorris (WA)  
Bobby Jindal (LA)  
Louie Gohmert (TX)  
Marilyn Musgrave (CO)

### Democrats

Nick J. Rahall II (WV), *Ranking Member*  
Dale E. Kildee (MI)  
Eni F.H. Faleomavaega, American Samoa  
Neil Abercrombie (HI)  
Solomon P. Ortiz (TX)  
Frank Pallone, Jr. (NJ)  
Donna M. Christensen (VI)  
Ron Kind (WI)  
Jay Inslee (WA)  
Grace F. Napolitano (CA)  
Tom Udall (NM)  
Raúl M. Grijalva (AZ)  
Madeleine Z. Bordallo (GU)  
Jim Costa (CA)  
Charlie McLancon (LA)  
Dan Boren (OK)  
George Miller (CA)  
Edward J. Markey (MA)  
Peter A. DeFazio (OR)  
Mark Udall (CO)  
Dennis A. Cardoza (CA)  
Stephanie Herseth (SD)

## Subcommittee on National Parks

(202) 226-7736

### Republicans

Devin Nunes (CA), *Chairman*  
James Saxton (NJ)  
Elton Gallegly (CA)  
John J. Duncan, Jr. (TN)  
George Radanovich (CA)  
Walter B. Jones, Jr. (NC)  
Henry E. Brown, Jr. (SC)  
Luis Fortuno (PR)  
Marilyn Musgrave (CO)  
Richard W. Pombo (CA), *ex officio*

### Democrats

Donna M. Christensen (VI), *Ranking Member*  
Dale E. Kildee (MI)  
Neil Abercrombie (HI)  
Ron Kind (WI)  
Tom Udall (NM)  
Madeleine Z. Bordallo (GU)  
Charlie McLancon (LA)  
Nick J. Rahall, II (WV), *ex officio*

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# Glossary of Legislative Terms

**act** The term for legislation that has passed both houses of Congress and has been signed by the President, or was passed over his veto, thus becoming law.

**amendment** A legislator's proposal to alter the language or stipulations in a bill or act.

**bill** The form in which legislative proposals before Congress are introduced. Bills in the House of Representatives are designated as H.R. # and Senate bills as S. #.

**budget** This document, sent to Congress by the President in January each year, estimates government revenues and expenditures for the following fiscal year and recommends specific appropriations.

**budget deficit** The amount by which government budget outlays exceed budget receipts for a given fiscal year.

**clean bill** When a committee makes major changes in a bill, the chairperson usually incorporates them into what is left of the original bill and introduces a "clean bill" with a new number.

**cloture** The process of ending a filibuster in the Senate. Sixty senators must vote for cloture for it to be invoked, thereby ending the filibuster.

**Committee of the Whole** Working title of what is formally "The Committee of the Whole House of Representatives on the State of the Union." It has no fixed membership and comprises 100 members who participate in legislative debate on the floor of the House.

**concurrent resolution** A resolution that must pass both the House and the Senate, but does not require the President's signature, nor does it have the force of law. It is designated as S.Con.Res. or H.Con.Res.

**conference** The meeting between members of the House and Senate to reconcile the differences in their respective bills on a related measure.

**Congressional Record** The daily printed account of the procedures in both the House and Senate chambers.

**continuing resolution** A resolution enacted by Congress and signed by the President that allows Federal agencies to continue operations until their regular appropriations bills are enacted.

**engrossed bill** The final copy of a bill that has passed the House or the Senate. The text amended by floor action is incorporated into the bill.

**enrolled bill** The final copy of a bill that has been passed in identical form by both the House and the Senate.

**filibuster** Prolonged debate by a senator or senators in the minority to delay a vote on a bill that probably would pass if brought to a vote.

**germane** Pertaining to the subject matter of the measure at hand.

**hearings** Committee session for hearing witnesses' testimony.

**House Calendar** A listing for action by the House of Representatives of all public bills that do not pertain to tax appropriations.

**joint committee** A committee composed of a specified number of representatives and senators for special policy studies.

**joint resolution** A resolution that must pass both the House and Senate, receive the President's signature, and has the force of law if so approved.

**majority leader** Chief strategist and floor leader for the party in control of either the House or the Senate.

**majority whip** The assistant majority leader in both the House and the Senate.

**markup** Refers to a process by which congressional subcommittees and committees revise a bill before reporting it to full committee or to the full House or Senate, respectively.

**minority leader** Floor leader for the minority party.

**minority whip** Chief assistant to the minority leader.

**override** A process whereby Congress annuls, or overrides, a presidential veto of a bill. It requires a two-thirds vote in each house of Congress.

**pocket veto** An action of the President in withholding his approval of a bill after Congress has adjourned either for the year or for a specified period.

**president of the Senate** The chief presiding officer of this chamber, also the U.S. vice president.

**president pro tempore** The chief officer in the Senate in the absence of the Senate president. He or she is usually the oldest member of the majority party.

**public law** A measure that has passed both houses of Congress and has been signed by the President. Laws are listed numerically by Congress; for example, Public Law 90-365 indicates that the bill was passed by the 90th Congress. It is often abbreviated as P.L.

**recorded vote** A vote upon which each member's stand is individually made known.

**resolution** A measure passed only by the chamber that introduced it. S.Res. or H.Res. deals with business pertaining only to one house or the other.

**rider** An unrelated measure attached to a congressional bill to compel the President to accept the bill with its rider. The President cannot veto part of a bill.

**rule** This term has two congressional meanings. A rule, as listed in the House or Senate handbook, states how House and Senate business should be conducted. Secondly it means the procedure established by the House Rules Committee for floor debate on a bill.

**sequestration** This term refers to the automatic budget-cutting mechanism called for in a given fiscal year.

**supplemental appropriations** Considered after passage of regular (annual) appropriations bills. They are acted on before the end of the fiscal year to which they apply.

**teller vote** Used in the House, but not in the Senate, to record the totals of yeas and nays and not how the members voted individually.

**unanimous consent** Used in lieu of a vote on noncontroversial motions, amendments, or bills.

**Union Calendar** A House calendar containing bills that directly or indirectly appropriate money or raise revenue.

**veto** An action by the President to reject a bill passed by Congress.

**views and estimates** Reports prepared by House and Senate standing committees on a President's budget request for a given fiscal year that are submitted by them to the budget committees to assist in developing the budget resolution.

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# Bios

## **Donald J. Hellmann** **Deputy Assistant Director,** **Legislative & Congressional Affairs** **National Park Service**

Don Hellmann is the deputy assistant director for Legislative and Congressional Affairs in the National Park Service. Don joined the National Park Service in 1994 and is responsible for the development, coordination and implementation of its legislative affairs program. In this position, Don directs a staff of technical experts in Park Service legislation, coordinates with other bureaus and reports on pending legislative proposals, and works as a liaison with members of Congress on legislation affecting the National Park Service.

Prior to his position with the National Park Service, Don was Vice President for Conservation at The Wilderness Society, where he directed the conservation advocacy program and coordinated the litigation agenda of the organization. Before assuming this position, Don served as Legislative Counsel for the society. Don joined The Wilderness Society's staff in 1988.

Before his work with The Wilderness Society, Don spent eleven years on Capitol Hill as Legislative Counsel to House Majority Whip Tony Coelho (D-CA) from 1985 to 1988 and as Legislative Assistant to U.S. Senator Walter D. Huddleston (D-KY) from 1977 to 1985. Don began his career by teaching History and English to junior high school students in Kentucky from 1973-1976.

Don is a native of Kentucky who received a B.A. in History/Secondary Education from Thomas More College in Kentucky, an M.A. in Politics from Catholic University of America in Washington, D.C. and a J.D. from the University of Baltimore. He is a member of the District of Columbia Bar and holds a Life Certification as a Secondary Education Teacher from the Commonwealth of Kentucky.

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## Bios, continued

### **C. Bruce Sheaffer** **Comptroller** **National Park Service**

C. Bruce Sheaffer, a native of the Washington, D.C., area, became the first Comptroller of the National Park Service in March, 1987.

Mr. Sheaffer oversees all matters relating to the financial programs of the National Park Service. These functions include developing, formulating, and justifying the National Park Service yearly budgets to OMB and the Congress; and, planning, coordinating, executing, and controlling the accounting and financial reporting system for the Service. His responsibilities also consist of jurisdiction and supervision of the Chief, Budget Division, and the Chief of the centralized Accounting Operations Division located in Reston, Virginia. He also serves as Chief Financial Officer of the National Park Service.

Mr. Sheaffer began his NPS career as a program analyst in the WASO Program Coordination and Appraisal Division. His assignments in the division involved special program reviews and studies, project evaluation, and program monitoring. In 1976, Mr. Sheaffer became the Chief of the Program Formulation Branch under the Director, Office of Programming and Budget. This branch was responsible for all program and budget formulation strategies for the current and future year budgets. In 1978, all program and budget functions, in the National Park Service, were reorganized into a single Budget Division. Mr. Sheaffer assumed the position of deputy chief of the division as well as Chief of the Budget Formulation Branch. He was selected Budget Officer of the National Park Service in 1982.

In 1970, Mr. Sheaffer earned a Bachelor of Arts degree in Economics from High Point College in North Carolina; and in 1977, he received a Masters degree in Public Financial Management and Budgeting from George Washington University in Washington, D.C.

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## **Bios, continued**

### **Patricia D. Woods, Ph.D.**

#### **Executive Director, The Woods Institute**

Patricia D. Woods, Ph.D., is the founder and executive director of The Woods Institute, a civic education organization located in Washington, D.C. For over 25 years she has taught courses on Federal government operations and the budget. Author of *The Dynamics of Congress*, she has also produced numerous training videos that include "Who Has the Power of the Purse?", "Congress and the Forest Service Budget", and "The Recreation Fee Demonstration Program on Federal Public Lands: A Case Study in Federal Government Operations."

She has conducted seminars for Federal government agencies including the Department of Defense/ Office of the Inspector General, the Naval Air Systems Command, the U.S. Department of State, the USDA Forest Service, the National Park Service, the Bureau of Land Management, the Bureau of Indian Affairs, and the U.S. Fish and Wildlife Service. University and college clients have included Georgetown University and Trinity College of Washington, D.C., the University of Virginia, the University of Antwerp, and the Ecole Nationale d'Administration of Paris, France. Corporate clients have included McDonnell Douglas, Aerospatiale-Matras, and Smith Cline French.

Dr. Woods has 10 years of experience in state and local government, working with the Louisiana State Legislature and the National Association of Counties.

She received her M.A. in European History and her doctorate in American History from Louisiana State University in Baton Rouge, Louisiana.