

NPS NEXT
A SECOND CENTURY OF SERVICE



WASHINGTON SUPPORT OFFICE
JULY 2020

Dear National Park Service Family,

As we celebrated our centennial, the National Park Service also embraced a second century of service. This century has already challenged the status quo in ways that require us to chart a new normal in order to educate and inspire as well as serve and protect.

Through the NPSNext initiative, we will re-evaluate and recommit to the culture and organization that we want to have as an agency to achieve Department of the Interior and NPS interests. We will also identify and align our priorities so that together we can achieve our mutual goals.

It starts with your NPS leadership and our WASO offices making our own investment in this process. Deputy, Associate, and Assistant Directors, with input from Regional Directors, crafted this plan to serve as a guidepost for our own offices for the next three to five years.

It includes key actions that represent our commitment to the field to move national priorities forward within current and projected budgets.

This plan does not describe all of our work, rather it identifies areas where our focused efforts can bring about key changes. You, in turn, will be asked to create a plan at your own site so that together we can reinvest in the Service, and achieve the needs and interests of the people and resources that we serve.

This is a critical time to tap into the collective wisdom and passion of our employees in order to align priorities and co-create an overarching vision for our second century of service.

David Vela



Deputy Director, Exercising the Authority of the Director





WASHINGTON SUPPORT OFFICE

WHO WE ARE

Approximately 20,000 employees work in a wide variety of disciplines and organizations throughout the National Park Service (NPS). They are led by the NPS Director who is supported by regional directors responsible for national park management and by senior executives who manage national programs, policy, and budget in the Washington, DC, headquarters. Those of us who consider ourselves a part of the Washington Support Office or “WASO” include these senior executives and our staffs.

WHAT WE DO

We serve you, the employees of the NPS, and work collaboratively to advance the mission of the NPS. We manage the national programs, policy, and budget that help you get your work done. We also respond to requests and integrate priorities of the Department of the Interior (Department) into our agency’s work. We advance these responsibilities by connecting and ensuring consistency across Departmental and NPS programs, all in alignment with the NPS mission. This plan is intended to bring transparency to our work and highlight key emphasis areas and outcomes that align Department, agency, regional, and park actions to achieve the collective mission.

OUR COMMITMENT TO YOU

While this plan does not include the breadth of the work we complete each day, it uses emphasis areas to highlight projects and initiatives we feel move our collective work forward and prepare the way for your success. We commit to communicating our progress on the key actions listed in this plan and measuring our intended outcomes. When the time is right, we hope you can use this plan as a foundation for your own priorities and progress. Together, we can build a path forward for a second century of service.



MISSION



The Department of the Interior conserves and manages the Nation’s natural resources and cultural heritage for the benefit and enjoyment of the American people, provides scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people, and honors the Nation’s trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper.



The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. This agency cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.



Our core values provide the framework in which we accomplish our mission. They express the manner in which, both individually and collectively, we pursue our work. When we are challenged in fulfilling our mission, our core values sustain us and guide us in meeting the challenge.

National Park Service Core Values of Respect, Integrity, Tradition, Excellence, and Shared Stewardship were last identified by the National Leadership Council in 2001 through workshops conducted with employees at all levels of the National Park Service.

In 2020, as part of the strategic planning process for this document, the National Leadership Council drafted the following revised values to inspire us to be our best selves as our agency enters its second century:

- > **INTEGRITY** – We deal honestly, ethically, and fairly with the public and one another.
- > **STEWARDSHIP** – We provide and inspire exceptional care of the places entrusted to us by the American people.
- > **RESPECT** – We embrace our differences and treat each person with dignity.
- > **ENGAGEMENT** – We each participate fully, extend genuine invitations, and remove barriers to inclusion.
- > **COLLABORATION** – We succeed by engaging beyond our silos, tapping new ideas, and expanding our community.
- > **ACCOUNTABILITY** – We earn the public’s trust each day by competently and transparently fulfilling our responsibilities.

This list represents just the first step in identifying new servicewide values. As your park or program engages in the NPSNext strategic planning process, you will have an opportunity to revisit and expand your own core values. Your efforts will contribute to the final version of the revised NPS Core Values.



EMPHASIS AREAS

Building from the Core Values that frame our overall performance and organizational behaviors, we have identified the following Emphasis Areas to provide focus for our vision of change:

- » THRIVING WORKFORCE
- » PROVIDING 21ST CENTURY VISITOR EXPERIENCE
- » STEWARDSHIP IN A CHANGING ENVIRONMENT
- » MODERNIZING OUR BUSINESS PRACTICES
- » ADVANCING PARTNERSHIPS

Within each Emphasis Area, you will find Outcomes that define our future desired condition and Key Actions that describe the specific activities that build toward that outcome.





EMPHASIS AREA
Thriving Workforce

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 1
The work environment is respectful, inclusive, safe, and engaging (RISE).

Responsible: Deputy Director, Operations; Safety Leadership Council

- > Use the Safety Leadership Council to mobilize the shift of the workplace culture, including starting with the roll out of the workforce vision statement that clearly defines the future state of our second century work environment. (FY20)
 - > Provide tools to assist parks in embedding RISE framework at the park unit level, including template code of conduct, workgroup agreements and facilitator guide and slide decks. (Resources based on feedback from the Voices Tour Listening Sessions, the Federal Employee Viewpoint Survey (FEVS), and the Work Environment Survey.) (FY20–21)
 - > Assess effectiveness of recently established harassment prevention measures and adjust interventions based on data. (FY20–21)
 - > Continue to assess and enhance opportunities to engage and attract diverse communities in employment programs to include office interns, service corps, and the ProRanger program. (FY20–21)
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EMPHASIS AREA

Thriving Workforce

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 2

Communications between WASO and the field are more frequent, regular, and interactive.

Responsible: Assistant Director for Communications and Chief of Public Affairs/Chief Spokesperson

- > Develop and launch the new and improved InsideNPS with search capability, an intuitive user interface, useful resources, and timely updates and information from WASO leadership, directorates, and programs. (FY20)
- > Establish an Internal Communications Working Group of the NPS Communications Council charged with identifying and implementing strategies for improving internal communications, including actions recommended in the Workforce Ambassadors Action Plan. (FY20)
- > Conduct regular webchats or all-employee meetings with senior leaders. (FY21)

OUTCOME 3

Employee wellness and resiliency is promoted and prevalent.

Responsible: Associate Director, Visitor and Resource Protection

- > Create and sustain a new Wellness and Resilience Branch under the Office of Risk Management to include the Employee Wellness Program (existing) and Mental Health and Resilience Program (new). (FY20)
- > Implement strategies, tools, policies, and services that enhance resiliency and support the mental health and well-being of NPS employees (through the new Mental Health and Resilience Program). (FY20)
- > Review and implement key recommendations from the Suicide Awareness and Prevention Team's report that was released in January 2020.
- > Assess, develop, and implement guidance and protocols addressing the safety and operational needs of our workforce, visitors, and partners during the COVID-19 pandemic and related public health interests. (FY20)
- > Support and promote the network of Wellness Advocates as a place for employees to receive expert advice and resources, share best practices, and foster a sense of community. (FY20)

EMPHASIS AREA

Thriving Workforce

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 4

Leaders listen to and respond transparently to employee feedback.

Responsible: Deputy Director, Management and Administration; Deputy Director, Operations

- > The report from the NPS Voices Tour Listening Sessions, which explores the depth and dimension of harassment in the National Park Service, is released and addressed by senior leadership. (FY20)
- > Hold Associate and Assistant Directors accountable for discussing FEVS results with their employees, and develop plans to address one to three areas for improvement over the course of the year. (Annually)
- > Hold NPS leaders at all levels accountable for discussing FEVS results annually with employees and commit to implementing real changes to improve workplace culture. (Annually)
- > Implement the NPSNext planning process in each WASO directorate and program, ensuring employees voices are heard at all levels. (FY21–22)

OUTCOME 5

NPS employees experience improved park service housing.

Responsible: Associate Director, Park Planning, Facilities and Lands

- > Continue implementing the plan to replace obsolete housing, including the Yellowstone National Park pilot. (FY20–21)
- > Refresh national housing strategy/framework. (FY21)
- > Establish a new methodology for Housing Needs Assessments. (FY21)
- > Pursue legislation to establish a pilot project for public-private housing. (FY21)

OUTCOME 6

The National Park Service effectively trains and develops its people to assume leadership roles and to achieve the agency's mission.

Responsible: Deputy Director, Management and Administration; Chief, Business Management Group

- > Define new supervisor development program and ensure new supervisors complete the program. (FY20)
- > Establish a continuing education framework for experienced supervisors. (FY20–21)
- > Redesign New Superintendents Academy. (FY20–21)
- > Establish regular communication from NPS leadership with all NPS supervisors about supervisory issues and important management decisions. (FY20–21)
- > Reissue an updated Supervisor Desk Reference. (FY20)



EMPHASIS AREA

Providing 21st Century Visitor Experiences

EMPHASIS AREA OUTCOME	RELATED KEY ACTIONS
<p>OUTCOME 1 Accurate and up-to-date visitor data informs decisions that enhance visitor experiences and protect resources.</p>	<ul style="list-style-type: none">> Recruit an NPS socioeconomic monitoring program (SEM) coordinator and economist to manage the new servicewide SEM program. (FY20)> Launch collection of needed data through a comprehensive SEM in 24 parks per year. (FY21)> Engage with the National Park Foundation and contractor Dexibit to acquire predictive audience data to assist with important management decisions. (FY20)> Analyze Customer Feedback through new customer service web platform to address gaps, understand needs, and improve experiences. (FY21)> Engage with various market data sources to better understand what visitors need and make better management decisions. (FY21)> Build the next generation of Interpretation and Education visitor contact data reporting, which includes improving data collection at the local level and the digital reporting tool. (FY21)
<p><i>Responsible: Associate Director, Natural Resource Stewardship and Science; Associate Director, Interpretation, Education and Volunteers</i></p>	
<p>OUTCOME 2 Broadband and cellular capabilities in parks are enhanced.</p>	<ul style="list-style-type: none">> Create a telecommunication capital investment strategy to leverage existing and new funds to expand coverage, speed, and reliability. (FY20)> Establish telecommunication planning program to assess current and future public Wi-Fi and cellular offerings. (FY20)> Expand public Wi-Fi to 3,500 locations. (FY21)
<p><i>Responsible: Chief Information Officer</i></p>	

EMPHASIS AREA

Providing 21st Century Visitor Experiences

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 3

Mobility options within parks are improved through new and emerging technologies.

Responsible: Associate Director, Park Planning, Facilities and Lands

- > Approve memorandum of understanding between the National Park Service and US Department of Transportation to align the department's technical and financial support. (FY21)
- > Conduct field review and validation of key emerging technology at parks. (FY20–21)
- > Provide recommendations and guidance to parks on the use of micro-mobility, ride-hailing, visitor information systems, and Autonomous Vehicles. (FY20)
- > Solicit proposals for Autonomous Vehicle shuttle demonstrations in three parks and implement pilots at two of the parks. (FY20–21)
- > Determine five high-priority parks for potential transportation technology showcase implementation. (FY22)
- > Conduct a "Future Transportation in the Parks" forum/workshop of concepts implementable by 2040. (FY22–23)

OUTCOME 4

A new NPS servicewide mobile app makes experience planning easy and enjoyable.

Responsible: Chief of Public Affairs and Chief Spokesperson; Associate Director, Interpretation, Education and Volunteers

- > Develop and launch a single NPS mobile application that is scalable, sustainable, accessible, represents all parks, and is of enduring value to our visitors in planning their visit and engaging with the National Park Service. (FY20–22)
- > Request and support park efforts to enter content into new systemwide mobile application platform. (FY20)
- > Complete functional and security testing of the application. (FY21)
- > Launch app to the Apple and Google stores. (FY21)
- > Integrate passes and reservations from Recreation.gov into application. (FY21–22)

EMPHASIS AREA

Providing 21st Century Visitor Experiences

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 5

Facilities investment priorities are strategically set agency wide.

Responsible: Associate Director, Park Planning, Facilities and Lands, Investment Review Board

- > Establish guidelines to assist park managers, superintendents, program managers and regional/national leadership in targeting high-priority needs for funding, staffing, and guiding facility investments. (FY21)
- > Finalize Investment Review Board Charter to replace Development Advisory Board that converts to more proactive investment priorities. (FY20)
- > Reduce parks' workloads by focusing efforts on projects with the greatest likelihood of receiving funding based on the servicewide investment strategy. (FY21)

OUTCOME 6

Campground facilities and reservations are modernized.

Responsible: Associate Director, Park Planning, Facilities and Lands; Commercial Services

- > Publish Campground Market Study results. (FY20–21)
 - > Establish data standard that will streamline data entry, integrate systems, and create a comprehensive campground dataset that reduces field data calls and improves external response request deliveries. (FY20–21)
 - > Implement digital site-specific passes at fee sites. (FY20–21)
 - > Add 1,500 new campsites and implement digital site-specific park passes at 50 park units through Recreation.gov by Founder's Day 2020 to help modernize overall services with reducing cash handling, improve decision and financial support, and standardize data across the enterprise. (FY20–21)
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EMPHASIS AREA

Providing 21st Century Visitor Experiences

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 7

Commemoration planning and execution is inclusive and innovative, exploring our Nation's full history.

Responsible: Associate Director, Interpretation, Education and Volunteers; Senior Advisor on Commemorations

- > Execute 19th Amendment Commemoration Activities with culmination on August 26, 2020. (FY20)
 - > Join select Federal Commission Task Forces related to the Federal Agency Participatory Framework. (FY20)
 - > Complete an America 250th Commemoration Strategic Planning Framework to establish broad vision, goals, and actions for the commemoration building on previous events. (FY20)
 - > Develop a facilities investment strategy to improve sites and stories specific to the 250th commemoration period in anticipation of increasing visitation throughout the same period. (FY20)
 - > Establish Emphasis Area Teams for the America 250th Commemoration Strategic Plan to develop program-specific strategic plans for education, communications, accessibility, events, and other commemoration emphasis areas. (FY20–21)
 - > Conduct listening sessions with indigenous communities to fully engage native communities in commemoration planning and execution. (FY20–21)
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EMPHASIS AREA

Stewardship in a Changing Environment

EMPHASIS AREA OUTCOME	RELATED KEY ACTIONS
<p>OUTCOME 1 All parks and programs more effectively plan and prepare for natural disasters.</p> <p><i>Responsible: Associate Director, Natural Resource Stewardship and Science; Associate Director, Cultural Resources, Partnerships, and Science; Associate Director, Park Planning, Facilities and Lands</i></p>	<ul style="list-style-type: none">> Establish Charter for Natural Disaster Planning, Response, and Recovery (NDPRR) Working Group. (FY20)> Develop a comprehensive review of the NPS Incident Management Program and develop an updated program to effectively plan for and recover from disasters. (FY20–21)> Develop specific Incident Business Guidelines along with establishing an interdisciplinary working team, a multi-response team, and an incident qualification(s) working team to develop and implement new agency standards and activities. (FY20–23)> Improve systems such as emergency response, facility assessments and recovery, budget, and contracting to provide better decision making.> Deploy near-term recommendations from rapid improvement event hosted in March 2020. (FY20)> Increase coordination efforts among all teams to drive consistency and efficiencies. (Ongoing)

EMPHASIS AREA

Stewardship in a Changing Environment

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 2

Parks strengthen their ability to anticipate and respond to changing conditions while using the best available science.

Responsible: Associate Director, Natural Resource, Stewardship and Science; Associate Director, Cultural Resources, Partnerships, and Science; Associate Director, Park Planning, Facilities and Lands

- > Implement recommendations of the NDPRR Working Group, asset management review (revAMP) rapid improvement events, and Investment Review / Development Advisory Board to connect and modernize tools that align existing resource information with field-based planning, facility management, and infrastructure improvements. (Ongoing)
- > Advance vulnerability assessments for coastal park units that build on work completed at coastal parks in Region 2. (Ongoing)
- > Provide climate science and related information, including projections and climate futures to inform resource stewardship strategies and other park-specific planning efforts. (FY20 and ongoing)
- > Develop and provide training and guidance documents to inform park planning, adaptation options, and management decisions. (FY20 and ongoing)

OUTCOME 3

Highest-risk cultural resources are identified and safeguarded through enhanced technical capacity.

Responsible: Associate Director, Cultural Resources, Partnerships, and Science

- > Streamline Section 106 consultation by hiring a program analyst through the Advisory Council on Historic Preservation to assist with developing products and tools for greater flexibility and accountability as it relates to housing, campgrounds, accessibility, and roads/infrastructure. (FY20)
- > Conduct a comprehensive analysis of curatorial facility needs/prioritization using the National Academy of Public Administration. Deliver preliminary findings in December 2020; provide updated guidance to the field September 2021.

EMPHASIS AREA

Stewardship in a Changing Environment

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 4

Active forest and fire management proactively protects infrastructure, and natural and cultural resources.

Responsible: Associate Director, Visitor and Resource Protection

KEY ACTIONS

- > Develop and implement a standard business process for fuels management that informs the planning and prioritization efforts servicewide and with partners to improve use of resources while actively managing NPS lands. (FY20–22)
- > Develop and implement a planning and reporting system for fuels management that provides a consolidated and readily accessible data source to address inquiries from NPS management and the Department and supports national and regional analysis, treatment prioritization, and decision making in the management of the NPS Fuels Program. (FY20–22)
- > Complete wildland fire structural risk assessments on 98% of the 31,400 NPS structures and capture all data in the Wildland Fire Geodatabase. (FY24)
- > Create defensible space around 2,500 NPS structures and update the wildland fire structural risk assessments in the Wildland Fire Geodatabase to reflect these changes. (FY20–FY24)
- > Train NPS fire staff and interagency partners about wildland fire structural risk assessments on how to collect and access data, access images and reports, and how to use the data and reports for fire management decisions. (FY21–22)
- > Develop a five-year plan (FY24–FY29) to maintain and prioritize new treatments around structures, and resurvey assessed structures. (FY23)



EMPHASIS AREA

Modernizing Our Business Practices

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 1

Human capital management is consistent and accountable, and the workforce is strategically managed.

Responsible: Deputy Director, Management and Administration; Associate Director, Workforce and Inclusion

- > Implement the Human Capital Management Improvement Action Plan focused on improving the lifecycle of talent management processes, tools, and resources for the future viability of the National Park Service. (FY20–21)
- > Implement standard processes and servicing timelines for classification, recruitment, staffing, and onboarding. (FY20–21)
- > Reengineer the personnel security program and processes to increase performance and speed of onboarding. (FY20–21)
- > Develop and update human resources (HR) training for hiring managers, supervisors, and team leads. (FY20–21)
- > Increase knowledge, skills, and abilities of the HR workforce. (FY20)
- > Provide NPS leaders and managers with reports and data analysis to establish, model, and drive human capital management standards, accountability, quality, performance, and customer service across the National Park Service. (FY21)
- > Establish one-stop web portal for supervisors to access to HR policy, guidance, job aids, templates and other communication. (FY21)
- > Develop a strategic workforce plan for managing current and achieving future NPS workforce needs. (FY22)

EMPHASIS AREA

Modernizing Our Business Practices

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 2

NPS public communications foster greater public understanding and engagement.

Responsible: Chief of Public Affairs and Chief Spokesperson

- > Continue to implement the NPS Communications Council's comprehensive, multi-platform training program for NPS communicators to help parks and programs make strategic, effective decisions about when, how, and what to communicate.
 - » Develop a digital clearinghouse (quick start guide) with communications resources for staff at all levels. (FY20)
 - » Develop a self-paced, online training program for staff with responsibility for external and internal communications, including public information officers, web authors, and social media coordinators. (FY21)
 - » Offer practicum opportunities such as fellowships and details, along with a mentorship program, to develop real-world communications skills. (FY20)
 - » Conduct in-person training sessions for staff with communications responsibilities. (FY20)
 - > Expand the use of internal communications tools such as InsideNPS, SharePoint, the Common Learning Portal, and other platforms to align NPS communicators around shared strategies, initiatives, and messages and to build on tools across the service and with the partner community. (FY20)
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EMPHASIS AREA

Modernizing Our Business Practices

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 3

NPS Facility Asset Management Program is further streamlined for efficiencies.

Responsible: Associate Director, Park Planning, Facilities and Lands

- > Streamline NPS facility management processes by evaluating the current business processes, identifying gaps, and moving toward an improved future state. Complete implementation in 2021, including:
 - » Shift to parametric condition assessment method,
 - » Implement maintenance requirement re-characterization,
 - » Improve project prioritization process,
 - » Develop and implement streamlined processes and reduce IT systems where applicable, and
 - » Improve initial assessment processes/data and longer-term project planning/development/execution following natural disasters.
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EMPHASIS AREA

Advancing Partnerships

EMPHASIS AREA OUTCOME	RELATED KEY ACTIONS
<p>OUTCOME 1 Tourism and recreation partnerships enhance the visitor experience and the prosperity of gateway communities.</p> <p><i>Responsible: Assistant Director, Partnerships and Civic Engagement</i></p>	<ul style="list-style-type: none">> Develop an implementation plan from the National Outdoor Recreation Assessment recommendations and implement at least one recommendation with support from philanthropic partners and the outdoor industry sector. (FY21–22)> Develop an online clearinghouse and NPS support hub for Outdoor Recreation in the National Park Service. (FY23)> Develop a toolkit for NPS employees to use when engaging with the Tourism Sector, encourage use of the toolkit as part of the Visitor Experience priority area of the DOI Secretary and NPS Director through introductory webinar. (FY20)> Redistribute visitation load across NPS sites by adding trip planning components for under-used parks to NPS.gov and by developing campaigns with Tourism Sector and State / Local Conventions and Visitor Bureaus that send visitors to lesser-known parks. (FY21–23)> Receive input on Director’s Order #17: Tourism, from the National Park System Advisory Board and produce publication on 21st-century NPS tourism. (FY20–21)> Incorporate recommendations from National Park System Advisory Board into rewrite of Director’s Order #17. (FY22)

Advancing Partnerships

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 2

Field-staff are better equipped to engage partners for mutual measurable impact.

Responsible: Assistant Director, Partnerships and Civic Engagement; Associate Director, Interpretation, Education and Volunteers

- > Refresh and align existing partnership competencies for NPS employees to meet the diverse nature of 21st-century partnerships and post the refreshed NPS competencies on the NPS Partnership Subject Site. (FY20)
- > Develop new partnership learning modules with input from NPS employees and the NPS partner communities. (FY21)
- > Use the NPS Partnership Portal data to publish the first Philanthropic Impact Report for groups raising \$1 million and above annually. (FY21)
- > Incorporate financial data from the Rivers and Trails partners into the NPS Partnership Portal. (FY21)
- > Create a 21st-century strategic partner business plan that outlines strategies and resources for success, as well as a crisis management plan for park and program shutdowns. Implement portions of plans to help revive revenue streams and partner programs in parks and local communities. (FY20–23)
- > Incorporate new partnership learning modules into existing NPS employee training programs (New Division Chief Leadership Development Program; GOAL Academy; New Superintendents Academy; Fundamentals; etc.) and post support resources to the Common Learning Portal. (FY22)
- > Design a certificate program with a nonprofit management center or a university business school to provide academic credentialing of NPS program staff in the areas of partnerships and philanthropy. (FY23)

Advancing Partnerships

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

OUTCOME 3

Historic preservation partnerships strengthen economic and community revitalization.

Responsible: Associate Director, Cultural Resources, Partnerships, and Science

- > Update technical guidance to assist the broader field of historic preservation partners to support preservation activities on a local level (such as the flood guidance December 2020; technical guidance on use of replacement materials December 2021).
 - > Update State Historic Preservation Office grant formula based on 2020 census data to support state and local preservation programs (Implement revised formula based on current conditions FY23).
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Advancing Partnerships

EMPHASIS AREA OUTCOME

RELATED KEY ACTIONS

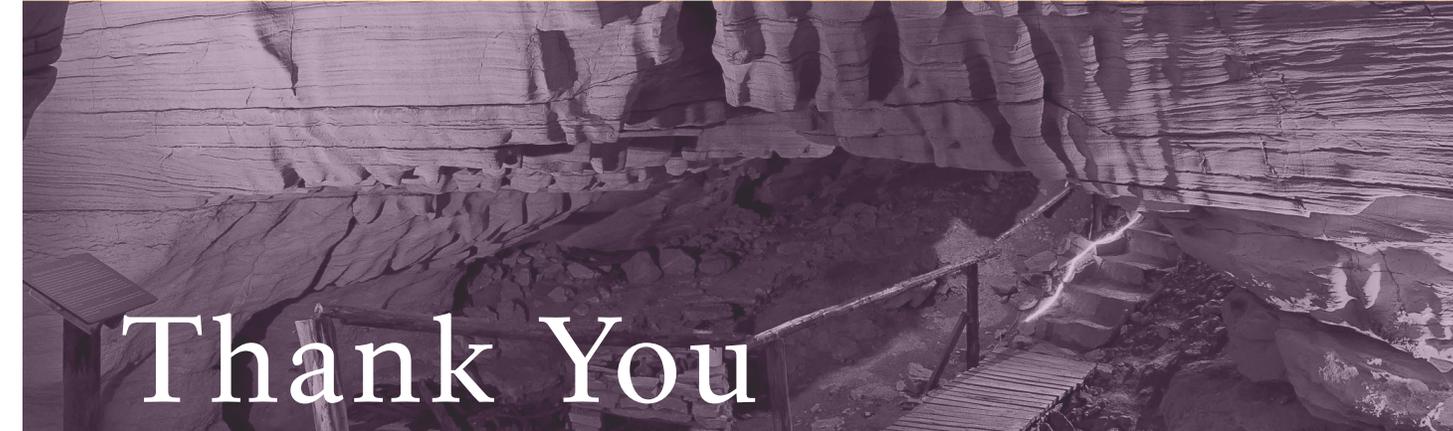
OUTCOME 4

The NPS brand is better protected, aligned, and leveraged for use by partners.

Responsible: Assistant Director, Partnerships and Civic Engagement; Associate Director, Interpretation, Education and Volunteers; Assistant Director, Communications (and Chief of Public Affairs/Chief Spokesperson)

KEY ACTIONS

- > Develop a collective communications plan that supports local philanthropic partners through the use of storytelling on the NPS Partnerships Subject Site. (FY20)
- > Develop parameters for co-branding with the National Park Service and post on the Partnerships Subject Site. (FY21)
- > Complete an Intellectual Property Guidance document for use by NPS employees and potential partners, including logo-use agreements, copyright infringement, style-guide overview, use of the NPS Arrowhead, and Secondary Marks, etc. (FY22)
- > Revise Standard Cooperating Association Agreements to reinforce the potential for engagement not only with the National Park Service but with other park philanthropic and education partners to accomplish collective goals. (FY21)
- > Complete Collective Campaign Strategy with the National Park Foundation involving a variety of partners including: Friends Groups, Cooperating Associations, Land Acquisition, and Residential Environmental Learning Center partners. (FY21)
- > Develop and implement Collective Campaign guidance, communications strategy toolkits and support documents for NPS park superintendents, partner liaisons, and division chiefs. (FY21)
- > Explore America 250th commemoration and other national commemorations as a platform for Collective Campaign marketing and messaging over a five-year span. (FY20–23)



Thank You

WASO Next Strategic Planning Workshop Attendees, January 2020

Stan Austin, Regional Director, Regions 8, 9, 10, 12

Jeremy Barnum, Chief of Public Affairs and Chief Spokesperson

Joy Beasley, Acting Associate Director, Cultural Resources, Partnerships, and Science

Shawn Benge, Acting Deputy Director, Operations

Katie Bliss, Acting Program Manager, NPSNext

Jessica Bowron, Comptroller

Mike Caldwell, Acting Associate Director, Park Planning, Facilities and Lands

Reggie Chapple, Acting Assistant Director, Partnership and Civic Engagement

Shane Compton, Chief Information Officer

Deborah Conway, Deputy Regional Director, Region 1

Susan Farinelli, Acting Deputy Chief of Staff

Kelly Fox, Staff Assistant, Deputy Director, Operations

Bert Frost, Regional Director, Regions 3, 4, 5, 6

Melissa Kuckro, Deputy Assistant Director, Legislative and Congressional Affairs

Charles Laudner, Assistant Director, Legislative and Congressional Affairs.

Mike Litterst, Acting Chief of Public Affairs and Chief Spokesperson

Lena McDowall, Deputy Director, Management and Administration

Tom Medema, Acting Associate Director, Interpretation, Education and Volunteers

Lisa Mendelson-Ielmini, Acting National Capital Area Director

Chris Powell, Chief of Staff

Mike Reynolds, Regional Director, Regions 5, 7, 8

Louis Rowe, Acting Associate Director, Visitor and Resource Protection

Ray Sauvajot, Associate Director, Natural Resource Stewardship and Science

Elyssa Shalla, Acting Training Specialist, Stephen T. Mather Training Center

Don Striker, Acting Regional Director, Region 11

Marlon Taubenheim, Acting Associate Director, Workforce and Inclusion

David Vela, Deputy Director, Operations, Exercising the Authority of the Director

Gay Vietzke, Regional Director, Region 1

Bob Vogel, Regional Director, Region 2

“The first step
towards getting
somewhere is to
decide that you
are not going to
stay where you
are.”

— Unknown

