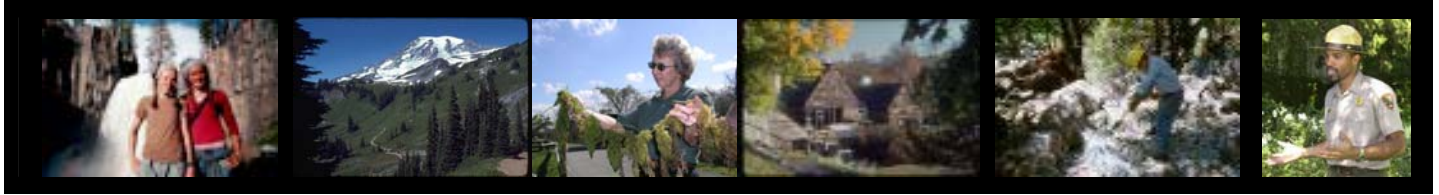




National Park Service Legacy Initiative and 4- Year Plan

“Doing Business in the 21st Century”



Introduction

The National Park Service prides itself on tradition – the tradition of the “green and gray”; the tradition of devoting our expertise and, often, our lives to caring for and protecting the places that Americans entrust to us; the tradition of reaching out and engaging people in our work and kindling within them a shared passion for this mission.

Our work changes people’s lives. We witness these changes in multitudes of subtle, yet tangible, ways every day – tears at the USS *Arizona* for a sailor one never knew, wide- eyed awe from the top of the Gateway Arch, a gasp at the Grand Tetons, the telltale tentative walk of a sore hiker the day after Shenandoah’s Old Rag, a salute to Independence Hall, or the lingering smile left by the warm licks of Biscayne sun and surf.

How do we provide experiences people will value and remember for a lifetime? How do we continue to care for these places in a way that makes our nation and the world proud?

I have had the good fortune to meet many of you, and these are the concerns I have heard time and time again. This document, which outlines five broad goals, is intended to direct our efforts toward these areas of great importance to our organization’s vitality and to our ability to fulfill our mission.

Because of our conversations, I know that many of you are already applying resources and expertise in these areas, and I encourage you to continue to be creative and entrepreneurial in approaching your

work. I am also asking you to share your ideas and successes with your colleagues, so we can all celebrate and benefit from them.

Sharing ideas is critical for us to be an effective, efficient, learning organization. Times have changed in the National Park Service’s almost 89 years, and we must change the way we work to keep us flexible, relevant, and successful. As you work with partners and seek new relationships, please reinforce these goals both in the ways you work together and the projects on which you embark. These broad goals will also be helpful in guiding your public message – so the communities of which we are a part know where we are headed and feel invited and encouraged to join us.

As you know, the Washington office recently completed a realignment, which will help achieve the goals outlined in this plan and support you in your work.

As the National Park Service looks toward its 100th year, I look forward to continuing our conversations and to discovering new ways to fulfill our mission. I truly appreciate everything you do every day to serve these special places and the American people so well.

A handwritten signature in black ink that reads "Fran P. Mainella".

Fran P. Mainella
Director

Management Excellence

The National Park Service promotes management excellence and will epitomize government accountability. We will be a highly transparent organization whose productive, safe workforce reflects the diversity of our country and uses effective business practices to fulfill our core work. The objectives for this goal are:

- Implement a fee management program that ensures accountability for the tracking, collection and expenditure of fees while reflecting the mission and obligations of the NPS and the Department of the Interior (DOI) and the needs of the public.



- Implement bureau law enforcement program reforms in accordance with the Secretary's July 2002 directives and National Association of Public Administration recommendations.



- Eliminate NPS concessions contracting backlog and streamline NPS prospectus development and contracting processes. Ensure that concessions contracts are competitive and that concessioners are maintaining infrastructure and serving the public and park resources.

- Continue partnerships with CESUs, universities, and other research institutions as an efficient and effective way to meet NPS research and science needs.



- Evaluate and improve NPS training programs to better meet the needs of today's

workforce, and to improve recruitment, and retain a highly skilled and diverse workforce.

- Redesign, simplify, and integrate the NPS approach to the Government Performance Results Act (GPRA) to achieve an efficient, relevant, and accountable, performance management system.
- Improve management efficiencies through analyzing core operations. Continue to develop and refine the core operations analysis process.
- Refine the scorecard analysis to increase incentive-based budget decision making and transparent budget management.
- Implement NPSafe to reduce injuries, illness and lost work days.



Sustainability

The National Park Service will pursue sustainable facilities, operations, business practices, and resources through conservation, design, fiscal responsibility, information technology, partnerships, philanthropic support, and positive relationships with Congress. The objectives for this goal are:

- Implement and refine the use of Facility Management Software System (FMSS).
- Increase civic engagement to develop a seamless network of parks that links parks with states, communities and tribes through effective means of consultation, participation and the use of science in key decision-making processes.



- Retain and make readily available the knowledge and experience of staff and partners to build and sustain an institutional memory to improve decision- making.



- Develop and sustain a service- wide database(s) that is up- to- date and readily available for all key programs and topics that require reporting and eliminate ongoing and duplicate calls to the field for data collection.

- Meet facility and fleet management goals and reduce lifecycle costs. Set an example for the public by developing best management practices for sustainable park facility designs, construction, and rehabilitation.



- Increase awareness and public knowledge of NPS cultural resource programs.

Conservation

The National Park Service will continue to be a leader in natural and cultural resource conservation, protection, restoration, and stewardship. We will accomplish our work through partnerships with educational institutions, intergovernmental organizations at the local, state, and federal levels, and interest groups. Objectives for this goal are:

- Restore natural character to disturbed lands and waters through pioneering ecological restoration practices.



- Build coalitions to implement the Ocean Stewardship Strategy.

- Continue implementation of the Natural Resource Challenge.



- Enhance NPS expertise and capabilities in managing cultural resources.
- Coordinate with other land management agencies in the overall stewardship of natural and cultural resources and visitor protection
- Coordinate with states and local governments in the overall stewardship of natural and cultural resources and visitor protection.

- Protect icons and borders in a manner consistent with natural and cultural resource conservation.



- Implement NPS Wilderness Action Plan.

Outdoor Recreation

People’s enjoyment of and appreciation for the National Park System is essential to its conservation. The National Park Service

embraces its critical responsibility to provide appropriate outdoor recreation and to contribute to the physical and mental well- being of



all Americans. We will provide these opportunities both through the National Park System itself, and through our role in a seamless network of parks. Objectives for this goal are:

- Promote a seamless network of parks through linking outdoor recreation

opportunities in parks and communities to tourism, health, and conservation.

- Continuing to link ongoing recreation efforts at national parks to their positive effects on health and fitness.



- Build or enhance youth programs, like the Junior Ranger and WebRanger programs, to enhance resource stewardship, knowledge, and relevancy.
- Ensure that the NPS assesses opportunities to work with educational institutions, communities, tribes and others so our programs, parks, and visitors reflect the diversity of America.



- Use innovative techniques to deliver interpretation.
- Prepare for the NPS centennial.

21st Century Relevancy

The NPS mission will be relevant to contemporary America through engaging the public, developing a seamless network of parks, and protecting America's cultural heritage. Objectives for this goal are:



- Increase visitor services and resource protection by identifying and using new funding sources.

*THE NATIONAL PARK SERVICE CARES FOR SPECIAL PLACES SAVED BY THE AMERICAN PEOPLE
SO THAT ALL MAY EXPERIENCE OUR HERITAGE.
EXPERIENCE YOUR AMERICA*