



# United States Department of the Interior

NATIONAL PARK SERVICE

P.O. BOX 37127

WASHINGTON, D.C. 20013-7127



IN REPLY REFER TO:

Memorandum

MAR 9 1992

To: All Employees

From: Director *James M. Ridenour*

Subject: 75th Anniversary Symposium Update

I want all employees to know about the significant actions we've taken in response to the Vail Symposium, and how we've begun organizing to act on the Steering Committee's final report (due here later this month; Servicewide distribution shortly afterwards).

The report recommends institutional change--"reforms"--to enhance protection of park resources, strengthen our workforce, broaden communications with the public, and make management more efficient. It is my intent to act forcefully, for the issue before us is the future of this great organization.

Immediately after the Vail meeting, I've asked Deputy Director Herb Cables to spearhead implementation activities, to create a team of some of our best people to propose strategies for action (Team Implement). I've asked Herb to begin immediately, without waiting for the Steering Committee's report, to identify and move forward on key issues. Among major actions, we have:

- o created a Ranger Series Task Force--now meeting with the Office of Personnel Management on qualifications and classification standards for the park ranger series.
- o scheduled a joint meeting of cultural and natural resource managers (March 10-12) to outline and initiate steps to expand communications between program areas and to strengthen common research methodologies.
- o prepared a legislative package to submit to Congress--now in Departmental review.
- o set up a Strategic Planning Office in Denver to help with implementation and to guide management over the long-term.
- o established a "Lead by Example" task force to identify ways the Service can model and promote environmentally-sensitive management (scheduled to meet February 27-28).
- o developed a proposal for a mandatory Servicewide orientation program.

- o established a task group which is at work preparing proposals for the Service to better inform employees about non-park programs.

Although it was late in the process, we included funding increases in the 1993 budget to begin addressing some of these and other specific concerns raised by the Symposium, including:

- o \$8 million for up to an additional 1,000 seasonal interpreters in 130 parks and \$3 million to expand the "Parks-As-Classrooms" concept to extend our educational outreach.
- o \$23 million to speed improvements in employee housing.
- o \$10 million for a Targeted Resource Recovery Program to strengthen our science and research capability.
- o \$400,000 to expand Social Science Program, including new initiatives to collect data about visitor use and crowding.
- o \$60 million for the Land and Water Conservation Fund State Grants Program (nearly triple last year's appropriation) and \$40 million for the Historic Preservation Fund.
- o \$8 million for the Rivers and Trail Technical Assistance Program (\$3 million more than last year's appropriation).
- o \$5 million for a new challenge cost-share program to encourage a new partnerships to preserve America's natural and cultural heritage.
- o \$1.7 million for the Servicewide Intake Program (double last year's appropriation) to strengthen our efforts in the recruitment and retention of a culturally diverse workforce.
- o \$300,000 to base-fund the Strategic Planning Office.

On February 5 and 6, members of Team Implement met in Washington to begin planning the broader implementation effort. A preliminary draft of the final report and a range of organizational models to implement the recommendations were discussed. The Team considered the kinds of resources necessary to support the effort, and it examined a communications plan to keep our employees and constituencies informed.

This is a very big job, of course, requiring new thinking and fresh approaches to old problems. I'm enthusiastic, committed to the task, and fully confident that together we will make the changes and reforms that are necessary to significantly strengthen the National Park Service.

OUR NATIONAL PARKS:  
CHALLENGES AND STRATEGIES  
FOR THE 21ST CENTURY  
An International Symposium

Reply to:

**NPS 75TH ANNIVERSARY SYMPOSIUM ACTION GOALS**

*William J. Briggie  
Steering Committee Chair  
National Park Service  
Seattle, Washington*

*Henry L. Diamond  
Symposium General Chair  
Beveridge & Diamond, P.C.  
Washington, D.C.*

*Alan Rubin  
National Park Foundation  
Washington, D.C.*

*Joseph Kalt, PhD.  
Harvard University  
Kennedy School of Government  
Cambridge, Massachusetts*

*James Leape  
World Wildlife Fund  
The Conservation Foundation  
Washington, D.C.*

*Ambassador L. W. "Bill" Lane, Jr.  
Secretary of the Interior Appointee  
Menlo Park, California*

*Holly Robinson, PhD.  
National Parks Advisory Board  
Atlanta, Georgia*

*Daniel J. Evans  
Daniel J. Evans Associates  
Seattle, Washington*

*John C. Sawhill, PhD.  
The Nature Conservancy  
Washington, D.C.*

*Charles Jordan  
Department of Parks and Recreation  
Portland, Oregon*

*Philip Odeen  
Coopers and Lybrand  
Washington, D.C.*

*Alan O'Neill  
National Park Service  
Boulder City, Nevada*

*Robert C. Cunningham  
National Park Service  
Phoenix, Arizona*

*Nancy Nelson  
National Park Service  
Boston, Massachusetts*

1. Develop and implement a comprehensive program of personnel management that provides a diverse pool of candidates for positions at every level in the organization and provides reasonable and appropriate training and career development for all employees. Develop mechanisms to identify and nurture mid- and senior-level employees to ensure the availability of top managers for key leadership positions.
2. Conduct pilot audits of functions performed in parks, regions, service centers, and headquarters to ensure functions add value to the mission of the Service and determine at what levels these functions can best be performed. Establish standards of service for resource protection and visitor service and determine the actual costs of delivering these services.
3. Develop a comprehensive natural, cultural, and social sciences resource management and research program.
4. Promote more effective and positive use of all existing authorities to deal with resource management concerns and activities that transcend park boundaries and seek additional legislation that may be necessary to protect park resources from external threats.
5. Develop a strategy for delivering information and educational programs to a culturally diverse audience, including both in-park and out-of-park publics.
6. Undertake a systemwide analysis of visitor impacts upon resources, and determine approaches for minimizing those impacts through facility planning, design, and maintenance which balances visitor needs with resource protection goals.
7. Demonstrate national and international leadership by "Leading by Example" at all levels of the Service.
8. Foster and support partnerships and strategies to identify and protect significant natural and cultural and recreation resources nationwide.

