



COALITION OF NATIONAL PARK SERVICE RETIREES

STRATEGIC PLAN

A VISION FOR THE NATIONAL PARK SERVICE IN ITS SECOND CENTURY

As the National Park Service nears the beginning of its second century the parks and all they represent have evolved from units of a respected national system into the combined expression of our most valuable and inalienable national heritage. They are the unchanging measure of a rapidly changing world, repositories of information against which human progress or its opposite can be gauged, touchstones of who we are as a people and even as members of the human species, the best hope for preserving the cultural record that defines American civilization and the global biological diversity upon which life itself depends. At a crucial time—when the United States may decide whether to retain the benefits of victories painfully won over decades or to risk losing them to narrow, short-term, and private interests—the Coalition of National Park Service Retirees declares its vision of a National Park Service that by August 25, 2016:

- Preserves and enables visitors to enjoy the truly special places of our common heritage—the inalienable heritage—of our nation, without confusion about its mission.
- Is deeply involved with the American people in what it means to be American and with the people of the world about what it means to be human.
- Is viewed by the public and government officials not as a “land management agency” but as an agency that manages ideas and ideals.
- Educates visitors through deeply personal experiences of profoundly important places.
- Leads, encourages, and assists all others in our country who pursue similar goals; and on behalf of the United States assists all others in the world who pursue similar goals.
- Is free of burdens that impede accomplishment of its mission, and has leadership that is free of inappropriate constraints and conflicting goals.
- Is well-funded, well-staffed, sophisticated, professional, value-driven, motivated, innovative, daring, and excellent, within a context of long-term continuity.
- Provides education, training, and career opportunities that maximize fulfillment of the professional potential of each employee.
- Is managed as a coherent system rather than as independent areas and programs.
- Is driven by a current and constantly-renewed vision, nationally and in each individual park.

VISION FOR THE COALITION

Recognized as the “Voices of Experience” and respected as truthful, energetic, and capable professionals, the Coalition through public education and action fends off threats to parks and Service mission-related programs. With kindred organizations, we shape a well-informed national dialogue about the post-2016 National Park Service and provide appropriate collaborative services to the NPS and affiliated organizations. From public dialogue and education we secure Federal laws, policies and other actions that will achieve our vision for the National Park Service.

MISSION OF THE COALITION

In pursuit of its vision for the National Park Service, the Coalition of National Park Service Retirees studies, educates, speaks, and acts for preservation and protection of America’s National Park System and the mission-related programs of the National Park Service.

STRATEGIC GOALS OF CNPSR

1. Protect and defend the units of the National Park System and the mission-related programs of the National Park Service.
2. Position the National Park Service and the National Park System for their second century.
3. Develop and maintain the CNPSR Collaborative Service Corps.
4. Develop and maintain the Coalition as an organization capable of sustaining its vision, mission and strategic goals.

OBJECTIVES

1. Protect and defend the units of the National Park System and the mission-related programs of the National Park Service.

- 1.1. Monitor legislative and regulatory activity that has Servicewide implications and take appropriate actions.

Desired outcome: Key decision makers, elected officials and the public fully understand the consequences of proposed adverse actions and act to thwart such actions. CNPSR provides appropriate support for officials and leaders who defend mission of NPS.

ONGOING

- 1.1.1. Prepare briefing papers on emerging legislative or regulatory issues that have potential impacts on, or values and benefits for national parks and park mission-related programs.
- 1.1.2. Closely monitor initiatives that seek to modify legislation or regulations affecting the NPS mission or mission-related programs; provide expert analysis and comment, and assure that the public is aware of the consequences or the benefits.
- 1.1.3. Make visits to Congressional offices as necessary and appropriate, especially with new committee and subcommittee chairs and members.
- 1.1.4. Provide expert testimony at NPS-related hearings upon request and as appropriate.
- 1.1.5. Develop or solidify relations with organizations whose goals and objectives are similar to the Coalition's.

FY 2009

- 1.1.6. Contract for services of part time liaison in Washington DC to provide monitoring of government actions, and making appropriate visits to Congress, Executive Branch and partner organizations.
- 1.1.7. Provide information to campaign staffs on park-related issues during run up to 2008 election, either at local level through Coalition statewide organizations or through Coalition members and the Executive Council at the national level.
- 1.1.8. Secure a seat on the transition team(s) involved with NPS issues of the administration that will take office in 2009.
- 1.1.9. Continue efforts to establish Coalition organizations in those states whose Congressional delegations occupy key positions on Interior authorization and appropriations committees. Activate Coalition statewide organizations in those states that have assumed greater influence over park related issues due to 2008 elections.

FY 2010

- 1.1.10. To be determined.
- 1.2 Educate the public, elected officials and key decision-makers about the importance of maintaining operational sustainability in parks and Service mission-related programs.

Desired outcome: An educated public influences elected officials and key decision-makers to provide adequate human and fiscal resources to assure sustainable operations in parks and management of national mission-related programs.

ONGOING

- 1.2.1 Provide appropriate information and data to the public and the Congress that provide awareness of the need to increase operational funding for the NPS sufficient to bring staffing and program management to levels that will assure protection of resources and visitors, and quality visitor experiences.

FY 2009

- 1.2.2 Seek contact with newly-appointed officials at DOI and NPS to share operations information and NPS needs.
- 1.2.3 Involve Coalition volunteers in appropriate and relevant Op Ed and “letter to the editor” campaigns.
- 1.2.4 Conduct dialogue on a regular basis with key members of Congress and Committee Staffs on issues important to the mission of the NPS and the System.
- 1.2.5 Investigate feasibility of developing a data base system to collect information on park and program operational issues.

FY 2010

- 1.2.6 To be determined.

- 1.3 Monitor internal compliance with law, regulation and policy.

Desired outcome: NPS management policies are implemented, with appropriate employee training, and are supported by top NPS leadership.

ONGOING

- 1.3.1 Provide all information to Coalition statewide organizations to facilitate their outreach work.
- 1.3.2 Monitor all policy proposals, provide expert analysis and comment, and assure that the public is aware of the consequences.

- 1.3.3 Monitor competitive sourcing, management reviews, and other actions that may diminish the role of science, prehistoric and historic research and scholarship in management of National Park Service areas and programs; provide expert analysis and comment, and assure that the public is aware of the consequences.
- 1.3.4 Maintain key contacts with parks and regional and program offices, monitor the distribution of appropriated funds, and articulate the associated impacts on visitor services, resources management and protection, program management, and relationships with interested groups.
- 1.3.5 Provide expert testimony to oversight hearings on management policy related issues.
- 1.3.6 Maintain constructive relationship with senior NPS leadership.
- 1.3.7 Continue to maintain contacts with key park and regional officials.

FY 2009

- 1.3.8 Provide management policy information to newly-elected members and appointed officials in Congress, the DOI and NPS
- 1.3.9 Continue to be involved in the implementation of the winter use plan in Yellowstone and Grand Teton National Parks and in any subsequent attempts to expand off-highway vehicle use in units of the NPS. Closely monitor the use of jet skis and other types of personal water craft in NPS-managed waters.
- 1.3.10 Continue to serve as one of three national organization representatives on the OHV negotiated rulemaking process at Cape Hatteras National Seashore.
- 1.3.11 Continue to monitor implementation of 2006 Management Policies, including training of employees.
- 1.3.12 Other issues to be followed include off-highway vehicles, RS 2477, climate change, endangered species, over-flight issues, clean air, and water.

FY 2010

- 1.3.13 To be determined.
- 1.4 Educate the public, in the United States and elsewhere, about the value of parks, park programs, and the work of CNPSR.

Desired outcome: The public increasingly understands national parks as extraordinary places of inalienable national heritage and appreciates the leadership role of the Service in providing assistance to communities nationwide in preserving the Nation's significant natural and historic places outside NPS management. The CNPSR's reputation as Voices of Experience is known and respected by a greater number of Americans. The CNPSR's Vision for the National Park Service in its Second Century, and steps for reaching it, are becoming well known to the American public.

ONGOING

- 1.4.1 Distribute at least two media releases per year following the "CNPSR Ten Favorite/Best" format to advance public knowledge of the National Park System and mission-related programs.
- 1.4.2 Write/publish/speak to reinvigorate the concept of parks as the extraordinary places of the American common heritage.
- 1.4.3 Spread information about CNPSR via broadcasts, conference sessions, articles in AARP newsletter and other national publications, especially those of park-related organizations.

FY 2009

- 1.4.4 To be determined.

2. Position the National Park Service and the National Park System for their second century.

- 2.1 Serve on the Board of Directors of the George B. and Helen C. Hartzog Institute for Parks.

Desired outcome: the Hartzog Institute conducts, brokers and communicates a comprehensive program of research and education that enhances the scientific management of the world's parks, while concurrently increasing the understanding of the values of parks among a global citizenry.

ONGOING

- 2.1.1 Assist the Hartzog Institute in researching and exploring partners and collaborators.
- 2.1.2 Participate in briefings of Congress and elsewhere on the Hartzog Institute.

FY 2009

- 2.1.3 Contribute to the design and building and implementation of the open parks grid.
- 2.1.4 Participate in the establishment of the park professional advisory committee.
- 2.1.5 Participate in the inaugural meeting(s) of the park professional advisory committee.
- 2.1.6 Research and explore partners and collaborators for the Institute.
- 2.1.7 Assist with the design and composition of the advisory committees on leadership, collaboration, research and relevancy.
- 2.1.8 Contribute to the design and building of the “open parks grid.”

FY 2010

- 2.1.9 Promote the gathering of distinguished thinkers to identify issues for the Institute.

2.2 Institutionalize the Centennial Institute idea.

Desired Outcome: Highly qualified experts in the Institute will study a wide range of topics relevant to the mission of the National Park Service and make the results available to the people of the United States and their elected representatives; and to the leaders, managers, and employees of the National Park Service.

ONGOING

- 2.2.1 Make professional opinion papers available to elected officials, political leaders, career professionals and other interested parties.

FY 2009

- 2.2.2 Use professional papers to inform the National Park Service Centennial Commission

FY 2010

- 2.2.3 Develop funding for Institute.
- 2.2.4 Attract scientists and scholars of national and global reputation to the Institute collegium.

2.2.5 Finds a home with a university or other major national organization for the Institute.

2.3 Facilitate the establishment of the Centennial Commission, or similar initiative, to encourage and enrich the public dialogue about the preservation and protection of the National Park System leading up to the 2016 Centennial of the establishment of the National Park Service.

Desired outcome: The National Park Service begins its second century of operations with a renewed sense of mission, positioned to meet the challenges of a new century and supported by a public that recognizes the non-partisan value of the agency's leadership in the sustainable conservation of the resources entrusted to its care.

ONGOING

2.3.1 Work with others to gain support for the non-partisan Centennial Commission established by NPCA.

2.3.2 Provide appropriate support and assistance to NPCA in coordinating and managing the Commission.

FY 2009

2.3.3 Provide "testimony" and other input to the Commission on request.

2.3.4 Develop plan to significantly involve national public in support of Commission's recommendations.

FY 2010

2.3.5 Coordinate public involvement in support of Commission's recommendations.

2.3.6 Organize methods to obtain support for implementation of Commission's recommendations by elected officials and political leaders.

3. Develop and maintain the CNPSR Collaborative Service Corps.

3.1. Design and develop a collaborative service corps of coalition members to share its knowledge, skills and abilities with current NPS employees and other interested parties and the public to maintain or strengthen the National Park System and the mission-related programs of the National Park Service.

Desired outcome: The National Park Service and other interested parties and the public utilize the expertise of former NPS employees in a wide range of collaborative efforts including training, evaluating, and mentoring.

ONGOING

- 3.1.1 Encourage professional papers from retirees that further support the Centennial Institute program at the Hartzog Institute.
- 3.1.2 Collaborate with the Congressional National Park Caucus on issues of common concern.

FY 2009

- 3.1.3 Develop media articles that bring the membership of the coalition to the forefront providing their Voices of Experience as a way to connect to the public's interest in parks.
- 3.1.4 Get agreement from NPS Director on initiative and agree on NPS priorities for assistance/support.
- 3.1.5 Implement protocol with NPS on accessing CNPSR members for projects and assistance to NPS.
- 3.1.6 Work with NPS to establish pilot projects to use CNPSR members for assistance.

FY 2010

- 3.1.7 Develop an effective relationship with United States Park Police retirees.
- 3.1.8 Move forward on priorities agreed to by CNPSR and NPS.
- 3.1.9 Establish a speaker's bureau.
- 3.1.10 Collaborate with other foundations/organizations working in the international conservation movement.
- 3.1.11 Strengthen relations with organizations whose goals and objectives are similar to CNPSR's.
- 3.1.12 Collaborate in sponsoring symposia and conferences.
- 3.1.13 Develop CNPSR as a source of expertise and assistance for global protected areas.

3.1.14 Develop connections to global conservation and tourism efforts that will continue to support the mission of protected areas.

4. Develop and maintain the CNPSR as an organization capable of sustaining its vision, mission and strategic goals.

4.1 Operate CNPSR as a 501 (c)(3) non-profit corporation according to IRS and State of Arizona requirements.

Desired outcome: CNPSR meets all operating requirements of a non-profit corporation.

ONGOING

4.1.1 All required reports are filed by established deadlines.

4.2 Increase membership numbers and membership involvement in Coalition activities.

Desired outcome: 1,500 members by the end of 2009, compared to current 600; 250 members actively involved in Coalition activities, compared to current 75.

FY 2009

4.2.1 Use statewide organizations to find more members.

4.2.2 Aggressively use other mailing lists to find non-member retirees.

4.2.3 Publicize the successes of the Coalition in publications that reach NPS retirees.

4.2.4 Provide additional opportunities for member involvement in Coalition activities.

4.2.5 Enhance use of website as membership recruiting tool.

4.2.6 Launch CNPSR audit process.

4.2.7 Implement enhanced member support plan.

FY 2010

4.2.8 Obtain services of a membership coordinator to provide additional member services and to standardize Coalition membership funding appeals through direct and email.

4.2.9 Revise and update membership data base, as necessary, using state-of-the-art software.

4.3 Launch effective fundraising strategies aimed at diverse funding sources to meet program goals.

Desired outcome: \$42,000 from membership and \$150,000-\$250,000 from foundations.

FY 2009

4.3.1 Launch CNPSR fundraising plan.

4.3.2 Expand matching grant challenge for non-contributing members.

4.3.3 Establish a funding work group under new Executive Council member recruited for this position and recruit non-Executive Council members and develop full fund raising plan.

4.3.4 Identify additional high probability foundations sources.

4.3.5 Contact Combined Federal Campaign and initiate process to become a listed charity.

4.3.6 Make it easy for members to bequeath to Coalition.

FY 2010

4.3.7 Coordinate implementation of new database with finance and membership database development.

4.4 Develop the systems, processes, staff and infrastructure to meet program, fundraising, and membership needs.

Desired outcome: Information technology (including website) and databases are in use to develop and track members, funds acquisition, accomplishments, and finances; work groups and state networks assist in carrying out programs; one or more paid staff coordinate the membership services, CNPSR activities, and internal and external communications; and an effective executive council with an appropriate skill mix is in place.

ONGOING

4.4.1 Contract bookkeeping, accounting and audit services as necessary.

4.4.2 Review and update this strategic plan as necessary.

4.4.3 Determine need for database/website management assistance.

FY 2009

4.4.4 Develop system of volunteer key persons, work groups and other mechanisms for carrying out the work of CNPSR

4.4.5 Enhance financial management and accountability processes and procedures and establish CNPSR Treasurer to provide oversight.

FY 2010

4.4.6 Coordinate implementation of new database with finance and membership database development.

4.5 Develop a detailed strategy for using CNPSR's unique character and position to further understanding of park and protected area values, and enhancing CNPSR's capacity for education.

Desired outcome: A strategy is in place that identifies actions to be taken to assure that effective communication exists between CNPSR and the public, its members, NPS employees and leaders, its "partners" and with elected and appointed officials.

FY 2009

4.5.1 Coordinate work of TWS Intern and identify work to be accomplished.

4.5.2 Formalize contracted position in Washington DC to serve as a contact for CNPSR and a liaison between CNPSR and the Congress, DOI/NPS and other organizational cooperators.

4.5.3 Analyze effectiveness and develop and implement improvements in:

- CNPSR Website
- Member updates and other communications
- Media communications
- Forums or list serves
- Public education

FY 2010

4.5.4 To be determined.