



United States Department of the Interior

NATIONAL PARK SERVICE

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Washington, D.C. 20240

IN REPLY REFER TO:

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Memorandum

To: Regional Directors
From: Director *Jenatha J. Janice*
Subject: Core Operations Analysis

This memo brings an end to Core Operations Analyses for the parks and programs in your region.

As Director, I want to emphasize use of management tools that empower managers with unbiased data and analysis to make informed decisions, improve the justification and presentation of our budgets and improve the management of our financial resources. Based on extensive feedback I have received from field managers I believe that the Core Operations process fails to meet these requirements.

There are several tools that are available to you that do meet these requirements and should command your attention. The Budget Cost Projection (BCP) model is one that provides managers with a way of forecasting the future cost of a decision made today, providing powerful information to aid decision making. The NPS Scorecard continues to evolve as a tool to aid parks in monitoring and improving performance and in justifying budget requests at both the local and national levels. The scorecard is being developed with the aid of expert contractor support and NPS field managers from each region. The Comptroller's office also continues to provide support for park and program business planning. Business plans are tailored to the needs of each park and provide an opportunity for park staff to come to a shared understanding of the goals and objectives for the park and the strategies and resources they will employ to accomplish them. The resulting public document conveys the Park Service's commitment to transparency and effective management and showcases the park as a good investment. This business planning process has the added benefit of attracting some highly skilled people into National Park Service employment.

I am committed to improving our skills and capacity in managing our all important business and financial matters. But I am also aware that the demands on our time make it imperative that each step we take brings us one step closer to meeting our goals.

Cc: Superintendents
Associate Directors