

THE
**FUTURE
OF
AMERICA'S
NATIONAL
PARKS**

First Annual
Centennial Strategy for

USS Arizona Memorial

August 2007

CENTENNIAL INITIATIVE



Site: USAR

Year: 2007

Vision Statement

The USS Arizona Memorial preserves, researches, and interprets the intangible and tangible historic events and resources associated with the December 7, 1941 Japanese attack on Pearl Harbor. We will collect and share the stories of Pearl Harbor survivors to current and future generations. We will monitor the condition of the sunken hull of the USS Arizona and implement the latest preservation techniques for the ship. We will strive to maintain the sacredness of the Memorial. The USS Arizona Memorial will provide leadership and unity to establish a network of WWII historic sites to further the interpretation and education of those sites. We will stimulate and provoke a greater understanding of how the events of the "day that will live in infamy" has in people's lives today.

Park/ Superintendent/ Program Manager

Frank Hays/Pacific Area Director

Site: USAR

STEWARDSHIP

☒ Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

☒ Other Park/ Program performance goal(s)

The replacement visitor center will be a world class facility/visitor center taking into consideration visitor safety, sustainability, full accessibility, visitor needs, aesthetics, and most importantly a solemn, dignified and respectful environment that compliments the memorial and the sacredness of the area. The replacement visitor center will be a campus style design to spread out the visitors and provide a variety of opportunities at different locations. A new education center will provide a variety of opportunities and the grounds are being designed to give visitors more area to learn and reflect.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

STEWARDSHIP

☒ Improve the condition of park resources and assets.

☒ Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.

The visitor center has an asset priority index (API) of 88 and the average facility cost index (FCI) is 1.001. But, after replacing the visitor center the FCI will be 0.019. The replacement visitor center will compliment the visit 1.5 million people make to the memorial every year by providing those services that are necessary and appropriate: restrooms, food service, bookstore, and security. The replacement visitor center will have better exhibit design and more space so more artifacts will be able to be put on display.

☒ The work described currently is supported by OFS and/ or PMIS

☒ Complete all cultural resource inventories for designated priority resources.

We will complete all cultural resource inventories for the park, a Historic American Building Survey (HABS) treatment, and a Historic Structures Report (HSR).

☐ The work described currently is supported by OFS and/ or PMIS

Site: USAR

STEWARDSHIP

☒ **Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.**

☒ **Other Park/ Program performance goal(s)**

We will do a better job preserving, researching, and interpreting the intangible and tangible historic events and resources associated with the December 7, 1941 Japanese attack on Pearl Harbor. This dramatic turning point united Americans and lead us to our current position on the world stage and advanced democracy on a global scale. The replacement visitor center will interpret the attack on Pearl Harbor and encourage the public to recognize the relevance the USS Arizona Memorial has in their lives today.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

STEWARDSHIP

☒ **Serve as the Preeminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.**

☒ **Other Park/ Program performance goal(s)**

We will complete scientific research necessary for management decisions about long-term preservation of USS Arizona, a war grave and National Historic Landmark. It will finalize the study of environmental and corrosion processes affecting the hull of the Arizona, which still contains 500,000 gallons of oil that poses a potential environmental hazard. This will complete critical research, produce the final report and the Finite Element Model that provides the scientific basis upon which future USAR management decisions will be made. It will provide the basic research needed to provide a management strategy designed to minimize the environmental hazard of a fuel oil release, maximize preservation and inform the public about active NPS ocean stewardship of the site. We will maintain or increase the return in terms of research accomplished for funds expended, which to date has been 3:1.

☐ The work described currently is supported by OFS and/ or PMIS

Site: USAR

ENVIRONMENT

☒ Reduce environmental impacts of park operations.

☒ Reduce the environmental impacts of park operations on air and water quality.

The USS Arizona Memorial will exceed conventional practices to become a flagship of sustainability. In particular all new construction will target a minimum Leadership in Energy and Environmental Design (LEED) silver rating. The goal is to reduce potable water consumption by 40% or more by using low flow lavatory fixtures and landscape watering conservation and design. The new facility will use less energy than the current buildings.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

ENVIRONMENT

☒ Inspire an environmental conscience in Americans.

☒ Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.

The future construction of the visitor center will be a showcase of environmental and energy ideas. The goal is to restore and enhance the local site ecology which is known for its clear waters and diverse marine habitat. Native/climate adaptive plant material will provide shade and wind channeling for cooling. The primary goal for storm water runoff is to reduce the impervious areas to allow natural drainage into the ground rather than entering the harbor. Product selections for the new construction will be from locally manufactured or extracted materials with high recycle content.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

ENVIRONMENT

☒ Engage partners, communities, and visitors in shared environmental stewardship.

☒ Other Park/ Program performance goal(s)

We will study the feasibility of containing, redirecting, capturing and reusing the current leaking oil and any future large releases. We will partner with Windsor Innovations who has developed innovative methods and techniques in this area of ocean stewardship. This method can control the oil reaching the surface and contain larger releases. This will allow testing the method's potential for managing Arizona's oil release, and it may be applicable to the many deteriorating, submerged vessels containing oil in US and international waters. We will take this opportunity to educate and interpret the ship and how the NPS is exploring ways to be better stewards of our ocean resources.

☐ The work described currently is supported by OFS and/ or PMIS

Site: USAR

RECREATION

☒ Encourage collaboration among and assist park and recreation systems at every level-federal, regional, state, local-to help build an outdoor recreation network accessible to all Americans.

☒ Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

The USS Arizona Memorial will partner with the Pearl Harbor Historic Trail. The trail begins in the park and goes west, along an old railroad bed much of the way, about 15 miles. There are opportunities to get the communities along the trail more involved with the USS Arizona Memorial through this effort. Several sections along this trail would be accessible to those with disabilities.

☐ The work described currently is supported by OFS and/ or PMIS

☒ Other Park/ Program performance goal(s)

The replacement visitor center will be much more than a facility for visitors to the USS Arizona Memorial. The entrance, or gateway, will be managed through a partnership with all the Pearl Harbor Historic Sites; USS Bowfin Submarine Museum and Park, Battleship Missouri Memorial, Pacific Aviation Museum - Pearl Harbor, and hopefully in the future the Pearl Harbor Historic Trail. Currently visitors are confused about where the other historic sites are, how to get to them, and they have to go through multiple security check points to visit more than one. The shared gateway will orient visitors, address their questions and allow them to get their tickets in one area for all venues. It will also require that they only go through one security check point, once beyond that it will be a seamless network of historic sites.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

RECREATION

☒ Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

☒ Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

We will increase our volunteer program by 50%. There may be no better recruitment incentive than working in such a sacred and patriotic site but providing well designed and fully accessible new facilities can only promote more volunteers at the USS Arizona Memorial.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

RECREATION

☒ Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

☒ Other Park/ Program performance goal(s)

We will fill a GS-9 Education Specialist position. This "ranger" will coordinate visits to schools, girl and boy organizations, and other organizations to do presentations that would explain the attack on Pearl Harbor and explore the relevance of the events of December 7, 1941 to their daily lives.

The new facility will have a larger museum and an education center complete with a classroom and video conferencing equipment so that the Witness to History program is on site. This program takes Pearl Harbor survivors into classrooms across the country. However, their numbers are waning so we want to expand the program to include a Curator's Corner and a Pearl Harbor History series.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

RECREATION

☒ Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

☒ Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

We will explore the possibility of developing a program that would establish a satellite "mobile" park in the lower 48 to promote and increase awareness of the USS Arizona Memorial.

Mobile parks would contain educational material, exhibits and other tangible products such as Junior Ranger Programs, recorded oral histories and artifact reproductions, allowing the public a glimpse into various parks across the United States. This would provide underprivileged and diverse schools and groups, in urban and rural areas, the opportunity to experience parks across the country. In addition, oral histories could be gathered by these roving resources. Mobile parks could also improve visitation within the NPS, as exposure to them would initiate greater interest and encourage the public to visit parks to learn more. Over time, it would also have the potential of increasing diversity within the NPS.

A website could be created, allowing interested parties to track the movement of the mobile park to a nearby location. This website could also provide additional educational information, and offer schools or families the ability to download audio or visual material.

☐ The work described currently is supported by OFS and/ or PMIS

Site: USAR

EDUCATION

☒ Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

☒ Other Park/ Program performance goal(s)

The USS Arizona Memorial will fill a GS-9 Education Specialist position. This "ranger" will coordinate school group visits, do presentations for schools, and work with the state to provide teachers with information to compliment the state's education curriculum. Presentations will be geared toward high school students and the relevance of the events of December 7, 1941 at Pearl Harbor will be explored through thought provoking examples of how they live their lives each day.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

EDUCATION

☒ Introduce young people and their families to national parks by using exciting media and technology.

☒ Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

We will explore the possibility of developing a program that would establish a satellite "mobile" park in the lower 48 to promote and increase awareness of the USS Arizona Memorial.

Mobile parks could be used by any park or group of parks. They will contain educational material, exhibits and other tangible products such as Junior Ranger Programs, recorded oral histories and artifact reproductions, allowing the public a glimpse into various national parks. This would provide underprivileged and diverse schools and groups, in urban and rural areas, the opportunity to experience parks across the country. In addition, oral histories could be gathered by these roving resources. Mobile parks could also improve visitation within the NPS, as exposure to them would initiate greater interest and encourage the public to visit parks to learn more. Over time, it would also have the potential of increasing diversity within the NPS.

A website will be created, allowing interested parties to track the movement of the mobile park to a nearby location. This website could also provide additional educational information, and offer schools/families the ability to download audio or visual material

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

EDUCATION

☒ Promote life-long learning to connect generations through park experiences.

☒ Enroll an additional two million children in the Junior Ranger program.

The USS Arizona Memorial will fill a GS-9 Education Specialist position. This "ranger" will promote the Junior Ranger Program through visits to schools and children's organizations while presenting programs that would explain the attack on Pearl Harbor and explore the relevance of the events of December 7, 1941 to their daily lives.

☒ The work described currently is supported by OFS and/ or PMIS

☒ Other Park/ Program performance goal(s)

We will do a much better job connecting generations to this National Park Service site. Visitors often come to the USS Arizona Memorial and ask about a relative that served on the island of Oahu during the attack on Pearl Harbor; what job did they have, where were they stationed, what was their rank, were they really here, etc. We will partner with our long time association, the Arizona Memorial Museum Association, to research and provide a data base with all that information through the most effective media available. This could be a computer in the lobby, an IPOD download, or something that is not currently available. This data base will also be accessible on the web so they can learn about their past generations without leaving home but by merely visiting the USS Arizona Memorial web site. We will also have links that will give them more specific information about the ships, airfields, Army bases, and Coast Guard stations on Oahu at that time. This will dramatically aid the public with connecting to past generations through a park experience.

☐ The work described currently is supported by OFS and/ or PMIS

Site: USAR

EDUCATION

☒ Impart to every American a sense of their citizen ownership of their national parks.

☒ Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

We will increase the visitor satisfaction, understanding, and appreciation of the USS Arizona Memorial. In 1999 the visitor satisfaction rate was 99%. Last year 90% of visitors were satisfied with facilities, services, and recreational opportunities. The percentage is gradually going down and it is believed the deterioration of the visitor center is a direct result of that decline. A replacement facility will dramatically improve visitor satisfaction and appreciation. With a rare exception, all visitors have a good understanding of this site once they view the film and experience the Memorial.

With that understanding comes a sense of connection. Many have family or friends at war now and make the connection of sacrifice. The USS Arizona Memorial embraces many concepts; reconciliation, healing, patriotism, sacrifice, honor, bravery, loyalty, freedom, to name a few but regardless visitors know this Memorial belongs to them and the National Park Service is merely the caretaker.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

PROFESSIONALISM

☒ Use strategic planning to promote management excellence.

☒ Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

The USS Arizona Memorial will manage strategically by incorporating the management team, the entire NPS staff, the Arizona Memorial Museum Association, the Navy, and other partners as appropriate in making decisions.

☐ The work described currently is supported by OFS and/ or PMIS

Site: USAR

PROFESSIONALISM

☒ Promote a safety and health culture for all employees and visitors.

☒ Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

We will increase the health and safety of employees and visitors. The replacement visitor center will ensure that employees have a safe place to work and the public has a safe facility to visit. The current visitor center is failing and will have to be closed in two to seven years based on engineers' estimates. We are already seeing structural integrity issues as a result of the deteriorating structure. We will also shore up the safety committee by filling some positions that have become vacant.

☐ The work described currently is supported by OFS and/ or PMIS

Site: USAR

PROFESSIONALISM

☒ Model what it means to work in partnership.

☒ Other Park/ Program performance goal(s)

We will develop, implement, and monitor cooperative agreements with the other Pearl Harbor Historic Sites; USS Bowfin Submarine Museum and Park, Battleship Missouri Memorial, and the Pacific Aviation Museum. The USS Arizona Memorial will manage a gateway and orientation area for visitors consolidating the entrance to all four historic sites into one location.

☒ The work described currently is supported by OFS and/ or PMIS

Site: USAR

PROFESSIONALISM

☒ Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

☒ Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.

The USS Arizona Memorial will write an amendment to the fundraising agreement with the Arizona Memorial Museum Association (AMMA) as the project costs have changed. AMMA will raise, or cause to be acquired, an additional 24 million dollars for the replacement visitor center. To do this AMMA established the Pearl Harbor Memorial Fund (PHMF). Their fund raising plan included getting a slogan that the American people would support. Their slogan is: REMEMBER UNDERSTAND HONOR & Give from the Heart. The PHMF seeks funds through major gifts and grass roots. One prong of the grass roots campaign includes a program called "Pennies for Pearl."

The Pennies for Pearl program will enable schools to raise money for the capital campaign by collecting coins. Although this does not generate millions of dollars it will generate awareness about the attack on Pearl Harbor and gives the kids a real sense of pride that they have been part of a very worthy cause.

AMMA will donate a total of one million dollars a year to four different NPS sites to assist with research, education, and interpretation.

☒ The work described currently is supported by OFS and/ or PMIS