

THE
FUTURE
OF
AMERICA'S
NATIONAL
PARKS

First Annual
Centennial Strategy for

Manzanar National Historic Site

August 2007

CENTENNIAL INITIATIVE



Site: MANZ

Year: 2007

Vision Statement

Manzanar National Historic Site embraces the opportunity to address the Centennial Initiative goals to engage the American public in telling and preserving the stories of Manzanar. As a unit of the National Park Service which deals with a dark chapter in our country's history, we must develop innovative and interactive opportunities to educate people about the WWII internment experience. In a race with time, we will continue to collect as many oral histories as possible from those who remember their experiences of internment and WWII. We will use these oral histories in a wide variety of interpretive applications, using the words of those who lived through these events to make personal connections with future generations and encourage all to learn more about their history. Though many features at the historic site experienced decay or degradation in the years since the war, we will slow, stop, and/or reverse this process to the greatest extent possible. We will continue to partner with the local communities, state and federal agencies, non-profit organizations and the public on a variety of site specific and regional projects and programs. We will continue to grow our extensive volunteer program, targeting key aspects of site preservation and stewardship. We will embark on the reconstruction of an entire residential block and will provide increased access throughout the site so that visitors can experience the living conditions endured by the internees during the war. Beyond local site preservation we will continue to provide leadership through the dissemination of our educational curriculum and seek other collaborative educational opportunities both regionally and nationally. We will continue to work with other confinement sites around the country to provide a broad perspective on internment. We will use the stories and experiences from Manzanar to encourage a dialogue about civil rights, constitutional rights, democracy, and freedom. We will promote a wide variety of opportunities for open discussions about how the events of the past are reflected in the events of the present. Our vision is to preserve the stories and resources of Manzanar for all generations and to facilitate experiences that weave the stories of the various eras of Manzanar faithfully, completely, and accurately. These actions and our commitment to them will bring this chapter of American history into the light, so that something like this will never happen again.

Park/ Superintendent/ Program Manager

Tom Leatherman

Site: MANZ

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)

We will reconstruct a "demonstration" residential block to provide an opportunity for visitors to experience the living conditions of the internees. Buildings in this demonstration block will be of sustainable design, will be accessible, and will provide interpretive and educational material to facilitate a connection with the site. Various other features on the site will be restored and/or reconstructed to provide a direct connection with the camp conditions and to illustrate the efforts made by the internees to make their situation bearable.

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

Site: MANZ

STEWARDSHIP

Improve the condition of park resources and assets.

Restore native habitats by controlling invasive species and reintroducing key plant and animal species.

We will work closely with the exotic plant management team from Lake Mead NRA in the removal of invasive species, such as tamarisk, from the historic site. These plants are damaging critical cultural resources on the site, and removal will not only help stabilize these features, but will contribute to the broader efforts in the Owens Valley to protect critical riparian ecosystems.

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

Historic structures on the park's List of Classified Structures, such as historic gardens and masonry features, will be stabilized and restored to good condition. We will continue to maintain high priority assets in good condition, and work to bring all assets to the highest level of repair and function.

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Site: MANZ

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)

The collection of oral histories is the highest priority project in the park today. First hand accounts of the experiences of WWII and the internment are a key component in the education of current and future generations. Time is running out to capture the stories of this aging population. We will continue to partner with other organizations, such as Densho, to ensure these oral histories are available to the public and are kept properly archived for use in the future. We will develop innovative and interactive ways to use these compelling oral histories in interpretive and educational materials and programs that are developed.

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Site: MANZ

STEWARDSHIP

Encourage children to be future conservationists.

Other Park/ Program performance goal(s)

We will continue to provide opportunities for youth, both locally and in the greater Los Angeles area, to gain work experience and learn about their history through ongoing partnerships and youth employment programs. Our YCC program will continue to target local youths in the surrounding communities, including tribal youths, to foster a greater understanding of Manzanar and provide real work experience related to cultural resource preservation and NPS operations. Partnerships with youth service groups will be expanded to provide increased opportunities for inner-city youths to learn about cultural resource preservation, history, and the issues of democracy and freedom as they related to the internment of citizens. These programs will foster a greater understanding of the importance of cultural resource preservation and stewardship at sites such as Manzanar.

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Site: MANZ

ENVIRONMENT

Reduce environmental impacts of park operations.

Other Park/ Program performance goal(s)

Buildings constructed for the demonstration block will be of sustainable design, incorporating features such as solar power, recycled content building materials and environmentally friendly products. Existing operations will be evaluated and energy efficiencies identified with the goal of reducing our overall energy consumption on the site by 20% over the next 10 years. New and innovative products and strategies will be evaluated that can replace older and inefficient electric components on the site, such as light fixtures, computer monitors, and heating/cooling systems. We are also working on developing an extensive multi-agency recycling program that would divert a significant amount of solid waste from the landfill.

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Site: MANZ

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.

We are actively developing a regional recycling facility with the local tribe to provide recycling service for NPS operations at Death Valley, Devils Postpile and Manzanar, and for the Fort Independence Tribe. This will provide a service that is currently unavailable for over 150 miles. Once the initial phase has been implemented we will expand the scope of this facility to include the other state and federal agencies in the valley and eventually provide regional recycling for a wide variety of materials for the entire population of the Owens Valley. In this way we will inspire the local population to reduce waste production and increase the amount of material that is being reclaimed and reused, effectively reducing our impact on the natural environment.

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Site: MANZ

ENVIRONMENT

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

Other Park/ Program performance goal(s)

We have taken a leadership role in a local agency effort to increase both agency and the public's awareness of climate change issues and energy efficiencies. We will continue to participate in annual energy efficiency summits that provide opportunities to learn about sustainable design and strategies to reduce energy consumption. We will work closely with other local agencies on shared opportunities to reduce reliance on fossil

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Site: MANZ

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.

We will work with local, state, and federal agencies, non-profit organizations and the public on the development of a regional recreation plan for the Lower Owens River. Part of a ongoing regional river restoration effort, this recreation plan will include opportunities for the public to access local resources. Activities considered in this plan will include biking, hiking, fishing and other low impact outdoor recreational opportunities. This recreation system will connect with local cultural resource sites, such as Manzanar, and opportunities on site will be developed to target the participants of these new activities.

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Site: MANZ

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 continue to provide volunteer opportunities to participate in the preservation and restoration of site features at Manzanar. In 2007 we excavated one of the historic gardens on the site. We were able to broadly advertise the opportunity to participate in this event and were successful at getting local support as well as participants from the Los Angeles area to volunteer their time in assisting with the excavation. These opportunities will continue with excavations scheduled for several other gardens over the next few years. We have also implemented an Artist-in-Residence program in the park, where volunteer artists come to the site and produce artwork inspired by the site. The park provides lodging for the participants and they agree to volunteer and interact with visitors while producing their artwork. We continue to promote this program in an effort to encourage artists to experience the site and help tell the stories of Manzanar through their artwork.

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Site: MANZ

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.

4 Collaboration between Manzanar and local museum and visitor center managers has generated a brochure that highlights all of the facilities in three counties along highway 395. This group will continue to develop collaborative exhibits and projects that teach history and stewardship of cultural resources and heritage assets in the local region. We also plan to partner with similar groups throughout the country to have materials travel to other sites, while we host their materials in the local area. This effort will increase the awareness of lesser known histories and stories of this country. These efforts will continue to be pursued in an effort to reach diverse audiences across the country and teach them about the cultural and heritage assets and history represented in the Owens Valley region.

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Site: MANZ

EDUCATION

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

Other Park/ Program performance goal(s)

A comprehensive and standards-based curriculum for Manzanar National Historic Site (and related internment sites) will be completed by the end of 2007, partially funded by state civil liberties grants. This curriculum, including enhanced multimedia products, will be available for sale in the Manzanar History Association book store on the site. Additionally, all of the lesson plans and the curriculum guide will be available at no cost through the park website. We will continue to work with educational institutions to find ways to enhance this curriculum and to develop other lessons that can be incorporated into the existing materials.

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Site: MANZ

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.

Manzanar was fortunate to host an Electronic Field Trip program through Ball State University in 2007. This opportunity opened our eyes to the potential for using technology in helping to tell the story of internment. Podcasts, flash media websites and live television were used to reach nearly 20 million middle school students around the country. We will continue to work with organizations and institutions such as Ball State to explore new and innovative tools for reaching today's youth. We will explore the possibility of having GPS based tours on the site that will provide guidance and insight while touring the site. Since many physical features on the site were removed after the camp closed, these innovative tools will provide visitors with an effective way to experience the site.

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Site: MANZ

EDUCATION

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

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

3 With the completion of the Junior Ranger materials and the education curriculum in 2007 we are prepared to provide learning opportunities for all ages at Manzanar. We also serve adults with docent programs, another key component of our interpretive strategy, provide opportunities for visitors to interact with former internees and learn first hand from their experiences. These programs will be further developed, increasing opportunities for people of all ages to learn together about the history and lessons that Manzanar represents.

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Site: MANZ

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 continue to seek opportunities to make connections with local communities and help them take ownership to this nationally significant resource in their back yard. We will inaugurate an annual volunteer day, targeting local residents. Our first is scheduled for September 2007. This volunteer day will combine a needed work project on the site with interpretive programs and opportunities to create connections between community members and the park. Projects such as these will continue to educate and provide stewardship opportunities for local residents to build local advocacy and raise the awareness of nationally significant local resources.

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Site: MANZ

PROFESSIONALISM

Use strategic planning to promote management excellence.

Other Park/ Program performance goal(s)

Manzanar will implement the recently completed strategic plan. This plan, developed in 2007, includes position management, and addresses the long-term growth and management of personnel and programs in the park. This strategic plan will continue to be evaluated and developed to ensure limited funds are used to increase our capacity to address priority issues. We will also emphasize the importance of ensuring quality staff are recruited, retained and developed. To this end we will provide opportunities for all staff to gain professional experience and training in order to further these goals.

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Site: MANZ

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 provide a working environment where safety is part of everything we do, and no one participates in unsafe acts. OSHA programs will be in place for all mandatory programs. Health and wellness topics are presented by all staff on a monthly basis, promoting healthy living both on and off the job. All park staff meetings will be held twice a year to address seasonal and mandatory safety topics and issues. We will maintain an active and interdisciplinary safety committee which promotes safe work practices and a safe work environment in innovative way throughout the park. Any incidents will be dealt with promptly and professionally, and employees and management are held accountable for their actions and inaction in dealing with issues.

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Site: MANZ

PROFESSIONALISM

Model what it means to work in partnership.

Other Park/ Program performance goal(s)

Manzanar has been and will continue to be a model of partnership in the National Park Service. Both formal and informal partnerships will continue and we will increase the number of formal partnerships in which we participate. A model for this is our participation in the Eastern Sierra Interagency Visitor Center in Lone Pine, where we have been an active partner since it was established in the mid 1970s. We will also explore new opportunities for shared capacity, most notably in the joint development of a countywide curatorial storage facility for museum objects and archives. This multi-agency facility will include participation from state, local and federal agencies, as well as tribal governments. This facility will include a space for researchers to access the various collections, effectively creating a comprehensive repository for research relating to the resources of Inyo County.

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