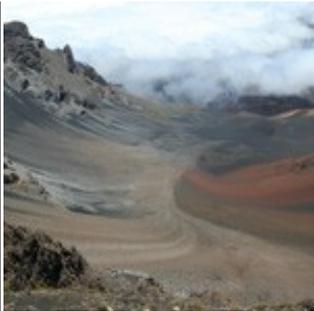


# NATIONAL PARK MANAGEMENT

JULY 25 TO AUGUST 7, 2010

**SPEAKER: M. SARAH CREACHBAUM**



Ms. Sarah Creachbaum has been Superintendent of Haleakala

National Park on the island of Maui since 2009. Prior to her arrival in Hawaii, Sarah served as the Superintendent of War in the Pacific National Historical Park, and American Memorial Park on the islands of Guam and Saipan.

Sarah was the 2004 National Park Service Bevinetto Fellow, and served two years in Washington D.C. as a staff member for the Senate Subcommittee on National Parks.

Ms. Creachbaum has worked at many national parks in the western U.S. including, Grand Canyon National Park, Yellowstone National Park and Grand Teton National Park. She began her Federal career as a landscape architect with the U.S. Forest Service in Cody, Wyoming. She received her Master's degree in Landscape Architecture and Environmental Planning from Utah State University in 1994.

## U.S. NATIONAL PARK SERVICE | [HTTP://WWW.NPS.GOV/](http://www.nps.gov/)

Since 1916, the American people have entrusted the National Park Service with the care of their national parks. With the help of volunteers and park partners, we are proud to safeguard these nearly 400 places and to share their stories with more than 275 million visitors every year. But our work doesn't stop there.

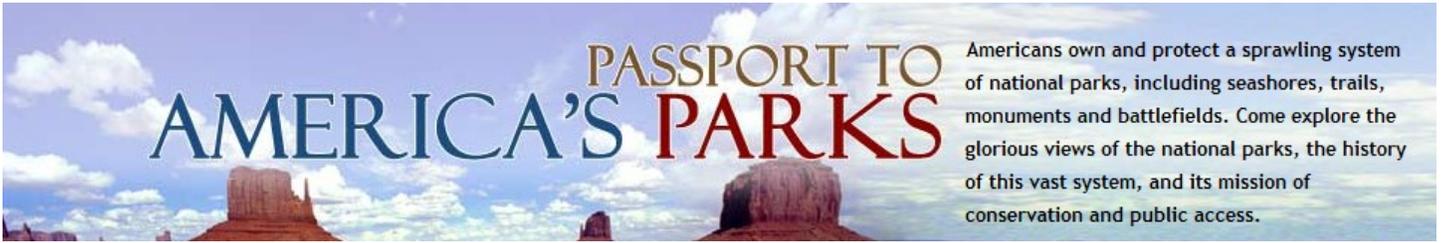
We are proud that tribes, local governments, nonprofit organizations, businesses, and individual citizens ask for our help in revitalizing their communities, preserving local history, celebrating local heritage, and creating close to home opportunities for kids and families to get outside, be active, and have fun.

Taking care of the national parks and helping Americans take care of their communities is a job we love, and we need – and welcome – your help and support.

What We Do : National Park Service by the Numbers\*

- \$48,000,000,000 incentivized in private historic preservation investment
- 11,700,000,000 visitors
- \$5,409,252,508 in preservation and outdoor recreation grants awarded
- \$2,750,000,000 annual budget
- 121,603,193 objects in museum collections
- 97,417,260 volunteer hours
- 84,000,000 acres of land
- 4,502,644 acres of oceans,

- lakes, reservoirs
- 2,482,104 volunteers
- 218,000 jobs supported in gateway communities
- 85,049 miles of perennial rivers and streams
- 68,561 archeological sites
- 43,162 miles of shoreline
- 28,000 employees
- 27,000 historic structures
- 2,461 national historic landmarks
- 582 national natural landmarks
- 400 endangered species
- 392 national parks
- 40 national heritage areas
- 1 mission: The National Park Service cares for special places saved by the American people so that all may experience our heritage.



Americans own and protect a sprawling system of national parks, including seashores, trails, monuments and battlefields. Come explore the glorious views of the national parks, the history of this vast system, and its mission of conservation and public access.

**PHOTO GALLERIES: THE JEWELS IN THE CROWN**



**Roadside America**

Take a brief tour of 12 U.S. destinations that celebrate the offbeat, the unconventional and the downright bizarre.

For more photo, please visit: <http://www.america.gov/multimedia/photogallery.html#/30145/roadside/>

in these pages and reveals some of the many remarkable vistas, which an early observer once described as “a new heaven and a new earth into which the creative spirit had just been breathed.”

For more photo please visit: <http://www.america.gov/multimedia/photogallery.html#/30145/parks/>



**The Jewels in the Crown**

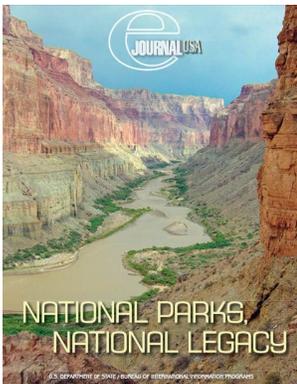
Each of the almost 400 national parks in the U.S. system is unique – home to geologic features, natural wonders, or significant historical events which tell part of the story of a wondrous land and the people who made it a nation. National Parks, National Legacy shares a few of those stories

**U.S. World Heritage Sites**

UNESCO World Heritage Sites include places of irreplaceable natural or cultural value. There are 20 in the United States, out of more than 875 worldwide.

For more photo please visit: <http://www.america.gov/multimedia/>

**E-JOURNAL USA: NATIONAL PARK, NATIONAL LEGACY**



Through their system of national parks, the people of the United States own and protect mountains, deserts, forests, wetlands, tundra and tropical reefs.

All American citizens are, in a sense, stewards of sites where the Founding Fathers envisioned a new nation and where ancient peoples built cities. Americans are protectors of the tallest living things on Earth and of hundreds of rare species that enliven a subtropical wilderness.

The U.S. National Park Service (NPS) presides over a sprawling system of parks, seashores, trails, monuments and battlefields that encompasses 3.6 percent of the nation’s entire landmass. The land and its life forms are set apart, preserved, and spared from the asphalt, sprawl and neon that creep across the modern world. National parkland – more than 34 million hectares – is to remain “unimpaired for future generations,” according to the law that established the Park Service in 1916.

Many Americans will leave their visit with the belief once described by former President Franklin Delano Roosevelt. “There is nothing so American as our national parks. The scenery and wildlife are native. The fundamental idea behind the parks is native. It is, in brief, that the country belongs

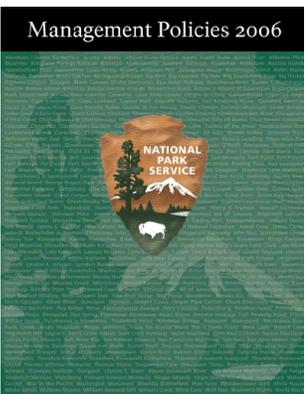
to the people.”

This edition of eJournalUSA presents some glorious views of the national parks themselves and some of the history of how this vast system has expanded in both size and mission through the decades. NPS Director Mary A. Bomar and filmmakers Ken Burns and Dayton Duncan explain the national spirit and ethic that the parks have come to represent for Americans and for the world. Other articles explore how park officials from the United States and other nations have traded ideas, skills and techniques to better preserve and maintain the lands, the life and the culture that are the treasures of every nation’s legacy.

This e-journal USA is available online at <http://www.america.gov/publications/ejournalusa.html#0708>

## ARTICLES AND REPORTS ABSTRACT ON NATIONAL PARK MANAGEMENT

**Management Policies 2006.** National Park Service, U.S. Department of Interior, 2006.



The national park system was created to conserve unimpaired many of the world's most magnificent landscapes, places that enshrine our nation's en-

during principles, and places that remind us of the tremendous sacrifices Americans have made on behalf of those principles.

They are the most remarkable collection of places in America for recreation and learning. Visitors can immerse themselves in places where events actually happened and enjoy some of the most significant natural and historic places in America. These are places that offer renewal for the body, the spirit and the mind. As required by the 1916 Organic Act, these special places must be managed in a special way—a way that allows them to be enjoyed not just by those who are here today, but also by generations that follow. Enjoyment by present and future generations can be assured only if these special places are passed on to them in an unimpaired condition. And that is the challenge that faces all the employees of the National Park Service. It is a challenge eagerly embraced, but employees must have the tools required to perform the job successfully. The policies contained in these pages represent one of the most important tools available. Through their judicious and consistent application, these policies will set a firm foundation for stewardship that will continue to earn the trust and confidence of the American people. Full text currently available online at <http://www.nps.gov/policy/MP2006.pdf>

### National Park Management

CRS Report for Congress, Update September 25, 2006.

The 109th Congress is considering legislation and conducting oversight on National Park Service (NPS) related topics. The Administration is addressing park issues through budgetary, regulatory, and other actions. Earlier Congresses and Administrations also have dealt with similar issues. While this report focuses on several key topics, others may be added if circumstances warrant. Full text currently available online at <http://www.nationalaglawcenter.org/assets/crs/RL33484.pdf>

### Choices, Options, and Constraints: Decision Making and Decision Spaces in Natural Resource Management

Nicole D Peterson. Human Organization. Washington: Spring 2010. Vol. 69, Iss. 1; pg. 54, 11 pgs

This paper analyzes the decision making processes of the staff of a Mexican national marine park and how their options for natural resource management are affected by internal, external, and relational constraints. Using ethnographic data gathered from 2001-2003, I suggest that the failure of the marine park to accomplish its management goals was not from the lack of a plan to manage the marine area or from internal policies or practices, but from mismatch in objectives with other institutions of Mexican government and a consequent inability to access the needed resources and support. In addition, this paper argues for a more contextually-based understanding of decision making in organizations like protected areas that can account for many of the problems and failures that are often blamed on internal policies or practices. This paper proposes a model of "decision spaces" that highlights the space between decision and action, in which these con-

straints, as well as opportunities, are confronted and potentially managed through flexible strategies that arise from the interaction between decisions and the surrounding sociocultural context. [PUBLICATION ABSTRACT] For full text, send your request to IRC).

### Research Update: An Essential Management Tool

Yating Liang. Parks & Recreation. Arlington: Dec 2005. Vol. 40, Iss. 12, p. 22, 24-29 (7 pp.)

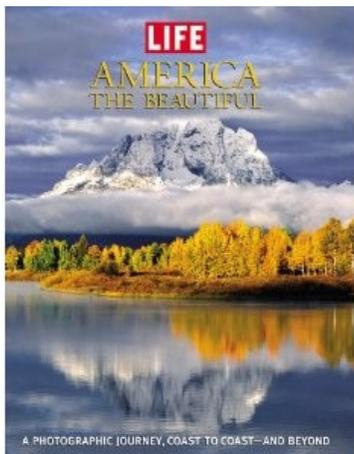
Liang discusses benchmarking as an essential management tool not only for the business world but for park and recreation agencies as well. Benchmarking is a significant element of the quality management technique that allows organizations to cope with changes and continue to meet citizen expectations. In parks, recreation and leisure services, there have been some efforts to use benchmarking techniques to improve service quality and management at the municipal and state government levels. [PUBLICATION ABSTRACT] (For full text, send your request to IRC).

### 25 keys to world-class maintenance

Matthew J Pantera III. Parks & Recreation. Arlington: Jan 2002. Vol. 37, Iss. 1, p. 48-59 (11 pp.)

A select group of Springfield College Recreation and Tourism students and their professors have identified the 25 keys to world-class maintenance necessary to make parks attractive and habitable. Among the lessons parks managers should learn is the importance of having their parks clean and neat all day—everyday, eliminating avoidable maintenance and using CADs, GPS and Palm computers to keep track of maintenance projects. [PUBLICATION ABSTRACT] (For full text, send your request to IRC).

**IRC BOOKS ON NATIONAL PARK**

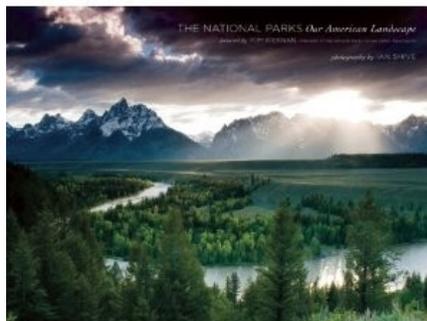


**Life: America the Beautiful: A Photographic Journey, Coast to Coast-and Beyond (Life (Life Books)). ISBN : 978-1933821153**

LIFE is fortunate that these stunning settings have attracted many of the country's-- indeed, the world's--most talented scenic photographers. From the awe-inspiring work of Ansel Adams to the jaw-dropping photography of Galen Rowell to the serene pastorals of Joel Meyerowitz and Michael Melford, this is art of a high order. And their subjects

are incomparable: The Grand Canyon, Big Sur, Yosemite, Yellowstone, sublime Nantucket island, the San Francisco skyline, the Amish country of Pennsylvania and Ohio-- 100 beautiful sites in all. In words and pictures, LIFE takes you there.

As a special bonus, America the Beautiful includes a print of one of Ansel Adams' finest scenics, suitable for framing. This is a rich and beautiful book about a beautiful land. Our land. America.



**The National Parks: Our American Landscape. ISBN : 978-1601090454**

The National Parks: Our American Landscape presents a wonderfully updated photographic survey of one of America's greatest national treasures. Seen through the eyes of the National Parks Conservation Association's photographer Ian Shive, America's National Park System come to life through a collection of more than 200 new photographs. Shive's stunning work demonstrates the diversity and awe inspiring beauty of the American wild lands covering the major United States parks from the warm waters of Biscayne, Florida to icy summit of Mt. McKinley in Denali National Park, Alaska.

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