

National Park System Advisory Board
Minutes for December 9-10, 2024, Meeting

(Certified as accurate by the Chair on February 24, 2025)

The National Park System Advisory Board (Board) convened for a two-day meeting at 11:00 a.m. (Eastern), on Monday, December 9, 2024, and at 11:00 a.m. (Eastern), on Tuesday, December 10, 2024. In accordance with the provisions of Public Law 92-463 (5 U.S.C. app.) the meeting was open to the public throughout its duration. Designated Federal Officer Alma Ripps, Board Chair Molly Ward, and Board Vice Chair Shane Douglas conducted the meeting from the Rachel Carson Room in the Stewart Lee Udall Department of the Interior Building, 1849 C St., NW, Washington, D.C. The meeting was also publicly accessible virtually through video conference on the Microsoft Teams platform.

Board Members Participating on Day 1 (via Microsoft Teams unless otherwise indicated): Bowen Blair; Mayor Daniella Levine Cava, Theresa Coble; Shane Douglas (Vice Chair); Victor Galan; Gwen Iacona; Robert Keiter; Breece Robertson; Lindsay Robertson; Jessica Thompson; Molly Ward (Chair) [in person]; Reid Wilson.

Designated Federal Officer (DFO) for the Board:

Alma Ripps, Chief, Office of Policy, National Park Service (NPS) [In person].

Other Participants Attending in Person on Day 1:

Charles “Chuck” Sams, Director, NPS; Donald Leadbetter, Tourism Program Manager, NPS; Lisa Davidson, Program Manager, National Historic Landmarks Program, NPS; Heather Eggleston, Program Manager, National Natural Landmarks Program, NPS; Monique VanLandingham, Committee Coordinator, New Solutions/NPS; Toby Walter, Court Reporter, Neal R. Gross & Co.

Others Attending Virtually (covers Day 1 and Day 2):

Thomas Acala, Office of the Mayor, Miami-Dade County; Virgil Allen, Rig Museum, LA; Tanya Baker, National Writing Project; Ron Baraff, Rivers of Steel; Serena Bellew, Preservation Assistance Program, NPS; Pamela Blair-Bruce, doctoral student, University of Missouri-St. Louis; David L. Calease, NPS; Amanda Casper, NPS; Evelyn Causey, NPS; Janet Clemens, NPS; Brett Collins, Winged Foot Golf Club; Andrea DeKoter, NPS; Deborah DiQuinzio, NPS; Laura diZerega; Gere diZerega; Jordan Fifer, NPS; Rachel Franklin-Weekley, NPS; Sherry Frear; NHL Program, NPS; Ted Gong, CEO, The 1882 Foundation; Poppie Gullett, NPS; David Hansen, Washington State Parks; William Harris; Justin Henderson, NPS; Pedro Hernandez, Green Latinos; Stephanie Hull, CEO, Girls Inc.; Laurette Jenkins, NPS; James Karman; Deanda Johnson, NHL Program, NPS; Erik K. Johnson, NPS; Gwendolyn Lacy, conservation attorney; Astrid Liverman, NHL Program, NPS; Kristen Luetkemeier, NPS; Steven Moffson, DCA; Christopher Murray, general manager, Winged Foot Golf Club; Maria Nardi, Miami-Dade County; Deborah Nordeen, Office of Policy, NPS; Tyler Priest, Associate Professor, University of Iowa; Elliot Ruchowitz-Roberts; Sherry Rupert, American Indian Alaska Native Tourism Association; Phil Sexton, cultural resource Interpreter; Michael Shelton, Office of Policy, NPS; Carrie Smith, USFS; Kathryn G. Smith, NPS; Ashley Stolzmann, Board of County Commissioners, Boulder County, CO; John Swaine, CEO, ICRCM; Stephanie Toothman, NPS; Natalie Teboul, Traveling Miss T.; John Wachtel, NPS; Ella F. Wagner, NPS; Erika Warzel; Penny Watson; Doug C. Wilson, NPS; Gary Wolf, Wolf Architects; Catlin Worth, NPS.

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The 166th meeting of the National Park System Advisory Board, was held as a hybrid meeting in Washington, D.C.

Note: Meeting agenda, slide presentations, written public comment, and documents shared at the meeting are posted to the Board's [website](#).

CONVENING the Meeting (Day 1) – Monday December 9, 2024

The meeting was called to order by Designated Federal Officer (DFO) Ripps at 11:00 a.m. (Eastern) on December 9, 2024.

Meeting Introduction and Protocols:

- DFO Ripps introduced the meeting as the 166th of the National Park System Advisory Board, explained that it is a two-day, hybrid meeting, and reviewed meeting protocols such as muting cell phones, using push-to-talk microphones, and participating via hand raising, virtually.
- DFO Ripps introduced the Committee Coordinator and the court reporter in the room.
- DFO Ripps issued a reminder that the public comment period would take place on December 10, 2024, at 2:15 p.m. ET, and she introduced the Chair.

Welcome, Roll Call, and Opening Remarks

- Chair Molly Ward, opened the meeting by welcoming attendees, including the NPS Director Chuck Sams, Board members present in person and via Teams video, Interior Department staff, guest speakers, and the public. She noted the predominantly virtual nature of the meeting and expressed her hope for in-person gatherings in the future.
- DFO Ripps took roll and confirmed Board members present (see “Board Members Participating” list, above), ensuring a quorum.
 - Vice Chair Douglas acknowledged the 166th meeting of the Board and thanked Director Sams, Board members, staff, and the public for their participation.
 - Chair Ward introduced Director Chuck Sams for opening remarks.

Remarks from Chuck Sams, Director, NPS

- Director Chuck Sams greeted meeting attendees, expressed his gratitude to the Board and apologized that he would be leaving the meeting at times to participate in the White House Tribal Nations Summit.
- Director Sams shared news of the designation of the Carlisle Federal Indian Boarding School as a new national monument, highlighting its historical significance in interpreting the Indian boarding school experience.
 - He discussed ongoing efforts to raise awareness of the history of Indian boarding schools through funding and partnerships with the National Park Foundation.
 - He indicated that NPS will work very closely with the United States Army which administers the Carlisle Barracks, within which that the former Carlisle Indian Industrial School is located. The NPS will interpret the boarding school story and legacy for future visitors.

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- Director Sams thanked Board members, stakeholders, and staff for their dedication to the NPS and collaboration with the Biden-Harris Administration, and highlighted some recent activities:
 - Participated in the lighting of the National Christmas Tree alongside the President, the Vice President, Secretary Haaland.
 - Acknowledged the leadership of Will Shafroth, the outgoing President and CEO of the National Park Foundation, and congratulated his successor, Jeff Reinbold.
 - Noted NPS staff's contributions to recovery efforts after hurricanes caused significant damage in various parks.
 - Discussed extensive planning for the January inauguration in Washington, D.C., emphasizing the NPS's role in supporting this democratic, peaceful tradition.
- Director Sams called attention to several NPS policies regarding Tribes issued during his tenure.
 - Introduced the first-ever Director's Order on Tribal Consultation, reinforcing NPS's commitment to meaningful dialogues with Tribes as sovereign entities.
 - Issued new internal policies for Indigenous plant gathering and the reburial of Native American remains on parklands.
 - Significantly increased co-management agreements with Tribes, Alaska Native entities, and Native Hawaiian communities, promoting Indigenous involvement in park management. Now, more than one-third of all parks have such agreements, with additional stewardship activities underway. Co-stewardship policies were issued in 2022, supporting Indigenous voices in park operations.
- Director Sams pointed out accomplishments in other realms as well. Through the Great American Outdoors Act, Inflation Reduction Act, and Bipartisan Infrastructure Law, the NPS has made unprecedented investments in infrastructure, conservation, and addressing the climate crisis:
 - Over 100 large-scale and 300 smaller projects funded for preservation and maintenance across all U.S. States and territories.
 - Rehabilitation of critical infrastructure, such as the Grand Canyon waterline and seawalls at Washington, D.C.'s Tidal Basin.
 - Restoration efforts for trails, historic structures, and ecosystems, alongside wildfire management.
- While highlighting progress, such as the more than 700 NPS employees hired in 2024, the Director acknowledged ongoing challenges such as long-standing staffing gaps, maintenance needs, deferred repairs, and growing visitor demands.
- He ended his remarks by urging continued advocacy and engagement from stakeholders to ensure parks remain inclusive, sustainable, and tell all Americans' stories for future generations. He then invited discussion.

Board Member Questions and Discussion

- Board member Cava expressed gratitude for an opportunity to serve on the Board and for the diversity of issues addressed by the Board.
- Board member L. Robertson asked about the timing of the anticipated rollout of the Carlisle Federal Indian Boarding School as a national monument and whether visitors to the site will be able to access parts of the site still owned by the Department of Defense.

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- Director Sams indicated that he would be leaving the Board meeting to execute the document that afternoon to assume responsibility for the part of the site that the NPS will manage. Visitors will have access to the property through guided tours. He noted that nine new units of the National Park System had been designated over the previous four years.
- Board member Cava noted that in the Everglades the agreements between the NPS and the Miccosukee Tribe have been reached during the Biden-Harris Administration.
- Board member B. Robertson and Board member Coble expressed appreciation for Director Sams's leadership and transformative work, emphasizing achievements in co-stewardship, innovation, and inclusivity in park management. They particularly praised the attention to Native history, storytelling, and partnerships with Tribes and local communities.
- DFO Ripps reviewed the [day's agenda](#).
- Chair Ward introduced Board member Reid Wilson, chair of the National Natural Landmarks Committee and Heather Eggleston, National Natural Landmarks Program Manager, to begin the review of the one proposed National Natural Landmark (NNL).

National Natural Landmarks Review, Heather Eggleston, Manager, National Natural Landmarks Program, NPS, and Reid Wilson, Chair of the National Natural Landmarks Committee

- Board member Wilson, and Heather Eggleston, NNL Program Manager, presented the Nantucket Barrier Beach and Wildlife Refuge NNL proposal.
- The site, Nantucket Barrier Beach and Wildlife Refuge, located at Nantucket's northern extension in Massachusetts, spans 1,600 acres and features a dynamic barrier beach complex formed by glacial and coastal processes.
- Collaboration among the Trustees of Reservations, Nantucket Conservation Foundation, and U.S. Fish and Wildlife Service ensures co-management of the area.
- The site features a glacial deposit at Coskata that serves as the focal point for multiple barrier spits.
- Distinct features include the Haulover, The Galls, Great Point, and Coatue, showcasing diverse geomorphic forms shaped by longshore transport, wind, and wave energy.
- The site is assessed within the NNL Program's Natural History Theme 10 (Seashores, Lakeshores, and Islands) and demonstrates remarkable coastal geomorphology. Secondary natural features include diverse ecosystems such as old-growth oak and red cedar forests, tidal salt marshes, dunes, and swales, contributing to its ecological value.
- The site exemplifies significant geological processes and ecological importance, and it received unanimous approval (7-0) from the NNL Committee for recommendation.
- Ms. Eggleston noted that the proposed NNL designation was made available for a 60-day public comment period during which two written comments were received, one in favor of the designation and one opposed. All were posted to the Advisory Board [website](#).

Board Member Questions and Discussion

- Board member Iacona asked how proposed NNL sites are identified for review. She also noted that the comment in opposition to the designation assumed that the NPS would be investing funds to buy the property and asked whether that is the case.

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- Ms. Eggleston described the process for identifying sites and confirmed that designation does not alter ownership, nor does it require Federal funding. The designation serves to highlight the importance of preservation efforts by current conservation entities and recognizes its national significance. A designation will foster a long-term partnership between the NPS and the site's owners to promote awareness and support preservation efforts.
- Board member B. Robertson raised concerns about the impact of climate change and sea-level rise on the site and suggested that climate research at the site would be very important for the future. She asked whether there are recommendations for managing the site under different climate scenarios.
- Ms. Eggleston indicated that current owners are already exploring nature-based resilience strategies.
- Board member Wilson described the next steps in the designation process: Following the Board's determination, a designation package will be prepared for the Secretary of the Interior's approval. If designated, the site will join 606 other NNLs nationwide.
- Board member Thompson asked whether National Fish and Wildlife Service has a program similar to the NNL program or whether the NNL program is unique to the NPS.
- Ms. Eggleston and Board member Iacona discussed the uniqueness of the NPS's program compared to other Federal agencies. Member Iacona also praised the program's role in fostering collaboration across public and private sectors to conserve and recognize critical areas.

Tourism Committee Recommendations Review

- Chair Ward welcomed the Board and attendees back from a scheduled break and introduced Board member Lisa Sumption, Chair of the Tourism Committee, and Donald Leadbetter, NPS Tourism Program Manager.
- Board member Sumption presented the Committee's findings and recommendations for updating NPS tourism policies (Director's Order #17). The recommendations are available to the public on the Board [website](#). She first described the Committee's process and how it functioned.
 - Member Sumption described the Committee's process and methodology. The Committee consulted with experts and stakeholders over the last 16-18 months to ensure a comprehensive approach addressing tourism's impact on infrastructure, community partnerships, and resource conservation.
 - The Committee talked with about three dozen subject matter experts ranging from park superintendents to tourism industry representatives, to academics and nonprofit managers.
 - Board member Sumption praised the contributions of Committee members, NPS staff, and external partners, especially those who brought Indigenous perspectives to the work, including Committee member Sherry Rupert, CEO of the American Indian Alaska Native Tourism Association.
- Member Sumption described the Committee's focus on aligning tourism with conservation and partnerships to minimize conflicts and maximize benefits as a guiding principle.

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- The Tourism Committee also focused on how best to balance tourism with the need for environmental stewardship and community engagement.
- Mr. Leadbetter began a PowerPoint presentation on the Tourism Committee's findings that described the complexity of the topic and underscored the collaborative and interdisciplinary nature of developing tourism strategies. The findings emphasized the importance of public engagement, conservation, and sustainable tourism.
- The Committee's report, "Strategies for Advancing Stewardship: Aligning Tourism, Conservation, and Partnerships in the National Park Service," emphasizes the importance of parks cultivating partnerships and working with gateway communities.
- Mr. Leadbetter pointed out that park visitation generates \$55.6 billion in economic output and that 35 percent of overseas visitors travel to a national park during their stay in the U.S.
- The presentation continued with additional members of the Committee explaining recommendations in four broad themes: Ms. Rupert and Board member Sumption discussed Partnerships and Communities; Board members Thompson and Iacona presented Conservation, Communication and Shared Stewardship; Board member B. Robertson presented Visitor Needs and Technology, and Mr. Leadbetter and Board member Sumption reviewed recommendations on NPS Tourism Program Administration.
- During her segment of the presentation, Board member Sumption pointed out that the Committee's work is in service of revisiting and updating the NPS's tourism policies. She said that current policy guiding tourism in national parks, which was last updated in 1999, is outdated and no longer reflects the current reality in many parks.
- The presentation underscored these challenges and opportunities:
 - Environmental and Social Impacts:
Tourism has significant, varied effects on park resources that require mitigation strategies to balance benefits and harms.
 - Changes in tourism trends:
 - The volume and seasonality of visitation have evolved. Peaks of visitation are extending into traditionally off-peak times.
 - The demographic and behavioral shifts in the U.S. population, such as aging and increased urbanization, impact park visitation patterns.
 - Technological Advancements:
Technology significantly influences tourism experiences and management strategies, necessitating its thoughtful integration. Technology can also be used to learn more about tourists and improve their experiences.
 - Destination Management:
This evolving discipline emphasizes community-focused tourism management, prioritizing environmental sustainability, cultural preservation, and community benefits.
- The significant growth in tourism, societal changes, and technological advancements necessitate revised policies to align with modern challenges and opportunities.
- Considering those challenges and opportunities, the Committee made the following recommendations.
- Develop partnerships with stakeholders to promote practices that support environmental and community well-being and promote the protection of natural resources.

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- Systematically evaluate and balance the economic benefits of tourism against its social and environmental costs. Tourism has the potential for influencing, conveying values and appreciation for natural history and cultural history to so many people, and that is a very important avenue for getting the kinds of conservation behaviors and conservation policies, conservation changes that are needed going forward. Tourism partnerships should be leveraged for cost-sharing and equitable impact distribution.
 - Develop strategies to enhance positive tourism impacts while reducing negative consequences.
 - Integrate diverse narratives, including Indigenous perspectives, to enrich the cultural and historical representation in park storytelling.
 - Embed conservation efforts into tourism management to protect natural resources and ensure long-term sustainability.

Board Member Questions and Discussion

Board members discussed the Tourism Committee recommendations and posed questions to Mr. Leadbetter and Committee members.

- Board member L. Robertson suggested use of the preposition “on” rather than “of” in the sentence in the report that read, “There is no consensus of what tourism means.” Board member L. Robertson also suggested striking the last clause in the sentence: “The NPS is entrusted with the management of over 85 million acres of Federal lands and waters that are the ancestral homelands of American Indians, Alaska Natives, and Native Hawaiians, that predate the National Park System.”
- Board member Blair praised the report and recommended adding case studies or specific examples to buttress the Committee’s recommendations.
 - He cited two examples in the report and advocated adding more:
 - Insect-safe lighting in some parks
 - Transportation strategies at Acadia National Park
 - Board member Blair said case studies could make the report more accessible and help achieve its recommendations.
- Mr. Leadbetter agreed that case studies would strengthen the recommendations and offered the Tourism Program’s public-facing platform on the NPS [website](#) as a forum for highlighting relevant case studies and that other communications could augment those efforts.
- Board member Coble praised the recommendations about Indigenous partnerships and bringing “Native voices and stories into the mix.”
- She suggested that the recommendations be more explicit about how NPS’s staff could work with the Department of the Interior, the Department of Commerce, State and community level initiatives to help form an NPS tourism community of practice. In addition, she suggested that staff within the NPS currently focused on high-quality visitor experience and cultural inclusion could serve as partners to others in developing an internal community of practice.
- Board member Cava suggested that in Miami-Dade County, communications and marketing are key in the county park system, which is one of the largest in the country.

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She emphasized the importance of the National Park System and the county park system working well and closely together.

- Board member Galan commented on how varied the parks and their circumstances are, so “it can’t be one size fits all” and wondered what strategies may be used to address this challenge.
- Mr. Leadbetter said that the updated policy will focus on big-picture ideas to point parks toward working more effectively and bring analysis to their decision-making.
- Board member L. Robertson asked Board member B. Robertson whether, in analyzing demographic data about visitors, there were discussions of demographic research on international visitors and their motivations for visiting parks.
- Mr. Leadbetter responded, indicating that as international visitation bounces back from Covid-lows, the need for more segmented data regarding international visitation will come into focus.
- Board member Coble suggested listing a set of partners in the “Tourism Program Administration” section of the report that includes the Small Business Administration, National Travel and Tourism Office, International Trade Administration, Federal Tourism Policy Council, Department of Commerce, Department of the Interior, AIANTA and others.
- She added that a future committee of the Board might focus on visitor experiences and how to create a learning community within the NPS and with this larger network of partners.
- Board member Keiter asked whether the Tourism Committee considered addressing the concessioner-NPS relationship in its recommendations. He also wondered whether the Committee might want to state in the report that if there is tension between visitation and conserving park resources, conservation takes precedence.
- Board member Keiter also recommended that the Tourism Committee report address interagency coordination at the local level to ensure that Federal agencies collaborate to ensure that visitors are aware of visitation opportunities outside of national parks on other Federal and State lands.
- **Next Steps**
 - Findings and recommendations will be further refined, with discussions planned for specific strategic opportunities within the broader context of NPS goals.
 - Mr. Leadbetter, as the program lead, will ensure Board’s discussion points, as well as the recommendations themselves, are carried forward to help inform the development of new policies on Tourism.

National Historic Landmarks Review, Dr. Lisa Davidson, Manager, National Historic Landmarks Program, NPS, and Dr. Lindsay Robertson, Chair of the National Historic Landmarks Committee

After a scheduled break, Chair Ward reconvened the meeting and welcomed Board members and attendees back. Chair Ward also introduced Dr. Lindsay Robertson, chair of the National Historic Landmarks Committee, and Lisa Davidson, Program Manager of the National Historic Landmarks Committee to present the National Historic Landmarks (NHL) nominations.

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- Board member L. Robertson opened the review by noting that the NPS has worked hard in recent years to ensure that proposed NHLs comprise a broad collection of stories representing all Americans and honoring myriad facets of the nation's history.
- Member L. Robertson announced for the Board's consideration 14 new NHL nominations, five updates to existing designations, and one withdrawal of nomination.
- He outlined the Board's review as a crucial step for the Secretary of the Interior to make informed decisions about these landmarks.
- He thanked the NHL Committee members, especially Dr. Victor Galan, for their diligent work in reviewing the nominations. The work involved extensive reading and a two-day meeting. He also commended the efforts of Dr. Lisa Davidson, the NHL program manager, for managing and coordinating the nominations and introduced her as the next presenter.
- Dr. Lisa Davidson provided a slide presentation (posted on the Board's website, see note above) describing the NHL proposals reviewed and recommended for Board consideration by the NHL Committee. Dr. Davidson presented on the following 14 candidates the Committee recommended to the Board for designation: Azurest South, Petersburg, VA; Blue Ridge Parkway, VA and NC; Boulder County Courthouse, Boulder, CO; F.W. Woolworth Company Building, Greensboro, NC; Loudoun County Courthouse, Leesburg, VA; Lucknow, Moultonborough, NH; Lucy Diggs Slowe and Mary Burrill House, Washington, DC; Manenggon Concentration Camp, Yona Municipality, Guam *Mr. Charlie* Offshore Oil Rig, Morgan City, LA ; Peter Hurd and Henriette Wyeth House and Studios, San Patricio, NM; Reeve REA Power Generating Plant, Hampton, IACA; Summit Camp, Tahoe National Forest, CA; Tor House (Robinson Jeffers Home), Carmel, CA; and Winged Foot Golf Club, Mamaroneck, NY.
- Dr. Davidson presented descriptions of the sites recommended for updated documentation for the following five existing NHLs: Carrie Blast Furnaces Number 6 and 7, Swissvale, Rankin, Munhall, and Whitaker Boroughs, PA; Fort Monroe, Hampton, VA; Fort William H. Seward (Chilkoot Barracks), Haines, AK; Fort Worden, Port Townsend, WA; and Monocacy Battlefield, Frederick, MD.
- The Board considered one property Dr. Davidson presented for the withdrawal of its NHL designation: *Falls Of Clyde* (Four-Masted Oil Tanker), Honolulu, HI.

Board Member Questions and Discussion

- During the Board member question and answer session, Vice Chair Douglas asked two questions:
 - Whether interpretation is taking place at any of the NHL sites, although there is no interpretation or education requirement.
 - Whether the upcoming America 250th commemoration is changing the framework for proposals or nominations of NHLs and whether the 250th commemoration should influence this work.
- Dr. Davidson agreed that the NHL program does not directly guide interpretation at landmarks. However, the program supports local efforts through public awareness. Dr. Davidson mentioned that historical markers are commonly used for education and interpretation at privately owned NHL properties. In response to the question about America 250th, Dr. Davidson noted that the NHL program and NPS regional offices are

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using several different approaches to commemoration including studies to incorporate underrepresented groups in the story of the founding of our nation and also updating some existing NHL nominations. Gunston Hall is an example. The NHL documentation of this home of a signer of the Declaration of Independence is being updated to expand the story of the enslaved population at the home.

- Board member L. Robertson stated that during Committee consideration of NHL properties, interpretation of the sites is often discussed.
- Board member B. Robertson expressed gratitude to the Committee and to all who contributed to the proposals and commended them for bringing the proposals forward to the Board. He also noted that many sites were identified in theme studies.
- DFO Ripps noted that all information regarding the NHL sites had been publicly available prior to the Board meeting through the Board [website](#) and reiterated that members of the public are invited to comment on the NHL nominations.
- Chair Ward and Vice Chair Douglas thanked Dr. Davidson, Board member L. Robertson, and all who contributed to a successful first day of the 166th Advisory Board meeting.

ADJOURNMENT (Day 1) – December 9th

Chair Ward reminded participants of the start time for Day 2 and adjourned the meeting.

RECONVENING THE MEETING (Day 2) – December 10, 2024

The National Park System Advisory Board (Board) convened for Day 2 of a meeting at 11:00 a.m. (Eastern), on Tuesday, December 10, 2024. In accordance with the provisions of Public Law 92-463 (5 U.S.C. app.) the meeting was open to the public throughout its duration. Designated Federal Officer Alma Ripps, Board Chair Molly Ward, and Board Vice Chair Shane Douglas conducted the meeting from the Rachel Carson Room in the Stewart Lee Udall Department of the Interior Building, 1849 C St., NW, Washington, D.C. The meeting was also publicly accessible virtually through video conference on the Microsoft Teams platform.

Board Members Participating on Day 2 (via Microsoft Teams unless otherwise indicated): Bowen Blair; Mayor Daniella Levine Cava, Theresa Coble; Aja DeCoteau [in person]; Shane Douglas (Vice Chair) [in person]; Victor Galan; Gwen Iacona; Robert Keiter; Breece Robertson; Lindsay Robertson; Jessica Thompson; Molly Ward (Chair) [in person]; Reid Wilson.

Designated Federal Officer (DFO) for the Board:

Alma Ripps, Chief, Office of Policy, National Park Service (NPS) [In person].

Other Participants Attending in Person on Day 2 (unless otherwise indicated):

Charles “Chuck” Sams, Director, NPS; Monique VanLandingham, Committee Coordinator, New Solutions/NPS; Andrea DeKoter, Designated Federal Officer for Committee on Women’s History, NPS (virtual); Toby Walter, Court Reporter, Neal R. Gross & Co.

See list from Day 1 of virtual participants.

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Welcome, Introduction and Roll Call

- DFO Ripps opened the meeting by extending a welcome to the members of the Board Members, staff, and the members of the public.
- DFO Ripps provided instructions and meeting logistics to Committee members and the public (both in the room and online) and introduced Chair Ward.
- Chair Ward welcomed Director Sams, members of the Board and extended a special welcome to Board member Aja DeCoteau who had joined the meeting in person.
- She requested the DFO to take the roll and review the agenda.
- DFO Ripps took roll and confirmed members present (see “Committee Members Participating” list, above), and noted the Board had a quorum. She then reviewed the day’s agenda (available on the Advisory Board website.).
- Chair Ward turned to Director Sams for opening remarks.

Director Chuck Sams’s Remarks

- He expressed appreciation for the previous day's work and apologized that he was absent at times because of his attendance at the Tribal Nations Summit.
- He shared updates from the Tribal Nations Summit:
 - President Biden announced \$45 billion in funding for Indian Country, equivalent to 15 years’ worth of funding in just two years.
 - Designation of the new Carlisle Federal Indian Boarding School National Monument at the former Carlisle Industrial Indian School in Carlisle, Pennsylvania, site of the first Federal off-reservation boarding school.
- Director Sams discussed the history and impact of more than 400 government-run boarding schools for Native Americans (1818–1970):
- He announced an additional \$1 million funding from the National Parks Foundation to tell these stories and a collaboration between NPS, the Library of Congress, and the Smithsonian National Museum of American History to document these histories.
- Director Sams described his personal connection to Indian boarding schools:
 - His mother and grandparents attended such institutions.
 - His grandmother was forcibly taken from her home to attend school.
- He highlighted the Biden Administration’s commitment to tribal sovereignty and ensuring Native Nations have an active role in decision-making.
- Chair Ward thanked Director Sams for his remarks and introduced the Co-chairs of the Recognizing Women’s History Committee (CRWH):
 - Breece Robertson (Board member, Co-chair) – Presenting the Committee’s progress and recommendations.
 - Theresa Coble (Board member, Co-chair) – Despite not feeling well, participated in presenting key aspects of the Committee’s work.
 - Andrea Dekoter – Designated Federal Officer for the CRWH (attending virtually).

Report Out on Interim Recommendations of the CRWH:

- Board member B. Robertson explained the Committee establishment and charge:
 - Established on May 2, 2024, under Executive Order 14121 to strengthen the Federal government’s recognition of women’s history.

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- Board members Theresa Coble and Breece Robertson were selected to lead the effort with support from NPS staff.
 - The goal is to recognize and honor women's contributions at public lands, historic sites, and national parks.
- Board member B. Robertson shared personal experiences of visiting public lands where women's contributions were not represented.
- The CRWH aims to ensure that women and girls see themselves in historical narratives.
- It sees recognition of both inspiring and difficult histories (e.g., Indian boarding schools) as crucial.
- Committee members were identified based on their expertise and experience in a wide range of fields related to women's history.
- The Committee includes members of the Board (B. Robertson, Coble, DeCoteau, Keiter, L. Robertson) and highly accomplished professionals.
 - Key contributors include:
 - Tanya Baker (National Writing Project),
 - heather ahtone (First Americans Museum),
 - Anna Danziger Halperin (New York Historical Society),
 - Stephanie J. Hull (Girls Inc.),
 - Arlisha Norwood (Historian, University of Maryland).
 - Additional Committee members: Paula Giddings, Rose Stremlau, Judy Wu.
- Board member B. Robertson explained the methodology for developing interim [Recommendations](#).
- The Committee has been meeting biweekly since August to research topics and craft recommendations.
- As per the EO, interim recommendations are due to the Department by December 22, 2024, and final recommendations are due on March 27, 2025.
- Board member B. Robertson noted that the Board will review and vote on the proposed interim recommendations in the afternoon session and she handed the floor to Board member Coble.
- Board member Coble, Co-chair of the CRWH, thanked NPS colleagues for their support and assistance: Alma Ripps, Andrea DeKoter, and Monique VanLandingham.
- She discussed the underrepresentation of women in historical narratives and national parks because women's contributions have often been erased or overlooked.
- She emphasized the NPS's mission to present a full history and quoted Director Sams: "The National Park Service is entrusted with using the power of place to tell the story of our country."
- She described a personal observation from visiting Castillo de San Marcos when she made a trip there with students. Only one reference to a woman was found at the site. This shows how military and colonial narratives often omit women's contributions.
- Board member Coble also emphasized statistics presented to the CRWH by guest speaker Dr. Anna Laymon, CEO of the Women's Suffrage National Monument Foundation:
 - There are more statues of mermaids in the U.S. than statues of women.
 - More statues of dogs exist in Washington, D.C., than statues of women.
 - This highlights the urgency of addressing women's underrepresentation in public history.

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- She cited additional data from an NPS report which was also developed in response to EO 14121:
 - Only 140 out of 2,600 National Historic Landmarks are connected to women's history.
 - No monuments to individual women exist on the National Mall, compared to 22 monuments for men and of 431 national park sites, only 13 are designated to recognize women's history.
 - Board member Coble said the Committee identified five strategies to address this underrepresentation of women's history on public lands. She presented the first strategy.

Presentation of Strategy One

- Strategy 1: Identify untold, lesser-told, or purposely excluded stories of women and girls.
 - Conduct a story audit to assess current narratives in national parks and Federal lands.
 - Research and compile new stories to expand representation.
 - Create a story audit map to visualize representation gaps and guide future efforts.
- Other strategies (2-5) will build on these findings but are not dependent on Strategy 1.
- Board members Coble and B. Robertson opened the floor for questions, comments, and observations, and emphasized the importance of feedback to refine interim recommendations.

Board Member Questions and Discussion:

- Board member Blair thanked the Committee members for their hard work and praised the recommendations' comprehensiveness. He said his daughter's goal—which she is well on her way to obtaining—is to visit every national park.
- He underscored the inclusion of Federal lands beyond Park Service lands as especially helpful and praised the "story audit map" concept.
- Board member B. Robertson invited Board member Blair's daughter to provide comments on the recommendations through the CRWH's dedicated email address for comments. (recognizingwomenshistory@nps.gov)
- Board member Iacona commended the Committee members for their comprehensive approach and highlighted the importance of data and data collection.
- Board member B. Robertson explained the story audit and story maps in more detail, describing how they can be used to plan trips focused on women's history throughout the National Park System.
- Vice Chair Douglas commended the Committee and asked how recent women's history is being captured by the Committee and how the new stories unfolding today will be incorporated.
- Board member B. Robertson noted that each of the strategies in the interim recommendations covers modern history. Strategy 4 specifically focuses on engaging communities and partners to highlight history. She pointed out that Tanya Baker (National Writing Project CEO) would provide examples of community-driven storytelling in her presentation shortly.

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Presentation of Strategy 2

- Board member Coble presented Strategy 2: Place-Based & Audience-Centered Experiences
 - She noted overlap between Strategy 2 and Strategy 4 and asked for input on distinguishing them.
 - She highlighted insights the Committee learned from guest speaker Kerry Olson (Deputy Director for Interpretation, Education & Volunteers, NPS) who highlighted challenges faced by the NPS in expanding women's history narratives, including lack of staffing and training as well as challenges in translating research into engaging visitor programming.
 - She emphasized the importance of experiences that
 - Ensure women's history is represented across all visitor engagement methods.
 - Encourage integration of women's history into existing programming.
 - Design and implement a national campaign to emphasize women's stories across all parks and public lands.

Board Member Questions and Discussion

- Board member Thompson praised the Committee's work especially given the tight deadlines. She shared personal experience as a mother, emphasizing the role of play in socialization, using American Girl dolls as an example. She suggested exploring cross-promotion with commercial vendors like American Girl, Barbie, and Girl Scouts to popularize women's history.
- Board member Coble responded with a proposal to modify the existing youth engagement recommendations to include commercial enterprises like American Girl, Barbie, and Build-a-Bear. She suggested modifying the recommendation to explicitly mention play opportunities in partnership with commercial enterprises. She echoed the idea of providing an onramp for girls to women's history through play.
- She also suggested incorporating this addition into the bullet point about engaging young women's organizations.
- Member B. Robertson supported the idea of incorporating play into engagement strategies and underscored that play is essential for children's learning and development.
- Member Blair expressed support for the proposed language changes and metrics included in the report. He raised concern about the phrasing in a specific recommendation [last bullet under Create and Maintain a Balanced Approach to I&E], suggesting rewording to avoid the perception of setting quotas for men's and women's history representation. He suggested language that would ensure equal representation without such explicit instruction on content creation for the NPS.
- Board member Coble agreed with Blair's point and confirmed that the change would be made.
- Vice Chair Douglas praised the group's work and shared an example of a high school student in California working to elevate African American history in a State park and offered to connect the Committee with young women already engaged in historical initiatives.

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- Board member Coble suggested revising the bullet point on educational materials in park stores to emphasize play as a learning tool.
- Chair Ward noted the long-term impact of play on shaping children's futures and the importance of accessible reading materials in influencing children's engagement with history.
- Vice Chair Douglas expanded on Coble's idea, suggesting collaboration with women-led companies to create history-focused products. Supported a full-cycle approach where products educate and inspire while promoting women's history.
- Board member B. Robertson noted that not all visitors have access to or can afford educational products in park stores and noted that many educational resources about women's and girls' history are only available for purchase.
- Board member Coble proposed partnering with libraries and community organizations to make learning materials more accessible. Suggested the Park Service could introduce lending libraries or exploration kits to provide equitable access to educational content. Supported integrating digital strategies to enhance equity in historical education efforts.
- She handed the presentation off to Board member B. Robertson to discuss Strategy 3.

Presentation of Strategy 3

- Board member B. Robertson highlighted the six recommendations under Strategy 3: Establishing New Sites for Women's History.
 - Support for the Women's Suffrage National Monument.
 - Identification of additional National Historic Landmark (NHL) sites related to women's history.
 - Evaluation of potential women's history sites for possible designation as national park units.
 - Convening of regional councils to help identify these important areas and narratives related to women's history.
 - Development of a prioritized list of sites for new or elevated NPS designation.
 - Create a certification or logo for women's history sites that could dovetail with the national campaign described in Strategy 2.

Board Member Questions and Discussion

- Board Member L. Robertson suggested removing *Cobell v. Salazar* from the list of Supreme Court cases. He noted that while Elouise Cobell was the lead plaintiff, the case was not specifically about women's rights.
- Board Member Coble suggested consulting with Heather Ahtone, who initially included the case, and deferring the final decision until Heather had input.
- Vice Chair Douglas commended the logo idea. He noted that recognition (e.g., stickers, Google Maps, badges) incentivizes participation. Suggested having a female-led design team create the logo.
- Board member L. Robertson proposed creating a Passport [to Your National Parks] system allowing visitors to collect stamps for women's history sites.
- Board member Thompson highlighted the power of an official seal or designation in sparking interest. She gave as an example, Michigan's "I Voted" sticker competition. She suggested engaging girls in the logo design process.

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- Member Coble added the idea of a rotating annual design for the seal, featuring girl-created emblems.
- Board member B. Robertson views the logo as an incentive for site managers to elevate women's stories.
- Board member B. Robertson introduced Tanya Baker from the National Writing Project to present Strategy 4. Ms. Baker is a Committee member.
- Ms. Baker's organization has previously partnered with national parks.

Strategy 4: Expanding Collaboration for Women's History

- Ms. Baker suggested leveraging the public's strong interest in national parks to enhance recognition of women's history. She emphasized the interest in national parks of private sector entities for building mutually beneficial partnerships.
- She highlighted three recommendations for fostering learning and collaboration with partners:
 - Gather, amplify and promote stories of women and girls.
 - Develop fiscal partnerships to support research and the incorporation of new stories into interpretation programming.
 - Collaborate with State historic agencies, presidential libraries, and similar governmental and nonprofit partners with missions that align with the NPS.
- Board member B. Robertson thanked Ms. Baker and noted her organization's contributions to NPS partnerships. She mentioned the importance of connecting parks and schools, noting that women and girls are underrepresented in K-12 curriculums. She cited a 2017 study by the National Women's History Museum that revealed that only 178 of 737 historical figures in K-12 social studies standards were women.
- Board member Coble recognized Jes Thompson and Anna Houseal for their edited book entitled *America's Largest Classroom*, about how the National Park System can be a better source of K-12 education and beyond.
- Board member B. Robertson opened the floor for questions and, hearing none, she moved to Strategy 5, which focuses on activating leadership and enhancing accountability for women's history goals.
- The main priorities in Strategy 5 are:
 - Tasking the Secretary of the Interior with identifying sites that highlight women's contributions and recommending them for designation as national monuments.
 - Tasking NPS with authorizing 25 reconnaissance studies to evaluate sites for potential inclusion in the NPS system.
 - Developing a matrix to quantify the importance of diverse representation in NPS site development.
- Board member Coble elaborated on the National Historic Landmark designation process and the potential for the NPS to initiate reconnaissance studies independently. She noted former NPS Director Bob Stanton encouraged the Committee to be proactive in directing the NPS leaders to undertake specific reconnaissance studies.
- She noted the importance of evaluating superintendents based on these goals and outcomes because superintendents have signification authority and are often the decision maker regarding the types of stories parks address in their interpretation and education

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programs. The Committee recommended adding evaluative criteria for superintendents to measure progress in telling women's stories.

Board member Questions and Discussion

- Director Sams reassured the Committee that their recommendations align with existing Federal policies and Executive Orders and encourage them to extend their recommendations to all Federal agencies involved in historical interpretation.
- Vice Chair Douglas emphasized the importance of acknowledging both tragic and joyous events in women's history. He recalled past discussions about Winks Panorama as an example of a site that represents both struggle and celebration.
- Board member Breece Robertson agreed, noting that parks and public lands provide opportunities for learning, inspiration, and rejuvenation.
- Board member Coble supported Vice Chair Douglas's suggestion and proposed adding another bullet to recommendations noting that joyous and uplifting histories should be addressed alongside difficult ones.
- Board member L. Robertson proposed an amendment to Strategy 3 to change the language to include cases where women were prominently involved. He agrees that Cobell's story is significant and should be included.
- Board member Coble suggests adding *Shelley v. Kraemer* as a way to recognize African American women's contributions to housing equity in St. Louis.
- Board members L. Robertson and Keiter supported this addition with revised language.
- Board member Keiter supported the focus on reconnaissance studies, noting that they can be pursued administratively without requiring congressional approval.
- Board member Coble introduced Dr. Stephanie J. Hull, CEO of Girls, Inc., and invited her to present her experience with the CRWH.
- Dr. Hull discussed the significance of representation for young girls, especially those from lower-income communities. She highlighted the transformative power of exposing young women to historical narratives and opportunities in fields they may not have previously considered.
- Dr. Hull shared a story of a young woman who volunteered with the Park Service despite coming from a landlocked urban environment. She is now inspiring other young women to explore similar opportunities. She emphasized that representation shapes the future, allowing young people to see themselves as contributors to history and society. She thanked the Board and the Committee for the opportunity to engage in these discussions and the broader mission of inclusion and representation.
- Board member Coble acknowledged the volunteer work done by the accomplished professionals who are on the Committee and thanked Tanya Baker and Stephanie Hull for their presentations to the Board.
- Board member Coble noted the public feedback received by the Committee from the State of North Carolina and from individual historians.

Board member Questions and Discussion

- Board member Wilson praised the work done by the Committee and expresses support for uncovering suppressed or untold stories. He provided the example of the Vance Birthplace historic site in North Carolina, at which historians are researching new

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perspectives on historical figures and stories and that research is incorporated into interpretive programs at the site. He praised the Committee's recommendation for evaluative criteria and discussed the importance of accountability and metrics to ensure continued progress.

- Board member B. Robertson thanked Board member Wilson for sharing the ongoing work in North Carolina and its alignment with the Committee's goals.
- Chair Ward praised the Committee's great work and presentation. She thanked the group for their thoughtful and comprehensive contributions and expressed anticipation for the final recommendations to be presented to the Board in March.
- DFO Ripps noted that the draft interim recommendations were posted publicly, and that public comments are welcomed. She provided details about the public comment period to begin after the Board's lunch break. She reiterated that written comments are posted to the website and would be accepted for an additional week.
- Chair Ward reminded the group about the public comment period starting at 2:15 p.m.
- After a scheduled break, Chair Ward reconvened the meeting at 2:14 p.m. She welcomed the Board's return and thanked Board members for arriving early. She proceeded to the public comment period noting the duration of up to 45 minutes.
- DFO Ripps noted that preregistered speakers would be called to address the Board first, with a 3-minute limit per speaker. After preregistered speakers, additional comments will be accepted via the raise hand feature in Teams.

Public Comment Period

- Ashley Stolzmann, Chair, Boulder County Commissioners, spoke in support of granting National Historic Landmark (NHL) status to the Boulder County Courthouse. She highlighted its significance in LGBTQ+ history, particularly regarding the issuance of the first same-sex marriage license in the U.S. by county clerk Clela Rorex in 1975. She said that the courthouse is a symbol of equality, inclusion, and courage.
- Ted Gong, Executive Director, The 1882 Foundation, spoke in support of Summit Camp's designation as an NHL. He discussed the long process for nominating a site for NHL status. He emphasized Chinese laborers who contributed significantly but were excluded from iconic images of the railroad's completion. He also told stories and personal accounts of how Chinese Americans' contributions have been overlooked in mainstream history.
- Phil Sexton, Natural and Cultural History Interpreter, also spoke in support of the Summit Camp designation. He advocated for the preservation of the Donner Pass area, where Chinese laborers worked on the Transcontinental Railroad. He emphasized the challenging conditions workers faced, including harsh winters and dangerous construction challenges. He also noted the historical and cultural significance of the site, including its recognition by the American Society of Civil Engineers.
- Christopher Murray, General Manager, Winged Foot Golf Club, and Brett Collins, Chair of the Library Arts and Trophy Committee at Winged Foot Golf Club, spoke in support of the NHL designation for the Winged Foot Golf Club. They emphasized the club's influence on the game of golf since 1923, particularly its strategic course designs by A.W. Tillinghast. They also recognized the club's iconic clubhouse, designed by Wendehack, as

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a significant architectural achievement. Mr. Collins emphasized the importance of preserving it for future generations.

- Tyler Priest, Associate Professor of History at the University of Iowa, spoke in support of the *Mr. Charlie* submersible drilling vessel's nomination as an NHL. He described the vessel's significance in the offshore oil industry and its transformative impact globally.
- Virgil Allen, President of the Rig Museum, also supported *Mr. Charlie*'s designation. He praised the rig's 32 years of operation in the Gulf of Mexico and its current role as a museum. Then he invited Board members to visit the rig during Morgan City's Louisiana Shrimp and Petroleum Festival.
- Pamela Blair-Bruce, doctoral researcher, University of Missouri-St. Louis, provided comments on improving NPS practices and outreach, especially concerning women's contributions and digital engagement. She stated that it is important to make language changes in documents to avoid reinforcing harmful stereotypes about missing histories.
- Natalie Teboul, Educator and Small Business Owner, expressed frustration with the barriers to public participation in NPS meetings and the need for better public education. She offered her help in designing NPS websites. She suggested a curriculum that incorporates math into teaching about national parks and women's history.
- DFO Ripps thanked everyone for their participation and opened the public comment period to all.
- Gwendolyn Lacy, Conservation and Historic Preservation Attorney, spoke in favor of the NHL designation of the Hurd-Wyeth House and Studios. She shared her experience staying at and touring the Hurd-Wyeth compound, which includes the studios of Henriette Wyeth, Peter Hurd, and Michael Hurd. She highlighted the conservation of 2,200 acres around the compound, preserving its natural and cultural landscape. She emphasized the importance of preserving the historic and artistic significance of the site.
- Carrie Smith, Heritage Program Manager for the Tahoe National Forest, spoke on behalf of the Summit Camp, advocating for NHL designation. She described Summit Camp as an archeological site in a rugged, fragile area with a history of visitor use, including rock climbing. Smith acknowledged The 1882 Foundation's role in interpreting the site and looks forward to continuing the partnership and thanked all involved.
- DFO Ripps closed the public comment period and thanked everyone for their input.
- Chair Ward thanked participants and moved to the Board actions portion of the meeting. She outlined five actions to be considered:
 - Action 1: Approval of May 1–2, 2024 meeting minutes.
 - Action 2: Approval of a National Natural Landmark proposal.
 - Action 3: Approval of National Historic Landmark proposals, with a correction to the name "Winged Foot Golf Club."
 - Action 4: Approval of the final recommendations from the Tourism Committee, as amended.
 - Action 5: Approval of the interim recommendations of the Committee on Recognizing Women's History, as amended.
- Chair Ward explained the Board's voting process. She noted that members must state names when making or seconding motions.
- Chair Ward introduced Action 1, and requested a motion to approve May 1–2, 2024, draft meeting minutes. Board member L. Robertson made a motion to approve. Board member Sumption seconded the motion.

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- The Board voted and the motion carried unanimously.
- Chair Ward introduced Action 2: Approval of Nantucket Barrier Beach and Wildlife Refuge as a National Natural Landmark. Board member Wilson moved to approve. Board member Coble seconded.
- The Board voted and the motion carried unanimously.
- Chair Ward introduced Action 3: Approval of National Historic Landmarks proposals.
- DFO Ripps noted a technical correction: “Winged Foot Golf Course” should be amended to “Winged Foot Golf Club.”
- Chair Ward called for motion. Member B. Robertson moved to approve. Member Galan seconded.
- The Board voted and the motion carried unanimously.
- Chair Ward introduced Action 4: Approval of the final recommendations of the Tourism Committee.
- Mr. Leadbetter provided updates to the recommendations based on prior Board discussion. He acknowledged feedback from Monique VanLandingham on behalf of Board member Keiter. Mr. Leadbetter addressed those comments. He said concessioners and the private sector in tourism entities would be addressed on the Tourism Program web pages and in the development of the policy on tourism if not in the recommendations themselves. He also addressed Board member Keiter’s suggestions about strengthening collaboration with Federal agencies (e.g., Forest Service, Bureau of Land Management). Mr. Leadbetter showed updated language in the recommendations incorporating Board member Keiter’s feedback.
- Board Member Coble expressed approval and thanked Mr. Leadbetter for his work on the Committee.
- Chair Ward confirmed agreement and referred to the recommendations as amended. She requested a motion to approve the recommendations and allow NPS staff to make technical edits before submission to the Secretary.
- Member Galan moved to approve the Tourism Committee recommendations as amended, and allow NPS staff to make technical edits before submission to the Secretary.
- Board member L. Robertson seconded. The motion carried unanimously.
- Chair Ward introduced Action 5: Approval of the Committee on Recognizing Women’s History’s interim recommendations, as amended.
- Board member B. Robertson shared updates and revisions via PowerPoint slides, acknowledging contributions from Andrea Dekoter.
- Changes include:
 - Adding a bullet about partnering with commercial vendors to encourage play as a learning tool.
 - Partnering with libraries and community organizations to distribute learning materials equitably.
 - Ensuring women and girls are equally represented in interpretive programs and blog posts.
 - Expanding youth engagement by working with brands such as Barbie, American Girl, and Build-a-Bear to share untold women's stories.
 - Including references to major legal cases in which women were prominently involved.

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- Revising performance review language to ensure accountability across Federal agencies.
- Board member Thompson and Vice Chair Douglas expressed strong approval of the changes.
- Chair Ward called for a motion to approve the interim recommendations as amended, including authorization for technical edits.
- Member Thompson made the motion. Board member Blair seconded.
- The final motion carried unanimously.
- Board Member L. Robertson expressed gratitude and admiration for Board members.
- Chair Ward agreed and expressed appreciation for Director Sams's leadership, recognizing his character, kindness, vision, and integrity.
- Vice Chair Douglas agreed with Chair Ward and emphasized the importance of storytelling. He thanked the Director for his ability to share and amplify meaningful stories.
- Director Sams told a personal story from childhood about learning through nature. He emphasized the importance of patience in understanding the land and our connection to it. He thanked the Board members for their hard work and acknowledged his regret of delays in seating members and lack of field time together. He praised the Board's work and shared his pride in their efforts. He noted the Board's influence on other agencies and the importance of their contributions.
- Chair Ward thanked the Board members and staff. She officially adjourned the meeting at 3:34 p.m.