

Rosie the Riveter Trust

VISION AND STRATEGIC PLAN

2005–2008

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United States Department of the Interior

NATIONAL PARK SERVICE

Pacific West Region
1111 Jackson Street, Suite 700
Oakland, California 94607-4807



IN REPLY REFER TO:

L2623(PWR-P)

APR 12 2005

Dear Friends:

We commend the Rosie the Riveter Trust for its work in helping preserve the places and tell the stories related to what is certainly one of the most remarkable collective endeavors ever undertaken on American soil – supporting our country's commitment to help the allies win World War II.

Since its inception, Rosie the Riveter/World War II Home Front National Historical Park has been about working together. With the active support and involvement of the City of Richmond, Contra Costa County, and community partners throughout the Bay Area and beyond, the people of this country will be able to understand the extraordinary achievements of a unique generation of Americans, and appreciate how society today has been shaped by what went on during that long-ago period.

This Vision and Strategic Plan is an excellent blueprint for how the Rosie the Riveter Trust can provide the strong leadership needed to mobilize community and national resources in support of the park. We look forward to a deepening partnership and close coordination with the Trust on their fundraising initiatives to fulfill the potential of Rosie the Riveter/World War II Home Front National Historical Park for present and future generations.

Sincerely,

Jonathan B. Jarvis
Regional Director, Pacific West Region



R O S I E
T H E
R I V E T E R
T R U S T

November 23, 2004

Dear Friends of Rosie the Riveter
World War II Home Front National Historical Park:

On October 25, 2000, President Clinton signed into law the legislation creating Rosie the Riveter World War II Home Front National Historical Park. This was not the beginning of recognition for those who toiled in the “arsenal of democracy” to ensure victory, but it was a fitting acknowledgment of the importance of an ongoing effort by the City of Richmond to construct a memorial to one group who particularly deserved recognition – the women of America who worked on the home front.

The Rosie the Riveter Memorial was dedicated October 14, 2000, with over 200 “Rosies” in attendance. The City of Richmond remains a dedicated partner of the National Park Service in implementing the vision of a national historical park that honors not only women, but all who worked together at home for victory.

In addition to the City of Richmond and Contra Costa County as government partners, the national park has another partner—a non-profit partner called Rosie the Riveter Trust, which is dedicated to the success of Rosie the Riveter World War II Home Front National Historical Park. The Rosie the Riveter Trust actually predates the formation of the park, anticipating its inception by nearly a year. Since its founding, the Rosie the Riveter Trust has assisted in funding the Rosie the Riveter Memorial dedication, launched and maintained a website, contracted for an oral history video, added park sites to the National Register of Historic Places, assisted in funding the expenses of a number of public meetings and workshops, and participated as a fiduciary agent and manager of a research project to develop an interpretive script.

This Strategic Plan is the result of over two years of hard work by Rosie the Riveter Trust board members, consultants, and supporters to define how the organization will go forward to assist in ensuring the ultimate quality and success of Rosie the Riveter World War II Home Front National Historical Park.

Sincerely,



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President

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a 501(c)(3) nonprofit in support of
Rosie the Riveter/World War II Home Front
National Historical Park

ACKNOWLEDGMENTS

Rosie the Riveter Trust Board

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OVERVIEW

“In order to preserve for the benefit and inspiration
of the people of the United States...there is
established the Rosie the Riveter/World War II
Home Front National Historical Park.”

*Congressional act to establish the Park,
signed by President William Clinton October 24, 2000.*

In 1997, a group of Richmond citizens formed the Rosie the Riveter Memorial Committee to create a memorial to honor the women who had worked in the World War II Home Front. The committee nurtured a coalition of supporters to fund the creation of a permanent landscape sculpture and the City of Richmond sponsored an open design competition to select a design team for the sculpture. In October 2000, the Committee dedicated the sculpture in Marina Bay—a former Kaiser shipyard from World War II—with several hundred “Rosies” in attendance.

The Committee’s actions inspired Congressman George Miller and other local leaders to seek Congressional authorization in 1998 for a feasibility study by the National Park Service to determine if the memorial would be suitable for designation as a National Park Service Affiliated Area. The study, completed in June 2000, concluded that the National Park Service should consider designating the memorial and “the collection of theme-related sites in Richmond as a National Historical Park to commemorate the broader World War II Home Front theme as well as the Rosie the Riveter story and the role that everyone played in the Home Front workforce.”¹ Congress acted on the study’s recommendations and passed legislation which was signed into law by President William Clinton on October 24, 2000 thereby establishing the Rosie the Riveter/World War II Home Front National Historical Park.²

The feasibility study and the authorizing legislation for the Rosie the Riveter/World War II National Historical Park (Park) emphasized the need for cooperative agreements with community organizations to assist the National Park Service with outreach, education, and fund-raising work. In anticipation of the legislation being passed, several members of the Rosie the Riveter Memorial Committee with assistance from the City of Richmond formally organized the Rosie the Riveter Trust (Trust) in 1999, a 501(c)3 tax-exempt California nonprofit corporation, to serve as the Park’s long-term partner. The Trust identified three main Park partner functions:

- Support development of the Park

¹*Final Feasibility Study Report for Designation of Rosie the Riveter Memorial as a National Park System Area*, Planning and Partnership Team, Pacific Great Basin Support Office, Pacific West Region, National Park Service, June 2000, page 8.

² Rosie the Riveter/World War II Home Front National Historical Park Establishment Act of 2000, October 24, 2000.

- Educate the public about the Park
- Support a high quality experience for Park visitors

STRATEGIC PLAN OVERVIEW

The Trust Board, National Park Service staff, government and business leaders, and a consultant developed the *Vision and Strategic Plan, 2005-2008* to provide a roadmap for the Trust to become a resourceful, effective, and financially sustainable Park partner. This Plan will be essential for preparing the Trust's annual work plans and for communicating the Trust's work to potential funders, donors, and community partners.

The Plan consists of the Trust's vision and mission statements, a discussion of challenges and past accomplishments, four broad goals, and a list of specific projects to implement the four goals. The Board of Directors will evaluate annually the Trust's success in achieving the four strategic goals and update the strategic plan and annual work plan accordingly. The annual evaluation will ensure that the Trust is focused on those opportunities most essential to aid the National Park Service's work.

VISION OF THE TRUST

The Rosie the Riveter Trust envisions widespread understanding and appreciation of the story and the lasting impact of the World War II Home Front. Compelling interpretive exhibits and programs and rehabilitated historical sites at the Rosie the Riveter/World War II Home Front National Historical Park engage and inspire visitors about the Home Front story. The Park also conveys the story's national scope by linking the Park to people and places around the country that comprise the rich fabric of the World War II Home Front.

MISSION OF THE TRUST

The Rosie the Riveter Trust helps preserve the historic resources of the Rosie the Riveter/World War II Home Front National Historical Park, implement its programs, and teach the story of the Home Front. The Trust partners with government, business, labor, academia, and individuals to support visitor services, research and interpretation of the history of the Home Front, preservation of park sites, and the establishment of links to other Home Front sites across the country. The Trust, a tax-exempt nonprofit corporation, is supported by earned income activities, government grants, and generous contributions from corporations, foundations, and individuals.

CREATING A PARTNERSHIP PARK

THE CASE FOR A PARTNERSHIP PARK

Rosie the Riveter/World War II Home Front National Historical Park is a convergence of places and stories. Park visitors will experience special places and artifacts from the World War II Home Front while learning about a unique time in our nation's history. Such historic resources as Shipyard #3, the Ford Assembly Building, and the Kaiser Field Hospital tell a story of how people from diverse backgrounds came together to work tirelessly for a common cause. Communicating the Home Front story and its impact today will be as important as preserving buildings and artifacts.

In the Park's authorizing legislation, Congress affirmed the importance of both the physical assets and the Home Front story. The legislation underscores the need for local entities to work with the National Park Service in creating the Park and communicating the Home Front story. While the National Park Service can bring substantial technical expertise to the work of managing, interpreting, preserving, and restoring historical resources, a nonprofit group can play a critical role in raising funds to support the educational mission of the Park. Additionally, a nonprofit—because of its status as a nongovernmental entity—may have the flexibility to respond to opportunities quickly, help deliver programs, and raise funds for National Park Service projects.

CHALLENGES

The National Park Service and the Rosie the Riveter Trust face several important challenges in realizing the potential of the new Park:

- The region's economic climate has weakened since the Park's legislation was written in the middle of 2000. At that time, it was assumed that there would be private investment to acquire and rehabilitate key Park facilities. Now a broader range of funding strategies will be needed to raise the required financial resources, including public-private investment agreements, nongovernmental organization and corporate grants, and government grants. In some cases, joint use or joint development agreements between the National Park Service and private or public entities to acquire and/or rehabilitate a building may be effective solutions.
- Many community organizations, businesses, and government entities have expressed interest and support for the Park. A key challenge is to build support for the Park prior to its physical development, such as for a visitor center or Park sites that are open to the public.
- The advancing age of Home Front survivors and all who lived through the Home Front era leaves limited time for gathering their personal recollections.

- Buildings and other physical assets of the Park are deteriorating and should be protected and rehabilitated before they become too costly to rehabilitate or rehabilitation is no longer feasible.

ACCOMPLISHMENTS: 1999–2004

The Trust was formed in 1999 and has accomplished a number of important tasks in partnership with the National Park Service, including:

- Contributed approximately \$9,000 to support the Rosie the Riveter Memorial dedication.
- Funded the design of and continues to maintain a Web site, a comprehensive and regularly-updated source of publicly accessible information about the Park (www.rosietheriveter.org).
- Contributed \$9,800 for an oral history video.
- Paid over \$15,000 for the National Register nomination for Atchison Village.
- Obtained a \$75,000 grant from Kaiser Permanente to fund development of the strategic and business plans; develop visitor use concepts for the National Park Visitor Center; and develop communication materials to build awareness of the Park.
- Received a \$10,000 donation from Mrs. Richard Cheney.
- Obtained a \$15,000 grant to develop a script titled “Home Front Memories.”
- Continuing efforts include:
 - Maintains a post office box and telephone number for people to call for information about the Park.
 - Funds participants, and logistics for public meetings and workshops held by the National Park Service.
 - Supports members of the Trust Board in educational and promotional efforts at several levels of government for Rosie the Riveter/World War II Home Front National Historical Park, including trips to Washington, D.C.
 - Responds to email inquiries on a daily basis about the Park.
 - Meets monthly to address various needs and issues related to the development of the Park.

STRATEGIC GOALS

The Trust defined four strategic goals for the next three years. The goals represent the four most important areas of work the Trust should pursue to support the National Park Service's efforts and to become a sustainable organization with a long-term future. The four goals are as follows:

1. Develop the Trust's organizational capacity.
2. Preserve present and future Park assets, facilities, and the personal recollections of those who participated in the Home Front.
3. Communicate the vision of the Park and raise public interest to support the Park's development.
4. Support researching, developing, and telling the Home Front story.

GOAL #1 DEVELOP THE TRUST'S ORGANIZATIONAL CAPACITY

The most important goal is for the Trust to become relevant to the community and the National Park Service and become financially self-sustaining for the long term. The Trust posed four questions to help define the type of organization it should become.

What type of organization will the Trust become?

The Trust will be a partner of the National Park Service, assisting where needed to help preserve resources and interpret and communicate the Home Front story. The Trust's principal role is to be a liaison to the community and to recruit organizational support and financial resources to the Park's development.

How will the Trust do its work?

The Trust will work in four major areas:

- **Public Outreach** to organizations, business, government, individuals, and potential donors to build a constituency committed to the Park.
- **Fund-raising** to support Park-related projects and Trust projects or operations.
- **Media Relations and Marketing** of the Park and Trust activities via radio, television, newspapers, and the Internet.

How will income be generated?

The Trust will explore a range of funding sources including individual and corporate donations, government and foundation grants, and possibly membership contributions. Also, the Trust will assess opportunities for generating earned income from activities such as merchandising and guided tours of the Park.

How will the Board grow?

The Board will recruit new directors who have the particular skills, resources, and connections needed to advance the Trust's mission. The Board will recruit individuals committed to being engaged and active in the developmental stages of the organization and who represent a demographic cross-section of the local and regional community.

GOAL #2 PRESERVE PRESENT AND FUTURE PARK ASSETS, FACILITIES, AND THE PERSONAL RECOLLECTIONS OF THOSE WHO PARTICIPATED IN THE HOME FRONT

Many of the Park's future facilities are in private ownership and are in deteriorating condition. The oral history will soon be lost due to the increasing age of the Home Front generation. Prompt action is required to preserve these resources and to record the oral history. The Trust can play a wide-ranging role in assisting the National Park Service in preserving these assets, such as raising funds for a building assessment study or oral histories, or helping secure interim funding to save an important resource until permanent funding is found.

GOAL #3 COMMUNICATE THE VISION AND POTENTIAL OF THE PARK AND RAISE PUBLIC INTEREST TO SUPPORT THE PARK'S DEVELOPMENT

National Park Service staff will be working on immediate priorities involving acquisition, preservation, and master planning. Raising public awareness and community support and promoting the Park to the public are vital for sustaining Congressional and private donor support, and the Trust can assist this effort.

GOAL #4 SUPPORT RESEARCHING, DEVELOPING, AND TELLING THE HOME FRONT STORY

The Park's greatest resource is the rich, textured story of the Home Front and the diverse community members who worked tirelessly to support the military forces abroad during World War II. The physical story lies in the buildings and shipyards, but the human story lives among those individuals still living in Richmond and elsewhere. The Trust is committed to researching, interpreting, and communicating the Home Front story as an integral part of preserving physical assets. The Home Front story is one that touches many different individuals living today and has the potential to attract financial and public support. The Trust envisions itself initiating an ongoing dialogue among academicians, researchers, those affected by the Home Front, and the community about the significance and lasting impact of the Home Front.

PROPOSED PROJECTS

OVERVIEW

The proposed projects and activities described below have been carefully identified to implement the four strategic goals. Some projects are one-time efforts while others are ongoing activities. Each project includes a brief description of its significance. As circumstances change, project descriptions may require further refinement.

Goal #1: Develop the Trust's organizational capacity

1-A Forge a strong relationship and negotiate a partnership agreement with the National Park Service.

Significance: The Trust and National Park Service need to work hand-in-hand to create the Park and research and tell the Home Front story. A successful partnership requires a mutual understanding and knowledge of how the National Park Service functions.

1-B Develop a business plan based on the priorities of this strategic plan.

Significance: An annual business plan will define the operational, financial, and organizational functions of the Trust. The business plan will also identify funding needs and a funding strategy.

1-C Recruit and retain Board members.

Significance: The Trust will recruit directors who can bring financial, community, technical, and human resources to support the Trust's vision and mission.

1-D Recruit an executive director as funds permit.

Significance: An executive director with strong management skills and leadership skills will be a critical asset in jumpstarting the Trust's development.

1-E Identify and recruit interim and permanent staff.

Significance: Staff will be recruited as the budget provides and will correspond to the skill sets required to accomplish the Trust's work.

1-F Develop outreach information for use in promoting the Trust and its partnership with the National Park Service.

Significance: Marketing materials about the Trust's work, goals, and strategic plan are needed to support the Park to present to potential funders, supporters, partners, and the general public.

1-G Develop a brand strategy for raising the visibility of the Trust and supporting merchandising.

Significance: Brand materials raise the visibility of the Trust and Park so people recognize and want to contribute to the Trust and the Park.

Goal #2: Preserve present and future Park assets, facilities, and the personal recollections of those who participated in the Home Front

2-A Support the research and documentation of the World War II Home Front story including personal recollections of those who were directly or indirectly affected by the Home Front effort.

Significance: Much of the Home Front story requires documentation by interviewing those who lived during that time. Documenting these personal recollections is a time-sensitive priority as many Home Front era individuals are elderly.

2-B Assist in securing funds and support acquisition, preservation, and protection of future Park assets.

Significance: At this time, many of the Park's assets are owned privately or by other government agencies, such as the City of Richmond and Contra Costa County. Creative and speedy action may be needed to preserve assets that may be threatened by development, demolition, or further deterioration.

2-C Support the development of a program to receive, catalog, and archive artifacts, documents, and photographs of the Home Front era.

Significance: Many people have World War II artifacts that they would like to donate to a collection or museum. These artifacts will enrich the research, interpretation, and teaching of the Home Front story.

2-D Support research and interpretation of important social changes that emerged in the Bay Area and America as a result of the Home Front effort.

Significance: The Home Front effort impacted demographic, institutional, and economic patterns of life in the Bay Area and the country. These social impacts need to be researched and understood.

Goal #3: Communicate the vision and potential of the Park and raise public interest to support the Park's development

3-A Identify and build support among relevant constituents and partners for the vision of the Park, particularly among the World War II generation and their families and leading regional and national figures.

Significance: The World War II generation and descendants who participated in or were impacted by the Home Front effort—in addition to the general public and leading regional and national figures—could build support and interest in the Park and its story.

3-B Support the National Park Service in fostering cooperative relationships and support among government entities and their elected decision makers.

Significance: There are several jurisdictions that will benefit from the development of the Park. Many of the physical improvements will further the policy goals of the City of Richmond, San Francisco Bay Conservation and Development Commission (BCDC), and Contra Costa County, among others. The Trust can assist the National Park Service in building relationships with governmental entities where inter-agency cooperation is needed.

3-C Participate in public events to promote the Park and the Trust.

Significance: Public events organized by others offer cost-effective opportunities for outreach.

3-D Enhance and support the Trust Web site.

Significance: The Web site can build public support, provide information and updates on the Park's progress, tell the history and the story of the Home Front, and link geographically distant constituents of the Park to each other and the Park.

3-E Develop promotional materials to communicate the vision and potential resources of the Park.

Significance: Promotional materials are essential for the Trust's participation in public events, and in outreach to organizations and funders.

3-F Support the development of a permanent visitor center.

Significance: The legislation has identified the Ford Assembly Plant as the desired location for the permanent visitor center. The building, however, will require significant private and/or public investment to rehabilitate.

3-G Evaluate options for improving the National Park Services docent tour program.

Significance: A docent tour program can very effectively raise interest, support, and understanding of the Park and its resources.

Goal #4: Support researching, developing, and telling the Home Front story

4-A Develop and manage a speakers' bureau.

Significance: Speakers knowledgeable about the Home Front story, the Park, and the Trust can play an effective outreach role through presentations at meetings of neighborhood and community organizations, school classes and assemblies, and corporations and local business.

4-B Develop and deliver a menu of techniques for telling the Home Front story to appeal to a wide range of audiences.

Significance: The Home Front story has so many facets that need to be interpreted and communicated in different ways to different audiences.

4-C Work with academia to sponsor a symposium on Home Front stories.

Significance: An academic symposium could help expand the interpretation, understanding, and appreciation of the Home Front story.

4-D Evaluate opportunities for planning a Home Front reunion.

Significance: A reunion would attract substantial public interest in the Park, the Trust, the Home Front story, and the courage and dedication of the Home Front generation.

IMPLEMENTING THE VISION

As part of the strategic planning effort, the Trust prepares a *Work Plan* to guide and manage the *Strategic Plan* implementation. The document consists of the following sections:

Action Plan: Required actions and the parties responsible for implementing each of the proposed projects.

Strategic Plan Update: Updating the *Strategic Plan* to ensure that the Trust's work is most effective in achieving its goals.

Status of Park Resources: Inventory of existing and future park resources and details, ownership status, significance, work underway, and next steps.

The *Work Plan* will be updated periodically as circumstances require. It is an essential document for identifying staffing requirements, funding needs, and developing an operations budget.

PRIORITIES AND NEXT STEPS

The following section prioritizes the proposed projects. The parenthetical letter/number code refers to the strategic goal and project identification number assigned in the "Proposed Projects" chapter.

Next Steps

- Forge a strong relationship and negotiate a partnership agreement with the National Park Service. (1-A)
- Develop a business plan based on the priorities of this strategic plan. (1-B)
- Recruit and retain Board members. (1-C)

Short-term (to be initiated within 6 to 12 months)

- Recruit an executive director as funds permit. (1-D)
- Identify and recruit interim and permanent staff. (1-E)
- Develop outreach information for use in promoting the Trust and its partnership with the National Park Service. (1-F)
- Support the research and documentation of the World War II Home Front story, including personal recollections of those who were directly or indirectly affected by the Home Front effort. (2-A)
- Assist in securing funds and support acquisition, preservation, and protection of future park assets. (2-B)
- Support development of a program to receive, catalog, and archive artifacts, documents, and photographs of the Home Front era. (2-C)
- Support research and interpretation of important social changes that emerged in the Bay Area and America as a result of the Home Front effort. (2-D)

- Identify and build support among relevant constituents and partners for the vision of the Park, particularly among the World War II generation and their families, and leading regional and national figures. (3-A)
- Support the National Park Service in fostering cooperative relationships and support among government entities and their elected decision makers. (3-B)
- Participate in public events to promote the Park and the Trust. (3-C)
- Enhance and support the Trust Web site. (3-D)

Medium-term (12 to 18 months)

- Develop a brand strategy for raising the visibility of the Trust and supporting merchandising. (1-G)
- Develop promotional materials to communicate the vision and progress of the Park. (3-E)
- Support the development of a permanent visitor center. (3-F)
- Evaluate options for improving the National Park Service's docent tour program. (3-G)
- Develop and manage a speakers' bureau. (4-A)

Long-term (to be considered within 18 to 24 months)

- Develop and deliver a menu of techniques for telling the Home Front story to appeal to a wide range of audiences. (4-B)
- Work with academia to sponsor a symposium on Home Front stories. (4-C)
- Evaluate opportunities for planning a Home Front reunion. (4-D)

BOARD OF DIRECTORS

THOMAS K. BUTT, FAIA

Thomas K. Butt is an architect and president of Interactive Resources, a Richmond, California, architecture, engineering, and planning firm. He is also a licensed general contractor and at one time was a licensed real estate broker. In addition to providing a wide range of consulting services, Interactive Resources is a developer of urban infill real estate projects.

Since 1995, Tom has served on the Richmond City Council, including a year as vice-mayor in 2002. He has a keen interest in seeing the Rosie the Riveter/World War II Home Front National Historical Park succeed, having taken a leadership position in lobbying Congress, and authoring much of the local legislation relating to Richmond's partnership position and to historic preservation in general.

Tom is active in many organizations relating to architecture, construction and historic preservation, including the American Institute of Architects (AIA), the American Society for Testing and Materials (ASTM), and the National Trust for Historic Preservation. In 1995, Tom was selected by his peers as a fellow of the American Institute of Architects.

Tom also founded and serves as president of East Brother Light Station, Inc., another preservation related nonprofit corporation dedicated to saving and maintaining the historic landmark lighthouse complex on East Brother Island in the San Francisco Bay.

ROSEMARY M. CORBIN

Rosemary M. Corbin grew up in Santa Cruz, California, and earned her bachelor's degree from San Francisco State University and her Masters of Library Science from the University of California, Berkeley. She worked as a government documents and reference librarian at several Bay Area public and university libraries before running for public office.

Rosemary served on the Richmond City Council from 1985 to 1993, and as the City of Richmond's mayor from 1993 to 2001. She then joined the Rosie the Riveter Trust Board in order to continue her active involvement in the preservation of Richmond's historical resources. In addition to service on the Board, she is contributing her expertise as a researcher for the development of the Park's story.

During her sixteen years as an elected official, Rosemary was active in many local, regional, and national organizations. She has remained on the Board of the Institute of Local Self Government (the research arm of the League of California Cities). She also serves on the Bay Trail Board, and the Board of Ujima (a substance abuse treatment program for women).

JOHN GIOIA

John Gioia is a member of the Contra Costa County Board of Supervisors. He was elected in 1998 and re-elected in 2002, and represents the communities in West Contra Costa County, including the area in which the Rosie the Riveter/World War II Home Front National Historical Park is located.

John serves on numerous regional boards and commissions, including the Association of Bay Area Governments Executive Board, the San Francisco Bay Conservation and Development Commission, and the Contra Costa Transportation Authority.

John grew up in West Contra Costa County where he graduated from El Cerrito High School. At the University of California, Berkeley, he received a B.A. with highest honors in Political Science, and then earned his law degree from Boalt Hall School of Law. John practiced law in San Francisco and Richmond for many years.

John also served on the East Bay Municipal Utility District (EBMUD) Board of Directors from 1989 to 1998 where he served as president of EBMUD in 1995 and 1996.

DIANE M. HEDLER

Diane M. Hedler is the Director of Quality Management with Oakland-based Kaiser Permanente. Since 1988, Diane has held numerous positions throughout Kaiser Permanente. The scope of her current role encompasses working with senior executives and physician leaders in the eight operating regions of Kaiser Permanente.

Diane represents Kaiser Permanente on the Rosie the Riveter Trust Board of Directors. She was instrumental in the development of Kaiser Permanente's Heritage Advisory Committee. This committee of current and retired senior leaders advised a work group on the management of the continuing historical bond that exists between the Rosie the Riveter/World War II National Historical Park and Kaiser Permanente, as well as other heritage management activities.

Diane served as vice-chair of the City of Richmond's Historic Preservation Advisory Committee and is on the Board of Directors of the Masquers Theater in Point Richmond, California. She resides in Marina Bay in Richmond, California, where several of the sites of the Rosie the Riveter/World War II Home Front National Historical Park are located. She is also active in her homeowners' association and the Marina Bay Neighborhood Council. She is past president of the Marina Bay Neighborhood Council.

She received her B.S. in Nursing from the University of North Dakota and her M.S. in Nursing from the University of Hawaii at Manoa.

MINDELL LEWIS PENN

Mindell Lewis Penn was elected to the Richmond City Council in 1999 by an overwhelming majority of the Richmond voters. As a council member she has a deep commitment to responding to community needs. She currently serves as chair of the

Policy and Procedures Committee, member of the Finance and Administrative Services Standing Committee, the West County Transportation Advisory Committee, and the Water Transit Advisory Committee. Her mission is to make Richmond a clean, safe, and beautiful destination waterfront city.

Known for energetic and innovative approach she brings to everything she does, Mindell believes strongly in community service and professional development. She has received numerous awards and recognition for her community and political activism, including the YWCA Outstanding Woman of the Year, Bay Area Black Women Organized for Political Action (BWOPA), Ella Hutch Hill Award. She currently serves as First Vice-President on the BWOPA State Board of Directors, the Contra Costa County Community College Board of Trustees, and the Rosie the Riveter Trust Board of Directors. In 2002, she retired from Pacific Gas and Electric Company as Director of Government Relations, Contra Costa County.

Mindell was born in Detroit and received a B.A. degree in Management from St. Mary's College and a certificate in Financial Management from UC Davis. In her very limited but precious spare time, she enjoys reading and gardening. She is the mother of two adult sons, Courtney and Michael.

PARK BACKGROUND AND FUTURE DEVELOPMENT IN RICHMOND

BACKGROUND

The National Park Service studied the Richmond area prior to legislation and found “that the collection of historic sites in Richmond can effectively support interpretation of the breadth and national significance of the story of Rosie the Riveter and the World War II Home Front: mobilization for war and its sweeping social and economic changes.”³ Following completion of the Feasibility Study, Congressional legislation⁴ authorized the Park’s establishment in October 2000 as Rosie the Riveter/World War II Home Front National Historical Park.

SIGNIFICANCE OF THE PARK

The World War II Home Front is a significant chapter in America’s history. Richmond, California played a nationally recognized part in the World War II Home Front. The four Richmond shipyards produced 747 ships, more than any other shipyard in the country.

Women affectionately known as “Rosies” helped change America. The Park sites represent stories of sweeping impacts that continue to this day: changes in mass production and industrial techniques, integration and fair treatment of women and minorities in the work place, day care for children of workers, pre-paid medical care, and the effects of the war effort on cities. Richmond grew overnight from 24,000 to 100,000 people, overwhelming the available housing stock, roads, schools, businesses, and community services.

All sites designated as part of the Park are owned by the City of Richmond, Contra Costa County, or are in private ownership. The National Park Service and these Park partners will be working closely together to develop the sites for visitation. A limited number of places are open to the public and those not open are available for exterior viewing.

THE LEGISLATION

The legislation specifies the essential properties that should be preserved and the approach that the National Park Service may take. The legislation allows for cooperative agreements with property owners to preserve facilities and, in other cases, allows for acquiring properties and historic artifacts. Resources addressed in the legislation include:

³ *Feasibility Study Report for Designation of Rosie the Riveter Memorial as a National Park System Area*, Planning and Partnership Team, Pacific Great Basin Support Office, Pacific West Region, National Park Service, June 2000, page 4.

⁴ Rosie the Riveter/World War II Home Front National Historical Park Establishment Act of 2000.

- Shipyard #3
- Ford Assembly Building
- Two World War II Child Development Centers
- Kaiser Field Hospital
- Rosie the Riveter Memorial
- S.S. Red Oak Victory
- Whirley Crane
- Fire Station 67
- Bay Trail
- Lucretia Edward's Park
- Sheridan Observation Point Park
- Barbara and Jay Vincent Park
- Shimada Peace Memorial Park

FUTURE COURSE OF DEVELOPMENT

The National Park Service will work with local partners to secure the historic resources as opportunities arise over the coming years. The process consists of several phases of work. Typically, funding is secured for historic research and feasibility studies of the building's condition. Then, one of several different acquisition or development strategies is used to preserve the building and make it part of the Park.

The *General Management Plan (Plan)* began in Fall 2001 and will require the support and participation of the community, the Trust, and partners. The *Plan* will define the vision, scope, components, and priorities of Park development, and will serve as the environmental document for the Park.