



Operating Model

Global Parks is a non-profit organization that mobilizes a cadre of retired veteran conservation professionals, who work in a voluntary capacity to transfer knowledge, experience, and proven methodologies for the purpose of strengthening the management of protected areas and national park systems world-wide.

The unique effectiveness of Global Parks comes from its flexibility, capacity, and ability to sustain contributions to achieve completion of identified tasks and deliverables and deliver ongoing support to overseas colleagues.

I. ASSESSMENT

A Global Parks project normally begins with an *Assessment* of existing conditions and needs. Such an *Assessment* is performed by at least two retired professionals with extensive experience operating at senior levels managing similar resources. It is desirable that a core team with this background maintain / anchor relationships within each country over the long term to develop a robust understanding and serve as a guide for the future application of technical assistance and activities.

The *assessment* is conducted in full collaboration with park/protected areas leaders, staff, and appropriate partners. It is based upon pre-trip agreements regarding project scope and goals. *Assessments* may include review of all or some of the following:

PRE-TRIP READING - IF ENGLISH VERSION AVAILABLE - OR KEY SECTIONS THAT CAN BE TRANSLATED

- Legislation and related legal directives authorizing and guiding management of the park / area
- Context statement relating to the position of the area or system in the governmental of the country
- Existing policies and cultural realities applicable to the park/protected areas, or system
- General Management (Master) Plan - established mission, long-term goals, etc.
- Other planning activities that may be related to the subject park or park system
- Abstracts of other reports related to the subject area or system such as scientific and planning reports from previous professional efforts
- Maps and related materials

IN COUNTRY WORK AT PARK / PROTECTED AREA

- Current or possible future “consumptive” economic activity dependent on the park resources
- Traditional land uses in the park, local culture and cultural traditions
- Linkages to similar resources / how does the area fit into ecosystem and over-all system?
- Existing and proposed access to the area and into the area including anticipated visitor activities
- Interpretation and education programs - how is communication with visitors accomplished
- Existing and desired future commercial services
- Condition and threats to the natural and cultural resources in and around the area
- Capacity to protect resources and visitors - law enforcement, emergency services, etc.
- Staff capacity - hiring practices, pay, training/mentoring needs and programs, etc.
- Community relationships and partner support/agreements
- Financial capacity and business planning

The outcome of the *Assessment* will be a comprehensive description of strengths and identification of needs - both short-term and long-term. Based upon this *Assessment*, and in full collaboration with park/protected area leaders and other partners, a set of realistic and achievable tasks, timelines, and clearly defined deliverables will be developed for accomplishment by Global Parks, or other partners. An *action plan* will be prepared that reflects such agreements.

Concurrent with this on-site assessment, Global Parks will work to identify opportunities to deliver specific results from the initial visit, potentially including training needs assessments, training workshops, plan preparation/updates, etc.

II. ACTIONS AND PROJECT ACCOMPLISHMENT

Based upon the *Action Plan* Global Parks will assemble a team(s) of technical experts who possess skills and experiences that best match the identified tasks. The scope of the team will be determined by the nature of the tasks and available funding. To assure continuity, this team will be led by one or more of the senior managers who performed the *Assessment* and helped develop the *Action Plan*.

While some reading, assembly of materials, and writing can and will be done by team members at their homes in the U.S. it is essential that the team make at least one extended (several weeks or more) trip to the area. Outcomes of their work may include, but not be limited to:

- Updated General Management Plan based upon best practices of format and community engagement
- Development of policies that reflect both universally recognized best practices and local culture and circumstances
- Visitor Access and Use Plan(s) that assure appropriate balance of enjoyment and resources protection, eg. sign and trail standards/recommendations, wilderness travel, etc.
- Commercial Services Plan that guides development of community based tourist services
- Comprehensive Interpretation Plan, including visitor center design and strategies for personal and non-personal (guide-books, brochures, panels, etc) interpretation
- Natural, Cultural* and Recreation Resource and Land Protection planning that identifies locally achievable strategies to protect resource values in and around the Park
- Training needs assessment and development/presentation of appropriate training workshops and materials
- Guidelines for development of Partner Agreements (including philanthropic activities), management of volunteer services, and community/regional advisory groups
 - *Cultural Resources are defined in terms of history, archeology, ethnography, historic architecture, landscapes and land uses, and collections.*

Each planning document will contain specific recommendations and provide for, to the extent possible, completed products that can be immediately implemented in the Park.

III. SUSTAINED FOLLOW-UP

Following completion of initially identified tasks and deliverables, the Global Parks Team(s) will remain engaged to provide for on-going assistance in plan and project implementation, exchange of ideas, strategies, and evaluation of park programs. Additional visits will be made based upon need and available funding.