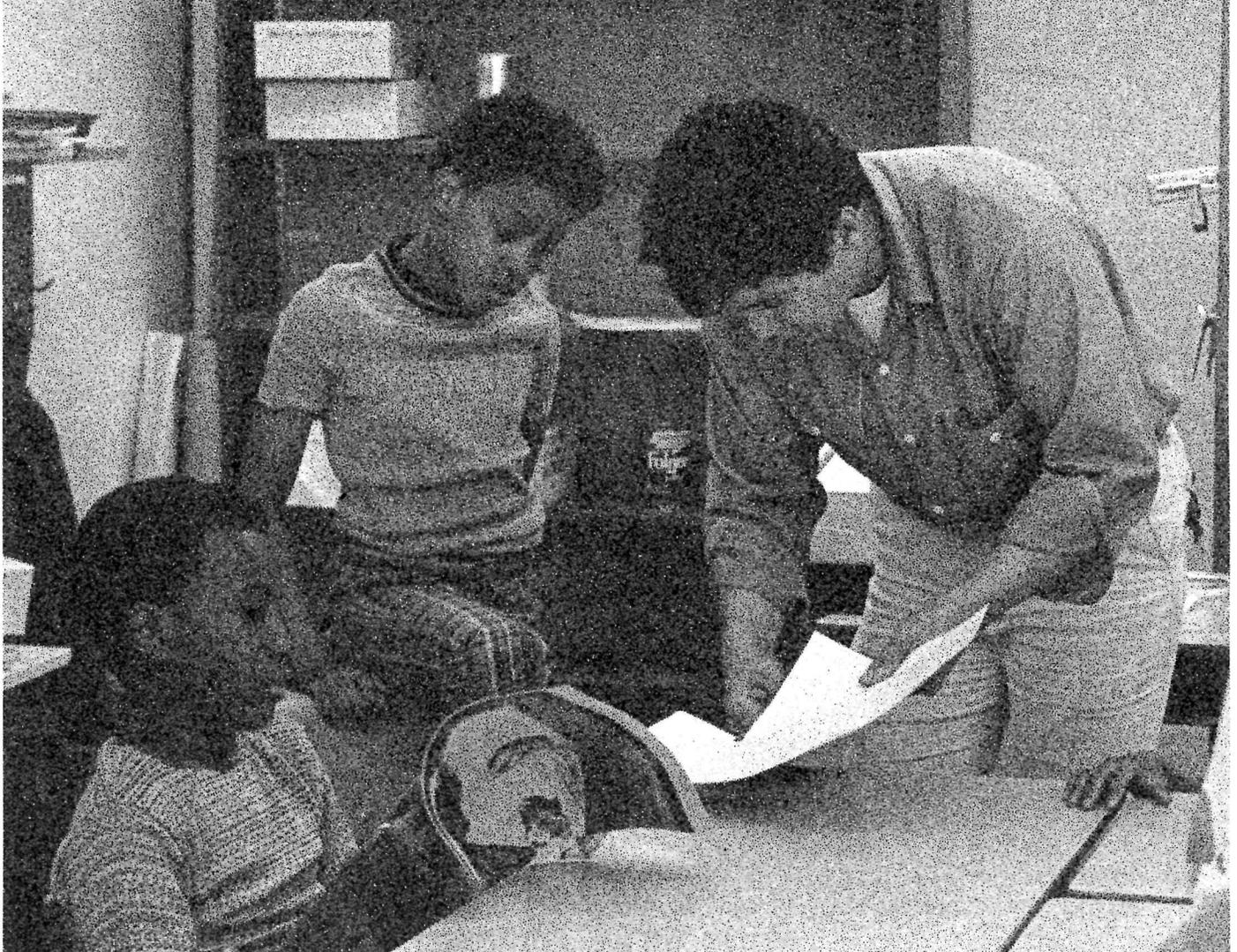


Partnerships in Interpretation



Cooperating Associations and the National Park Service—A Unique Partnership

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Seventy years ago, just four years after the creation of the National Park Service, a new partnership idea was born. The idea was to use private sector assistance to provide interpretive services to visitors to the National Parks. In 1920, the Yosemite Museum Association was formed to augment the infant budget of the National Park Service, specifically by building a museum/contact station in the Yosemite Valley. By 1924 the renamed Yosemite Natural History Association had expanded its scope of responsibility to offer printed

The cover photo, provided by Golden Gate National Recreation Area, depicts a children's mask making workshop held by the Fort Mason Art Center, one of the park's partners in San Francisco.

interpretive materials to the visitors. The printed material offered was not made in an effort to make mega-bucks, but because it was the only way that site-specific publications could be made available to the public. Trade publishers were not interested in introducing materials for such a limited audience; and the Government Printing Office, as it is today, was backlogged with other priorities.

What a simple and unselfish partnership concept! Produce quality site-specific educational materials; offer these materials to the public at a reasonable price that allows one to recoup the cost while building a cash base to offer more materials in a not-for-profit environment. Sounds like an idealistic concept that could never work in the highly capitalistic and materialistic world of the 1920s.

But the concept worked and even grew despite the great stock market crash, the Depression, World War II, the visitation surge of the 1950s, and Korea and Vietnam. It survived the gas embargo, recessions, budget cuts, and all of those things that could have spelled disaster for this unique partnership called National Park Cooperating Associations—unique, because no other government agency had this relationship with such a dedicated group of private sector individuals. It survived as a grass roots movement where people providing a needed service to people was the basic ingredient for success. Sure, we have measured success with other mileposts: donations to the National Park Service; gross sales; number of titles; major projects, and so on. There is nothing inherently wrong with those measurements of success as long as we do not lose sight of our primary purpose for the partnership ... to provide a service, which the government could not otherwise provide, to the visitors to our National Parks.

In the 1920s when the Yosemite Museum Association built its museum in the valley, it was not constructed as a monument to a cooperating association, but rather as a gift to all of those who shared in their love for a particular National Park. We must never lose sight of our roots. The long term partnership between the National Park Service and National Park Cooperating Associations exemplifies the best of such arrangements.¹

Partners In Research

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How many times have you expressed concern over your inability to get something accomplished whether it's because of limitations in budgets, time or staff? Almost everyone has experienced the frustration of too many priorities and a shortage of resources. Faced with the management decision of how to undertake the large number of research projects necessary to successfully manage the 26 National Park Service units within the Mid-Atlantic Region, Jim Coleman, Regional Director in Philadelphia, followed up on an idea that he had entertained since graduate school. Jim believed that if organizations provided students with a list of research opportunities, there would be positive, tangible results. The

¹Reprinted with revisions from *The Exchange*: Volume 5, Number 1; January 1988.

organization would not only benefit from the research being provided, but students would have a range of interesting topics to choose from.

In 1983 Jim Coleman acted on his idea by creating "Partners In Research," a direct and unique method of capturing the knowledge and expertise of the private sector, specifically the graduate programs of universities.

Partners In Research is a program designed to encourage donated research time in exchange for the opportunity to work on an interesting research project that is needed by the National Park Service. The research is often undertaken in the park which provides a laboratory setting that can be most rewarding. Parks seeking donated research time routinely provide the researcher with clerical assistance and the use of office space. Major undertakings require more incentives to entice the potential researcher. Assateague Island National Seashore, Gettysburg National Military Park, and Shenandoah National Park have provided free living quarters and the use of a park vehicle for the researchers who must sometimes spend months in the parks working on their projects. Creative approaches are being employed to provide tangible assistance to a researcher donating his/her time.

To sell the partnership concept, a catalog and a marketing strategy are employed to reach a specifically targeted audience. The catalog's attractive format identifies natural, cultural, social science, and park support research projects in the 26 Mid-Atlantic parks. The marketing approach is designed to reach all the appropriate departments of universities in the region, as well as organizations that may have an interest in National Park Service research initiatives. The catalog is distributed to more than five hundred university departments and organizations in September and January of each year, just in time for the new academic semesters. News releases and notices of publication are sent to major professional magazines; direct advertisements are placed in student newspapers, university newspapers, and alumni publications. In addition, superintendents are urged to visit the educational institutions in their areas with copies of the Partners In Research catalog in hand—to gain the respect and credibility that often results from a personal approach.

There is great variety and scope in what is being accomplished through Partners In Research. More than 145 research projects have been directly attributed to this program. At Assateague National Seashore researchers are studying the effects of visitors and wild ponies on the beaches and salt marshes. Erosion, water pollution and water quality are under study at New River Gorge National River and at Upper Delaware Scenic and Recreational River. The Jamestown and Yorktown collections of artifacts are being organized, documented and catalogued at Colonial National Historic Park. A major study of air pollution and its effects on the environment is underway at Shenandoah National Park.

A number of unforeseen benefits have occurred as well. Relationships with educational institutions are flourishing where the Partners In Research catalog is most used. The University of Maryland - Eastern Shore offers undergraduate credit courses related to

Assateague National Seashore research. Volunteer interns work on various projects at Colonial National Historical Park, which has a long-standing relationship with the College of William and Mary. Shenandoah National Park has cultivated an excellent relationship with Pennsylvania State University and Virginia Polytechnic Institute and University. University officials are beginning to telephone the parks and the regional office about possible collaborative research projects.

Partners In Research has become an excellent public relations tool. The partnerships begun with the first catalog in 1983 are now firmly established. The hard work that went into pursuing a very good idea is paying off in partnerships whose limits are yet to be defined.

NPS Friends Groups: Our Growing Partnerships

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The Wall Street Journal carried an article by Peter Drucker, Professor of Social Sciences at the Claremont Graduate School, on September 8, 1988, where he described the growth of a major American economic force which he calls the "Third Sector," comprising non-profit, non-governmental community-based groups which support services. According to Mr. Drucker:

Government has become too big, too complex, too remote for each citizen actively to participate in it. Yet we no longer believe...that community tasks can—nay, should—be, left to government. As a volunteer the individual can again find active, effective citizenship, can again make a difference, can again exercise control. This a uniquely American achievement: it may well be America's most important contribution today.

Today, more than ninety citizen groups located all over the country are committed to supporting the mission and a variety of functions of the National Park Service and individual park units. These groups are respectfully referred to as "friends groups," and their numbers are growing. Each month we hear from parks or private individuals who are interested in starting a friends group or revitalizing an existing one. To distinguish among other types of NPS support organizations, like historical societies, cooperating associations, and civic groups, an NPS friends group is defined as a non-profit organization formed for the primary purpose of supporting the mission of a park unit, several units, or the entire National Park System. (Please refer to the August 1987 *Courier* for a complete discussion on friends groups in NPS.) It is not necessary, however, for the organization to have the word "friends" in its title.

As we enter the 1990s, we are recognizing that this trend will only continue, and we must prepare ourselves, through skill development and strategic planning, to creatively and productively work in partnership with friends groups toward our common goals.

While no two friends groups are alike, there are several areas where they primarily choose to focus their energy: to provide public

input into a park's planning efforts, both short and long range; to fundraise for park projects; to volunteer time to work on service projects; to perform research; and to serve as the park's formal constituency group, promoting the mission of the park to others.

Much has been written on how to start and operate non-profit organizations and friends groups. These articles are filled with techniques and guidelines which provide good points of reference depending on which stage of development your group is in. In addition to these more standard "how to" approaches, I offer you a list of ideas, insights, and expectations to help you understand and plan for your park personnel's involvement and partnership with existing or future friends groups and ways to give your friends group a boost.

The following tips were gathered from discussions with park personnel as they described their successes and failures in working with friends organizations. I urge each of you to pay close attention to them, because they represent the most common lessons learned and experiences by park personnel who were once in your shoes and will probably be there again:

I never thought that working with a friends group would take this much time. Well, now you know. It does. Park managers and supervisors must recognize that park personnel will be called upon, in varying degrees, to work with the friends group. Park personnel efforts in working with friends groups frequently go unnoticed or are not recognized to the extent which is meaningful to the employee. If this goes on too long, then the employee will view this work as a burden and an obstacle to carrying out other responsibilities which are personally more meaningful and provide for more recognition. Superintendents and supervisors should anticipate, plan for and acknowledge that energy and time demands generated by friends group work will impact park personnel and must be accommodated and recognized.

I don't understand why the superintendent spends so much time with the friends group. Statements like this are more common than park superintendents and managers may think. Behind these statements are well-meaning, dedicated park personnel who need to have opportunities to provide meaningful input and share their creative ideas on how the park and friends group can work together in partnership.

We never seem to make progress. Everything is a priority. This commonly expressed concern usually leads to the realization that the organization must enter into a re-evaluation stage where the group's mission or purpose is either reviewed for its reasonableness, or perhaps the group needs to create one for the first time. Often times a group's energies are dispersed onto too many projects without an agreed upon mission and priorities, and truly nothing gets accomplished except for membership burn-out and drop-out. One of the most frequently repeated mistakes is to develop goals which are too lofty and unrealistic for the group to reach. Do not fill your plate too full. Choose projects that are quick and easy to accomplish, and which provide for high visibility. Publicly announce and celebrate your successes. This will create credibility for the group, attract new members and increase motivation and group morale. Everyone likes a success.

Is your board too busy? It's never too late to create a "working" group of individuals who are committed to performing the group's tasks for an agreed upon period of time, e.g., six months, one year. Too often, the board of directors are expected to perform the "leg work" of the group, and in reality, do not have the time because of higher priority commitments. As a general rule, keep the working group to a manageable size of four to seven individuals, recognizing that if this group grows larger, the tasks will still be accomplished by a few dedicated individuals.

Who should we put on the board? Carefully select a board of directors which will create a presence for the group in the community. The individuals should possess personal and professional qualities which complement the mission of the group and the park unit. They should also represent interests and skills which support the goals of the organization, e.g., if the group's goal is to fundraise, then the board should have fundraising, marketing, corporate and legal representation; if the goal is volunteering, then select individuals with human resource skills and who possess strong community-group ties.

We have to increase our membership! Not so fast! Perhaps the reason you are losing membership is because you have not been able to nurture and sustain their support through promotions, special recognitions and meaningful participation in the group's operations. You must correct that problem before you recruit more memberships and lose them, too. Once a person chooses not to renew, it's hard to recruit them again. Or, maybe you really don't need a large membership to accomplish your goals, but rather a core group of dedicated individuals who can accomplish the tasks of the organization. For instance, if fundraising is your main goal, your energies should be directed on running a fundraising campaign, not ways to increase membership.

When was the last time your members were publicly recognized? While dedicated volunteers may appear to have an endless supply of energy, don't let it fool you. Everyone needs to be recognized for their contributions in ways which are meaningful to them. While public recognition in local papers, magazine articles, and public ceremonies with VIP participation is essential, ask the person what forms of recognition would be most meaningful—then do it over and over again. Park superintendents should play a leading role in this.

We, in the National Park Service, understand and welcome the fact that organized citizen organizations, such as friends groups, are an increasing trend and are here to stay. As part of our management planning process and daily operations, we must provide for their involvement and support. Just as important, we must recognize that park personnel at all levels need exposure to and involvement with friends groups to foster increased communication, mutual understanding, and organizational acceptance of the park's partnership with the friends group. As park personnel increase their involvement with friends groups, both parties will enjoy a richer, more fertile exchange of ideas and a stronger commitment to combine talents to work toward common goals.

A Park Service/Concessioner Partnership: Interpretation At Mesa Verde

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Rocky Mountain Region

Mesa Verde National Park, established by Congress in 1906, is one of the oldest of our national parks, and enjoys the distinction as the first national park set aside to preserve the works of man. Often referred to as the flagship of the Park Service's archeological areas, Mesa Verde has been designated by the United Nations as a World Heritage Site.

Although cowboys and archeologists, Americans and Europeans, and amateurs and professionals have dug, poked, prodded, and snooped through the amazingly well preserved villages of the Anasazi (the Ancient Ones) for a hundred years, Mesa Verde still evokes an aura of mystery and wonder. And, from its earliest days as a national park, efforts were made to accommodate the visitor's basic needs for food, lodging, and transportation.

The Early Days

These earliest efforts were rather primitive by today's standards—arduous wagon and horseback rides to the park, and a log cabin or tent for shelter. The quality of the meals varied greatly depending upon the cook and diner. Perhaps the kindest thing that can be said is that the accommodations wouldn't have merited a five-star rating.

Despite the hardships in reaching the park—no roads led to southwestern Colorado in those early days, only a rail line from Denver to the nearby farming and ranching community of Mancos—people still came to see the fabled cliff dwellings of a “vanished civilization.” Slowly and with fits and starts, the park's physical plant evolved. A museum and other public buildings were erected, as the more readily accessible and spectacular mesa top and cliff dwellings were excavated, stabilized, and opened for public viewing.

Interpretive Developments

Until the arrival of Jesse Nusbaum as park superintendent in 1921, the business of guiding visitors through the ruins was uneven. Under Nusbaum, three approaches were devised to remedy the situation: 1) a specially trained cadre of rangers was selected to conduct all visitors to and through the major ruins; 2) the park museum and its related programs were improved and expanded; and 3) informal evening campfire talks were given by the superintendent and rangers on the work of the National Park Service and the prehistoric cultures of the American Southwest.

Caravans in which visitors drove their own vehicles were guided by rangers or official guides on interpretive trips. Both the seasonal rangers and guides were selected and trained by the superintendent. These auto caravans were so popular that they were adopted by Yosemite, Yellowstone, Sequoia, and Grand Canyon National Parks.

The Mesa Verde Museum Association was founded in 1930 and by 1937, was designated as a cooperating scientific and historical association. With this latter development, the four elements of the park's interpretive program—museum, guided tours, campground talks, and the museum association—were in place, the same four elements which constitute the core of the park's interpretive program today.

The Concessioner's Role

Today's visitor to Mesa Verde will find basic interpretive services with origins reaching back into 1930s and earlier. At some point or other, the concessioner has provided, and continues to provide interpretive services. In 1915, for example, the lodge concessioner persuaded Dr Jesse Fewkes to present campfire talks on his excavation of Sun Temple. Given in the evenings in front of the lodge building, the talks were attended by twenty to thirty people.

Over the years, other services were initiated such as guided bus tours of the park, tours which continue to this day. The concessioner, ARA Mesa Verde, cooperates with the park in taking visitors to the archeological museum and the major cliff dwellings on Chapin Mesa (Spruce Tree House, Cliff Palace, and Balcony House). The concessioner guide doesn't lead visitors through these sites, but leaves the interpretation up to rangers on duty in the cliff dwellings. However, the concessioner guide conducts visitors through various mesa top sites where rangers are not on duty.

Critics point out that visitors end up paying additional fees to see park features that are available at no additional cost beyond the park entrance fee. While this may be true, we should remember that many visitors do not enjoy driving their own vehicles in a new setting, either because of an uneasiness with road conditions or a desire to "rubberneck" as much as possible. They can sit back, relax, and not worry with reading maps and brochures on the park's archeology. And most important of all, they have that interaction with another person that is desired by so many people.

Tours offer another advantage in that they reduce the number of private vehicles on park roads—a boon to visitor and park manager alike. On Wetherill Mesa, the concessioner provides mini-train service to a series of mesa top village ruins and to one cliff dwelling. Visitors can park their cars in one spot for the entire time spent in the southwest corner of the park. Not only are there no cars intruding upon the prehistoric scene, but noise and air pollution are minimized.

ARA also provides an opportunity for visitors to learn about the Anasazi culture and the park with several teaching devices available within its scope of operations. When visitors arrive in their rooms at the Far View Lodge, they have an attractively designed information brochure waiting on the writing desk that contains basic information on the park, the Anasazi Indians, and the services available from the concessioner.

Visitors patronizing the Lodge's dining room receive further interpretation from the menu. A brief paragraph on the menu reminds diners that several items from the kitchen were also available to the Anasazi. Such foods as corn, squash, beans, rabbit, turkey, and trout have been identified by archeologists as components of the ancient Indians' diet. Although contemporary recipes undoubtedly differ from those used in prehistoric times, the menu heightens visitor appreciation and understanding of Anasazi foods, an appreciation that is reinforced by the tastes and smells of the dining room.

The concessioner also offers for a fee two slide programs at the Lodge, one on the Anasazi culture, and the other on contemporary Native Americans in the Four Corners region. The programs were de-

signed not to duplicate Park Service audio-visual offerings, but instead, to augment the number of interpretive experiences for the visitor.

Visitors also obtain a greater appreciation for the aesthetics and skills that go into Native American crafts through the high quality items that are sold by the concessioner. Pottery, jewelry, rugs, and other traditional and contemporary craft items represent the various Pueblo peoples who live in nearby New Mexico and Arizona, and who claim cultural and physical descent from the Anasazi. A Navajo rug weaver demonstrates her traditional craft in the Far View Gift Shop during the summer months to captivated audiences of both children and adults.

This past year, ARA commissioned four large wall murals for the eating area in the Morefield Campground Snack Bar. Each mural depicts a developmental stage in the Anasazi culture—The Basketmakers (AD 1-AD 550), The Modified Basketmakers (AD 550-AD 750), The Developmental Pueblo (AD 750-AD 1100), and The Great Pueblo Period (AD 1100-AD 1300). Thus, a rather nondescript eating plaza has been brightened by colorful murals that reinforce park efforts to educate visitors about the pre-Columbian culture that existed on the mesa.

During the 1989 season, ARA donations to the park kept the Far View Visitor Center open for a month longer than would have been possible with appropriated funds. This enabled the Mesa Verde staff to be more responsive to visitor needs by providing interpretive services and exhibits longer into the fall shoulder season. Increasingly longer visitor seasons are making it more difficult for parks to maintain full interpretive services with current restrictive budgets, and this willingness by ARA to underwrite these costs reflects the concessioner's recognition of the importance of interpretation to the visitor.

This Mesa Verde/ARA cooperation shows no signs of abating. ARA has developed information guides and training manuals for its cadre of bus drivers/guides. Park employees periodically monitor concessioner employees for accuracy of information, and ARA employees are encouraged to attend orientation training for park seasons. Accuracy and consistency in the information provided to the visitor is a primary motivator in all of this, and by pursuing this goal, the park visitor comes out the winner!

Partnerships for AV Programs

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Chief of Interpretation
Midwest Region

In 1983, the National Park Service working through private audiovisual producer Ron McCann, had an informal agreement with the InterNorth Corporation to produce new sound and slide programs for 16 NPS areas. When InterNorth moved its corporate headquarters from Omaha in 1985, the programs languished because McCann's funding ended. Ron McCann, working as a Volunteer in Parks for the Midwest Region, has sought new corporate sponsors for AV program production. In recent months new corporate sponsors have been found and AV programs are again being provided to NPS areas.

In December, 1988, the NPS signed a five year-agreement with Mutual of Omaha to develop and maintain audiovisual programs in

selected NPS sites. The McCann Group and its production company, Point of Light Productions, is developing a new sound and slide program for Sugarlands Visitor Center in Great Smoky Mountains National Park. In July, 1989, the NPS signed a five-year agreement with Phillips Petroleum Company to provide audiovisual programs in selected NPS areas. This year the McCann Group is updating the old InterNorth programs at eight NPS sites and is developing a new program for Padre Islands National Seashore.

The Midwest Region has been working closely with HFC, the corporate sponsors and the contractor to minimize problems that existed with the InterNorth programs. Maintenance of the Apollo dissolve units and replacement of slides were major concerns of parks with the early InterNorth programs. The formal agreements between the NPS and the corporations provide funding for a program's initial development, program maintenance and replacement slides, periodic updates and the AV equipment to operate the show for a five year period. All new programs produced under these agreements will be compatible with Harpers Ferry AV Depot equipment and will include a video taped version for easy off-site use.

The Midwest Region has initiated a subagreement with each benefiting park to insure they will work with the contractor in developing the program, to use the program for five years and to refrain from substituting or borrowing slides from the program without permission of the sponsor and contractor. Each corporation has produced a brochure describing their support of the NPS through these AV programs. These brochures will be available at participating parks.

Working in concert with HFC, the Region has developed a priority list of parks needing new programs to present to corporate sponsors for additional program development in future years. To develop the list, the Region and HFC managers reviewed the Servicewide priorities to identify which parks need new slide programs. These parks were then contacted to explore initial involvement with a corporate sponsored program.

With the long list of Servicewide priorities at Harpers Ferry and the shortage of new funding, we feel this corporate sponsorship of AV programs is an excellent means to provide parks with new audiovisual programs. If your park needs a new program and you would like to become a part of our AV Partnership, please contact Midwest Region Chief of Interpretation, Warren Bielenberg, at (402) 221-3477 or FTS 864-3477.

Built To Last: Golden Gate National Recreation Area And The Fort Mason Center

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Just a few days after the October earthquake in San Francisco, public notices were posted throughout the city. Titled "Built to Last," the notices announced that the Fort Mason Center had survived the quake with only minor damage and was open as usual for community activities. As an example of partnership between the

federal government and a community, the Golden Gate National Recreation Area-Fort Mason Center partnership is also truly “built to last.”

Initiated in 1977, the partnership reflects new ways to adaptively reuse historic buildings. It also brings a non-traditional approach to providing programs that meet the diversity of interests represented in a multi-ethnic, multi-cultural urban community enriched by visitors coming from across the country and around the world.

If you were a park ranger sent to the newly established Golden Gate National Recreation Area in 1972, what would you have done with Fort Mason’s three deteriorating piers and three dilapidated warehouses that totalled 375,000 square feet? What programs would you have developed to serve millions of visitors speaking every language and representing every culture, every age and every economic background? What would have been your choices based on an extremely tight budget? Given the sheer numbers of visitors and the hundreds of buildings that were the new responsibility of GGNRA, the future seemed exciting but somewhat overwhelming. Park staff began the exhilarating but risky process of developing a new approach to park management. Their task was to create the future at Fort Mason but they decided to do it by building on the colorful history that was Fort Mason’s past.

History Of Fort Mason

Fort Mason as a military base dates back to 1776 when the Spanish first arrived on the shores of the San Francisco Bay. The area remained under Mexican rule until 1846 when it was given to the US government. In 1882, Point San Jose, as it was known under Mexican rule, was named Fort Mason after Richard Barnes Mason, first military governor of California. Due to its location in the San Francisco harbor, Fort Mason was used primarily as a supply depot and port of embarkation. After the San Francisco earthquake of 1906, it served as a refugee center. An abortive attack on Siberia was launched from Fort Mason in 1918. Fighting men and materials shipped out of Fort Mason to the war in the Pacific in 1941-45, and logistical support for troops in Korea was available from Fort Mason in 1950-53.

By the early 1960s, however, Fort Mason was no longer useful as a military base and Congress designated it for civilian use. In 1972, Golden Gate National Recreation Area was established and Fort Mason officially became a part of the national park system. In 1985, the Fort was declared a National Historic Landmark.

Planning The Fort Mason Center

In order to develop the best use of the buildings and natural areas of GGNRA, an 18 member Citizen’s Advisory Commission was established and a five year planning process took place. More than four hundred suggestions were received for Fort Mason. In a “swords to plowshares” transformation, the area was established as a multi-cultural community center that could showcase the best of San Francisco’s non-profit organizations and contribute to an enhanced appreciation for the arts and history of the Bay Area. A non-profit foundation was established to serve as the overall managing entity for Fort Mason Center. No ranking or commanding officer of the Spanish, Mexican, or American forces housed at Fort Mason over the two centuries of its military past would ever have

believed that it would one day be the home of over 52 non-profit groups and advocates for peace and the environment.

The Early Years

When Fort Mason Center opened its doors in 1977, nothing quite like it had ever been tried. The National Park Service had a variety of successful but smaller cooperative programs underway in the Washington, DC area, but this “regional” community center was a unique endeavor for the agency.

The Center started with six resident organizations who were responsible for all interior renovations to the office spaces permitted to them. GGNRA was responsible for all exterior maintenance, major repairs and for working with the Fort Mason Foundation to develop the management guidelines and policies for the Center. During the first years of its operation, the **process** of creating Fort Mason Center was the hallmark of this exciting new concept as much as the actual services and programs that it provided. At first, both the NPS and the Fort Mason Foundation had a lot to learn: how to encounter problems and devise solutions; how to respond to opportunities; how to try different models for managing the Center and adjusting them as needed. Given the originality of the concept, the complexity of the task, and the uncertainty about how the public would respond to this new phenomenon, it was impractical to develop a rigid plan and then follow it like a checklist.

Goals Of The Fort Mason Center

Slowly, the Fort Mason Foundation and the Park Service developed the goals that still guide the Fort Mason Center today:

- Provide Bay Area residents and visitors with free or low cost space for public programs, events, workshops, and classes in the areas of visual arts, health and recreation, performing arts, education, and ecology.
- Maintain the overall quality and balance of programs offered at the center. Ensure that all ethnic communities, age groups and special interests are represented. Strengthen inter-generational activities and programs for those under 18 and over 55.
- Programs will reflect the quality and diversity for which the Bay Area is known internationally. Together, they will represent the traditional and the cutting edge of the arts, media, ecology and community service.
- Attract groups engaging in experimental productions and programs; the success of one group augments those of the others. Remain open to innovation and experimentation.

Although Fort Mason Center is still a “work in progress,” the process of creating the Center has become stable enough that both the Fort Mason Foundation and the GGNRA know what works and what doesn’t, what the public wants, and what they will support. Best of all, the need for intervention and action on the part of the government has steadily decreased as the Foundation has increased in strength and capability.

Today, people from the community are at the heart of the Fort Mason story. More than fifty resident groups and nearly five hundred non-resident groups use the Center facilities each year and the Fort Mason Center is a mecca of Northern California’s arts, theatrical, and environmental activities. Every year is bigger and busier than the year before.

Fort Mason Center Today

So what would you do if you spent a day at Fort Mason? The Center offers more than 15,000 activities annually for more than one and a half million people. Take your pick of fairs, exhibits, workshops, classes, and performances of all kinds - there's **always** something going on.

The diversity of resident groups at the Center reflects the goal to attract and maintain a balanced program of activities. Resident organizations include galleries, theaters, a restaurant and snack bar, three museums, outdoor adventure organizations, a coffee house and music center, a dance coalition, and advocacy groups for animals, rivers, oceans, and artists—to name just a few. Drop in and take a pottery class, buy folk art at the African-American or Mexican Museums, take your son or daughter to a children's play, browse your way through the annual Northern California art show or landscape and gardening exhibition. You can end your day with an elegant and delicious vegetarian meal overlooking the San Francisco Bay before you go on to an evening performance of a new play or your favorite folk music.

The staff of the Fort Mason Foundation stands at 27 and the annual budget is \$1 million. The 300,000 square feet available for programs are distributed among eight buildings consisting of large and small offices, classrooms, galleries, performance areas, a Conference Center, and two pier buildings that accommodate 5,000 people each. Due to the size of the Fort Mason Center and because of its phenomenal success, the Center has attracted the attention of officials from Japan, Australia, and Spain interested in transforming old warehouses and military bases into cultural centers. In each case, Executive Director for the Fort Mason Foundation, Marc Kasky, has said, "We stress the value of having nonprofit organizations, as opposed to something that's government operated."

At Fort Mason, the Federal role of supporting and nurturing a new approach to managing cultural resources and providing public programs has been successful. The Fort Mason Foundation is now financially self-sufficient. In 1984, a twenty-year Cooperative Agreement was signed between the NPS and the Foundation in order to provide a stable, long term home to hundreds of non-profit groups and to make it possible for the Foundation to continue to carry out major fundraising campaigns.

In 1987, the Fort Mason Foundation launched a major corporate and foundation fundraising campaign. The foundation's successful efforts are funding ten major projects that include creating a 30,000 square foot exhibition hall, a 70,000 square foot festival pavilion, remodeling six theaters, upgrading galleries, adding a media center with a screening room, developing outdoor patios and landscaping, and improving handicap accessibility to all programs and buildings.

Rules For Success

Looking back on our first attempts to develop partnerships, our analysis indicates that most of the partnerships we have at GGNRA began at the time of budget cutbacks during the 1970s. As the staff ability to carry out the NPS mission decreased, it was to the park's benefit to allow a partner to take the lead in developing

complex, creative public programming. During the changes created in the federal bureaucracy by the cutbacks, park staff had to focus more on basic park operations than on the external programs that were the responsibility of the cooperators. The price we paid was little recognition of the NPS role, a lack of consistent standards, and confusion over roles and responsibilities, particularly in regard to building maintenance. In the end, the fact that we had not done a thorough job of communicating NPS standards to the cooperators meant it took even more work for NPS staff to enforce those standards and a kind of landlord/tenant relationship developed that was often adversarial. However, during the last four years, we have been able to solve these problems.

A successful partnership is not always easy and the success of the GGNRA-Fort Mason Foundation partnership has meant long hours of hard work for both organizations. Perhaps some of the lessons we have learned will be useful to other parks that already have or are planning to initiate similar partnerships. Some of our advice to create successful partnerships includes:

- **Be Flexible At First.** Agree on broad guidelines and general divisions of responsibility, then learn as you go along and develop operating policies from your experience.
- **Designate** a specific person (with excellent listening skills!) on the park staff who will act as liaison between the partner and the park. This liaison must be comfortable with the fact that non-profit organizations are not government bureaucracies and that the strength of the partnership rests on the difference between the federal and the non-profit approach to public service. Encourage continuing (daily if needed) communication between the partner and the on-site field staff.
- **Schedule** annual meetings with the Superintendent to review the Cooperative Agreements for each partner and to discuss and negotiate problems and new initiatives.
- **Agree** among the park staff on NPS standards and establish a long term program to communicate them to the partners.
- **Document** the relationship between the park and its partners through Standard Operating Procedures and operations manuals. This ensures continuity in management for both staff and the partners in spite of changes in personnel.
- **Train** park cooperators in NPS mission, philosophy, and goals as they relate to the partnership. Be willing to have park staff to attend similar training if offered by the partners about their organizations.
- **Design** a coordinated publicity plan. Publicity is one of the most critical arenas in which a good partnership is forged. Both partners want recognition. Any program or initiative that allows cooperative publicity or provides cooperation with press events can go far to strengthen the partnership.

The benefits of park-community partnerships include improved public relations, facilities maintenance that is not totally dependent on scarce appropriated funds, exciting approaches to the adaptive rehabilitation and reuse of historic buildings, the ability to expand the creativity and diversity of interpretive programs, and the capacity to reach more people and enjoy a wide variety of community contacts.

The Golden Gate NRA-Fort Mason Center partnership works because it is built on a plan developed with broad community partici-

pation, it is managed by people willing to take risks, and it meets the true test of a partnership - everyone involved comes out a winner. Add to that a beautiful and historic location and buildings with room to accommodate almost any kind of activity and you've got a formula for the kind of enthusiastic community support that means success.

In Partnership: A University's Experience

Gary W Mullins, Ph D
Associate Professor
School of Natural Resources
The Ohio State University

Partnerships ... marriage, corporate partners, partners in crime—the list continues. The latest trends in partnerships are those developing between business and education. As some sectors of the US business economy lose ground in the world market, businesses are looking for new avenues to revitalize its productivity. They are turning to educational institutions. Likewise, educational institutions are turning to businesses to help them revitalize their curricula and to supply sorely needed funds. This symbiotic relationship is beginning to work.

The National Park Service, though, is not languishing in the international marketplace and curricula in the natural and cultural resource management institution is not at death's door. On the other hand, it is the reasoned judgment of this author that the National Park Service can greatly enhance its capabilities by developing more partnerships with academic institutions. In turn, institutions, such as the School of Natural Resources at Ohio State University, can better educate their students and create new knowledge through research if we are partners with agencies such as the National Park Service.

Partnership, by the nature of the term, implies sharing of duties and profits. Partnership also implies a relationship that is different than the lowest bidder versus high profit concept. Partnerships are designed to foster a mutually beneficial working relationship between the partners.

So has been the case over the past few years between the School of Natural Resources at Ohio State University, the National Park Service, and other organizations that are allied with the NPS mission. Currently our School, as well as a number of other academic institutions, has cooperative agreements with NPS to jointly engage in mutually beneficial teaching and research activities. Such partnership agreements are strictly controlled to insure that they are not used as a substitute for contract research. Although universities such as ours do bid on contracts in the greater marketplace, the cooperative agreement concept is entirely different. The agreement permits cooperators, within the bounds of the document, to work on special projects jointly with NPS personnel. OSU and NPS personnel make up the project team. Research and products are jointly produced with the praise and blame shared equally. Funding is negotiated on a project-by-project basis.

To view the partnership in terms of a benefit-cost scenario, we at Ohio State reap numerous benefits. First and foremost our students benefit. Graduate student associates, working on NPS

projects, have gained tremendous insights in research, interpretive materials development and in how to work with a sophisticated agency such as NPS. Projects such as developing the Clearing the Air materials, the Biological Diversity Handbook for NPS Communicators and "Our Backyard Biosphere-An Environmental Education Guide for K-8" (Southern Appalachian region) have been high points in their academic training. These materials and associated research data also serve as reference materials in our undergraduate classes. As each research project progresses we find new ways of addressing the issues and more sophisticated means of conducting our research.

Cost to the university comes in the form of partial donation of faculty time, long-term commitments to working with the agency and loss of a small amount of independence due to the partnership relationship. All of these tend to be very minor in terms of the benefits gained.

NPS, if I may speak for the agency, appears to be gaining an expanded staff that seeks to work within the agency's mission and guidelines. Universities, where interdisciplinary research is promoted, can complement the NPS staff by adding multidimensional faculty and student perspectives to the project. With the advent of the FAX, ideas between working partners flow back and forth more quickly. These ideas gradually become products to support the agency efforts—manuals, reports, audio visuals, research papers and journal articles. It is also the intent of both partners to expose more students to NPS in hopes of attracting the best possible candidates to NPS positions.

To share a few of our joint successes the best place to begin is with the research, development and evaluation of "Our Backyard Biosphere" a curriculum guide to the Southern Appalachian MAB region. The idea was developed by John Peine, a scientist in the Great Smoky Mountains National Park. Funding and other forms of support came from such diverse sources as the City of Gatlinburg, Tennessee, the Great Smoky Mountains Natural History Association, US Man and Biosphere Program, NPS Washington offices, Great Smoky Mountains National Park, and The Ohio State University. Using small amounts of money, volunteer and graduate student services, and dedication by individuals on all sides of the partnership, numerous schools in the Southern Appalachians now have a curriculum guide geared for their MAB region. Later, Kim Tassier, the graduate student who coordinated the project, had the opportunity to intern in the NPS Wildlife and Vegetation Division (WASO) under the direction of William Gregg.

Copies of the package are now in all NPS regional offices and more than one hundred copies have been sent to various local, state, and international groups. Currently Mammoth Cave and Everglades are considering developing their own "Our Backyard Biosphere" package. "Our Backyard Biosphere" reflects what I feel is the essence of partnerships—people with a vested interest getting together to do what Theodore Roosevelt recommended: "Do what you can, with what you have, where you are."

In that spirit of doing, NPS and Ohio State, with additional support from organizations such as the US Man and Biosphere Program and Conference of National Park Cooperating Associa-

tions, have begun developing materials and conducting communication research relating to interpreting critical resource issues in National Parks. Acidic deposition, deteriorating air quality, loss of biological diversity, and global change are the major focal issues at this time.

Acid deposition/air quality materials (Clearing the Air) have been distributed to all national parks. Ohio State, working in conjunction with a number of parks and NPS divisions, had the opportunity to help develop a number of pieces of materials for the effort. In addition to fact sheets, program sheets, and two slide sets, a directory of materials was developed. In the spirit of the expanded partnership the Center for Environmental Information in Rochester, New York, is donating their research efforts to NPS and Ohio State to produce a 1990 directory of acidic deposition/air quality materials.

Partnership efforts have now yielded "Interpreting Biological Diversity: A Handbook for National Park Service Communicators." Contribution of review time, article preparation, etc, were numerous both within and beyond the two main partners — NPS and Ohio State. The appeal to potential contributors was that this handbook is a team effort; please join the team!

Both the "Clearing the Air" and the "Biological Diversity" initiatives were accompanied by fairly extensive needs assessment research and a variety of inquiries into attitudes and perceptions of NPS communicators toward critical resource issues initiatives. These data helped to shape and will continue to shape interpretive initiatives in NPS and in other interpretive organizations.

NPS and Ohio State are jointly working to evaluate these efforts as well as to renew the discussion of what constitutes interpretive evaluation in NPS in general. As we evaluate, we also seek to refine communication planning strategies that are in place. Parks such as the Great Smoky Mountain National Park have employed a communication specialist/interpreter who focuses primarily on interpreting critical resource issues and reaching out to the local communities that constitute part of the greater Southern Appalachian MAB cooperative. The efforts of the initiative have become part of the examples used in interpretive classes at Ohio State to illustrate innovation in interpretive programming.

In April 1990, NPS, Ohio State, National Association of Interpretation, and numerous other partners working in interpretation joined together to discuss the state of evaluation. The research program in the Great Smoky Mountains National Park is now working with its partners to develop a concept paper on interpretive evaluation.

These are only our personal examples. NPS is involved in partnerships with a variety of other organizations, each with its own success stories. Only your agency can determine how many partnerships are enough.

Partnerships are needed. In the spirit of cooperation, NPS, as well as numerous other local, state, and federal agencies and private resource management organizations, needs to avail itself of the opportunity for securing sound research and quality employees from the university community. Close working partnerships permit

NPS to have greater input and more vested interest in research and development they secure from universities. By actively developing co-op programs with universities NPS can more selectively choose their future employees. By employing a student as a co-op seasonal over time, NPS can better assess the students' capabilities to function well into the twenty-first century.

The bottom-line of partnerships is you get what you pay for—but pay is not just in dollars. By making an investment of time, energy and commitment to success, working partners such as NPS and Ohio State can greatly expand their productivity, efficiency and goal attainment.

As an NPS cooperator I encourage each park and regional office to seek out the best research and the best employees possible. By effectively utilizing partnership arrangements, such as cooperative agreements for research and for student interns, you can reap numerous benefits for your park and aid universities in doing a much better job for you and for the profession. If you do enter into partnerships, please keep in mind that the partnership only works when all partners work.

Park Cooperators and Interpretation: Lowell National Historical Park

George E Price, Jr
Chief of Interpretation
Lowell National Historical
Park

“Lowell is unique.”

“Lowell is a Cooperative Park.”

These are two statements I have heard since starting my tenure at Lowell National Historical Park in 1980. Looking at other National Park areas, however, I soon realized a couple of points. In fact, “all” Parks are unique in their own way and many of them are as “cooperative” as Lowell. But why the steady stream of national and international visitors to see this “cooperative urban” park? Why the statements of awe and disbelief that a revitalization effort and celebration of history and culture could not work in their communities? The answer to both of these questions emanates from Lowell’s resources and the tremendous cooperative spirit in the community. These factors came together to turn around an economically depressed city and celebrate its nationally significant heritage which contributed to the growth of America in the Industrial Age. The National Park works with many partners to tell this story.

Lowell is a city of fourteen square miles with approximately 100,000 citizens. It was created in the 1820s by a group of Boston investors who were looking to expand the successful factory system they had developed in Waltham, Massachusetts. Here on the Merrimack River they could derive ample waterpower from a 32-foot falls, while their technical expertise allowed the planning of a waterpower system. Along the river banks, plenty of available land could be developed into mills and worker housing, creating the most significant planned Industrial City in the United States. Five and a half miles of power canals brought the power of the river to ten different cotton textile mills and a major machine shop. A Boardinghouse system was designed to house Lowell’s original workers, those daughters of Yankee Farmers called “mill girls,”

who would later be replaced by immigrants. Developments in waterpower technology and machine engineering placed the Lowell Factory System in the vanguard of industrial city development for the rest of the century.

The glory days of Lowell would end after the turn of the century with the demise of the cotton textile industry in the North, caused largely by the flight of investment capital. Cities such as Lowell hit hard times with high unemployment and abandoned buildings, and left the community with a poor self-image.

This depressed condition would dramatically turn around through a grass roots effort. Local community leaders, disenchanted with the "urban renewal" or "urban destruction" approach, successfully spearheaded an effort to use the tremendous historical resource of Lowell's past, which was largely still in place, as an anchor for an economic and spiritual revitalization.

By 1975, Lowell Heritage State Park was established and by 1978 the Lowell Historic Preservation Commission and Lowell National Historical Park were in place.

These government organizations were established to assist in economic revitalization through historic preservation, but they were not intended to be the total solution. Their job was to provide guidance in the preservation effort and interpretive programming, be the storytellers of history and revitalization, and in general contribute to shaping a new public image for the community.

The importance of partners in cooperative activities was emphasized from the beginning of the Park. The list of cooperating groups is long and, in some cases, overlapping. Volunteer community groups are key components. The Greater Lowell Regatta Festival Committee, for example, is made up of over four hundred volunteers who participate in both the management and operation of our many special events. The Regatta's management involvement includes contacts with community leaders, financial expertise, and coordination of over twenty-three ethnic festival groups. They also stepped in to provide a vital service to the Park when our contract canal boat operator shut down shortly before the beginning of the 1987 summer season. On very short notice, the Regatta assumed contractual responsibility for the canal boat operation. The personal and philosophical commitment from the individuals who make up the Regatta is inspirational.

The Lowell Plan and the Lowell Development and Finance Cooperation are a group of businessmen, bankers and community leaders who provide business expertise and financial assistance on critical projects. When the previous contractor boat folded, for example, they purchased the canal boats for use on our tours. The LDFC also provided seed money for the planning of the Tsongas Industrial History Center, which will be discussed elsewhere in this article. The Lowell Plan's support of cultural programs has had a direct impact on quality of life issues which affect visitors in the form of public art and special events. This involvement has expanded into the newly formed Office of Cultural Affairs.

Traditional organizations such as The Lowell Museum, the Lowell Historical Society and the University of Lowell's Special Collections Department have cooperated with invaluable assistance and

materials for exhibit collections and displays. We are also formalizing Cooperative Agreements with The New England Quilt Museum, The Whistler House Museum of Art and The Brush Art Studio to form an educational collaborative for students. This educational effort will allow coordination of thematically related visits which will combine programs on art in the Industrial City, textile history, architecture, etc. with visits to park sites which focus upon Capital, Power, Industrial City, Machines and Labor—the Park’s interpretive themes.

Our most ambitious and far-reaching partnership is with The Tsongas Industrial History Center. This Center is an outgrowth of our existing partnership with the University of Lowell. This exciting idea has exploded into a center which will become the educational arm of the National Park in Lowell and will be in a position to provide substantial assistance throughout the Region and beyond. The University is responsible for funding the salary for the Director and staff while the National Park is providing the space. We are then combining our resources to plan and develop curriculum-based programs. The Center is a place where students and teachers can “do” history in new hands-on ways. It will feature spaces where students can build their own canal system, test their models with water, and compare their results with the existing system. They will be able to role-play real life scenarios which affect immigrant people, past and present, and then explore the immigrant neighborhoods and see the shops which were once Irish, then Greek, Portuguese and Hispanic and are now Cambodian or Vietnamese.

The Tsongas Center will also work with teacher opportunities for intellectual enrichment and have them participate in the production of curriculum materials, evaluation of the program, and operation of the Center.

There are many other examples of cooperative and partnership efforts. In fact, we list 46 organizations in our Statement for Interpretation and mention how each contributes to the overall success of the Park. These cooperators and partners range from the City of Lowell to the Chambers of Commerce, the Convention and Visitors Bureau, the School Department, the Rotary and Kiwanis Clubs, and the Merrimack Repertory Theatre. It is important to realize that this partnership effort was not just a “nice thing to do;” it was critical to the success of the Park in Lowell. The community feeling of ownership of the Park has been immeasurable. Park cooperators and Park neighbors, who live down the street or in the senior citizen apartments in the mill complex above the Visitor Center, feel no hesitation in seeking us out for positive or negative criticism. What impresses me about these comments and criticisms when I receive them, either on a street corner or by phone call at home, is that they are not negative finger pointing or positive stroking to inflate egos, but a caring report on how “WE” are doing. The “WE” referred to is the collective community, in which the State and National Parks are included.

There is no question that working with partners takes time and effort by all parties. Issues of control, finances, expectations, quality and evaluation all have to be factored in the partnership. Yet, the greater common goal soon overshadows these concerns as successful results satisfy everyone and there is plenty of credit to spread around.

As we move toward the twenty-first century, the Park Service will either face new challenges or reface old ones. The expanded use of non-traditional partnerships in managing park resources and increasing the scope of interpretive programs makes good sense and results in stronger community ties, community support and enhanced visitor services. The more we can be identified as a “WE” instead of a “THEY”, the more successful our organization will be in achieving our cultural, environmental, resource management and recreational missions.

My personal experience at Lowell National Historical Park has been tremendously rewarding. Working with dedicated partners in this community has been inspirational, as visitor programs continue to grow and increase in quality. I truly believe that Lowell is unique and that “Lowell is a Cooperative Park.” At the same time, I look forward to hearing these statements made about more and more Park areas throughout the National Park System.

The Fort McHenry Partnership

John W Tyler
Superintendent
Fort McHenry National
Monument and Historic
Shrine

Fort McHenry National Monument and Historic Shrine—the birthplace of our National Anthem, “The Star-Spangled Banner,” is located in Baltimore, Maryland. Nearby is the successful Inner Harbor development and the National Aquarium. Like in many NPS areas, visitation to Fort McHenry continues to grow while visitor facilities remain the same and time and the elements continue to do their work on the masonry star fort. It is a place where now:

*“Oh, say can you see, with the dawning of spring.
What so proudly we hailed, now with more visitors each season.
Broad rows and long lines now wait for a chance,
To see the film, or the flag, or to use the restroom.”*

A number of years ago a partnership was formed through establishing a friends group—The Patriots of Fort McHenry. The goal was to raise the funds necessary for the restoration work on the star fort and the construction of a new visitor center, along with continued support of the park operation.

The first board of the Patriots was an enthusiastic group representing veterans organizations and Baltimore businesses. Their initial enthusiasm, however, was not matched with the right kinds of contacts or a planned program to raise the \$15,000,000 needed for the projects. They had a lot of commitment and love for the Fort, but they didn’t have connections with the financial and corporate community in Baltimore.

The partnership is now maturing; a variety of other community interests are becoming involved in meeting the park’s needs. The board now represents the veterans organizations, the local media (newspaper, radio and television), it has members with political interests and is involving the financial and corporate community in the process.

The initial difficulty was seeing so much that needed to be done and hoping that anyone else who could be shown the needs would jump right in—with money. That approach didn’t work. The ap-

proach that has succeeded elsewhere was finally adopted. Plan and stage the effort.

Over the past year, the Patriots have been working with the park on two initial efforts. First—defining and articulating the needs. Rather than a long list of projects that need to be funded, we are now focusing on two critical needs: (1) The preservation of the fort; and (2) adequate facilities for visitors. Second—raise public awareness of the Fort and its needs. The 175th anniversary of the Battle of Baltimore and the writing of “The Star-Spangled Banner,” coincided well with the need for public awareness. Progress has been made during the past year on both of these efforts.

A group of retired business executives in the city have organized to assist non-profit groups with organizational needs, financial management, personnel issues, and fundraising. The Patriots have “hired” a retired professional fundraiser to consult on the planning phase. The organization charges \$20.00 per hour for a maximum of ten hours. The Patriots have gotten more than \$200 worth of assistance. The consultant identified financial leaders and corporate leaders in Baltimore that would match the needs of the park. He set up the introductory meetings for the president of the Patriots and myself with the leaders. As a result of this work, we expect to have a fundraising committee established with the participation of the president of a major bank corporation, the president of a major manufacturing corporation, and the president of a major transportation company. The people with the contacts to raise funds are now becoming involved.

The second effort—to increase public awareness—has also been somewhat successful. Through the president of the Patriots’ Board, Mr Joe Ayd, we were able to contact Tom Clancy (author of *Hunt for Red October* and other best-selling novels, one of which includes references to Fort McHenry). Mr Clancy became involved in the effort and has made many public appearances on behalf of the Patriots and the Fort. Another board member, Mr Alan Walden, local radio news anchor (former chief foreign correspondent for NBC Radio News) wrote and recorded a series of “historical notes” that were broadcast. He also arranged for a broadcast by NBC Today Show weatherman Willard Scott, live from Fort McHenry. The Hearst Broadcasting Company, owners of the local station Mr Walden works for, became major financial sponsors for the celebration and broadcast live from the park for several events. Since this AM radio station has the greatest number of listeners in Baltimore, we were confident that the Patriots message and the park’s needs were being heard by the community. In addition, having media representatives on the board has meant that the park needs and Patriots activities are regularly included in local television news, radio news and newspapers. A local television station and a local video production company have produced video public service announcements and distributed them to the local stations and the networks. The work of several board members with Congresswoman Helen Bentley resulted in a visit by President Bush to kick-off the 175th Anniversary Celebration. Through the veterans organization representatives on the board, the governor’s office was contacted and after several visits to the park, an endorsement for legislation granting state funds to this project was made by Governor Schaefer.

In addition to the “publicity” contacts, the board was able to raise the funds and donated services necessary for the anniversary celebration. The equipment and materials, stages and refreshments, essay contest prizes and printed programs totaled over \$250,000 for the week-long event.

Are we any closer to repairing the masonry of the Fort? Are we any closer to a visitor center that can accommodate forty buses of school children a day? We sure are! With the formation of the finance committee we will conduct a fundraising feasibility study, develop a fundraising plan and strategy, and then proceed. Throughout the process, the goals will be modified, but I am confident that the needs of Fort McHenry will be met.

Has the park “paid a price” for the effort? Indeed, but I feel that it is worth it. The staff has performed miracles—with twenty-five people (no additional funds or staffing), the week-long celebration went off without a hitch. Major events every day and/or night with several thousand visitors attending each event. The staff and the Patriots were a team for the week. Prior to the event, the two paid employees of the Patriots were regularly included in park staff meetings and planning meetings. The Patriots members volunteered and organized volunteers to help with every part of the celebration. The president of the Patriots closed his business office for the week and spent every day in the park helping and Mr Clancy attended every event throughout the week. The awareness of Fort McHenry and its needs now has a much higher visibility in the Baltimore area.

With all of the effort and energy spent on this partnership, we are still just beginning. We must regularly remind the board of the vision of what Fort McHenry can be, we must nurture their work with regular recognition and appreciation, and we must provide the constant encouragement to continue working for the long-range goals we have together established. I am confident that within the next few years, this partnership will reach its goals and develop a new vision for a continuing partnership.

International Partnerships: The Second World Congress

Linda Finn
Interpretive Planner
Harpers Ferry Center

The Second World Congress for Heritage Presentation and Interpretation convened August 30 - September 4, 1988, at the University of Warwick, Coventry, England. Several hundred participants representing 22 countries attended, among them five official delegates from the US National Park Service: Michael Watson, Chief, Division of Interpretation, WASO; Marti Leicester, Chief Interpreter, Golden Gate NRA; Linda Finn, Interpretive Planner, Harpers Ferry Center; Gary Candelaria, Chief Ranger, Sitka NHP; and Cynthia Kryston, Chief of Interpretation, North Atlantic Regional Office. Other NPS'ers attended on their own: Warren Hill, Associate Director, Operations, Midwest Region; Joe Wagoner, Chief of Interpretation, Mammoth Cave NP; Linda Moon Stumpff, Supervisory Park Interpreter, John Muir NHS; Janice Killackey, Park Ranger, Longfellow NHS; and Nora Mitchell, Natural Resources Management Specialist, North Atlantic Region.

The theme of the congress was Preparing for the 90s. The program included many concurrent sessions at the host university as well as a variety of field trips to nearby sites, including Ironbridge Gorge, Warwick and Kenilworth Castles, the Coventry Museum of Road Transport, Stratford-upon-Avon, Peak District National Park, and others.

The purpose of the international gathering was for managers, planners, and academics from developed and developing countries to learn from each other's experiences in presenting and interpreting heritage sites. Chairman John Foster stated, "As we move towards the 1990s and the dawn of a new century, in this crowded world of ours the need for people everywhere to understand the importance of protecting their environment, both natural and manmade, becomes ever more crucial to the overall health of the planet. We who are involved in heritage presentation and interpretation have a significant part to play in promoting that understanding."

The following pages are devoted to the impressions of several of our delegates.

Hands Across The Waters

Gary Candelaria
Chief Park Ranger
Sitka National Historical Park

To paraphrase the Westminster Abbey epitaph of British architect Sir Christopher Wren, if you seek a partnership, look around you. This, indeed, could nicely serve as the motto and lesson of the Second World Congress. More than three hundred participants from around the world met to describe their plans, successes, and failures in the fields of interpretation and conservation. For five days there reigned an atmosphere of cooperation and sharing that transcended the miles, politics, languages, and economics that routinely divide the planet's peoples.

Partnerships aplenty exist; opportunities for new exchanges abound. The presentations made by National Park Service representatives at the congress were, in many cases, like hands extended to the international attendees, invitations to take what the NPS has learned and build upon it. I recall a Danish park manager almost knocking me over in his eagerness to talk with Joe Wagoner about interpretive training. The Dane excused himself, saying "I must talk with Joe Wagoner! He has exactly what I need to train my staff!"

This is not to say, of course, that even experienced veteran Park Service interpreters could not learn from their foreign colleagues. Difficulties and disasters abroad shook warning fingers at us regarding uncontrolled development, atmospheric and water pollution, commercialization, and politicalization. Sessions describing international activities in museum interpretation, marketing, visitor services, interpretive research and evaluation, and historic preservation were filled with ideas that have direct application at home.

During session coffee breaks, I, and I suspect all the Americans present, was surrounded with the sound of exchange. The din of conversation was almost deafening, but it was profitable, constructive chatter. Partnerships, and friendships, valuable even though many were informal and short-lived, fostered the feeling that we

are all in this game together, and if our side is going to win, we had best play as a team.

Of course the congress was not all business; there was much to sing and dance about. Tours, receptions, banquets, an evening at Stratford-upon-Avon, and a historical reenactment and picnic gave ample time to relax and enjoy each others' company. In recreating, as well as in working together, I think that the participants grew closer together as professionals and as people. We learned about each others' lifestyles and interests, and we learned that we are not all that different, regardless of where we called home.

Professionally, I am sure that all of the congress attendees benefited from the time spent away from home and office. We all had more opportunity to share than it was possible to accommodate. I would suspect that many enduring and beneficial liaisons were forged by this meeting of minds and hearts. I would not be surprised to learn that Joe has been invited to take his interpretive show on the road to Copenhagen, or that any of the NPS delegates have found that ideas received, as well as ideas offered, have played a part in their jobs since returning from England.

Though English was the official language of the congress, it wasn't, and isn't words that tie us together. All of the agencies, nations, and peoples represented at the Second World Congress are trying to do the same job we are involved in here. We share the same hopes and challenges. It isn't enough for one agency or nation to succeed. Ultimately, we all must make it, or none of us will. Those farther down the road must help those just starting, and those who have yet to start, if our progress to this point isn't to become meaningless. This is the lesson of international partnership. It isn't words, it's the world we share. Her fate will be ours, and we owe it to ourselves to work together, to be partners, for her sake, and for our own.

An Appeal

Linda Finn
Interpretive Planner
Harpers Ferry Center

An eloquent appeal for help by one of the speakers at the congress made quite an impression on me. He represented a country with minimal staffing and funding for parks, where the environmental interpretation program is described as experimental.

His was a request for assistance that probably could have been echoed by many third world countries, had they been in attendance. However, the list of participants of the congress contained very few from fledgling systems. Presumably they could not afford it. It seems that the sharing of experiences occurred mostly among representatives from developed countries.

Probably not a single one of those from relatively affluent countries, including the US, would describe their situation as optimal, with as much funding and staffing as they wanted. The recent *Interpretive Challenge* put the backlog of interpretive media needs in the US National Park System at more than \$180 million dollars. Certainly I and my fellow planners have been frustrated over the years at planning projects that may or may not ever be funded. Despite our real and legitimate needs, when the park systems of developing countries are compared, it sheds a new light on the sub-

ject. The constant stream of foreign visitors at Harpers Ferry Center makes the same point; they are impressed with the idea of a central interpretive media center but few feel they can dream of such a facility for themselves.

All of this made me wonder if we, the interpreters in the developed countries, could do more to help—to organize an effort to generate useful material for park systems in need, and as a byproduct, feel more a part of a world community of park people. This is not to overlook the projects that have been accomplished over the last several decades, but to suggest that new methods be added to our repertoire. Could how-to material we already have produced be adapted in a systematic way for parks in other countries?

Perhaps the next World Congress could be organized around a partnership initiative. The activities common to all interpretive programs—recruiting and training, program presentation, funding, developing support and clientele, media production, and so on—could be treated in workshop sessions that were designed to assist developing countries. To insure that they were in attendance, a system of grants and sponsors should be created. The congress could also be a platform for launching a subsequent program in which existing guidelines could be selected for reproduction and translation. At the congress the areas to be covered by such material could be selected and a committee appointed. The members might hold office for the period between congresses. After each three-year period a report would be made on accomplishments and a new action program and committee selected.

Some thought should be given to the inherent problems in adapting our solutions to low tech situations and to insuring that we were not promoting uniformity. Who wants to travel to an exotic corner of the world and find the same interpretive approach as they would encounter at home? Where salary levels are low, populations high, and a craft tradition still exists, a different tack might be taken than big investments in formal media presentations.

Another consideration in adapting material to other park systems would be to concentrate on the general principles, editing out specific details that were designed to serve a particular budgeting or other administrative process.

The first congress was held in Canada in 1985; the second in England in 1988; the third is scheduled for Hawaii in 1991. It doesn't seem out of line to suggest that the third congress should benefit the third world.

Beyond the congress, there are other possibilities—pairing of parks, for instance. Parks in developed countries that felt able to handle it could select a park in the developing world to big brother (in the benign sense). It could be one with similar resources. Together they could explore ways to share.

Sponsoring congress participants from the third world, producing written material in various languages, and other initiatives will cost money. Perhaps we should be looking for new sources of funding for some of this. Recently, I discovered in Washington a bookstore that offered titles produced by the World Bank. There were a number related to tourism, even some specific to natural and cultural parks. It may be worth exploring joint efforts, espe-

cially in view of the changing direction of some World Bank programs. Other nontraditional funding sources may be out there waiting to be tapped. Recently I learned of a program to be funded by the US Agency for International Development; it is a multi-million dollar project to develop an environmental education program for a Central American country. This, of course, is the ultimate—providing material specific to the needs of a particular country. Until all developing countries achieve similar programs, perhaps an ecumenical effort along the lines described above could be spearheaded under the aegis of the international interpretation body—the World Congress.

In short, the week I spent in Coventry, England, was a thoroughly enjoyable and educational experience. Among other things, it stirred me to wonder how we could improve our international partnerships, particularly in interpretation.

Focus On Marketing

Marti Leicester
Chief of Interpretation
Golden Gate NRA

The most exciting session of the congress for me was the one presented by a sociologist, Dr Terence Lee, on structuring interpretive programs and exhibits to actually produce attitude changes in park or museum visitors. This has always been my primary interest in the profession of interpretation, but I had not been successful in finding much information about this subject. Dr Lee gave a crash course in the basics of how attitudes are formed, how exhibits in museums and experiences at an interpretive farm were evaluated to measure attitude change, and best of all, he provided an extensive bibliography for further study of this subject. The session on how to develop museum exhibits for maximum educational effectiveness was also useful along these same lines.

I have learned that the field of sociology is the place to conduct further research on producing attitude change through interpretation; that in the private sector this field is called market analysis, and that I am committed to finding new ways to better evaluate the effectiveness of interpretive exhibits and programs. To this end, I have been successful in obtaining a visitor mapping survey for Golden Gate National Recreation Area for 1989 and I am working with the GGNRA superintendent on the Marketing Task Force for the 21st Century Task Force. I am also discussing this concept of attitude change with university professors and interpretive consultants as I work to institutionalize an approach to this topic that we can use at the park. In 1989 our test project for interpretation and attitude change was with biodiversity theme programs.

The second most powerful session for me at the congress was presented by John Broome, CEO of the British theme park, Alton Towers, a highly profitable amusement park. The key to the success of Mr Broome's company is his attention to and reliance on market research. He has at his fingertips, before planning the programs that will be scheduled into his amusement centers, the complete demographics of who the visitors will be, what they like to do, how much time and money they will be willing to spend, and what is most effective in terms of facilities and programs. His business approach rests on two major principles: provide multiple layers of experience to insure that people will enjoy their visit (a

goal of interpretive programs as well), and provide a healthy budget for market research.

When I asked Mr Broome how government agencies, who so badly need market research information, could ever hope to achieve the data he invested so much to obtain, he looked at me and said bluntly, "The role of government is to provide the infrastructure and let the private sector run the services." The room gasped! I'm still considering what he said; he wasn't just talking about concessions and may have been presenting a future scenario for interpretation.

Beyond the formal congress sessions, meeting and talking with the people was the most intangible and yet the most valuable experience of all. The two most moving conversations I had were on a bus with a man from Ethiopia and with two of my own countrywomen. The man from Ethiopia talked to me for an hour and a half on the bus ride back from the Peak District about the struggle to provide interpretation in his country and the pressing need to do so as part of the effort to save the endangered animal species there. The conversation with my two countrywomen involved the art of storytelling and the appropriateness of a non-Native American telling American Indian legends. It was an experience in cross-cultural communication. On another bus ride I had an exciting and nervous-making conversation with two Irishmen: one Protestant and the other Catholic. Somehow all managed to keep the peace.

My overwhelming experience of the week was of how very big the world is. Attending the congress was an unforgettable experience and one that I hope will also have as many benefits for interpretation at Golden Gate NRA as it did for me personally.

Some Overall Observations

I was honored to be part of the official National Park Service delegation to the Second World Congress. I made several overall observations about the congress, with implications for partnerships in interpretation at the national and international levels:

- The NPS is recognized, almost revered, as a world leader in interpretation, especially in personal interpretive services, interpretive training, and interpretive media.
- Freeman Tilden has a world following.
- Those who have studied NPS Interpretation from other parts of the world (the Danes in particular), observe that NPS Interpreters and other NPS Park Managers are the best in knowing about their resources and in having sound interpretive techniques for communicating about those resources to the visiting public. However, they feel that we do not know enough about the communities beyond our park boundaries and what parks mean to local community groups.
- Interpretation as a discipline is being embraced worldwide in the private sector and money can be made practicing it. The definition of Interpretation has much broader meaning worldwide than it commonly does in the NPS.
- Participants in the congress felt that most public or governmental interpretive efforts are not receiving the funding necessary to keep the quality or quantity at even minimum levels.

Michael D Watson
Chief, Division of Interpretation
WASO

- The term “Ranger” is well accepted internationally as one who interprets. The term “Interpretation” seems to be well accepted around the world by the professionals attending the congress.

If you want to learn more about the Second World Congress, look up the excellent proceedings from the Second World Congress entitled *Heritage Interpretation Volume 1 (The Natural and Built Environment)* and *Volume 2 (The Visitor Experience)*; edited by David L Uzzell; Belhaven Press; London and New York; 1989. They are tremendous references for interpreters and contain much to think about pertaining to interpretive partnerships.

“Triangle Trade” On The Far Frontier: Ranger, Priest, and Commissar

Gary Candelaria
Chief Park Ranger
Sitka National Historical Park

It is interesting that the popular definition of “interpretation”, translation from one language to another, has played a major role in furthering the field of NPS interpretation. Language interpretation has been a necessary part of one of the more unusual, if not unique, recent partnerships in interpretation, between the United States, represented by the National Park Service, the USSR, and the Orthodox Church. The focus of much of the Soviet-American partnership has been, not surprisingly, Alaska, specifically the Bering Strait and Sitka. It is in Sitka, the former capital of colonial Russian America, that the partnership has, thus far, seen its greatest flowering.

To look back upon the historic roots of Russo-American interaction is to look at the history of colonial Russian America. Imperial Russia was the last European power to enter the colonial scramble in North America, following Vitus Bering’s 1741 sighting of Mt St Elias. Russia was the last European colonial power to withdraw from North America, departing on October 18, 1867, some four months after Great Britain turned British North America over to the new Dominion of Canada.

During the 126-year history of Russian America, Americans, as British colonists and US citizens, were major partners, collaborators, trouble-makers, and rivals to the Russians. During this tumultuous period of history, the fledgling United States and autocratic Imperial Russia were friends, even to the point of being diplomatic allies against perfidious Great Britain and haughty imperial France.

It is widely held that Russia’s support of the Union cause, however self-serving and shallow it may have been, was instrumental in the decision of the federal government to accept Russia’s offer to sell Russian America for \$7.2 million. Whether this is indeed the case or not is not important here. What does matter is that the United States and Russia have had a strong, at times even warm, relationship since the earliest days of the Republic. It has only been in the last forty years that the two governments have had more differences than commonalities. And, as is typical of international squabbles, it is not the peoples of the two nations, the United States and the Soviet Union, that are at odds, but their competing political, economic, and military philosophies that threaten world survival.

For forty years, it has been difficult to exchange information and visits between the Soviet Union and the United States. For forty years, a once free and invisible boundary between families and cultures has been closed and closely guarded. For forty years, Alaska, nee "Russian America", nee "Alakchak", has wondered, like an adopted child, what information one of its natural parents, the Soviet Union, formerly Imperial Russia, might hold about its distant childhood. Now, almost as suddenly as the old partnership and World War II alliance ended, the curtain is lifting as each side reaches cautiously across the Bering Strait once again.

A new partnership is being forged between Washington and Moscow. Its effects are being felt, however, far beyond the capitals. Nowhere has the renewal of old ties been seen more strongly than in Sitka. Once again Russian is heard where it was once the everyday language of business and life. Since 1987, more Russians have visited Sitka than in all the preceding 120 years since the transfer of Alaska. And, as in the days when Sitka was called New Archangel, they are here as partners, but not to trade for furs, ice, timber, or fish as of old; this time the exchange is for knowledge, and for a sharing of the things that tie us together.

The National Park Service, while not the only trading partner in this revival of Russian/Soviet-American exchange, has been one of those to benefit. The most immediate beneficiary has been Sitka National Historical Park. As the only national park system site to deal with the history of Russian America, Sitka has long been in need of assistance from the Soviet Union in improving the park's historical data base and in aiding with the restoration of the 1842 Russian Bishop's House.

The House, one of only four Western Hemisphere structures remaining from Russian American times, has been undergoing restoration for the past 16 years. The task has been greatly complicated by a lack of knowledge about historic Russian construction techniques, decorative arts, lifestyles, and furnishings. What information was available in the west was incomplete or of a secondary nature, and, most frustrating of all, in Russian (obviously).

Attempts, begun in the early 1970s and continuing through the 1980s, to contact Soviet specialists in log architecture and decoration yielded no results. The cables and letters were either never received or were ignored. A major difficulty was in knowing whom to address and how to get in touch with them. Russian America, though of great significance to Alaska and to our Nation's history, was a little studied, little known field. Park Service researchers were breaking new ground in compiling their studies and histories, and in translating documents found in the US National Archives and the Library of Congress. What Soviet archives held, where they were, and how to get to them were questions without easy answers. Legendary Soviet secrecy seemed very effective at repelling our requests for information.

Our first break came in late 1987. As President Gorbachev's "glasnost" and "perestroika" policies began to take hold, we found that avenues of access did exist, one of the best being the EPA's US-USSR Joint Commission for Cooperation in the Field of Environmental Protection. As a member in a working group of the Commission, the NPS contacted Soviet architectural specialists

who agreed to review the Russian Bishop's House draft furnishing plan, along with other House interpretation and restoration plans and studies. Initial exchange took place with Harpers Ferry Center, WASO, and Alaska Regional Office staff. The Soviet response, while critical on many points, was encouraging.

In the spring of 1988, the Soviet Union sent a two-member team to the United States to provide assistance in planning the furnishing installation and to review the final decoration effort. The Soviets met with NPS managers, planners, designers, curators, interpreters, architects, and historians in the Russian Bishop's House that June. For three days the two teams hammered away at the existing plans, modifying them for accuracy, adding new information, and giving instructions on finishes, arrangements, and appearances. The Soviets also tore into the finished restoration work, here giving words of encouragement, there giving lessons and admonitions. By the end of the session, our visitors pronounced themselves satisfied with the NPS effort, and hinted that a delegation of Soviet dignitaries might attend the dedication of the Bishop's House that October.

On October 17, 1988, a two member, high-ranking delegation from Goskomarchitectura, the Moscow-headquartered architectural ministry, arrived to take part in the dedication ceremonies at the Bishop's House. Glasnost "flowed in the streets" of Sitka, as the delegation dashed from reception to reception, and added words of encouragement and congratulation to the formal end of the 16-year restoration of the Bishop's House.

The building they came to dedicate speaks to visitors in ways that require few words. The image and drama of the restored House are due in no small part to the involvement of the Orthodox Church in America, heir to the 19th century Russian Orthodox Church, in the restoration. As the third partner in this restoration, the Church has been deeply involved from the start.

The Church sold the Bishop's House property to the National Park Service with the intention that the building would be restored. As the residence of every Orthodox bishop to serve the Alaskan diocese until 1969, the House holds great meaning for the Church. The significance runs even deeper, since the first resident of the House, Bishop Innocent, is now St Innocent, Apostle to Alaska and Enlightener of the Aleuts in the Orthodox calendar of saints.

Many of the major artifacts in the restoration are on loan from the Orthodox Church in America. Church clergy, including Metropolitan Theodosius and Bishop Gregory of Alaska, linear successor to Innocent, have personally assisted in the sale, restoration, interpretation, and dedication of the Bishop's House. The second floor Chapel of the Annunciation has been restored to its appearance during Innocent's tenure. On October 16, 1988, it was reconsecrated by Bishop Gregory, and is again a functioning Orthodox chapel.

Diocese records, liturgical guidance, theological information, and translations from original Church Slavonic documents have been instrumental in bringing the Bishop's House restoration to its present state of accuracy and exactness. The very nature of Orthodoxy, its unchanging forms and dogmas, has helped make the arrange-

ment of furniture, chapel contents, icons, and accessories close to—if not exactly like—they were during Innocent's time.

This most unusual triumvirate, this "troika" of the Park Service, the Soviet Union, and the Orthodox Church, continues to bear marvelous fruit. In June and July, 1989, a team from the Alaska Region spent two weeks in Leningrad and Moscow, seeking information, ideas, and artifacts, and preparing to designate a conservation unit that will span the Bering Strait. This past August, a Soviet-American team spent three weeks visiting candidate areas in Siberia and Alaska. Two Soviet architectural students spent the past summer surveying historic Orthodox churches throughout Alaska and visiting Russian American colonial sites. Bilateral translation and research projects are on the drawing boards.

And still it goes on. Even now, a year after the formal end to the Russian Bishop's House restoration, new information from Soviet specialists and archives and ongoing Church advice and involvement have wrought changes in House interiors and interpretation. Such changes will, no doubt, continue for years to come, for in the study of Russian American history, in the restoration of Russian American buildings, and in international exchange, the mines have much rich ore yet to be discovered. It is a challenge of international proportions, one that can only be met by working in harness with good partners, and good friends.

Scouting For Partners

Al Werking

National Park Service Scouting Coordinator
WASO

Of all the audiences attending the National Park Service, the Nation's youth, particularly those represented by youth organizations such as the Boy Scouts, Girl Scouts, 4-H, Campfire Girls, and Indian Guides comprise a critical mass.

We have the opportunity to develop within the largest, best known, and most respected of all the Nation's/World's youth organizations future citizens who know, understand, and support the Service's mission and programs. From this group will come many voters and elected officials who will determine the future of the Service and the entire conservation/preservation/environmental movement. Many members of Congress speak proudly of their association with youth organizations and programs. The same is true of leaders at the state and local levels.

An appreciation for the Boy Scouts' leadership in establishing cooperative working relationships with conservation organizations is obtained by studying their history, objectives, and modus operandi. Such an understanding is vital to anyone hoping to establish and manage cooperative working relationships with them.

Experienced Scout leaders are familiar with cooperative agreements. Local Scout units enjoy a substantial measure of autonomy; volunteer leaders have great latitude to interpret much of the program. Therefore, Park officials will find that different leaders have varied interpretations and levels of understanding of the relationship. This need not be an impediment to Park staffs in their efforts to work with local Scout leaders and officials. The secret in dealing with the variations is in understanding their origins.

The major emphasis in the citizenship element of the Scouting program is that of **Service** to others. Each local unit (Scout Troop, Cub Pack, Explorer Post) is required to include **Good Turn** projects in its annual program. Individual Scouts must complete service projects for each of their rank advancements. The culmination of these projects is the Eagle project where the Scout initiates, plans, and supervises the entire activity.

Scouts perform the type of work needed by a cooperating organization. Park Service properties often provide ideal locations for Scouts' service activities. With imagination, we can make the opportunity work for all of us. For example, "The Garrison", Fort Stanwix National Monument's Volunteer in the Parks organization sponsors an Explorer Scout Post whose program specialty is living history interpretation. The members of the Post are VIPS who serve as actors in the living history presentations and demonstrations at the Fort.

The variety of projects that can be carried out in parks is limited only by imagination. Several hundred service projects have been conducted in National Parks over the last few years.

Many of the Scout projects are of the litter pick-up type. One of the most dramatic projects was the flood debris clean-up of the C&O Canal in the summer of 1988. By the park's estimates, the Scouts' clean-up assistance saved the Government more than \$750,000.

Scouts camping and/or working on System properties are a captive audience for our interpretation. Too often we have failed to capture the opportunity. Too frequently Scouts have left the park unit knowing little more about the Service's mission and programs than they did upon arriving. Regrettably, they return home to remember the Ranger as the person in the Smokey Bear hat who had the Scouts cleanup other's trash.

Volunteerism is something else we will never have to explain to a Scout leader. Service to others is what Scouting is about. The national youth programs comprise the largest volunteer group in the Nation. The Boy Scouts, with 1.1 million members, is, by far, the largest single group of its kind. These volunteers are dedicated to, and trained for, public service. Recognizing the current interest in volunteerism, it is logical for the Service to do everything it can to capitalize on this force. Many Service employees, particularly those who are adult Scouters, are of the opinion that the Service has not begun to tap this potential.

An NPS field unit can sponsor a Scout unit in the same way as can a church, service club, or other community organization. Participation in a local Scouting program has proven to be an excellent way for NPS personnel to work with community leaders. Many doors are opened to the Service in this way.

It is Scouting's view that it does not increase the demands placed on the leadership or other resources of their sponsoring organizations or the communities in which they operate. Rather, Scouting provides a program of youth education and development. The program is offered to any organization that already has the same or similar goals. When an organization expresses an interest in sponsoring the program, the Boy Scouts conduct studies to determine whether sufficient congruence exists between their goals and the goals of the potential sponsor.

Once satisfied that genuine goal congruence exists, the Scouts offer to enter into a cooperative agreement. The Scouts agree to provide the program, leadership training, and various program helps as well as the management structure and professional staff. Operation of the local program remains in the hands of the local community organization. Additionally, the sponsoring organization agrees to provide a meeting place and adult leaders.

The agreement gives the local organization a charter to use the Scouting program within rather wide parameters. The charter allows the sponsoring organization to tailor the standard program to fit its specific needs. These flexibilities result in a substantial measure of autonomy in local units.

Each Explorer Scout Post builds its program around a primary interest area/specialty. Interest specialties in park-sponsored units could include search and rescue, fire fighting, trail maintenance, law enforcement, emergency medical service, backwoods patrol, or any of several dozen other topics of mutual interest to the youth and the Service.

From a recruiting and future staffing point of view, sponsoring a Scout unit is another way for the Service to enlist VIP assistance. It can also instill youth with the NPS ethic and give us an opportunity to encourage the best of them to consider careers in the Service. (Many current Park Service employees tell how their interest in the National Park System started with a Scout sponsored activity in a National Park.)

Scout meetings have program requirements that provide numerous opportunities for NPS interpretation. From Troop, Pack and Post meetings; to leaders' roundtables; to boy/girl and adult leader training courses; to operating committee and District meetings; to sessions of the Council Executive Board, Scouting officials are looking for folks to present programs directly related to cultural and natural resource conservation and preservation issues.

The above discussion makes a strong case for developing the closest possible cooperative working relationship with the Boy Scouts of America and the other youth service organizations.

NPCA and the NPS: A Seventy-Year Partnership

Annie Brittin
Bruce Craig
National Parks and
Conservation Association

As the National Parks and Conservation Association enters its 71st year, the partnership between the National Park Service and NPCA continues to grow stronger. Throughout the history and growth of the national park system, NPCA and the Park Service have shared common goals and organizational ties in the defense of America's national park system.

On August 25, 1916, Congress passed that all too familiar "Organic Act," legislation giving birth to the National Park Service. The new bureau was charged: "to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

In order to promote national parks and monuments and to encourage the expansion of the National Park System, Stephen Mather, the first director of NPS, along with his good friend Robert Sterling Yard, organized a small group of men into the National Parks Educational Committee. Included in NPEC were the presidents of major conservation organizations, civic associations, scientists, and scholars including Theodore Roosevelt. In 1919, the National Parks Association sprouted from NPEC. It was this organization founded “to defend the National Parks and Monuments fearlessly against assaults of private interests and aggressive commercialism” that evolved into the National Parks and Conservation Association.

Since the inception of the Association, public “education” has been a primary objective of NPCA. As early as 1919 Association literature described the national parks as “universities” with more than a half million students coming to class each year. Mather noted though that class was often being held without teachers. As a consequence, Mather envisioned that a National Park Association could assist in “informing and educating” those who visited the parks.

Robert Sterling Yard, a colleague of Mather on the New York *Sun* newspaper (and the individual Mather had selected to serve as the Park Service’s first public information officer), resigned from Federal service and became the first Executive Secretary of the new National Park Association. Mather told Yard, “with you working outside the government and with me working inside, together we ought to make the National Park System very useful to the country.”

Mather believed the restrictions of a big governmental office limited him. He wanted groups on the outside to help him in his work, particularly on matters upon which a public official could not take a positive stand. The Association, he stated “would be wholly non-partisan and independent.” Mather believed the Association should have no official connection with government, but would work in harmony with the National Park Service. The Association became and today is just that—the only national, non-profit, membership organization that focuses exclusively on defending, promoting, and improving the country’s National Park System, while educating the public about parks.

Throughout the 1920s, Yard called upon a variety of organizations to support the NPA. The National Federation of Business and Professional Women and the US Railroad Administration, to name but two, helped NPA to protect the integrity of the parks. The Association came to be known as the organizer of coalitions to fight inappropriate park development schemes, a role NPCA continues to play today. For example, NPCA initiated the Everglades Coalition, a organization to defend and promote the preservation of the Everglades ecosystem.

During its first decade NPA’s priorities primarily focused on fighting to maintain the integrity of individual park units. Later, NPA expanded its attention to establishing “a sound national policy for the perfection of the system.” To this end, a joint NPA/NPS committee was appointed to study ways to preserve the primeval elements of the Park System while still making them accessible to visitors. The committee advanced criteria recommendations of what a national park ought to be. Included was a necessity for

primitiveness, a “lofty degree of beauty,” and national significance. Together the NPA and NPS began building a program to implement the committee’s vision for the national parks.

About this time, “education” began to hold a greater importance as a park “use” than recreation. The “interpretive” profession was born as naturalists and, later, historians began educating the public about parks in parks. Although the committee recommendations envisioned recreation as a legitimate secondary park use—realizing that recreation could be used as a vehicle “to bring the spirit of the visitor into accord with the beauty and inspiration of nature”—strict policies were suggested to prohibit the exploitation of the National Parks. Park concessionaires began to come under closer public scrutiny. Railroad and airplane terminals would no longer be promoted in parks. And new roads and new buildings would be built only “when the educational and inspirational efficiency of the park shall definably be served by such extension”

By 1936 a “system” of Parks was beginning to take shape out of a patchwork of District of Columbia parks, memorial parkways, historic and military sites, and of course, the national parks and monuments. After World War II, as the park system expanded, the Association also began to expand its interests into areas not always directly associated with the National Park System. NPA’s expanded scope included addressing such issues as the Army Corps of Engineers’ proposal to build a series of dams on the Potomac River; damming of the Moose River in Adirondacks and the protection of wildlife throughout the nation.

Along with the increased concerns with “external” park protection issues, the NPA became increasingly concerned about internal park deterioration. With the dramatic increase in park visitation in the late 1940s and 50s, the idea of regional planning was raised by the Association. How could the needs of visitors to primitive areas be balanced with purely recreational needs of the visiting public without effective planning? The NPA also began advocating positions not wholly endorsed by the Park Service, for example advancing the position that motor boating, skiing, and pleasure driving should be, in some cases, diverted to lands other than National Parks.

With the passage of the 1964 Wilderness Act (an undertaking in which NPCA took a leading role), the Historic Preservation Act in 1966 and the National Environmental Policy Act in 1969, by the late 60s, the NPA’s programs had continued to expand to a point where the Association was actively involved in protecting the parks from ever increasing air, noise, and water pollution. The Association often took provocative positions advocating land-use reforms, rural preservation, and lobbied for increased protection of National Parks from visitor overuse. Then in 1970, to reflect the Association’s expanded programmatic interests, NPA, sister of NPS, changed its name to the National Parks and Conservation Association.

Today, NPCA stands committed to preserving parks, historic properties, and unspoiled wilderness areas and seeks to insure that the National Park Service balances the System’s preservation needs with the Service’s legislative mandate to provide for visitor use. As the NPS’s best ally (and occasionally its constructive critic), NPCA focuses its activities on maintaining the integrity of the entire

Park System. The Association operates a land trust, conducts research on park issues, produces publications, operates a park education center, and, through citizen action, lobbies for legislation in order better to protect, improve, and preserve the national parks. Efforts on Capitol Hill focus not only on promoting new areas to round out the system (for example, NPCA was a leader in the long battle to establish 47 million acres of Alaskan parklands), but also focuses on influencing the Federal appropriations process to advance Park Service programs; NPCA works to see to it that parks receive an ever increasing share of the Federal budget.

A Partnership into the Future The well-being and continued expansion of the National Park idea resides in the efforts of citizen organizations such as NPCA. As partners in this endeavor the Association and the Park Service will continue to make the public aware of the history, mission, and importance of parks. The quest to build a strong citizen organization supportive of our National Parks is a never ending effort—a partnership between National Parks and Conservation Association and the National Park Service.

About This Issue

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Summer 1990: Education: Role of Interpretation
Autumn 1990: Interpreting Native American Culture
Winter 1991: Interpreting the Cultural and Built Landscapes

Editor's Note

In order to make *Interpretation* more truly a forum for the exchange of ideas among interpreters, we will include a selection of responses to articles in the form of Letters to the Editors. Please submit all letters to:

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