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UNITED STATES
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE
NATIONAL CAPITAL REGION
1100 OHIO DRIVE, S. W.
WASHINGTON, D. C. 20242

DIVISION OF INTERPRETATION, RECREATION
AND VISITOR SERVICES

To: Park Chiefs of Interpretation
From: Chief, Division of IR&VS
Subject: Ivory Tower Notes from Dave Dame, WASO, Chief,
Branch of Interpretation

The attached Ivory Tower Notes is in place of the proposed January issues of In Touch, an interpreters' information exchange. Instead, In Touch will hopefully be published in April. The attached material, however, was important to get to you for background purposes on what has resulted from the Servicewide Meeting Recommendations we briefed you on at the Park Chiefs Meeting last October.

I've attached a table of contents for your use.

You will note that there are no pages numbered 1, 2, 6, 36, 50 and 58. You are not missing anything. These page numbers were accidentally missed in WASO when the material was put together.

Further distribution of the material is up to you, but I would recommend all interpreters see it, especially site and area managers.

If you or others have any questions on the contents,
please call me at 426-6770. Thanks.

Ann Bowman

Enclosures

cc:

NCR Attendees to National Workshop
(Cooke, Mallen, Chandler)

Interpretive Skills Team Members
(Mayo, Doyle, Spinnler, McDowney,
Madison, Mallen, Olsen)

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interpreters
information
exchange

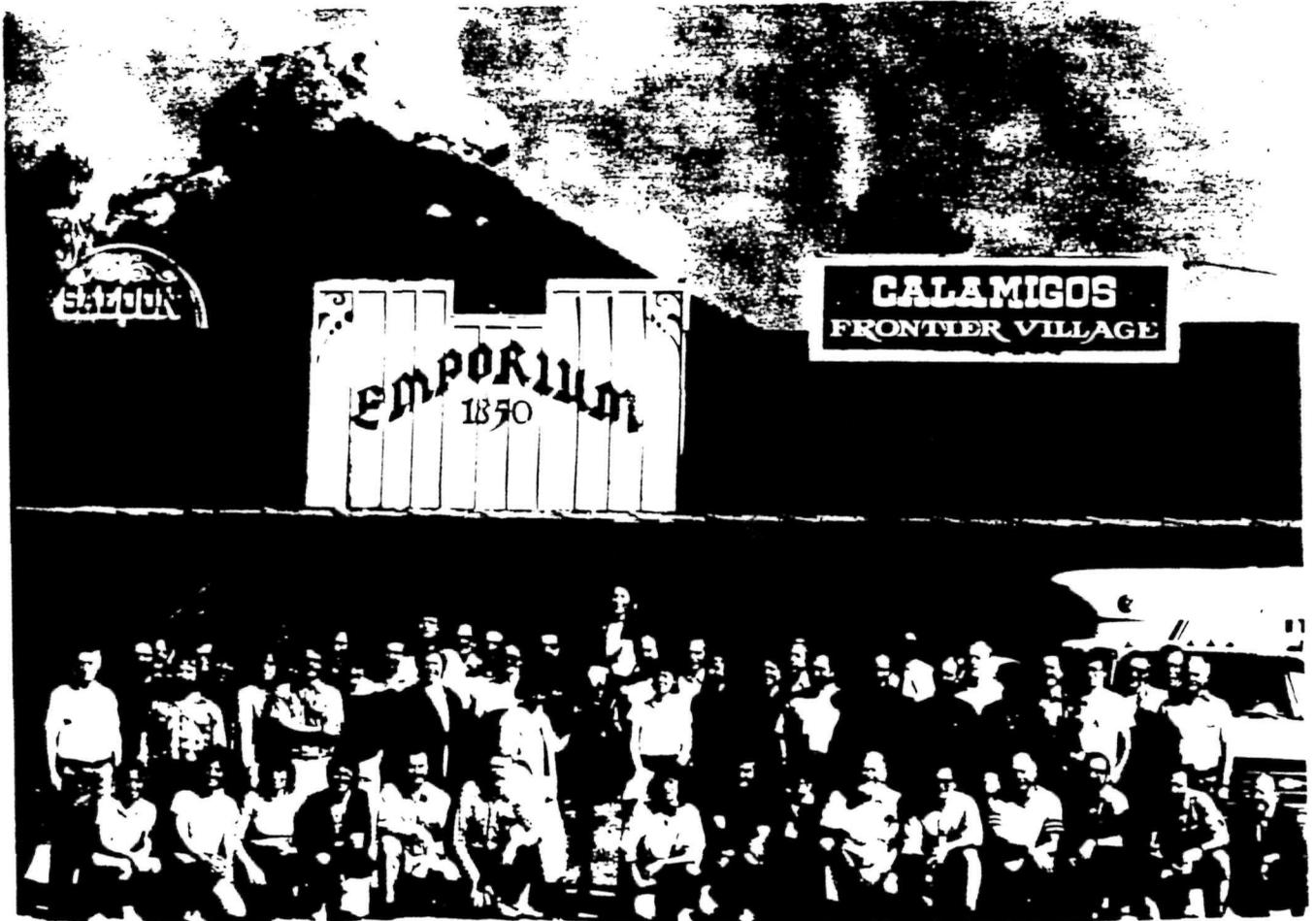
IN TOUCH

JANUARY 1986

produced
by and for
those people
concerned with
interpretive
and visitor
services

INTERPRETIVE DIRECTIONS

1986 ◊ ◊ ◊



NOTES FROM THE IVORY TOWER

Happy New Year to all. I hope it will also be a very productive one. As you can tell, "In Touch" is now back in production. We are using this start up issue to bring you up to date on what's been going on in interpretation. Future issues will not be total WASO productions, and they will have a new cover design and format. Roy Graybill will fill you in on the details in his comments.

The bulk of this issue is made up of; The report from the National Interpreters Workshop held at Santa Monica Mountains NRA in September; A transcript of the Directors comments at the workshop; Our Servicewide Goals and Objectives for FY '86; and Excerpts from a 1982 speech our Director made concerning Interpretation.

The last section of the Santa Monica report titled "Challenge - Creativity" mentions a Servicewide contest for interpretive ideas and creativity aimed at developing and implementing new program ideas and activities to help accomplish the Directors 12-Point Plan. The Servicewide goals and objectives are based on the interpretive implications of the 12-Point Plan. Study both the goals and objectives paper and the 12-Point Plan, then put on your creative thinking cap and start creating. Specific details on the regional contest, i.e. how to enter your ideas, will come from your respective regional offices. (note to regional chiefs; don't panic - I'll get the information to you as soon as we iron out a few details at this end)

Washington Office Misc.: I had hoped to be able to report on the filling of the vacant position created when Jim Murfin retired (the old Cooperating Association Coordinator position) but we are still waiting to make the selection. The Vacancy Announcement is out, it closes on Jan. 17, 1986. I assure you we will fill it as soon as we get the list of eligibles. The position description has been expanded to include the coordination of all private sector involvement in interpretation.

We will be asking a number of you to come in to the Capital City and give us a hand on special projects this year. They will range from small, one week or less task forces to single individuals on details of a week or longer, and cover a wide range of subjects and projects. Drop us a note if you would like to be considered, if possible include the times you feel you could get away from you park (or Regional office) and any subject you are particularly interested in.

NPS-6 and NPS-32: Yes, we know you have been patiently waiting for the final revised versions (so have we). Don't give up; both are nearing completion. We elected to hold them in abeyance until we could get a better feeling for the directions our new Director would like to see us go in these two programs. As you can tell from his talks and actions to date, he is strongly interested in both programs.

Freeman Tilden Award: In case you haven't already heard, the 1985 national winner was Walter E. McDowney, a GS-6 Park Technician from National Capitol-Parks, East, Kenilworth Aquatic Gardens. (now a park ranger - you know of course that there are no more park technicians). Congratulations Walter; keep up the good work.

Again - Have a happy and productive New Year, both personally and professionally.

V. Dave Dame

FROM THE EDITOR

As Dave mentioned, and as you can see, IN TOUCH is back in production. As in the past, it will be published quarterly (January, April, July and October) and I will be coordinating the project. It will be assembled, printed and distributed by this office, the major portion of the contents will again originate in the field, and its purpose will still be the same. But there will be some differences this time around.

Input from field areas will now be channeled through the respective regional offices and each region will have at least two pages in each issue. The regional Division of Interpretation will be responsible for collecting, editing, and sending to me enough material to fill its two or more pages, so you should send your contributions directly to your regional Chief of Interpretation instead of to this office. WASO divisions will also contribute as appropriate. We will not revive the cartoon page on the back this time around, and the cover illustration will be assigned to a particular region on a rotating basis.

We have made these changes because we want to be sure that IN TOUCH is truly an Interpreters Information Exchange, and not just another WASO publication. By directly involving interpreters at all levels in the production of IN TOUCH, we feel that that objective will be reached. But, the quality of the final product, and whether or not it meets your needs, depends on YOU. One of the major reasons that the previous seven-year run of IN TOUCH ended was because I could not get enough material from the field to keep it going. We hope that by increasing the participation in the production of IN TOUCH, and spreading out the responsibility, we can keep that from happening again. So, let's all work together to make this new IN TOUCH an even more effective means of Servicewide communication among interpreters than it was before.

Roy Graybill

MORE NOTES

You all have just recently gone through that excruciating process of submitting your Annual Interpretive Program Report, and are probably wondering what, if anything, we are doing with the result of all your blood, sweat and tears. Well, take heart! They are all here in our office and now it's my turn to sweat as I enter all that information into our computer. I've got all of the funding and staffing information entered and am slowly working my way through the Program Cost and Productivity Worksheets. Already the information has enabled us to quickly respond to Director Mott's requests for specific information on the Servicewide Interpretive Program, on a park-by-park basis, with much greater accuracy and speed than we ever could have before.

We want to thank all of you who worked on that report for the effort you put into it this year. We are very much aware of the problems and frustrations you experienced and apologize for not providing you with clear and easy to understand instructions and examples. I guess we just haven't figured out how to make something work perfect the first time around. We will be bringing in a detail of field personnel in a few weeks to go through that report, and your comments, with the task of straightening out the kinks and preparing a set of examples and instructions in a "cook book" style. By next year preparing that report will be a "piece of cake". (we hope!)

Roy Graybill

Martha Aikens has been out of town
She will bring you up to date in the next issue

Memorandum

To: Director

Through: Associate Director, Park Operations

From: Chief of Interpretation

Subject: National Interpretive Directions Workshop,
Santa Monica Mountains NRA, September 13-17, 1985

Fifty-four participants including forty-six interpreters representing all ten regions, the Washington Office and the Harpers Ferry Center gathered at the Calamigos Ranch in Santa Monica Mountains NRA. The purpose of this workshop was to; (1) assess current status of interpretation in the NPS, (2) to develop new directions and initiatives to help guide interpretation into the future, and (3) to develop ideas to implement the interpretive components of the 12-point plan. A copy of the agenda and a list of the participants is included in attachment #1.

Prior to this workshop, I requested each of the regional offices to develop a report on the status of interpretation in their regions. In addition, they each developed an information base showing trends in visitation, budgets, and permanent and seasonal staffing for the five year period 1980-1984. This information is in graphs in attachment #2. A summary of this information with comments follows:

ANALYSIS 1980 - 1984:

During this period, visitation increased by approximately 13% Servicewide. By comparison, the total Full-Time Equivalent positions (FTE's) available for interpretation increased by approximately 15% and the budget increased by approximately 25% over the same period. Based upon data that has been provided by the regions, it would appear that interpretation is in better condition now than it was in 1980. This is unfortunately not the case when the trends are analyzed.

INTERPRETATION STAFFING:

A breakdown of the 15% increase in FTE's for interpretation shows an increase in the number of FTE's used for permanent

positions offset by a decrease in the FTE's used for seasonal interpreters. The drop (10%) in seasonal FTE's more than offsets the increase in permanent FTE's. Over the five year period the NPS has experienced a serious loss of uniformed interpretive employees. This has occurred due to the following conditions:

1. Creating interpretive positions for new areas by converting FTE's that were for seasonal positions to permanents, and no new FTE's were added to the Service. Each FTE used to hire seasonals represents an average of 4.5 employees as compared to slightly over 1 employee per permanent FTE.
2. Assignment of collateral interpretive duties to other division personnel (protection, resource management, etc.), as additional duties which were then counted as an increase in the interpretation work force.
3. New interpretive positions added to the staff of the newly established parks. Older areas did not show staffing increases, while many reported reductions.

BUDGET FOR INTERPRETATION:

The total budget for interpretation at the park level shows a slight increase over the five year period. The Service's ONPS budget has almost doubled over this period. (see attachment #3) In reality, less money is available now than it was in 1980 once you consider the reasons for the apparent increase.

1. Inflation increases and cost of living pay raises.
2. Use of FTE's for permanent positions rather than seasonals results in increased payroll cost for fewer workers.
3. New funds appropriated specifically for programs and staffing in new parks. These funds did not provide help in the older established areas.

Servicewide an average of 95% of all interpretive funds are devoted to salaries and associated benefits, only 5% is available for all other expenses, supplies, materials, travel, new projects, etc.

One additional piece of information was requested from the parks. "Based on your own identification of what your minimum level interpretive operation should include, do you feel your park is operating at this level, above it, or below it?" 60% reported that they were operating below minimum level; 40% were at or slightly above the minimum level. With very few exceptions, those parks who reported being at or above the minimum level of operation indicated that this level was possible only because of the use of volunteers, SCA's, or other non-NPS help.

Over the past five years, interpretation has sustained an overall reduction in operational effectiveness. Given federal budget actions over this same period, the reduction in interpretation has not been as drastic as many interpreters believe. The parks are being interpreted and our visitors are receiving quality services, but the quantity of program options is very limited, especially during the off seasons.

SUMMARY OF ANALYSIS:

The number of positions for interpretation relative to the number of parks and the number of visitors has declined since 1980.

The relative budget for interpretation has decreased since 1980.

REGIONAL REPORTS AT SANTA MONICA MOUNTAINS NRA:

Major Concerns and recommendations:

A number of concerns and recommendations for actions were presented by the participants and regional offices. Those that were most frequently cited include:

1. Interpretive Media, Production and Rehabilitation Backlog.

The general feeling was that while the Harpers Ferry Center produces quality products and services for the parks, the center does not have the budget or staff to keep up with the needs of the program. Every year that goes by results in a larger backlog of desperately needed rehabilitation and new media production.

RECOMMENDATIONS

Develop and implement a multi-year program to bring

visitor interpretive facilities and media up to current professional quality standards.

A. Service-wide Survey of Media and Facilities Needs

STATUS: Survey is now underway through the regional offices.

B. Increase Harpers Ferry Center Staffing and Budget:

STATUS: Details of needs have been developed at a series of meetings with Mark Sagan.

C. Establish Regional Cyclic Maintenance Funding for Interpretive Facilities:

STATUS: Two of the regions have this in effect and are making steady improvements on their backlog of needs as a result.

D. Establish Quick Response Team Capability at HFC:

STATUS: Plan has been developed by the Harpers Ferry Center but is dependent on additional staffing.

ACTION NEEDED:

Schedule a briefing session with the Director, Deputy Director, Marc Sagan and Dave Dame to review the scope of the problem and make decisions on the recommended increases in staffing and budget for the Harpers Ferry Center.

2. Free Park Brochures:

The program of converting our park brochures from free distribution to sales items has been underway for two years. We now have approximately 40 parks in the sales program with another group ready to begin when their next print run is scheduled. Park management and the regional offices have concerns. The primary reasons for concern are: (1) the potential for tort claims resulting from our not informing our visitors of hazardous situations, (2) park resource damage resulting from the lack of information reaching our visitors, and the cost in time, dollars, and the loss of quality in producing "homemade" free handouts to insure that the basic park information reaches our visitors.

Once a park has entered the sales program then that park can not return to free distribution until the next printing of brochures is scheduled for their area, usually in two years.

RECOMMENDATION:

Provide a final solution to the park brochure problem. Decide if they will be provided free or sold to the public? The indecision is causing unnecessary stress and confusion, the parks don't want to develop a sales program if they are going to go back to free distribution.

STATUS: Each region has been requested to obligate funds to the Harpers Ferry Center publications program to carry the program for FY'86.

ACTION NEEDED:

A final decision must be made now on a sales verses free distribution program, and if it is for free distribution, how are we to fund it?

- a. A request for a waver from OMB is necessary from your office in order for the Service to go back to the free distribution of our park brochures. OMB mandated the sales program.
- b. Provide funding increase for Harpers Ferry budget to print enough brochures for parks to adequately meet visitor needs. An increase of \$500,000 per year to the publication budget is contained in the proposed fee legislation. Absent the approval of this legislation, we will continue to have the problem unless we identify another funding source for the increase.

3. Funding and FTE's for Interpretation:

The lack of a consistent level of support for interpretation was a major concern. Our record has been one of alternating periods of feast and famine making it very difficult to develop and maintain a sound program.

RECOMMENDATION:

A. Staffing/Funding:

An increase in interpretive budgets and staffing to bring all parks up to the identified minimum level of

personal services interpretation, as well as realistically accommodate the Director's mandate to increase the quantity, quality, and variety of interpretive services. The essential need is to rebuild the decimated seasonal workforce. It is understood that this would have to be a gradual program due to the realities of our budget and FTE ceilings.

STATUS: Limited effort over the past year by the regional offices but extensive work remains.

B. Performance Standards:

Incorporating specific performance elements for interpretation into all regional directors and superintendents performance standards.

ACTION NEEDED: Directive to all regional offices.

C. Uniformed Employees:

Increase NPS visibility by requiring each park to have uniformed employees at primary public contact points (to the degree that budget and staffing permits); we should also require all employees in public contact positions, including superintendents to wear the NPS uniform while on duty. This would involve special consideration for areas that have extensive costumed "living history" or demonstrations.

ACTION NEEDED: Directive to all Regional Directors.

D. OPERATIONS EVALUATION:

Analyze the staffing and funding levels for interpretation through the operations evaluation and make recommendations for changes to the regional directors.

STATUS: Operations evaluation is now underway.

4. Interpretive Training:

A backlog of interpretive training needs was identified by a majority of the regions. Despite the significant gains made in the past three years and the dramatic increase that has resulted this year from your approval of the new interpretive training and development program, we still

have a large backlog of untrained interpreters. One of the regional reports cited the following figures:

"In the region's permanent employee interpretive workforce, 37% have had no formal training in interpretation in the last 5 years. Less than 4% of this permanent workforce have completed the recommended (not mandated) minimum core training curriculum in interpretation. Only 8% of our interpretive program managers have completed formal training in interpretative program operations and program management. This lack of updated skills training permeates the park's interpretive staffs, affecting the quality of seasonal and volunteer training and supervision."

While this is a "worse case" situation, the general problem is a chronic deficiency, the result of neglect during the late 1970's and early '80's. The most frequently cited concerns were; (1) a lack of regional financial support for the training provided by the Regional Interpretive Skills Teams, interpreters and (2) the shortage of professional interpretive staff in the parks and the resulting difficulty of releasing interpreters from their duties to attend training.

RECOMMENDATIONS:

A. Service Standards for Interpretive Training:

The participants endorsed the draft "Interpretive Development and Minimum Core Competencies Plan" that you approved in August 1985. They recommend that it be formally approved and transmitted to all the regional directors for implementation.

STATUS: Plan will receive final revisions at the interpretive instructors workshop in January. It will then be ready for transmittal to Regions.

B. Regional/Park Funding:

Each region should be instructed to provide funding for the skills team instructors to conduct the necessary training to bring their region up to standards.

STATUS: All regions have at least one skills course scheduled for this year. Some are funded by the park benefiting account rather than through the regional training accounts.

ACTION NEEDED: Instructions to the regions for balanced funding of interpretive training.

C. Professional Level of Training:

Identify a basic level of training and/or comparable experience as a requirement for Chiefs of Interpretation or combined positions involving the management of interpretation. This would enable interpreters to compete equally with protection/resource management candidates for the combined jobs and stop the practice of using interpretive positions as a dumping ground for employees who have failed at other assignments. It would also help in establishing interpretation as a recognized professional occupation.

STATUS: Information can be extracted from the Interpretive training and development program.

5. Lack of Advancement Opportunities, Career Growth, Transfers:

We have come a long way in the past few years. This is a well documented problem servicewide for all employees and not unique to interpretation.

RECOMMENDATION:

More use of special details and task force assignments to provide career growth and diversified experience for field interpreters.

STATUS: (1) We have requested funds in our FY'86 program to implement this recommendation at the Washington Level and have encouraged regions to do the same.

(2) Urban Park Educational Center Task Force is scheduled for January here in Washington.

6. Servicewide Participation in the Celebration of the Centennial of the Statue of Liberty and the Bicentennial of the Constitution:

In general, these two events were considered as significant historical occasions and therefore should receive a high priority in our interpretive programs. However, a number of concerns were expressed:

- (1) The need to blend these events into the existing programs to keep the parks program relevant to their interpretive themes.
- (2) Concern that the Bicentennial celebrations will dilute interpretations basic park operations role, rather than function as a supplement to this role.
- (3) The need for historic background information and special media materials with which to work.

RECOMMENDATIONS:

Heighten the exposure and profile on the NPS in the National Celebrations of the Centennial of the Statue of Liberty and the Bicentennial of the Constitution:

1. Have a strong visual NPS ranger presence at all major activities.
2. Have an NPS ranger honor guard accompany the "Liberty Flame" on its cross country tour.
3. Develop a series of public service announcements to show what the 337 parks are doing to participate in the celebrations.
4. Provide support for the field areas by developing the necessary research information packets, interpretive media, and special events for their use in the celebrations but allow each of them to develop specific programs using the materials to best fit the needs of their areas.

STATUS: Process and programs are underway through this office and the Harpers Ferry Center.

5. Work with the park concessionaires and the cooperating associations to make quality publications and educational memorabilia available in all parks during the celebration periods.

STATUS: Now underway.

NEW INITIATIVES AND PROGRAM DIRECTIONS:

Specific suggestions were generated on five topics. A prioritized list of these suggestions is included in attachment #4. Many of the recommendations generated corresponded to their concerns and have already been cited in the above section. The

following selected high priority recommendations are based on these suggestions, the general input of the group during the entire week, and relevancy to the 12-point plan.

I. Increased involvement of Interpretation with Resource Management:

Interpretation should be used to help educate the public on the parks and the park services resource management problems and concerns

STATUS: Joint Interpretation/Resource Management workshops or conferences have been scheduled by four of the Regions for this year. General cooperative program efforts are underway servicewide.

A joint interpretation, protection, maintenance and resource management cooperative program "Team Resource" is underway. A special workshop is scheduled for May to train non-resource management specialist in the fundamentals of resource management. Each Region will have a "team Resource" training team.

A program of ecosystem based conferences is being pioneered by the Western Region, They bring together scientist, resource managers, interpreters and superintendents to share their experiences and knowledge on managing the particular resource being studied.

II. Fee Interpretation: Private Sector Involvement:

A. Policy Directive:

A policy directive must be developed, that clearly identifies the park interpretive activities that will be provided and funded by appropriated ONPS funds. Those activities that are the National Park Services responsibility relative to accomplishing our mission. Private sector and/or fee activities beyond or supplemental to these activities should be encouraged, as long as the activities meet NPS quality standards.

We should work closely with existing Park Concessionaires and Cooperating Associations as our first priority for developing these additional services.

A Servicewide task force composed of NPS interpreters and concession specialist, cooperating associations, concessionaires and other private sector individuals and organizations should be established to strengthen this private sector relationship. The task force should be used to identify the types of services each group could provide, the quality standards involved, fee levels and the source and type of training necessary.

STATUS: Task force members from the recommended organizations have been selected. The first meeting is scheduled for February.

The Rocky Mountain Region held an Alliance workshop involving interpreters, cooperating associations and park concessionaires. The recommendations from that workshop will be distributed servicewide through "In Touch".

III. Marketing Parks and the Park System:

A. Objectives of Marketing:

Strong support was expressed along with a need to define and explain the objectives of marketing our parks and the park system to help the field better understand this concept.

STATUS: Subject has been added to the curriculum of all appropriate interpretive training courses. It will also be a part of "IN TOUCH".

B. Strategies:

Develop aggressive marketing strategies to promote the National Park System and Service, this should be a cooperative venture between interpretation and the public affairs office.

1. Closer working relations with writers in the travel and tourism industry, conservation agencies, and news media in general. We should take the initiative in inviting them to our parks and we should develop basic information for their use.
2. Develop more park specific and systemwide public service announcements for use over TV and radio.

3. Establish a system of regional toll free (800) information numbers.
4. Work with PBS to develop a high quality "Nova" or "Smithsonian World" type TV series based on our American Heritage as exemplified and preserved in the national parks.
5. Work with organizations like Eastman Kodak to have them develop photographic materials to help market the parks and the park system.
6. Encourage our concessionaires and cooperating associations to develop "collectable series" of sales items which would be a similar item representing each park, such as a small symbolic pin for each park.

C. Park Service Periodical:

Develop a park service newspaper (periodical) to communicate to the public the accomplishments, plans, and challenges facing the NPS. The format should include reader service/survey forms on items of interest.

D. IMAX Movie on the Park System:

Work with IMAX systems corporation to develop a major IMAX movie on the National Park System for showing in all their theaters here and abroad. Establish IMAX theaters in our major urban recreation areas to maximize the exposure of our urban populations to the National Park System idea.

STATUS: Negotiations are under way, the office of concessions is involved. IMAX will send a production team to Washington after the first of the year to develop a scenario for the proposed movie.

E. Education Centers:

Develop a network of National Park Education centers in the urban recreation areas and other parks located in or near major urban centers, as a mechanism for teaching urban visitors to more fully and safely enjoy the national parks.

STATUS: All urban areas are now working on this program. A workshop to share information and results is scheduled for April in Golden Gate NRA.

GENERAL:

Goals/Objectives '86 FY:

The 1986 goals and objectives for interpretation are based on the overall results of the conference tailored to the items of the 12-point plan. They will serve as a priority to the field for the coming year. The ultimate results of the workshop will materialize when the interpretive programs that are now being planned by the parks for the coming visitor season are implemented.

Challenge - Creativity:

This report along with a transcript of your talk at the conference, some excerpts on your feelings about interpretation from one of your 1982 speeches on the subject, and a copy of the goals and objectives will be transmitted to all field interpreters as the main content of the first new issue of "In Touch", scheduled for January 1986. It will also contain a challenge - a regional contest for specific program ideas and initiatives developed by the field to carry out the intent of the 12-point plan. The ideas received will be shared Servicewide as a special feature of future issues of In Touch.

The region that produces the best overall results (number of new program ideas, creativity involved, effectiveness at accomplishing the goals) should be recognized by a special achievement award, presented to the regional director on behalf of the interpreters of the region. The top individual contributor in each region (selected by the regional office) should be the regional level Freeman Tilden Award winner for that year.

PROPOSED AGENDA

- Friday, 13th. A.M. Welcoming session, introductions and workshop objectives Dame
- Regional status reports; 5-6 min. each
(Keep them brief, the Director has to leave at noon and we want time for his discussion).
Regional Chiefs
- New directions, & initiatives in interpretation;
(Interpretation's role in the NPS)
Discussion with Director Mott
- P.M. View from WASO Park Operations and The Director's 12-Point Plan Albright
Ritter
- Open Forum: Interpretive MBO, NPS Wit, Elder Hostel Program, Urban NPS Education Centers, Wildlife Interpretation, In Touch, F.T. Award, etc. All
- Assignment to Break Out Work Groups.
- Sat. 14th A.M. Fee interpretation and private sector involvement (Cooperating Associations, Concessions, and many others) Cunningham
Sontag
- P.M. Break out to work groups
- Sun. 15th A.M. Special themes, events and celebrations, ideas for Servicewide involvement Harris
McHenry
- Marketing parks through interpretation Deckert
Stanek
- P.M. Break out to work groups
- Mon. 16th A.M. Region, Park, Harpers Ferry Center interface Sagan
Bowman
- Servicewide Training update FY '86
Interpretive training,
Expansion of Minimum Core Curriculum,
Future of Regional Skills Teams Hagood
McCurdy
Watson
- P.M. Break out to work groups
- Tues. 17th A.M. Break out groups report All
Develop final recommendations for Director Ritter
(Nominal Group Process) et.el.

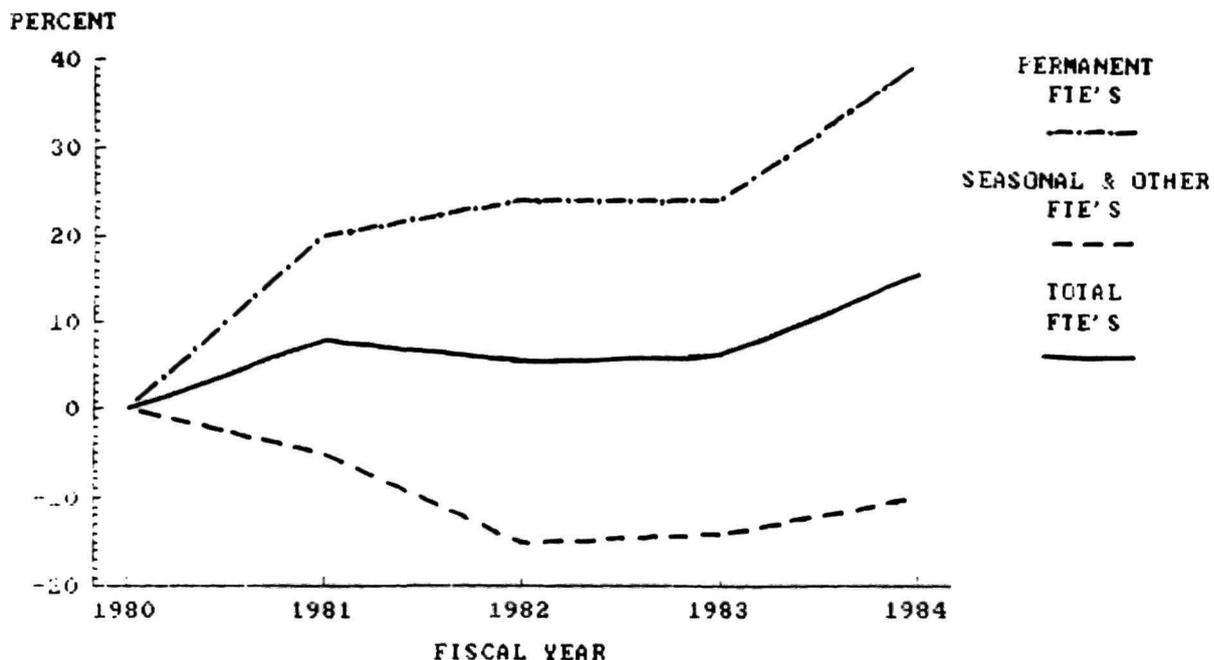
Please check in Thursday PM, so we can be ready to go Friday Morning.

List of Workshop Participants:

1. Frank Deckert ----- Alaska Regional Office
2. Doug Cuillard ----- Denali NP
3. Rocky Richardson ----- Pacific Northwest Reg. Off.
4. Frank Walker ----- Fort Clatsop NM
5. Hank Warren ----- Olympic NP
6. Dick Cunningham ----- Western Reg. Off.
7. Marti Leicester ----- Golden Gate NRA
8. Dick Rasp ----- Redwoods NP
9. Len McKenzie ----- Yosemite NP
10. Bill Sontag ----- Rocky Mountain Reg. Off.
11. Larry Wiese ----- Glen Canyon NRA
12. Dave McGinnis ----- Badlands NM
13. Micki Hellickson ----- Theodore Roosevelt NP
14. Chuck McCurdy ----- Southwest Reg. Off.
15. Leslie Dubey ----- Big Thicket N.Pres.
16. Ed Green ----- Bandelier NM
17. Jim Schaak ----- Midwest Reg. Off.
18. Ron Thoman ----- Cuyahoga Valley NRA
19. Ken Apschnikat ----- Mound City Group NM
20. Bruce McHenry ----- North Atlantic Reg. Off.
21. Ray Bloomer ----- North Atlantic Reg. Off.
22. Cindy Kryston ----- North Atlantic Reg. Off.
23. Karen Michaud ----- Lowell NHP
24. Ann Bowman ----- National Capital Reg. Off.
25. Jane Chandler ----- National Capital Reg. Off.
26. Derrick Cook ----- Frederick Douglass Home
27. Jon Cika ----- Oxon Hill Children's Farm, NCP-EAST
28. Mary Mallen ----- Arlington House, GWMP
29. Chet Harris ----- Mid-Atlantic Reg. Off.
30. Dwight Storke ----- George Washington's Birthplace
31. John Tyler ----- Valley Forge NHP
32. Jim Roach ----- Gettysburg/Eisenhower NHP
33. Kathy Dilonardo ----- Independence NHP
34. Pat Stanek ----- Southeast Reg. Off.
35. Sandy Dayhoff ----- Everglades NP
36. Phil Evans ----- Fort Raleigh NHS
37. Stan Cantor ----- Great Smoky Mts. NP
38. Mike Watson ----- Mather Training Center
39. Dave Dame ----- Chief of Interpretation, WASO
40. Martha Aikens ----- Interpretive Specialist, WASO
41. Tom Ritter ----- Chief of Visitor Services, WASO
42. Stan Albright ----- Assoc. Dir. Park Operations, WASO
43. Mike LaBaire ----- Conf. of Nat'l Park Coop. Assoc.
44. Dave Gackenbach ----- Chief of Concessions, WASO
45. Marc Sagan ----- Manager, Harpers Ferry Center
46. Dave Pugh ----- Point Reyes NS
47. Flip Hagood ----- Chief of Training, WASO
48. Dave Karraker ----- Albright Training Center
49. Jean McKendry ----- National Parks & Cons. Assoc.
50. Bill Truesdale ----- Joshua Tree NM
51. Betty Knight ----- Sequoia & Kings Canyon NP
52. Cheryl Davidson Fitzgerald - Channel Islands NP
53. Paula Rooney ----- Santa Monica Mts. NRA
54. Gary Warshefski ----- Santa Monica Mts. NRA

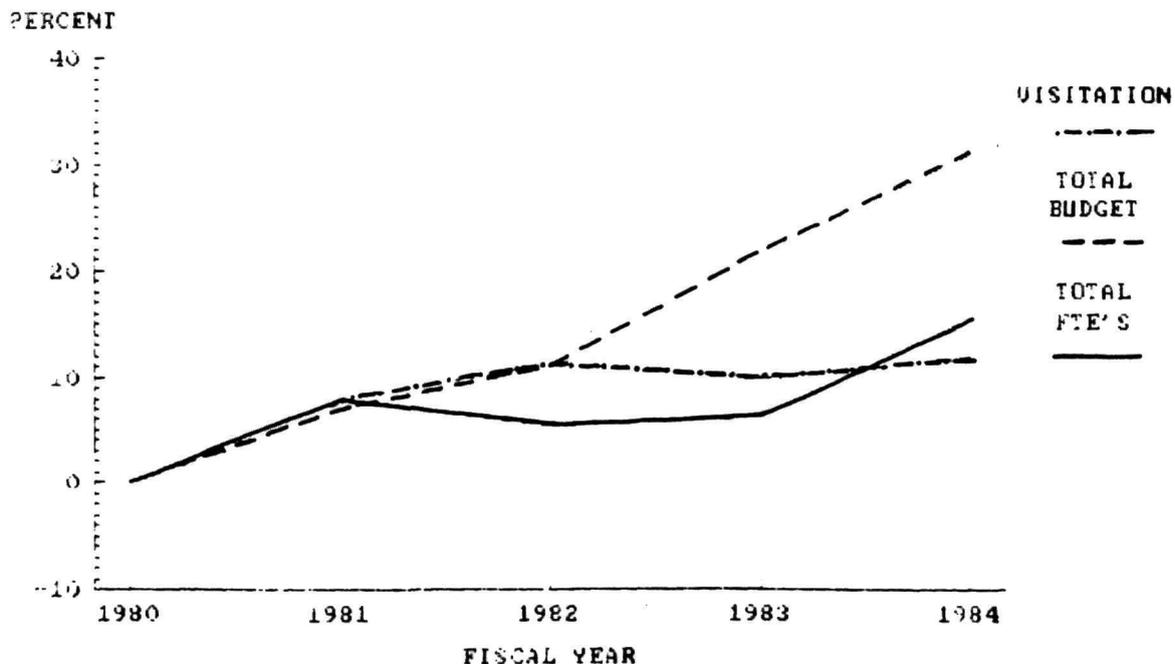
- Part time attendees from Santa Monica Mts. NRA
55. Rick Gale
 56. Bill Webb
 57. Nancy Ehorn
 58. Marian Kennedy
 59. Mike Seacord
 60. Alice Allen

SERVICEWIDE INTERPRETIVE OPERATIONS
 PERMANENT AND SEASONAL STAFFING TRENDS
 FY1980 - FY1984



SHOWN AS PERCENTAGE OF INCREASE
 OR DECREASE FROM FY1980 BASE

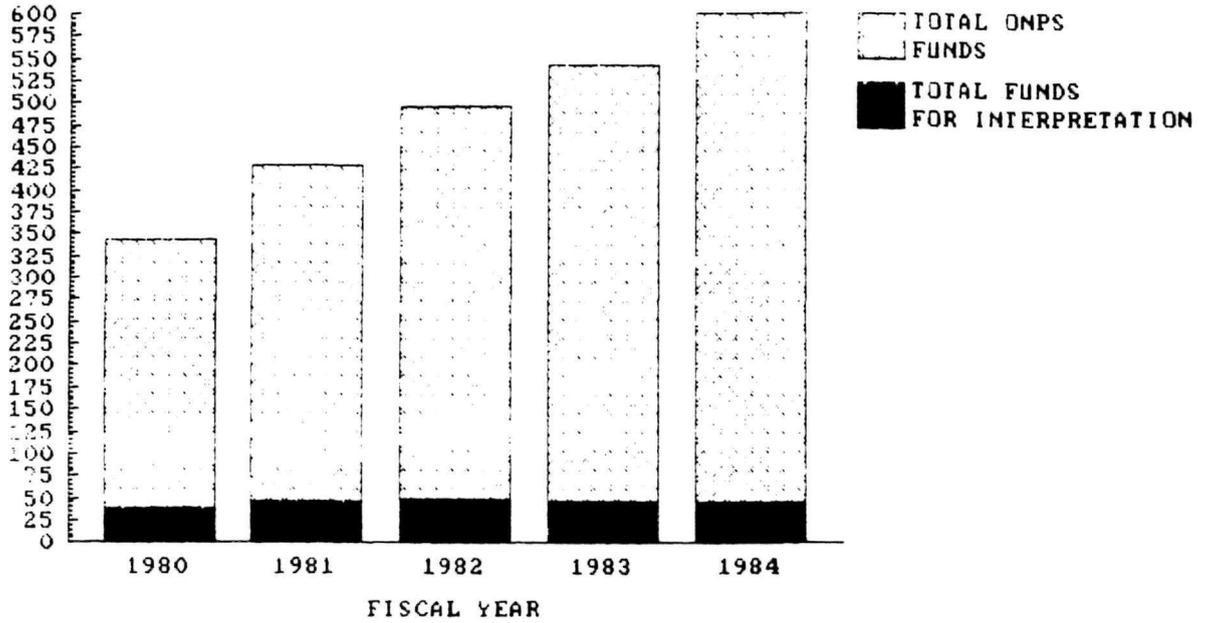
SERVICEWIDE INTERPRETIVE OPERATIONS
 VISITATION FUNDING & STAFFING TRENDS
 FY1980 - FY1984



SHOWN AS PERCENTAGE OF INCREASE
 OR DECREASE FROM FY1980 BASE

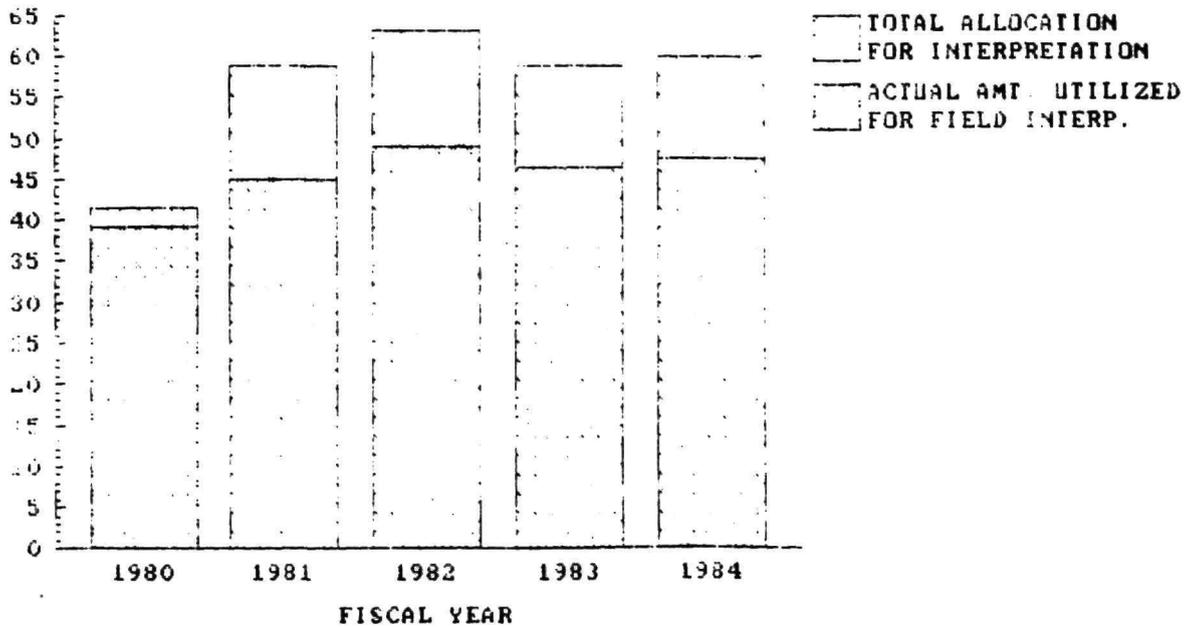
NATIONAL PARK SERVICE
 FUNDING FOR INTERPRETATION
 1980 - 1984

MILLIONS OF DOLLARS



NATIONAL PARK SERVICE
 SERVICEWIDE BUDGET FOR INTERPRETATION
 1980 - 1984

MILLIONS OF DOLLARS



THE
PRIORITIZED LIST
OF
RECOMMENDATIONS
FROM THE
INTERPRETIVE
DIRECTIONS
WORKSHOP

The recommendations are presented under six major topics. They are: New Directions, Training, Marketing, Fee Interpretation, Celebrations, and Harpers Ferry Design Center (HFC).

* - The asterisk means the recommendation did not receive any votes from workshop participants.

NEW DIRECTIONS

WE RECOMMEND:

A substantial increase in interpretive budgets and staffing to restore all parks to minimum levels of personal services interpretation, as well as to realistically accommodate the Director's mandate to increase the quantity, quality, and variety of interpretive services.

Incorporating performance elements meeting the Director's expectations regarding interpretation into all regional directorate and superintendent performance standards.

Implementing a program of Human Resource Development throughout the Service utilizing the philosophy expressed in "In Search of Excellence", etc.

The development of a substantive program to develop volunteer interpreters as they are now nearly 50% of our front-line visitor services.

An ADP system be developed that is more objective in employee selection and placement---to improve the quality of interpretive services by placing the best qualified employees in key positions, increase mobility, improve employee development and improve employee morale.

An increase in funding and F.T.E.'s for interpretation to accomplish the goals and objectives set by the Director.

TRAINING

WE RECOMMEND:

Substantially funding skills courses from a central, stable source (i.e.: Director's Fund) equivalent to the participants cost for the next 5 years to replace the past practice of using benefiting accounts, and regions must contribute a minimum of 2% of their training budget.

Returning Mather and Albright Training Centers to their original, primary functions:

- Conduct (10) 12 week Introduction to Park Operations courses YEAR ROUND at Albright; assuring that all 025 and other uniformed public contact employees receive this training; and that all practices for building esprit-de-corps and morale be reinstated (i.e. class identification etc.).
- Develop the highest level of professionalism among interpreters and assure the most consistently high level of quality in the media, facilities and services which they provided by returning Mather Training Center to teaching only a year round curriculum of interpretive training courses, from apprentice to masters level.

Exploring options and alternatives to make NPS Training more cost effective through low cost facilities, contracting and cooperative agreements, maximizing park staff involvement, coordinating interpretive regional training schedules, and videotape and self study packages: including components of skills courses, and interpretation for other employees.

Cooperating Associations provide additional funding for training through "Bishops Fund".

Endorsing more cooperative training between Resource Management, Interpretation, and Research (i.e. last year's Interpretation/Resource Management course sponsored in the Western Region).

Eliminating the personnel backlog needing the "ranger skills" course.

Seeking ways to change OPM Regulations to give rangers credit for supervision of V.I.P. Programs... to provide Volunteer Management Training for GS 4-7 supervisors and more training for V.I.P's themselves.

Developing cooperative agreements with academic institutions to provide interpretive correspondence courses.

A mandatory requirement of providing a minimum of 40 hours of formal training, self development, or detail annually; it need not be a continuous 40 hours for all permanent, interpretive personnel.

WE RECOMMEND:

Distributing a prepared statement from the "1985 Interpretive Directions Conference", endorsed by Director Mott, sanctioning employee-acquired skill enhancement opportunities, in addition to NPS training, in recognition of the shared privilege, responsibility, and benefits accruing to career development.

Training Centers and Regions collaborate to inventory needs and offer critically needed courses on a regional level (i.e. Interpretive Management, Interpretation Front Line Supervisors).

Expanding skills teams (i.e. add more members and use profile applications to help control quality).

Endorsing 80 hours of training for Skills I, II, and III; although not all 80 hours need be accomplished at one specific location in one time frame.

Exploring use of other training sites for courses traditionally taught at Albright Training Center, so there's space for more ranger skills to be held at Albright Training Center.

The Allocation of seed money annually by WASO to be earmarked specifically for Interpretive Skills training.

* Additional funding for interpretive skills training teams nationwide.

MARKETING

WE RECOMMEND:

Developing aggressive marketing strategies to promote the National Park Service and System such as:

- Private sector funding to contract with a National Advertising Agency
- Park specific and Systemwide Public Service Announcements
- Toll free (800) numbers
- "Rangeroon" type character
- PBS Nova Series

Strengthening the positive public image of NPS employees, and increasing NPS visibility by requiring each park to have uniformed employees at primary public contact points; while simultaneously requiring all Superintendents, and employees in public contact positions to wear the NPS uniform.

Providing better and more visible visitor services through the formation of an Inter-Disciplinary Task Force that will provide the Director with recommendations on: How Interpretation can be a vital part of all NPS professions. Interpretation needs to be a component of each person's job.

Communicating to the public the accomplishments, plans and challenges facing the NPS, the format should include a tabloid presentation, concessioner advertising, a pledge card for donations, and reader service/survey card.

The WASO Division of Interpretation conduct a vigorous campaign to educate the field in precisely what "Marketing" means. This will eliminate misunderstanding and apprehension.

Developing an international marketing strategy using a variety of media to promote the positive image of the National Park System in order to meet the educational, recreational, and inspirational needs of all people.

Dropping the term "marketing" and simply saying, "establish a broad base of public support for NPS through Interpretation". This will be understood by front line employees, WASO, and public/private sector.

WE RECOMMEND:

Marketing research be carried out by a small group to ensure consistency. The marketing effort should be managed by the Interpretive Division in WASO.

Matching NPS media to targeted user groups, (i.e. special populations).

Setting up a mechanism for writing and disseminating feature stories in national publications about specific parks.

Using Urban Recreation Areas as bridges to traditional parks - to foster an understanding of the National Park concept.

* Establishing a national campaign to develop a mascot and slogan for NPS. DO_IT_RIGHT!

* Developing a PBS television NOVA[®] Type Series on the National Park System.

* Using a 800 number system for NPS information.

FEE INTERPRETATION

WE RECOMMEND:

That basic park interpretation be free to the public and provided by the NPS, which includes information and orientation, interpretive programs, park folders, visitor centers and exhibits, safety information, and resource preservation education. These services should be provided and funded by appropriated NPS funds.

The Director working with NPCA or a similar group to get legislation to designate \$1.00 on Federal Income Tax Returns toward support of the National Park System.

WASO develop a statement on fund-raising and donated funds including:

- The Planning and Distribution of donated funds.
- Financial Management of donated funds by NPS, Cooperating Associations, and Friends Groups.
- Development of a mechanism to share the ideas and procedures that can carry out this policy.

Strengthening our major private sector relationships by taking the following steps:

- Reaffirming the cooperating associations' role in providing support for interpretation and educational services.
- Establishing a special committee of NPS Interpreters, NPS Concession Specialists, and Concessioner Representatives to develop ways to strengthen joint interpretive services.

Fee interpretive activities meet the same standards as ONPS funded activities with the Division of Interpretation involved in evaluations.

Pursuing fee interpretation to provide interpretive activities that are appropriate to the resource and are not available through ONPS funding.

Consistent quality control over interpretive sales items in National Parks; to help implement this, all parks involved with Cooperating Associations or Concessioner sales should supply a list of suggested, appropriate, theme related sales items to these groups.

WE RECOMMEND:

Superintendents defining respective roles of various organizations that may provide fee or non-fee interpretation in the parks. Suggestions are:

- establish committee to share interpretive themes, review sales items, etc.
- identify ways associations and concessions can participate in or support interpretive objectives.

Finding ways to allocate franchise fees back to interpretation.

A policy of Cooperating Associations, Concessioners, and other outside organizations desirous of funding NPS positions that would otherwise not be authorized, be allowed to do so. (i.e.: Crater Lake Boats, Katmai and outside groups related to NPS functions).

Interpreters work more with concessioners to find ways to incorporate interpretive messages into all aspects of their operation.

* Clarifying the relationship between Friends Organizations, Cooperating Associations, and Concessions.

* WASO better defining the directions and boundaries of fund-raising efforts and the role of Associations and Friends groups.

CELEBRATIONS

WE RECOMMEND:

Heightening the exposure and profile of the NPS in Statue of Liberty and Constitution signing campaigns such as:

- NPS visual presence at activities - lots of flat hats
- NPS "Honor Guard" to raise flag, and stand at attention around Liberty Island
- Rangers to accompany the "Liberty Flame" across the country
- Combine the Liberty/Constitution events with the national ad campaign to show 30 seconds or 15 seconds spots of what each of the 337 jewels is doing to "sparkle" the crown.

Using park themes and objectives; each park will locally develop these special themes and present their national significance through interpretive programs and services.

WASO supporting the field areas with media, research, information, money and personnel as required to accomplish special programs.

Special events be given the status of core mission in the National Park Service.

Establishing a WASO overall coordinator/clearinghouse for special events Service-wide to provide support materials.

Other parks celebrating the concepts of liberty and freedom through:

- Connections with visitor's heritage/genealogy
- Special edition of In_Touch containing ideas on appropriate themes, methods, and approaches to commemorate special events

Information through printed word be available Service-wide by HFC producing special publications for celebrations (i.e. site bulletin system).

Parks work with concessioners and cooperating associations to make selected Bicentennial publications and memorabilia available (in every park) October 1986 - September 1987.

Publishing Bicentennial flyers (Constitution/Liberty), slide/sound programs, travel exhibits, and "Five Little Pages" musical for System-wide use.

WE RECOMMEND:

HFC develop resource materials which parks may select from and draw information from.

Maintaining a strong NPS presence with the touring Liberty Flame, which would include the presence of NPS Interpreters.

* Each park carry out an Interpretive Activity involving the Bicentennial of the Constitution and the Centennial of Liberty.

* Individual parks taking the lead role in working with local communities in nation-wide observances.

HARPERS FERRY CENTER

WE RECOMMEND:

Developing and implementing a mission '96 program to bring visitor facilities and services to state-of-the-art and professional standards. Complete a nationwide survey of visitor facilities, audio-visual services, and exhibits. Develop a priority list and time line for both rehabilitation and new development. Implement a sufficient cyclic maintenance program for all non-personal services.

Increasing HFC staff and budget to extend their capacity for exercising quality control over all non-personal services provided by internal or external sources. Also develop a calibre of specialists at HFC to assist with external contracts and quality control. Provide a quick response team to meet emergency needs of parks and routine consultation.

That HFC develop a mass media program on radio and TV for field units. As an example, they could develop programs similar to the weekly Smithsonian radio and TV show. HFC could be the Distribution Center of interpretive mass media to promote NPS.

HFC issue a checklist or outline of a planning team's needs prior to their arrival.

HFC establish a contact person for each region, which would enable regions and parks to track projects, get answers to questions, etc.

Providing free safety and orientation literature.

Expanding and strengthening the capability of HFC to plan, develop and produce state-of-the-art interpretive media.

Creating a "SWAT" team for quick-turn-around needs and special events.

Providing HFC with adequate funding and staff, including continuation of AV Depot system.

- * Restoration of funds and FTE's at Harpers Ferry in incremental stages.

WE RECOMMEND:

- * Developing checklists for each type of project.
 - a. Waysides
 - b. Interpretive Prospectus (IPs)
 - c. Exhibits
- * Instituting a "mission 96" approach to produce new or upgrade existing media/interpretive and facilities throughout the NPS.
- * Continuation of State-of-the-art techniques and designs.
- * An increased level of funding and staffing commensurate with identified field and WASO needs in the spirit of PRIP or Mission 66.

ADDRESS OF DIRECTOR MOTT

Regional Chief's Interpretive Workshop
Santa Monica Mountains National Recreation Area
Friday, September 13, 1985
(Transcribed from Microcassette)

I'd like to first mention a few things that I think you ought to understand as Interpreters. Number one: I feel that Interpretation is extremely important to the National Park Service today and in the future, and it's going to become a very significant part of the operations of the National Park Service. I need you to understand that. Now, let me mention a few things that I think you need to understand about how I feel, and how I feel you should be related to the program. When I first came to Washington, one of the first things that I ran into was I kept hearing about the twelve "Crown Jewels", as if everything else in the National Park Service was something less. And I've said, and I want this to be interpreted, I've said to everybody that, from here on out, there are not twelve Crown Jewels. There are 337 Jewels in the Crown. Now that's very important, and it's important because every unit of the National Park System has it's value. They're not all Yosemite. They're not all Grand Canyons. But they have values.

Let me just illustrate what I mean by that by this very simple situation. I was down at the dedication of the Maggie Walker Home in Richmond, Virginia. Now I suspect that most of you do not know about the Maggie Walker Home, which is now a National Historic Site in Richmond, Virginia. The significance of this is that Maggie Walker was the daughter of a Black slave. She was a Black woman, living in Richmond at that time, and was able to establish the Penny Bank of Richmond, which didn't fail during the Depression, and developed a school and an emporium for the people living in that part of Richmond. Now what's important about that particular project is, not only because we rehabilitated the home and are doing an Interpretive job down there, but it caused all the rest of the area to be rehabilitated. But there's a lesson from that particular subject of Maggie Walker: there's hope for people in the United States, even under those kinds of conditions. If you want to be, you can be. And that's important. That's important to the National Park Service, it's important to the people of the United States. And I can go on and illustrate this many different ways, so from here on out, as Interpreters, you are not to talk about the twelve Crown Jewels, but the 337 Jewels in the Crown.

One other subject that I'd like to comment on. Again, a rather discriminating kind of situation. I've heard, on several occasions, about "greenbloods," and I began to realize that this is very subtle way of saying that there are some people in the National Park Service who are more important than others, because they had "greenblood" and the rest of you had "redblood". And, again, I'm saying to you as Interpreters: there are only going to be "redbloods" in the National Park Service. Everybody in the Service is very important, whether it's the Chief Ranger, the Regional Director, the Director, or they guy that is just taking care of the plumbing in the park. We are all carrying out a job that's assigned to us, to make the National Park Service the most outstanding Bureau in government service, and everyone is important. We all have our specific jobs to do. I sometimes wish I could have Howard's job (Howard Chapman) and let him take mine, or I could have your job and you could have mine. But I have to do my job, you have to do your job, Howard has to do his job, and we're all a part of a total team to build the National Park Service. So no more "greenbloods" in the National Park Service.

A couple of other things, in general. I think that it's terribly important that we treat each other honestly, and that you treat your Supervisor honestly, and the supervisor treats the Superintendent honestly, the Superintendent treats the Regional Director honestly, and the Regional Director treats me honestly. Now that my sound simple but it's difficult. It's difficult to be honest with people, straightforward, in your dealings with other people. But it's important. It's important because you cannot think creatively if you're not honest with your fellow employees. And that brings up the point that I want to make, and that is, I'm expecting every single person in the National Park Service to think creatively. Now that means, in my mind, that you have to make calculated risk decisions. When all the facts are in, don't procrastinate, don't delay, don't double talk, but make a decision. I don't have any problems with that. Sometimes we're going to make a mistake. When you think creatively, and use calculated risk decision-making processes, you sometimes make a mistake. I'm going to support the Regional Directors, I'm expecting them to support the Superintendents, and I'm expecting the Superintendents to support the people that are under them.

But on thing: I don't want you to make the same mistake twice. So, the last point that I'd like to make in this general statement is quality. We're not going to do anything except operate with quality. You cannot win, in today's competitive

market, unless you produce a quality product. And that means not only the product itself', but the people who are delivering the product have to think in terms of quality. We are not going to compromise on quality. If we have to eliminate something in order to produce quality, that's what we are going to do. But everything that we do is going to be a quality product, put on by quality employees. And we have those kinds of people in the National Park Service. National Geographic, in every one of their studies that they do annually, what comes up as number one is the National Park Service. And that's because you're doing a quality job and you are quality people. And I don't want people saying to me, "Well, you're working for the national government and they're overpaid employees, and they don't work hard," and all like that. Believe me, if I hear them talk to me like that, they're going to hear a few stories. And I'm expecting you, as Interpreters, also, to convey to the public your enthusiasm and how you feel about the National Park Service, and that's important.

Now, also in Interpretation, I'm expecting you to let the public know where there are problems. I've heard that you haven't been able to do this before. Now I don't want you take sides. I don't want you to misunderstand me. I want you to present the facts. If there's overcrowding in your area, present the information. The public has to know. We need to market the National Park Service, because if we do it correctly, we'll have the support of the 300 million people who go to the National Parks in direct ways, both with the Congress and with the Administration. We can provide the Congress and the Administration with the best public relations of any organization in the federal government. Once we do that, with good marketing techniques, they're going to be totally supportive of us. We won't need to worry about what the budget's going to be like; that isn't the problem. One of the speakers said it before. The problem is marketing what we have.

I just read on the PSA (Airline) coming down here about California's entrepreneurs. And every single one of those people took on something with limited capital, but because they were enthusiastic and they were good marketers, they turned something that everybody else thought wasn't going to work into a satisfactory business. We've got the product. We've got the people. We need just to market the product. Now, "marketing" is not a bad word. "Marketing" is a good word. We need you to begin to do that. And that's part of your job as Interpreters, is to market the product, and recognize that we are leaders in the field.

This call that I just took was a call asking us to help Austria in the development of a National Park System. We are leaders, and we don't have to sit back, but we do have to take leadership.

Now I know about the Interpretive program of the State Park System. It's a pretty darn good system. And I know about the Regional Parks. And I know about Josh Barkin, that some of you may have come in contact with. Probably one of the best Interpreters that I've ever seen, and I picked him out of the San Francisco Symphony to do Interpretive work. I want to tell you, from this point on, I'm going to expect the Interpretive people in the National Park Service to provide the leadership for everybody else in this country and in the rest of the world. And you're capable of doing it. You just have to think creatively. And I don't want to hear like I've heard before, "Well, we're not allowed to go to schools?" I don't find any rules that say we can't go to schools. You want to go to the schools to market the product and interpret the program? Go to the schools. That's risk decision making. Let somebody else stop us.

Now I have a few things that I'd like to mention to you. As you probably know, we are developing legislation to develop entrance fees at all those units of the National Park System where it's practical to do so. And I think that legislation is getting good support. We've even got OMB to indicate that, "Well, maybe this would be a good idea." You know, kind of double talk, like some people do. But we are getting good support from the Congress, from the Senate, and I'm sure that this kind of legislation is going to go through. We are going to raise the fees. To go to Yellowstone, for example, or Yosemite, \$2.00 or \$3.00 for two weeks is selling ourselves short. If you want to use a family with a man, a wife, and two kids, it'd probably cost you \$14.00, \$15.00, \$16.00 to go to a MOVIE. So we're providing them these outstanding units of the National Park Service for \$2.00 for two weeks. We're going to change that. We're saying we will limit the increase at this point in time to \$5.00 per car, per day. That's going to raise somewhere in the neighborhood of around \$40 million. We're saying that money is to be retained by the parks to be used for Interpretation, Maintenance, and research. And we're going to take a small percentage and put it aside for those people or those units that can't collect money, so they'll have something for their Interpretive programs and their research and so forth. That's something that's coming along. Part of that will make it possible to print good brochures, and when the people come to

the gate, the person who's collecting the \$2.00 or \$5.00 will say, "We're real happy that you've come to this unit of the National Park Service. Did you know there are 337 other units that you ought to be visiting in the next few years? But we're happy you're here, and here's a brochure telling you about the park, and if you have any questions and you see a Ranger or any Park employee, don't hesitate to talk. We're glad you're here." That's the way we have to operate.

I remember the first time I ever went to Texas. I went down there to give a lecture at Texas Tech. And they met me at the airport and the Mayor of the town, and I've forgotten where Texas Tech is now, that's why it's "Texas town," but I remember this incident. He came up to me and he said, "Mr. Mott, I'm sure glad to meet you, I sure am! I sure am!" And, boy, that went on until I was a Texan! That's the kind of attitude we've got to have. When they come to the park, the first person that greets these people has to say, "I'm sure glad you've come to this unit of the National Park System. I sure am! Have a wonderful time, we'll do all we can to help you, don't litter, and here's a brochure telling you about the park." We've got to keep talking about this litter problem, which can start right at the entrance station. And that's part of the job of Interpretation.

For the holidays, I've written to each of the Regional Directors, and I've said to them, I would like to see every unit of the National Park System decorated for the holidays. And I'd like to see that the communities nearby, or the people that might happen to be in that unit if there isn't a community nearby, are invited, on a particular time or day, to come and have tea and cookies with the staff. Now some of you have been critical about this. Some people say, "Why do we do this, string popcorn on trees? Is that the mission of the National Park Service?" What I want you to do is, I want you to show the community that you are just like they are, and that we're a part of the community. We're inviting them to come to the unit and take part in the holiday decoration program, or holiday program, in a friendly, cooperative way.

Now, the other reason for doing this, that I think is the most important reason, is that everybody in the National Park System will be doing the same thing: decorating their unit in a creative, exciting way for the holidays. Why is that important? Well, it's important because I'm concerned that maybe we have ten "Regional Park Systems," rather than a National Park System with ten Regions. Now, if we all work together as a System, you see what that does for people? Do you

understand what's behind all this? It's not just decorating, stringing popcorn on a tree. It's decorating creatively, it's how are we going to decorate our unit that's meaningful and represents that unit. And how do we then transmit our excitement, our creativity, to the neighborhood, to the people, to say, "Come join with us, we're just like you, we need your support and help in keeping our National Park System a quality product." And we're all doing it together, as a total system. So this is the project and we'd like to begin to think about it now, because you're supposed to be the most creative people in the National Park Service, but that may not be entirely true. There are probably plumbers that are just as creative. Give them a chance. They want to be creative. But you are the leaders and the initiators of the creative programs in the units of the National Park Service.

In '87, we are going to be celebrating the Bicentennial of the Constitution of the United States. And I said that I want every unit of the National Park Service to be talking about the Constitution of the United States. Again, working together for a total Interpretive impact on 300 million people who are visiting the National Park System. Now I've already heard some people say, "It doesn't apply to my park." What do you mean, it doesn't apply to your park? If it wasn't for the Constitution, you wouldn't have a park! How creatively do you use the information that we're going to make available to you that we're putting together now? How do you use that effectively in your park to tell about the Constitution? A document written two hundred years ago by a group of individuals who didn't see eye-to-eye, the conflicts are no different than they are today, but they put together a document that the rest of the world envies, and that the general public today has little or no understanding about. And we, together with all the State Parks, can begin to interpret to the public the meaning and the significance of how the Constitution came about. I want you to think about that. I want you to begin to develop how creatively can you tell that story in your particular unit of the National Park System.

One of the things that's occurred to me in just recent weeks, is that this doesn't require any expenditure of money. It just requires creativity. I've gone to Yellowstone and I've gone to Yosemite and some of the others areas, and they have menus, and the back of the menu is totally blank. And I've said to the concessionaires, "How come we can't have a message on the back of that menu, telling about this particular park, and the total National Park System?" They said, "Well, we never thought about that. That's fine. Let's do that!" So I'm asking Dave Gackenback and Marc (Marc Sagan) to get that information together on some mock-ups, and we're going to have that information on the back of the menu.

Another marketing technique. Now what is the excitement today amongst the public with trivia games? How do we use the trivia concept? Why not a card at every place mat with a question on it about the National Park or the National Park System? So while they're waiting for the waiter to bring in their food, they can go through the trivia game with all the people at that table, each one has their own card. It's not going to cost us anything. another opportunity to market the National Park System.

I learned in Yellowstone that the reason that they built the kitchen was not necessarily just to provide food for the workers that were building the Yellowstone Inn, but they had to heat their nails to drive them into the frozen logs to build Yellowstone Inn, because they cut the logs in the spring and summer and did the construction in the middle of the winter. But that could be a trivia question. And then what's going to happen? They say, "I didn't know that. Isn't that interesting!" So they go home and they tell all the neighbors. "You know, I was at Yellowstone, and in addition to the problem that they have with the bears, and the Interpreters told us how they're solving that problem and the importance of this whole thing and what the ecosystem is all about, did you know they built the kitchen for the Yellowstone Inn in order to heat the nails to drive into the frozen logs to build the building?" And they're marketing our product for us. And that's the best kind of marketing that you can get. So we've got all kinds of opportunities if you'll just let your creative blood flow.

Now some of the things we try maybe will go flat. What's the harm? Edison said every time he failed in one of his experiments, he was closer to the solution. That's what we need. Try! Don't be afraid to try something. Don't be afraid to change. We're living now in the "jet age," not the horse-and- buggy era. And some of the things that were good in the horse-and- buggy era may still be good today, but allot of it may be out of date.

This sort of reminds me of when I told a friend of mine to "Call me when you come to Washington. I'd like to have lunch with you." And I got the call, and he was very irate. He said, "What in the hell is wrong with your outfit?" He said, "I called half a dozen places, trying to get to the National Park Service. They bumped me from one place to another. "I said, "Well, didn't you see the telephone number on the letterhead? Why didn't you call that number?" He said, "There is no telephone number on the letterhead." So I called my secretary

and I said, "Mary Lou, why don't we have a telephone number for the office on the letterhead, so people know how to call the National Park Service?" And she says, "It's against the regulations." I said, "I want to see the regulations." She brought the regulation in. Do you know what the regulations said? You cannot have your private, home telephone number on the official letterhead of the National Park Service. I didn't want my home number on the letterhead!

Another example is when we were designing toilets in the State Park System and I had been flying back and forth across the country and I noticed that on the airplanes, it isn't "Men" and "Women." It says "Occupied" or "Not Occupied." So I went back and said, "How come we build "Men" and "Women" toilet buildings, wasting all of finite material? Why can't we build a single toilet, with exterior doors, and they're either occupied or they're not occupied?" Well, the staff said, "Oh, it won't work. It's going to embarrass the women and on and on. It just isn't going to work." Well, for about six or eight weeks I argued with them, and finally they said, "We'll try it." So we designed what was called the Unisex Toilet." Well, Krantz said that I was corrupting the morals of the American public. But we went right ahead. And then we were going to build it, and the Health Department of the State of California said, "The regulations require men or women toilet buildings in the State Parks, and you cannot build a "Unisex Toilet". I said, "I want to see the regulations." I got the regulations. You know that the regulation said? That we should have "Men" and "Women" toilets in the State Park System. I said, "We're going to have "Men" and "Women" toilets in the State Park System. They're either "Occupied" or they're "Not Occupied". I'm telling you this because we sometimes repeat things over and over and over again, and we think that's the rules. Now you as Interpreters, as creative, risk-taking individuals, I want you to say, "Let's see the regulations." Let's be creative. Let's do an outstanding job. Don't be confined to what happened in the past. That isn't to say that what happened in the past is bad. Where it's good, document it, use it. But be sure that it's good.

One of the things that we're going to do, I'd like to mention this to you, and that is that I've been concerned that we don't have movement as rapidly in the National Park Service as we had in the past, and it's probably going to be true in the future. We're not going to grow as rapidly as we did the last 25 years. We're going to grow, but we're not to grow as rapidly. And so

movement is going to be a little slower in the National Park Service. What can we do about this? Our Regional Directors are now thinking about ideas of how we can help in this whole movement. As you probably know, I got some comments about, I think it's called 0-26, or 0-26 and 0-25, and why wasn't something done about that, and I went back and talked to Stan (Stan Albright) and I said, "Let's write a letter to OPM and tell them that unless they move it, I'd like to come over and talk to the Director and find out what's going on, to see that 0-26 and 0-25 is settled." But, what I'm saying is, how do we help this whole situation?

Well, one of the thoughts that came to me, and I gave this to the Regional Directors that I'm using as the Board of Directors, and said, "What do you think about the idea?" And they said it was a good idea. And that is why we're going to set up the Horace Albright Fund. That fund, and the interest from that fund, and I hope to build it up to \$5 million, that interest from that fund is going to provide for sabbatical leaves for our employees. I don't know what the regulations are for this. We're going to get a committee together to develop the regulations. But you're going to have an opportunity to take a sabbatical leave. Now they give sabbatical leaves to professors and to ministers, and I think that we're better than both of those types of people. It's a way we can provide sabbatical leaves. One month, two months, six months, a year, whatever.

Someone said that one of the sabbatical leaves might mean that an employee and his family could go visit some of the parks for a month. Some people have never seen some of the parks, except the ones they've worked in. So, we're going to have sabbatical leaves for our employees and we're going to build that fund up, and I'm going to write a letter to all of the employees and all of the alumni and suggest that you make a contribution to this fund, whatever you're comfortable in doing. Whether it's five cents, or five hundred, or five thousand, it makes no difference. I want every employee and alumni of the National Park Service to recognize the importance and significance of this and make a contribution. Then I'm going out and get the rest of the money to bring it up to \$5 million. Now I've already talked to David and Lawrence Rockefeller, but I don't want to talk to any others until I can say that 100% of our employees supported this concept and have made contributions. And then we will get the rest of the money for that program. And I think this will be a very exciting opportunity for everybody.

Now, there are a few other things that I think you need to do, and let me mention a few. As you know, we are going out for bids for a total computerized system throughout the entire National Park System. That's going out for bids in January, I think, and maybe we'll have the whole thing settled sometime in March or April, basically to do our Maintenance Management. But we are also buying these computers so we can do all of the other things that need to be done within the Service, utilizing a computer bank that will be integrated throughout the System. Now, that's coming, and it's going to be here, and we're going to be spending allot of money, but I think it's going to be worth it because we are now in the "jet age" and we will be using computers much more effectively than we have in the past.

One of the things I think you've got to think about is that we've got to develop goals and objectives. I picked up this paper from Rocky Mountain because I want to see how that approaches this. One of the problems that I think we may have, and so that I can support you, and so the Regional Directors can support you, and so your Superintendents can support you, is that we've got to be able to measure the effectiveness of our Interpretive programs. Are we doing the best job? Are the things that we are doing causing the public to understand their responsibilities when they are in the National Parks? How do we measure that we're doing? What are the things that we are doing that aren't effective? Let's get rid of them and then do something else that is effective.

So we need to develop goals and objectives, and then, how do we measure whether we are standing up to those goals and objectives? Whether we're carrying them out, whether the goals and objectives are the ones we ought to have or not. What are we thinking about that? You're the ones who ought to be presenting that information, giving us a chance to set that up and say, "Mr. Superintendent, look at what we've accomplished this year. Mr. Regional Director, look at what's happened to the Interpretive programs in this Region, and this is how we have done." We can measure these things, and show that we're effective. I don't think we're going to have a problem with funding, or personnel, or anything else once we have determined our goals and objectives, and then we can measure whether we are doing the job or whether we're not doing the job.

Lastly, I'd like to say this, and then maybe you can ask questions. I think there's a tremendous opportunity to use Volunteers. Not as substitutes, but as assistants to help with

our whole Interpretive program. There are people out there who have great knowledge about the specific subjects. You may find somebody who knows more about butterflies than anybody in the organization. Use that person for that subject. So we need to use Volunteers. They can help us. They can be effective. Don't be afraid to use them. You are the experts. You control the situations. But use their skills and knowledge effectively to do a better job than you can do by yourself.

One of the thoughts that crossed my mind as we were driving up here this morning. There was a traffic jam for 15 miles on the freeway. We were going the right direction because it was going the other way, into Los Angeles. And I thought to myself, "There these poor people are, driving to work, inching along, mile by mile, at maybe five miles an hour, stop and go. boy, if we could get a radio station, or the Standard Oil, or the Union Oil, because these people are all using up allot of gas, to put on the radio a very exciting, interesting message from the National Park Service that would get these people so excited that they would be stopped for five minutes, and all the other cars would be going, because they had to stop and listen to this message." What an opportunity! Here thy are, sitting there doing nothing, and we could actually educate them. Now, I'm not sure how you'd do this, but with communications the way they are today, boy, that seems like a tremendous opportunity for us to get to allot of people.

Now we need to do this, and this is my last comment. These same people that were in this traffic jam, day in, day out, year in, year out, they come to Yosemite. They don't think anything about it! That's their environment. They've been in it everyday. And they think it's tremendous, because in addition to the traffic jam, there are trees and waterfalls. What an opportunity. So we've got to change that whole situation, and maybe we can do it by some technique on this freeway business here in Los Angeles.

Well, lastly, I'd like to say that our urban recreation areas are very, very important to the National Park Service. And we are probably going to have more of these kinds of units in the National Park Service. And I know for a while people will say, "I don't know why we should have urban areas. They don't have any scenic beauty. They're not cultural. Why are we stuck with those? Give them to the state or the city or whatever." Let me tell you why they are very, very important. Number one, they are not going to be chosen for their scenic qualities or their cultural values. They are going to be our educational centers, dealing with urban populations so that these people can begin to

understand what the National Park Service is all about and the quality of the National Park Service, and they are going to be our educational centers, with a tremendous opportunity.

Now, it's not the best in educating the public. Reminds me of when I was down here in Santa Monica Mountains, when I was State Park Director, and I was watching some school kids with a teacher going through Santa Monica Mountains, and they were walking on a fire trail, and these were school kids from the interior of Los Angeles, and all of a sudden one little boy stopped dead in his tracks, in the very front. And I went over to him and asked, "What's the matter?" And he said, "You know, there's dust in this road," That tells you something. Dust in the road. That's why we've got to educate the urban populations.

Let me tell you what the other important element in this is. In the next 25 years, the leadership of the major committees in Congress and the state legislators are going to come from the urban centers of the United States. They are not going to come from the rural areas. Those Senators, those Congressmen, those legislators are going to be concerned about the problems of the urban areas: housing, health, fire, police, etc., etc., etc. And if we don't build a constituency in the urban populations, through these urban recreation areas, and our educational program therein, you can imagine what's going to happen when budgets are made up by the Congress or the state legislatures. So we can build a constituency through these urban recreation areas.

I was down at Cuyahoga last week. Here was an area that they fought the Feds tooth and nail. Now, it was a skillful, Interpretive, working management, and the people at Cuyahoga Valley are excited about the National Park Service. And these constituents, who come from the great cities of Cleveland and Akron, are now saying, "We want more National Parks! We support the National Parks!" I've talked to them. I've met the people. They are people who really support the National Parks. I talked with the farmers and they were adamant against the federal government. Do they want the Feds in here? No! I talked to them. They said, "Now I love the National Park Service, and I'm going to contribute my farm to Cuyahoga Valley National Recreation Area." What a change! That's our responsibility. That's what these urban parks can do. Those of you who are here from parks have a tremendous opportunity to build a constituency, not right now, but looking ahead in the next few years, in addition to education.

Now, one last thing. We all know that the National Parks are important for health, welfare, and productivity. There is no question about it. The National Park System provides for the quality of life in the United States, and that's a tremendously important responsibility. But another responsibility that just occurred to me recently is this. We are recognized because of our stability. Did you ever think about that? The National Park Service is stability. The cities of the United States are going to be rebuilt in the next decade. People are moving up and down the state and all over. There is no stability except the National Park Service, and it's yours. Yellowstone is going to be there. Maggie Walker's home is going to be there. Grand Canyon is going to be there. Everglades is going to be there. And people unconsciously or consciously recognize this and they come back over and over again because they recognize something there that is stable in an unstable society and an unstable country. So that's important. It's the bare roots of the National Park Service.

I mention these things because you can be proud of the National Park Service, and you can step out and be leaders and not be concerned, because you are the leaders. You are the leaders. You can try new things, and you develop new programs and new ideas that others will emulate, because you are leaders. And I want you to understand that. You don't have to do as I found out in some of the first letters that I got, coming across to my desk in Washington, where I read them and I couldn't understand whether we were saying "Yes," "No," or "Maybe". I said, "Why are we writing letters like that?" They said, "We have to protect ourselves." I said, "We don't have to protect ourselves!" I sent the letters back and I said, "I want letters from now on on one page, not one sentence on the second page, all on one page, and I want you to say "Yes" or "No", so that there is no question where we stand." And that's the way the letters are being written. When we make a recommendation to the Secretary, we're not saying, "These are some alternatives," and letting him make the decision. We're writing to the Secretary and saying, "This is our recommendation." He can do with it what he wants. He can turn it around, rewrite it. But we're saying how we stand on it. We're not saying, "Here are some alternatives." So I want you to say "Yes" or "No". I want you to be positive. I want you to be legal. That's important. Take calculated risks, think creatively, and we won't have any problem. Any questions?

Branch of Interpretation

Objectives and Goals

FY 1986

The basic objectives of interpretation in the National Park Service as defined in Interpretive Guidelines (NPS-6) are:

- (1) to foster public understanding and appreciation of National Parks and their significant cultural, natural and recreational values, and through this understanding, support for preserving them;
- (2) to encourage and facilitate appropriate, safe, minimum impact use of the parks;
- (3) to promote public understanding and acceptance of the service's policies and programs.

Within this framework the following specific objective is the basis for our FY-86 goals:

Promote the use of interpretation as an integral component of overall park management directed towards accomplishing the 12-Point Plan and the areas' management objectives.

Note; The numbers attached to our FY-86 goals relate to the points of the 12-point plan and are therefore not consecutive. This format was selected to serve as a constant reminder that all our efforts should be related to helping accomplish this servicewide plan.

"THE CHALLENGE" : A 12-POINT PLAN FOR MANAGING THE PARKS

Point # 1. "Develop a long range strategy to protect our natural, cultural, and recreational resources."

Interpretive component: Emphasize the interpretation of resources in relation to the entire ecosystem or historic context.

FY-86 Goals

Date

1.1

01/01/86

Develop a position paper on interpreting resources in relation to their holistic ecosystem or historic context, and distribute to all areas.

1.2

01/31/86

Review interpretive guidelines, NPS-6, and develop information as necessary to insure this approach is adequately covered.

1.3

03/31/86

Review all interpretive training curriculums and revise content as necessary to emphasis this concept.

Point # 3. "Stimulate and increase our interpretive and visitor services activities for greater public impact."

Interpretive component: Make use of all interpretive media - publications, audiovisual programs, personal services, and external mass media - to convey our message.

3.1

02/01/86

Through active participation with the Harpers Ferry Center develop a 10 year program (Mission 96) to eliminate the 20-25 year backlog of media rehabilitation needed to upgrade our interpretive media and facilities to meet professional quality and content standards.

3.2

02/01/86

Improve the services effectiveness in the recruiting and utilization of volunteers and similar "Other NPS" sources of assistance. (continuing)

- Develop special programs with existing volunteer and senior citizen organizations to assist in the recruiting of specific knowledge, skills and abilities for work in parks where needed.
- Develop a program to maximize the benefits and services of the Student Conservation Association on a servicewide basis.

3.3 04/30/86
Develop and implement an aggressive program designed to utilize available public mass media channels as the basis for park information outreach programs.

3.4 05/01/86
05/01/87
Heighten the profile and participation of the NPS in the national celebrations of the Centennial of the Statue of Liberty (1986) and the Bi-Centennial of the Constitution (1987).

- Develop basic information packages on the history and significance of the events and suggestions for special themes and interpretive program ideas for use in parks during the year. Disseminate to all national park areas and share information with other Federal agencies and state and local park systems.
- Work with the Harpers Ferry Center and Private Sector individuals and organizations to develop a series of interpretive media, sales items, and special activities that can be utilized both in parks and off-site to help celebrate these historic events and educate the public on their significance.

Interpretive component: View interpretation, which is vital to our mission, as a profession that requires continual training and practical development.

3.5 03/01/86
Revise the existing interpretive training program to expand it to a professional "Employee Development and Minimum Core Competencies for interpreters" program that includes formal training, on-the-job experience and self-study and development.

3.6 09/30/86
Professionalize the services ability to utalize computers in interpretation.

- Complete the development of software programs necessary to enable the service to produce and evaluate the Annual Statement for Interpretation, the Annual interpretive report, the VIP report. and the Annual cooperating Association report.
- Conduct a meeting of the interpretive computer task force to train all regional representatives in the use of the software and make it available use in their parks and regional offices.

Interpretive component: Adapt interpretive programs and visitor services to our diverse clientele and provide quality recreational and educational experiences in all parks.

3.7
Complete final phase of the Visitor services research project being conducted through the U. of Idaho (development of a training package to enable parks to utilize the survey and mapping techniques developed) and implement the results to insure we are meeting the needs of our diverse clientele. 9/30/86

Interpretive component: Promote the use of National Park units as outdoor classrooms with special emphasis on urban recreational areas as major educational centers.

3.8
Work with the Elderhostel to develop a series of park based locations for their Non-Traditional Institutions program. 03/01/86

3.9
Develop and implement an NPS Outdoor Educational Center program with special emphasis on urban recreational areas. 04/01/86

Point #4. "Share effectively with the public our understanding of critical resource issues."

Interpretive component: Communicate both here and abroad the importance of ecosystems and their processes, not just individual features.

4.1
Establish interdisciplinary working groups (interpretation, natural and cultural resource management, research, public affairs) the WASO, Regional and park levels to identify critical resource issues and develop plans to communicate the identified issues through both on and off-site interpretive and public information efforts. 06/01/86

Interpretive component: Integrate both within the system and internationally the activities of planning, research, resource management, maintenance, and interpretation.

4.2
Develop curriculum materials for both the Regional interpretive skills teams and the Regional resource management skills teams to integrate interpretation with the full range of activities involved in park operations. 05/01/86

4.2
Develop a series of inter-regional, interdisciplinary interpretation and resource management workshops to share information on common resource issues that cross regional boundaries. 05/01/86

4.3
Through active participation in national and international interpretive organizations, share NPS understanding of and approach toward helping solve critical resource issues through interpretation. (continuing)

Point # 5. "Increase public understanding of the role and function of the national park service."

Interpretive component: Keep the public informed of the status of the national park system and the cooperative services of the national park service.

5.1
Develop a coordinated program for disseminating public information on the status of the national park system and the cooperative services of the national park service through the use of official NPS publications, personal services, the mass media and the travel and tourism industry. 06/01/86

Interpretive component: Provide opportunities for visitors to learn about park system areas before their visits and learn about other parks and recreational opportunities in the region during their stay.

5.2
Work with the regional offices to develop a network of regional information centers/outlets in cooperation with other federal, state and local park and recreation agencies. 09/30/86

5.3
Explore with PBS the possibility of creating a "Nova" or "Smithsonian World" type TV series designed to educate the public on the resource values and opportunities for recreation in the national parks. (continuing)

5.4
Work with the travel and tourism industry and other outlets for informational media to make national park information available to visitors before they leave home. 06/01/86

Point # 6. "Expand the role and involvement of citizens and citizen groups at all levels in the national park service."

Interpretive component: Encourage NPS managers to seek advice of individuals and citizen groups at the local, regional and national levels.

6.1

Develop a special series of personal services interpretive programs (on and off site) designed to function as two way information forums to provide the public and park management with an informal and easy to use channel for communicating with each other.

06/01/86

Point # 7. "Seek a better balance between visitor use and resource management."

Interpretive component: Maximize opportunities for park visitors to experience and enjoy the parks.

7.1

Develop training materials and guidelines to encourage interpreters to undertake visitor use activity planning that does not require the presence of a Ranger, in addition to their current interpretive activity plans.

09/01/86

7.2

Provide training and program guidance to park interpreters to encourage them to better utilize the location, content, and timing of park interpretive activities as a visitor use management process in support of resource management programs.

09/01/86

Interpretive component: Learn more about visitors and emerging trends in use of public lands and cultural resources to help us enhance visitor's experiences.

7.3

Develop a program and the necessary techniques for collecting and monitoring visitor use and recreational trends associated with the park and it's ecosystem.

(continuing)

Point # 8. "Enhance our ability to meet the diverse uses that the public expects in national parks."

Interpretive component: Make greater use of cooperating associations and other nonprofit groups to help provide diverse and specialized visitor services appropriate in parks.

8.1

Provide parks with the information needed to encourage them to utilize the full range of nonprofit private sector assistance and services available to expand the range of services available to park visitor.

07/01/86

Point # 11. "Develop a team relationship between concessioners and the national park service."

Interpretive component: Continue to strengthen relationships between concessioners (including hostels) and cooperating associations.

11.1

Develop and coordinated a program designed to involve park interpreters, park concessioners and cooperating associations in jointly planning, developing and carrying out park interpretive and visitor services programs as a single unified effort.

04/01/86

Interpretive component: Identify proper roles that concessioners might fulfill in augmenting the basic interpretation of park resources.

11.2

Establish a working task force composed of interpreters and park concessioners to develop mutually agreed upon roles and responsibilities for concession involvement in augmenting the basic interpretation of parks and their resources.

04/01/86

THE CALIFORNIA STATE PARKS FOUNDATION
AND
MARKETING PARK SYSTEMS

I appreciate very much this opportunity to speak to you about two subjects: The California State Park Foundation and Marketing parks through interpretation. (California State Park Foundation section deleted).

For too long we have allowed the public to take parks for granted, never suspecting that the day would come when we would need to market our park system, motivating the public to by - or if your prefer - support the System. Without the public's aggressive and enthusiastic support, park systems at all levels of government may find it difficult to maintain and develop parks and provide the services requested by the public.

Marketing, in so far as park people are concerned, is a misunderstood word. The idea of borrowing the disciplines of marketing from the business world and applying it to park management is risky in the minds of many park people. Others resist the idea of marketing parks because they associate this concept with the mass selling of products like soap and cigarettes. The distinction that should be made is that properly applied, selling is product orientated and marketing is user orientated. Marketing a park system should relate to the community or the users and their aspirations for a higher quality of life and a better environment rather than orient the idea to the internal needs of the system such as more equipment, higher salaries and so forth. The successful approach is one that springs from the needs, desires and aspirations of the people themselves, rather than from the needs and desires of the organization itself.

Therefore, it is my belief that park systems must develop and build strong interpretive divisions within their systems with the same stature and importance as maintenance, development and safety.

The personnel in the interpretive division should be full time, professionally trained, highly motivated, creative and responsive people. They must be skilled in not only telling the public about the natural and historical values in the park system, but they must be educators and salespersons. They must be skilled in motivating the public not only to appreciate and understand the out-of-doors and the roots of our culture, but in actively

supporting the System. Interpretation must be taken out of the realm of entertainment. It must be the serious business of educating and selling the public on the values within the parks and the system, itself. I am not suggesting that we eliminate entertainment, but all too often interpretive programs have had entertaining people as their primary objective. I feel entertainment should be a means toward an end, not the end product. The end product should be education and support. Support for the park system in both time and money and education that will acquaint the visitor to the park with not only the local conservations subjects, but the global conservation problems that we face today.

In the years ahead, competition for the dollar is going to be more intense. I believe money may not come from a single source - the budget - but it will come from many sources, provided a well planned and aggressive marketing program is utilized. The success of park systems will, I believe, increasingly depend upon the ability of park and recreation departments to accept and utilize marketing dynamics and technology as a major tool of interpreters. Business would not consider such a move risky. It is time that park people think in terms of marketing their parks and building support rather than assume they will sell themselves.

To this end I would like to make the following recommendation for your consideration: (Note - these recommendations were aimed at the California State Park System - But they also apply to the National Park System)

1. That interpretive training be increased from the present approximately forty (40) hours of basic training to at least 320 hours. Basic police officer training is 400 hours.

2. That an interpretive training course be developed, including marketing, comparable to the peace officer's training and that tests be given and goals be established and that refresher courses be mandated.

3. That Rangers be qualified as interpreters and so recognized by pay incentives and that their interpretive work be reviewed and reports made on a regular basis.

4. That Rangers be qualified as interpreters and be given, at least during the off season, time free from all other duties to do the necessary research to prepare interpretive talks of substance and quality.

5. That Interpretive Rangers be given specific assignments during the off season to visit school and adult groups in the cities to acquaint city children and adults with the State Park System and what it offers.

6. That Interpretive Rangers be permitted to broaden the scope of their talks to include global conservation subjects.

The recommendations are, I believe, consistent with the department's 1990 Mission Report.

I have suggested that the concept of interpretation be expanded to include marketing. I also feel that the concept of conservation should be expanded beyond the immediate park subjects. Modern conservation recognizes the limitation of the resources and the carrying capacity of the ecosystems. As such, conservation is basic to human welfare and indeed to human survival. Interpreters need to understand the global problems that effect mankind.

Conservation has many different meanings, but it generally refers to the non-renewal resources. Yet most non-renewal resources such as chemicals and minerals can be synthesized in the laboratory if they are lost in their natural state. If, however, renewal resources - species of living things are exterminated, they can never be recreated. Thus renewable resources are in the absolute sense, non-renewable, and this fact needs to be recognized.

A basic objective of conservation is to preserve genetic diversity by ensuring that living renewable resources, and the ecosystems in which they are found, are saved and protected. Thus, a park system can defend its "unused acreage" on the need to preserve wild natural land as genetic pools.

For example, the Chinese utilize 4,000 species of plants in their medicine, but plants are also an important part of "Western Medicine". A recent survey found that forty percent of the prescriptions issued annually in the United States contain drugs of natural origin.

Only a very small percentage of the earth's wild plants and animals have been investigated in any way for their possible direct value to man. Yet, new materials are regularly being found and who is to say that the cure for cancer may yet be discovered in a plant or animal.

For example, the endangered species, North American Armadillo, is the only animal other than man which has been found to contract leprosy. Consequently, research on the Armadillo has led to the development for the first time in history of a vaccine against this ancient scourge. Another example is the discovery in the waxy coating on the seed of an insignificant little desert plant growing in Anze-Borrego Desert State Park of an enzyme that prevented the deterioration of the wax. The enzyme had been produced in the laboratories and is now used in fats and oils to prevent them from spoiling.

A recent study by the United States led to the following conclusions about some conditions in the year 2,000 if present policies and activities proceed relatively unchanged:

1. With the possible exception of parts of the Amazon Basin, tropical lowland forest will be largely gone.

2. Other forest (high-altitude forest, open forest and woodlands) in the tropics and sub-tropics will be greatly reduced and gone in many areas.

3. All vegetation over vast areas will be severally denuded; converting this land to desert at the rate of 14,000,000 acres per year.

4. Approximately one-third of the world's present cropland will be gone - lost to erosion, bad irrigation, encroachment of desert, replacement by cities, transportation systems and industry.

5. Loss of the forest and other vegetation will destroy the watershed and interrupt the water systems bringing flood in the wet season and drought in the dry. This in turn will reduce agriculture production.

6. Loss of habitat, particularly tropical forest plus overpopulation will result in the extinction of between fifteen percent and twenty percent of all present species of plants and animals.

7. Because of overfishing and near-shore habitats damage, fishing yields will continue to decline.

8. The human population will increase by at least fifty percent. To feed these people at present levels will require increasing the production of food by fifty percent.

The loss of forest, increased industrialization and increasing desert land will impact the climate on a global basis. There is some question as to what will eventually happen, but it is quite probable that in the near future there will be climatic fluctuations which may worsen in time. The long term impact may be an increase in CO2 which could be nothing short of catastrophic.

The scenario is a grim one, and the sooner park interpreters present to the millions and millions of people that they reach each year some of the global conservation problems, the greater opportunity we have to bring about solutions.

I should like to recommend that you and all park personnel be required to read the recent publication of the International Union of Conservation of Nature and Natural Resources entitled, "World Conservation Strategy". You will then understand why I feel so strongly about building up the ability of Ranger personnel to not only tell about the local natural and cultural resources, but to market parks and also make visitors to the parks aware of the global strategy that must be achieved in order to conserve our living resources for sustainable development.

Making the strategy work is a challenge that must be achieved if we expect to maintain a world society in which human welfare and survival is possible. These are the challenges that I see in the year ahead.

Presentation to the
California State Park and
Recreation Commission

William Penn Mott, Jr.

January 8, 1982

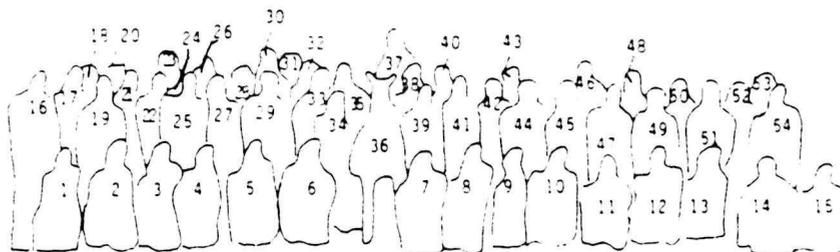
Asilomar, California

KEY TO COVER PHOTOGRAPH

INTERPRETIVE DIRECTIONS WORKSHOP

Calamigos Ranch, Santa Monica Mountains NRA

September 12-17, 1985



- | | | | |
|-----------------------------|--------------------------------------|----------------------------|------------------------------|
| 1. Paula Rooney, SAMO | 17. Phil Holmes, SAMO | 33. Micki Hellickson, THRO | 49. Martha Aikens, WASO |
| 2. Alice Allen, SAMO | 18. Ray Bloomer, NARO | 34. Kathy Dilonardo | 50. John Tvier, VAFO |
| 3. Mary Mallen, ARHO | 19. Gary Warshefski, SHAO | 35. Ken Apschnikat, MOCI | 51. Len McKenzie, YOSE |
| 4. Sandy Dayhoff, EVER | 20. Michael LaBaire, CONPCA | 36. "Bill Anderson", CARA | 52. Dick Cunningham, WRU |
| 5. Bill Truesdale, JOTR | 21. Dick Raap, REDW | 37. Leslie Dubey, BITH | 53. Dave Pugh, PORE |
| 6. Chuck McCurdy, SWRO | 22. Cheryl Davidson-Fitzgerald, CHIS | 38. Ed Green, BAND | 54. Dave Karraker, ALBR |
| 7. Jane Chandler, NCRO | 23. Derrick Cook, FRDO | 39. Jean McKendry, NPCA | |
| 8. Dave Dame, WASO | 24. Cindy Kryston, NARO | 40. Hank Warren, OLYa | NOT PICTURED: |
| 9. Karen Michaud, LOWE | 25. Doug Cuillard, DENA | 41. Betty Knight, SEKI | 1. Stan Albright, WASO |
| 10. Bruce McHenry, NARO | 26. Frank Deckert, ARO | 42. Pat Stanek, SWRO | 2. Dave Gackenback, WASO |
| 11. Phil Evans, FORA | 27. Marti Leicester, GOGA | 43. Jim Schaak, MWRO | 3. Marc Sagan, HFC |
| 12. Tom Ritter, WASO | 28. Larry Wiese, GLCA | 44. Dwight Stocke, GEWA | 4. William Penn Mott, Jr. WA |
| 13. Mike Watson, STMA | 29. Ann Bowman, NCRO | 45. Jon Cika, OXHI | 5. Rick Gale, SAMO |
| 14. Ron Thoman, CUVA | 30. Bill Sontag, RMRO | 46. Flip Hagood, WASO | 6. Bill Webb, SAMO |
| 15. Rocky Richardson, PNWRO | 31. Frank Walker, FOCL | 47. Jim Roach, GETT | 7. Nancy Eburn, SAMO |
| 16. Stan Cantor, GRSM | 32. Dave McGinnis, BADL | 48. Chet Harris, MARO | 8. Marian Kennedy, SAMO |
| | | | 9. Mike Seacord, SAMO |