REGIONAL CHIEFS OF INTERPRETATION
CONFERENCE
JUNE 1989
YELLOWSTONE NATIONAL PARK

Prepared by the Staff
Rocky Mountain Regional Office
National Park Service
Provocation, not instruction. The Tilden prescription for good interpretation is an apt description of most Regional Chiefs' meetings. The uninitiated program presenter may have instruction in mind, but quickly learns that this audience is easily provoked, almost never taught. The gathering of the Chiefs during the first week in June, 1989, was no exception. Thus, Assistant Director Raithel and Chief Interpreter Mike Watson salted the agenda with provocative subjects and the occasional speaker-provocateur.

Mostly, however, the ten Regional Chiefs of Interpretation maintained lively commentary, formed new alliances and exchanged ideas. Such exchanges were not easily documented. However, many thanks are here extended to Jeanie Harris, Secretary, Division of Interpretation, Rocky Mountain Regional Office, for her diligence in recording the nearly unrecordable. Bill Sontag, Regional Chief of Interpretation, Rocky Mountain Region, accepts all culpability for any errors of translation from Jeanie's notes to the text presented here. Yellowstone Superintendent Bob Barbee and his staff are again commended for participating in the Chiefs' deliberations and for allowing the Chiefs to participate in park seasonal training. The opening week of this particular season was a milestone in the history of the park and a montage of vivid illustrations for all attending our conference.

Speakers often see little results of their labors. Their time in preparation, however, is usually proportional to the degree of impact, and, for those who prepared well, we thank you. Finally, Ken Raithel, Mike Watson and Dave Wright deserve great credit for their often unseen, sometimes heroic, efforts of support, advocacy and teambuilding, even when we're critical. Don't give up on us!
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REGIONAL CHIEFS OF INTERPRETATION CONFERENCE

Yellowstone National Park
Mammoth Motor Inn, Mammoth, Wyoming
June 1 - June 5, 1989

FINAL AGENDA

Wednesday, May 31, 1989

Arrive at Headquarters, Mammoth Hot Springs

6:00-7:30pm Welcome/Social (IW Services Conference Rm) George Robinson, Chief Park Interpreter, YNP

Thursday, June 1, 1989

8:00am A Second Welcome "What's on Top" Supt. Barbee Ken Raithel
9:00am "Creativity and Conceptual Blockbusting" Seasonal Training with Yellowstone Interpretive Staff All Participants
12:00n LUNCH
1:00pm "America's Great Outdoors" (USPS) Gerry Coutant
1:30pm Visitor Management Institute (University of Waterloo) Mike Watson
2:00pm Priorities of the New Leadership Herb Cables
2:30pm Study Team for IVSI Bill Sontag
3:15pm BREAK
3:30pm Cooperating Associations Debra Trout Bob Huggins
4:15pm "Futures" Conference Glen Kaye
4:45pm VIP Training Program Roy Graybill
5:30pm DINNER
7:00pm Passport Program George Munnucci
7:30pm Informal Discussion of Field Issues and Attitudes WASO Staff Regional Chiefs
Friday, June 2, 1989

ALL DAY  Field Activities with Guest Lecturers and Yellowstone Staff

Saturday, June 3, 1989

8:00am  National Association of Interpretation  Paul Frandsen (Pres)
8:30am  Societal/Environmental Trends  John Byrne
9:30am  Servicewide Initiatives
        - Clearing the Air
        - Biological Diversity
        - Wolf Education  Bob Huggins  Dick Cunningham  Bill Sontag  Dan Coldwell
10:45am  BREAK
11:00am  Interpretation's Role in Operations  Jack Morehead
11:30am  SCA Operations and Opportunities  Scott Izzo
12:00n  LUNCH
1:00pm  Interpretation Planning
        (Open Discussion)  Russ Smith  Marilyn Hof  Gary Johnson  Mike Paskowsky  John Reynolds
2:30pm  BREAK
2:45pm  Interpretation - Alaska Style  Glen Clark
3:15pm  Exhibit Maintenance Management  Glen Hinsdale
3:45pm  Migratory Birds Interpretation Program  Dick Cunningham
6:00-7:00pm  DINNER Cookout
7:00pm  "Interpretation"...The Technical Bulletin (Feedback, Future Topics)  Mike Watson  Regional Chiefs
Sunday, June 4, 1989

9:00am  Columbus Quincentennial Program  Dave Wright
         Rowland Bowers
         Glen Kaye

9:45am  Native American Interpretation  Sandra Weber

10:30am  "National Council for the Traditional Arts"  Joe Wilson

11:15am  Natural Resource Interpretation  Dee Morse

12:00m  LUNCH

1:00pm  Reporting Accomplishments  Bill Springer
         "The Interpretive Challenge"

2:00pm  Visitor Services Project  Mike Watson
         Phase III Evaluation  Gary Machlis

3:30pm  Inventory of Evaluation Strategies  Rick Watt

4:00pm  A Discussion of Things, Anything That
         Is Not Administrative in Nature  Glen Clark

6:00pm  Evening Barbecue w/Park Staff (Contingent)  All Participants
Monday, June 5, 1989

8:30am  A-76 and Productivity Improvement Plans  Joe Gorrell

9:30am  Survey of Interpreters
        Interpretive Personnel Management  Deke Cripe
                                        Mario Fraire

10:30am BREAK

10:45am Freeman Tilden Award
        - Controversies
        - Criteria for Selection
        - 1989 Procedures  Mike Watson
                                        Bruce Craig (NPCA)

11:15am Urban Park Initiatives  Cindy Kryston

12:00m LUNCH

1:00pm Operations Evaluation  Joe Gorrell

2:00pm 900 U.S. Parks  Warren Bielenberg

2:45pm NPS Management Policies  Mike Watson

3:15pm BREAK

3:30pm CompuServe/Sea Dog Communications  Roy Graybill

4:00pm Close-Out  Ken Raithel
                 Mike Watson
Roster of Participants, Regional Chiefs' Meeting, Yellowstone NP, 5-31-89 through 6-5-89.

Barbee, Bob, Superintendent
Yellowstone National Park

Bielenberg, Warren, Chief
Division of Interpretation, MWRO

Bowers, Roland, Deputy Associate Director, Cultural Resources
NPS, WASO

Byrne, John, Superintendent
George Washington Memorial Parkway, NCR

Cables, Herb, Deputy Director
NPS, WASO

Caldwell, Douglas, Interpretive Specialist
Division of Interpretation, RMRO

Campbell, Bonnie, Cooperating Association Coordinator
Division of Interpretation, WASO

Clark, Glen, Chief
Division of Interpretation, AKRO

Coutant, Gerald
Chief, Interpretive Services
USDA, US Forest Service
Recreation Management Staff
PO Box 2417
Washington, DC 20013

Craig, Bruce, Federal Activities Coordinator
National Parks & Conservation Association
1015 31st St. NW
Washington, DC 20007

Cripe, Deke, Employee Relations Specialist
Division of Personnel Management, WASO

Cunningham, Dick, Chief
Division of Interpretation, WRO

Fraire, Mario, Chief Personnel Officer
Division of Personnel Management, WASO

Frandsen, Paul, President
National Association of Interpretation
Discovery Park
3801 West Government Way
Seattle, WA 98199
Greene, June, Park Ranger
Nez Perce NHP, Idaho

Gorrell, Joe, Associate Director, Management Systems
NPS, WASO

Graybill, Roy, VIP Program Coordinator
Division of Interpretation, WASO

Harris, Jeanie, Secretary
Division of Interpretation, RMRO

Hinsdale, Glen, Acting Chief
Division of Interpretation, PNWRO

Hof, Marilyn, Interpretive Planner
Denver Service Center

Holmaas, Julia, Exhibit Specialist
Division of Exhibit Planning, HPC

Huggins, Bob, Interpretive Specialist
Division of Interpretation, WASO

Izzo, Scott, President
Student Conservation Association, Inc.
P.O. Box 550
Charlestown, NH 03603

Johnson, Gary, Park Planner
Denver Service Center

Kaye, Glen, Chief
Division of Interpretation, SWRO

Kryston, Cindy, Chief
Division of Interpretation, NARO

Lime, Dr. David
Cooperating Park Studies Unit, University of Minnesota

Littlejohn, Margaret, Western Coord., Visitor Services Project
Cooperative Park Studies Unit, University of Idaho

Machlis, Dr. Gary
128 Turtles Point Rd.
Guilford, CT 06437

Madison, Dwight, Eastern Coord., Visitor Services Project
Cooperative Park Studies Unit, University of Idaho
Minnucci, Jr., George, President
Eastern National Park & Monument Association
325 Chestnut St., Suite 1212
Philadelphia, PA 19106

Morehead, Jack, Associate Director, Park Operations
NPS, WASO

Morse, Dee, Environmental Protection Specialist
Division of Air Quality, WASO (Denver)

Myers, Marie, Chief, Visitor Services
Nez Perce NHP, Idaho

Paskowsky, Mike, Interpretive Planner
Harpers Ferry Center

Raithel, Ken, Assistant Director for Interpretation
NPS, WASO

Reynolds, John, Manager
Denver Service Center

Smith, Russ, Chief
Division of Interpretation, MARO

Sontag, Bill, Chief
Division of Interpretation, RMRO

Springer, Bill, Chief
Division of Interpretation, SERO

Trout, Debbie, Executive Director
Conference of National Park Cooperating Associations
CNB Plaza, Suite 302
200 Forks of the River Parkway
Sevierville, TN 37862

Watson, Mike, Chief
Division of Interpretation, WASO

Weber, Sandra, Interpretive Specialist
Division of Interpretation, WASO

Wilson, Joe
National Council for the Traditional Arts
806 15th St. NW
Suite 400
Washington, DC 20005
Assistant Director for Interpretation Ken Raithel opened the meeting at 8:00 a.m., June 1, 1989. Introductions were made around the room (see attached Roster of Participants). Following brief remarks of welcome, Ken introduced Yellowstone Superintendent Bob Barbee who delivered a poignant keynote for the meeting describing the health and stability of parks even in the face of dramatic ecological change, perceived disaster, and press attention such as Yellowstone experienced during the fires of '88.

The objectives established by Ken for this meeting focused primarily on strengthening relationships with other NPS divisions and with supporting partners in environmental education.

WHAT'S ON TOP
Bob Barbee

Bob offered another welcome to Yellowstone.

His paraphrased reflections on the fires of 1988:

The fires were the most profound event in the history of the park. Media coverage, reaffirming that YELL is known as "the mother park", documented this huge ecological event, compounded it with great emotion, asked very difficult questions, and subjected one and all to rigorous examination. Five National Forests were involved and, along with NPS fire and prescribe burn policies, were also subjected to public scrutiny. Since 1972, recordings have shown that Yellowstone fires typically lasted only 20 minutes (on average) and burned themselves out; they were usually "no big deal".

Under normal circumstances, three or four fires burning simultaneously may have been "routine", but with no rain, thousands of lighting strikes (1 in 25 strikes can ignite a fire), and with very dry conditions (18% humidity) they burned. Some fires came in from outside the park from the national forests. Quickly, moderate concern was translated into an incident command system and multiple media centers.

The summer became a nightmare, the draconian winds started, communications were impossible, real frustrations and the smoke just wouldn't go away, all compounded by the fact that, most of the time, we didn't even know where all the fires were. Media went
into a feeding frenzy, not really knowing how to most effectively deal with the unfolding stories. Then political forces got involved; we had endless parades of officials, bureaucrats and political campaign candidates.

What did we learn? We learned a couple of things:

(1) A consistent approach to educating the public about truly controversial issues is as difficult to achieve as it is desirable; early in the '88 fire season, we had the "happy face" story about the ecological benefits of fire and we cranked out volumes of facts and information. Then Director Mott told the world that Yellowstone would benefit from the fires. His attitude was that we should celebrate the fires, that change is both inevitable and desirable. This message was delivered in the face of apparent catastrophe-in-the-making to a nation and its media that would not, could not believe.

Further confusion came from Alston Chase voicing his opinions, making NPS managers the villains in this whole thing. Hate mail came pouring in.

(2) The unpredictable is very difficult to predict. Mother nature was not a gracious hostess and no matter how hard you try, she couldn't be controlled.

Since everyone has survived this emotional roller coaster, we now find that the media is slowly learning that "scenery is not necessarily greenery". They are learning of and describing some of the precedents, that the fires of 1704, 1850 and 1910 were massive, burning some 3 million acres. Other fires have had historical importance, too, such as the Black Dragon Fire, in China, which was tremendous. Fires serve as a catalyst for reconsidering how parks are to be managed, interpreted. In any event, they highlight for one and all that the battle has to create and preserve parklands must go on, maintaining biological diversity while providing a tonic for the human soul. It is an innocent conceit for the public to believe that national parks are totally secure, stable places free of dramatic change.

Question (Sontag) Though Yellowstone's fires may have seemed unprecedented, if global warming is as serious as we now believe the fires may, indeed, be the important precedent. Should we not document the interpretive attempts we made and our beliefs about the effectiveness of our communications efforts? Furthermore, regarding interpretation in retrospect, what would you have done differently?

Response (Barbee) Yes, the need for documentation is a problem. As to what we could have done differently, I don't know. There was such chaos, and people became doubtful and confused about what, if anything they should believe; doubt and rumors worked against us
terribly. Reporters second guessed us and made mistakes; often they didn't put out correct information, even when it was provided; some simply weren't honest.

Comment (Wright) Indeed, we must make the public think about the actual role of the national parks? The events of last year give us a wonderful opportunity to exploit this fire. It is incumbent on us to follow through and enlighten the public now that we have everyone's attention.

Comment (Coutant, U.S. Forest Service) The press blew many things totally out of perspective; the facts are that there was great cooperation among agencies, despite stories to the contrary.

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AMERICA'S GREAT OUTDOORS
Gerry Coutant

What is the role of interpretation in the U.S. Forest Service? The Forest Service's "recreations strategy" seeks to foster agreements and partnerships among federal agencies, capitalizing the differences and varying responsibilities of the land managing agencies. In developing such partnerships we can provide a great deal of public service now being overlooked.

As mentioned earlier, the media never got the word out about how many agencies were in reality cooperating last summer during the fires of '88. But they did, and there are many more opportunities for such cooperation when crises such as that are not on everyone's mind. For example, there are 192 million acres of forest lands on the National Forests, and if we think about that potential we realize that interpretation is really the life blood of the agency. Our current recreation initiative came out of this recognition.

Our strategy has included:
Recognition of constantly changing "customers"
Increasing demands for recreation and wildlife
Increased need for comprehensive forest plans
Recommendations from the Presidents Commission on Americans Outdoors
High interest by USDA in broadened forest uses
USFS Chief's support for agency growth and change

We are now promoting "partnerships" wherever they seem opportune. Furthermore, there are a lot of dollars that can be provided through partnerships with private industries and communities.

I believe the National Park Service can foster and benefit from "partnerships" as much as the Forest Service, particularly if we collaborate.
With assistance from some of these partnerships we have been able to get a lot accomplished. We now have a forest map publication [analogous to NPS Guide and Map brochure]. We are publishing a quarterly newspaper. And we have regional interpreters in all nine regional offices.

With perseverance and great optimism, we will continue our recreation initiative and hope the National Park Service will join in on some of our efforts.

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VISITOR MANAGEMENT INSTITUTE
(University of Waterloo)
Mike Watson

Mike attended a February 1989 meeting at the University of Waterloo organized by Parks Canada.

The Canadians had receive copies of The Interpretive Challenge and have given it a favorable review. Mike observed and presented programs, and his observations are contained in the trip report.

Mike is representing the Service in other international interpretive professional organizations as well. He attended the Heritage Interpretation International Conference in England last year, and reports that England is now hoping to send representatives to the U.S. as part of a training program to observe our efforts (for example, they are participating in a Skills I Course), and that we hope to find funding to send interpreters to England for training in cultural landscapes.

Comment (Kryston) [Mike Watson and Cindy attended the Great Britain meeting] Park and recreation agencies in England and throughout Europe are using marketing firms extensively to learn what audiences want, and as a result (in planning and some developments) are miles ahead of us. (Trip report is Appendix A.)

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PRIORITIES OF THE NEW LEADERSHIP
Herb Cables

(A copy of Mr. Cables speech is Appendix B.)

Question (Raithel) Herb, do you recall any questions regarding interpretation which may have come up at the recent Regional Directors meeting [San Francisco, May 15-17]?

Response (Cables) Director Ridenour and I functioned as a board of directors, and the agenda was developed in a panel format. We
focused on four points (corresponding to Secretary Lujan's program emphasis): 1. women and minorities, 2. partnerships, 3. drug interdiction, and 4. education. We assigned responsibilities to RD's to address these issues with proposals recognizing our shrinking fiscal resources.

Comment (Clark) NPS ought to be a model for environmental ethics and conscientiousness. Yosemite concessioners have eliminated the use and distribution of styrofoam dishware and plastic utensils. This is excellent; can we encourage others to follow suit?

Response (Cables) Yes, certainly this concessioner should be commended for their efforts; we certainly hope others will follow suit.

Question (Kryston) Will the Service continue to foster interpretive initiatives such as our current one on biological diversity?

Response (Cables) Yes, we will; and furthermore, you may have heard of former Director Mott's interest in developing a national park unit which will interpret the impacts of slavery on American history. That is likely to come about, and it may be an area of emphasis for many units to consider.

Another thing I want to talk to you about is the important to the Service of urban park sites and areas. The best time of my career was when I was Superintendent at Gateway in New York City. The future of the National Park Service is dependent on what we can accomplish in urban areas. The 15 to 20 million people who visit Gateway probably do not know about Yellowstone National Park. We need in some way to interpret more than Gateway at Gateway. If you ask the children in Brooklyn about the fires in Yellowstone, none of them would know about it. We need to become more aware of those particular children, their class rooms, their cultural environment and their history. We need to encourage the parents of these children to know more and get them to visit our parks.

***

STUDY TEAM FOR IVSI
Bill Sontag

In March of this year, Assistant Director Ken Raithel pulled together a group of interpreters, program managers in WASO, and interested non-NPS individuals to develop initial proposals for an Interpretation and Visitor Services Institute as recommended in the approved Interpretive Challenge. (The roster of those attending is Appendix C.) The study group was headed by Dr. Don Field, Associate Dean at the University of Wisconsin.

The meeting revolved around animated discussions about what the Institute could or should be. The study group concluded that a
"role and function statement," written to incorporate key recommendations from this March meeting, should be prepared, and Bill was asked to draft this statement. (Draft copy Appendix D.) Dr. Field was asked to take this draft statement and incorporate it in a more detailed proposal for the consideration of the group, finally to be presented to Associate Director Morehead.

Dr. Field is working on that more detailed proposal; Bill and Ken Raithel are now looking at the "first cut." Bill's preference is that, after review by the study group and subsequent refinement, that all ten Regional Chiefs constitute the next round of reviewers before submission to Mr. Morehead.

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COOPERATING ASSOCIATIONS
Debra Trout

The Conference of National Park Cooperating Associations was formed in 1981 as an organization within which information could be shared for the improved management of all association members. Associations were urged to join the new organization, but not all did, nor have they all joined as of today. In 1984, the Service asked the Conference to assume responsibilities for training courses on association matters. In short, the role of the Conference has grown in many respects, both for member associations and in support of the National Park Service. For only the last three years, however, has the Conference had a full time executive director. There are seven people, essentially serving in a voluntary capacity, on the board of directors.

Top priority for the Conference now is to maintain effective liaison between associations and the Service, foster closer working relationships, and maximize good communications. Second priority is improving communications among cooperating associations; our monthly newsletter is aimed at this goal. Third priority is to provide training in the areas of management operations.

Question (Raithel) What do you feel is the most important aspect of the relationship between cooperating associations and interpretation in the National Park Service?

Response (Debbie Trout) The overriding goal of cooperating associations must be to improve and enhance park interpretive and educational efforts. It is true that associations are created to assist parks with their operational efforts, but in our efforts to meet your needs we will work together so the visitor has the best experience possible.

Comment (Raithel) To paint the picture very simply. With parks under tight budget cuts, and with very successful associations, there could be major construction projects or major activities
develop between Assn. and Superintendents in parks. This could be a pot of gold for the parks. I think Associations will be 300% more successful in the future than today.

Question (Sontag) What topics are you planning to discuss with Director Ridenour?

Response (Debbie Trout) First, I want to share with him my views of what roles cooperating associations play in park operations. I want to solicit his support for and understanding of cooperating associations. Every three months I want to go back and keep him informed and updated on association and Conference issues.

Note: Last year the Director approved spending more than 50% of the accumulated assets in the Director's donation account. In addition, an agreement was reached with Eastern National to contribute a minimum of $50,000 annually from the proceeds of the "passport" program. This annual donation is to be used exclusively for Servicewide Interpretive initiatives, such as biological diversity.

VIP PROGRAM TRAINING
Roy Graybill

I have briefed Director Ridenour on our need for improved VIP training. I've been out in the field more trying to stay informed on current VIP program issues. Secretary Lujan wants more volunteer activity in all the Interior agencies; the Service should certainly get credit for what we're already doing, but we can still improve the program. We're going to take a very positive approach to the Secretary's initiative.

At the beginning of fiscal year 89 I held back $60,000 in WASO for development of a training program. Most VIP coordinators have not had any training. With the new training thrust we'll be covering four regions a year, having two courses per year. Each course will consist of three days of concentrated training, and will be done by outside professionals with top credentials. This training can make a real difference in the running of a park VIP program. After this initial thrust, we'll settle back to one course a year which will be held at Mather Training Center.

I have heard a lot of concern about VIP's performing basic duties previously accomplished by park seasonals. In a nutshell, I don't think visitors really care who's giving the program as long as they get reliable information. I know there is lots of concern, too, that there may be differences in how the messages are perceived. I don't have the answer. The key is to make sure the VIPs have good training, but supervision of their work is important, too.
Let's keep trying to make the VIP program better. We can't keep doing it by adhering to old traditional ways of thinking about the use of and management of volunteers. We must be experimenting and looking for ways to effect the best transition into the 21st Century.

Note: 1991 NPS Budget submittal requests a doubling of the VIP program. The Department has passed this on to OMB.

**THE PASSPORT PROGRAM**

George J. Minnucci, Jr., President
Eastern National Park & Monument Assn.

The Passport Program started out as a five-year experiment. The product was not perfect, but the Director felt it should be tried. Proceeds from the program have been used to support Park Service interpretive thrusts. For example, $50,000 went into the biological diversity program this year. The program's success, in fact, has prompted NPS Director Ridenour to press for its extension for another five years.

The National Parks have widespread support and appeal to large segments of the American population. For this reason, many business organizations approach the Park Service and my Association with proposals to affiliate their products or causes with the National Parks. We have resisted entering into such cooperative efforts in the past, since we must be careful of the message we might send to the public through our cooperation with any given organization.

One project with which we felt comfortable is one with International Paper, a project which in fact will be announced here in Yellowstone tomorrow morning (June 2, 1989). Susan Sayers, from International Paper, is here for tomorrow's press conference, and I have asked her to provide you with details.

Susan Sayers
International Paper

My company supplies milk cartons to dairies all over the United States, and as such, our products reach millions of people in this country on a regular, recurring basis. Our proposal is a simple one which your Director, Mr. Mott, has endorsed.

We are providing panels for milk and juice cartons that highlight 18 units of the National Park System. Working through your Washington office, we chose 18 units which we believe are representative of the wide variety of natural and cultural resources for which the Park Service is responsible.
The program will run from June 15 through August 15, and we anticipate reaching about 17 million people with messages about visiting the National Parks. We chose a large and small park from each region, each with different types of attractions. We wanted people to be aware that national monuments and historic sites were also a part of the National Park System. We also wanted to choose parks that were in distant rural areas as well as those close to home. Throughout all of this, our major concern was to increase public awareness of the need to protect and preserve parks, and to be more aware of environmental issues.

Each dairy will have a choice of panels once the initial panel (on Yellowstone) is used. Money from the program will be used for interpretive education.

George Minnucci

It has been decided to continued the Passport Program, with Eastern National Park and Monument Association willing to put in the time, investment, and inventory into the effort. Copies of our long range plans for the Passport Program were given to all Regional Chiefs of Interpretation. If any of you have some new ideas, please let me know. For example, we want to do something special in 1992 for the Columbus Quincentennial. So, please have your suggestions in to me by August 15th. Also, when requesting a donation from the Passport Program for the Biological Diversity Program, a letter has to be sent in from the appropriate Division Chief to the Association.

At the end of Mr. Minnucci's comments, the problem of visitors having to ask for the cancellation stamp at the parks was discussed. The Regional Chiefs of Interpretation agreed to look into the matter in their respective regions and come up with suggestions for solving the situation.

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SEEING THE RESOURCE UP CLOSE

On Friday, Washington and regional interpretive personnel had the good fortune to participate in several different field trips with Yellowstone's seasonal interpreters.

One group was led by Henry Schovic, Yellowstone's soils scientist. The group visited several areas affected by different types of fire behavior. With spade in hand, Schovic showed the group the effects of the '88 fires on soil fertility and vegetation recovery. In addition, he interspersed the session with examples of the impacts of Congressional reviews, inquiries, and recommendations on park budgeting and programs that are to be expected in the aftermath of such a significant phenomenon as the Yellowstone fires.
George Robinson, Chief of Interpretation for Yellowstone, is commended for including such training sessions for the park's seasonal interpreters. The field trip reiterates the need for interpreters to know the resource firsthand, so that facts, figures, places, and names take on an immediacy and reality that can be imparted to the park visitor. The session also provided Washington and regional employees with an opportunity to witness seasonal and permanent interpreters rising to meet the demands of a major interpretive thrust designed not only to explain the Yellowstone fires, but also to offset negative public opinion and media reporting on the Service's fire suppression policy.

* * *

THE NATIONAL ASSOCIATION OF INTERPRETATION
Paul Frandsen, President, NAI

I appreciate the opportunity to be here with you today. My purpose for being here is to talk about what the National Association of Interpretation can do. Presently, our enrollment stands at 1800 members. The next NAI National Conference will be in St. Paul, Minnesota, in November.

We are now planning our 1990 National Conference to be held in Charleston, South Carolina. Our 1991 Conference will be in Vail, Colorado. Duncan Rollo, from Florissant Fossil Beds NM is making preparations for that conference. We are working with Parks Canada, i.e., we are building a network with the Canadians, and we hope to have a joint conference with them.

As Regional Chiefs of Interpretation, do you know if your field people are aware of the NAI, and do they (field staff) want to belong?

Comment (Smith) The NAI is not addressing the needs of our field employees. We need to belong to other associations as well.

Comment (Frandsen) I want the NAI to work for the cultural side as well. One of our goals is to get the interpreters of cultural resources involved and have them participate in a conference.

Comment (Kaye) We had a lot of excitement at the beginning of the formation of NAI, but now there doesn't seem to be much support from our Regional Office.

Comment (Frandsen) There is support and enthusiasm at the field level, but not at the regional level within the National Park Service. For example, Duncan Rollo (Florissant Fossil Beds) is the only NPS employee who is serving as an NAI regional president. While we don't want the NPS and other Federal agencies to overpower the NAI, we would like to see better representation of the Park Service's interpretive ranks in the active NAI membership. This
would mean active cooperation from Park Superintendents and other NPS supervisors in which they would promote the NAI and permit staff to run for NAI offices.

Comment (Raithel) A growing trend is the increasing number of non-Federal government organizations that are involved in interpretation. There are more and more capable people other than Harpers Ferry Center who can do this. I see a major role of the NAI as a challenge to us, to stimulate us, and to talk more openly.

Comment (Frandsen) We want the NAI to be a catalyst, to help interpreters determine where they're going in the future, to be aware of trends. NPS people are looking for alternatives. They want to build bridges with the private sector. There is a real diversity in the types of organizations, personnel, and products in interpretation outside the Federal government, and it is growing.

Comment (Kaye) NAI should push the identity of our profession. How much progress has been made with lobbying in Washington for getting such recognition by the Office of Personnel Management, etc.?

Comment (Frandsen) What I've tried to do is use the Washington staffs of those Federal agencies that are more receptive to us. I've written to your new Director, and to State of California on park rangers only being state rangers. I don't think I need to be in Washington to lobby; I'm using the telephone for that.

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SOCIETAL AND ENVIRONMENTAL TRENDS
John Byrne

The 21st Century Task Force has been focusing on global issues and the role the National Park Service can play in meeting the challenges they will pose. I want candid reactions from audience. How many of you are aware of these issues -- population growth, global warming, the Canadian challenge to the U.S. regarding acid rain, etc.?

The 21st Century Task Force has found that there are pessimistic and optimistic groups out there. For example, of the one-half billion species that have existed on earth, only 40 million are around today. Some 900 species become extinct each year. And yet, some people say, "Say so what?" The world's population grows by five billion people per year.

The greenhouse effect is not just a temperature problem. The tundra in the northern environs will have more activity. The north and south poles will get warmer; westerly and easterly weather will
change; storm patterns will change. Water levels will rise, the oceans some 16 to 18 feet, and will wipe out a lot of countries. Plants won't be able to acclimatize, etc.

All scientists agree that there will be a greenhouse effect. It's not just a theory, but a fact. Our generation is the most important generation ever. We can decide what is going to happen to future generations, economically and politically.

What can we do about it? The NPS can be very involved, where we can advise and inform the public on major issues, and get information on issues out on a worldwide basis. In Brazil, the national parks are the only rain forests that are protected.

The 21st Century Task Force should consider the following priorities in their ultimate recommendations:

1. Preserve what we now have
2. Properly develop (or underdevelop) parks
3. Parks are to protect resources and "serve visitors"
4. Expand public protection to include missing links in a complete "Park System"
5. Organize, recruit, and retain the professional staff needed "to respond to changing conditions"
6. Educate the public about the importance of protecting "Natural and Cultural Values"
7. Cooperatively plan with neighbors to obtain mutually "beneficial goals"
8. Create a commonly held appreciation of human "heritage"

We have a big task ahead of us, and we must be prepared to meet our responsibilities. We have plans, plans, plans. Under President Reagan, a study on acid rain was begun, which so far, has cost 750 million dollars. Nothing has yet been done to implement countermeasures. President Bush has vowed to do something. I believe that we now need to get on with our work, to come up with some good ideas, to think big, to be constructive and positive so that we can counter all the gloom and doom that at present is so pervasive.

An article is coming out in the Courier and a videotape is being made on what the 21st Century Task Force has done, how to deal with the issues facing us in the next century, and instructions on how you might run a meeting in which you ask for park and individual responses. Folks, it is not all gloom and doom; there are things we can do.

Note: John and the staff at George Washington Memorial Parkway conducted several formal programs in the D.C. area on global issues. Environmentalists, politicians, the general public and Park Service employees attended these evening gatherings.
This year, the first in another series has been announced.

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"FUTURES" CONFERENCE
Glen Kaye

To think about the future is an exciting intellectual exercise. The 6th General Assembly, World Future Society, will meet this July 16-20, in Washington, DC. The Assembly is a tremendous opportunity, to stimulate your thinking and to learn about these subjects.

Comment (Coutant) To see yesterday what happened in Yellowstone with last year's fires is to see an unparalleled opportunity to interpret. We have to educate the public.

This fall in St. Paul, Forest Service will have its first meeting for its Regional Chiefs of Interpretation. It would be very productive if the Park Service could have its Regional Chiefs meet in St. Paul during the same time so that our two agencies could coordinate on environmental education and other interpretation matters.

I have joined the NAI and have become involved in the organization. It is exciting to be part of the NAI and I encourage all of you to become so. Also, I'll tell all the folks in the Forest Service that Yellowstone is alive and well!

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SERVICEWIDE INITIATIVES
BIOLOGICAL DIVERSITY
Bob Huggins

A notebook is being produced out of Passport money, and should be on its way to the parks this summer. Ten copies will go to each Regional Chief of Interpretation, and ten to each park.

Note: This has been accomplished.
BIOLOGICAL DIVERSITY
Dick Cunningham

Beyond budget, funding, and staffing, we are looking at an incredible opportunity before us to present information to society. The American public is vitally concerned with environmental issues. Recent accidents, such as the oil spill in Alaska have further emphasized the need for us all to be aware of what we are doing to our planet. Membership rolls in various environmental organizations continue to grow.

There are 5.8 million members in the Wildlife Federation, and some 200 million members in the Wilderness Society. Contributions to the Audubon Society have increased because of the Alaska oil spill. Thus, we should not think in terms of this year as the only time to emphasize biodiversity, but rather as the beginning of an ongoing effort to educate the public to the need for maintaining biodiversity. Where this issue applies, please use it in each park's themes, goals and objectives.

I propose that, working through the Washington office, each region be asked to pick at least two of its parks and develop a "best guess" scenario as to what they could be like ecologically 100 years from now (say 2090) based on current Global Warming predictions. The "best guess" scenarios would include not only possible ecological changes, but also possible management and visitor use implications. These scenarios would then be compiled in one document and distributed to field area interpreters.

WOLF EDUCATION TASK FORCE
Doug Caldwell & Joe Zarki

The Wolf Task Force held its first meeting in November of 1987. Former Director Mott appointed Rocky Mountain Regional Director Lorraine Mintzmyer as head of the task force. To date, the Task Force has distributed packets that include three wolf videos, a booklet, and a poster. Soon, an educational packet will be distributed.

Money for educational materials produced by the Task Force was donated. Political repercussions against the wolf reintroduction have already began by the Wyoming Farm Bureau and by members of the Congressional delegations for some of the western states neighboring Yellowstone.

Three tapes were produced. A six-minute version offers a very brief overview of wolf restoration proposals. A 25-minute tape, narrated by actor Robert Redford, provides an in-depth discussion of wolf restoration and the controversies which surround it.
Caldwell showed the Redford video, which can be purchased by the public from the Zion Natural History Association. The third tape is a Skidi Pawnee creation story, involving the wolf, as told by professional storyteller Susan Strauss of Portland, Oregon.

Doug then asked Joe Zarki of the Yellowstone Interpretation Division, to explain the educational packets being produced for school teachers. Joe passed examples of the materials that were developed for three age groups -- grade school, junior high, and senior high school. Distribution of the packets hopefully will begin at the end of June. Joe estimates that about four to five million children will be reached by these "Wolf Pacs." Some 30,000 packets will be distributed throughout the nation at no cost to the schools. Due to a generous private donation, Sandy Robinson's children's book on wolves (commissioned by the Denver Museum of Natural History) is a component of these educational packets.

Former Director Mott wanted to "restore" wolf populations to Glacier and Yellowstone. He recognized that the decision to undertake restoration would be decided politically, and therefore chose to educate children -- children who some day will be the voters in favor of restoration -- about the wolf's rightful place in the American wilderness.

Note: Because of the continued controversy over the wolf education effort and political pressure on the NPS to remain more neutral on this issue, and until current research is complete -- the Director is preparing a position letter to the field that will establish how we are to proceed with this program.

INTERPRETATION'S ROLE IN OPERATIONS
Jack Morehead

I'm impressed by Jim Ridenour, by his decisions, and by his not making decisions prematurely. He wants more information and has brought in Jim Parham to work with him. Jim will help handle details and the paperwork that the Director can't get to, and will help cut down on paperwork.

I'm very excited about this job. On the down side is the money picture as a result of the Alaskan oil spill and the extraordinary high price tag to clean up the mess. To get any compensation back from Exxon or Congress looks extremely grim. Exxon put 15 million dollars into a pot, but it will be hard for the Park Service to get very much of this money. With an overall government budget deficit, we (NPS) won't get more money. We are facing very, very grim money times.
I think there could be a Servicewide initiative to survive these times. A big problem in Congress is with fee enhancement money. OMB feels money should go into maintenance, and not interpretation or resources. I don't see money going into resources or interpretation next year. It will take legislation to get things back on track. Fee enhancement money will stay in maintenance.

Back to operations, with the grim outlook, we need to increase our focus on efficiency to where the money is doing the most good, and not lose site of visitors, the chief purpose of the park. People in the regional offices must focus on the parks, concentrate on efficiency and mission. Be lean and very tough. We must develop interpretation which avoids doom and gloom. Let's create an upbeat trend, that parks are wonderful, a tool to measure global climate change, and very valuable. We are protecting the resources to the best of our ability in the parks. Let's avoid gloom and doom theory.

I had the opportunity to visit mainland China. I got to the interior of this country with a population of 2.5 billion people. It's a land of smog, oppression, where Pandas are captured for money. There is little concern for the species. China is not concerned with global warming, and we have a long way to go in informing them. But therein lies the rub. How do we address the Third World countries on the major problems?

Comment (Caldwell) I don't agree with your view on focusing a park's interpretive efforts so narrowly that other interpretive thrusts are ignored. One of the advantages of a nationwide organization such as ours is that important environmental issues (such as wolf restoration in Yellowstone and Glacier) can be brought to people who are far from the affected areas but whose political voice can influence policy.

Comment (Barbee) This notion of advocacy is an important one. Mott and his push on the wolf is a case in point. We in the Park Service ranks were responding to our leader. Now a new team is on board. Our wolf educational materials that we've developed are in the pipeline, and we get a backlash. Now we must deal with the previous Director's views and the views from the new Director.

Comment (Morehead) Let's be open minded to the new Director and his new issues. The power of interpretation is amazing.

Comment (Holmaas) The field interpreter doesn't have the time to do all this with out more direction. A GS-7 interpreter needs more direction and support.
Comment (Morehead) Partnerships, cooperating associations, friends groups, VIP's, anyone who can come in and help, especially interpretation and concessioners who interpret. If we don't get money, we have to look at other ways, such as concessioners; but do look at partnerships.

Comment (Reynolds) Be real careful about stripping away, (traditional approaches). Train right, and know how to best use others. Interpreters must be on the front line to help people.

Comment (Graybill) It appears to me that we're at a point right now where we can't continue to provide the same service. We have to look at other ways, but it's a real struggle to accept the fact that others must help.

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Comment (Raithel)

Our discussions today, and our efforts together into the future should stress Focus and Efficiency ("FE"). Specific areas which will aid us in a collective FE effort are:

1. Dealing with Servicewide Interpretation -- eschewing regional parochialism as much as possible

2. Improving communications with the Director

3. Thinking more carefully about the role of media, and how all interpreters have a responsibility for improving it; HPC does not have sole responsibility for media.

4. Improving our planning efforts; making better use of the Statement for Interpretation, more creative input for interpretive prospectuses, etc.

5. Initiating an organized, systematic effort for research and development of interpretive media (at HPC) and problem solving (at Interpretive Institutes).

6. Broadening our base of support with partnerships, inside and outside of the Service.

7. Improved recognition of good employee work; WASO is experimenting with implementing "fast track" awards, so supervisors can expeditiously award good performance. As an example, Ken gave an award to Mike Paskowsky for helping out with the service wide AV equipment inventory and Deke Cripe for his work on the survey of field interpreters.
SCA OPERATIONS & OPPORTUNITIES
Scott Izzo, President

SCA created the Yellowstone Recovery Corpse this year to address some of the park's fire recovery needs. We have groups out in the back country, young people with adult leadership, for a month at a time. These groups are reopening trails, rehabing fire lines and different odd jobs. SCA recruited 500 college and high school students to work with the parks Servicewide this year. These folks are truly doing a variety of things, including interpretation, biology, geology, maintenance, etc.

We are organizing our recruitment efforts to hire more minorities. This has proven somewhat difficult since inner city kids are very inhibited about working in areas like Yellowstone. We're working with Herb Cables and the Forest Service to work more minorities into the system and then try and work them into permanent jobs. Only 2 to 3 percent of our recruits come from colleges.

Roy Graybill is charged with coordinating and monitoring the Service's SCA programs, and will be reporting to you on what's going on Servicewide.

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INTERPRETIVE PLANNING
Russ Smith/Marilyn Hof/Gary Johnson
Mike Paskowsky/John Reynolds

We have been working hard to build relationships between HPC and DSC. John Reynolds, Ken Raithel and Dave Wright are continuing to work hard to improve the relationship.

Marilyn Hof, Interpretive Planner, DSC:

Primary concerns are our collective need to change how we think about interpretive planning; there's a real need to develop a formal process for interpretive planning that takes into account all aspects of a park interpretive program; such a holistic approach is disappearing in the agency. Development and construction-driven planning does not provide direction for interpretation programs, staffing or priorities. Interpretation should be driving (to a large extent) resource and overall park facility planning.

Gary Johnson, Landscape Architect/Planner, DSC:

With complete understanding and articulation of primary interpretive themes and resource values which we want to communicate to the visitor, we can then properly plan facilities.
We must have interpretive and resource planning completed "up front", after which we can focus on park facilities, staffing, etc.

John Reynolds, Manager, DSC:

Historically, the Service wrestled with the old controversies of preservation vs. use before we would attempt to even build a road in a park. We have always wanted visitors exposed to the substance of a park as a priority over new buildings and facilities. But, we have lost our focus on how to accomplish this part of the mission of the NPS. We now spend excessive effort, a misplaced priority, on compliances and obligations of design.

Marilyn Hof has expressed her discouragement about interpretive planning, and what the NPS is really supposed to be doing. She has demonstrated that you don't have to wait for Servicewide improvements in policy or procedure until someone from above (such as WASO) gets started; improvements of that sort can begin with you, on the project you are responsible for.

Dave Wright, Manager, HPC:

We have added two interpretive planner positions to DSC operations; these folks will be hired to do interpretive planning in concert with DSC planning efforts to get this kind of coordination going faster.

Mike Paskowski, Interpretive Planner, HPC:

Interpretive prospectuses are written to ensure proper implementation of themes, goals and objectives of the park through media prescription. They have also included cost estimates, while at the same time attempted to be flexible documents, responsive to changing focus and priorities. Prospectuses have often been written in a myopic fashion, eventually ignoring personal services as part of interpretive program planning. We need to broaden our perspective to once again plan for interpretation of the total park resource and acknowledge the needs of the whole visitor.

Russ Smith, Chief, Division of Interpretation, MARO:

Park planning needs more emphasis on personal services interpretation, but this may also be more effectively married to the usual media prescription efforts we typically get from HPC. In the absence of good planning, park staffs will make their own "best guesses" about what to do; such guesswork can be seen in the absence of apparent formal planning processes at Hopewell Furnace, Independence and George Washington Birthplace.

Furthermore, the current Statement for Interpretation is a cumbersome format, a burden to many interpreters. Perhaps we should consider one document which incorporates both the essence...
of an SFI and an Interpretive Prospectus. Refining such a proposed format may be an excellent topic for discussion at an Interpretive Institute.

Such refinement should recommend that the plan or format initially address the planning problem(s) to be solved, describe what the interpretive plan is intended to accomplish. The new format should also describe the roles and responsibilities of HFC, DSC, ROs, and park staff in bringing the plan to fruition.

SUMMARY:

Marilyn Hof:

The problem being discussed here is so big and complicated that perhaps what we agree on is that some basic, fundamental changes are in order. The planning system isn't giving us sufficient guidance, and park employees need much more training in the areas of developing and using plan. I will prepare a summary of what the regional chiefs are concerned about on these issues. Today, perhaps, we have at least gotten started by articulating some common concerns.

Note: Jack Morehead has placed high priority on conducting a review of the value of S.F.I.'s. The Division of Interpretation, WASO will conduct this review in FY90.

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GROUP DISCUSSION ABOUT THE INTERPRETIVE CHALLENGE

This informal discussion among all the regional chiefs and WASO and HFC staff attending resulted in the following general thoughts about The Interpretive Challenge:

-- The Challenge is still an active document that deserves the support of the regional chiefs, the field, and the MPS Directorate.

-- The "Implementation Strategies" developed as an action plan for the Challenge were well received by the Director and the RDs; with that broad impetus, the "Strategies", too, should be pursued.

-- The regional chiefs should declare priorities in the strategies, and send messages about those priorities to their regional directors and the Director.

-- There have been significant individual and collective accomplishments as a result of the publication of the Challenge; these should be documented and transmitted to the field and to the Directorate.
Many parks are already using and referring to the Challenge in preparation of their respective SFIs; this should be acknowledged and positively reinforced.

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COLUMBUS QUINCENTENNIAL PROGRAM
Dave Wright/Rowland Bowers/Glen Kaye

Rowland Bowers:

This is the first meeting I've attended to represent cultural resource with an interpretive group; we should work more closely together, and are more likely to do so now that Sandra Weber is on Mike Watson's staff.

The National Park System offers tremendous opportunities to interpret the Quincentennial of Columbus' arrival, and we have decided to focus on 36 parks with Spanish colonial resource influence. We are concerned about limiting our scope excessively, but the RD's have decided to stay with the 36 parks.

Goals for the Quincentennial are well articulated in Departmental MBOs (see Appendix E.)

The Service's Spanish Colonial Research Center, University of New Mexico, is a service-wide research unit made up of 4 people. It is currently funded out of Cultural Resources, by assessment from the 36 parks pertinent to this theme. This is not the way we want this funding to continue.

The Service's Cultural Resources Management Bulletin has had several articles and references to this important theme, and should serve as an excellent reference.

We would like very much to develop an exhibit on the theme to send to Seville, Spain for the World's Fair 1992, but, unfortunately this seems unlikely due to an absence of funding.

The NPS Advisory Board has taken a keen interest in the Quincentennial and may provide some support for our participation. The U.S. Postal Service may issue a commemorative stamp in honor of the Quincentennial.

Quincentennial Jubilee Committee for the United States is making big plans for this event even though the Service has no one on the Committee. This is unfortunate, since the NPS is certainly on the receiving end of whatever will be planned.
Dave Wright:

Our budget picture for supporting the Quincentennial seems bleak right now, but some parks are going ahead with available resources.

As an example, Amistad is working on exhibits now and Big Bend is planning exhibits as a result of its standing in the major rehab program.

We will be redoing the Service's major rehab priority list at the September RDs meeting in Denver; impacts of special thrusts, particularly the Quincentennial, will be taken into account as those priorities are re-set.

We should be working on any proposed exhibit for the 1992 World's Fair in 1990, but will probably have to wait until 1991 for funding reasons.

HPC Division of Publications is also trying to get folders and handbooks done for involved parks. AV has done a script for Cabrillo, using a Hasselblad format for slide sound program.

Glen Kaye:

Research in preparation for the Quincentennial has resulted in a partial rewriting of American history; facts have been discovered in the archives of Spain that are simply astounding; this will be the greatest historical event for interpretation since the American Revolution Bicentennial.

We are now searching for and need help in finding any books that are out of print on the subject. We are editing a publications list now, and hope to give it wide distribution upon publication.

Unfortunately, as you've already heard, there is no additional funding programmed in '92 for this project. Interpreters Servicewide need to do more brainstorming to ensure that we do the subject the justice it deserves.

** NATIVE AMERICAN INTERPRETATION **

Sandra Weber

Sandra introduced herself as the newest member of Mike Watson's staff, said she looks forward to working with all of us as the interpretive specialist in WASO specializing in cultural resources.
Specific efforts which Sandra wants to undertake include:

- **Heritage Education**
- **Columbus Quincentennial**
- Specific interpretive focus on new audiences, urban populations, ethnic groups, foreign visitors
- **Missing Stories of the National Parks** (Native Americans, slavery, etc.)
- Unique cultural resources (buildings, structures)
- Improving the appropriateness of structural contents (forts, battlefields, etc.)
- Resource management issues (emphasis on preservation, prevention of looting, "pothunting", etc.)

Our Spring 1989 training course on interpreting Native American issues was held in Olympic NP. It succeeded because we had an extremely effective group of people, good ideas, candid sharing of concerns, and solid recommendations. I recommend that more such workshops be conducted throughout the Service.

We must improve our training, depth of individual knowledge. Furthermore we often have non-Native Americans presenting the interpretive story when we could be cultivating Indians to do the job with greater believability and accuracy.

Recruitment of Native Americans into the Service deserves our attention and support. Right now many cannot compete due to their level of education, but, in fact, they may be in the best position to successfully interpret a certain park or certain resources.

Furthermore, there seems to be a trend that Native Americans achieve a certain career level and then leave the Service, so retention is an issue of concern as well.

There can be significant Native American involvement with the Quincentennial of Columbus' arrival, too. Don't overlook the impacts Native Americans on European explorers and cultures during the contact period(s).

**Comment (Marie Myers, Chief Visitor Services, Nez Perce NHP)** The training course at Olympic was invaluable because of the strong advice and numbers of ideas pertaining to not only historical facts, but languages, kinship relations, and many other aspects of Native American cultures.

**Comment (June Greene, a Nez Perce tribal member, and park ranger at Nez Perce NHP)** The training at Olympic was excellent, resulting in many of us exchanging ideas and working together for the first time. The forum offered us a chance to express our feelings, to tell our side of very sensitive issues. It has been very difficult for me to get across how we [Nez Perce] feel, how to interpret our
wounds, how the missionaries changed our life style. To put aside personal feelings and tell the story [of the Nez Perce] is very difficult and other NPS interpreters should be sensitized to that.

Comment (Bowers) Our Archaeology Division has put a publication together on how other agencies have protected and interpreted their areas. We will get this publication out to all regional chiefs of interpretation.

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NATIONAL COUNCIL FOR THE TRADITIONAL ARTS
Joe Wilson

The National Council for the Traditional Arts has also been addressing the issue of a proper interpretive perspective upon Native Americans. Simply stated, Indians make wonderful interpreters of their own culture.

The NPS history of development has accelerated emphasis on cultural significance only in relatively recent years. From 1872 (creation of Yellowstone NP) to 1920, the many parks were established, but predominantly of a natural or scenic character.

After 1920 historical sites were developed, and the Service fought to hire qualified historians. Some examples of contemporary cultural efforts of the Service include:

-- Jean LaFitte Park, charged with dealing with Cajun cultures of southwest Louisiana. Often it's not easy to secure the confidence and cooperation of different peoples. And anyone will have a hell of a problem dealing with these independent French people of Louisiana. The park has to deal very sensitively with the variety of ethnicity to be found there.

-- Cuyahoga Park NRA, and Lowell National Historic Park. These are two very difference parks in both legislative intent and approaches to interpretation. What they have in common is a role of trying to preserve heritage in parks.

In 1971 the National Council for the Traditional Arts became formally affiliated with the National Park Service. Upon signing a cooperative agreement the National Folk Festival was moved to Wolftrap Farm Park just outside of Washington, D.C. Now we are also working with other federal agencies such as the National Endowment for the Arts.

We have actually been working with parks for over 30 years. We have often found that the seasonal register procedures and requirements are a big problem for getting the best representatives of various cultures into park interpretive programs and efforts; we have fought the issue for a long time. NPS has a bias favoring
higher education, but, in many cases a cultural bias is needed to obtain the proper persons to interpret, whether they have a higher education or not.

Summary discussion ( Entire group)  A current trend in interpretation is to present Native Americans as the forgotten people. Our efforts to date have failed to adequately show how Native Americans and Anglo cultures mingled and evolved to the present day. Most people only learn about Native Americans as depicted in history references of the 19th Century. We have been reluctant to let Indians and their cultures evolve, refusing to acknowledge consequent evolutions in tools, art, lifestyles, etc. We need to be much more aware of this in both media planning and personal services interpretation.

Goals to shoot for include:

- IMPROVED TRAINING ON NATIVE AMERICAN ISSUES BY -
  - including in Interpretive Skills III
  - having Native Americans teach appropriate sessions
  - sponsor or provide locations for pow-pows
  - mandatory training for Superintendents
  - establish formal liaisons with Native American groups

- DEVELOP CURATORIAL STANDARDS & GUIDELINES ON NATIVE AMERICAN OBJECTS

- RE-EXAMINE RECRUITMENT & RETENTION PROGRAMS AIMED AT NATIVE AMERICANS

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NATURAL RESOURCE INTERPRETATION
Dee Morse, Division of Air Quality

An overview of the organization of the Directorate pertaining to natural resources (organization chart attached) is appropriate so we all understand, generally, who does what. Then we will concentrate a bit more heavily on the Division of Air Quality efforts.

The Water Resources Division, located in Ft. Collins [with a "Policy, Planning and Implementation Branch" in the Lakewood NPS offices], develops water related policy, addresses water rights issues in national parks, and prepares water development guidelines. The Division is extensively involved in monitoring of water quality and its impact on park and adjacent resources.

The Geographic Information Services Division is located in Denver housed with DSC and the Rocky Mountain Regional Office. They have not had extensive involvement in preparation of interpretive programs or media. However, they are preparing a great many
satellite images of park resources of considerable value to scientists and possible interest to park visitors. Two branches within the Division are "Remote Sensing" and "Digital Cartography".

Wildlife and Vegetation Division in WASO is responsible for policy formulation, and research monitoring activities. These folks have worked very cooperatively with interpreters primarily in the areas of biodiversity and global warming. They were also very instrumental in the acid deposition side of the Director's "Clearing the Air" initiative.

The Air Quality Division has tried to work a little more with the parks, to help them by providing technical assistance, accurate information, and funding for wayside and museum exhibits. Exhibit design, however, is left up to the parks and regional offices to handle.

In 1983 approximately only six parks were participating actively in air quality program interpretation. We have always found different levels of interest in the park service, but now some 95 parks have some kind of air quality program interpretation.

Our emphasis now is to get information out to all interested parks to cultivate an informed public that can participate in improvements to air quality.

One area in which we are quite interested is the preparation of interpretive prospectuses for parks where the staff believes air quality issues are important. It would be very beneficial for us to participate in those "up front" planning efforts to help parks develop air quality themes, goals and objectives. We did this intensively with the Bryce Canyon IP, entitled Prototype for Quality.

The "Clearing the Air" interpretive initiative is an ongoing process, and was never intended to be just a one year thrust.

NPS has affirmative responsibilities for educating the public about air quality issues in national parks, but another thrust is simply to let visitors see the monitoring instruments and better understand what we're doing and why. It is also important for us to find out what the visitor reactions are to air quality issues and how they perceive the relevance to other natural resource issues.

Materials now available include periodic reports to the field on air quality issues and educational efforts and an award winning video entitled For the Long Run [produced by the WASO Division of Wildlife and Vegetation]. An acid rain/air quality brochure is being put together at HFC. There have been lots of problems during the various reviews of this publication and it will possibly be
going through another redesign. It's targeted for the park service and the general public.

Air quality and biodiversity are still important themes for interpretation Servicewide. Global warming, the intended thrust for next year, is largely an educational effort aimed at NPS employees right now. For example, the excellent EPA Journal on global warming has been sent to all the Regional Chiefs of Interpretation.

President Bush is also placing a big emphasis on wetland protection (best exemplified by the U.S. Fish & Wildlife Service's North American Plan for Wetland Conservation).

Each fiscal year, $60,000 has been set aside for air quality programs Servicewide. The amount can go up or down, depending on the vagaries of budgets, but it has remained constant so far.

Question "How far can we go with interpretation of politically sensitive natural resource issues?"

Response (Dee) The natural resource directorate has reviewed and approved our air quality programs and interpretive efforts. In short, in that area we have begun to present information about air quality problems; doing so is legal, factual and now institutionalized. In summary, interpreters should consult with the Superintendents, keep interpretation accurate and factual, and make sure visitors draw their own conclusions.

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VISITOR SERVICES PROJECT
PHASE III EVALUATION
Gary Machlis

Visitor Services Project efforts over the last few years have demonstrated at least one important trend to us: visitors will use the inquiry as an opportunity to achieve their own ends. That is, some visitors, in open-ended question formats, will offer opinions which they believe will foster certain results rather than offering a true reflection of what they believe.

The Visitor Services Project (VSP) began in 1981 with pilot studies performed by the Cooperative Park Studies Unit at the University of Idaho in the Rocky Mountain Region. The VSP is still orchestrated by the CPSU, but is staffed by NPS Research Associates Margaret Littlejohn and Dwight Madison.

The VSP is currently divided into three "Phases". Phase I is an allegorical map of interpretive services. It provides an accurate tool with which to locate and describe the nature and sponsorship
of all interpretive services being offered in a park by the Service, cooperating associations, concessioners, or others.

Phase II is the one with which most Service personnel are acquainted. It relies on questionnaires filled out by visitors to provide information about time spent in various activities in the park, locations of visitor activities, and visitor opinions on key issues selected by park staff for investigation.

Phase III, being developed during the summer of '89, will provide an array of evaluation techniques with which to gauge the effectiveness of interpretation services.

To guide the deployment of all phases of the VSP, an advisory committee has been established. This committee will provide a wider representation of opinions and guidance from Superintendents, Regional Chiefs of Interpretation, the Service Centers, WASO and field interpreters. The Advisory Committee's first meeting was in Moscow, Idaho. A charter is being written to specifically articulate the role of the Committee. Fundamentally, the Committee will make recommendations to Jack Morehead about which parks are to be studied with the VSP. We've expanded our capabilities rather significantly, having begun several years ago at one park a year, and now up to 10 per year.

A newsletter is mailed out to all VSP participants and regional offices three times a year; it describes the progress of VSPs underway.

Furthermore, we will be producing an annual report which, in addition to describing the year's accomplishments, will also discuss trends evident from the Servicewide data base that has resulted from the accumulated VSP results.

Finally, Margaret Littlejohn and Dwight Madison are preparing a training manual so that the VSP techniques can more easily be communicated to others.

The Advisory Committee will also be deliberating on the possibility of a future location if it is concluded that a change is necessary.

Comment (Margaret Littlejohn) This has been an interesting transition for me from years as a field interpreter. Learning social science techniques and statistical methods is a whole new ball game. My experience has been particularly valuable because many preconceived notions we had about visitors can now be refuted or backed up by factual data.

Comment (Dwight Madison) We have a 10 minute video on how this program works, and will probably be updating it in months ahead. The data assembled is now being used by non-NPS organizations (chambers of commerce, concessioners, etc.).
Comment (Gary Machlis) Phase III is responding to your need for practical evaluation techniques. Interpreters and their programs should be accountable for results with park visitors. To ascertain whether we’ve met or exceeded our objectives we need a range of evaluation techniques. None of you will agree on one technique as the way to evaluate, so a "menu" of possibilities is being prepared.

Importantly, we will ask for, must have, your assessments of the pilot studies being performed to create these techniques this summer. We also want your comment on the premises on which the techniques are based. For example, we will be looking at what "understandings" visitors derive from interpretive programs. An "understanding" is composed of a theme and a statement of significance of the park resource. Is this a useful unit of measurement, sufficiently different from themes, goals and objectives that it can be evaluated?

The five techniques being evaluated this summer are:
Focus groups, Visitor Survey (long form), Visitor Survey (short form), Peer Review, and Self Critique.

Evaluation is extremely important, if only from a standpoint of "moral management". In short, managers must have better information with which to judge, rather simply, whether parks and park visitors need interpretation services or not.

Note: The annual report has been completed and will be distributed to the field in November.

* * *

INTERPRETATION
THE TECHNICAL BULLETIN
Julia Holmaas

Interpretation has been published quarterly four times for a full year now. The 5th issue is on the subject of wildland fire, is completed and will be circulated in about 6 weeks.

We have begun to include a "letters to the editor" section in the format, but have only received two contributions thus far and would like to encourage more. Two criticisms we've heard pertain to the typestyle being used (will change with next issue), and that there are not enough good illustrations. We are asking you to submit articles on a Wordperfect disk, or clean typed copy, and if you have only have color slides for illustrations, please convert them to black and white before you send them to us. Please tell us where you want the graphs or photos in text. Over the past year, getting text in a timely manner has been difficult, but I appreciate how much the Regions have done with editing.
Comment (Mike Watson) We need to decide the upcoming topics so we know where we're going for next two years.

Results of extensive discussion that ensued on topics:

* Education, Role of Interpretation (Heritage), WASO/NAR
* Interpretation. Landscapes and Building landscapes, Alaska/PNW
* With a little help from our Friends (partnerships), NCR/SER
* Interpreting Native American Culture, past and present, MWR/RMR
* Futures, SWR and WR
* Diamond Jubilee of NPS, MAR & HFC
* Quincentennial SWR/SER
* Mass Media (on hold), Bob Huggins
* Partnerships, NCR/SER
* Education, WASO/NA

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URBAN PARK INITIATIVES
Cindy Kryston

Urban parks have been and are being treated as the step sisters of the National Park Service. The Service should develop an "urban strategy" for interpretation to describe functions, new roles, and the importance of an NPS presence in urban areas; in short, we need to revise our thinking and retool our capabilities to meet changing needs. We should define "urban", "urban audience", and better understand the behavior of urban people. Who are these people and what are their expectations? We need to adapt traditional park operations to address these unique audiences, make commitments to develop our own employees, and provide a more meaningful focus on resources in urban locations.

WASO Division of Personnel is examining the feasibility of Locality Pay Comparability to provide general schedule employees a prevailing wage rate as is currently available to wage grade employees.

Urban areas are also having problems recruiting seasonal employees. We need to know more about where our seasonal employees come from, and where we can find improved recruitment sources. NARO is preparing a recruitment brochure with this dilemma in mind.

Urban park areas are vital to the National Park System because of their potential to help broad cross sections of citizens better understand the entire System. If we don't take urban parks seriously (from the standpoints of staffing, budgeting, development and recognition) they will become museums of little use or interest.
to anyone. Urban people must be educated about why we have and need national parks. Such education will then show up (positively) in the attitudes of people who visit non-urban parks.

* * *

MIGRATORY BIRDS, GLOBAL WARMING, WILDLIFE CONTRABAND
Dick Cunningham

Migratory Birds: I am working on a project involving North American migratory birds and their role in NPS interpretive programs. I would like to see links established between parks in the north at which a species of migratory bird nest and parks in the south where the same species winter. These parks could exchange a few slides and information with each other based upon the commonality found in that migrating species. There are severe losses of habitat in the U.S., as well as in Central and South America. Understandings about and communications of these losses would be enhanced by the types of linkages suggested.

Global Warming: We need to examine better ways of looking at potential effects on park resources of "global warming". One way of doing this would be for WASO to orchestrate regional selections of "pilot" project parks for development of hypothetical scenarios. That is each region could select one or two parks and prepare a "best estimate" ecological description in the year 2090 (approximately 100 years from now) of each selected park with current projections of global warming in mind. The "best guess" scenarios should include not only possible ecological changes, but also possible management and visitor use implications. These scenarios should then be compiled in one document and distributed to field area interpreters.

Wildlife Contraband: Interpreters should be much more knowledgeable about the incredible volume of wildlife contraband - illegal wildlife products available for purchase in the U.S. We may ask what all this material may have to do with direct missions of national parks. Some illegal products are actually sold in park gift shops. Some of these articles are manufactured from American species of wildlife which are being killed inside our parks and then marketed and sold. A "Wildlife Trade and Educational Kit" costs $40 and may be purchased from World Wildlife Fund. I would be willing to work with any of you to learn more about such conservation programs. Please give me a call. Furthermore, I have a large room at my home of seized contraband samples. Such materials may be made available to field interpreters for use in programs.

Comment (Group consensus) We could all benefit by seeing an inventory of materials of that sort that are actually available. Response (Cunningham) I will prepare the inventory and send copies to everyone here.
EXHIBIT MAINTENANCE MANAGEMENT
Glenn Hinsdale

The Pacific Northwest Region contains many large parks for which the most reliable interpretive media are wayside exhibits and publications.

10 years ago, Superintendents and Maintenance Division Chiefs would not give us funds from cyclic maintenance for wayside exhibits. Then in 1982 I was successful in getting $35,000 for exhibits and spent it very wisely. The idea is growing, but the problem is that cyclic maintenance money is shrinking.

We really need to examine the needs in each park, for very worthwhile projects, and provide funds for all the parks. Expending all our resources to completely rehab one park is unwise.

I submit to you that, even having received well written requests for help from the field, we're not providing the proper amount of kind of support necessary from the regional offices.

I have developed a set of standards for the parks which they have to follow in submitting their requests for rehab assistance. Six out of ten Regions have a cyclic maintenance program. I believe the [WASO] Associate Director for Park Operations should persuade the regions who don't have such programs to develop them immediately.

1-900 U.S. PARKS
Warren Bielenberg

(See presentation handout Appendix F).

OPERATIONS EVALUATIONS
Joe Gorrell

Operations Evaluations are very positive management tools, and, if used with that in mind, can be very constructive.

My first experience with the Operations Evaluation procedure was the one performed this winter at the Rocky Mountain Regional Office. It went extremely well. When I returned to WASO and read the report there was very little that needed to be changed, most work having been conducted successfully on-site.
Getting acquainted with people is the bottom line for the OE process it seems to work. Because of the efficiency attributable to good computer access and the hard work of a talented OE team, the RMR report is already in the Director's hands.

It takes a couple of weeks, and 25 people, to do a regional office OE. Are there short cuts we can take? We propose to extend the interval cycle between OEs and recommend interim self-evaluations.

Comment (Glenn Clark) From my standpoint, the weak link in the OE process is the follow up. There just isn't sufficient concerted effort to follow up and ensure that recommendations are implemented.

Response (Joe Gorrell) Two or three evaluators should go back out to see if there has been adequate follow up. The follow up has been lacking, and we're just taking the RDs' word for it that recommendations are being followed. Having a follow up to RO OEs is not a challenge to the RD's integrity, but simply a cross-check and verification.

Furthermore, our primary duty is to simply read the standards as they are written and see if the standard is being met. The National Park Service still cannot evaluate or re-evaluate FTE's or money.

* * *

TRAINING
Mike Watson

Last year we asked for funding and authorization for fourteen interpretive training courses [at Mather and Albright Training Centers] and we were able to deliver approximately a dozen. What courses would you like to see added?

Response (Group) Marketing, Computers as management tools [Watson doubtful this proposal would fly as a proposal for interpretive training] History, Native American issues, and Improving NPS interpretation of battle sites.

Dave Dahlen says it's time for another Instructors' Workshop for Skills Team members. We are also proposing a course on interpreting critical resources issues, but are unsure whether to emphasize global warming or cultural concerns? We're not going to get all the courses we would like to offer.

Comment (Raithel) Some combinations may be possible; for example, a course addressing the Columbus Quincentennial could also be a forum for discussing natural resource issues. We should also think
about how to get concessioners more involved in interpretive training.

Response (Watson) Some regions, like Rocky Mountain Region, now actively encourage concessioners to attend Skills courses; this should probably be intensified, but we could also consider attending concessioner training to better understand their operations and how they may relate to interpretation.

Comment (Bill Sontag) Concessioners often feel that they have a large number of employees to "train" in a very short period of time. That is, their folks must learn the basics of operating cash registers, table service, inventory stocking, baggage handling, room cleanup, etc. and this in only a few days so they can get "up and running" rapidly. An answer, of course, would be to bring them on a day or two earlier to get some interpretive training, but that adds considerable payroll expense and many companies have terribly high turnover of employees in whom they are reluctant to invest more training time. One can form lots of opinions about such responses, but we must at least understand that the issues are not simple.

** * * * **

SURVEY OF INTERPRETERS
Deke Cripe/Mario Faire

Deke presented the analysis of responses to the Survey. Over 60% of permanent field interpreters submitted surveys with written comments.

The analysis will be finalized and distributed to the field.

In addition, Ken Raithel will call together a group of people to discuss the results and prepare a position paper with recommendations for the Director.

Jim Coleman will chain the group meeting and then incorporate the perspectives of the group into his presentation of personnel issues at the September Regional Directors Meeting.

Note: The group met in Lowell, Mass. on September 12-15, 1989 and a draft paper was presented at the Regional Directors Meeting.
CONFERENCE SUMMARY
Ken Raithel and Mike Watson

Many thanks were extended to George Robinson and his staff for hosting the 1989 Regional Chiefs Conference in Yellowstone. Appreciation was also expressed to Jeanie Harris for keeping the Conference Record for this meeting.

The next regional chiefs' meeting will be a two-day get together prior to the National Interpreter's Workshop hosted by the National Association for Interpretation in St. Paul, MN. A revised agenda format will be solicited and offered to all the regional chiefs for comment. Bob Huggins and Bill Sontag will collaborate on this proposal immediately.
Memorandum

To: Chief, Office of International Affairs

From: Chief, Division of Interpretation

Subject: Trip Report, Second World Congress, Heritage Presentation and Interpretation 1988; Preparing for the 90's; University of Warwick, Coventry, England; August 30—September 4, 1988

GENERAL

I was honored to be part of the official National Park Service (NPS) delegation to the Second World Congress on Heritage Presentation and Interpretation in England this September. Besides myself, four other NPS employees chosen by the Director and the Assistant Director, Interpretation, attended the Congress as the official NPS delegation. They were:

—Cindy Kryston, Regional Chief of Interpretation, North Atlantic Region
—Gary Candelaria, Chief Park Ranger, Sitka NHP
—Linda Finn, Interpretive Planner, Harpers Ferry Center
—Marti Leicester, Chief of Interpretation, Golden Gate NRA

Several other NPS employees attended the Congress at their own expense and on their own time. They were:

—Warren Hill, Associate Director, Operations, Midwest Region
—Joe Wagoner, Chief of Interpretation, Mammoth Cave NP
—Linda Moon Stump, Supervisory Park Interpreter, John Muir NHS
—Janice Killackey, Park Ranger, Longfellow NHS
—Nora Mitchell, Natural Resources Management Specialist, North Atlantic Region

Wagoner and Stump each presented a paper during the Congress. Both had attended the 1985 First World Congress in Banff. Candelaria read a paper prepared by Bruce Craig of the National Parks and Conservation Association who could not attend at the last minute.
Overall, the NPS was well-represented at this important world gathering of professional interpreters. I was proud to be a part of the delegation representing the NPS.

KEYNOTE ADDRESS

Soon after I was appointed Chief of Interpretation in the fall of 1987, I was contacted by Dr. Ian C. A. Parkin, Chairman of Heritage Interpretation in Warwickshire, England, to present a keynote speech at the Congress. Parkin was one of the principal organizers of the Congress. He sent formal requests for my participation to the NPS Director a year ahead of time.

Once I knew I would be participating as a keynote speaker, I contacted Parkin and discussed my presentation. The Congress was designed to revolve around six themes. Parkin was organizing Theme 2, Identifying and Responding to the Needs of Visitors. He asked me to prepare a 30-minute speech on Theme 2 from the NPS interpretive perspective.

I sent my abstract to the Congress organizers in March which was readily accepted and followed up with the text for the speech in July. A copy of my presentation is attached.

I presented the keynote the opening morning of the Congress and received excellent response and feedback throughout the week. Over 300 permanent delegates and another 100+ part-time delegates attended the Congress. Since two keynotes were scheduled simultaneously, no one could attend all six. I estimate 250 attended during my keynote.

I handed out 100 copies of The Interpretive Challenge which I took with me and have had requests for several more since the address. It was fortunate that I was scheduled to present my keynote the first morning—I was able to relax and attend Congress sessions for the rest of the week and not worry about the presentation. It also gave me early exposure to the entire body of participants and allowed wider interaction throughout the week.

THE CONGRESS

The Congress was extremely well-organized and ambitious. A copy of the program is attached. Although the Congresses are sponsored by the group Heritage Interpretation International (HII) out of Canada, each specific Congress is organized by local organizations in the host country. Specifically, The Centre for Environmental Interpretation (CEI) and The Society for the Interpretation of Britain’s Heritage (SIBH) organized and promoted the Second Congress.

The Congress is held once every three years, never on the same continent twice in a row. The first was held in Canada in 1985.
The England Congress was housed on the campus of the University of Warwick, Coventry, England. Housing and meals were on campus, which helped keep costs reasonable (costs were still high for U.S. participants due to the devalued dollar). The campus arrangement was quite satisfactory.

Keynotes and papers were delivered throughout the conference, sometimes all six themes having presentations at once. It was frustrating at times to choose a session for attendance. The NPS delegates tried to schedule themselves to attend as many different sessions as possible. I attended 23 different sessions.

Every evening featured a social event which was coupled with the local culture and highlighted some aspect of local interpretive activity.

Friday offered a variety of field trips. I opted for Peak District National Park, home of Losehill Hall, the interpretive training center for Britain's interpretive personnel, equivalent to Mather Employee Development Center for the NPS. I was able to reacquaint myself with several of the staff members whom I had met at Mather Employee Development Center when I worked there, as well as Peter Townsend, the Director of Losehill Hall whom I had met in 1980 at a German parks conference.

The staff took us through the Peak District National Park and conducted several well-done interpretive activities for children. Despite the pouring rain, the trip was well-worthwhile.

I would guess that half of the people attending the Congress were private consultants in the interpretive profession. It was interesting to note how many consultants there were from all over the world. Nearly 40 delegates were from the U.S. A list of participants is attached.

Four of the Congress themes were very familiar and the NPS is certainly a world leader in them: (1) Interpreting the Countryside and Natural Environment; (2) Identifying and Responding to the Needs of Visitors; (3) Education and Training for Interpreters; and (4) Research and Evaluation. The other two themes are less familiar in NPS interpretive circles and have clear implications for NPS interpretation in the future: (1) Interpreting the Built and Historic Environment; and (2) Funding and Marketing.

Overall personal impressions of the Congress are:

(1) The NPS is recognized, almost revered, as a world leader in interpretation, especially in personal interpretive services, interpretive training, and interpretive media.

(2) Freeman Tilden has a world following.

(3) Those who have studied NPS Interpretation from other parts of the world (the Danes in particular), observe that NPS interpreters and other park managers are the best in knowing about their resources and in having sound interpretive techniques for communicating about those resources to the visiting public. However, they feel that we do not know much about
the communities beyond our park boundaries and what parks mean to local community groups.

(4) Interpretation as a discipline is being embraced worldwide in the private sector and money can be made doing it. The definition of Interpretation has much broader meaning worldwide than it does in the NPS.

(5) Most public or governmental interpretive efforts are not receiving the funding necessary to keep the quality or quantity at even minimum levels.

(6) The term "Ranger" is well accepted internationally as one who interprets. The term "Interpretation" seems to be well accepted around the world by the professionals attending the Congress.

CONGRESS THEME REVIEWS

One of the more interesting aspects of the Congress was the review of each theme by the English organizer on the final day. I took notes during this review and submit these summaries.

Theme 1—Interpreting the Countryside and Natural Environment

(1) 30 papers were presented on this theme.
(2) Papers presented reaffirmed the importance of personal interpretive skills and storytelling.
(3) Interpretive planning is vital.
(4) Teamwork is always required.
(5) More evaluation of programs is required for effective interpretation of the countryside and natural environment.
(6) We must think globally to avoid past mistakes.
(7) We must encourage visitors to look to the future as well as understanding the past and present.
(8) We must direct more resources to city parks and open spaces for the local people.
(9) Interpretation should be a functional part of the organization along with resources management.
(10) Our business is as much about listening as telling: interpreters are the ears of the organization.

Theme 2—Identifying and Responding to the Needs of Visitors

(1) 18 papers were presented on this subject.
(2) Attention to detail about monitoring your visitors is critical.
(3) First know your visitor.
(4) Visitors need a "sense of place" when they visit parks.
(5) Interpretation can miss the mark without interpretive planning based on visitor research and survey.
(6) Know your visitors and their needs.
(7) Management excellence of site and staff needs to go beyond park boundaries.
(8) Customer care is paramount.

Theme 3—Education and Training for Interpreters

(1) Interpreters need to be well-grounded in resource knowledge ("The Complete Interpreter").
(2) Interpreters are key members of any staff; they are unusually cheerful; they are not necessarily well-paid.
(3) There is no single formula for interpretive training.
(4) There should be a priority to the training of trainers.
(5) There is a concentrated effort in training interpreters, but it must go to volunteers and part-timers as well.
(6) We should encourage employers to hire artists in drama.
(7) More training on development as well as skills is needed.
(8) More pressure is needed to fund training; 2-4% of salaries should go to interpretive training.
(9) Undergraduate interpretive training is not the way to produce professional interpreters.
(10) The repertories of communicators should be expanded.

Theme 4—Funding and Marketing

(1) 16 papers were presented.
(2) Q—why is it hard to get funding for interpreting to a booming travel industry? Is more marketing research needed?
(3) We need to understand our business better—who are we competing with?
(4) The infrastructure of heritage needs to be examined.
(5) In short, we as interpreters have to be more professional.
(6) We are in "warm glow" business; besides the public, we need to give a "warm glow" to our sponsors (Congress/Parliament).
(7) The responsibility for conservation and heritage are in the volunteer sector; how do they compete with public and private sectors; volunteer groups may tear themselves apart as they compete.
(8) The potential conflict between education and costs may harm interpretive efforts.

Theme 5—Interpreting the Built and Historic Environment

(1) 37 papers were presented.
(2) We must avoid jargon with the public: "Interp-speak."
(3) False heritage: we and the public find it hard to reject.
(4) We have plenty of techniques, but when do we use them properly?; professionals need a sense of balance in techniques; we need to stimulate as well as inform.
(5) The commercial impact on interpretation is great.

Theme 6—Research and Evaluation

(1) The use of focus groups, conventional analysis, time-lapse photography are new methods of research and evaluation in interpretation.
Museum communications are the most introverted of all and know least of how well they do.

One nuclear exhibit in the Netherlands increased apprehension about nuclear power rather than dissuade it—31% were concerned before the exhibit; 42% after.

We see lots of reference to old studies; we need new ones.

Front-end evaluation of marketing is being used for research.

Academia is finally getting into museums.

While evaluation allows museums a way to keep integrity, it is true that few institutions use it.

"Curators protect their collections like they protect private parts and the same hang-ups prevent them from putting them on display."

We need more and better research in the museum community.

We do not know why people use a museum or why they do not.

DAVID LOWENTHAL'S OBSERVATIONS

David Lowenthal, a Professor of Geography at University College in London, is an American living and working in England. He attended the First World Congress in Banff and gave the opening keynote there. He was asked to give the closing speech at the England Congress, and made the following observations, contrasting and comparing both Congresses. Following are some of his remarks.

"Reenactments" are the art of doing something for the nth time making it seem like the 1st."

The Second Congress succeeded because of:

the content and organization of papers
the presentation of papers (clarity and precision)
social events

What has changed since the first Congress?

(A) A notable transition into balance of cultural and natural; natural was more prominent at the first Congress; there are underlying similarities between the two; lots of linkages between nature and culture; idea of nature as a product of culture.

(B) There is an increase in concerns for conservation and preservation, especially at the global level. Lots of environmental accidents have occurred in the past three years. Preservation and conservation often seem at odds with interpretation. Our heritage that we guard and present are especially fragile—we risk damage by interpretation. A loss of immediacy then for preservation and over-interpretation. Museum preparedness a treadmill experience has caused too many guards and bubble-glass. We must give the audience and heritage a chance to interact.
(C) **Truth**—paradoxes that the more successful interpretation becomes, the more we sacrifice our heritage. The only close connection with physical heritage (in touch) is the tendency of interpretation to demean the heritage. We sell truth. Can we tell ourselves that we are truth-tellers? We persuade people that to thwart the truth will help rather than harm. We can never be objective as we look in the past.

(4) In Britain, lots has changed since 1944 when Butterfield wrote that England had all the history it needs. That British attitude has changed today to some degree.

(5) One major disappointment—few people from non-western countries attended the Congress. The bulk of natural and cultural heritage of the world is in Asia and Africa.

(6) **Issue of Confidence**—heritage managers do not lack confidence in their product, but lack confidence in whether the public accepts our interpretive view. We do not need a blueprint to change programs.

(7) Heritage is also what people *don't want*—our "just desserts"—the past will catch up with us—future heritage needs. We have a strong defence against marketplace interpretation. We must cater for a maximum variety of future needs. Include things we have not recognized. Zealous salesmanship, simplistic interpretation must not subvert the future heritage.

(8) Interpretation is gaining a higher degree of tolerance of their publics.

**HERITAGE INTERPRETATION INTERNATIONAL (HII)**

I met with John Lunn, Executive Director and founder of HII. He is Canadian, retired from Parks Canada. His dream is to see HII become recognized by the United Nations, along the lines of IUCN. He is resisting a strong activist role for HII until it becomes recognized by others as the professional organizer of worldwide interpretive conferences.

Proceedings of the First World Congress at Banff were being sold by Lunn and I secured one copy. HII had a tough time getting them published and I suspect he had to put his own money into the project. Published proceedings for the England Congress seemed to be better organized and should be available next year.

Lunn asked me to become a U.S. member on the HII Board of Directors. All business is conducted by phone and by mail. An HII newsletter is in the making.

HII's main function is to find organizers for future Congresses.
WORLD CONGRESS III

HII has decided to hold World Congress III in Hawaii in 1991. One reason for this decision is to entice participation from Pacific Rim counties which were not well-represented in England.

It will be organized by Eastern Michigan University and the University of Hawaii. The key person is Dr. Gabe Cherem from Eastern Michigan University. It will probably be on the Big Island of Hawaii. The NPS areas on the Big Island will certainly be asked to host field trips.

Hawaii is a controversial decision for several reasons, one being cost of air travel. Cherem says that charter rates will be set up for Europe and possibly other areas to cut costs.

The National Association of Interpretation (NAI) has been effectively cut out of the sponsorship of World Congress III by Cherem. A committee of academics at the NAI National Workshop in San Diego in October has petitioned Cherem and HII to get NAI's involvement.

Points made during the general discussion about the next Congress in Hawaii and future Congresses were:

--can papers be published in other languages besides English?
--comment/evaluation sheets should be included with World Congress materials.
--papers should be presented in more interesting, interpretive ways.
--Hungary and India offered themselves as possible sites for Congress IV.
--we should call the next meeting "World Congress III" rather than the possibly misinterpreted "Third World Congress."
--by the end of 1989, all bids must be in for Congress IV in 1995.

POTENTIAL CROSS-TRAINING PROGRAM WITH THE CENTRE FOR ENVIRONMENTAL INTERPRETATION

I met with Graham C. Barrow, the Co-Director of CEI, one of the sponsors of the Congress. I had met him several years ago at Mather Employee Development Center when I worked there. He was and is very interested in the NPS interpretive training program.

We talked about a possible exchange training program for NPS and English interpreters in 1989 and 1990. Barrow feels the NPS has lots to offer English personnel in interpretive skills training. I feel CEI has lots to offer NPS interpreters in the area of how to interpret the cultural landscape and the built environment.

We propose holding an NPS-led one-week interpretive skills training program for 10-15 English interpreters in the fall of 1989. Barrow would like it to be held at the Albright Employee Development Center, since he and the others have never visited there.
In turn, 10-15 NPS interpreters would attend a CEI-led program on interpreting the landscape and built environment in England sometime in 1990 at Losehill Hall in Peak District National Park.

I will be contacting the Division of Employee Development in January to study the feasibility of doing such cross-training. I can think of no finer way to strengthen international ties in the interpretive community than such cooperation as this.

THE DANISH RANGER SERVICE

One of the personal delights for me during the Congress was to link up with Arne Bondo-Andersen, Head of the Danish Ranger Service. He and a group of Danes had met with me and others in 1985 in Harpers Ferry to study the NPS interpretive efforts. The objective of the Danish delegation was to look at U.S. interpretive programs, and then return to Denmark and begin a similar service for their country.

I am happy to report that under Bondo-Andersen's leadership, the Danes now have a thriving ranger-led interpretive service. Fourteen interpretive rangers have been hired and trained, and in its first year of operation, 53,000 Danes participated, 1% of the Danish population (5 million). The service is largely modeled on the NPS programs which the delegation observed in 1985, especially NPS environmental education programs.

A copy of Bondo-Andersen's paper is attached. It is a wonderful example of how international exchange of ideas bring about successful results, and how the NPS is a world leader in interpretation.

SUMMARY STATEMENT

The Second World Congress on Heritage Presentation and Interpretation 1988 was a complete success in my estimation. It presented a forum for important ideas and trends in interpretation of worldwide scope. It also presented an opportunity to interact with fellow professionals in interpretation from all over the world. I am privileged and honored to have represented the NPS.
Thank you _______________________. Good afternoon fellow co-workers. It is a distinct pleasure for me to be able to join you here today, at the beginning of your conference. As I survey your agenda for the remainder of today and the next four days, I feel an increasing urgency to utter something profound, because the topics that you have chosen tell me that you intend to address some real key issues and the fact that you will be working through the weekend tells me that you are absolutely serious about your task.

You know, of course, that both Director Ridenour and I have been in our respective positions for some 6 weeks and that we have not yet seen the appointment of a new Assistant Secretary for Fish and Wildlife and Parks; so it is not yet possible for me to outline "Priorities of the New Leadership" as it states on the agenda. I would like to take this time however, to note some trends, or issues, if you will, that we see on the horizon, and identify some challenges that may evolve within the National Park Service as a result.
I think that we are all aware, particularly those of us in the conservation community, of some of the major issues looming before us:

- Acid rain and its effects;

- The greenhouse effect; and

- Depletion of the stratospheric ozone layer.

Laura Zwak of our recreation resources division in Washington compiled a list of socio-economic trends, some of which I would like to share with you.

We face in the not too distant future:

Shifting populations. By the year 2020, eighty percent of the American public will live in urban areas. These will not be central cities, but sprawling suburban metropolises.

Increased personal income. Per capita personal income is projected to increase 1.8 percent per year between 1983-2000.

Increased buying power. This logically follows the increased personal income. But, we also find that the average U.S. citizen has twice the buying power today as in 1952.
CHANGES IN HOUSEHOLD COMPOSITIONS. By 2000, 30 million people will live alone (25% of all households.)

CHANGES IN TRANSPORTATION TECHNOLOGY. High mileage automobiles, transatmospheric vehicles, will create access to national parks that will benefit both the American public and international travel.

INCREASE IN PROBLEMS ASSOCIATED WITH SOLID WASTE MANAGEMENT. Who would have thought that the creation of that fantastic labor-saving device "Pampers" would put into place a 500 year legacy for future generations?

INCREASED DEMAND FOR WATER BEYOND ITS AVAILABILITY FOR RECREATION, IRRIGATION, INDUSTRY, DRINKING, TRANSPORTATION, WILDLIFE HABITAT AND ENERGY DEVELOPMENT.

And finally, there will be:

A DECREASE IN THE TIME BETWEEN IDEAS, INVENTION, INNOVATION AND INITIATION. Successful products must move from technology to market very quickly. And -
But now, let me refer you again to Director Ridenour's April 17 memorandum where he states that

"Education, both internal and external, has always been a mainstay in Park Service programs. Our Interpretation Program enjoys a worldwide reputation of excellence...I urge you to examine our programs with the goal of further strengthening our commitment."

He further challenges us to

"Explore creative ways to work with private groups and individuals to further our goals and objectives in protecting valuable lands."
THE SHIFTING OF OUR POPULATIONS TO URBAN METROPOLISES MEANS THAT NATIONAL PARK SERVICE UNITS LOCATED IN OR NEAR URBAN CENTERS ARE GOING TO EXPERIENCE AN INCREASE IN VISITATION AND THAT THERE WILL MORE LIKELY BE A LARGE NUMBER OF REPEAT VISITS AS OPPOSED TO ONE TIME VISITS.

INCREASED PERSONAL INCOME AND INCREASED BUYING POWER WILL BRING, FOR THE SERVICE, MORE DEMANDS ON SERVICES SUCH AS SLEEPING AND EATING FACILITIES, TRANSPORTATION, ETC.

CHANGES IN HOUSEHOLD COMPOSITION COULD MEAN THAT WE WILL, INDEED, HAVE TO GEAR MORE OF OUR ENERGIES TO SERVING SINGLE PERSONS AS OPPOSED TO CONCENTRATION ON THE FAMILY AND THIS COULD IMPACT ON EVERYTHING IN THE PARK FROM LODGING, TO EATING FACILITIES TO SOUVENIRS TO SPORTS ACTIVITIES.
Develop interpretive programs to include more than one park. Should not the residents of St. Louis, Missouri, know and understand what is going on in the Everglades National Park? Does not rapid erosion and loss of critical natural resources effect us all? Certainly the Yellowstone fires were carried by national news programs while it was burning. Now, we must seek innovative ways to get out the message that in retrospect we were at least not all wrong; that this and other fires are part of the natural evolution of an ecosystem that we will need to know and understand.

Lastly, I would challenge you to do something not necessarily related to any one point discussed today but rather relates to all of the points that I have raised.

Be ever vigilant in developing programs of the highest integrity possible. The National Park Service has the responsibility of ensuring that the resources and facilities entrusted to us can be used and enjoyed equally by all Americans. To assure that this is and will continue to be a reality, we should make sure that the history of all Americans is interpreted in a fair and just manner, wherever and whenever the opportunity presents itself.
WE ALL KNOW ABOUT OUR SHRINKING RESOURCES — TODAY IT IS WATER OR ENERGY; TOMORROW IT WILL BE SOMETHING ELSE EQUALLY AS VITAL TO OUR QUALITY OF LIFE. THE IMPORTANT THING TO KEEP IN MIND IS THAT WE, AS INDIVIDUALS AND AS CONSERVERS OF RESOURCES ARE EFFECTED BY WHATEVER EFFECTS THE REST OF THE WORLD. BUT WE, IN OUR ROLES AS CONSERVERS, MUST USE WHATEVER RESOURCES WE HAVE AT OUR DISPOSAL TO ADDRESS AND TRY TO ALLEVIATE THESE ISSUES. SO—HOW DO WE DO THIS?

I KNOW THAT YOU WERE ISSUED LAST YEAR THE "INTERPRETIVE CHALLENGE". I SHALL BE LOOKING FORWARD TO FINDING OUT WHAT YOUR FIRST YEAR'S EVALUATION REVEALS.
There will be the growing need to know consequences of expensive or irreversible acts before the decision is made and a need to anticipate the problem that could develop.

What do all of these trends imply for the National Park Service?

Director Kidenour stated in his “Philosophical Thoughts” memorandum of April 17 that:

“We have an obligation to be a global leader in our environmental ethic and in resource management in its broadest sense. We must continue to expand our efforts to gather baseline scientific data for use in making the best possible resource management decisions.” He goes on to state that “just as the world has become a global economy, we are increasingly bound together in our environmental world. It is in our own self-interest that we show, by leadership and example, our strong commitment to environmental protection. We have the ability to influence global thinking on many important environmental issues.”
I would add these to what the Director has issued:

- Focus on developing programs that will reach a broad based constituency. In addition to looking to serving more single persons, we can expect that in the foreseeable future, 50 percent of all babies born will be of black, Hispanic or Asian parents and by the year 2015 the U.S. Hispanic population will exceed the black population.

I challenge you to develop programs with an outreach component. Become active partners and active participants in the education of our future generations. Open up to our children, the vast storehouse of knowledge encompassed in the natural and cultural resources of the National Park System.

And, along this same line
WE HAVE HAD TO COME TO GRIPS WITHIN THE LAST FEW YEARS WITH THE FACT THAT WE ARE NOT ONLY CONSERVERS AND PROTECTORS OF THE ENVIRONMENT, BUT WE ARE ALSO CONSUMERS. THE STYROFOAM CUP THAT IS DUMPED ON THE SIDEWALK OF 5TH AVENUE IN NEW YORK MAY WELL COME FROM THE SAME DISTRIBUTOR WHO SERVICES THE CONCESSIONER IN YELLOWSTONE NATIONAL PARK; AND BOB BARBEE, LIKE MAYOR KOCH, MUST FIND SOME MEANS OF DISPOSING OF THESE CUPS IN A WAY THAT IS LEAST HARMFUL TO THE ENVIRONMENT. QUITE OFTEN, THE VERY SYSTEM OF WHICH WE ARE A PART MAKES IT IMPOSSIBLE FOR US TO FULFILL, TO THE GREATEST EXTENT POSSIBLE, OUR MANDATE AS WE INTERPRET IT. SO THAT WHEN A VISITOR WRITES TO US AND SAYS THAT WE SHOULD NOT BE USING CONTAINERS CREATED BY USE OF THE CHLOROFLUOROCARBON PROCESS, WE CANNOT SAY TRULY IF WE DO OR WE DO NOT BECAUSE IT IS NOT MANDATED THAT THE DISTRIBUTOR GIVE TO THE PURCHASER SUCH KNOWLEDGE OF THE PRODUCT.
TO DEAL WITH THIS ISSUE A CONFERENCE SPONSORED BY THE NATIONAL PARK SERVICE IN COOPERATION WITH SELECTED HISTORICALLY BLACK COLLEGE AND UNIVERSITY (HBCU) PRESIDENTS WAS HELD ON THE CAMPUS OF THE UNIVERSITY OF MARYLAND EASTERN SHORE FOR THE PURPOSE OF DEVELOPING RECOMMENDATIONS AS TO HOW OR SHOULD THE HISTORY OF SLAVERY BE INTERPRETED BY THE NATIONAL PARK SERVICE. THE GROUP AGREED THAT SLAVERY SHOULD BE INTERPRETED AND THAT NPS SHOULD TAKE A LEADERSHIP ROLE IN THAT INTERPRETATION. THIS RECOMMENDATION WAS ACCEPTED BY FORMER DIRECTOR MOTT.

IF WE ARE TO MOVE FORWARD ON THIS RECOMMENDATION, IT WILL HAVE TO BE DONE BY MOST OF YOU GATHERED HERE TODAY.

THE HISTORY OF MINORITY AMERICANS IS INDEED A PART OF THE AMERICA STORY AND WE SHOULD CONSIDER GIVING IT GREATER FOCUS IN THE NATIONAL PARK SERVICE.
Thank you for the opportunity to be with you today. I look forward to the countless challenges that we will face together in the future.
IVSI Roster
The Institute Group

- Donald Field, Chairman (Associate Dean, School of Natural Resources, University of Wisconsin)
- Kenneth Raithel, Jr., Assistant Director, Interpretation (National Park Service, Washington, DC)
- William Sontag, Regional Chief, Interpretation (Rocky Mountain Region, Colorado)
- Richard Briceland, Assistant to the Director (Science & Technology, National Park Service, Washington, DC)
- Brett Wright, Assistant Professor (Natural Resource Recreation, George Mason University, Virginia)
- Gerald Coutant, Chief, Interpretation (U.S. Forest Service, Washington, DC)
- Chrysandra Walters, Superintendent (Lowell National Historic Park, Massachusetts)
- John Peine, Sociologist (Great Smokey Mountains National Park, Tennessee)
- Florence Zeller, Associate Director (National Constitution Center, Philadelphia, Pennsylvania)
- David Wright, Manager (Harpers Ferry Center, West Virginia)
- Debra Trout, Executive Director (Conference of National Park Cooperative Association, Tennessee)
- Edward Hardy, President, Yosemite Park & Curry Co., Yosemite, California
- Cindy Kryston, Regional Chief (Interpretation, North Atlantic Region, National Park Service, Boston, Massachusetts)
- Rowland Bowers, Deputy Associate Director (Cultural Resources, National Park Service, Washington, DC)
- Edward Bears, Chief Historian (National Park Service, Washington, DC)
- Abby Miller, Program Coordinator (National Park Service, Natural Resources, Washington, DC)
INTERPRETIVE INSTITUTE

ROLE AND FUNCTION STATEMENT

ROLE

The National Park Service's Interpretive Institutes are crucibles from which creative solutions to real problems are obtained. They are functions rather than locations, i.e., activities centered at places which cultivate thought, learning, and knowledge. Institutes are best fostered in university environments (such as Cooperative Park Studies Units), but are planned and generated as topical events rather than places to be attended.

Interpretive Institutes are predicated on the certainty that everyday working environments typically stifle, rather than foster, genuine creativity -- the latitude to think and act in a nourishing, provocative atmosphere. They are not training events (as produced at Mather and Albright Training Centers), nor are they design functions (as staffed at Harpers Ferry Center); they are developmental and exploration activities which examine non-traditional approaches, rather than iteration of existing policy procedure, or technique.

Each Institute is designed to tackle specific issues pertaining to the vital, traditional role of National Parks -- superb communications with park visitors and resource constituents.

Institutes create or enhance the excellence of such communications through --

-- constant evolution of new or updated media and message delivery systems,
-- brainstorming among peers with positive reinforcement for radical thought in response to demands for new ideas,
-- effective and objective evaluation of key points along the spectrum of interpretive services,
-- frequent introspection and subsequent polishing of management techniques of interpretive supervisors and managers,
-- fostering partnerships with other disciplines and organizations to develop synergistic approaches, thus capitalizing the "heterogenous wisdom" of participants.
FUNCTIONS

Interpretive Institutes achieve a kaleidoscope of objectives in promulgation of the above-stated ROLE. Typically, the chief FUNCTIONS which ensure such achievement include:

1. Issue-oriented problem solving through the accomplishments of three or four "focus groups" each year.
2. Need and content analysis of interpretive programs throughout the National Park System, within groups of parks, or at a specific site.
3. Enhancement and expansion of creativity in field interpretive programs.
4. Research and development of new interpretive media and communications techniques.
5. Information transfer; translation of research findings into lay language for managerial use or visitor understanding.
6. Broadening partnerships between interpreters and the private sector, and between interpreters and other federal, state and local agencies.
7. Examining the future(s) on NPS communications functions and subsequent development of proactive responses to the advent of the next century.
8. Congregating professionals from mixes of disciplines (visitor protection, maintenance, concessions, administration, etc.) to exchange ideas, beliefs and information, and to expand the recognized scope of interpretive services.
9. Professional development of NPS employees.
INTERPRETIVE INSTITUTE PROJECT EXAMPLES

1. How can we best integrate "global change" and other special Service-wide themes into basic park interpretive programs?
2. How should the term "interpretation" be marketed to the public so it is better understood and more freely used?
3. How can concessioners more fully participate in interpretive program, message, and service delivery in parks?
4. What training and career development opportunities should be made available to better prepare interpreters to improve their services to park visitors?
5. Why should we evaluate park interpretive media and services, and what should we do with the results of such evaluations?
6. How should we evaluate park interpretive media and services?
7. Are there points of diminishing returns in the increasing use of volunteers for conducting park interpretive programs and services; how can these points be recognized; and what should interpretive managers do to make higher management aware of solutions?
8. What can analysis of visitor data and program documentation (such as found in the NPS statistical unit, Visitor Services Project results, and park Statements for Interpretation) tell us about improving the quality and efficiency of park interpretive services?
9. How should the Service address the declining number and quality of interpretive seasonal employee applications?
10. What should NPS environmental education policy be regarding extent of involvement in and preferred procedures for stimulating public participation?
11. What social science research needs are highest priority at this time which would be of Service-wide utility for the improvement of interpretive programs?
12. What special theme thrusts, if any, are appropriate for Service-wide initiative over the next five years?
13. What specific applications of interactive computer capability should be explored by the Service in cooperation with the industry?
14. How may park resources better contribute inspiration for writers, musicians and other artists; in what ways may artists reciprocate through improved public understanding?
15. What management structure could be proposed which hones management skills of those with such aptitude, yet nourishes senior interpretive positions free of supervisory obligations?
INTEGRATING "GLOBAL CHANGE" INTO BASIC PARK INTERPRETIVE PROGRAMS

Theme: Next year "Global Change" is the announced Servicewide thematic interpretive thrust. The third in a series which began in 1988 (Air Quality/Acid Rain), continued in 1989 (Biological Diversity), "Global Change" is a vital subject which will continue to challenge interpreters to thoroughly and effectively integrate with primary park themes.

Goals: To ensure better thematic integration for "Global Change", a group of interpreters (two regional chiefs and two park chiefs, selected equally from historic areas and natural/scenic areas, and one HFC representative) should answer the following questions:

(1) What are the best ways to interpret the "bad news" suggested by these themes to visitors who typically come to parks to hear, see, feel, taste and touch the "good news" of scenic vistas and historic heritage sites?

(2) What are the best ways to integrate "Global Change" as an important topic or interpretive message in park units where its relevancy seems obscure?

Objectives: As a result of such thought and discussions:

-- all NPS units will receive a compendium of recommendations which specifically address the questions outlined in the goals (above).
-- WASO Division of Interpretation and HFC will receive task force recommendations for implementation in Servicewide media and publications efforts.
-- At least three park units will be identified for evaluation of Servicewide theme.

Timeframes:
07-21-89 -- WASO should refine themes, goals and objectives; identify and name Task Group participants.
08-15-89 -- Task Group convene for one week.
09-15-89 -- Refined Task Group recommendations to WASO.
10-15-89 -- WASO approval of recommendations; field recommendations forwarded to all RDs; HFC recommendations forwarded to the Manager.
Summer season, '90 -- Implementation of evaluation procedures in park field units.
09-15-90 -- Task Group review evaluation reports; forward recommendations for future Servicewide theme integration to WASO.
DECLINING NUMBERS AND QUALITY OF SEASONAL APPLICATIONS

Theme: Superintendents and Division Chiefs across the Service have been commenting for about three years that their seasonal applicant registers are growing significantly smaller. They also complain that the credentials of individuals on the registers are of substantially lesser quality than those obtainable only a few years ago. Speculation has been rampant that private industry has been responding to the presence of fewer youths in the job market by offering higher wages, and that park wage rates simply cannot compete. It is also believed that the NPS reputation is one of hiring seasonals, but of offering virtually no hope of such experience "paving the way" to a permanent career.

Goals: To derive answers, rather than speculation, a task force should be designated to consist of:

1. Park Chief Interpreter
2. Regional Chief Interpreter (from a region other than #1, above)
3. University professor, assistant/associate professor or instructor responsible for an active interpretive curriculum.
4. Regional personnel staffing specialist
5. Equal Opportunity Program Manager

The task force should strive to answer:

1. What are the chief reasons for the apparent decline in the number and quality of available seasonal applicants?
2. How does the task force believe this trend affects park interpretive services now and in the future?
3. How should the Service respond to the trend?

Objectives: As a result of the task force's deliberations:

-- all NPS managers will be apprised of the status of seasonal applications and the explanations for any trends affecting the number and quality of applicants found on registers; such explanations will be illustrated with corellations to nationwide social and demographic trends.
-- Task Force will provide the Assistant Director for Interpretation an analysis of anticipated effects on park interpretive services and recommendations for mitigation.
-- Assistant Director will publish Task Force results in The Courier, along with plans for implementation of recommendations.

Timeframes:
08-15-89 -- Asst. Director will notify Div. of Personnel (WASO) of intent to conduct this task force, asking staff to assemble data.
10-15-89 -- Task Force meet to examine data, assemble field inquiries for data not available from PAYPERS.
01-15-89 -- Task Force reconvene to examine results of field inquiries, prepare recommendations for Assistant Director.

03-15-89 -- Asst. Director will publish all results in The Courier.
PLAN FOR ACTIONS IN COMMEMORATION OF THE CHRISTOPHER COLUMBUS QUINCENTENNIAL (Priority 3 MW 0, Item 6)

Objective: To develop and begin to implement a plan for commemoration of the 500th anniversary of Columbus' voyages to the Americas, as called for under point 3 of the "12 Point Plan"

Accomplishments to be achieved:

1. provide for an appropriate observance of the 500th anniversary in the history of the cultural, social, and economic exchanges between Europe and the Americas that followed Columbus' voyages;
2. assure that the Quincentennial celebration produces maximum long-term benefits for preservation, interpretation, and management of cultural resources in NPS areas and elsewhere;
3. provide appropriate leadership and coordination for participation by State Historic Preservation Officers, Certified Local Governments, the National Trust for Historic Preservation, and others; and
4. prepare for any special emphasis on the Quincentennial that may come from Congress or other sources.

Responsible Official: Associate Director, Cultural Resources (343-7625)
Staff Contact: Chief Historian (343-8163)

<table>
<thead>
<tr>
<th>Tasks:</th>
<th>Target Date</th>
<th>Completion Date</th>
<th>Responsible Person</th>
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<tbody>
<tr>
<td>I. RE-EVALUATE AND UPDATE INTERPRETATION OF THE SPANISH COLONIAL EXPERIENCE TO THE VISITING PUBLIC</td>
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</tr>
<tr>
<td>A. Define scope of NPS areas to be involved in Quincentennial observance</td>
<td></td>
<td>COMPLETED 3/16/87</td>
<td>Reg. Directors E. Bearss</td>
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<tr>
<td>(prepare descriptive list of parks to be included in observance)</td>
<td></td>
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<tr>
<td>B. Establish and operate the Spanish Colonial Research Center (SCRC) at the U. of New Mexico as a Service-wide research program to help prepare NPS parks and the Harpers Ferry interpretive design center for 1992</td>
<td></td>
<td>through 1992</td>
<td>J. Cook</td>
</tr>
<tr>
<td>1. develop and maintain a computerized data base for the Spanish Colonial documents in the Center's collection</td>
<td></td>
<td>12/90</td>
<td>J. Cook</td>
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</tbody>
</table>
C. Establish a listing of Quincentennial interpretive and exhibition projects and proposals (park-specific and Service-wide) for use in setting priorities for Harpers Ferry Center exhibition and exhibit rehabilitation programs.

D. Complete the Spanish Heritage Cultural Resources Inventory Project

E. Use the U.S.-Spain Treaty of Friendship and Cooperation and the World Heritage Convention as vehicles for international programs:
   1. carry out the proposed World Heritage survey of Spanish missions in cooperation with US/ICOMOS
      April-May '88 June '88 E. Bearss
   2. prepare nomination of Taos Pueblo for World Heritage listing
      Dec. '87 Nov.'87 E. Bearss
   3. plan proposed symposium or symposia on the Spanish colonial period with the U. S.-Spain Joint Committee for Educational and Cultural Cooperation
      '91 or '92 J. Rogers, SCRC staff

F. Complete joint NPS-US/ICOMOS traveling exhibit on World Heritage sites (including Spanish-heritage sites)
   Oct. 1,'87 Oct. '87 R. Milne

G. Examine the possibilities of encouraging research and publication on Quincentennial themes of interest to the NPS through professional associations with journals, specifically by discussing the concept of a competition for articles related to Quincentennial topics
   April '89 J. Popeliers

H. Consider options for producing Quincentennial publications; establish a sub-program for development of items 1-5 by May, 1988
   May '88 for sub-program D. Wright
   1. identify needs for preparation of park handbooks for individual NPS sites identified as described in item A(1) above
      1988 E. Bearss, D. Wright
   2. develop a leaflet on NPS sites identified in A(1) above for distribution Service-wide and outside the NPS
      91/92 E. Bearss, D. Wright
   3. print a handbook, now being edited through HFC, on the initial phase of Spanish exploration in the U.S.
      89/90 D. Wright
(I. continued)

(H) 4. Develop a handbook linking a number of NPS sites in the Southeast through their roles in Spanish colonial history, and a second handbook on San Juan National Historic Site

5. Complete park folders in unigrid format for major Quincentennial parks

I. Publish proceedings of the World Conference on Cultural Parks

J. Carry out proposed National Historic Landmarks Program survey of Spanish Colonial sites to fill gaps in the existing list of Landmarks, including survey work in Puerto Rico

1. Establish research design and funding for proposed survey

2. Present Landmark nominations to the National Park System Advisory Board

K. Publish Cultural Resources Management Bulletin on Quincentennial topics

L. Work with Smithsonian Institution Traveling Exhibition Service on exhibit based upon HABS records, "The Spanish Architectural Tradition in the U.S."

II. Establish Liaison with Other Organizations Involved in Quincentennial Efforts

A. Present NPS objectives to the National Conference of State Historic Preservation Officers and individual SHPOs and seek their participation and cooperation in Quincentennial projects

B. Present NPS objectives to the National Trust for Historic Preservation and arrange a coordinated approach to the celebration

C. Establish working relationships with professional societies and other bodies involved in Quincentennial planning in the U.S., Spain, Portugal, Italy, and Latin America, and explore avenues for cooperation with them (including the Organization of American States).

D. Establish a Memorandum of Agreement or Understanding with the Christopher Columbus Quincentenary Jubilee Commission, to promote cooperation and coordination between NPS and the Commission
III. RECOGNIZE AND ENHANCE RELEVANCE OF NATIONAL PARK SYSTEM AREAS IN CONTEMPORARY HISPANIC CULTURES

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<th>Task</th>
<th>Target Date</th>
<th>Completion Date</th>
<th>Responsible Person</th>
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<tbody>
<tr>
<td>A. Examine needs for Spanish-language interpretive brochures for NPS areas</td>
<td>'89</td>
<td>May '88 and each subsequent annual budget call annually</td>
<td>E. Bearss, D. Wright</td>
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IV. ENHANCE PRESERVATION OF SITES ASSOCIATED WITH SPANISH COLONIAL HISTORY

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<th>Task</th>
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<tr>
<td>A. Establish, for the period through 1993, a long-range plan listing: (a) planning documents needed at NPS Quincentennial areas; (b) scheduled and unscheduled fabric preservation projects for those parks; and (c) Denver Service Center construction program items related to those parks. Encourage preparation of appropriate budget requests.</td>
<td>May '88 and each subsequent annual budget call annually</td>
<td>J. Rogers, J. Stewart</td>
</tr>
<tr>
<td>B. Identify and plan high-priority project(s) to document a Spanish Colonial shipwreck(s) by the Submerged Cultural Resources Unit</td>
<td>Dec. '91</td>
<td>J. Cook</td>
</tr>
<tr>
<td>C. Explore options for enhancing interpretation, recognition, and management of the Columbus Landing Site National Historic Landmark, on St. Croix, Virgin Islands</td>
<td>June '88, July '88</td>
<td>R. Baker</td>
</tr>
<tr>
<td>1. develop a Memorandum of Agreement with the Territorial Government of the U.S. Virgin Islands for cooperative planning and study efforts including resource management, education, and training programs</td>
<td>June '88, July '88</td>
<td></td>
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<td>2. begin new area study for site</td>
<td>July '88, Aug. '88</td>
<td></td>
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<tr>
<td>D. Complete architectural monitoring project at Castillo de San Marcos and plan appropriate subsequent preservation steps</td>
<td>end of FY '88, end of FY '89</td>
<td>R. Baker</td>
</tr>
<tr>
<td>1. complete monitoring of structural movement, conduct a geotechnical (ground boring) study, and further analyze the fort's coquina stone</td>
<td>end of FY '88, end of FY '89</td>
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<td>2. develop a stabilization plan</td>
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<td>E. Complete programmed and funded work for Historic Structures Reports for San Juan National Historic Site, to enable us to prepare a budget initiative to address structural problems identified in those reports</td>
<td>end of FY '89, end of FY '89</td>
<td>R. Baker</td>
</tr>
<tr>
<td>F. Complete National Catalog of museum objects for parks included in the list of Quincentennial parks</td>
<td>Dec. '92</td>
<td>A. Hitchcock</td>
</tr>
</tbody>
</table>
Draft Request for Proposal

1-900-US PARKS

Introduction

The National Park Service (NPS) operates 369+ parks and Offices throughout the United States. Each park and Office serves as an information outlet handling local and long distance calls. Potential visitors now have to be able to find us in the telephone book under U.S. Government, Department of the Interior, and the name of the park or Office. The NPS does not maintain a centralized information network and/or a nationwide telephone number. We have a continuing desire to be of better service to the potential visitor and to make our park orientation material more readily available. To do this at a time of diminishing federal budgets is difficult. Providing a nationwide telephone access information number would give potential visitors an entirely new access to an "information stream". Information access can be provided, without direct outlay of budgeted money, through use of the newly developed 1-900-xxx-xxxx telephone services. These are consumer-pay telephone lines, and charges to consumers are negotiable; however, typical projections are $2 for the first minute and $1 for each minute thereafter.

Omaha, Nebraska is a center for 1-800 toll-free and 1-900 caller-pays service companies. The telephone systems and trunk lines are available to handle millions of calls per hour, and tens of thousands of calls simultaneously through the several companies headquartered here. The Midwest Regional Office of the NPS is also located in Omaha. While the tariff for 1-900 has just been established, there has been local number experience with telephone inquiry services. For those people who want instant access to information, and will pay for it, caller-pays telephone services have proven effective.

The National Park Service and the Jefferson National Expansion Historical Association (JNEHA) have developed an agreement to co-sponsor the development of a test market for a 900 National Park Service Information Service. Together the NPS and JNEHA are seeking assistance to provide technical telecommunications support for this project.

PHASES OF THE 1-900-USPARKS PROPOSAL

PHASE I. DATA GATHERING

A. Sampling was made of current telephone information requests received at parks and offices across the nation. All Regional Offices were contacted as well as Golden Gate NRA, Great Smoky Mountain NP and Shenandoah NP.
1. Determine the number of calls. Responses ranged from approximately 20,000 calls/yr at Mount Rainier to 1,200 calls/yr at Shenandoah. Information calls reported from 6 other offices fall within this range. The principal calling periods appear to be during the vacation planning periods of April through September.

2. Determine nature of calls and build a sorting catalog for screening information requests that can be used for menu building.

All responders reported that calls about non-NPS facilities accounted for approximately 30 - 50% of total calls. Of NPS information calls, parks reported most calls were for information from their area while Regional Offices reported calls for parks both in and outside their respective regions. Of NPS specific calls, about 40% asked for information on specific parks. The remainder were seeking travel assistance to an area of the country.

3. Determine, for calls: length, complexity, other agency inquiries, other services inquiries (campgrounds, concessioner, routes of travel, opening and closing times, etc.)

4. Determine what types of information have to be referred to reservations or other providers of service and information.

5. Determine what information should be mailed to inquirer and approximate cost.

B. Provide experience and information on using computer operated direct general services, menu driven computer operated services, computer operated services with backup human interactive services, and fully human interactive services.

Underway: Ticketron is but one of a number of such services available free in local calling areas. Nationwide experience with caller-pay information services is available, from the nationwide voting polls (a 50-cent call to vote yes or no on a question) to a marketing experiment (What are the Care Bears getting for Christmas?). The following numbers can be tried to gain experience with interactive systems.

1-700-950-5000 ($0.39 per minute) USA Voice News Network from Teleconnect offers information on entertainment, world news, sports, music, national news, soap operas, weather, stocks, and trivia through a push-button phone menu system.

1-312-842-5387 in Chicago for a menu driven system of things to see and do in the Chicago area.

1-201 (or 212 or 516)-399-4444 for a menu driven system of activities in the New York City area.
PHASE II. PROPOSAL FORMULATION FOR TEST OF SYSTEM AND PUBLIC RESPONSE

From the sampling above, define what service(s) we wish to provide and with what parameters.

A. What will the visitor get in value in return for having made a call for park information? We propose to send one envelope of information. For a starter, the most useful information might include:

- NPS Map and Guide: $0.305
- Ticketron "Family Campsite Reservations 1989": $0.00
- Federal Recreation Passport brochure: $0.00
- Midwest Regional folder (if appropriate): $0.15
- Mail back card (test evaluation): $0.03
- Envelope: $0.05

Total cost: $0.54

First class postage would be at least $0.45. JNEHA can use its not-for-profit mailing status, bringing the cost to less than $0.10 per envelope. Therefore, materials and postage will be about $0.64 per request. JNEHA should look into United Parcel Service as a possible mailer.

B. Frame an experimental test market for the service to run for several weeks in one "typical" city. We propose St. Louis as being a large enough test market in a large midwestern city. St. Louis is home to both the Gateway Arch, a major NPS site, and JNEHA, whose participation in this project will be very helpful. After the initial trial run, Chicago, Atlanta or Denver may be appropriate second test areas.

C. Develop an advertising strategy for the test market experiment, using as many news outlets as possible: Public Service Announcements (PSA's), USA Today regional section, travel agents, print flyers, newspaper classified advertisements, NPS publications. We propose a joint strategy be developed by the telephone marketing service and the National Park Service. In the St. Louis test area, both JNEHA and the NPS have good relationships with electronic and non-electronic media. In addition, JNEHA publishes its own newspaper and has ties to the newspaper industry through Hartmann publishing. Jefferson NEM has a good list of PSA targets, and many local businesses look for opportunities to support such services which benefit their customers.
D. Obtain a commitment by the NPS that they will provide the "Map and Guide" and the national park campground reservation brochures for the duration of the experiment. Obtain a commitment from the cooperating associations to supply flyers for their book sales advertisements, if these are to be included.

E. The WATS service would provide JNEHA pre-addressed cards, or at least the labels to be put on cards. JNEHA would have the envelopes stuffed by volunteers awaiting the mail out cards. We suggest the window envelope JNEHA uses with the not-for-profit mailing indicia printed on it for either US Post Office or United Parcel Service. It may be that the WATS service would provide the information electronically to JNEHA which would print the mailing information on its computer. The envelopes would be mailed at least weekly.

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The WATS service would inform callers that materials would arrive in three weeks. The WATS service would also mention the evaluation card and encourage people to mail it back. The WATS service would list what the envelope contains. The WATS service should provide demographics on calls, including time on line, longest and shortest calls, zip or area code analysis to JNEHA.

The return mail card could be returned to JNEHA or NPS Regional Office for analysis. This should be done for weekly periods and cumulatively, with reports going out regularly.

Followup mailings should be tallied for Regions and for catalogue usage.

F. Evaluating the service in the test market will rely heavily on the prepaid mail back response that gathers added information and to test public reaction to the service. This card, provided as described above, would have the caller's name and address which could be viewed through a window envelope. The back of the card would include:

a. "Thank you," for asking about NPS information;

b. A few questions about the service, e.g., Did the package arrive within 3 weeks?

c. A check off for a Regional folder of interest to be mailed upon return of the card; this rewards people for returning the card, and will also help scope out which areas are more significant to people;

d. A check off to receive a catalogue of NPS-related publications free in addition to a folder of choice; this would help in tracking sales trends and provide further information/interpretive service to the inquirer.
G. The test will require a 24 hour answering capability.

H. The telephone marketing firm will provide standard reports on volume, market area served, public reaction, etc.

I. A one month test period is proposed with authority for continuing one month periods thereafter.

PHASE III. PROPOSAL FORMULATION STAGE

From the sampling above, define what service(s) we wish to provide.

A. What will the visitor get in return for having made a call for park information?

B. Define level of service, and suggest future levels of service, i.e. how detailed do we want to be in response to answering questions. Suggest an "information level" menu and suggest schedules for implementing stages (levels) of information.

C. Determine which brochures and flyers should be the ones used to the consumers request for the different levels of services proposed.

D. Determine how to obtain the brochures and flyers needed.

E. Determine if potential partners are needed to pay for printing and mailing the brochures and flyers.

F. As an alternative to C. above, write the contract so that the consumer pays for the cost of the brochure and mailing through the telephone charge.

G. Develop an advertising strategy for the service.
   1. For the initial level of service.
   2. For subsequent levels of service.

PHASE IV. PREPARE A REQUEST FOR PROPOSAL AND SOLICIT OFFERS

A. Mail requests to 1-900 services and advertise in Commerce Business Daily to solicit bids for the first level of services with expansion capability to subsequent levels of service.

B. Evaluate offers based on cost to consumer, level of service provided, knowledge and experience in the business, and ability to interact with the NPS in the sense of a
cooperative agreement.

PHASE V.  AWARD OF CONTRACT AND OVERSIGHT OF CONTRACT SERVICES

Whom to contact: draft May 17, 1989

Warren H. Hill
Associate Regional Director, Operations
Midwest Region, National Park Service
1709 Jackson St.
Omaha, NE 68102 telephone 402-221-3435
INTERPRETIVE EXHIBIT MANAGEMENT STANDARDS
Pacific Northwest Region

In concurrence with the enclosed statement of exhibit management support from Harpers Ferry Center, the standards to be applied to the exhibit management area of interpretation in this region are explained below:

Major repair and rehabilitation of museum and wayside exhibit projects and major new developments are handled by Harpers Ferry Center technical experts representing all phases of graphic arts, communications, audio-visual media, materials and production skills. When a park’s museum or wayside plan book is completed and signed by Harpers Ferry Center, the Superintendent, and the Regional Director, it becomes the official plan for the installation it represents. This plan includes the design style, color palette, type-face and size, materials, mounting system and site location. For museum installations it also includes lighting, furnishings design, room decor, exhibit cases, and curatorial considerations.

The staffing and funding levels at Harpers Ferry Center have lately precluded much of the reliance upon Center personnel for timely assistance with exhibit and exhibit system production and maintenance and new production changes, deletions, additions, and accessibility. This kind of assistance has therefore been assumed by the Regional Office. In the Pacific Northwest Region the responsibility rests with the Regional Office’s Division of Interpretation and Visitor Services and the Division of Cultural Resources. The Chief of the Division of Interpretation and Visitor Services is responsible for managing and coordinating these services.

The role of the Interpretation and Visitor Services Division is to apply existing standards to proposals from field areas, and make recommendations to Superintendents that will assure successful development of proposals in compliance with standards. Where reasonable doubt about the merits of the proposal persists with the Superintendent or the Chief of Interpretation and Visitor Services, a judgment will be sought from appropriate Harpers Ferry Center personnel. If proposals include the elements of design style, color palette, type-face, size, materials, mounting systems and site locations, a short turn-around time is normal. It is appropriate for the Superintendent to question existing standards or production parameters if he believes a change is desirable. Such proposed modifications will be presented to Harpers Ferry Center through the Regional Director.
From time to time, it is necessary to provide a new non-personal interpretation system for a developing part of an existing park. The Superintendent will follow the same procedures that would apply in a new park, or provide for the new additions to be acquired at the prevailing standards set for the rest of the park. In the case of wayside exhibits, it is generally unwise to use new standards if the system amounts to ten waysides or less. Kiosk and shelter exhibits are treated the same as waysides. Museums are identified as exhibits in an environment that has controlled temperature, humidity, lighting, three dimensional objects, storage areas, and staff in attendance.

Superintendents will not obligate money to a contractor for design concept development, layout or production until the services requested have been reviewed by this office for adequacy and compliance with current Harpers Ferry and Pacific Northwest Region's standards. This step is mandatory for all proposals.

In the development of almost all new exhibits or systems for a park, it is the responsibility of the park staff to provide not only the interpretive message to be communicated, but the documents, artifacts, illustrations, etc., that are required for a good presentation. Artwork falls into a special category of concern because there is a need for continuity of style and treatment in an exhibit system that may need to be extended through many years of use, change and expansion. While local artists usually produce more inexpensively, they frequently do it less professionally, and they cannot guarantee their own continued availability. Equally important is a qualified and objective evaluation of the product. At the park level, this professional-level judgment may not be available. In almost all circumstances, it is preferable to acquire art from a commercial contractor. In addition to the zone contractors, Harpers Ferry Center maintains indefinite quantity contracts with about a dozen good illustrators. The Regional parks can "ride" these contracts, and Harpers Ferry Center personnel will assure that an appropriate illustrator gets the job. Exceptions to use of these sources for wayside or museum exhibit art will be authorized in advance by the Regional Office, in writing.

Exhibit mounting systems and kiosk and shelter designs are subject to the same proposal-review-approval procedures that apply to message panels and museum exhibits. In all possible cases, Harpers Ferry Center designs will prevail.

Without exception, new exhibits, cyclic exhibit maintenance projects, and minor and emergency rehab projects will be subject to the requirements of the Handicapped Access Program.
Every purchase order or contract signed for the acquisition of exhibits and related structures will include the following statement: "All materials provided by the National Park Service for the production of these (this) product(s), and all production materials generated by the contractor in the execution of the contract remain the property of the National Park Service, and will be returned to the contracting office at the termination of the project."

It is the responsibility of the contracting Superintendent or other Procurement Officer to be certain that all films, extra embedment papers, (screen images) and copies of as-built drawings of exhibits, exhibit structures and mounts be sent to:

Division of Wayside Exhibits
Harpers Ferry Center
National Park Service
Harpers Ferry, West Virginia 25425

Similar materials associated with museum exhibits will be sent to the Division of Museum Productions, same address.

Each piece of production material sent to Harpers Ferry Center for archival storage must be permanently identified by park, district, museum or wayside system, and exhibit number. Such material will be sent by a method that certifies delivery, in writing, to the sender, who shall maintain a permanent record of the transaction in the ruling plan book or equivalent document. This record will consist of (at least) a copy of the transmittal document and the receipt of delivery document. These interpretive exhibit management standards apply to all wayside and museum exhibits in the Pacific Northwest Region without respect to the source of funding.
To: Regional Chiefs  
From: Kim Law  
Subject: Passport to Your National Parks  
Date: June 1, 1989

Based on the past success and with the encouragement of the National Park Service, Eastern National has decided to continue the Passport to Your National Parks Program. There will be some minor changes to the program as outlined below, but in principal the program continues to act as a vehicle in which to educate the public on the system – its depth and diversity!

Please review our proposal and feel free to make suggestions. We plan to redesign the book and be prepared to go into our second printing early this fall.

PASSPORT PROGRAM CONTINUES

The Passport program will continue beyond 1990. Eastern National is in the final stages of reevaluating the program to better meet visitor demand. The Passport book will be updated to correct typographical errors and add new sites, etc. It will be modified to insure that stamps and cancellations alternate on each page to eliminate some of the bulkiness. In addition, we will add a spiral binding to better facilitate cancellation markings. Although the book will be printed without any dates, it will have enough room to be used for five years.

Stamps will continue to be issued in the spring of the year and will continue to feature one park for each geographic region and a national stamp annually.

Options

1) Stamps could be redesigned as "stickers" with interpretive copy. This will allow us to maintain or even reduce the bulkiness of a "full" book.

2) Stamps (or stickers) could be sold only as sets. This will allow parks to have fewer products to track and display.

DISPLAY

Eastern National will continue to develop designs for a smaller cancellation station and better product display units. Cancellation stations would be replaced every five years upon request at no cost. Parks requiring additional units would be billed at cost. Both the new and old style cancellation stations would be available based on park need.

Cancellations would be replaced every five years upon request at no cost. Parks requiring additional units would be billed at cost.

Product display units will be redesigned to better accommodate books and stamps. These will be available free of charge with a minimum purchase of 100 units. Additional units may be purchased at cost.

At this point, we are seeking your own opinion, and would prefer not to survey individual parks.
National Park Service
Air Quality Division
Interpretive/Educational Program

Over the past six years major efforts have been made to educate the public about air quality impacts in National Park Service areas. A variety of air quality materials have been assembled for dissemination to park personnel and NPS managers. The materials include brochures, pamphlets, manuals, summary reports, slides, videotapes, exhibits, and posters (see attached sheet for specific listing of all materials). A major interpretive initiative focusing on acid deposition/air quality issues has also been launched.

These efforts have paid off; there has been an increase in air quality interpretive activities at park units, servicewide. In 1983, barely a half dozen parks were using air quality information in interpretive/educational programs. Today, over 85 parks have received some type of air quality related information (e.g. slides, brochures) and about 22 park areas now have temporary or permanent exhibits addressing air quality issues; 12 additional exhibits are currently being designed or constructed.

The following items are available upon request from the National Park Service, Air Quality Division. These materials include references and resources for the development of air quality interpretive programs. For further information or requests for the materials listed below please contact:

Mr. Dee Morse
National Park Service
Air Quality Division
P.O. Box 25287
Lakewood, Colorado 80225

Phone: (303) 969-2071, FTS 327-2071

Informational Material

"Air Quality In The National Parks"

The report summarizes what has been learned from the National Park Service air quality research and monitoring program (1978-1987). The report provides information from the visibility, biological effects, and ambient air quality research and monitoring programs. Superintendents, resource managers, and interpreters can use the report as a reference for resource management planning and interpretive programs. The report helps individuals to have a better understanding of how air pollution is affecting park resources and values, on a Servicewide, regional and park-specific basis.
"Air Resource Management Manual"

The manual explains the nature and value of air as a park resource, air resource relevance to other park resources and the visitor's experience, the National Park Service mission to manage the air resource in the parks, types of major air pollution and subsequent resource protection issues facing the National Park Service, and specific information on the kinds of assistance available within the National Park Service to aid personnel in air resource management activities. The manual can be used by park personnel as a source of information for air resource management activities, air quality interpretive programs and to supplement training programs.

"Atmospheric Haze: Its Sources and Effects On Visibility in Rural Areas of the Continental United States"

The paper was prepared by Dr. William Malm (NPS Air Quality Division). The paper explains how visibility is affected by air pollution and serves as a good reference for historical and current visibility conditions in the U.S. There is information in the paper about visibility conditions for several park units, servicewide.

"Introduction to Visibility"

The document explains the mechanics of how air pollution causes visibility reduction.

Air Quality Articles in Park Interpretive Newspapers:

The articles are a few examples of how air quality issues and concerns have been presented to the public in interpretive activity newspapers. The articles were drafted by the park staff and submitted to the Air Quality Division for review.

Air Quality Interpretive Pamphlets:

The pamphlets are examples of how information on air quality research, monitoring activities, issues and concerns have been presented to the public in a pamphlet format. The pamphlets were drafted by park personnel along with the technical assistance of the Air Quality Division.

"Bryce Canyon Interpretive Prospectus"

The prospectus includes air quality interpretive goals, themes, and objectives and sets the stage for the development of new air quality slide presentations, wayside exhibits and museum exhibits for the park. Harpers Ferry Center, Rocky Mountain Regional Office
Interpretive Division, Air Quality Division, Bryce Canyon NP, and Bryce Canyon concessionaire personnel worked on the development of this interpretive prospectus.

Layout Designs for Air Quality Interpretive Displays:

These are layout designs for air quality interpretive wayside and portable posters exhibits. The wayside exhibits were constructed by firms contracted through Harpers Ferry Center and cost approximately $3,000. The poster displays are constructed by the National Park Service Denver Service Center and cost approximately $200. The Air Quality Division has limited funding available for these types of projects.

- Wayside Exhibits: These exhibits are designed to inform the public about the air quality issues facing the National Park Service. Exhibit themes have included site specific information about sources and transport of anthropogenic air pollution, and effects of air pollution on visibility and biological resources.

- Poster Displays: These displays are constructed on a lightweight foam core backing and are approximately 30 inches by 40 inches. The displays are placed in visitor centers and are also used at training sessions. The posters are developed to inform people about the causes and effects of visibility impairment at a park. The posters are also developed to inform the public about other air quality issues facing the National Park Service.

The visibility exhibits/posters include photographs which show good to bad visibility conditions at the park unit. Park units that want to obtain photographs showing visibility impairment can do so by following established criteria for photographically documenting visibility impairment. Visual range can then be determined from the slides. The criteria for photographically documenting visibility impairment can be obtained upon request from the Air Quality Division.

Audio-visual Materials

Air Quality Related Slide Base:

The slide base consist of 115 slides which show air pollution sources; air pollution effects on biological resources and visibility; air quality monitoring and research activities; and maps of class I clean air areas. The slides have been distributed to park units for use in natural resource interpretive slide presentations and to supplement air quality training sessions.

"Air Resource Management in the National Park System" Videotape:
This is an air quality videotape (VHS, 1/2 inch tape) which focuses on air quality issues and concerns facing the National Park Service, the data necessary to address these issues and concerns, and the use of the data to remedy or mitigate the issues and concerns. The tape was developed for superintendents, interpreters, and resource managers. The tape is available from regional training personnel or the Air Quality Division.

"Sulfate Story" Videotape:

A videotape is being produced which will inform viewers about the effect sulfates have on visibility in National Park Service areas throughout the United States. The videotape will also inform viewers about sources of sulfur dioxide and transformation of the pollutant to sulfate. The videotape will be produced for use at National Park Service training sessions and for public information. Completion of the videotape is planned for summer 1989.

Park Specific Air Quality Slide/Tape Scripts:

These are examples of scripts from air quality slide presentations. The presentations were produced by interpretive personnel at several park units. The programs weave air quality information in with other information on park resource. The Air Quality Division works with park units on the development of slide presentations by supplying park specific air quality information and slides.

National Park Service Standard Visual Range Spectrum Slide Sets:

The Air Quality Division has a set of slides for park units where visibility monitoring has been conducted. The slide sets consist of slides which show varying degrees of visibility impairment at National Park Service monitoring sites. Information accompanying the slides include visual range, and the date when the photographs were taken. The slide sets are used for management activities, policy formulation, and interpretive programs.