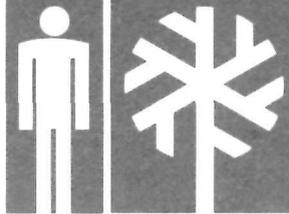


program evaluation

WILLIAMSPORT PRESERVATION TRAINING CENTER



NATIONAL PARK SERVICE / DENVER SERVICE CENTER

PROGRAM EVALUATION

WILLIAMSPORT PRESERVATION TRAINING CENTER

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1 Introduction

This report of the Williamsport Preservation Training Center is the fourth evaluation to be completed under the Denver Service Center project evaluation program. However, it is the first evaluation of a program rather than a project. Previous reports evaluated "how well completed facilities serve their intended purposes and meet visitor needs" (Cowpens Project Evaluation Report, January 1985). The primary purpose of WPTC is to provide historic preservation/restoration training to NPS employees through hands-on execution of projects by trainees.

The general onsite evaluation was conducted during the week of March 4-8, 1985, by Mary D. Wylie and William W. Howell. An evaluation of financial administration was conducted during the week of February 25 to March 1, 1985, by James D. Clark. A safety evaluation of the Williamsport, Maryland facility was conducted during the week of April 29 to May 3, 1985, by Kenneth R. Rueff, the DSC Safety Officer. Mr. Rueff's report is included under Appendix 1.

The primary objectives of this evaluation were:

1. to review the training provided by the WPTC to its trainees and others in NPS
2. to review the organization of WPTC and its place in NPS
3. to review the role of the WPTC Curriculum Review Committee
4. to review the administration of WPTC
5. to review the personnel management practices of WPTC
6. to review the selection process of trainees, and placement of graduates
7. to review project selection by WPTC
8. to review WPTC's project performance
9. to evaluate the fitness of WPTC facilities and equipment for the program
10. to recommend any appropriate changes to the program to improve the performance of its mission

Acknowledgements

The evaluation team received information and assistance from numerous persons in the course of preparing this evaluation. The contributors are too numerous to list individually. Assistance of the following contributors are deeply appreciated: WPTC staff; past and present trainees; supervisors of WPTC graduates; regional and park personnel with knowledge of completed WPTC projects; various DSC employees; past and present Curriculum Review Committee members; administrative employees of

the Rocky Mountain Region and Washington office; and the NPS Chief Historical Architect and staff.

2 Executive Summary

Since its inception in 1978, the Williamsport Preservation Training Center (WPTC), provides the only comprehensive, professional Servicewide training in cultural resource preservation. Similar training is not known to be available elsewhere. It is critical therefore that the WPTC program be very effective in meeting its objectives. It is our hope that this evaluation report will be helpful in that regard.

A summary of our major findings and recommendations follows:

1. WPTC's organizational placement (Northeast Team, DSC, soon to be the Eastern Team) has been effective and does not require change. DSC, with its emphasis in planning, design, and construction, is the most logical placement for WPTC. However, it is important that an individual on the team be assigned liaison responsibility for WPTC.

2. WPTC's present location in Williamsport, Maryland, is satisfactory. Any similar location well-represented with historic structures would be equally satisfactory. Management needs to consider whether or not its present facility (in a flood plain) should be improved to meet minimum OSHA standards and building codes, or a new facility and site chosen. This decision should be made by the end of this fiscal year, so that FY 86 funding can be requested for facility improvements. (See the May 29, 1985, DSC Safety Officer's report, Appendix 1.)

3. A different name for the Williamsport Preservation Training Center more indicative of its status as a unique Servicewide program should have been chosen. Because of its present name identification, the Chief, WPTC, and the Curriculum Review Committee members do not now recommend changing it.

4. The Mission and Goals statement (see Appendix 2) is basically good, but needs minor rewriting and official approval by DSC and WASO. NPS management should consider possible expansion of WPTC's role prior to finalization.

5. Trainees should have a minimum orientation period at WPTC prior to being assigned to out-of-area projects. The appropriate length of the orientation should be based upon the trainee's prior experience and training. The recommended minimum competencies for the orientation period would include: WPTC program, NPS mission and organization, proper use of shop equipment, safety, paperwork, protocol, employee conduct, and property control.

6. The training program should include training in project supervision, safety, and contract administration. Such training should be achieved through both formal training and/or through details of trainees.

7. Several trainees mentioned the need to spend more time with the Chief, WPTC. To meet that need, the Chief should delegate portions of his duties

to the Assistant Chief. Creation of an administrative assistant position for WPTC would serve to relieve both the Chief and the Assistant Chief of numerous routine administrative matters. If the number of trainees is increased beyond its present level, additional supervisory personnel may be required.

8. Training of individual park employees, as demonstrated by the three-month "Preservation of Historic Structures Training for Technicians" (received by 14 NPS park employees in 1985), is an important secondary WPTC responsibility. We recommend continuing the above-mentioned training and as opportunities arise, offering similar training for NPS professionals. However, travel ceiling for such training may need to come from the employing park/region or WASO instead of DSC.

9. An analysis should be made of WPTC's travel needs and a strategy developed to cover the travel ceiling required by WPTC.

10. Completed WPTC projects were found to be of consistently high quality, with final costs as agreed upon. The time and effort spent by WPTC staff in communicating with the park and regional staffs during project execution was evident to the team and appreciated by the clients. The last step of the project close-out should include verifying that both sets of cost records (WPTC's and park/region) are complete.

11. A more systematic project selection process is of the utmost importance. We recommend that DSC chiefs of construction and section chiefs of historical architecture meet annually with the Chief, WPTC, during the workload analysis process to identify projects for WPTC. (The first such meetings took place June 25 and 26, 1985.). It would also be appropriate for NPS management to determine whether WPTC can be given priority for non-DSC projects, particularly with the trend toward regional preservation centers. Standard procedures in project selection should be established.

12. WPTC's project accounting system had a small flaw in its method of determining the final overhead amount. We recommend that the overhead derived from WPTC projects be applied directly to WPTC overhead, not DSC overhead. This action would more realistically reflect the level of WPTC self-support.

13. The Curriculum Review Committee is meeting the objectives for which it was established, but its record-keeping is poor. In order to improve its record-keeping and to enhance its independence, we recommend a permanent secretary (the WPTC secretary would be our choice) and a rotating chair for the Committee.

14. The composition of the Curriculum Review Committee should include a WPTC graduate and a Chief of Maintenance with major historic structure responsibility. In addition, we recommend the selection process be expanded to systematically request nominations for new Committee members from regional directors.

15. New and present Curriculum Review Committee members should be advised of their committee responsibilities and expected length of assignment.

16. Curriculum Review Committee members serve as mentors or advisors for individual trainees. It is critically important that the advisor-trainee relationship be strengthened. We recommend early assignment and contact and also that the advisor contribute to and sign the trainee's IDP.

17. WPTC currently receives approximately one-third of its funding from DSC overhead and two-thirds from projects. With the budget projections and decreased construction program for FY 86 and beyond, it is appropriate and is appropriate and we strongly recommend base-funding for all WPTC overhead.

18. A major problem associated with the financial record-keeping at WPTC involves the lack of successful reconciliation of WPTC's manual records with PARMS. PARMS (Program Administration Reporting and Manpower Scheduling) records must be made available to WPTC on a monthly basis and reconciled monthly. If the reconciliation problems continue, they should be documented and submitted for action by DSC management. It is also important that financial decisions (budget, project, etc.) be communicated in writing in addition to verbally from DSC and RMR to WPTC.

19. Continued service agreements are not in use at WPTC. Thus, trainees and graduates have no written commitment to complete the training or to remain with the NPS after graduation. We recommend that Personnel and WPTC develop an appropriate agreement (sample included in Appendix 3) and institute its use.

20. In order to maximize the benefit to the NPS, we recommend that WPTC graduates placed in craftsmen positions be assigned one or more apprentices. Such an apprenticeship program would have a multiplier effect on the number of well-trained historic preservation specialists throughout the NPS.

21. The team found that performance appraisal records at WPTC are inadequate. The standards are more of an elaboration of the performance elements than descriptions of what fully acceptable performance is. The standards need to be rewritten to describe fully acceptable performance.

22. The Assistant Chief, WPTC, requires additional supervisory training. He must have 40 hours of such training as soon as possible, as well as another 40 hours by March 1986. The Chief, WPTC, is current on his supervisory training requirements.

23. The Assistant Chief's supervisory probationary period was completed without probationary evaluation or certification, as required by the Civil Service Reform Act. Even though his probationary period is now completed, the certification should still be done.

24. The Upward Mobility trainee at WPTC requires a formal training agreement and timely training plan. Mandatory quarterly progress reports are also required. We recommend that the RMR Personnel Office include roles and responsibilities in its new Upward Mobility plan.

25. The technical library at WPTC needs to be re-organized and is missing some major reference manuals/periodicals. A suggested listing of manuals and periodicals recommended for inclusion in the library were provided to the Chief, WPTC. Once the library has been expanded, it may be appropriate for a NPS librarian to spend one or two days total at WPTC to improve its organization.

26. WPTC has been requested to participate in the preparation and issuance of technical bulletins, disseminating information to other historic preservation practitioners.

27. WPTC currently does not use computers. We recommend that WPTC analyze its needs and prepare a recommendation concerning those needs (if any) to management.

28. WPTC should be consulted and involved in the development of the apprenticeship program for historic architects now under consideration.

3 Background

The Williamsport Preservation Training Center (WPTC), located in Williamsport, Maryland, is organizationally in the Northeast Team, Denver Service Center (DSC), National Park Service. WPTC was established in 1978. Its objective is to develop trainees with modern craftsman and/or architecture backgrounds into Exhibit Specialists and Historical Architects. Graduates receive a broad background in 17th, 18th, and 19th century craft techniques and historic restoration/preservation philosophy.

The training period normally lasts from two to three years, depending on the trainee's background and placement goal. Once training needs are determined, a training plan/Individual Development Plan (IDP), including formal and on-the-job training and self-development, is prepared. The training/IDP is to be updated every six months.

On-the-job training is accomplished through the completion of nationwide NPS construction projects. The trainees serve as project supervisors or hands-on craftsmen on a wide variety of projects selected to meet their individual training needs. WPTC specializes in historic preservation/restoration projects, although other projects may be selected when appropriate.

The WPTC is headed by a Supervisory Architect, GM-13 (his functional title is Chief, WPTC). He reports to the Assistant Manager, Northeast Team, DSC. The Chief, WPTC, is assisted by a Supervisory Landscape Architect, GS-12 (with Assistant Chief, WPTC as the functional title). The eight craft preservation trainees report to the Assistant Chief, WPTC, assisted by the

Project Support Exhibit Specialist, GS-11. The two architect trainees are supervised by the Chief, WPTC.

As of April 30, 1985, WPTC had a staff of 20 employees at the following grade levels:

WG-3	2 employees
WG-9	6 employees
WG-10	2 employees
GS-5	1 employee
GS-7	1 employee
GS-9	3 employees
GS-11	3 employees
GS-12	1 employee
GM-13	1 employee

All WPTC employees but one are in the architecture, exhibit specialist, preservation trainee, carpenter, and laborer series. The exception is the secretary who provides administrative and secretarial support to the program.

4 The WPTC Organization

Several organizational questions were evaluated by the team. Those questions were: 1) Where should WPTC be located organizationally?, 2) Is its present geographical location appropriate?, and 3) Is its name (Williamsport Preservation Training Center) appropriate?

WPTC's present location in the Northeast Team, Denver Service Center (DSC), has worked well. The DSC is the most logical placement of WPTC because of its emphasis on nationwide planning, design, and construction for the NPS.

The team placement of WPTC could be viewed as geographically limiting, as it does not reflect WPTC's nationwide program. We assume that this will not be a problem in the future, as it has not been a problem in the past.

WPTC is at the end of a fairly long chain of mail distribution, and is often the last part of the organization to be informed of sudden policy and administrative changes. With its employees dispersed to projects across the country, it is extremely important that WPTC be notified promptly of actions which affect its operations. Therefore we recommend that the Northeast Team designate a liaison person to be responsible for informing WPTC of such actions.

Supervisory channels are occasionally crossed. The team would prefer the Assistant Manager communicate WPTC problems with the Manager, DSC. The Chief, WPTC, should feel free to similarly advise the Manager in his supervisor's absence.

The WPTC could be physically located almost anywhere, although its present geographical area is well-represented with NPS historic structures. The name, however, is not indicative of WPTC's status as NPS's only servicewide historic preservation training center. A different name would have been more appropriate in our opinion. A Curriculum Review Committee subcommittee recommended a name change for WPTC in a 1982 draft report. The Chief, WPTC, and the Curriculum Review Committee members have been discussing this issue for the past four years without agreeing upon a change. Since WPTC now has its reputation established, a change may no longer be appropriate.

5 Mission and Goals Statement

The current mission and goals function statement for the Williamsport Preservation Training Center is accurate and basically well-written. (See Appendix 2.) It is important that it be kept up-to-date as conditions change. For example, the Program Mission section states: "A Preliminary assessment in 1976 stated a need for 48 or more such specialists throughout the NPS...." This statement indicates a potential for Williamsport's mission to be fulfilled someday and for the program to be discontinued. As existing specialists in NPS leave preservation for other fields, advance into management, or leave the NPS, replacements will be needed. Thus the need for Williamsport graduates within the NPS will presumably never be satisfied. We recommend the statement be deleted.

A minor recommendation concerns the placement goal of Preservation Craftsman. The wording in that section is cumbersome. An effort should be made to improve its description. A possible description is included in Appendix 2.

As time, staff, and funding permit, we recommend that WPTC's mission and goals statement include as a secondary responsibility, "Along with other NPS preservation centers and specialist, promotes the sharing of technical knowledge through technical notes, bulletins, etc." It is critical that the information available to Williamsport trainees through their instructors and through observation of design and construction failures be made available to preservation practitioners throughout the NPS. Publication of technical bulletins should be coordinated with recently established DSC procedures. Expansion of WPTC's role (including research) was also recommended in the 1982 draft report. Prior to finalization of the mission and goals statement, NPS management should review WPTC's role in NPS historic preservation and budget requirements.

The mission and goals statement should have the written approval of the Manager, Denver Service Center, and the Associate Directors for Cultural Resources and Planning and Development. These approvals would contribute significantly to the "institutionalization" of the WPTC. By "institutionalization" we mean placing servicewide emphasis on the WPTC and making it a recognized entity with ongoing funding and policy support. This issue is addressed in more detail in the section covering the "future".

6 WPTC Trainees

This section will discuss a wide variety of topics relating specifically to the trainees - their needs, met and unmet; their concerns; and their suggestions. The information came from surveys or interviews with graduates and their supervisors, interviews with each trainee, and a WPTC-initiated "wish list" (see Appendix 5). Some of the items mentioned in this section will be covered in more detail later.

The items in the "wish list" that were determined to be trainee-specific were as follows: safety training, technical training, photography training, job rotation, sample forms/reports, more time with the WPTC Chief, travel procedures training, and tours of historic parks or buildings.

None of the "wish list" items were consistently mentioned by the trainees as being high priority. The item ranked highest by the trainees was safety training. Safety training (along with safety equipment and procedures) was an area of concern for the team. With the trainees' irregular presence at WPTC, it is very difficult to provide needed safety training to all trainees in consistent fashion. It is very important for WPTC to provide consistently thorough safety training during each trainee's initial orientation.

Several trainees identified a need to receive additional formal technical training. Funding is occasionally difficult to obtain and trainees have been unwilling to donate personal time (such as weekends) to attend. The present emphasis on on-the-job (project) training is demonstrated by both the IDPs and the expenditures. Although on-the-job training is very important, a well-rounded program should also include formal training in historic restoration and craft techniques such as programs offered by The National Trust for Historic Preservation, Cooper-Hewitt, Winterthur, and Williamsburg. Formal training will continue to be difficult to approve and funded so long as the budget constraints continue at DSC. Base-funding for WPTC overhead would solve this problem.

The reference library (discussed later in further detail) plays an important role in providing technical training. Expansion and reorganization of the library is important in meeting the trainees' needs and providing access to adequate reference materials needed for project research. The team noted the local library is available to the trainees for such research.

Several trainees mentioned the need for photography training (along with additional photography and darkroom equipment). We believe that the emphasis should be placed upon expanding photography manuals in the library and photography equipment. Access to a darkroom at WPTC fits in the category of "nice to have," but not absolutely necessary. Adequate access to custom processors, etc., is assumed.

Several trainees would like to see more job rotation. Because of the large size of some of WPTC's projects, some trainees have not had exposure to the wide variety of projects that the program hopes to achieve. If WPTC can be more "institutionalized" and given greater priority when projects are assigned, this issue would be less of a concern.

WPTC employees would be assisted in processing paperwork if they were provided with samples of completed commonly used forms, completed reports, and thorough step-by-step instructions. Such a package would be of immeasurable benefit for trainees new to the intricacies of properly completing a wide variety of forms and writing reports. Instruction on the package could be included in the employee's orientation process.

A number of trainees requested more time with the Chief, WPTC. As the technical expert at WPTC, his knowledge and advice are of great importance to the trainees when planning their projects or when unexpected problems arise. Delegating portions of his time-consuming duties to the Assistant Chief would be helpful in making more time available for the trainees. The creation of an Administrative Assistant position to assist both the Chief and the Assistant Chief with their numerous, routine administrative duties would be most effective in making more time available to the trainees. If the number of trainees is increased beyond its present level, it is important that the supervisory time needed per trainee be considered in determining the supervisory staff.

One trainee suggested tours of historic parks and sites. We would place this item in the "nice to do" category. Hopefully this occurs during the course of project assignments. Such tours have been included in the trainees' IDPs.

WPTC historical architect trainees should be technically supervised by a licensed professional architect so that their experience at Williamsport is creditable towards the professional experience requirements of the various state architectural licensing authorities.

A preliminary proposal for a NPS apprenticeship program for historic architects was recently circulated for comment. WPTC should be consulted and involved in the development of such a program. It might be desirable for the historical architects apprenticeship program to include a detail to WPTC.

7 Training

7.1 Improving Training Opportunities for Trainees

7.1.1 General

The team found that the trainees were satisfied with their training opportunities as outlined in their Individual Development Plans (IDPs), but were concerned with the scheduling of the training between projects.

IDPs are tailored for each trainee based on his/her perceived needs and ultimate placement goal. They actually serve as detailed training plans and are intended to be updated every six months. One complaint was received that the IDP process was too one-sided, with inadequate input from the supervisor. This problem occurred during the mass influx of trainees during the summer of 1984. It is most important that the process be two-way, with both parties providing as much time and effort to it as possible. Good sample IDPs for each placement goal would make the process as efficient as possible, but should not be relied upon in lieu of counseling/communication. The assigned Curriculum Review Committee advisor should also contribute to the preparation of their trainee's Individual Development Plans, perhaps even signing it.

IDPs should be prepared and finalized (including approval at the DSC level) early in the training program. The IDPs for the most recent group of trainees were not approved by DSC management officials until February and March of 1985.

Training in project supervision and contract administration were identified by WPTC management, graduates and their supervisors as needing to be included in the curriculum. DSC training programs covering both subjects were taught at WPTC in December 1984 and will be repeated. For those trainees desiring eventual placement in project supervision, those needs would be best met by details to DSC.

The WPTC trainees normally have a good general understanding of safety by virtue of their prior experience. However, a comprehensive understanding of OSHA requirements and the development and management of a full safety program for construction is lacking. The DSC Safety Officer is developing a safety program to cover job hazards analysis, safety program administration, and particular areas of concern such as scaffolding, cribbing, handling hazardous materials, excavation and trenching, electrical installations, and use of heavy equipment. The safety training program will be given (probably in December 1985) and will be combined with training on construction specifications preparation and construction supervision.

One self-development training activity encouraged by WPTC is woodcarving. As the trainees have an official (i.e. job-related) need to develop their woodcarving expertise, this practice is permissible. WPTC could further encourage wood carving by displaying the finished projects. The Chief should issue a memorandum to the trainees clarifying the authorized use of the lumber scraps. WPTC management will need to continue monitoring its waste lumber to ensure that there is no appearance of or actual misuse of government property. The scraps/waste must be small enough that they are unusable for WPTC construction projects. This issue was discussed by the team with both the RMR Employee Relations Officer and the WASO Employee Relations Specialist.

7.1.2 Trainee Details to DSC

In preparing its trainees for project supervision duties, the WPTC has tried to provide each trainee with direct experience supervising some of the smaller projects that WPTC performs. It may also be desirable for the trainees to have experience with larger projects, such as those normally performed by the DSC Branches of Construction. This could be achieved by detailing WPTC trainees to project supervision on larger projects. For the trainees to receive the full benefit of this opportunity, they should be involved in the project from beginning (pre-bid conference and walk-through, if applicable, otherwise pre-construction conference) to end (completion report). However, more than nine months of such a detail might diminish the trainees' exposure to other important subjects.

The Chief, WPTC and the DSC Chiefs of Construction and Section Chiefs of Historical Architecture should meet annually during workload analysis to identify appropriate projects for trainee details and to negotiate salary, travel expenses, and supervision of the trainees. The first such meetings were held June 25-26, 1985. Several appropriate projects for WPTC trainees were identified at those meetings.

Details to DSC Branches of Design or Specifications or to the Contract Administration Division might be valuable for some trainees. Trainees should be made aware of these opportunities when they are preparing and updating their IDPs.

7.2 Training Opportunities for Others

The Williamsport Preservation Training Center has been actively involved in providing short-term historic preservation training both within the NPS and for other agencies and historic preservation groups. Such training is valuable to those parks and regions with historic resources and is difficult and costly to obtain from other sources. Thus WPTC has generally had little difficulty in filling its courses.

A few of the many courses conducted by WPTC include: Wood Identification, Masonry Repairs, Introduction to Epoxy Stabilization, Introduction to Project Supervision, and Preservation Sensitivity Training. These courses have been taught at various NPS locations throughout the country. WPTC employees have also instructed portions of courses at Albright, Mather, and the Denver Service Center. Courses have been taught for the General Services Administration and National Trust for Historic Preservation.

The staff at Williamsport should be commended for its past efforts in sharing its expertise with the historic preservation community. However, WPTC has received no funding lately for group training. It is very important that those efforts continue as a secondary objective of the WPTC program and that funding be provided. It is hoped that WPTC will receive funding for group training during FY 1986. The DSC Training Office could assist WPTC in arranging for funding and coordinating its group training.

Formal training for the remainder of FY 1985 is limited due to WPTC's intensive construction season from April to September. However, WPTC offered "Preservation of Historic Structures Training for Technicians," April 1 to June 30, 1985 and July 1 to September 30, 1985. Six trainees attended the first session; nine (one of whom also attended the first session) were selected for the second.

This training has several benefits:

1. to provide 14 NPS employees with more extensive historic preservation background
2. to meet WPTC's need for extra temporary help during the heavy construction season
3. to permit WPTC management to evaluate potential trainees.

Approximately 40 NPS employees applied. The announcement was sent through regional training officers for distribution to the parks and regions. Distribution at the park level was inconsistent, with several parks known not to have received the announcement. WPTC may wish to have the DSC Training Office make distribution directly to the parks in the future.

One major problem for DSC developed with regard to the "Preservation Training for Technicians." The employee travel associated with the program severely depleted DSC's travel ceiling. The needed travel ceiling may have to come from the employing park/region in the future. A strategy must be developed to cover WPTC's travel ceiling.

7.2.1 Details to WPTC

It is generally agreed that the practical experience and training at WPTC would be beneficial for historical architects, and that the presence of historical architects at WPTC is beneficial to the trainees. The problem has been to arrange appropriate opportunities for architects to rotate through WPTC without enrolling for the full training program. Several DSC historical architects, one Regional architect and one architect from outside the NPS have entered the program. Several DSC historical architects have attended training courses conducted by WPTC staff, and a few have requested and received assistance from WPTC trainees in conducting destructive investigations, but there have been no instances of non-WPTC NPS historical architects working with the trainees for a more extended period.

For this to occur, interested historical architects and projects for them to work on at WPTC must be identified well in advance. Assignments and schedules should be developed competitively, similar to the "Preservation of Historic Structures Training for Technicians" process just completed.

The DSC is actively considering short-term details (two to four months) for some of its construction representatives to WPTC, which would enable them to gain hands-on craftsman experience and further their knowledge of historic preservation. There also might be appropriate situations where NPS engineers would benefit by a short-term detail to WPTC.

7.3 Technical Bulletins

The DSC has recently undertaken the issuance of technical bulletins. The purpose of the bulletins is to improve our technical performance by learning from past experience. Bulletins will be used to disseminate information on good facility features as well as report undesirable features. Information available to WPTC staff through observation of design and construction should be made available to preservation practitioners and other professionals throughout the NPS.

The DSC presently has a servicewide process to disseminate technical bulletins. The Professional Support Division, DSC, has responsibility for issuing the bulletins. By memorandum from the Assistant Manager, Northeast Team, DSC, dated June 7, 1985, WPTC was requested to participate in this program.

The WPTC does not presently have sufficient staff time or funding to fully participate in the preparation of technical bulletins. One potential assignment for a historic architect detailed to WPTC pursuant to the previous section of this report, would be the preparation of technical bulletins, with the majority of the research provided by the trainees. A logical source of funding for such an activity would be base funding.

8 Projects

8.1 Completed Projects

A questionnaire was sent to park superintendents for whom WPTC has performed projects. Telephone interviews (covering the same questions) were also made for those major projects where the questionnaires were not returned). A total of 37 projects were evaluated for client satisfaction. In addition, the team visited several completed projects. A sample questionnaire and cover memorandum are included in Appendix 4.

The results of the questionnaires and interviews were excellent, with few negative comments. As the Regional Director of the Southwest Region said: "The feeling in the Southwest Region towards being the client of the Williamsport Training Center over these past years has been consistently positive, and we look forward to more of the same."

Several questions regarding costs, timeliness, historical integrity, and "getting the project you wanted" were asked. Generally favorable responses were received. Because of the "up front" nature of the WPTC staff, officials felt that they were kept informed of any changes, concurred with those changes, and appreciated the open communications.

Although the PARMs system did not always agree (reasons presented in the finance section), WPTC and their clients consistently reported final costs very close to those agreed upon.

The few times timeliness was mentioned, the delays had been promptly explained to the clients and did not affect the completion date.

Quality was a concern at the Old Faithful Lodge (log rafter epoxy work) and the shutters at the Appomattox Manor, Petersburg National Battlefield. The possibility of the epoxy failure was discussed by the WPTC Chief with the client prior to WPTC performing the project. The paint failed after two to three years on several shutters at the Manor because of the type of paint chosen by the park.

The historical integrity of projects was evaluated by the team. Due to WPTC's status as a training center whose students perform historic preservation (and other) work throughout the NPS system, there is considerable potential for problems. However, only two concerns in this area were communicated. One was the City Point Unit of Petersburg National Battlefield, for which WPTC reroofed three historic buildings. Regional historic architects were concerned because the shingle size was changed and a smoke hole plug was not provided. Changing the shingle size to meet standards was discussed in advance with the designer. The smoke hole was not included in the original specifications and the park could not provide the additional funding required for its later addition.

The historical integrity of the Old Faithful Lodge rafter project was also questioned. The Region's comments were that the color and texture of the epoxy did not match the historic fabric. It is believed that if the rafters were stained by the park as originally planned, there would have been a better match. Other projects evaluated were said to be satisfactory or better. The team was unable to visually evaluate historical integrity in-depth, as such evaluation requires familiarity with the site both before and after completion of the project.

Several completed projects were inspected during the visit of March 4-8, 1985. Projects visited were the Piper Barn, and the Pry House at Antietam National Battlefield, the village barn at Hopewell Village National Historic Site, and the Arlington House at George Washington Memorial Parkway. These were well executed and are standing the test of time. Some concern was expressed about the time span required to complete restoration of the Piper Barn, but that is to be expected when a large project is approached in a phased manner and personnel are assigned to the project on the basis of their need to learn specific skills rather than their existing skills to perform that type of work.

The project file inspected at Hopewell Village did not contain memos discussing the revisions to the project schedule and funding that were found in the corresponding file at WPTC, and the project ledger sheet was not completed to reflect some of the latest staff charges. We recommend

the last step of project close-out include verifying that both sets of records are complete.

9 Role of Curriculum Review Committee

The Curriculum Review Committee was established to oversee and set policy for the WPTC and to enhance the credibility of the program. Selected "guests" are invited to provide technical input at Curriculum Review Committee meetings. Committee members also serve as outside guidance counselors and mentors for the trainees. They form the core of a WPTC "network" which identifies potential projects for WPTC and potential openings for graduates of the program. The Chief, WPTC; the Manager, DSC; and the Chief Historical Architect confirm the usefulness and effectiveness of the Curriculum Review Committee.

In reviewing the records of the Curriculum Review Committee meetings, there were several instances of meetings which occurred for which there were agendas, but there were no minutes, recommendations, or any other records of actions taken or subjects discussed. It is recommended that a secretary be appointed to the Curriculum Committee to record its deliberations and recommendations. We suggest the WPTC secretary be appointed as the Curriculum Review Committee's permanent secretary. The Committee's minutes would be important for new Curriculum Committee members, and for reviewing officials and NPS management in evaluating the Curriculum Review Committee's effectiveness.

The team interviewed all nine of the current Curriculum Committee members, plus the one past member. Their responses to our questions were uniformly positive, helpful, and included many good suggestions.

No. 1 - Have you found your participation on the Committee to be worthwhile? Do you have the support of your supervisor for that participation?

Only one member questioned his participation. The overall consensus was that their participation was very worthwhile, both for WPTC and for themselves. They appreciated the experience of providing guidance and planning for the WPTC program. They also found (with one exception) that their supervisors approved and supported that participation.

No. 2 - What would you estimate to be the amount of time you spend annually on Committee activities?

Most Curriculum Review Committee members responded that they spent between two and three weeks per year (including meetings and related travel) on Committee activities. It did not appear that most members spent extensive time advertising WPTC's availability for projects, developing potential trainees, advising their assigned trainee, or assisting graduates in placement. These critical duties may need clarification during the Committee member selection process and should receive increased emphasis by Committee members.

No. 3 - Do you feel that the length of the Committee assignment is appropriate? If not, what length do you recommend?

The responses to this question proved interesting. Most Committee members shared the team's confusion on what the current length is. This probably resulted from conversations not being formalized in writing, incomplete Committee meeting records, and the assignment length having been changed several times. The members were also unsure when their terms formally expired. The informal approach of the Committee and its operations provides almost unlimited flexibility. Committee members can easily be rotated as necessary or appropriate.

However, members should also have a clear understanding of the length of the committee assignment. The general consensus of the members and the team was that between two to four years is an appropriate length for an assignment and the length could vary between those limits depending on the member's historic preservation expertise and his/her effectiveness on the Committee.

No. 4 - Are the Committee meetings frequent and lengthy enough to accomplish the necessary tasks?

Committee members stated that two Committee meetings per year are appropriate to meet WPTC's needs and that present meeting lengths are sufficient.

Generally, one meeting per year is held at WPTC and any other meeting(s) held at other NPS locations throughout the country. A Committee member acts as host when the meeting is held at his/her duty station. Consideration could be given to having alternate meetings (non-WPTC) take place where major WPTC projects are taking place. This would enable the Committee members to observe trainees at work and to see a project in progress. It would encourage trainees to attend the meeting and visit with their advisors.

The June 1985 meeting was cancelled due to the travel ceiling. A newsletter in lieu of the meeting was sent to Curriculum Review Committee members and is included in Appendix 6.

No. 5 - How do you feel your input on the Committee makes a difference at Williamsport?

A variety of responses were given, ranging from "cannot tell" to a long description. For the most part, the Committee members believe they serve(d) a useful purpose in setting policy and serving as a sounding board to WPTC staff. Obviously, the more dedicated their involvement, the more tangible the benefits. It is incumbent upon the permanent members to ensure that temporary members become actively involved with Committee activities.

No. 6 - What changes in the role, composition, and organization of the Committee, if any, would you recommend?

The suggestions concerning composition were to include a WPTC graduate and a Chief of Maintenance with major historic structures responsibility on the Committee. The selection process should also be expanded to systematically request nominations for new Committee members from regional directors. Such systemization would be helpful in keeping "new blood" on the Committee and in communicating WPTC's needs and abilities to the regional directors.

The organizational structure of the Committee was also researched by the team. Presently, the Chief, WPTC, serves as both Chairman and Secretary, unless the WPTC secretary is able to attend. Such total involvement by the Chief tends to compromise the independence of the Committee and may inhibit participation by some members. It also deprives the Chief of the opportunity to participate in discussions as a Committee member.

In order to enhance the independence of the Curriculum Review Committee, we recommend that a nonpermanent member be chosen each year to serve as the Chair. In order to provide continuity, the Chair's term should take place in the middle of his/her Committee assignment. We recommend the WPTC secretary be the permanent Secretary to the Curriculum Review Committee and attend all committee meetings.

No. 7 - Other than WPTC meetings, what other opportunities have you had to discuss/promote WPTC?

Part of the role of Curriculum Review Committee members is to promote WPTC. This includes recruiting potential trainees, employees, and short-term trainees; advising the Chief of additional courses for possible inclusion in IDPs; advertising the availability of graduates; and identifying projects. The degree of activity in this area by the Committee members varied widely. We recommend that a letter formalizing the expected responsibilities associated with a committee assignment be sent to all new and present committee members.

No. 8 - Who is your assigned trainee? How many counseling sessions have you had with him/her in the past year? Please describe your mentoring relationship with him/her.

The range of responses from this question concerned the team. Three Curriculum Review Committee members were unable to immediately identify their assigned trainee. Most members had fairly passive advisor/trainee relationships, relying primarily upon the twice-a-year Curriculum Review Committee meetings (when their assigned trainee may or may not be in attendance) and rare telephone calls to keep in contact. A few trainees kept their advisors informed of their progress by sending them copies of their weekly status reports. We recommend all trainees do so.

Establishment of an effective advisor/trainee relationship is a major shared responsibility of both parties. However, it is important for the advisors to take the initiative and make early contact with his/her trainee, so that the advisor's input can be included in the trainee's career planning/IDP process. The relationship needs to be established early in the trainee's WPTC program to be most effective. We recommend early assignment and contact (even if just via telephone) between the trainee and his/her advisor. We also recommend that the advisor be actively involved in developing his/her trainee's IDP and sign off on the trainee's IDP.

No. 9 - What steps do you see as appropriate for WPTC to take in preparing for the future? Give views on organizational placement, transition, and future of Williamsport.

This question provided the opportunity for Curriculum Review Committee members to discuss the eventual transition in leadership and general trends. The team agrees with the majority of members who believe that the WPTC program needs to be more institutionalized in order to survive the eventual transition from Jim Askins to his successor. The present system involves a strong leadership style, impressive technical skills, and an extensive NPS network to compete for projects.

A more systematic project selection approach is of the utmost importance for WPTC to survive the transition. Our recommendation is for DSC Chiefs of Construction and Section Chiefs of Historical Architecture to meet annually with the Chief, WPTC, during the Workload Analysis process to identify projects for WPTC. It would also be appropriate for NPS management to determine whether WPTC could be given priority for non-DSC projects, particularly with the trend towards regional preservation centers.

The interviews did not demonstrate any consensus that the organizational placement of WPTC was in need of change.

Base funding was also discussed with several members. The consensus is that WPTC should not be totally base funded (its independence would be compromised), but that base funding to cover overhead would be appropriate.

10 Administration

WPTC is dependent in many ways on other NPS offices, programs, and staff. It depends on parks, Regions, and other sections of DSC for projects that provide on-the-job training opportunities and critical funding. Administration of travel, contracts, and accounting is handled by the Rocky Mountain Regional Office. Personnel matters are coordinated by the DSC/RMR Personnel Office. Training orders are processed through normal DSC channels. DSC management approves WPTC's budget.

10.1 Funding

WPTC funding comes from DSC overhead and project dollars. Each year WPTC receives an overhead budget based on an approved Financial Plan (10-561).

Project funding comes primarily from parks, with some from regional offices. WPTC provides the client with a detailed estimate, including salaries, travel costs, supplies, overhead, etc. Once the client selects WPTC for the project, a memorandum is forwarded from the client to WPTC verifying the amount to be transferred. The funds are then reallocated through the WASO budget office or a refundable account established by DSC Program Control and RMR Finance.

WPTC's total funding, including approved overhead and project dollars for FY81 through FY85, is shown below. (Some of the figures for FY85 may change during the remainder of the fiscal year.)

FY	Budgeted Overhead	Project Funding	Total Funding
85	169,300	381,028	550,328
84	169,600	389,691	559,291
83	232,000	400,804	632,804
82	138,000	259,190	437,190
81	117,942	131,451	249,393

10.1.1 Funding for overhead

Overhead funding is authorized each year by DSC on an approved financial plan. There are three major areas: regular overhead (PWE 484), training (PWE 486), and holidays and leave (PWE 488).

The overhead breakout for FY 83, FY 84, and FY 85 is shown below:

	<u>FY83</u>	<u>FY84</u>	<u>FY85</u>
484 - regular	183,100	129,100	138,200
486 - training	16,700	10,300	-0-
488 - leave	32,200	30,200	31,100
TOTAL OVERHEAD	232,000	169,600	169,300

DSC currently provides all of WPTC's budgeted overhead. It is apparent that the Denver Service Center significantly subsidizes WPTC. Given the proposed budgets and decreased construction programs for FY 86 and beyond, DSC will be hard-pressed to continue the current level of support. We do not consider funding of WPTC overhead from DSC line item construction to be the most appropriate means of funding. WPTC is a national program benefiting the total Service. Its overhead costs should be recognized as part of the cost of NPS's commitment to cultural resource preservation. It

would be appropriate and we strongly recommend that base funding be provided towards WPTC's overhead.

The evaluation team is concerned about the absence of FY 85 funding for formal training. The DSC program for FY 85 forced a curtailment of training funds throughout the DSC. However, it is detrimental to the mission of WPTC not to fund formal training. WPTC is a training center, providing a combination of formal, on-the-job (project), and self-developmental training. If that combination cannot be offered due to budget constraints, WPTC's program will suffer. Base funding of WPTC's overhead would alleviate this problem.

10.1.2 Project Funding

Most of the project money is annual money, and must be obligated by the end of the fiscal year. In FY 83, FY 84, and FY 85, most of the WPTC project funding was from Jobs Bill, PRIP (ONPS), and Federal Highways funds, not regular ONPS or construction funds.

Project funding is received from parks and regional offices, either through a reallocation of funds or a refundable agreement. There are several steps (outlined below) involved in the process of reallocating funds.

1. WPTC provides a cost estimate including salaries, travel, supplies, overhead, etc., to the client.
2. The client agrees in writing to have the job done at the estimated cost.
3. The client advises the appropriate regional budget office to transfer funds to WPTC.
4. The regional budget office requests the WASO budget office to reallocate funds to DSC and WPTC.
5. The WASO budget office then reallocates funds to DSC on new allotment advice.
6. Program Control, DSC, establishes an account number with authorized amount and notifies the Northeast Team and WPTC of same. In many cases, the account number is established prior to receipt of the authorizing memo. A copy of this memo is sent to the team and WPTC upon receipt in Program Control.

For refundable agreements once the park has agreed in writing on the amount of the project, DSC Program Control works with RMR Finance to establish a refundable account.

Reallocation of funds as opposed to refundables seems to be preferred by all. However, there must be better coordination between Program Control and WPTC to ensure that each office has all the correct paperwork from step

2 above. The notification of the account number, authorized amount, and the project (step 6) should be in writing from Program Control to the team and WPTC in addition to via telephone.

When WPTC works with a DSC team on a project, they must coordinate project scope and funding needs with the team project manager.

10.2 Reconciliation

There is an internal fund control at WPTC. The trainee with project supervisory responsibility reconciles his/her records with the WPTC secretary at the end of each project. Manual records are kept at WPTC, but they are not consistently compared or reconciled with the automated PARMS records in Denver. The PARMS reports have not been consistently received by WPTC in the past, and WPTC should contact Program Control if not received by the 15th of each month.

Manual ledgers are established at WPTC for each project and for each overhead account. Changes are posted daily based on timesheets, travel authorizations, requisitions for supplies and materials, and other miscellaneous charges. A running balance is kept for each project and account. However, since these records are not consistently compared to the PARMS records, there is no assurance of completeness. We strongly recommend that WPTC reconcile the PARMS reports with their records on a monthly basis.

10.3 General and Administrative Overhead

The total funding authorized and total obligations for overhead according to PARMS for FY 81 through FY 85 are shown below:

	Budgeted Overhead	Obligated Overhead	Balance
FY 85	169,300	*145,797	
FY 84	169,600	306,478	(136,868)
FY 83	232,000	162,497	69,503
FY 82	178,000	132,949	45,051
FY 81	117,942	94,482	23,460

*Obligations through March 31, 1985.

In FY84 WPTC was under the impression that they received \$275,274 based on the financial plan submitted. According to the official records and the approved financial plan, \$169,600 was actually authorized. WPTC records indicate an overhead expenditure of \$237,000 for FY 84 overhead, while PARMS records indicate an expenditure of \$306,000. (RMR Finance found that at least \$55,00 (for salaries) of the \$306,478 should have been charged by PARMS to projects instead of to overhead.) WPTC overhead funding records prior to FY 1984 agreed with the official records in Denver.

A comparison of the overhead obligations for FY 83 and FY 84 from WPTC records and from PARMS is made below.

	WPTC Obligated Overhead	PARMS Obligated Overhead	Difference
FY 84	237,000	306,478	69,478
FY 83	122,000	162,497	40,497

There are several reasons for the differences in the records. Some payroll charges, some motorpool charges, airline tickets, and other miscellaneous charges were not entered in the WPTC records. Some expenses were charged by WPTC against projects, but charged by the computer against overhead, including approximately \$55,000 for salaries. Monthly reconciliation of PARMS records with WPTC records is strongly recommended.

10.4 Project Accounting

10.4.1 Overhead

In preparing project cost estimates, WPTC add 15 percent to the net construction cost estimate for overhead. In setting up the project accounting system, 15 percent of the total project budget is set aside at the start for overhead. Expressed as a percentage of net construction cost, this practice results in an excess of 2.25 percent being reserved for overhead. (Net construction = 100 percent; overhead = 15 percent; total project budget = 115 percent; set aside for overhead = 17.25 percent [15 percent of 115 percent]) We recommend that WPTC use either the original overhead cost estimate or 13 percent of the total project budget. We also recommend that overhead generated by WPTC projects be applied directly to WPTC's budget. This process would more realistically reflect the real cost of operating WPTC.

By charging authorization overhead at the beginning, WPTC has also charged overhead on any balance that remains unexpended. Since project charges have corresponded very closely to estimates, the amount of this discrepancy is negligible.

Written instructions regarding estimating procedures and the application of overhead will be provided by the Program Control Branch of DSC, after consultation with WPTC staff.

10.4.2 Payroll

The WPTC calculation of payroll charges includes 21 percent of the hourly rate for leave, holidays, and benefits. WPTC appears to be correctly charging payroll to the correct accounts. Holiday and leave charges were occasionally charged against a project instead of to overhead.

10.4.3 Direct charges to projects

We performed a complete analysis of FY 1984 projects, showing authorizations and obligations for each project. That analysis is included under Appendix 7.

Direct charges made to projects appear proper. Labor charges were made when individuals worked on projects. In addition, supervisory personnel time was charged to projects when project-related. Materials also appear to have been charged correctly. However, PARMS system occasionally charged WPTC salaries and expenses to overhead rather than to the appropriate project account. This problem is believed to be the primary cause of the inconsistency between PARMS and WPTC records. Monthly reconciliation by WPTC would help to alleviate this problem, which would be very serious for DSC if it continues into FY 1986.

FY85 projects are listed below.

<u>Project Name</u>	<u>FY85 Authorization</u>
SWRO Profesional Services	\$25,500
Petersburg NB (City Point)	20,000
Antietem NB (Pry House)	20,000
Allegheny Portage NHS (Lemon)	49,001
Allegheny Portage NHS	7,276
Valley Forge NHP (Porch)	908
Valley Forge NHP	110,843
George Washington Memorial Parkway	4,300
Olympic NP - Old Storm King	136,000
Hampton NHS (Mule Barn)	-0-
Arlington House	<u>7,200</u>
Total	\$381,028

10.5 Timekeeping/Payroll

The timekeeping function was performed in a satisfactory manner. The timecards were completed by the secretary and signed by the supervisor or acting supervisor. The timesheets are then mailed to the Falls Church office where they are entered into the terminal and transmitted to Denver.

The earnings statements generally arrive a few days late, as they are distributed in Falls Church and then mailed to Williamsport. Computerization at WPTC might include the timekeeping function.

10.6 Imprest Fund

WPTC currently has an imprest fund of \$400 for small purchases. A complete administrative review was made of the funds. All procedures were being followed and adequate safekeeping is maintained. Replenishment vouchers should be submitted more often.

The fund is currently being increased from \$400 to \$800. This should help to make more direct payments.

10.7 Purchasing

All purchasing (mostly by blanket purchase orders) was done through the RMR Regional Office. It may be appropriate to give the WPTC secretary purchasing authority. The Chief, WPTC, may wish to request such authority (including justification) in writing through normal channels. It is difficult to have the purchasing agent 2,000 miles from vendors. However, the extensive use of blanket purchase orders help to alleviate the problem.

10.8 Travel

All travel itineraries were properly handled. The WPTC staff does an excellent job in administering the travel program, especially considering WPTC's extensive travel. The WPTC staff consistently plans ahead to minimize the need for any last minute, rush travel advance requests.

There has been a problem in receiving timely travel advances and reimbursements for vouchers. According to the trainees, this is currently less of a concern. The RMR Finance Office has hired and trained additional personnel since last summer, when most of the problems occurred.

One incident that shows the need for some individual to be assigned the responsibility of notifying WPTC of major policy changes, etc., is the travel freeze of August 1984. WPTC had a crew in the field at that time. The crew members were unable to receive any travel advances, and were restricted to whatever cash remained from earlier travel advances (which by that time was extremely limited) and personal credit cards. It would have been very costly for the NPS to have returned the crew to WPTC without completing the project. Yet it was an imposition to the crew to keep them on the project without the necessary funding. Such incidents will hopefully not recur.

A current problem is the freeze on travel advances, whether or not employees have been offered Diners Club Cards. It is apparent that employees are expected to finance their travel costs and receive reimbursement from the government after the fact. This requirement will be of greatest impact on those employees who travel extensively, particularly lower-graded and/or seasonal employees and will therefore be a major concern for WPTC as many of its employees are both lower-graded and seasonal. WPTC requested an exemption to the freeze because of its extensive travel requirements, which was denied.

Another problem is the travel ceiling. WPTC made a commitment to park and regional employees attending "Preservation of Historic Structures Training for Technicians" prior to the latest cutback in DSC's travel ceiling. Even though WPTC's project costs are paid by the client park/region, DSC's travel ceiling is not increased. Thus, DSC's travel ceiling has been

negatively affected by travel of park and regional employees. Travel ceiling necessary for future WPTC training courses may have to come from the employing park/region or WASO, instead of DSC.

10.9 Equal Opportunity

DSC's equal opportunity goal is to achieve an employment profile that equals or exceeds the national distributions of women and minorities and extends those distributions to all grades and job categories. National profile figures currently are 16.7 percent for minorities and 34.3 percent for white women.

The current distributions of minorities and women at WPTC is shown below:

	Minorities	Women
GS-13	0	0
GS-11/12	0	1
GS-10 and below	0	1
WG-10 and below	<u>0</u>	<u>0</u>

Total and percent of workforce: 0 - 0 percent 2 - 10 percent

WPTC does not meet the DSC's goals but has made good faith efforts to meet those goals. WPTC selected the only minority (its first official trainee) and the only woman who ever made the selection certificates for trainee positions. The Chief has encouraged minority residents to apply for positions. We would encourage those efforts to continue.

10.10 Personnel Management

The personnel program at WPTC has been successful. The team found the staff's morale to be high. In its seven year history, no adverse actions have been taken or grievances filed.

10.10.1 Staffing/Classification

WPTC requests for personnel actions are processed smoothly by the DSC Personnel Office. Currently draft servicewide KSAs and position descriptions have been developed for Exhibit Specialists. Servicewide use of the draft KSAs and position description may result in the Exhibit Specialist series (GS-1010) being reserved for employees with qualifications similar to those of a WPTC graduate.

Hiring of WPTC's temporary and seasonal help for project work was discussed with the Chief, WPTC. WPTC's mission requires the use of nonpermanent WPTC staff to complete projects. The team discussed various alternatives with Jim Askins on how and where seasonal hiring should take place. All methods reviewed had been tried and found to have severe drawbacks. This year's attempt at competitively detailing two groups of NPS employees for three months each to WPTC to meet that need is an excellent idea that should be

beneficial to all. We are very hopeful that it will be successful enough to warrant use for future construction seasons.

10.10.2 Upward Mobility

WPTC filled its first upward mobility position (Exhibit Specialist, GS-1010-7) effective July 8, 1985. The evaluation uncovered some administrative problems. Both the Departmental and NPS personnel regulations require a training agreement, training plan/Individual Development Plan (IDP), and quarterly progress reports/evaluations. A formal training agreement and quarterly progress reports were not prepared. The IDP for the upward mobility position was signed by the Manager on February 20, 1985, seven months after the appointment was effective. The IDP should have been finalized shortly after the effective date.

It is the responsibility of the servicing personnel office to prepare the training agreement, verify the adequacy of the training plan/IDP, and monitor the trainee's progress via the quarterly supervisory progress reports. Most supervisors are not sufficiently trained in upward mobility requirements to independently manage this responsibility. The Rocky Mountain Region's upward mobility plan is being rewritten; we recommend clarifying roles and responsibilities so that future upward mobility selections are properly monitored. The problems with this action must be corrected immediately.

10.10.3 Training Agreements

The trainees at WPTC have been competitively selected for 2-3 years of costly, intensive training. Thus far WPTC has not required its trainees to sign Continued Service Agreements (from the back of the SF-182; appropriately reworded sample included in Appendix 3). The agreements are permitted by current training regulations. A formal Continued Service Agreement would strongly encourage the trainees/graduates to stay with the NPS for an agreed upon length of time and give the NPS the option of recovering at least some of the costs associated with the training if a trainee/graduate should leave. The minimum timeframe of the Continued Service Agreement is normally the length of the training.

Since only one graduate thus far has left the NPS (3-1/2 years after graduating from WPTC), the team does not consider the lack of Continued Service Agreements to be a serious problem. However, we do recommend its use to prevent future problems. The Agreement should be signed shortly after the new trainee accepts the position. Applicants should be told during the selection interview that trainees accepted into the WPTC program will be required to sign a Continued Service Agreement. The DSC Training Office and any other servicing training offices would be responsible for maintaining records needed and for follow-up in the event a trainee/graduate leaves the NPS within the committed timeframe.

10.10.4 Placement

The original approach developed by the WPTC for placing its graduates has consistently been successful and continues to be used. Officials with potential openings often come directly to the Chief, WPTC, who relays the information to the appropriate trainee for follow-up. Curriculum Review Committee members play a major role in developing and encouraging placement opportunities. All NPS vacancy announcements are distributed to WPTC.

There is often a trial placement towards the end of the training program to ensure satisfaction of both the trainee and the office where placed. Graduates are currently placed as follows: 5 with DSC, 2 with regions, and 1 at a park. One WPTC graduate placed with a region recently left the NPS for private industry. Each of the 4 trainees who expect to graduate during the next two years has at least one potential placement offer pending.

There were several concerns relating to the placement of graduates researched by the team. Those concerns were:

1. Are graduates being placed in positions where the NPS can take full advantage of their intensive, lengthy historic preservation training?
2. One WPTC graduate has been placed in a park. Since much of the hands-on historic preservation work is at the park level, why are not more graduates working for the parks and what can be done to ensure that more do so in the future?
3. With the current (and presumably continuing) emphasis on the budget and ceiling restrictions, will the WPTC have problems in future placements? If so, what can be done to minimize those problems?

Regarding the first concern, the team found that all graduates except one are in positions in which the NPS could well utilize their WPTC training. The one exception is an individual who is more comfortable with a less intensive emphasis on historic preservation. In order to maximize the benefit to the NPS, we recommend that graduates placed in craftsman positions be assigned one or more apprentices. The apprenticeship program would have a multiplier effect on the number of well-trained historic preservation specialists throughout the NPS.

The advice and input of the Chief Historical Architect, in addition to that of the Curriculum Review Committee advisor, should be sought before any placement is finalized.

A major concern is the apparent difficulty in placing graduates in parks. Only one graduate is presently a park employee. If less funding is available for construction projects, it may no longer be possible for the Denver Service Center and regional offices to place the majority of WPTC graduates. Many otherwise appropriate positions outside the DSC have a full performance level of GS-9, which may be unacceptable to a WPTC graduate with a career ladder to the GS-11 level. Of the 49 servicewide

(non-Harper's Ferry) Exhibit Specialist positions presently approved, 32 have a full performance level (FPL) below a GS-11. Most of those positions were in parks. Eighteen of the 49 Exhibit Specialist positions are vacant. Three of the vacant positions have a full performance level of GS-7, fourteen are GS-9, and one is GS-11. Three incumbents are ranked GS-7, fourteen are GS-9, twelve are GS-11, and two are GS-12. This indicates a potentially severe competitive arena when WPTC graduates compete for GS-12 positions. A summary chart of exhibit specialist positions in NPS is enclosed as Appendix 8.

After 2-3 years in the WPTC program, most of the trainees report that they enjoy the variety of projects and the mobile life and therefore hope to be placed at DSC or a regional office. Lack of travel inherent in a park position and a lower grade structure may tend to discourage soon-to-be graduates from actively seeking park positions. The graduates verified that they considered those constraints during their placement decision-making process.

10.10.5 Performance Appraisals

An evaluation of WPTC's performance appraisals demonstrates the potential for problems when taking performance-based actions or recommending incentive awards. The standards are more of an elaboration of the elements than descriptions of what fully acceptable performance is and do not sufficiently reflect quality, quantity, or timeliness. They are subjective, including such phrases as "supports branch efforts," "supports professional climate," "conducts self to reflect credit to the service and profession," "supports the intent of various public policy programs and branch EEO goals."

Problems in the area of conduct or EEO are usually resolved through channels other than performance, so that those elements are unnecessary for the trainees.

The Chief, WPTC, is aware of and concerned about the performance standards and has taken steps to remedy the problem. The Curriculum Review Committee may assist in upgrading the performance standards by the establishment of elements and standards defining new knowledges and skills to be developed at various stages throughout the appraisal cycle.

The IDPs are excellent and should greatly assist WPTC management in developing more objective, performance-based elements and standards. One minor point - it is not necessary to itemize each possible constraint in the standard. A general statement (such as "unless prevented by constraints outside incumbent's control" or "unless extension approved by supervisor") is ample.

10.10.6 Worker's Compensation

The Worker's Compensation Program at WPTC generally shows minor injuries with little lost time and no permanent impairment. The only problem encountered by Kim Strite, the WPTC secretary, is the apparently excessive time required for the Office of Worker's Compensation Programs (OWCP) to make payment for medical bills. The processing of forms at WPTC, the Rocky Mountain Regional Personnel Office, and OWCP and the transfer of documents between those offices are time-consuming activities. The process can be expedited by proper and timely completion of forms and prompt forwarding of same.

The process of reviewing forms for accuracy, completeness, and conformance with Continuation of Pay (COP) regulations were discussed with Ms. Strite.

10.10.7 Mandatory Training

The WPTC staff is subject to several mandatory training requirements, including safety and supervisory training. Each WPTC staff member has a government driver's license and routinely operates government vehicles. Yet, no employee has attended NPS defensive driver's training since joining WPTC. WPTC employees drive government vehicles in excess of 2,000 miles per month per employee, and the potential for serious accidents is great. In order to meet the GSA requirement for defensive driving training and to minimize the potential for accidents, we recommend that WPTC offer such training to its staff. If management elects to offer it on site, the DSC Safety Officer or his assistant would be available as an instructor.

Another important safety program is first aid/cardio-pulmonary resuscitation (CPR) training. Because of the remoteness of many project sites, most (if not all) of the WPTC staff should be certified in first aid and CPR. All WPTC staff members are current in their first aid/CPR training.

WPTC has two official supervisors (Jim Askins and Harry Sloat) on its staff in addition to eleven work leaders. Work leaders in the federal service are not required to attend supervisory training courses, although it is encouraged. The Office of Personnel Management (OPM) requires 40 hours of supervisory training within six months of the initial supervisory appointment, while the Department of Interior requires a second 40 hours in the next 1-1/2 years. The NPS requires supervisors to attend 40 hours of supervisory training every five years thereafter. The DSC has established an EEO training requirement of 24 hours every five years.

The Chief, WPTC, is current on his supervisory training requirements. The Assistant Chief has been a supervisor for over a year without having received the required first 40 hours but does have credit for 24 hours of EEO training while with the Western Region. The Assistant Chief, WPTC should complete 40 hours of supervisory training by March 1986.

Six "core courses" are offered in the training program: Supervision and Group Performance, Introduction to Personnel Management, Understanding and Managing Human Behavior, Report Writing Workshop, Basic Procurement, and Evaluating a Contractor's Performance. The first three courses are creditable towards supervisory training requirements and trainees completing those courses receive credit for 88 hours of supervisory training. WPTC graduates completing all the courses in their IDPs should be well equipped for supervisory or work leader positions.

10.11 Equipment

10.11.1 Library

The number one issue (mentioned by all 13 staff members) on the WPTC-initiated "wish list" included in Appendix 5 is clearly the library. The technical library is now dispersed in several locations and needs reorganization. A complete listing of library holdings and current locations should be maintained. Once a complete catalog has been prepared, the Curriculum Review Committee should review and make recommendations for additions needed. It may be appropriate for a NPS librarian to spend one to two days total at WPTC to reorganize the library and institute a check-in, check-out system.

The Chief, WPTC, followed up the wish list by asking the trainees "How many books have you read in the last year?" The average of the responses was 1.5. This finding led to an interpretation of the wish list response as a possible desire for technical "cookbooks." While we recognize that technical "cookbooks" do not exist for historic preservation, there are numerous references which preservation practitioners should be familiar with and have access to.

The Secretary, WPTC, should maintain binders for periodicals such as CRM Bulletin and Old House Journal.

10.11.2 Computers

A significant percentage (roughly 50 to 75 percent) of DSC project supervisors currently use computers while in the field. It may be appropriate for WPTC to begin doing likewise. None of the graduates surveyed mentioned the lack of computer training or usage as a negative factor. However, that may have been due to the timing, as the current group of trainees does feel the need for access to computers and the average DSC project supervisor has such access.

WPTC should make an analysis of its needs and prepare a recommendation concerning those needs to management. Compatibility with Datapoint is probably not a major factor, as most DSC Branches of Construction do not use Datapoint for their projects. In addition to potential computer use by the trainees, a number of office applications are possible, such as word processing, financial record-keeping, and time and attendance reporting.

10.11.3 Xerox

Three staff members mentioned the need for a more efficient xerox machine. The current leased model (Xerox LDC 3100) has served the WPTC very well since 1978, with minimal down time. It averages 3,000 to 4,000 copies per month. However, it does not collate, shrink, enlarge, or automatically feed. By leasing a newer model, WPTC's monthly costs would actually go down and it would greatly increase its xeroxing capability and efficiency. If at all possible, we recommend a xerox machine with additional features be leased (or even purchased if appropriate). As the current lease expires at the end of the fiscal year, WPTC should start the process now to lease or purchase a different model beginning in FY 86. The information gathered by the team on various models has been shared with the WPTC secretary.

10.12 Facilities

Five staff members mentioned various concerns with the space constraints associated with the Williamsport site. The staff has problems when a majority of the trainees are at the site. At that time it is difficult for them to find adequate desk space to do paperwork or to find enough space in the shop to assemble projects. There is no large conference room to hold meetings or give training.

The former Cushwa building is located in a flood plain, and flooding periodically occurs. WPTC has a contingency plan to remove and protect equipment in the event of a flood. A 12 to 24 hour advance notification of imminent flooding is to be received so that flood damage can be minimized.

It is time for the NPS to determine where WPTC should be permanently located. If the decision is made to keep it in its current location, the building and associated warehouse can be improved to meet WPTC's needs, OSHA requirements, and building codes. The Chief, WPTC, furnished the team with a rough estimate of \$500,000 to finish the space and bring the building into conformance with applicable codes. He also has investigated the cost of leasing. The cost of comparable leased space would be approximately \$12,000 per month.

11 Safety

Safety is a major concern for any program that trains individuals for construction work. The trainees are exposed to various power tools, heavy construction equipment, scaffolding, and hazardous liquids, vapors and particulates. As project supervisors they will be responsible for the safety of large work crews.

The team found no formal training on OSHA construction safety practices and inconsistent use of safety equipment and practices on job sites. Rigorous adherence to OSHA regulations should be standard practice at WPTC and on all WPTC projects.

The evaluation team found shop safety practices at WPTC to be adequate and the general awareness of safety seems to be high. However, we question the wisdom of allowing smoking in the shop when sawdust, wood chips and open paint cans are present. Workers who smoke should be cautioned about smoking in fire-susceptible historic structures.

The one issue of safe use of shop machinery which arose is the practice of not using a guard on the table saw. It was also noted that the use of seat belts is not rigorously practiced or enforced at WPTC. While optional in personally owned vehicles, GSA, DOI, and NPS/DSC regulations do require their usage in government-owned vehicles.

12 Public Relations

It has been suggested that several of WPTC's needs could be met by an effective public relations/marketing effort. If WPTC had a higher profile in NPS, more projects might come their way and it might be easier to place graduates of the program (especially in parks). On the other hand, the staff might be overwhelmed with requests for their services. This issue has been addressed previously by the Curriculum Review Committee, and the team suggests that it continue to be considered.

13 Coordination

Given its position as a nationwide training program, its freedom to operate semi-autonomously, and Jim Askin's personal reputation as an authority in preservation matters, WPTC is frequently drawn into disputes between NPS offices (including DSC). Where prior DSC involvement in a project is believed present, it is recommended that WPTC staff check with the prior DSC participants to insure that a complete project background is obtained.

14 Future

14.1 Institutionalization

It is extremely important for the future of WPTC that the program continue to develop from its initial status as the personal effort of Jim Askins into an established unit of NPS with its own identity and existence independent of any individual. It should have the full commitment and backing of the organization from the highest levels. This could be accomplished in stages by seeking approval of the role and function statement by the Manager, DSC, and then by Associate Directors.

In order to institutionalize the selection of projects for WPTC, one or more of the following alternatives should be adopted.

1. annual review of the DSC program
2. systematic coordination with regional historical architects

3. more active role by the Chief Historical Architect
4. improved knowledge of parks/region regarding capabilities of WPTC, etc.

When these steps leading towards institutionalization have been accomplished, it should be possible for the leadership of WPTC to be transferred from Jim Askins to his successor.

14.2 NPS Trends

Current NPS trends include continued limited funding, preservation by maintenance rather than preservation by development, and gradual transfer of preservation work from DSC to regional offices. WPTC is well-positioned to survive in this predicted environment. It is very cost competitive, has an excellent reputation, and the nature of its projects tends towards the maintenance end of the preservation spectrum.

The fact that it is organizationally a part of the Denver Service Center could be a problem because of the trend of projects being accomplished by regional offices rather than DSC. Any potential impact from this trend would be mitigated by the steps leading to institutionalization itemized above.

14.3 Future of WPTC

Based upon our observation of projects completed by the WPTC and considering the information that we have gained regarding the Center in conducting this evaluation, it is apparent that WPTC has contributed significantly to the accomplishment of the NPS mission. There is every reason to believe that those contributions will continue. Hopefully, the implementation of recommendations contained in this report will enhance those contributions.

Director Mott has identified the need to expand career opportunities for all employees in his 12-point plan. The Director stated "In my judgment, the success that has been enjoyed by the National Park Service rests with the trust and respect that the American public has for the competent, dedicated employees of the Service. Everything we hope to do must build on the basic premise of fostering this tradition of obtaining and keeping our productive workforce." WPTC certainly contributes to the accomplishment of this goal through its training and development of valued employees.

APPENDICES

Program Evaluation

Williamsport Preservation Training Center

1. Report from Safety Engineer dated May 29, 1985.
2. WPTC Mission and Goals Statement
3. Continued Service Agreement
4. Questionnaire for Superintendents dated March 21, 1985
5. Wish lists
6. Newsletter in lieu of June 1985 Curriculum Committee meeting, dated May 31, 1985
7. Fiscal Year 1985 Projects - WPTC
8. Number of Exhibit Specialist positions in NPS



United States Department of the Interior

NATIONAL PARK SERVICE

DENVER SERVICE CENTER

755 Parfet Street

P.O. Box 25287

Denver, Colorado 80225

IN REPLY REFER TO:

A7615 (DSC-S)

MAY 29 1985

Memorandum

To: Assistant Manager, Northeast Team, Denver Service Center

From: Safety Engineer, Denver Service Center

Subject: Fire Protection - Life Safety and Health Evaluation -
Williamsport Preservation Training Center

On April 29, 1985, I met with Mr. James Askins to evaluate safety and health concerns at Williamsport Preservation Training Center. Our discussion centered around fire protection, life safety, working space, dust control, ventilating/heating systems, chemical usages, and employee safety. During our discussions and physical plant evaluation I noted specific safety and health violations in each of the above topics. The following is, therefore, my analysis and recommendation:

I. LIFE SAFETY

A. The building is a two-story, ordinary framed construction type (2,0,0), i.e. exterior brick bearing walls with interior wood framing. This places it in the combustible category for purposes of the life safety code.

1. Occupancy classification is twofold with the first floor used as carpenter shop (industrial) and second floor used for offices.

2. The major hazardous area is the exposure of the carpenter shop to the above office space in terms of both fire and explosive potential.

3. Manual fire alarm system is not present nor is there a detection system.

4. The building is not sprinklered.

5. The exit system is totally deficient, i.e. means of egress, unenclosed stairway, door swing, exit and emergency lights and so on.

6. Vertical openings are unenclosed or are not fire-stopped. The fire spread potential through these openings and across the unprotected attic is severe.

B. MINIMUM LIFE SAFETY REQUIREMENTS

1. Office Space

a. Two separate and remote, one-hour enclosed stairways are required meeting all the detail provisions of Chapter 5, NFPA 101 (tread width, riser height, handrails, lighting, etc.

b. One-hour, floor-ceiling separation between carpenter shop and office space and a one-hour separation between park storage area and office space is required. Attic fire-stopping and repair of open floor penetrations is necessary.

c. A detection or manual fire alarm system is required.

d. Enclose all vertical openings in one-hour fire resistive enclosures.

e. Exit lighting and signs are required.

2. Industrial Space

a. Due to the nature of this operation (explosive hazard of dust and flammable by-products), this space is classified as high hazard.

b. Two separate and quickly accessible exits are required meeting all the detail provisions of Chapter 5, NFPA 101.

c. Travel distance to nearest exit in high hazard occupancy not to exceed 75 feet.

d. Exit lighting and signs are required.

e. A sprinkler system is required for this space unless engineered systems can be installed and so interlocked that operations are stopped when lower explosive limits of dust and flammables are reached.

f. Fire alarm system is required.

3. Alternative to Office and Industrial Space

a. Sprinklering the total building will allow a reduction of requirements as follows:

- (1) one exit to outside from office space
- (2) one-half hour floor-ceiling separation
- (3) eliminate detection system

b. No reduction allowed for industrial space.

C. MINIMUM OCCUPATIONAL SAFETY AND HEALTH REQUIREMENTS

1. Office Space

OSHA does not specifically address office space in terms of a devoted standard. It does, however, cover such space by general standards under walking/working surfaces, electrical, fire extinguishment, medical/first aid and health controls. This means that if there is an exposure to an office employee from one of these categories then the situation needs correction. In my assessment the major exposure to employees is the wood dust problem from the carpenter shop. There is no HVAC system to filter out the dust in the air as required.

2. Industrial Space

a. Since the woodworking equipment causes the wood dust problem an equipment exhaust system needs to be designed and installed. The permissible health standard for hardwoods is one milligram per cubic meter of air while for softwoods it is five milligrams per cubic meter. While an industrial hygienist would be required to measure employee exposure, I can say with fair certainty that this standard is easily exceeded based on observation of dust accumulation and travel distance of dust particles. As I mentioned earlier, the shop is classified as high hazardous in terms of fire and explosibility. To give one an idea of this shop's explosibility, the Bureau of Mines developed a method of measuring it. Given coal dust is indexed at 1, white pine wood flour measures 9.9 against the index. While all sawdust is not turned into wood flour, I observed throughout the building enough wood flour to indicate the potential.

b. A heating/ventilating system needs to be designed and installed for winter operations. If installed inside, it should be a hot-water type with circulating fan. In all cases the source of ignition shall be outside or enclosed in one-hour fire resistive construction with access and makeup air from outside.

c. All flammable liquids are to be stored in an UL approved storage cabinet vented to outside. Small quantities (one pint to one quart) of flammables may be used indoors provided adequate ventilation and makeup air are available. No spray painting (aerosol cans) is permitted indoors. Large jobs using flammables or spray must be done outdoors or in an explosive proof room.

d. Personal protective clothing and equipment is required to be furnished by the employer if industrial health hazards cannot be engineered out. Wood preservative treatments come to mind in this category.

e. Clearances around and between equipment shall be three feet. This will vary depending upon the operation. For example, if one is using a table saw to cut a 4-foot by 8-foot sheet of plywood, the rectangular area around the table saw would be about 20 feet by 18 feet. Layout of the equipment is thus a function of the

width and length of stock to be most commonly manipulated. At present equipment is jockeyed around to provide clearance which is indicative that the work space is too small.

I suggest that Mr. Askins submit a layout using the three feet criteria for all five pieces of woodworking equipment. This would give you a good idea of space required for a carpenter shop and maybe some thoughts on how to deal with it.

II. EMPLOYEE SAFETY

A. The sincere concern for employee safety by Mr. Askins and Mr. Sloat led to our discussion on how to raise the level of employee safety conscientiousness. One method I suggested was to have lead supervisors take 15 minutes per week to discuss a specific safety item or operation. I recommended the Forest Service's Health and Safety Code handbook. There are a number of topics in this code pertinent to the Williamsport Preservation Training Center operations. With diligent use of it, I believe the center will achieve similar success of employee safety that I personally observed with Forest Service employees. Further, I plan to assist the center in furnishing them other safety literature I think will benefit lead supervisors in carrying out the 15-minute safety meeting.

I appreciated the opportunity to meet and discuss with Mr. Askins and Mr. Sloat the fire and safety issues they have raised with you. I find they correctly identified a number of conditions that are in fact in violation of Occupational Safety and Health Standards or life safety requirements per law or NPS-50 guideline.



Kenneth R. Rueff

cc:

DSC-M-Messrs. Galvin and Jones

DSC-WPTC-Mr. Askins

Appendix 2

WILLIAMSPORT PRESERVATION TRAINING CENTER MISSION AND GOALS

Introduction

The National Park Service (NPS) manages the United States most important cultural and natural resources. These resources are the foundation for all NPS activities; if the resources are degraded or lost, so are the values of the parks and the experiences of park visitors!

The act of Congress, signed on August 25, 1916, that established the National Park Service, directs us "to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." To fulfill this mandate the Management Policies of the National Park Service, require that "resources managers and professionals at all levels shall take positive action to perpetuate unimpaired the cultural resources of the National Park System." A critical element of the NPS program to protect its cultural resources is the Williamsport Preservation Training Center (WPTC).

Program Mission

It is the mission of WPTC to train preservation specialists for the treatment of historic structures within the National Park System. A preliminary assessment in 1976 stated a need for 48 or more such specialists throughout NPS - two in each of the ten regional offices, eight in the Denver Service Center, and twenty in the major historical parks.

Objectives

1. Recruit trainees with the motivation and potential to become preservation specialists.
2. Design individual training programs (by means of IDPs) so that each trainee can develop from his/her initial knowledges, skills, and abilities (KSAs) to qualify for one or more of the Placement Goals.
3. Implement the IDPs in an efficient and logical manner which will normally require up to three years for completion.

4. Promote the placement of program graduates in positions where their training can be fully utilized and the NPS can reap the benefits of the program.

As a secondary activity, WPTC may conduct training sessions for other NPS employees and perform treatment projects on historic structures. The primary criterion which must be met by such activities is a significant benefit to the WPTC trainees.

Career Goals

Upon completion of the program, graduates should be placed in appropriate positions within the National Park Service. The two types of positions are considered Placement Goals for the program:

1. Preservation Craftsman - a skilled craftsman working on historic structures independently or as a foreman or leader or maintenance supervisor or manage historic preservation projects.
2. Preservation Professional - historical architect, historical engineer, architectural conservator, or other professional performing research and fabric investigations, preparing HSRs and HSPGs, recommending preservation treatments, managing historic preservation projects, and preparing preliminary designs and construction documents for historic structures. These positions would be located in parks, regional offices, or the Denver Service Center.

Possible wording of Preservation Craftsman Career Goal -- A skilled craftsman who works on historic structures or who manages historic preservation projects or programs.

Appendix 3

Continued Service Agreement

I agree that, upon completion of my WPTC training, I will remain with the National Park Service (NPS) for a period no less than the length of my training. If I voluntarily leave the NPS before completing my training or the committed service after graduation, I agree to reimburse the NPS for the tuition and related fees, travel, and other special items (excluding salary) paid in connection with my training. I further agree that, if I transfer to another agency before completing my training or the committed service after graduation, I will give the NPS written notice of at least ten work days, during which time a determination concerning reimbursement should be made. If I fail to give this advance notice, I agree to pay the expenses incurred by the NPS for my training. I understand that any amounts which may be due the NPS as a result of any failure on my part to meet the terms of this agreement may be withheld from any monies owed me by the NPS, or maybe recovered by such other methods as are approved by law.

I acknowledge that this agreement does not in any way commit the NPS to continue my employment. I understand that, if there is a transfer of my service obligation to another Federal agency or other organization in any branch of the Government, this agreement will remain in effect until I have completed my obligated service with the Government. Nothing in this agreement shall be construed as limiting the authority of an agency to waive, in whole or in part, my obligation to pay expenses incurred by the NPS in connection with this training.

Period of obligated service: _____

Employee's signature: _____ Date

Concurred: _____ Date
Supervisor

Approved: _____ Date
Training Officer



United States Department of the Interior

NATIONAL PARK SERVICE

DENVER SERVICE CENTER

755 Parfet Street

P.O. Box 25287

Denver, Colorado 80225

IN REPLY REFER TO:

P8615 (DSC-MPG)

MAR 21 1985

Memorandum

To: Superintendents

From: Chief, Professional Support Division, Denver Service Center

Subject: Williamsport Preservation Training Center Evaluation

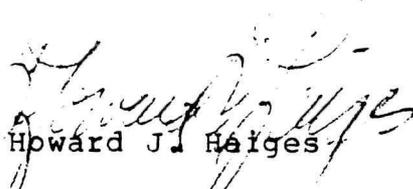
Jim Askins, Chief of the Williamsport Preservation Training Center (WPTC), has requested that the Denver Service Center evaluate its program and recommend any changes needed. An important part of that effort involves evaluating client satisfaction. Williamsport needs a wide variety of National Park Service projects in order to provide its trainees with the hands-on experiences necessary for a well-rounded training program. It is therefore critical that their clients, such as yourself, be satisfied with their work.

The enclosed questionnaire is provided for you to evaluate their work and to make suggestions.

Please complete a questionnaire for each Williamsport project at your park, including any projects in process. You do not need to fill out a questionnaire for each phase.

We would appreciate your returning the questionnaire by April 5, 1985, to Mary Wylie, DSC-MPG. If you have any questions, please refer them to Mary or Duane Venner at FTS 776-8951 or Bill Howell at FTS 776-8968.

Thank you for your assistance.


Howard J. Raiges

Enclosure with return envelope

SUPERINTENDENT'S QUESTIONNAIRE

Williamsport Preservation Training Center

1. Your name, park, phone number:

2. Project completed by Williamsport Preservation Training Center (WPTC) and timeframe:

3. Estimated cost by WPTC of project:

Final cost by WPTC:

If the costs were not in line with the original estimate, how and why were they different?

4. Did you get the project you wanted? If not, how and why was it different?

5. Was the project completed in a timely fashion? If not, what were the causes for delay(s)? Were the delays explained to you satisfactory?

6. What would you say were the most positive aspects of your working relationship with Williamsport?

7. Were there any problems or negative experiences? If so, please describe.

8. Were you satisfied with the historical integrity of the project? Why or why not?

9. If you were the Chief, WPTC, what changes would you make in the way Williamsport operates? Why would you make those changes?

10. Do you intend to use Williamsport again? If so, for what kinds of projects? Do you have specific projects in mind? If so, please describe.

11. Are there any positions at your park that, if vacant, would be appropriate for a WPTC graduate? If so, please specify.

12. Any other comments, suggestions, etc.

Thanks for your help! Please return this questionnaire by April 5, 1985, to Mary Wylie, DSC-MPG. Any questions should go to Mary or Duane Venner at FTS 776-8951 or Bill Howell at FTS 776-8968.

Appendix 5

Wish Lists

Administrative Items	number	ave. (1 to 10, 1 hig
Additional office help	3	1.33
More efficient xerox	3	7.0
Staff meetings	2	2.5
Computer	6	2.67
Expand/organize library	13	3.46
Space concerns	5	4.6
Travel concerns	3	1.33
Park trainees	1	6.0
Compensating/retaining seasonal employees	2	4.0
Position papers	1	7.0

Equipment/Shop Items	number	ave. (1 to 10, 1 hig
Power equipment	8	4.125
Shop hand tools	4	2.25
Shop ventilation	1	1.0
Vehicle maintenance	1	5.0
Photography equipment	4	3.0
Photography darkroom	2	4.5
Mobile WPTC shop	1	1.0
Project equipment	1	3.0

Shop supplies/scaffolding	2	3.5
Pick-up truck w/crew cab	2	3.5
Equipment maintenance	1	6.0

Trainees Items	number	ave. (1 to 10, 1 high
Travel procedures trng	1	3.0
Sample reports	1	1.0
Equipment/safety regs trng	3	3.67
Tours of historic parks/bldgs	1	3.0
Photography training	2	5.0
Technical trng workshops	3	5.33
Askins - more time w/trainees	1	2.0
Job rotation	1	1.0



United States Department of the Interior
 DENVER SERVICE CENTER - NORTHEAST TEAM
 NATIONAL PARK SERVICE
 WASHINGTON, D.C. 20240

IN REPLY REFER TO:

A24 (DSC-WPTC)

MAY 3 1 1985

Memorandum

To: All Curriculum Review Committee Members and Alternates

From: Staff, Williamsport Preservation Training Center, Northeast Team,
 Denver Service Center

Subject: Newsletter in Lieu of June 1985, Curriculum Review Committee Meeting

As you all know, the subject meeting has been cancelled due to travel restrictions. This newsletter will bring you up-to-date on the trainees' activities, the preservation training projects that have been completed, those underway and future projects, as well as other activities and events at the Williamsport Preservation Training Center since the last meeting in November of 1984.

COMPLETED PROJECTS:

Pry House Porches, Antietam National Battlefield. The front porch was completely reconstructed, from the foundation to the roof, and the marble slab steps were reset. The second story side porch had several floor joists replaced, and a new deck, banister, and balustrades installed. Don Buck, Preservation Trainee, was in charge of the project and was assisted by Jim Paulsen, Exhibit Specialist (Restoration) Trainee.

Carriage House, City Point, Petersburg National Battlefield. The Carriage House was in need of repairs and a tree fell on it during a storm in May of 1984, causing extensive damage. This moved it up to the number one priority on the Parks list.

The entire roof structure and one dormer were rebuilt and all new cornice and rake moldings were milled and installed. Jim Paulsen, Exhibit Specialist (Restoration) Trainee, was in charge of the project and was assisted by Ray Todd, Don Buck, and Exhibit Specialist Francis Lucas.

Commanding Officer's House, Fort Washington Park. The Commanding Officer's House received all new window sash, exterior doors, and shutters. Bruce Martin, Preservation Trainee, was in charge of construction and installation of the sash and exterior doors. Tim Gallaher, Preservation Trainee, was in charge of construction and installation of the shutters. Several trainees were rotated through the project to learn sash and shutter construction and installation.

Potomac Canal Study, George Washington Memorial Parkway. A study was completed by Barry Caldwell, Preservation Trainee, and Lisa Sasser, Historic Architect. The study included three proposals for various extents of restoration, with cost estimates. The study also addressed the interpretative treatment of the canal.

CURRENT RESTORATION TRAINING PROJECTS:

Old Storm King Ranger Station (Morganroth Cabin), Olympic National Park. This is a reassembly of the Cabin which was dismantled to make way for the realignment of Route 101. Tom Ballos is in charge of the project and upon completion in June of 1985, will graduate from the program and be working for the Northeast Team, Denver Service Center, as a project supervisor at Lowell National Historic Park. Other Williamsport Preservation Training Center (WPTC) trainees that have worked on the cabin are Tim Gallaher, George Voyta, Barry Caldwell, and Ray Todd.

Arlington House, George Washington Memorial Parkway. Lisa Sasser, Historic Architect, is presently doing an investigation and is working on drawings and documentation of findings for the Arlington House. The material will be used in the Historic Structures Report now under revision.

Lemon House, Allegheny Portage Railroad National Historic Site. Tim Gallaher, Preservation Trainee, is in charge of millwork, including fabrication of sash and repair of exterior doors and jambs. The sash have been completed in the shop and will be transported to the site for installation the first week of June.

Valley Forge National Historical Park has the following projects in progress:

- a) PKC Carriage House Root Cellar - includes millwork and repair of stone masonry. Lisa Sasser, Historic Architect, is the project leader.
- b) Varnum's Spring House - includes millwork, repair of stone and brick masonry, pargeting, and drainage work. Barry Caldwell, Preservation Trainee, is the project leader.
- c) Walker Barnyard Fence - involves rebuilding a section of stone masonry fence. Lisa Sasser is the project leader.
- d) Walker Barn Roof, Shed Stabilization, and Re-Pargeting of Barn Columns - includes the replacement of the wood shingle barn roof. The shed stabilization involves new roof rafters, sheathing and roofing, plus several new floor beams, a girder under all the floor beams, and a new floor. Bruce Martin is the project leader.
- e) Emergency Stabilization Plan, Boulware Barn - a plan was prepared by Jim Askins and several trainees.
- f) Shed Stabilization, Knox's Barn - includes minor repairs of stone masonry, a new support column, minor millwork, and a new wood shingle roof on the shed. Bruce Martin, Preservation Trainee, is the project leader.
- g) Preparation of Painting and Roofing Specifications for Several Buildings - specifications have been prepared by Don Buck, Preservation Trainee, after a week of field investigation.

Historic Millwork, U.S. Army, Fort Monroe. Bruce Martin will be the project leader.

Mule Barn, Hampton National Historic Site. The Mule Barn stabilization includes extensive stone masonry work and replacement of window and door openings. It also includes the fabrication of all new shutters and doors. All of the second floor log rafters have been replaced and the entire roof structure replaced, including trusses, sheathing, and wood shingles. Jim Paulsen, Exhibit Specialist Trainee, is the project leader.

Spring House, Nallin Farm, U.S. Army, Fort Detrick. This restoration includes replacement of all door and window jambs, sills, lintels, and the installation of an entire new roof structure. Don Buck is the project leader.

Cuyahoga Valley National Recreation Area

a) Covered Bridge Reconstruction - this project involves a 100' span scissor truss covered bridge. This project will start in July of 1985. Barry Caldwell will be the project leader.

b) Everett Village - this includes the stabilization of most of the structures in Everett Village. This will be a several year project, starting in July, 1985. Lisa Sasser will be the project leader.

Clockface Restoration, Springfield Armory National Historic Site. George Voyta, Preservation Trainee, will be the project leader.

Project Supervision, Ranger Station, Building No. 103, Grand Canyon National Park. This is a masonry log structure that WPTC will be providing project supervision for the completion of the restoration work being performed by Park personnel. Ray Todd, Exhibit Specialist (Restoration) is the project supervisor.

FUTURE PROJECTS:

Gallatin House, Friendship Hill National Historic Site. This will be a multi-year project involving the restoration of the Gallatin House that was built and added onto over a period of 110 years in the 18th and 19th centuries.

OTHER IN-HOUSE TRAINING:

All of the Williamsport Preservation Training Center trainees attended training held at WPTC the third week in December. The training included a 24-hour session on Specification Writing and Project Supervision conducted by Duane Venner, Denver Service Center, and a 16-hour session on Epoxies and Their Use in Historic Restoration conducted by Douglas Hicks, Southwest Region.

TRAINING ASSISTANCE:

The cross-training proposed during the November, 1984 Curriculum Review Committee meeting was approved at the Washington level and is now in effect. The following are cross trainees now on board for the 90-day session from April 1 through June 30, 1985:

- 1) Dan Brown, Carpenter, Golden Gate National Recreation Area
Assigned Projects: Morganroth Cabin, Olympic National Park
- 2) Robert Haile, Maintenance Mechanic, Sequoia & Kings Canyon National Parks
Assigned Projects: Morganroth Cabin, Olympic National Park and various projects at Valley Forge National Historical Park
- 3) Keith Newlin, Park Technician, Antietam National Battlefield
Assigned Projects: Valley Forge National Historical Park projects and Lemon House, Allegheny Portage Railroad National Historic Site
- 4) Dan Evans, Maintenance Worker, Lincoln Home National Historic Site
Assigned Projects: Mule Barn, Hampton National Historic Site and Valley Forge National Historical Park projects
- 5) Bruce Kozlowski, Masonry Worker, Fort Larned National Historic Site
Assigned Projects: Valley Forge National Historical Park projects; Mule Barn, Hampton National Historic Site; and Pry House, Antietam National Battlefield.
- 6) Christian Bookter, Stone Mason, Manassas National Battlefield Park
Assigned Projects: Valley Forge National Historical Park projects; Mule Barn, Hampton National Historic Site; and Pry House, Antietam National Battlefield.

The following are cross trainees selected for the 90-day session from July 8 through September 28, 1985:

- 1) Don Cory, Maintenance Worker, John Muir National Historic Site
Assigned Projects: Everett Village and Covered Bridge, Cuyahoga Valley National Recreation Area
- 2) John Capo, Maintenance Worker, Petersburg National Battlefield
Assigned Projects: Everett Village and Covered Bridge, Cuyahoga Valley National Recreation Area
- 3) Michael Younggren, Woodcrafter, Fort Scott National Historic Site
Assigned Projects: Valley Forge National Historical Park projects; Mule Barn, Hampton National Historic Site; and Lemon House, Allegheny Portage Railroad National Historic Site.
- 4) James Bell, Maintenance Worker, Blue Ridge Parkway
Assigned Projects: Valley Forge National Historical Park projects; Mule Barn, Hampton National Historic Site; and Lemon House, Allegheny Portage Railroad National Historic Site.
- 5) Joe Peacock, Carpenter's Helper, Cumberland Island National Seashore
Assigned Projects: Everett Village and Covered Bridge, Cuyahoga Valley National Recreation Area.

- 6) George Ahles, Maintenance Worker, Appomattox Court House National Historic Park
Assigned Projects: Valley Forge National Historical Park projects; Mule Barn, Hampton National Historic Site; and Lemon House, Allegheny Portage Railroad National Historic Site.
- 7) Miguel Estrada, Maintenance Worker, Big Bend National Park
Assigned Projects: Valley Forge National Historical Park projects; Mule Barn, Hampton National Historic Site; and Everett Village and Covered Bridge, Cuyahoga Valley National Recreation Area.
- 8) Eddie McMichael, Acting Restoration Specialist, Martin Luther King, Jr. N.H.S.
Assigned Projects: Valley Forge National Historical Park projects; Mule Barn, Hampton National Historic Site; and Lemon House, Allegheny Portage Railroad National Historic Site.
- 9) Christian Bookter, Stone Mason, Manassas National Battlefield Park
Assigned Projects: Valley Forge National Historical Park projects and Mule Barn, Hampton National Historic Site.

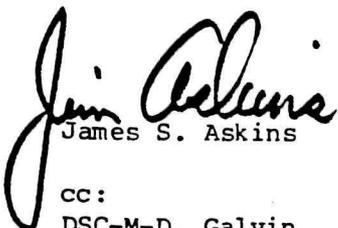
The cross trainees now on board have been a good group and have integrated into our work crew very well. They have also all carried their share of the workload. So far, all of the feedback from the cross trainees has been very positive.

WPTC is sharing the training responsibilities for "Historic Structures for Technicians (East)" training conducted by the Mather Training Center on June 10 through 14, 1985. Several of the WPTC trainees will be conducting sessions to be held at WPTC on June 12 and 13.

In mentioning the WPTC trainees, we failed to mention Thomas Vitanza, Historic Architect, who will be graduating in July. Tom has been on a detail to the Southwest Region since last November and has just returned to WPTC to take his state architectural board exams for the State of Maryland. Tom will be returning to the Southwest Region for a two-year assignment after his graduation from the program at WPTC.

The six-month review and evaluation of the trainees' IDP's is coming up in June, so you may be hearing from trainees assigned to you.

This newsletter just about covers all of the activities at WPTC for now, we hope that travel restrictions will be lifted and we will see you all in Charleston, South Carolina in November. If you have any questions or require an interpretation of any information contained herein, please advise.


James S. Askins

cc:
DSC-M-D. Galvin
DSC-TNE-G. Patten
File

FY 1984 PROJECTS - WILLIAMSPORT TRAINING CENTER Appendix 7 PAGE 1

PROJECT	ACCT. PARMS		EXPENSES		SURPLUS		ACCT. NO.
	PARMS	WPTC	PARMS	WPTC	PARMS	WPTC	
PETERSBURG-CITY PT.	21300-	17223-	19750-	18649-	1550-	(1376-)	2001-7890-101
ANTIETAM-REEROOF PRY HOUSE	50500-	50500-	48206-	51000-	2294-	(500-)	2001-7948-290
ANTIETAM-PIPER BARN	20000-	20000-	18170-	20100-	1830-	(100-)	2001-7914-290
FT. WASHINGTON CO'S HOUSE	31500-	31500-	26315-	30900-	5185-	600-	2001-7913-290
SW REGION-TRAINEE DETAIL	2200-	2200-	1351-	2260-	849-	(60-)	2001-0207-301
FT. SMITH COMMISSARY	10200-	0-	3592-	0-	6608-	N/A	2001-7819-301 allotted from 9654-478
SAN ANTONIO MISSIONS-MENRY	32000-	26988-	28772-	27195-	3228-	(207-)	2001-7877-301 allotted from 9656-478
SAN ANTONIO MISSIONS-UNION	7600-	0-	0-	0-	7600-	N/A	2001-7918-301 allotted from 9655-478
BUFF. NATL RIVER-HICKMAN CABIN	20600-	20600-	18753-	21294-	1849-	(1794-)	2001-7876-301
GRAND CANYON-RANGE PRES	73800-	78700-	68690-	80500-	8110-	(1800-)	2001-7949-301
SEO. WASH. MEM. PRY-ARLINGST. HOUSE	40000-	40000-	43325 43325	37573 37573	30107-	40000-	2001-7379-302 PRE-PROJECT
WILSON'S CREEK-PRES. RES.	36900-	36900-	29243-	37845-	7657-	(945-)	2001-7596-302
OLYMPIC-OLD STORM KING	20000-	20000-	19539-	16259-	461-	3741-	2001-7962-595 0465-402
TOTAL ALLOTTED PROJECTS	366600-	344661-	299777 299777	320108 320108	77326-	38559-	

299766 345696

FY1984 PROJECTS- WILLIAMSPORT TRAINING CENTER

PROJECT	AMT		EXPENSES		SURPLUS		ACCT. NO.
	PARMS	WPTC	PARMS	WPTC	PARMS	WPTC	
FT. WASHINGTON CO'S HSE	3494-		1206-		2288-		2001-9015-478
SAN JUAN IS. LAUNDRESS GTRS.	11470-		790-		10680-		2001-9345-478
FT. SMITH	759-		0-		759-		2001-9642-478
VANDERBILT MANSION-GARNS	7368-		7368-		0-		2001-9829-478
TOTAL REFUNDABLE PROJ.	23091-		9364-		13727-		
TOTAL PROJECTS FOR FY	389691-		27868 309,766		97039 88,925		

Appendix 8: Number of Exhibit Specialist Positions in NPS
(excluding Harpers Ferry Center)

	<u>Total Positions</u>	<u>Vacancies</u>	<u>Incum- bents</u>	<u>Grade of Incumbents</u>				<u>Grade, Vacant Positions</u>		
				<u>GS-7</u>	<u>GS-9</u>	<u>GS-11</u>	<u>GS-12</u>	<u>GS-7</u>	<u>GS-9</u>	<u>GS-11</u>
Alaska										
Region										
Field	1	1							1	
Mid-Atlantic										
Region										
Field	3		3		2	1				
Midwest										
Region	2	1	1			1			1	
Field	2	1	1		1				1	
National Capital										
Region										
Field	9	6	3		3			1	5	
North Atlantic										
Region	5	1	4		1	2	1	1		
Field	3	1	2		2				1	
Pacific Northwest										
Region										
Field										
Rocky Mountain										
Region										
Field	4	3	1		1				3	
Southeast										
Region	1		1			1				
Field	5	4	1	1				1	2	1
Southwest										
Region	4		4		1	2	1			
Field										
Western										
Region										
Field	1		1	1						
DSC										
WPTC	4		4	1	2	1				
Field	5		5		1	4				
Subtotals										
Region/DSC	16	2	14	1	4	7	2	1	1	0
Field	33	16	17	2	10	5	0	2	13	1
Totals	49	18	31	3	14	12	2	3	14	1

