

IMPLEMENTATION STRATEGIES

APRIL 1988



THE
INTERPRETIVE
CHALLENGE

NATIONAL PARK SERVICE

EXECUTIVE SUMMARY

THE INTERPRETIVE CHALLENGE-IMPLEMENTATION STRATEGIES

In March of 1988, Interpreters prepared the IMPLEMENTATION STRATEGIES, the companion document to THE INTERPRETIVE CHALLENGE. THE INTERPRETIVE CHALLENGE was previously approved by the NPS Directorate in January of the same year.

THE INTERPRETIVE CHALLENGE communicated the essential and enduring elements necessary to deliver quality interpretive programs, services, and media, into the 21st Century. These elements are captured in five challenges:

PROFESSIONAL EXCELLENCE
EVALUATION
EDUCATION
PROGRAM INTEGRATION
MEDIA

The IMPLEMENTATION STRATEGIES presents a five-year plan that identifies 133 achievable, priority actions to meet these challenges.

CONTEXT

PERSONAL SERVICES interpretation is the acknowledged primary method of interpreting in parks. Budget reductions have resulted in fewer qualified permanent full-time and seasonal interpreters in parks. This shortage has been mitigated by increasing the usage of volunteers and reducing programs. Today, parks have too few qualified interpretive specialists and too many part-time employees operating without adequate training or supervision.

As for NON-PERSONAL SERVICES, it has been twenty years since many interpretive facilities were constructed. Over the years, these facilities have become outdated and worn. In addition, many new areas have been added to the System without funds for interpretive facilities to be installed. A special effort is required to inventory the capital investment in parks, to assess the condition of these facilities, and to examine what actions are appropriate to ensure desired interpretive MEDIA are well-conceived, well-designed, well-constructed, and well-maintained.

PRIORITIES THUS BECOME

- (1) RECRUIT and EXPAND a CAPABLE CADRE of field interpreters and interpretive leaders
- (2) INSTITUTIONALIZE a RESEARCH and DEVELOPMENT program to serve park interpreters (Institute for Visitor Services and Interpretation - IVSI)
- (3) ESTABLISH management processes and develop a basic personnel and facility DATA BASE from which interpretive managers can effectively and knowledgeably negotiate for adequate interpretive programs and budgets
- (4) OBTAIN a five-year budget initiative to accomplish a major MEDIA MAINTENANCE, rehabilitation and new construction program
- (5) IMPROVE the standards for OPERATIONS EVALUATION
- (6) REVITALIZE ENVIRONMENTAL AND HERITAGE EDUCATION programs
- (7) ESTABLISH an interpretive CYCLIC MAINTENANCE PROGRAM in all regions
- (8) CONDUCT SERVICEWIDE INITIATIVES in Biological Diversity (1989), conduct resource education/interpretation programs with NASA (1990), celebrate the Service's 75th Anniversary (1991), and celebrate the Quincentennial of Columbus' voyage (1992)
- (9) COMPLETE a program of PUBLICATIONS, handbooks and free folders for all parks

COST ESTIMATES

It is estimated that it will take FIVE YEARS to achieve, in all parks, the desired level of personal services and facilities with high standards of quality.

In today's dollars, the five-year estimates for each of the five challenges are:

PROFESSIONAL EXCELLENCE...	\$ 47.0 MILLION
EVALUATION.....	\$ 0.2 MILLION
EDUCATION.....	\$ 2.1 MILLION
PROGRAM INTEGRATION.....	\$ 2.6 MILLION
MEDIA.....	\$ 88.8 MILLION
FIVE-YEAR TOTAL (1992)	\$140.7 MILLION

A large portion of the estimate for PROFESSIONAL EXCELLENCE (\$45.0 million of the \$47.0 million) is suggested for the UPGRADING of the NPS INTERPRETIVE WORK FORCE, an eventual increase of about 1,150 FTE's. Similarly, a large portion of the estimate for MEDIA (\$68.0 million of the \$88.8 million) is suggested for the rehabilitation of the backlog of HFC media facilities. FTE's required to accomplish all aspects of the IMPLEMENTATION STRATEGIES beyond the upgrade of the interpretive work force total 82.7.

PRIMARY FUND SOURCES (1988-1992)

Individual implementation strategies are best funded from the following sources:

LINE ITEM CONSTRUCTION.....	\$ 8,000,000
BASE ADJUSTMENTS	
W/IN REGIONS.....	\$ 306,000
W/IN PARKS.....	\$ 45,306,000
W/IN WASO.....	\$ 383,000
* W/IN HFC.....	\$ 659,000
PARK FEE ENHANCEMENT.....	\$ 1,424,000
DIRECTOR'S DISCRETIONARY ACCOUNT.....	\$ 4,935,000
REGIONAL CYCLIC MAINTENANCE.....	\$ 2,000,000
BUDGET INITIATIVE MAINTENANCE.....	\$ 68,000,000
ADVANCE PLANNING.....	\$ 112,000
OTHER.....	\$ 9,575,000
FIVE-YEAR TOTAL.....	\$140,700,000

* Does not include base funding for free park folders
\$750,000 to HFC in FY 1990

IMPLEMENTATION STRATEGY

Recognizing that great sums of new funding may not be available before fiscal year (1990), we have grouped the 31 goals and 133 implementations into seven "phases" or package sets. These packages identify implementations that can be started immediately, those that require additional funding and/or FTE's, and those that require actions dependent upon the completion of other packages.

PACKAGE ONE

39 ACTIONS during the first year WITHOUT additional base dollars or FTE

PACKAGE TWO

8 ACTIONS during the second year WITHOUT additional base dollars or FTE

PACKAGE THREE

13 ACTIONS during the first year requiring \$282,500 and 0 FTE

PACKAGE FOUR

2 ACTIONS during the first year requiring \$160,000 and 2.0 FTE

PACKAGE FIVE

38 ACTIONS during the second year requiring \$1,134,800 and 0 FTE

PACKAGE SIX

21 ACTIONS during the second year requiring \$6,754,000 and 54.7 FTE

PACKAGE SEVEN

12 ACTIONS during the third through fifth years requiring \$132,345,900 and 26 FTE (these are often dependent upon the completion of previous packages)

IN SUMMARY:

PRIORITY FTE NEEDS are in - PARK interpretation/education
- staffing the Harpers Ferry Center
- PARK supervisory positions

PRIORITY FUNDING NEEDS are in - PARK publications
- Research and analysis (IVSI)
- PARK cyclic maintenance
- PARK major media rehabilitation
- PARK interpretive staffs

PRIMARY RESPONSIBILITIES

FOR DIRECTION

PARKS - 18%
REGIONS - 20%
WASO - 40%
HFC/OTHERS - 22%

FOR IMPLEMENTATION

PARKS - 21%
REGIONS - 33%
WASO - 23%
HFC/OTHERS - 23%

Interpretation is everyone's business.

To achieve the goals in these plans, it will take effort by park superintendents and interpreters. It will take Fee Enhancement dollars. It will take the support of Regional Managers, Washington Leaders, Friends, Partnerships and other government agencies.

What follows are detailed explanations of each implementation action. The implementations are presented in priority order within each Challenge. Also included is an appendix that includes summary listings of implementation costs/FTE by packages and by primary responsible parties.



Kenneth Raithel, Jr.
Assistant Director, Interpretation

THE INTERPRETIVE CHALLENGE--IMPLEMENTATION STRATEGIES

I. INTERPRETIVE CHALLENGE #1--PROFESSIONAL EXCELLENCE

"Interpretation is a professional activity requiring individuals who respect park resources and visitors, who possess knowledge from which to interpret, who skillfully communicate, and who contribute to the growth, development, and advancement of their profession. This first interpretive challenge addresses the need to provide adequate research and development regarding interpretation, to maintain interpretive professionalism, to improve interpretive fiscal and personnel management and staffing, and to expand career opportunities in interpretation."

A. SUBCHALLENGE: ENHANCING INTERPRETIVE PROGRAM MANAGEMENT AND STAFFING

"Often the success of the National Park Service and its interpretive operations falls largely on the shoulders of the front-line interpreters, many of whom are temporary, seasonal, or volunteer. These employees deserve the best training and supervision possible.

"All employees provide or may be called upon to provide some level of interpretation to park visitors. Similarly, park interpreters are members of the park operations team. As such, they should be skilled in program integration and administration.

"As visitation continues to grow, added duties impinge on the entire park staff. Interpreters have been assigned new responsibilities and other responsibilities have been expanded. There is a need to support these new responsibilities with formal training, developmental experiences, and career opportunities. The interpretive staff needs to be free to effectively and efficiently exercise its primary responsibilities."

1. GOAL: To establish and/or maintain interpretive operations that are managed and supervised by qualified interpretive managers in all parks, regional offices, and the Washington office.

- a. ACTION: Review, evaluate, and comment on all proposed conversions of interpretive staff

organizations at all levels and the selection and placement of individuals in interpretive program management positions.

- (1) IMPLEMENTATION (1): Develop and establish formalized procedures to assure that Regional Chiefs of Interpretation and, where appropriate, WASO Chief of Interpretation, exercise review and evaluation authority on all proposed Park and Regional organizational conversions having potential adverse impact on interpretation program management.

Conversion of interpretive staff organizations at the park level will be reviewed and evaluated by the Regional Chiefs of Interpretation and comments provided to the Superintendent.

Conversion of interpretive staff organizations at the Regional level will be reviewed and evaluated by the Chief of Interpretation, WASO, and comments provided to the Regional Directors through the Assistant Director, Interpretation.

Staffing: Existing

Funding Needed: None

Funding Sources: Existing ONPS
(parks)

Time Frame: 1st year and ongoing

Responsibility: Parks and Region,
WASO

- b. ACTION: Establish minimum standards of training and experience needed by interpretive managers and supervisors to ensure that applicants possess minimum qualifications to carry out the NPS mission and the individual park's interpretive programs.

- (1) IMPLEMENTATION (2): Review, revise as needed, distribute and highlight application and use of the Servicewide Recommended Minimum Core Training/Experience Requirements for Interpreters.

Staffing: Existing

Funding Needed: None

Funding Sources: Existing ONPS
Time Frame: 1st and ongoing
Responsibility: WASO, regions and
Interpretive Training Committee

- (2) IMPLEMENTATION (3): Chief of Interpretation-WASO, Regional Chiefs of Interpretation and Park Superintendents will review the knowledge, skills and abilities requirements for all supervisory and managerial positions with interpretive responsibilities, to assure that the KSA's appropriately reference the minimum core training/experience requirements applicable to the subject positions. WASO Chief of Interpretation, Regional Chiefs of Interpretation and Park Superintendents will evaluate applications to assure that applicants adequately illustrate their possession of the Recommended Minimum Core Training/Experience Requirements for the vacancy as stated in the KSA's.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing ONPS
Time Frame: 1st year and ongoing
Responsibility: WASO, Regions, and
Parks

- c. ACTION: Reclassify positions based on redefined work responsibilities using the current personnel system.

- (1) IMPLEMENTATION (4): Interpretive management personnel participating on Operations Evaluation Teams will conduct informal review and evaluation of the duties versus classification of interpretive positions in the park. Evaluation results/comments will be provided to the park superintendent and Regional Office classification specialists for professional consideration.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing ONPS
(parks)
Time Frame: 2nd, 3rd years

Responsibility: Parks, Regions and
WASO

- (2) IMPLEMENTATION (5): Interpretive managers should attend position management/position classification courses and/or those subjects should be included in existing courses and in Core Training.

Staffing: Existing
Funding Needed: \$15,000
Funding Sources: Existing ONPS
Time Frames: 2nd, 3rd years
Responsibility: Parks, Regions,
WASO

2. GOAL: To improve the overall performance of interpreters.

- a. ACTION: Increase the number of supervisory and operational positions and improve the supervision of increasing numbers of employees and volunteers.

- (1) IMPLEMENTATION (6): Annual review of all interpretive operational organizations will be conducted by the next higher level interpretive manager to assure that accepted supervisory-to-staff ratios exist.

Staffing: Existing
Funding Needed: \$40,000
Funding Sources: Existing ONPS
Time Frame: 2nd and 4th years
Responsibility: Parks, regions,
WASO.

- (2) IMPLEMENTATION (7): Study and recognize the supervisory and operational impact of increasing staff by assuring appropriate support and supervision of all operations personnel: volunteers, VIP groups, etc.

Staffing: Existing
Funding Needed: \$12,000
Funding Sources: Regions, and WASO
ONPS.
Time Frame: 2nd year and ongoing.
Responsibility: WASO, Regional
Personnel Divisions

b. ACTION: Reconvene the Interpretive Training Committee to analyze, assess, and update the 1985 plan for recommended core competency training programs for interpreters.

(1) IMPLEMENTATION (8): Interpretive Training Committee, reconstituted as needed, convenes. Committee reviews current interpretive core curriculum. Recommends changes to WASO Division of Interpretation and Employee Development. Divisions incorporate changes into core training curriculum. Curriculum and course materials are modified to meet recommendations. Training is implemented.

Staffing: Existing

Funding Needed: \$10,000

Funding Sources: WASO Divisions of Interpretation and Employee Development

Time Frame: 1st, 4th years

Responsibility: WASO Divisions of Interpretation and Employee Development

c. ACTION: Develop new correspondence courses in cooperation with the Employee Development Division.

(1) IMPLEMENTATION (9): Interpretive Training Committee considers and evaluates the range of training topics/subjects, materials and sources appropriate for interpretation, such as planning, design, art, drama, material properties, music, supervision, psychology, sociology, communication, and writing. Investigate sources and availability of correspondence training materials already available in universities and other institutions. WASO Division of Interpretation and Employee Development publish biannual compilations of Interpretation/Resource Management and Park Management course offered via communities and other institutions.

Staffing: .5 FTE
Funding Needed: \$30,000
Funding Sources: Regional and WASO
ONPS
Time Frame: 2nd, 3rd, and 4th years
Responsibility: WASO Divisions of
Interpretation and Employee
Development

d. ACTION: Train interpreters to become more knowledgeable and effective in the budget formulation process.

(1) IMPLEMENTATION (10): Establish and provide at Employee Development Centers and via Regional Offices. Administration of Interpretive Operations (interpretive budget and program management) should include "specialty" program management such as VIP programs, repair and rehabilitation, line item funding, donation account management, budget justification and "paperwork" management.

Staffing: 1st year = 1 FTE; 2nd
year = .5 FTE; 3rd year = none
Funding Needed: \$80,000 through 3rd
year

Funding Sources: WASO
Interpretation and Employee
Development ONPS, and Mather
Employee Development Center
Time Frame: 1st, 2nd, and 3rd years
Responsibility: WASO Divisions of
Interpretation and Employee
Development, Mather Employee
Development Center, and
Regional Offices

e. ACTION: Produce a film that clearly defines the work of a park ranger to attract and recruit outstanding candidates for seasonal and permanent interpretive positions.

(1) IMPLEMENTATION (11): WASO Divisions of Interpretation, Ranger Activities, and Public Affairs with cooperation of HFC will produce a motion picture film about the NPS ranger and the role of the ranger in heightening public appreciation of the Service contribution to our nation's cultural/natural heritage and the

development of the worldwide conservation ethic. Using the "state of the art" film techniques, the film will capture public awareness and interest in the activities of the Service. Production copies will be distributed to WASO offices, regions and urban "gateway" parks. The film will be presented in all forms, public and private. Film Specification: 20-30 minutes in length, color; format - 1/2 inch video; professional/original narration, score and presentation.

Staffing: Existing
Funding Needed: \$90,000
Funding Sources: Director's Fund and Donations
Time Frame: 2nd and 3rd years
Responsibility: WASO Divisions of Interpretation and Ranger Activities and Harpers Ferry Center

f. ACTION: Institute new awards and honors that recognize the outstanding contributions of interpreters, program managers, and interpretive planners and designers.

(1) IMPLEMENTATION (12): Perform an inventory of current interpretive awards at all levels (i.e. Service, WASO, Regional, Park, and all other) to determine existing opportunities for recognition.

Staffing: 30-day detail
Funding Needed: \$5,000
Funding Sources: Base ONPS
Time Frame: 1st year
Responsibility: WASO Division of Interpretation

(2) IMPLEMENTATION (13): After determining existing interpretation awards and other forms of recognition, encourage parity among all regions by creation of new awards as needed to achieve recognition of program excellence: seasonal employees; permanent employees; volunteers; chiefs of interpretation, interpretive divisions, superintendents (interpretive program managers);

interpretive planners/designers;
contractors; and private industry
contribution.

Staffing: Existing
Funding Needed: \$10,000
Funding Sources: Director's Fund,
Concessioners, Cooperating
Associations, Donations
Time Frame: 2nd year, ongoing
Responsibility: WASO and regions

- (3) IMPLEMENTATION (14): WASO Division of Interpretation and Regional Offices will establish and maintain procedures of nomination and selection for the awards.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frame: Ongoing
Responsibility: WASO and regions

3. GOAL: To improve the quality of professionalism and supervisory capabilities of mid-level interpretive managers.

- a. ACTION: Initiate a two-year interpretive development program to prepare interpreters for management positions.

- (1) IMPLEMENTATION (15): Charge the Interpretive Training Committee to develop an overall plan to guide the interpretive development program based on the old mid-level training program, except that the person stays on the job and devotes no more than 25% of his/her time to the program. The committee will work closely with the Division of Employee Development.

Staffing: Existing
Funding Needed: See IMPLEMENTATION 8 for training committee funding; \$10,000 for training support
Funding Sources: WASO Division of Interpretation
Time Frame: 2nd, 3rd years
Responsibility: WASO Chief of Interpretation and WASO Chief

of Employee Development,
Superintendents

4. **GOAL:** To plan, program, and monitor fee income money to meet park interpretive goals.

a. **ACTION:** Prepare an annual plan and priorities to achieve servicewide projects.

- (1) **IMPLEMENTATION (16):** Regional Chiefs review all park proposals for projects coded in computer submissions for fee enhancement utilization proposals.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frame: Annually, beginning in 1st year
Responsibility: Regional Chiefs of Interpretation, WASO Division of Interpretation, Superintendents

b. **ACTION:** Prepare an annual park program to guide expenditure of fee monies for enhanced interpretive media and expanded visitor services.

- (1) **IMPLEMENTATION (17):** Park Chiefs of Interpretation, in their ASFI's, should briefly outline proposals for fee enhancement funds for the following fiscal year. Such proposals should reflect consideration of criteria already established for project eligibility by the WASO budget office. Project proposals involving assistance from HFC should be discussed with Regional Chief of Interpretation prior to inclusion in the ASFI.

Staffing: Existing
Funding Needed: None
Funding Sources: Park ONPS base
Time Frame: Initiate in 1st year, ongoing
Responsibility: Park Chiefs of Interpretation and Regional Chiefs, Superintendents, HFC

(2) IMPLEMENTATION (18): The NPS should make every effort to expand its interpretive workforce over the next five years. A 100% increase by 1992 in the seasonal workforce is a reasonable goal, based on increased visitation, new park additions, special initiatives, and increased emphasis on personal interpretive and educational programs called upon in The Interpretive Challenge. Fee enhancement revenues, increased park budgets, and other avenues of funding and priority-setting need to be explored by Superintendents, Regional and WASO personnel. Likewise, a 25% increase in the permanent interpretive workforce in five years is called upon to handle the increased supervisory requirements of an enlarged seasonal workforce, as well as increasing supervision of volunteer programs and expansions in visitor services. Increases in the ONPS allotments for interpretive services in the NPS need to be gained to support increased budgets for permanent personnel.

Significant increases in staff should begin in 1990 and continue into 1992. Funds needed per year by 1992 to accomplish a 100% increase in the seasonal workforce and a 25% increase in the permanent workforce are approximately \$25.0 million. The process should be phased over a 3-year period beginning in 1990.

781 seasonal FTE's (1987) x \$18,000 =
\$14,058,000

368 permanent FTE's (25% of 1987) x
\$28,000 = \$10,304,000

Staffing: Existing, to accomplish task (1149 FTE's needed by 1992 to accomplish program)

Funding Needed: \$5.0 million in 1990; \$15.0 million in 1991; \$25.0 million in 1992

Funding Sources: Benefitting Accounts--Fee Enhancement Funds (Parks); Park ONPS Funds/Benefitting Accounts

Time Frames: 3rd year, ongoing
Responsibility: Director; Assistant
Director, Interpretation; WASO
Division of Interpretation;
Regional Directors; Regional
Chiefs of Interpretation; Park
Superintendents

B. SUBCHALLENGE: PROVIDING RESEARCH AND DEVELOPMENT

"There is a need for a focused and coordinated effort to provide the following:

- research about visitor values, travel patterns, demographics, interests, potentials for learning, and media preferences;
- effective evaluation of interpretive services;
- experimentation with new media and communications techniques;
- advance planning for interpretive problems and concerns, using people who are most knowledgeable."

1. GOAL: To analyze information about visitors' needs and activities, convey the implications, and integrate this knowledge into interpretive planning, training, and park operations.

a. ACTION: Establish an Interpretation and Visitor Services Institute (IVSI), managed by Interpretation, in close cooperation with other operational areas, which will emulate the organizational concepts of cooperative park studies units and will be the focal point for work of many groups and individuals.

(1) IMPLEMENTATION (19): The WASO Division of Interpretation will convene a permanent IVSI Advisory Council. The Advisory Council will be charged to prepare a role and function statement for the Institute which will foster a "think tank" atmosphere. As an opportunity for brainstorming among peers, the Institute should strive for qualities expressed in the introduction to this challenge, emphasizing:

- program experimentation;
- research;
- communications;
- procedural guidelines;
- evaluation.

It will consist of the WASO Chief of Interpretation, a Regional Director, a Regional Chief of Interpretation, a Superintendent, a Chief of Interpretation, a field interpreter, and a recognized professional, non-NPS interpreter. The NPS members will represent different regions on a rotating membership basis. At its first meeting, the Council will:

- produce a Role and Function Statement for the Council;
- produce a Role and Function Statement of the IVSI;
- recommend a site and structure for the IVSI;
- plan to meet twice yearly and report its recommendations to the Assistant Director, Interpretation;
- recommend IVSI funding needs and source for years FY 90-94.

Staffing Needed: Existing
 Funding Needed: \$10,000/yr for
 Advisory Council Meetings
 Funding Sources: WASO Operations
 Base Increase
 Time Frame: 2nd, 3rd years
 Responsibility: Chief of
 Interpretation, WASO

- (2) IMPLEMENTATION (20): For FY89, WASO Division of Interpretation receives a minimum of \$150,000 to guide development of the IVSI (leasing = \$15,000; equipment/furniture = \$30,000; salaries = \$90,000; travel = \$20,000).

Staffing Needed: 3 FTE's: 1 GS-12; 1 GS-9; 1 GS-5
 Funding Needed: \$150,000 2nd year, \$510,000 total
 Funding Source: WASO Operations
 Base Increase

Time Frame: 2nd year; ongoing.
Responsibility: Associate Director,
Operations; Assistant Director,
Interpretation

- b. ACTION: Coordinate and optimize the application of the NPS Visitor Services Project as a part of the IVSI.

- (1) IMPLEMENTATION (21): The Director establishes management and funding for the VSP within the WASO Division of Interpretation.

By beginning of FY 89, a GS 9/11 position is established within the WASO Division of Interpretation to be assigned to coordinate the VSP at the University of Idaho during a 1-3 year transition period to operational status.

Once the IVSI is fully established, the VSP becomes part of the IVSI Role and Function and is administered through the IVSI.

Staffing Needed: 1 GS 9/11 FTE

Funding Needed: A minimum of
\$140,000/year

Funding Sources: \$6,000/Region/year
plus \$8,000/park/year
participating in the
program at 10-15 park
projects/year

Time Frame: 2nd, 3rd, 4th years

Responsibility: WASO Chief of
Interpretation, Regional Chiefs
of Interpretation, HFC Manager

- c. ACTION: Conduct research regarding visitors' understandings and insights after visits to park areas.

- (1) IMPLEMENTATION (22): Begin the third phase of the VSP outlined in Challenge 2 (Evaluation), a way to evaluate the effectiveness of a park's interpretive program in relation to managerial, educational, and inspirational components; assure that the educational component examines visitor understanding and insights about their visits to parks.

See Challenge 2, IMPLEMENTATIONS 55 and 56 for specific recommendations.

- d. ACTION: Support sociological studies relevant to local population perceptions of the national park system and develop strategies to build bridges between these populations and local park areas.

- (1) IMPLEMENTATION (23): Such studies should gather baseline information and monitor changes, trends, etc., recognizing that social characteristics are dynamic. A permanent, Servicewide program should be established to provide continuity and stability to the effort. The program should be coordinated from WASO, fostering a systematic approach to data gathering and preparation of recommendations with regional, field, and CPSU sociologists.

Staffing Needed: 1 GS 13/14 FTE
Funding Needed: \$50,000 (2nd year)
(salary only; \$100,000 (3rd year)
(salary and 5 park projects); \$150,000 (4th year)
(salary and 8 park projects/yr)
Funding Sources: 2nd year (WASO Base Funding), Park Fee Monies
Time Frames: See Above
Responsibility: Chief Scientist,
WASO, Chief of Interpretation,
WASO, IVSI.

2. GOAL: To review and evaluate interpretive products and services produced or provided by other public organizations and appropriate private institutions.

- a. ACTION: Seek and develop innovative interpretive techniques and media.

- (1) IMPLEMENTATION (24): Charge IVSI Advisory Council to include this action item within the Role and Function of the IVSI.

No support needed beyond recommendations in earlier plans for IVSI.

3. GOAL: To analyze state-of-the-art information processes and services.

a. ACTION: Increase use of computers and pertinent software in park interpretive operations.

(1) IMPLEMENTATION (25): Institute an NPS training course which focuses on ways to best utilize computers in interpretive operations.

Publish one issue of the technical bulletin Interpretation having a theme on the use of computer technology in interpretive operations and visitor services.

Establish an electronic communications system between the WASO Division of Interpretation; the Regional Divisions of Interpretation, and park interpretive offices.

Staffing Needs: Existing
Funding Needed: For training course, funded through tuition accounts by making course available to non-NPS participants; no other funds requested

Funding Sources: NPS Employee Development Tuition Accounts

Time Frames: 2nd-4th years

Responsibility: WASO Division of Interpretation
NPS Division of Employee Development (Mather Employee Development Center)

b. ACTION: Study the feasibility and desirability of interactive computer systems for use by park visitors.

(1) IMPLEMENTATION (26): Evaluate effectiveness of existing, interactive programs.

Charge IVSI Advisory Council to include this action item within the Role and Function of the IVSI.

No support needed beyond recommendations in earlier plans for IVSI.

c. ACTION: Study various desktop publishing softwares and determine best method of use for interpretive park operations.

- (1) IMPLEMENTATION (27): Expand desktop publishing training in Interpretive Skills IV to include instruction in use of various desktop publishing software programs with various computer systems.

Develop computer capability for production of site bulletins through desktop publishing (Harpers Ferry Center) and disseminate information through Interpretive Skills IV (Mather Employee Development Center) and through Technical Bulletins.

Staffing: Existing
Funding Needed: None
Funding Sources: None
Time Frame: 2nd year, ongoing
Responsibility: Harpers Ferry Center/WASO Division of Interpretation; Mather Employee Development Center

C. SUBCHALLENGE: ENSURING INTERPRETIVE PROFESSIONALISM

"The conduct of successful, fundamental interpretive operations is dependent upon having an adequate number of highly qualified interpreters, tightly managing collateral duties, and offering development programs for continued professional growth and satisfaction. There needs to be a renewed servicewide effort to fill positions with the most highly qualified candidates who have good communication skills and knowledge about the resources specific to that park. Matching qualified interpreters with duties that relate to their field of expertise and enhancing in-house communications among interpreters offer greater likelihood of successful interpretation. Efforts to strengthen and maintain quality interpretive operations need to recognize that parks have differing requirements."

1. GOAL: To ensure a better match between the capabilities and interests of the interpretive

specialist and the requirements of the work to be performed.

- a. ACTION: Conduct a work-force planning effort to determine attrition rates, project career opportunities, profile a qualified interpreter, design a leadership program for eventual organizational needs, and ensure that recruitment activities reach all populations.

- (1) IMPLEMENTATION (28): So that recruitment activities reach all populations, insure that Regional Offices send minimum of one copy of each vacancy announcement to each of their parks and to all parks when announcement is Servicewide.

Staffing: Existing
Funding Needed: None
Funding Sources: Regional Base ONPS
Time Frames: 2nd year, ongoing
Responsibility: Regional Offices
and parks with recruitment
authority

- (2) IMPLEMENTATION (29): Insure that parks create a mechanism for distribution and posting so that all vacancy announcements are available to all employees in a timely manner.

Staffing: Existing
Funding Needed: None
Funding Sources: Park Base ONPS
Time Frames: Ongoing
Responsibility: Each park

- (3) IMPLEMENTATION (30): In order to ensure that recruitment activities reach all parks in a timely manner, it is recommended that all Regions extend vacancy announcement period for Ranger 025 Servicewide vacancy announcements.

Staffing: Existing
Funding Needed: None
Funding Sources: Regional Base ONPS
Time Frames: Ongoing
Responsibility: Regional Offices
and parks with recruitment
authority

- (4) IMPLEMENTATION (31): In order that recruitment activities reach all populations, put the pink vacancy announcement listing on one of the electronic mail systems.

Staffing: Existing
Funding Needed: None
Funding Sources: WASO Base ONPS
Time Frames: Ongoing
Responsibility: WASO Personnel Division

- (5) IMPLEMENTATION (32): In order to create the profile of a qualified interpreter, it is recommended that regional chiefs and/or WASO interpretive staff develop a basic professional profile for Park Chief Interpreter at GS-9, 11 and 12 levels, and for lower graded field interpreters.

Staffing: .2 FTE
Funding Needed: \$5,000
Funding Sources: Base ONPS
Time Frames: 2nd year
Responsibility: WASO/Regional Chiefs

- (6) IMPLEMENTATION (33): In order to insure that recruitment activities reach all populations, work with Personnel, EO, and PA offices to set up Career Fairs or Job Recruitment days in major population centers to reach all segments of populations with seasonal applications and information on permanent positions.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 2nd year, ongoing
Responsibility: Regional EO Offices, Regional Public Affairs Officers, Regional Chiefs of Interpretation, parks as needed, Regional Personnel Offices

- (7) IMPLEMENTATION (34): In order to project eventual organizational needs, tap into and coordinate with WASO Personnel office

to determine employee attrition rates,
project servicewide interpretive position
turnover and career opportunities.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 2nd year
Responsibility: WASO Division of
Interpretation, WASO Personnel
Office

2. GOAL: To enhance ability to carry out our domestic
mission through professional growth of employees.

a. ACTION: Establish professional contacts with
the National Association for Interpretation
and Heritage Interpretation International.

(1) IMPLEMENTATION (35): Regional Chiefs
should as a matter of course (routinely)
send membership information and notices
of meetings to field areas on all
pertinent professional organizations.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 1st year, ongoing
Responsibility: Regional Chiefs of
Interpretation, Parks

b. ACTION: Participate fully in professional
organizations and provide leadership at
professional workshops and conferences.

(1) IMPLEMENTATION (36): Encourage field
interpreters to become active in local
chapters of national organizations and to
provide leadership. Such memberships and
activities should be encouraged to
promote professional development. It
should be given consideration for
recognition in the performance appraisal
process.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 1st year, ongoing
Responsibility: Regional Chiefs of

Interpretation, Field
Interpreters

- (2) IMPLEMENTATION (37): Encourage field interpreters to increase professional contacts with local recognized institutions and experts.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 1st year, ongoing
Responsibility: Regional Chiefs of Interpretation, Field Interpreters

- (3) IMPLEMENTATION (38): Explore loosening of restrictions on Attendance at Meetings in order to better facilitate 1. and 2. above.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 1st year, ongoing
Responsibility: Regional Directors, Regional Chiefs of Interpretation

3. GOAL: To foster an exchange of ideas and interpretive methods.

- a. ACTION: Publish an interpretive technical bulletin that focuses on timely interpretive topics and provides new techniques and a means for informational exchange.

- (1) IMPLEMENTATION (39): Publish a technical bulletin entitled Interpretation on a quarterly basis, using teams of Regional Chiefs of Interpretation as editorial boards, the Harpers Ferry Center as technical editing and design/layout, and the WASO Division of Interpretation as coordinator.

Staffing: Existing
Funding Needed: \$10,000/year
Funding Sources: WASO Division of Interpretation base
Time Frames: 1st year, ongoing

Responsibility: WASO Chief of Interpretation, Manager, HFC, Regional Chiefs of Interpretation

- (2) IMPLEMENTATION (40): Encourage parks to subscribe to high quality professional publications. Regional chiefs will develop suggested list of appropriate publications and memberships.

Staffing: Existing
Funding Needed: \$300/park
Funding Sources: Park ONPS and park cooperating associations
Time Frames: 1st year, ongoing
Responsibility: Regional Chiefs of Interpretation, Superintendents

- (3) IMPLEMENTATION (41): As a means of informational exchange, establish regional (Servicewide) computer program disc library for loan and distribution of application programs that would be useful to interpreters and program managers. Create an index of each region's listings and provide it to all other Regional Chiefs.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 1st year, ongoing
Responsibility: Regional Chiefs and Park Superintendents

- b. ACTION: Assist and encourage NPS interpreters to prepare and publish professional papers on interpretation.

- (1) IMPLEMENTATION (42): Establish servicewide or regional awards to recognize writers of important professional papers, and employees who become well-known experts in their field.

Staffing: Existing
Funding Needed: \$2000
Funding Sources: Cooperative Associations
Time Frames: 2nd year, ongoing

Responsibility: Regional Chiefs of Interpretation

- (2) **IMPLEMENTATION (43):** Establish an annual compendium of professional papers. Prior to each Annual Regional Chiefs Meeting, each Regional Chief and the WASO Division Chief should submit at least one title and summary statement, proposing a professional issue to be addressed at the Chiefs Meeting. Each Chief should accept responsibility to write or secure the preparation of one of these papers. Each author should attempt to have his/her paper published in a professional journal and/or presented at a conference or workshop. WASO should compile, reproduce and distribute this compendium to the field.

Staffing: Existing

Funding Needed: None

Funding Sources: ONPS Base

Time Frames: 2nd year

Responsibility: Regional Chiefs and WASO Division Chief

4. GOAL: To improve training-by-detail assignments for interpreters.

- a. **ACTION:** Create assignments that allow interpreters to perform outside their routine work areas and thereby learn from other interpretive operations.

- (1) **IMPLEMENTATION (44):** Fill vacant park positions with similar lower graded employees detailed as "acting" for 2-3 months. Regional Directors to issue policy statement to encourage this action whenever possible.

Staffing: Existing

Funding Needed: None

Funding Sources: Base ONPS

Time Frames: 1st year and continuing

Responsibility: Regional Directors, Park Managers, Division Chiefs

- (2) IMPLEMENTATION (45): Encourage more park-based employees to be placed on special study and evaluation teams.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 1st and ongoing
Responsibility: Regional Directors,
Park Managers

- b. ACTION: Institute servicewide temporary details in regions and Washington to improve and develop management potential.

- (1) IMPLEMENTATION (46): Encourage Regional Divisions of Interpretation to establish interpretive management trainee positions in regional offices, Division of Interpretation.

Staffing: One FTE per region (or an exchange of FTE or accruing lapsed FTE)
Funding Needed: \$30,000 per position
Funding Sources: To be determined by the nature of the assignment. Examples worthy of consideration--Albright Fund, current lapses in positions
Time Frames: 2nd year and ongoing
Responsibility: Regional Chiefs of Interpretation, Parks

- (2) IMPLEMENTATION (47): Bring in field employees to the regional office for up to four months as "Acting" to fill regional vacancies.

Staffing: Existing
Funding Needed: \$3000/yr/detail
Funding Sources: Regional Base ONPS
Time Frames: Ongoing, as opportunities arise
Responsibility: Regional Chiefs,
Park Managers

IV. INTERPRETIVE CHALLENGE #4--PROGRAM INTEGRATION

"Program integration and servicewide thrusts are opportunities that must be carefully planned, energized with adequate resources, and backed with appropriate delegation of authority. Coordinated interdisciplinary programs will result."

A. SUBCHALLENGE: MAXIMIZING PROGRAM COORDINATION

"Interpreters are often called upon to champion special initiatives. These special initiatives must be integrated with basic, necessary interpretive operations. Coordination at the Washington Office level, with appropriate funding and staffing throughout, is needed. Several very important initiatives are already established or about to begin and need immediate thoughtful attention. Coordination among scientists, resource managers, visitor service rangers, maintenance specialists, designers, planners, and interpreters needs to be enhanced throughout the National Park Service."

1. GOAL: To ensure better coordination and cooperation among all professionals involved in park operations and research.

- a. ACTION: Support an interdisciplinary approach in all regions and parks for program integration.

- (1) IMPLEMENTATION (86): Both regional offices and park interpretive staffs should take the initiative to include appropriate division representatives in training, contracting, committee assignments, etc.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing
Time Frames: Ongoing
Responsibility: Superintendents,
Regional Directors

- (2) IMPLEMENTATION (87): Regional Directors and Park Superintendents should assure that interpretation is represented during workload analyses and task directives.

Staffing: Existing
Funding Needed: None

II. INTERPRETIVE CHALLENGE #2--EVALUATION

"Interpretation deals with impact, understanding, and goodwill - impact of programs on visitor values and enjoyment, impact of visitors on resources, impact of interpreters on park management; understanding of visitors, understanding of resources, understanding of the National Park Service and its goals; and goodwill between people and organizations. The problem is how to measure impact, understanding, and goodwill.

"The park superintendent is the key to any evaluation program. When asked, a superintendent should be able to define the standards of quality interpretation and identify what is needed to meet those standards."

1. **GOAL:** To bring interpretive services throughout the national park system to a consistent level of quality.

- a. **ACTION:** Ensure essential interpretive services are consistent with NPS "Management Policies" and NPS-6, "Interpretation and Visitor Services Guidelines."

- (1) **IMPLEMENTATION (48):** Issue a directive that emphasizes and reaffirms commitment to using existing Management Policies and NPS-6 in planning, staffing, carrying out and evaluating success in park interpretive operations.

Rationale- The basic purposes of NPS interpretation is to provide public understanding/appreciation of park resources to facilitate safe, non-impacting use of parks, to promote public understanding and support for Service policies and programs. Service policy is to provide at least a "minimum interpretive operation" of essential visitor services to accomplish the above purposes. A memorandum from the Director to regional directors would document an official concept of what level of interpretive services is the minimum acceptable.

Staffing: Existing
Funding Needed: None
Funding Sources: Base ONPS
Time Frames: 1st year, ongoing

- d. ACTION: Cooperate with the private sector to provide a traveling exhibit of significant artifacts representing the diversity of resources within the system and conveying the importance of the NPS mission.

- (1) IMPLEMENTATION (83): Support current task directive for the national traveling exhibit production.

Staffing: Existing
Funding Needed: \$15,000
Funding Sources: WASO Base ONPS
Time Frame: 1st year
Responsibility: WASO, HFC

- e. ACTION: Incorporate Friends groups sessions in interpretive training courses.

- (1) IMPLEMENTATION (84): The advantages of friends groups must be adequately represented and discussed in courses for managers and field interpreters including developing strategies for establishing, supporting, and working cooperatively with Friends groups.

Staffing: Existing
Funding Needed: Continued support of training efforts
Funding Sources: Existing
Time Frame: First, second, and third year
Responsibility: WASO, Mather Employee Development Center, regions

2. GOAL: To ensure that all people have an equal opportunity to enjoy park resources and participate in their presentation.

- a. ACTION: Foster NPS cultural resource media and programs that are factual, balanced ethnographic presentations.

- (1) IMPLEMENTATION (85): Continue to make programs and facilities accessible to all populations. Insure that research is performed for accurate presentation which reflect the appropriate ethnographic diversity of the park area.

Funding Needed: Existing
Funding Sources: WASO Base
Time Frames: 2nd year
Responsibility: Lead should be in
WASO. Regional Chiefs to
collect information in their
respective regional areas.
WASO/Region team to produce
final standards.

c. ACTION: Incorporate well-articulated standards for interpretive services in the existing "Operations Evaluation Manual," "Annual Statements for Interpretation," and the Maintenance Management System.

(1) IMPLEMENTATION (51): Work with WASO coordinator for revisions to the Operations Evaluation Manual to assure that interpretive offices in WASO, regions, and the field have input into the newest standards for interpretation and visitor services. These standards would be developed by interpretive staffs from the 3 levels and submitted to the WASO coordinator.

Likewise, the WASO coordinator for the Maintenance Management System would be approached to work out ways for interpretive standards related to upkeep/repair/rehab of interpretive facilities and media to be included in the Maintenance Management System.

The standards developed for interpretation and visitor services (Operations Evaluation, Maintenance Management System) would also be addressed as appropriate in developing the parks' Statement for Interpretation each year.

Staffing: Existing
Funding Needed: Existing
Funding Sources: WASO Base
Time Frames: 1st year
Responsibility: WASO would
coordinate the work to be done
to provide interpretive
standards for Operations
Evaluation and the Maintenance

"Programs that address special populations are also an important extension of interpretive outreach efforts."

1. GOAL: To involve interpretive operations in all outreach programs.

a. ACTION: Use existing training programs to convey the importance of outreach activities in interpretive efforts and solicit selected parks to test and strengthen or establish outreach programs.

(1) IMPLEMENTATION (77): Insure outreach topics are included in appropriate skills team training efforts.

Staffing: Existing skills teams
Funding Needed: \$15,000
Funding Sources: Interpretive Skills seed money
Time Frame: First, second, and third year
Responsibility: Mather Employee Development Center and regional skills teams

(2) IMPLEMENTATION (78): Support current NPS efforts with travel/tourism through WASO Travel and Tourism Office.

Staffing: CPSU
Funding Needed: \$30,000
Funding Sources: WASO
Time Frame: First, second, and third year
Responsibility: WASO

b. ACTION: Expand cooperative efforts with the travel/tourism industry to promote year-round travel and travel to cultural and lesser known parks.

(1) IMPLEMENTATION (79): Include NPS Travel/Tourism Representative in the first work session for the Regional Chiefs of Interpretation to discuss national goals.

Staffing: Existing Travel/Tourism personnel
Funding Needed: \$1000

- (1) **IMPLEMENTATION (53):** In addition to participating in an appropriate capacity in actual operations evaluation, the regional interpretive staff would monitor the results of such evaluations regionwide to identify any consistent deficiencies in interpretive services that might require actions on an expanded scale (e.g. additional training, modifications in media hardware, etc.) A long-term objective would be to develop a method of computerizing these evaluations for general analysis and reference.

Staffing: Existing

Funding Needed: Existing

Funding Sources: Regional ONPS
Base

Time Frames: 1st year

Responsibility: Regional Offices

2. **GOAL:** To develop a system that provides periodic feedback about the quality of personal and nonpersonal interpretive services and other interpretation.

- a. **ACTION:** Collaborate with professional interpreters inside and outside of the National Park Service to determine parameters and techniques for evaluation.

- (1) **IMPLEMENTATION (54):** Develop and utilize a survey form to obtain input from sources like NIA, CPSU's, park interpreters, etc., regarding what should be evaluated and how it should be completed.

Combine and prioritize responses and come up with a workable list that can be utilized to determine parameters (what should be evaluated) and develop standards (how should it be done) for an evaluation system.

From this list, determine final parameters and techniques that will be used.

Staffing: .3 FTE
Funding Needed: \$90,000
Funding Sources: Director's Fee
Funds
Time Frame: Second year
Responsibility: WASO

2. **GOAL:** To introduce urban visitors to the national park system and the national park idea.

a. **ACTION:** Produce a quality audiovisual program and systemwide publication to describe the national park system to visitors.

(1) **IMPLEMENTATION (74):** Contract with outside production company through HFC on updated audiovisual production.

Staffing: 1 FTE HFC
Funding Needed: \$140,000
Funding Sources: HFC operating
base
Time Frame: Third year
Responsibility: HFC, WASO

3. **GOAL:** To complete the Park Heritage Gateway pilot effort and determine if expansion of this program is appropriate.

a. **ACTION:** Participate in special training and information dissemination programs as proposed at the Urban Superintendents Conference.

(1) **IMPLEMENTATION (75):** Establish a two-tiered approach to this action item:
(1) use a special issue of the Courier for highlighting creative programs from urban parks and discuss unique urban issues. Additional items relative to urban parks could be communicated through the Technical Bulletin; (2) utilize the regional skills teams and Regional Office staff to present workshops on issues relevant to their urban parks.

Staffing: Existing skills teams
Funding Needed: \$3,000 per year

- c. ACTION: Initiate a quality promotion program throughout the parks to define, encourage, and pass on the best ideas.

- (1) IMPLEMENTATION (56): Undertake an experimental project/team to travel to parks to observe, inquire and listen to park staffs and visitors in making a quality assessment of improving the effectiveness, efficiency, and reliability of interpretation. Through these contacts, the team would organize a fund of knowledge about what is working and what is not, and how it might be improved in quality. The team would share information and positively reinforce accomplishments of the park staff. It is anticipated that the knowledge gained would directly benefit the planning and design of interpretive programs.

Rationale- By involving outside talents working with park staffs and visitors, the promotion of quality can best be met.

Staffing: Via cooperative agreements/contracts

Funding Needed: \$50,000 (\$30,000 personnel costs; \$20,000 travel and per diem)

Funding Sources: Director's Discretionary Fund

Time Frames: 2nd and 3rd years

Responsibility: WASO, working with HFC, and Regional Offices, will identify the make-up of the team, and the initial route of travel, over a possible 3-month period. The selected Region(s) will be responsible for project coordination with the parks.

- d. ACTION: Analyze the performance characteristics of various media.

- (1) IMPLEMENTATION (57): Initiate surveys and studies to determine strengths and weaknesses of various interpretive media

skills courses and critical resource interpretation.

Staffing: Existing Regional Skills Teams

Funding Needed: \$5,000 per region

Funding Sources: Director's fee money

Time Frame: Second and third year

Responsibility: WASO

- (5) IMPLEMENTATION (70): As Servicewide initiatives are developed, provide funding support for implementation.

Staffing: .5 FTE

Funding Needed: \$150,000 per initiative

Funding Sources: Director's fee money

Time Frame: Annually

Responsibility: WASO

2. GOAL: To increase coordination of education programs within local school systems.

- a. ACTION: Encourage park-to-community coordinators, foster teacher workshops, and assist with appropriate program development.

- (1) IMPLEMENTATION (71): To have a successful school program, the school superintendent must be a full partner. Teams of local teachers and curriculum specialists should be formed to develop the workshops for quality park/community educational programs.

Staffing: Existing Park Staff

Funding Needed: \$2,000 for three teachers to put on workshop, including materials for project

Funding Sources: Park fee enhancement

Time Frame: Second and third year

Responsibility: Park and region

III. INTERPRETIVE CHALLENGE #3--EDUCATION

"Interpretation is partially defined as an educational activity. The Interpretive Challenge gives us the opportunity to align ourselves with educational objectives, both in the formal classroom setting as well as in the park. We need to take advantage of research and learning strategies developed in successful park programs and the academic community. We need to promote more National Park Service educational programs that will truly be effective in schools and communities. Finally, we need to make available the tools and resources interpreters must have to present critical environmental issues, integrate our programs with urban communities, and implement successful community outreach programs."

A. SUBCHALLENGE: PROMOTING ENVIRONMENTAL/HERITAGE EDUCATION

"Educational programs based on national park resources and themes can help people understand and appreciate their dependence on and interrelationship with their environment and history. Such education is a logical activity in the unique classrooms found in national park settings. Interpretation, including seminar/field study programs and other in-depth educational opportunities in both history and natural history, provides the medium with which education and learning can bridge gaps among people, parks, and their respective futures."

1. **GOAL:** To strengthen the long-term importance of education to the NPS mission.

a. **ACTION:** Examine the successful NPS education programs and publish an analysis of the reasons for success.

(1) **IMPLEMENTATION (59):** Provide a Servicewide assessment of NPS educational programs.

Staffing: .1 FTE

Funding Needed: \$5,000 by contract services

Funding Sources: Director's fee monies

Time Frame: Second year

Responsibility: WASO

Interpretation

(2) **IMPLEMENTATION (60):** Use local outside professionals (curriculum specialists)

Responsibility: Park, region, WASO
Public Affairs Office,
Interpreters

- c. ACTION: Continue to support Junior Ranger programs in parks, with emphasis on urban parks.

- (1) IMPLEMENTATION (64): Utilize the Skills III, Special Programs, training sessions to develop urban Junior Ranger programs. Field test and share with urban parks.

Staffing: Existing
Funding Needed: \$3,000 for
printing per region (\$30,000)
Funding Sources: Park and region
operating bases, fee
enhancement
Time Frame: Second and third year
Responsibility: Regions and parks

- d. ACTION: Convene a task force to outline a strategy for developing and integrating education programs throughout the national park system.

- (1) IMPLEMENTATION (65): Using the assessment, develop general criteria for what a successful educational program should include. A listing and general definition should be made available to all parks. An evaluation criteria will be included.

Staffing: .1 FTE, CPSU
Funding Needed: \$35,000
Funding Sources: Director's fee
money
Time Frame: second year
Responsibility: WASO Interpretation

- e. ACTION: Develop training seminars on instituting educational programs in natural, cultural, and recreational areas.

- (1) IMPLEMENTATION (66): Utilizing a Cooperative Park Study Unit (CPSU), develop a visitor profile of our parks, age, values, financial resources, match what parks can offer to these visitors.

Responsibility: Park, region, WASO
Public Affairs Office,
Interpreters

c. ACTION: Continue to support Junior Ranger programs in parks, with emphasis on urban parks.

(1) IMPLEMENTATION (64): Utilize the Skills III, Special Programs, training sessions to develop urban Junior Ranger programs. Field test and share with urban parks.

Staffing: Existing

Funding Needed: \$3,000 for
printing per region (\$30,000)

Funding Sources: Park and region
operating bases, fee
enhancement

Time Frame: Second and third year

Responsibility: Regions and parks

d. ACTION: Convene a task force to outline a strategy for developing and integrating education programs throughout the national park system.

(1) IMPLEMENTATION (65): Using the assessment, develop general criteria for what a successful educational program should include. A listing and general definition should be made available to all parks. An evaluation criteria will be included.

Staffing: .1 FTE, CPSU

Funding Needed: \$35,000

Funding Sources: Director's fee
money

Time Frame: second year

Responsibility: WASO Inter-
pretation

e. ACTION: Develop training seminars on instituting educational programs in natural, cultural, and recreational areas.

(1) IMPLEMENTATION (66): Utilizing a Cooperative Park Study Unit (CPSU), develop a visitor profile of our parks, age, values, financial resources, match what parks can offer to these visitors.

III. INTERPRETIVE CHALLENGE #3--EDUCATION

"Interpretation is partially defined as an educational activity. The Interpretive Challenge gives us the opportunity to align ourselves with educational objectives, both in the formal classroom setting as well as in the park. We need to take advantage of research and learning strategies developed in successful park programs and the academic community. We need to promote more National Park Service educational programs that will truly be effective in schools and communities. Finally, we need to make available the tools and resources interpreters must have to present critical environmental issues, integrate our programs with urban communities, and implement successful community outreach programs."

A. SUBCHALLENGE: PROMOTING ENVIRONMENTAL/HERITAGE EDUCATION

"Educational programs based on national park resources and themes can help people understand and appreciate their dependence on and interrelationship with their environment and history. Such education is a logical activity in the unique classrooms found in national park settings. Interpretation, including seminar/field study programs and other in-depth educational opportunities in both history and natural history, provides the medium with which education and learning can bridge gaps among people, parks, and their respective futures."

1. **GOAL:** To strengthen the long-term importance of education to the NPS mission.

a. **ACTION:** Examine the successful NPS education programs and publish an analysis of the reasons for success.

(1) **IMPLEMENTATION (59):** Provide a Servicewide assessment of NPS educational programs.

Staffing: .1 FTE

Funding Needed: \$5,000 by contract services

Funding Sources: Director's fee monies

Time Frame: Second year

Responsibility: WASO

Interpretation

(2) **IMPLEMENTATION (60):** Use local outside professionals (curriculum specialists)

skills courses and critical resource interpretation.

Staffing: Existing Regional Skills Teams

Funding Needed: \$5,000 per region

Funding Sources: Director's fee money

Time Frame: Second and third year

Responsibility: WASO

- (5) IMPLEMENTATION (70): As Servicewide initiatives are developed, provide funding support for implementation.

Staffing: .5 FTE

Funding Needed: \$150,000 per initiative

Funding Sources: Director's fee money

Time Frame: Annually

Responsibility: WASO

2. GOAL: To increase coordination of education programs within local school systems.

- a. ACTION: Encourage park-to-community coordinators, foster teacher workshops, and assist with appropriate program development.

- (1) IMPLEMENTATION (71): To have a successful school program, the school superintendent must be a full partner. Teams of local teachers and curriculum specialists should be formed to develop the workshops for quality park/community educational programs.

Staffing: Existing Park Staff

Funding Needed: \$2,000 for three teachers to put on workshop, including materials for project

Funding Sources: Park fee enhancement

Time Frame: Second and third year

Responsibility: Park and region

- c. ACTION: Initiate a quality promotion program throughout the parks to define, encourage, and pass on the best ideas.

- (1) IMPLEMENTATION (56): Undertake an experimental project/team to travel to parks to observe, inquire and listen to park staffs and visitors in making a quality assessment of improving the effectiveness, efficiency, and reliability of interpretation. Through these contacts, the team would organize a fund of knowledge about what is working and what is not, and how it might be improved in quality. The team would share information and positively reinforce accomplishments of the park staff. It is anticipated that the knowledge gained would directly benefit the planning and design of interpretive programs.

Rationale- By involving outside talents working with park staffs and visitors, the promotion of quality can best be met.

Staffing: Via cooperative agreements/contracts
Funding Needed: \$50,000 (\$30,000 personnel costs; \$20,000 travel and per diem)
Funding Sources: Director's Discretionary Fund
Time Frames: 2nd and 3rd years
Responsibility: WASO, working with HFC, and Regional Offices, will identify the make-up of the team, and the initial route of travel, over a possible 3-month period. The selected Region(s) will be responsible for project coordination with the parks.

- d. ACTION: Analyze the performance characteristics of various media.

- (1) IMPLEMENTATION (57): Initiate surveys and studies to determine strengths and weaknesses of various interpretive media

Staffing: .3 FTE
Funding Needed: \$90,000
Funding Sources: Director's Fee
Funds
Time Frame: Second year
Responsibility: WASO

2. **GOAL:** To introduce urban visitors to the national park system and the national park idea.

a. **ACTION:** Produce a quality audiovisual program and systemwide publication to describe the national park system to visitors.

(1) **IMPLEMENTATION (74):** Contract with outside production company through HFC on updated audiovisual production.

Staffing: 1 FTE HFC
Funding Needed: \$140,000
Funding Sources: HFC operating
base
Time Frame: Third year
Responsibility: HFC, WASO

3. **GOAL:** To complete the Park Heritage Gateway pilot effort and determine if expansion of this program is appropriate.

a. **ACTION:** Participate in special training and information dissemination programs as proposed at the Urban Superintendents Conference.

(1) **IMPLEMENTATION (75):** Establish a two-tiered approach to this action item:
(1) use a special issue of the Courier for highlighting creative programs from urban parks and discuss unique urban issues. Additional items relative to urban parks could be communicated through the Technical Bulletin; (2) utilize the regional skills teams and Regional Office staff to present workshops on issues relevant to their urban parks.

Staffing: Existing skills teams
Funding Needed: \$3,000 per year

- (1) **IMPLEMENTATION (53):** In addition to participating in an appropriate capacity in actual operations evaluation, the regional interpretive staff would monitor the results of such evaluations regionwide to identify any consistent deficiencies in interpretive services that might require actions on an expanded scale (e.g. additional training, modifications in media hardware, etc.) A long-term objective would be to develop a method of computerizing these evaluations for general analysis and reference.

Staffing: Existing

Funding Needed: Existing

Funding Sources: Regional ONPS
Base

Time Frames: 1st year

Responsibility: Regional Offices

2. **GOAL:** To develop a system that provides periodic feedback about the quality of personal and nonpersonal interpretive services and other interpretation.

- a. **ACTION:** Collaborate with professional interpreters inside and outside of the National Park Service to determine parameters and techniques for evaluation.

- (1) **IMPLEMENTATION (54):** Develop and utilize a survey form to obtain input from sources like NIA, CPSU's, park interpreters, etc., regarding what should be evaluated and how it should be completed.

Combine and prioritize responses and come up with a workable list that can be utilized to determine parameters (what should be evaluated) and develop standards (how should it be done) for an evaluation system.

From this list, determine final parameters and techniques that will be used.

"Programs that address special populations are also an important extension of interpretive outreach efforts."

1. GOAL: To involve interpretive operations in all outreach programs.

a. ACTION: Use existing training programs to convey the importance of outreach activities in interpretive efforts and solicit selected parks to test and strengthen or establish outreach programs.

(1) IMPLEMENTATION (77): Insure outreach topics are included in appropriate skills team training efforts.

Staffing: Existing skills teams
Funding Needed: \$15,000
Funding Sources: Interpretive Skills seed money
Time Frame: First, second, and third year
Responsibility: Mather Employee Development Center and regional skills teams

(2) IMPLEMENTATION (78): Support current NPS efforts with travel/tourism through WASO Travel and Tourism Office.

Staffing: CPSU
Funding Needed: \$30,000
Funding Sources: WASO
Time Frame: First, second, and third year
Responsibility: WASO

b. ACTION: Expand cooperative efforts with the travel/tourism industry to promote year-round travel and travel to cultural and lesser known parks.

(1) IMPLEMENTATION (79): Include NPS Travel/Tourism Representative in the first work session for the Regional Chiefs of Interpretation to discuss national goals.

Staffing: Existing Travel/Tourism personnel
Funding Needed: \$1000

Funding Needed: Existing
Funding Sources: WASO Base
Time Frames: 2nd year
Responsibility: Lead should be in WASO. Regional Chiefs to collect information in their respective regional areas. WASO/Region team to produce final standards.

c. ACTION: Incorporate well-articulated standards for interpretive services in the existing "Operations Evaluation Manual," "Annual Statements for Interpretation," and the Maintenance Management System.

(1) IMPLEMENTATION (51): Work with WASO coordinator for revisions to the Operations Evaluation Manual to assure that interpretive offices in WASO, regions, and the field have input into the newest standards for interpretation and visitor services. These standards would be developed by interpretive staffs from the 3 levels and submitted to the WASO coordinator.

Likewise, the WASO coordinator for the Maintenance Management System would be approached to work out ways for interpretive standards related to upkeep/repair/rehab of interpretive facilities and media to be included in the Maintenance Management System.

The standards developed for interpretation and visitor services (Operations Evaluation, Maintenance Management System) would also be addressed as appropriate in developing the parks' Statement for Interpretation each year.

Staffing: Existing
Funding Needed: Existing
Funding Sources: WASO Base
Time Frames: 1st year
Responsibility: WASO would coordinate the work to be done to provide interpretive standards for Operations Evaluation and the Maintenance

d. ACTION: Cooperate with the private sector to provide a traveling exhibit of significant artifacts representing the diversity of resources within the system and conveying the importance of the NPS mission.

(1) IMPLEMENTATION (83): Support current task directive for the national traveling exhibit production.

Staffing: Existing
Funding Needed: \$15,000
Funding Sources: WASO Base ONPS
Time Frame: 1st year
Responsibility: WASO, HFC

e. ACTION: Incorporate Friends groups sessions in interpretive training courses.

(1) IMPLEMENTATION (84): The advantages of friends groups must be adequately represented and discussed in courses for managers and field interpreters including developing strategies for establishing, supporting, and working cooperatively with Friends groups.

Staffing: Existing
Funding Needed: Continued support of training efforts
Funding Sources: Existing
Time Frame: First, second, and third year
Responsibility: WASO, Mather Employee Development Center, regions

2. GOAL: To ensure that all people have an equal opportunity to enjoy park resources and participate in their presentation.

a. ACTION: Foster NPS cultural resource media and programs that are factual, balanced ethnographic presentations.

(1) IMPLEMENTATION (85): Continue to make programs and facilities accessible to all populations. Insure that research is performed for accurate presentation which reflect the appropriate ethnographic diversity of the park area.

(1) IMPLEMENTATION (45): Encourage Regional
Divisions of Interpretation to establish
interpretive management training positions
in regional offices, Division of
Interpretation.

Staffing: Existing
Funding Method: None
Funding Source: Base OHS
Time Frame: 1st and ongoing
Responsibility: Regional Directors,
Park Managers

(2) ACTION: Institute nationwide competency
details in regions and Washington to improve
and develop management potential.

(1) IMPLEMENTATION (45): Encourage Regional
Divisions of Interpretation to establish
interpretive management training positions
in regional offices, Division of
Interpretation.

Staffing: One FTE per region for an
exchange of VTE or accepting
larger FTE
Funding Method: \$20,000 per
position
Funding Source: To be determined
by the nature of the
assignment. Examples worthy of
consideration--Albright Park,
current Japan in position
Time Frame: 2nd year and ongoing
Responsibility: Regional Chiefs of
Interpretation, Parks

(2) IMPLEMENTATION (45): Bring in field
employees to the regional office for up
to four months as "acting" to fill
regional vacancies.

Staffing: Existing
Funding Method: \$2000/yr/detail
Funding Source: Regional Base OHS
Time Frame: Ongoing, as
opportunities arise
Responsibility: Regional Chiefs,
Park Managers

IV. INTERPRETIVE CHALLENGE #4--PROGRAM INTEGRATION

"Program integration and servicewide thrusts are opportunities that must be carefully planned, energized with adequate resources, and backed with appropriate delegation of authority. Coordinated interdisciplinary programs will result."

A. SUBCHALLENGE: MAXIMIZING PROGRAM COORDINATION

"Interpreters are often called upon to champion special initiatives. These special initiatives must be integrated with basic, necessary interpretive operations. Coordination at the Washington Office level, with appropriate funding and staffing throughout, is needed. Several very important initiatives are already established or about to begin and need immediate thoughtful attention. Coordination among scientists, resource managers, visitor service rangers, maintenance specialists, designers, planners, and interpreters needs to be enhanced throughout the National Park Service."

1. GOAL: To ensure better coordination and cooperation among all professionals involved in park operations and research.
 - a. ACTION: Support an interdisciplinary approach in all regions and parks for program integration.
 - (1) IMPLEMENTATION (86): Both regional offices and park interpretive staffs should take the initiative to include appropriate division representatives in training, contracting, committee assignments, etc.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing
Time Frames: Ongoing
Responsibility: Superintendents,
Regional Directors

- (2) IMPLEMENTATION (87): Regional Directors and Park Superintendents should assure that interpretation is represented during workload analyses and task directives.

Staffing: Existing
Funding Needed: None

Responsibility: WASO with regional follow-up and coordination

- (2) IMPLEMENTATION (49): The Director, regional directors and superintendents all have an element in their performance standards to assure parks are providing at least a minimum interpretive operation, an analysis of needs, and a plan to meet those needs.

Rationale- Accountability and documented responsibility is a way of assuring that the goal is addressed.

Staffing: Existing

Funding Needed: None

Funding Sources: Base ONPS

Time Frames: 2nd year

Responsibility: WASO to develop item for Director's performance standards; regions to see that similar items are included in regional directors' and superintendents' standards.

- b. ACTION: Identify the criteria that contribute to high-quality interpretive services.

- (1) IMPLEMENTATION (50): Conduct review of existing literature and other materials and compile list of suggested criteria.

Meet with, or conduct survey of, professional interpreters, both inside and outside of NPS, to gain suggestions on critical criteria.

Prepare final list of criteria that will then be base for developing standards that can be utilized in IMPLEMENTATION 51.

Rationale- Standards for use in measuring performance and/or quality of interpretive services must be based upon solid criteria as defined by professional interpreters and scholars.

Staffing: Existing; project would require approximately 2 work-weeks

Staffing: Existing
Funding Needed: None
Funding Sources: Existing
Time Frames: Ongoing, beginning
2nd year
Responsibility: WASO
Interpretation

- (3) IMPLEMENTATION (91): Implement the recommendations of the Wolf Education Task Force.

Staffing: Existing
Funding Needed: \$100,000 in first year; \$50,000 in second year.
Funding Sources: Sources: private sector, National Park Foundation, and Director's Office
Time Frames: Assemble and distribute a curriculum packet and an art exhibit in first year; produce audiovisuals, posters, and other media in second year
Responsibility: Regional Directors, WASO, HFC

- (4) IMPLEMENTATION (92): Implement the recommendations of the Biological Diversity Interpretive Initiative Plan.

Staffing: Existing
Funding Needed: \$50,000 in first year; \$50,000 in second year; \$25,000 per year thereafter.
Funding Sources: WASO project funding; WASO, Division of Interpretation; WASO, Natural Resources base funding; cooperating associations; and NPS Servicewide Fund
Time Frames: Ongoing
Responsibility: WASO, Division of Interpretation and Division of Natural Resources, and Biodiversity Task Group

- d. ACTION: Establish a priority system that integrates special interpretive initiatives (such as air quality, genetic diversity, and Columbus Quincentennial) with existing

Harpers Ferry Center (HFC) program priorities.

- (1) IMPLEMENTATION (93): Assistant Director for Interpretation, WASO, will implement priorities with specific program suggestions and funding. Field is responsible for adoption. HFC is responsible for developing appropriate media. Regional offices are responsible for funding distribution and monitoring implementation.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing WASO Base
Time Frames: Ongoing, beginning 2nd year
Responsibility: WASO

- (2) IMPLEMENTATION (94): Establish a interdisciplinary strategic planning team that will create a proactive plan to formulate and fund field-initiated Servicewide programs.

Staffing: Existing
Funding Needed: \$40,000 per year beginning in 2nd year (\$10,000/yr)
Funding Sources: WASO base funding
Time Frames: Implement in 2nd year; ongoing
Responsibility: WASO

- (3) IMPLEMENTATION (95): Allocate funds to each regional office to seed or support park-specific projects generated by special initiatives and to take advantage of interpretive opportunities as they arise. Regional Directors will have discretionary authority to distribute funds.

Staffing: Existing
Funding Needed: \$50,000 (\$5,000/Region)
Funding Sources: To be funded from an increase in the regional base

Time Frames: Ongoing, beginning
2nd year

Responsibility: Regional Directors

- e. ACTION: Sponsor Servicewide interregional, interdisciplinary workshops to achieve better communications among scientists, visitor service rangers, resource managers, interpreters, planners, and designers.

- (1) IMPLEMENTATION (96): WASO Division of Interpretation will establish themes; delegate coordination to Regional Chief(s).

Staffing: Existing

Funding Needed: \$70,000 per year
(\$35,000 each)

Funding Sources: Funding from benefitting accounts, cooperating associations, and WASO Divisions of Interpretation and Natural or Cultural Resources.

Time Frames: Conduct 2 per year (1 natural, 1 cultural) beginning 2nd year

Responsibility: Regions

2. GOAL: To maximize the opportunities for interdisciplinary planning and design teams.

- a. ACTION: Integrate HFC and Denver Service Center (DSC) work programs to ensure that park planning and development projects meet park management objectives and enhance interpretation.

- (1) IMPLEMENTATION (97): Continue HFC/DSC meetings and regularly scheduled regional reviews.

Staffing: Existing

Funding Needed: None

Funding Sources: Benefitting accounts

Time Frames: Minimally once a year beginning in the first year

Responsibility: Regional Offices, Harpers Ferry Center, Denver Service Center

- b. **ACTION:** Include interpretive representation on planning and design teams as appropriate.

(1) **IMPLEMENTATION (98):** Team captains should anticipate the need for interpretive representation (including field interpreters) on planning teams. Regional offices will review task directives and assure compliance.

Staffing: Existing
Funding Needed: None
Funding Sources: Project accounts
Time Frames: 1st year, ongoing
Responsibility: HFC, DSC,
Superintendents

3. **GOAL:** To raise sensitivity and awareness of the influence of the facilities, signs, and quality of maintenance on visitors' perceptions.

- a. **ACTION:** Conduct a study on visual quality and use the findings in training, planning, operations evaluations, and developing servicewide standards.

(1) **IMPLEMENTATION (99):** Conduct the study through an existing CPSU agreement and present results at concessions conferences and other professional staff meetings.

Staffing: CPSU
Funding Needed: \$25,000
Funding Sources: WASO Planning and Development, and WASO, Operations
Time Frames: Implement study in first year; complete study in second year; implement findings in third year
Responsibility: WASO, DSC, HFC

B. SUBCHALLENGE: Enhancing Partnerships in Interpretive Services

"NPS areas have successfully provided field seminar programs, which offer courses of several days and deal with numerous subject areas. They are often sponsored by nonprofit institutes

or by cooperating associations and usually require a fee from participants. Currently, almost all deal with natural areas.

"Similarly, many NPS concessioners provide recreational and other services to park visitors that the National Park Service itself cannot offer. Opportunities exist in these activities to interpret to park visitors."

1. GOAL: To foster interagency cooperation in developing interpretive programs and facilities.

a. ACTION: Institute formal contact with appropriate agencies to promote joint interpretive publications, facilities, and programs.

(1) IMPLEMENTATION (100): Schedule meetings on regional and park levels. Institute agreements as appropriate.

Staffing: Unknown

Funding Needed: Variable and indeterminate

Funding Sources: Fee Enhancement

Time Frames: Ongoing beginning in first year

Responsibility: Parks, Regions

b. ACTION: Conduct a national workshop of NASA scientists and NPS interpreters, scientists, and resource managers to explore opportunities for joint research and interpretive projects and for sharing technology.

(1) IMPLEMENTATION (101): The existing steering committee will organize and coordinate the workshops with assistance from WASO Division of Interpretation and Natural Resources.

Staffing: Existing

Funding Needed: \$50,000

Funding Sources: Director's Fee Fund or benefitting accounts if necessary

Time Frames: 2nd year

Responsibility: Steering Committee

c. ACTION: Expand interagency training programs and establish personnel exchange programs with other agencies.

- (1) **IMPLEMENTATION (102):** Formulate agreements as appropriate.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing
Time Frames: Ongoing beginning and indeterminate in first year
Responsibility: WASO
Interpretation and Employee Development

2. **GOAL:** To increase interpretive activities through cooperating association and concessioner programs throughout the National Park System.

- a. **ACTION:** Involve interpreters in advance planning and require that new concession contracts include appropriate interpretive services.

- (1) **IMPLEMENTATION (103):** Establish appropriate WASO, regional office, and field area liaisons with concessions management offices. Interpretation should be involved in reviews of concessions contracts.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing
Time Frames: Ongoing 2nd year
Responsibility: WASO, Regions

- b. **ACTION:** Provide interpretive training to appropriate cooperating association and concessioner employees.

- (1) **IMPLEMENTATION (104):** Park Chief of Interpretation and concessions management staff (where appropriate) are responsible for implementation.

Staffing: 10.0 FTE (1.0/Region)
Funding Needed: \$500,000
Funding Sources: Park Fee Enhancement
Time Frames: Ongoing 2nd year
Responsibility: Regions, Parks

c. ACTION: Use visitor data collected by concessioners to improve interpretive programs and market national parks.

- (1) IMPLEMENTATION (105): Park Chief of Interpretation, in concert with concessions management staff, will analyze data and incorporate pertinent information into the ASFI and other relevant documents.

Staffing: CPSU
Funding Needed: \$20,000
Funding Sources: Concessions,
Cooperating Associations
Time Frames: Ongoing, 2nd year
Responsibility: WASO

3. GOAL: To increase field seminar and similar study programs.

a. ACTION: Establish new NPS field seminar programs, especially ones dealing with cultural resources.

- (1) IMPLEMENTATION (106): WASO, Division of Interpretation will conduct a Servicewide inventory of existing programs. A steering committee will analyze the results.

Staffing: Existing
Funding Needed: \$5,000
Funding Sources: WASO Base ONPS
Time Frames: Complete in the first
year
Responsibility: WASO

b. ACTION: Develop a nationwide strategy to promote the programs.

- (1) IMPLEMENTATION (107): Based on analysis of the results, the steering committee will develop a nationwide strategy to promote the programs and assist in curriculum design and accreditation.

Staffing: Existing
Funding Needed: \$10,000
Funding Sources: WASO Base ONPS
Time Frames: 2nd year

Responsibility: WASO
Interpretation

- c. ACTION: Assist in curriculum design, administrative support, and accreditation of the programs.

No support needed beyond recommendations under IMPLEMENTATION 107.

C. SUBCHALLENGE: PROMOTING LEADERSHIP AT NATIONAL AND INTERNATIONAL LEVELS

"There are many undiscovered opportunities for cooperative ventures in interpretation between the National Park Service and states, federal agencies, and countries. An alliance of these governmental entities would be helpful to promote interpretive efforts."

1. GOAL: To identify and offer learning experiences, provide information, and promote a conservation/preservation ethic in this country and abroad.

- a. ACTION: Take a leadership role in the exchange of information and ideas within the Park Service and with organizations external to the Park Service.

- (1) IMPLEMENTATION (108): Devise a clearinghouse system that taps into existing methodologies and communications networks such as NAI, NAPR, National Science Teachers Association, NPCA, and other groups.

Staffing: Existing
Funding Needed: \$25,000
Funding Sources: WASO Base ONPS
Time Frames: Ongoing, 2nd year
Responsibility: WASO Division of Interpretation, IVSI

- b. ACTION: Seek a leadership role in planning and celebrating the 75th anniversary of the National Park Service.

- (1) IMPLEMENTATION (109): Establish a steering committee to plan and

coordinate special programs to
commemorate the 75th anniversary.

Staffing: Detail assignments

Funding Needed: \$30,000

Funding Sources: Director's Fee
Fund

Time Frames: Implement planning in
2nd year; complete in 3rd and
4th years

Responsibility: WASO
Interpretation

- c. ACTION: Identify visitor facility projects
with other federal agencies that are suitable
for joint media interpretation.

- (1) IMPLEMENTATION (110): Hold regularly
scheduled meetings with other federal
agencies to identify suitable projects;
plan proper cooperation as needed.

Staffing: Existing

Funding Needed: None

Funding Sources: Existing ONPS

Time Frames: 3rd year, ongoing

Responsibility: Assistant Director
for Interpretation, DSC, HFC

2. GOAL: To participate in, sponsor, and co-sponsor
national and international events and programs
that involve or lead to protecting the world's
natural and cultural heritage.

- a. ACTION: Send an NPS delegation to the Second
World Congress for Heritage Interpretation
and Presentation.

- (1) IMPLEMENTATION (111): WASO Division of
Interpretation, in collaboration with
WASO, International Affairs, will select
the delegation.

Staffing: Existing

Funding Needed: \$12,000

Funding Sources: WASO base funding

Time Frames: 2nd year

Responsibility: WASO

- b. ACTION: Work with other countries to
identify issues, propose actions, and
implement strategies that require

cooperation to interpret global natural and cultural resources.

- (1) IMPLEMENTATION (112): Review recommendations made by the international affairs task force to evaluate and implement interpretation-related items.

Staffing: Existing
Funding Needed: \$3,000
Funding Sources: WASO
Interpretation or
International Affairs
Time Frames: 2nd year
Responsibility: WASO Steering
Committee

- (2) IMPLEMENTATION (113): Work closely with the International Affairs Office to implement strategies through existing international organizations.

Staffing: Existing
Funding Needed: \$10,000 in 2nd
year, \$20,000 in 3rd year
Funding Sources: Director's Fee
Fund
Time Frames: Study in first year,
implement recommendations in
second year
Responsibility: WASO

- (3) IMPLEMENTATION (114): Facilitate exchanges and international assignments to promote intercultural understanding.

Staffing: Existing
Funding Needed: \$10,000/yr
Funding Sources: Park Fee
Enhancement
Time Frames: Ongoing, 1st year
Responsibility: Park
Superintendents, WASO Division
of Interpretation and
International Affairs

- (4) IMPLEMENTATION (115): Designate NPS representatives to participate in two conservation-exchange programs, one dealing with biological diversity and the other focusing on the celebration of

the Columbus quincentennial in the Americas. Coordinate with WASO International Affairs Office, Man in the Biosphere Coordinator, and WASO Division of Interpretation.

Staffing: Existing

Funding Needed: \$10,000 in 2nd year for Columbus quincentennial; \$10,000 annually for biological diversity

Funding Sources: Director's Fee Fund; fee enhancement funds

Time Frames: Columbus Centennial to be accomplished by 1991; ongoing for biological diversity

Responsibility: WASO, Parks

c. ACTION: Sponsor with other appropriate agencies a North American workshop on interpretation.

(1) IMPLEMENTATION (116): Appoint a steering committee comprising WASO Division of Interpretation and International Affairs, and other appropriate organizations.

Staffing: Details and CPSU

Funding Needed: \$50,000

Funding Sources: Director's Cooperating Association Funds

Time Frames: Complete by 1991

Responsibility: WASO, HFC

The Columbus quincentennial is the
American. Coordinate with WSO
International Affairs Office, Man in the
Biosphere Coordinator, and WSO Division
of Interpretation.

Staffing: Existing
Funding Needed: \$10,000 in 1991
Year for Columbus
quincentennial: 1992
annually for biological
diversity
Funding Sources: Director's Fee
Funds for enhancement funds
Time Frame: Columbus Centennial
to be accomplished by 1991
needed for biological
diversity
Responsibility: WSO, Parks

o. ACTION: Sponsor with other appropriate
agencies a North American workshop on
interpretation.

(1) INTERPRETATION (1991): Appoint a
steering committee consisting WSO
Division of Interpretation and
International Affairs, and other
appropriate organizations.

Staffing: Details and CBO
Funding Needed: \$50,000
Funding Sources: Director's
Cooperating Association Funds
Time Frame: Complete by 1991
Responsibility: WSO, NPC

V. INTERPRETIVE CHALLENGE #5--MEDIA

"The Park Service has traditionally relied on interpretive media, films, exhibits, publications, and museums to complement the personal services activities of interpretation. The commitment to interpretation has resulted in a multimillion dollar capital investment. The maintenance and rehabilitation of these facilities is absolutely essential to meeting the public's right to quality. In fact, now that the park visitor is paying an entrance fee, it becomes doubly necessary that interpretive media be maintained at the highest standard. It also means that new media must be designed for longer life and heavier use and that publications must be up-to-date. People responsible for design and maintenance of media need to receive training specific to new media technology.

"Today, many park visitors encounter deteriorated facilities and outdated interpretive media. NPS records of interpretive media projects suggest that it will take more than \$60 million to reach quality standards. Entrance fee legislation is designed to provide the necessary funding. The Park Service needs a plan that will ensure the wise expenditure of these funds.

"Changes in the ethnic makeup of the population and recent regulations dealing with accessibility for the impaired have highlighted the need to upgrade media and facilities and create new media formats."

1. GOAL: To staff and operate the HFC as necessary to meet the increased demand for media planning, design, and production.

- a. ACTION: Rehabilitate or replace unsafe and inadequate HFC preservation training and conservation facilities.

- (1) IMPLEMENTATION (117): Congressional add-on in FY 1988 made funds available to acquire the Shipley School building presently owned by the Jefferson County, WV, School Board and leased through the General Services Administration to the Harpers Ferry Center. The Shipley School is an inadequate building for conservation laboratories and housing irreplaceable NPS artifacts. Congressional add-on in FY 1988 made funds available to plan for replacement buildings to house the conservation labs and other activities and also to move the Williamsport Preservation Training Center to Harpers Ferry.

Planning and design is currently underway for the new facilities in anticipation that funds for construction will become available through the line item construction program.

Staff time: 1.0 FTE
Funding required: \$5 to \$8 million
Funding source: Line item construction
Time Frame: 1st. year planning
2nd-4th year construction
Responsibility: HFC, DSC

b. ACTION: Establish a post-installation review of HFC projects to determine effectiveness of media.

- (1) IMPLEMENTATION (118): To be most effective, post-installation evaluation should be conducted within a one year period after installation, preferably after one season of visitor use. The purpose of the reviews should be to strengthen the planning, design and production process, avoid repetitive mistakes and replicate good ideas in media. Any reviews of projects executed in conjunction with the Denver Service Center should involve DSC staff. Others conducting the reviews should be HFC design and production staff, regional interpretive staff and park staff. A report on each review will be prepared and distributed to the Superintendent, project planner, designer, project manager, project file, and to the appropriate staff in Denver. Copies must also be distributed to the park and region.

Staffing: 1.0
Funding required: \$2,500 per project for HFC; Funding for the post construction evaluations should be a part of the project costs
Funding sources: Line item construction, ONPS

Time frame: Within 1st year after project
Responsibilities: HFC, DSC

c. ACTION: Provide HFC with adequate computer capability for planning, design, word-processing, and data-base management.

(1) IMPLEMENTATION (119): The HFC five-year plan for automatic data processing contains components for ADP equipment for administration, planning, computer aided design and contracting and production management. Equipment to be acquired includes portable laptop computers, desk top machines and equipment suitable for developing interactive systems for visitor use.

Staffing: 1.0 FTE
Funding required: \$175,000 per year for three years
Source of funding: HFC-ONPS
Time Frame: 2nd, 3rd, 4th years
Responsibility: HFC

d. ACTION: Increase the number of contractors available for planning, design, and exhibit production and rehabilitation.

(1) IMPLEMENTATION (120): Assign staff and funds to seek out and investigate the capabilities of contractors who are or have the capability to do design and production acceptable to the quality expected by the Harpers Ferry Center. Assign additional administrative staff to work with the increased contract load.

Staffing: 1 professional
1 clerical
1 contracting specialist
Funding needed: \$105,000
Funding source: HFC-ONPS
Time Frame: 1st, 2nd years
Responsibility: HFC

e. ACTION: Increase the capability of HFC to produce new publications and print greater quantities of publications.

(1) IMPLEMENTATION (121): Park folders are designed to provide basic information, maps and special messages necessary for park visitors. The National Park Service objective is to provide one folder for each 10 visitors. Increasing the number of new folders provided each year by 10% per year for three years will require additional staff to plan, design, research and provide administrative support for contracting.

The National Park Service objective is to provide a handbook for each major unit of the system which will be available through sales outlets. Increasing the number of handbooks produced each year to twenty will create a program that will require approximately ten years to complete. Additional staff will be necessary to develop the handbooks and provide administrative support.

The publications program will require new automatic data processing equipment for word processing and publications design.

Increasing the number of folders printed each year to meet the numbers requested by the parks will require approximately \$750,000 to \$1,000,000 added to the printing budget. Total staff required to increase the publication program to meet a schedule of increasing the folders and handbooks will be approximately 6 FTE's.

Staffing increase: 6 FTE's

Funding required:

Personnel cost - \$300,000

Handbook development - \$50,000
each = \$500,000

Handbook printing - \$30,000
each = \$300,000

Additional folders - \$750,000
to \$1,000,000

Sources of funding: ONPS base, HFC
and parks, Enhancement (fees)
Donations

Additional space required to
house staff increases =
1,500 square feet

Time Frame: 2nd, 3rd years

Responsibility: HFC and WASO

f. ACTION: Increase HFC capabilities for
conservation of exhibit artifacts.

(1) IMPLEMENTATION (122): The National Park Service is the custodian of approximately 20 million artifacts of which 500,000 are suitable for or are on exhibit in one of over 400 visitor centers and over 200 structures that have been furnished to some historic period. Currently the HFC has a conservation staff of 14 preparing artifacts at the rate of 800 per year for new or rehabilitated exhibits as well as conserving other critical artifacts. The HFC has programmed for the construction of a new building to house conservation and other staff. It is impossible to provide enough NPS staff or space to accomplish all of the artifact conservation work required in the NPS. Fortunately there are many private conservators with which the NPS can contract. HFC needs to dedicate positions to recruit new conservators, at least one for each of the eight disciplines to keep a viable staff continuity and replace with trained conservators those which are rapidly becoming eligible for retirement. Concurrently HFC needs to develop a contracting capability for private conservators to do work for the center and for parks on an as needed basis. Contracting should be accomplished using a staff position that is not necessarily a conservator.

The registrar for the center receives and notes condition for each of over 4000 objects that pass through the center each year. The registry also keeps in perpetuity the complete treatment files for each object. One additional FTE is needed to assist the registrar on a permanent basis.

Staffing: 10 FTE's (8 Conservators
1 Contract specialist
1 assistant to the registrar)

Funding required: Staff cost -
\$450,000

Contracts - \$250,000

Funding sources: Line item
construction

ONPS major rehabilitation
Cyclic Maintenance

Time Frame: 4th year, ongoing

Responsibilities: HFC, WASO

- g. ACTION: Complete the National Park Service Atlas, for publication in 1991, as an anniversary project.

- (1) IMPLEMENTATION (123): The National Park System Atlas will be a major publication containing maps of the system and maps and descriptive information about individual parks. Historic themes will be geographically presented including general maps of campaigns for the revolutionary and civil wars and maps of westward expansion and scenic and historic trails. The atlas will be a major sales item complementary to the park handbooks. Much of the information for developing the atlas exists from the work done to develop folders and handbooks. To complete the atlas by 1991 will require major effort. The project will require developing the remainder of the maps for the system, developing editorial copy, developing art, securing photographs and developing layouts. This will require four full time staff for a period of three years and \$1,000,000.

Staffing: 4 FTE's

Funding required: \$990,000

Funding sources: WASO ONPS,
Donations

Time frame: 2nd, 3rd, 4th years

Responsibility: WASO, HFC

h. ACTION: Study and prepare a development program to upgrade park entrance facilities and major interpretive structures in parks.

(1) IMPLEMENTATION (124): There is a significant capital investment in entrance stations, overlooks and visitor centers at prime visitor contact sites. Many of these physical facilities are in need of maintenance and/or rehabilitation. However, park visitors may have added expectations and may be experiencing parks and their interpretive programs and facilities in different ways than in the past. It is necessary to evaluate the roles and functions of existing park entrance facilities and major interpretive structures and the relationships between facilities at these prime locations. The results of this evaluation will be used to help parks confirm or dismiss the continued need for the facilities or for rehabilitation of new media development projects. Resulting decisions will influence the make up of the servicewide media backlog program or servicewide development program.

An evaluation team of NPS and other agency interpreters, social scientists and university professionals will examine the relationships of prime contact sites and the current known visitor expectations and preferences against the media facilities in five test parks. The results of this work will be presented and published for use by program managers and interpretive planners.

Staffing: CPSU
Funding required: \$75,000
Funding sources: Line item
advanced planning ONPS
Time frame: 2nd, 3rd years
Responsibility: HFC, DSC, WASO

i. ACTION: Establish a servicewide system, monitored by HFC, that promotes understanding of and accessibility to all interpretive media.

(1) IMPLEMENTATION (125): Recent regulations issued by the Department of the Interior have made it mandatory that handicapped accessibility be incorporated into all Departmental activities. Media must now be developed considering the accessibility needs of the handicapped. The Harpers Ferry Center has established under the regulations, a consumer group consisting of advisors some of whom are handicapped to begin to look into all aspects of media and recommend changes and new techniques to deal with mobility, hearing and visual impairments. Current activities include methods for open and closed captioning of films, videos and slide shows, audio descriptions for visually impaired, design of printed materials for visually impaired and removing all impediments to mobility. HFC has established an in-house task force to work with the committee and develop preliminary guidelines to send to the field. Future actions will be to test and revise the guidelines, continue to develop new techniques to provide accessible media and field test the ideas. This will be a continuing activity. HFC will serve as a central clearing house for all ideas developed by HFC, Regions and Parks. HFC will provide to the field information from the clearing house.

Staffing: Existing HFC staff

Funding Required: None

Funding Sources: Line item
construction
Major rehabilitation
Cyclic maintenance
Donations

Time frame: Ongoing

Responsibilities: WASO, HFC

j. ACTION: Establish in all regions, cyclic maintenance programs for interpretive facilities and media.

- (1) **INTERPRETATION (126):** As interpretive media reaches the end of its useful life span, it may be scheduled for major rehabilitation. Concurrent with the media rehab, modifications to the structure housing the media may be needed. This might include new floor covering, changing walls, changing heating and cooling systems, changing electrical systems and other modifications. Where this is necessary, cyclic maintenance funds should be used and programed along with the major rehabilitation.

Staffing: Existing regional interpretive staff

Funding required: \$150,000/Region

Funding source: Cyclic maintenance base

Time frame: 3rd year, ongoing

Responsibility: Regions, Parks

- k. **ACTION:** Study the advisability of establishing and operating a western field office for media planning and design.

- (1) **IMPLEMENTATION (127):** Develop a task directive and scope out a study methodology. Conduct the study and present the results to the WASO Directorate. Support to task force will be funding for travel, per diem, and clerical support.

Staffing: Existing

Funding required: \$12,000

Funding sources: WASO base interpretation ONPS

Time frame: 2nd year, complete project

Responsibility: WASO, HFC

2. **GOAL:** To achieve quality interpretive facilities and media in all parks.

- a. **ACTION:** Publish a servicewide assessment of NPS interpretive facilities and media and integrate it into the Maintenance Management System.

- (1) **IMPLEMENTATION (128):** Using the existing rehabilitation backlog inventory as the basis, validate, complete and publish a servicewide inventory of interpretive media. Evaluate the items on the listing and recommend a five-year rehab program.

100 parks will require 1 day each
240 parks will require 1 hour each
Total - 120 days (3 months)

3 months analyst time
1 month clerical support

Develop cost estimates for each park/project.

75 parks will require 1 day each
100 parks will require 1 hour each

2 months professional staff time
1 month clerical support

Develop the criteria and methodology to gather additional information through the NPS Maintenance Management system.

1 month professional staff time
2 weeks clerical support

Update the assessment using the maintenance management information on an annual basis. Assign one full time employee for one year to manage and implement the above.

Staffing: Existing
Funding: \$10,000 per year to update
Time frame: 1st year with annual updates
Source of funding: HFC-ONPS
Responsibility: HFC

- b. **ACTION:** Design and produce packaged training materials for park personnel to improve preventive maintenance/operations of interpretive media.

- (1) **IMPLEMENTATION (129):** For all new and major rehabilitation media projects,

packaged training materials including maintenance manuals will be completed with funds included as part of the project. These training materials will provide all information necessary for the park staff to maintain all aspects of a project including artifacts where they are part of an exhibit. The manuals will address A/V, Historic Furnishings, Waysides and other media. Basic input for the packaged training materials will be developed by HFC for use by contractors.

Staffing: Existing (time per major project: 1 week professional, 1 week clerical)
Funding Needed: \$1,500 - \$2,500 per project
Sources of funding: line item construction major rehabilitation funds cyclic maintenance
Responsibility: HFC

c. ACTION: Plan, schedule, and fund media rehabilitation programs in packages that complete the entire needs of a park.

(1) IMPLEMENTATION (130): Outline a system for packaging complete media needs for a park and test with pilot parks.

Staffing: Existing
Funding Needed: None
Funding Sources: Existing, ONPS
Time Frames: 3rd year, ongoing
Responsibility: HFC Manager

3. GOAL: To re-define the role of HFC.

a. ACTION: Establish a management advisory group of park and regional officials to provide feedback to HFC regarding how well park interpretive needs are being met.

(1) IMPLEMENTATION (131): Convene a task force of park, regional, WASO and HFC officials to assess general park interpretive professional media services, whether or not the needs are being met and how they should be met.

Conduct surveys of parks based upon the assessment the task force should examine the HFC role in providing service to help meet the parks interpretive media needs. HFC cannot accomplish all park interpretive media needs with foreseeable staffing and space. Clear definitions of HFC roles will allow HFC to concentrate upon its strengths and will cause an examination of methods through which some interpretive media needs can be met while still maintaining NPS media quality standards through non-NPS sources.

Staffing: Available HFC, WASO,
Regional and Park staff
Funding required: None
Funding Sources: Existing
Time frame: 1st year, ongoing
Responsibility: WASO, HFC

- (2) IMPLEMENTATION (132): Reexamine the role of the Interpretive Prospectus in prescribing media and personal services.

Staffing: Existing
Funding Needed: None
Funding Source: Existing
Time Frame: Second year
Responsibility: Manager, HFC

- (3) IMPLEMENTATION (133): Perform major rehabilitation of the backlog of HFC media facilities.

Staffing: 15.0 FTE
Funding Needed: \$68 million
Funding Sources: Budget Initiative
Time Frames: 3rd year, ongoing
Responsibility: HFC, Regional
Chiefs of Interpretation

THE INTERPRETIVE CHALLENGE-IMPLEMENTATION STRATEGIES

APPENDIX

THE INTERPRETIVE CHALLENGE-IMPLEMENTATION STRATEGIES

APPENDIX

IMPLEMENTATION/ACTION PLAN FOR INTERPRETIVE CHALLENGE

THE FOLLOWING ARE ACTIONS THAT CAN BE TAKEN IN THE FIRST YEAR (1988)
WITHOUT ADDITIONAL FTE'S OR DOLLARS
(PACKAGE #1)

IMPLEMENTATION- GOAL #	TATION #	IMPLEMENTATION/ACTION TITLE	OFFICE WITH PRIMARY RESPONSIBILITY	PRIMARY FUNDING SOURCE
CHALLENGE NUMBER: 1				
1	1	Review Management Positions (Develop Procedures)	Park Divisions of Interpretation.	Park OHPS Funds/Benefitting Accounts.
1	2	Service-wide Core T/E Requirements.	WASO Division of Interpretation.	WASO OHPS - Interpretation
1	3	Review Vacancy Applications (Interpreters)	Regional Divisions of Interpretation.	Regional OHPS - Interpretation
1	4	Classification of Field Positions (Ops Evaluation)	Park Divisions of Interpretation.	Park OHPS Funds/Benefitting Accounts.
2	14	Maintain Award Procedures	Assistant Director, Interpretation.	WASO Base, Asst. Director, Interpretation.
4	16	Plan and Monitor Fee Expenditures	Regional Divisions of Interpretation.	REGIONAL Base Increase, Division of Interpretation
4	17	Program Fee Expenditures for Media Rehab.	Park Superintendents.	Park OHPS Funds/Benefitting Accounts.
7	27	Training - Desktop Publishing.	Wether Employee Development Center.	Wether Employee Development Center.
8	29	Post Vacancy Announcements	Park Divisions of Interpretation.	Park OHPS Funds/Benefitting Accounts.
8	30	Extend Announcement Period.	Regional Personnel Offices.	Regional OHPS - Interpretation
8	31	Use Electronic Mail for Announcements.	WASO Personnel Division.	WASO Personnel Division.
9	35	Publicize Professional Meetings/Training.	Regional Divisions of Interpretation.	Regional OHPS - Interpretation
9	36	Encourage Participation in Professional Societies.	Regional Divisions of Interpretation.	Regional OHPS - Interpretation
9	37	Increase Contacts with Local Institutions.	Regional Divisions of Interpretation.	Regional OHPS - Interpretation
9	38	Allow Greater Attendance at Meetings.	Assistant Director, Interpretation.	Regional OHPS - Interpretation
11	44	Use Details for Vacant Park Positions.	Park Superintendents.	Park OHPS Funds/Benefitting Accounts.
11	45	Involve Park Interpreters in Task Forces.	Regional Directors.	Park OHPS Funds/Benefitting Accounts.
CHALLENGE NUMBER: 2				
12	48	Utilize Existing Policies and Guidelines.	Regional Divisions of Interpretation.	Regional OHPS - Interpretation
12	51	Improve Operations Evaluation Manual.	WASO Division of Interpretation.	Operations Evaluation Accounts, WASO
12	52	Improve Operations Evaluation Process/Analysis.	Regional Divisions of Interpretation.	Park OHPS Funds/Benefitting Accounts.
12	53	Follow-up on Operations Evaluation.	Regional Directors.	Benefitting Accounts - Fee Enhancement Funds (Parks).
CHALLENGE NUMBER: 3				
14	63	Publication of Environmental Education Programs.	Park Superintendents.	Park OHPS Funds/Benefitting Accounts.
19	82	Publish Professional Articles.	Field Interpreters.	Park OHPS Funds/Benefitting Accounts.
19	84	Develop Strategies to Work with Friends Groups.	WASO Division of Interpretation.	WASO OHPS - Interpretation
CHALLENGE NUMBER: 4				
21	86	Involve Interpreters in Committee Work.	Director.	Park OHPS Funds/Benefitting Accounts.
21	87	Include Interpretation in Project Workload analysis & T.D.'s	Park Superintendents.	Park OHPS Funds/Benefitting Accounts.
21	88	Include Interpreters in Resource Management Planning.	Park Superintendents.	Park OHPS Funds/Benefitting Accounts.
21	90	Training - Use of Mass Media.	Wether Employee Development Center.	Non-NPS Tuition Accounts.
21	91	Implement Wolf Education Program.	Regional Directors.	Director's Cooperating Association Fund.
21	93	Establish Priority System for Interpretive Initiatives.	Assistant Director, Interpretation.	WASO Base, Asst. Director, Interpretation.
22	97	Continue NPC/DSC Regional Reviews.	Harpers Ferry Center.	NPC Major Rehab Line Item Base.

IMPLEMENTATION/ACTION PLAN FOR INTERPRETIVE CHALLENGE

THE FOLLOWING ARE ACTIONS THAT CAN BE TAKEN IN THE SECOND YEAR (1989)
WITHOUT ADDITIONAL FYE'S OR DOLLARS
(PACKAGE #2)

IMPLEMENTATION- GOAL TATION # #		IMPLEMENTATION/ACTION TITLE	OFFICE WITH PRIMARY RESPONSIBILITY	PRIMARY FUNDING SOURCE
CHALLENGE NUMBER: 1				
7	25	Training - Use of Computers in Field.	WASO Division of Employee Development.	Non-NPS Tuition Accounts.
8	28	Conduct Workforce Planning/Recruitment	Regional EO Offices.	Regional OHPS - Interpretation
8	33	Use Career Pairs to Recruit	Regional EO Offices.	Regional OHPS - Interpretation
8	34	Determine Attrition Rates.	WASO Personnel Division.	WASO Personnel Division.
10	41	Establish Disk Library.	Regional Divisions of Interpretation.	Benefitting Accounts - Fee Enhancement Funds (Parks).
10	43	Develop a Compendium of Professional Papers.	WASO Division of Interpretation.	WASO OHPS - Interpretation
CHALLENGE NUMBER: 2				
12	49	Include Interp. in Performance Stds. of Supts/ED's.	Director.	WASO Personnel Division.
12	50	Literature Review and Survey on Interpretation.	WASO Division of Interpretation.	WASO OHPS - Interpretation

IMPLEMENTATION/ACTION PLAN FOR INTERPRETIVE CHALLENGES

THE FOLLOWING ARE ACTIONS THAT CAN BE TAKEN IN THE FIRST YEAR (1988)
THAT WILL REQUIRE ADDITIONAL FUNDS.
(PACKAGE #3)

IMPLEMENTATION- GOAL TATION # #		IMPLEMENTATION/ACTION TITLE	OFFICE WITH PRIMARY RESPONSIBILITY	FUNDS REQUIRED	PRIMARY FUNDING SOURCE
CHALLENGE NUMBER: 1					
2	8	Reconvene Interp. Training Committee.	NASO Division of Employee Development.	\$ 5,000.	NASO Base Increase, Division of Employee Development.
2	12	Evaluate Awards Program	NASO Division of Interpretation.	\$ 5,000.	NASO Base Increase, Division of Interpretation
5	19	Establish IVSI Advisory Council.	NASO Division of Interpretation.	\$ 10,000.	NASO Base, Asst. Director, Interpretation.
10	39	Publish Technical Bulletin.	NASO Division of Interpretation.	\$ 10,000.	NASO Base Increase, Division of Interpretation
10	40	Encourage Subscriptions to Publications.	Park Superintendents.	\$	Park ONPS Funds/Benefitting Accounts.
CHALLENGE NUMBER: 3					
19	77	Select Parks for Enhanced Outreach Programs.	Regional Interpretive Skills Teams.	\$ 5,000.	Director's Cooperating Association Fund.
19	78	Support Travel/Tourism Programs.	Assistant Director, Interpretation.	\$ 10,000.	Director's Fee Enhancement Fund.
19	83	Seek Private Sector Funding for National Traveling Exhibit.	Harpers Ferry Center.	\$ 15,000.	NASO Base, Asst. Director, Interpretation.
CHALLENGE NUMBER: 4					
21	96	Sponsor Interregional Workshops - Establish Themes.	Regional Divisions of Interpretation.	\$ 10,000.	CRM/HRM Accounts, NASO
23	99	Study Relationship of Visual Quality to Interpretation.	Assistant Director, Interpretation.	\$ 25,000.	Non-Construction Related Advanced Planning.
24	101	Conduct National Workshop with NAAI on Research/Interp.	NASO Division of Interpretation.	\$	Director's Fee Enhancement Fund.
26	106	Inventory Field Seminar Programs.	NASO Division of Interpretation.	\$ 5,000.	NASO Base Increase, Division of Interpretation
28	116	Conduct a North American Interpreters Workshop.	NASO Division of Interpretation.	\$ 5,000.	Director's Cooperating Association Fund.

IMPLEMENTATION/ACTION PLAN FOR INTERPRETIVE CHALLENGE

THE FOLLOWING ARE ACTIONS THAT CAN BE TAKEN IN THE FIRST YEAR (1988)
THAT WILL REQUIRE ADDITIONAL STAFFING AND FUNDS.
(PACKAGE #4)

IMPLEMENTATION- GOAL TATION # #		IMPLEMENTATION/ACTION TITLE	OFFICE WITH PRIMARY RESPONSIBILITY	FTE'S REQUIRED	ALT. STAFFING	FUNDS REQUIRED	PRIMARY FUNDING SOURCE
CHALLENGE NUMBER: 1							
2	10	Training - Interpretive Management	WASO Division of Employee Development.	1.5		\$ 10,000.	WASO Base Increase, Division of Employee Development.
CHALLENGE NUMBER: 3							
14	70	Support for Servicewide Initiatives.	WASO Division of Interpretation.	0.5	each year	\$ 150,000.	Director's Fee Enhancement Fund.

IMPLEMENTATION/ACTION PLAN FOR INTERPRETIVE CHALLENGE

THE FOLLOWING ARE ACTIONS THAT CAN BE TAKEN IN THE SECOND YEAR (1989)
THAT WILL REQUIRE ADDITIONAL FUNDS.
(PACKAGE #5)

CHALLENGE NUMBER	IMPLEMENTATION GOAL	IMPLEMENTATION ACTION TITLE	OFFICE WITH PRIMARY RESPONSIBILITY	FUNDS REQUIRED	PRIMARY FUNDING SOURCE
CHALLENGE NUMBER: 1					
1	5	Training - Position Classification	WASO Division of Employee Development.	\$ 7,500.	WASO Base Increase, Division of Employee Development.
2	6	Annual Review - Supervisor to Staff Ratio	Park Superintendents.	\$ 20,000.	Park ONPS Funds/Benefitting Accounts.
2	7	Supervision of VIP's & Seasonals	WASO Division of Employee Development.	\$ 12,000.	WASO, Division of Social Sciences (Proposed).
2	11	Film - Role of the NPS Ranger	Assistant Director, Interpretation.	\$ 90,000.	Director's Cooperating Association Fund.
2	13	Institute New Awards	Assistant Director, Interpretation.	\$ 5,000.	Donations/National Park Foundation.
3	15	Training - Interpretive Development Program	WASO Division of Employee Development.	\$ 5,000.	WASO Base Increase, Division of Employee Development.
10	42	Award Professional Writing.	Regional Divisions of Interpretation.	\$ 2,000.	Cooperating Association Donations.
11	47	Use "Actings" in Regional Vacancies (Field).	Regional Divisions of Interpretation.	\$ 3,000.	REGIONAL Base Increase, Division of Interpretation
CHALLENGE NUMBER: 2					
13	54	Survey and Propose New Standards for Evaluation.	WASO Division of Interpretation.	\$ 10,000.	WASO Base Increase, Division of Interpretation
13	55	Study the Impact of Interpretation.	Regional Divisions of Interpretation.	\$ 10,000.	WASO Base Increase, Division of Interpretation
13	56	Quality Promotion Program - Mobile Unit.	Assistant Director, Interpretation.	\$ 50,000.	Director's Fee Enhancement Fund.
13	58	Study Prime Sites for Interpretive Facilities.	Harpers Ferry Center.	\$ 20,000.	NPC Major Rehab Line Item Base.
CHALLENGE NUMBER: 3					
14	60	Develop Education Curricula.	Park Superintendents.	\$ 15,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
14	64	Support Junior Ranger Programs.	Park Superintendents.	\$ 30,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
14	69	Increase Funds to Interpretive Skills Courses.	Regional Divisions of Interpretation.	\$ 5,000.	Director's Fee Enhancement Fund.
15	71	Coordinate Education Programs with Local Schools.	Park Superintendents.	\$ 2,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
16	72	Urban Chief Interpreters Conference.	Regional Interpretive Skills Teams.	\$ 30,000.	Director's Cooperating Association Fund.
18	75	Special Training and Information Distribution.	Regional Interpretive Skills Teams.	\$ 30,000.	Director's Cooperating Association Fund.
18	76	Study Interpretive Potential for Urban Open Space.	Assistant Director, Interpretation.	\$ 30,000.	Director's Fee Enhancement Fund.
19	79	Involve Tourism Rep. in Regional Chiefs Workshop.	WASO Division of Interpretation.	\$ 1,000.	WASO Base Increase, Division of Interpretation
19	80	Use Mass Media for Local Marketing.	Park Superintendents.	\$ 20,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
19	81	Plan Mass Media Projects (Nationwide).	WASO Division of Interpretation.	\$ 15,000.	Director's Fee Enhancement Fund.
20	85	Make Facilities Accessible and Appropriately Diverse.	IVSI	\$ 10,000.	Director's Fee Enhancement Fund.
CHALLENGE NUMBER: 4					
21	89	Develop Visitor Safety and Resource Interpretation.	Park Superintendents.	\$ 60,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
21	92	Implement Bio-Diversity Program.	WASO Division of Interpretation.	\$ 50,000.	Director's Fee Enhancement Fund.
21	94	Develop Plan to Fund Field-initiated Programs.	WASO Division of Interpretation.	\$ 10,000.	WASO Base Increase, Division of Interpretation
21	95	Establish Discretionary Funds for Park Projects.	Regional Directors.	\$ 50,000.	REGIONAL Base Increase, Division of Interpretation
25	105	Analyze Visitor Data with Concessioners.	WASO Division of Social Sciences (Proposed).	\$ 10,000.	Concessions.
26	107	Develop Strategy to Promote Seminar Programs.	WASO Division of Interpretation.	\$ 10,000.	WASO Base Increase, Division of Interpretation
27	108	Devise Clearinghouse of Methodologies with Others.	WASO Division of Interpretation.	\$ 15,000.	WASO Base Increase, Division of Interpretation
27	109	Committee to Plan 75th Celebration of Service.	Assistant Director, Interpretation.	\$ 10,000.	Director's Fee Enhancement Fund.

28	111	Select Delegation to 2nd World Congress.	Assistant Director, Interpretation.	\$ 12,000.	WASO Base Increase, Division of Interpretation
28	112	Interpret World Natural and Cultural Resources.	WASO International Affairs.	\$ 3,000.	WASO Base Increase, Division of Interpretation
28	113	Implement Strategies of International Task Force.	WASO Division of Interpretation.	\$ 10,000.	Director's Fee Enhancement Fund.
28	114	Facilitate Exchanges to Promote Intercultural Understandings	Park Superintendents.	\$ 10,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).

CHALLENGE NUMBER: 5

29	124	Study Need to Upgrade Entrance Facilities & Visitor Centers.	Harpers Ferry Center.	\$ 55,000.	Non-Construction Related Advanced Planning.
29	127	Study Advisability of Establishing Western Field Office.	Harpers Ferry Center.	\$ 12,000.	NPC Base Increase (ONPS).
30	129	Provide Packaged Training for Media Maintenance.	Harpers Ferry Center.	\$ 20,000.	NPC Major Rehab Line Item Base.

CHALLENGE NUMBER: 6

30	21	Study Need to Upgrade Entrance Facilities & Visitor Centers.	Harpers Ferry Center.	\$ 55,000.	Non-Construction Related Advanced Planning.
30	26	Study Advisability of Establishing Western Field Office.	Harpers Ferry Center.	\$ 12,000.	NPC Base Increase (ONPS).
30	27	Provide Packaged Training for Media Maintenance.	Harpers Ferry Center.	\$ 20,000.	NPC Major Rehab Line Item Base.

CHALLENGE NUMBER: 7

30	31	Study Need to Upgrade Entrance Facilities & Visitor Centers.	Harpers Ferry Center.	\$ 55,000.	Non-Construction Related Advanced Planning.
30	32	Study Advisability of Establishing Western Field Office.	Harpers Ferry Center.	\$ 12,000.	NPC Base Increase (ONPS).
30	33	Provide Packaged Training for Media Maintenance.	Harpers Ferry Center.	\$ 20,000.	NPC Major Rehab Line Item Base.

CHALLENGE NUMBER: 8

CHALLENGE NUMBER	CHALLENGE DESCRIPTION	CHALLENGE AMOUNT	CHALLENGE DATE
------------------	-----------------------	------------------	----------------

CHALLENGE 5
 WASO Base Increase, Division of Interpretation
 Director's Fee Enhancement Fund
 Benefitting Accounts - Fee Enhancement Funds (Parks)

IMPLEMENTATION/ACTION PLAN FOR INTERPRETIVE CHALLENGE

THE FOLLOWING ARE ACTIONS THAT CAN BE TAKEN IN THE SECOND YEAR (1989)
THAT WILL REQUIRE ADDITIONAL STAFFING AND FUNDS.
(PACKAGE #6)

IMPLEMENTER- GOAL TATION # #		IMPLEMENTATION/ACTION TITLE	OFFICE WITH PRIMARY RESPONSIBILITY	FTE'S REQUIRED	ALT. STAFFING	FUNDS REQUIRED	PRIMARY FUNDING SOURCE
CHALLENGE NUMBER: 1							
2	9	Publish List of Available Courses.	WASO Division of Employee Development.	0.5		\$ 10,000.	WASO Base Increase, Division of Employee Development.
5	20	Operate IVSI	WASO Division of Interpretation.	3.0		\$ 150,000.	Director's Fee Enhancement Fund.
5	21	Operate Visitor Services Project.	Park Superintendents.	1.0		\$ 140,000.	Park ONPS Funds/Benefitting Accounts.
5	23	Conduct Sociological Study	Assistant Director, Interpretation.	1.0		\$ 50,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
8	32	Profile Qualified Interpreters.	WASO Division of Interpretation.	0.2		\$ 5,000.	WASO Base Increase, Division of Interpretation
11	46	Establish Interpretive Management Trainee Positions.	Regional Directors.	10.0		\$ 60,000.	REGIONAL Base Increase, Division of Interpretation
CHALLENGE NUMBER: 2							
13	57	Study Media Techniques & Materials.	Harpers Ferry Center.	1.0		\$ 10,000.	Director's Fee Enhancement Fund.
CHALLENGE NUMBER: 3							
14	59	Analyze past Environmental Education Programs.	WASO Division of Interpretation.	0.1	Contract.	\$ 5,000.	Director's Fee Enhancement Fund.
14	61	Coordinate Education Programs with States.	Regional Directors.	10.0		\$ 40,000.	REGIONAL Base Increase, Division of Interpretation
14	65	Task Force - National Strategy for Environmental Educ.	WASO Division of Interpretation.	0.1	CPSU	\$ 35,000.	Director's Fee Enhancement Fund.
14	66	Develop Park Visitor Profile.	WASO Division of Social Sciences (Proposed).	0.2	CPSU	\$ 30,000.	Director's Fee Enhancement Fund.
14	67	Interpret Historic Structures.	Harpers Ferry Center.	1.0		\$ 20,000.	NPC Base Increase (ONPS).
14	68	Develop Service-side Theme-related Training.	WASO Division of Employee Development.	0.3		\$ 27,000.	WASO Base Increase, Division of Employee Development.
16	73	Issue Paper on Marketing Parks.	IVSI	0.3	CPSU	\$ 90,000.	Director's Fee Enhancement Fund.
CHALLENGE NUMBER: 4							
25	104	Provide Training to Coop. Assoc. & Concessioners Staff.	Regional Divisions of Interpretation.	10.0		\$ 500,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
CHALLENGE NUMBER: 5							
29	117	Construct New Facilities NPC/NPTC	Denver Service Center.	1.0		\$3,000,000.	NPC Line-Item Construction.
29	118	Establish Post-installation Review of Media Projects.	Harpers Ferry Center.	1.0		\$ 25,000.	NPC Major Rehab Line Item Base.
29	119	Provide Computer Capability for Design of Media.	Harpers Ferry Center.	1.0		\$ 175,000.	NPC Base Increase (ONPS).
29	120	Increase Design and Production Contractors.	Harpers Ferry Center.	3.0		\$ 52,000.	NPC Base Increase (ONPS).
29	121	Provide Free Park Folders and Handouts.	Harpers Ferry Center.	6.0		\$2,000,000.	Director's Fee Enhancement Fund.
29	123	Publish NPS Atlas.	Harpers Ferry Center.	4.0		\$ 330,000.	Donations/National Park Foundation.

IMPLEMENTATION/ACTION PLAN FOR INTERPRETIVE CHALLENGE

THE FOLLOWING ARE ACTIONS THAT ARE GENERALLY DEPENDENT ON THE COMPLETION
OF OTHER ACTIVITIES IN PRIOR YEARS
(PACKAGE #7)

IMPLEMENTATION- GOAL #		IMPLEMENTATION/ACTION TITLE	OFFICE WITH PRIMARY RESPONSIBILITY	FTE'S REQUIRED	ALT. STAFFING	FUNDS REQUIRED	PRIMARY FUNDING SOURCE
CHALLENGE NUMBER: 1							
4	18	Increase NPS Interpretive Workforce.	Director.			\$45,000,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
5	22	Refer to Implementation #55-56 (Evaluation)	Regional Divisions of Interpretation.			\$ 0.	
6	24	Develop Innovative Interp Techniques and Media (IVSI)	NASO Division of Interpretation.			\$ 0.	Director's Fee Enhancement Fund.
7	26	Evaluate Interactive Computer system (IVSI)	NASO Division of Interpretation.			\$ 0.	Director's Fee Enhancement Fund.
CHALLENGE NUMBER: 3							
14	62	Cooperative Interpretive Projects with Other Agencies.	Park Superintendents.			\$ 300,000.	Benefitting Accounts - Fee Enhancement Funds (Parks).
17	74	Film on National Park System.	Harpers Ferry Center.	1.0		\$ 140,000.	NPC Base Increase (ONPS).
CHALLENGE NUMBER: 4							
27	110	Coordinate Regular Meetings with Other Agencies.	NASO Division of Interpretation.			\$ 0.	
CHALLENGE NUMBER: 5							
29	122	Increase Capability to Conserve Artifacts for Exhibits.	Harpers Ferry Center.	10.0		\$ 1,400,000.	NPC Major Rehab Line Item Base.
29	126	Provide Cyclic Maintenance Funds for Interp. Structures.	Director.			\$ 4,500,000.	Regional Cyclic Maintenance Funds.
30	130	System for Packaging Media Needs For Parks.	Harpers Ferry Center.			\$ 0.	NPC Base Increase (ONPS).
31	132	Examine the Role of the Interpretive Prospectus.	Harpers Ferry Center.			\$ 0.	NPC Base Increase (ONPS).
31	133	Major Rehab of NPC Backlog.	Harpers Ferry Center.	15.0		\$60,000,000.	Budget Initiative.

=====

FUNDING REQUIRED FOR IMPLEMENTATION OF INTERPRETIVE CHALLENGE
LISTED BY YEAR

	FY1988	FY1989	FY1990	FY1991	FY1992	TOTALS
CHALLENGE NUMBER: 1	47,500.	664,800.	5,548,300.	15,518,300.	25,193,300.	46,972,200.
CHALLENGE NUMBER: 2	0.	100,000.	65,000.	0.	0.	165,000.
CHALLENGE NUMBER: 3	180,000.	600,000.	680,000.	353,000.	306,000.	2,119,000.
CHALLENGE NUMBER: 4	195,000.	845,000.	670,000.	500,000.	365,000.	2,575,000.
CHALLENGE NUMBER: 5	20,000.	5,679,000.	32,132,000.	26,760,000.	24,255,000.	88,846,000.
TOTALS	442,500.	7,888,800.	39,095,300.	43,131,300.	50,119,300.	140,677,200.

=====

=====

IMPLEMENTATION ITEMS FOR WHICH WASO HAS THE PRIMARY RESPONSIBILITY

CHALLENGE NUMBER: 1

Package Number: 1

- # 2 - Servicewide Core T/E Requirements.
- # 14 - Maintain Award Procedures
- # 31 - Use Electronic Mail for Announcements.
- # 38 - Allow Greater Attendance at Meetings.

Package Number: 2

- # 25 - Training - Use of Computers in Field.
- # 34 - Determine Attrition Rates.
- # 43 - Develop a Compendium of Professional Papers.

Package Number: 3

- # 8 - Reconvene Interp. Training Committee.
- # 12 - Evaluate Awards Program
- # 19 - Establish IVSI Advisory Council.
- # 39 - Publish Technical Bulletin.

Package Number: 4

- # 10 - Training - Interpretive Management

Package Number: 5

- # 5 - Training - Position Classification
- # 7 - Supervision of VIP's & Seasonals
- # 11 - Film - Role of the NPS Ranger
- # 13 - Institute New Awards
- # 15 - Training - Interpretive Development Program

Package Number: 6

- # 9 - Publish List of Available Courses.
- # 20 - Operate IVSI
- # 23 - Conduct Sociological Study
- # 32 - Profile Qualified Interpreters.

Package Number: 7

- # 18 - Increase NPS Interpretive Workforce.
- # 24 - Develop Innovative Interp Techniques and Media (IVSI)
- # 26 - Evaluate Interactive Computer system (IVSI)

CHALLENGE NUMBER: 2

Package Number: 1

- # 51 - Improve Operations Evaluation Manual.

Package Number: 2

- # 49 - Include Interp. in Performance Stds. of Supts/RD's.
- # 50 - Literature Review and Survey on Interpretation.

Package Number: 5

- # 54 - Survey and Propose New Standards for Evaluation.
- # 56 - Quality Promotion Program - Mobile Unit.

CHALLENGE NUMBER: 3

Package Number: 1

- # 84 - Develop Strategies to Work with Friends Groups.

Package Number: 3

- # 78 - Support Travel/Tourism Programs.

Package Number: 4

- # 70 - Support for Servicewide Initiatives.

Package Number: 5

- # 76 - Study Interpretive Potential for Urban Open Space.
- # 79 - Involve Tourism Rep. in Regional Chiefs Workshop.
- # 81 - Plan Mass Media Projects (Nationwide).

Package Number: 6

- # 59 - Analyze past Environmental Education Programs.
- # 65 - Task Force - National Strategy for Environmental Educ.
- # 66 - Develop Park Visitor Profile.
- # 68 - Develop Servicewide Theme-related Training.

CHALLENGE NUMBER: 4

Package Number: 1

- # 86 - Involve Interpreters in Committee Work.
- # 93 - Establish Priority System for Interpretive Initiatives.
- #102 - Do Personnel Exchanges and Interagency Training.

#103 - Require New Concession Contracts to Include Interpretation.

Package Number: 3

- # 99 - Study Relationship of Visual Quality to Interpretation.
- #101 - Conduct National Workshop with NASA on Research/Interp.
- #106 - Inventory Field Seminar Programs.
- #116 - Conduct a North American Interpreters Workshop.

Package Number: 5

- # 92 - Implement Bio-Diversity Program.
- # 94 - Develop Plan to Fund Field-initiated Programs.
- #105 - Analyze Visitor Data with Concessioners.
- #107 - Develop Strategy to Promote Seminar Programs.
- #108 - Devise Clearinghouse of Methodologies with Others.
- #109 - Committee to Plan 75th Celebration of Service.
- #111 - Select Delegation to 2nd World Congress.
- #112 - Interpret World Natural and Cultural Resources.
- #113 - Implement Strategies of International Task Force.

Package Number: 7

- #110 - Coordinate Regular Meetings with Other Agencies.

CHALLENGE NUMBER: 5

Package Number: 7

- #126 - Provide Cyclic Maintenance Funds for Interp. Structures.

5101 - Regular New Concession Contracts to include inspection

Package Number: 1

5102 - Study Relationship of Visual Quality to Interpretation

5103 - Conduct National Workshop with NAA on Research/Interp.

5104 - Inventory Field Seminar Programs

5105 - Conduct a North American Interpretive Workshop

Package Number: 2

5106 - Implement Site-Oriented Program

5107 - Develop Plan to Fund Field-Initiated Programs

5108 - Analyze Visitor Data with Concessioners

5109 - Develop Strategy to Promote Seminar Programs

5110 - Devise Classification of Interpretive with Others

5111 - Committee to Plan 75th Celebration of Service

5112 - Select Delegation to 7th World Congress

5113 - Investigate World Natural and Cultural Resources

5114 - Implement Strategies of International Task Force

Package Number: 3

5115 - Coordinate Regular Meetings with Other Agencies

CHALLENGE NUMBER: 4

Package Number: 5

5116 - Provide Civic Renaissance Funds for Interpretive Structures

=====

IMPLEMENTATION ITEMS FOR WHICH REGIONS HAVE PRIMARY RESPONSIBILITY

CHALLENGE NUMBER: 1

Package Number: 1

- # 3 - Review Vacancy Applications (Interpreters)
- # 16 - Plan and Monitor Fee Expenditures
- # 30 - Extend Announcement Period.
- # 35 - Publicize Professional Meetings/Training.
- # 36 - Encourage Participation in Professional Societies.
- # 37 - Increase Contacts with Local Institutions.
- # 45 - Involve Park Interpreters in Task Forces.

Package Number: 2

- # 28 - Conduct Workforce Planning/Recruitment
- # 33 - Use Career Fairs to Recruit
- # 41 - Establish Disk Library.

Package Number: 5

- # 42 - Award Professional Writing.
- # 47 - Use "Actings" in Regional Vacancies (Field).

Package Number: 6

- # 46 - Establish Interpretive Management Trainee Positions.

Package Number: 7

- # 22 - Refer to Implementation #55-56 (Evaluation)

CHALLENGE NUMBER: 2

Package Number: 1

- # 48 - Utilize Existing Policies and Guidelines.
- # 52 - Improve Operations Evaluation Process/Analysis.
- # 53 - Follow-up on Operations Evaluation.

Package Number: 5

- # 55 - Study the Impact of Interpretation.

CHALLENGE NUMBER: 3

Package Number: 3

77 - Select Parks for Enhanced Outreach Programs.

Package Number: 5

69 - Increase Funds to Interpretive Skills Courses.

72 - Urban Chief Interpreters Conference.

75 - Special Training and Information Distribution.

Package Number: 6

61 - Coordinate Education Programs with States.

CHALLENGE NUMBER: 4

Package Number: 1

91 - Implement Wolf Education Program.

Package Number: 3

96 - Sponsor Interregional Workshops - Establish Themes.

Package Number: 5

95 - Establish Descretionary Funds for Park Projects.

Package Number: 6

#104 - Provide Training to Coop. Assoc. & Concessioners Staff.

=====

IMPLEMENTATION ITEMS FOR WHICH PARKS HAVE PRIMARY RESPONSIBILITY

CHALLENGE NUMBER: 1

Package Number: 1

- # 1 - Review Management Positions (Develop Procedures)
- # 4 - Classification of Field Positions (Ops Evaluation)
- # 17 - Program Fee Expenditures for Media Rehab.
- # 29 - Post Vacancy Announcements
- # 44 - Use Details for Vacant Park Positions.

Package Number: 3

- # 40 - Encourage Subscriptions to Publications.

Package Number: 5

- # 6 - Annual Review - Supervisor to Staff Ratio

Package Number: 6

- # 21 - Operate Visitor Services Project.

CHALLENGE NUMBER: 3

Package Number: 1

- # 63 - Publication of Environmental Education Programs.

Package Number: 5

- # 60 - Develop Education Curriculums.
- # 64 - Support Junior Ranger Programs.
- # 71 - Coordinate Education Programs with Local Schools.
- # 80 - Use Mass Media for Local Marketing.

Package Number: 7

- # 62 - Cooperative Interpretive Projects with Other Agencies.

CHALLENGE NUMBER: 4

Package Number: 1

- # 87 - Include Interpretation in Project Workload analysis & T.D.

- # 88 - Include Interpreters in Resource Management Planning.
- #100 - Study Joint Agency Publications/Programs Options.
- #115 - Participate in Conservation-exchange Programs.

Package Number: 5

- # 89 - Develop Visitor Safety and Resource Interpretation.
- #114 - Facilitate Exchanges to Promote Intercultural Understanding

=====

IMPLEMENTATION ITEMS FOR WHICH HFC HAS PRIMARY RESPONSIBILITY

CHALLENGE NUMBER: 2

Package Number: 5

58 - Study Prime Sites for Interpretive Facilities.

Package Number: 6

57 - Study Media Techniques & Materials.

CHALLENGE NUMBER: 3

Package Number: 3

83 - Seek Private Sector Funding for National Traveling Exhibit.

Package Number: 6

67 - Interpret Historic Structures.

Package Number: 7

74 - Film on National Park System.

CHALLENGE NUMBER: 4

Package Number: 1

97 - Continue HFC/DSC Regional Reviews.

98 - Include Interpreters on Planning and Design teams.

CHALLENGE NUMBER: 5

Package Number: 1

#125 - Develop New Techniques for Accessibility.

#128 - Publish Inventory of Media Rehab. Needs.

#131 - Establish Management Advisory Group to HFC.

Package Number: 5

#124 - Study Need to Upgrade Entrance Facilities & Visitor Center.

#127 - Study Advisability of Establishing Western Field Office.

#129 - Provide Packaged Training for Media Maintenance.

Package Number: 6

- #118 - Establish Post-installation Review of Media Projects.
- #119 - Provide Computer Capability for Design of Media.
- #120 - Increase Design and Production Contractors.
- #121 - Provide Free Park Folders and Handouts.
- #123 - Publish NPS Atlas.

Package Number: 7

- #122 - Increase Capability to Conserve Artifacts for Exhibits.
- #130 - System for Packaging Media Needs For Parks.
- #132 - Examine the Role of the Interpretive Prospectus.
- #133 - Major Rehab of HFC Backlog.

=====

IMPLEMENTATION ITEMS FOR WHICH OTHERS HAVE PRIMARY RESPONSIBILITY

CHALLENGE NUMBER: 1

Package Number: 1

27 - Training - Desktop Publishing.

CHALLENGE NUMBER: 3

Package Number: 1

82 - Publish Professional Articles.

Package Number: 5

85 - Make Facilities Accessible and Appropriately Diverse.

Package Number: 6

73 - Issue Paper on Marketing Parks.

CHALLENGE NUMBER: 4

Package Number: 1

90 - Training - Use of Mass Media.

CHALLENGE NUMBER: 5

Package Number: 6

#117 - Construct New Facilities HFC/WPTC

IMPLEMENTATION ITEMS FOR WHICH OTHERS HAVE PRIMARY RESPONSIBILITY

CHALLENGE NUMBER: 1

Package Number: 1

1.1 - Training - Business Publishing

CHALLENGE NUMBER: 2

Package Number: 1

2.1 - Publish Professional Articles

Package Number: 2

2.2 - Make Facilities Accessible and Appropriately Divided

Package Number: 3

2.3 - Issue Paper on Marketing Books

CHALLENGE NUMBER: 3

Package Number: 1

3.1 - Training - Use of Mass Media

CHALLENGE NUMBER: 4

Package Number: 1

4.1 - Construct New Facilities NDC/MPTC