

Evaluation

Special Issue

The Interpretive Challenge

Fall 1989



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First -Year Accomplishments

Kenneth Raithel, Jr
Assistant Director,
Interpretation

This special issue of *Interpretation* is devoted to answering the question: "How are we meeting **The Interpretive Challenge**?" To provide an answer we asked the Washington office staff, the Harpers Ferry Center, and the regional offices and the parks to highlight their accomplishments toward achieving the goals expressed in **The Interpretive Challenge**. Those accomplishments are summarized in this issue.

The Interpretive Challenge and its companion document the "Implementation Strategies," provide many possibilities for action. The idea is that everyone wherever they work in the organization, has

differing and potentially positive opportunities to take action based on their local needs and resource situation.

The Interpretive Challenge presents a strategy to address and resolve five areas of concern — areas that are essential in maintaining a capable cadre of interpreters and essential to achieving the education role that interpretation plays in carrying out the mission of the National Park Service. **The Interpretive Challenge** contains five focus areas that are essential to ensuring we will be prepared to meet the challenges of the next five years and on into the next century. **The Interpretive Challenge** is the product of an extensive planning effort conducted in 1987 and 1988. That planning effort is only the beginning. A lot has already been done, more has been started, and much more will be done.

The planning effort seems to be influencing the budget allocations. For instance, in Fiscal Year 1990 there will be a \$750,000 increase to produce more free park folders. The department has advanced the National Park Service's Fiscal Year 1991 request for a \$2,000,000 increase in base funding for park education/outreach activities, and \$1,000,000 for Columbus Quincentennial park interpretation.

I take pride in what has been accomplished and the direction we are headed. I take even greater pride in the individual performance of the interpreters in the parks.

The Interpretive Challenge is alive. Its goals are as valid today as they were two years ago. The Director and the Regional Directors have expressed their support for continuing our pursuit to achieve the goals. So sit back, read, and enjoy a few moments of pride with the rest of us as we all learn what's happening throughout the system.





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.”

Washington Office

—This year for the first time, the National Park Service **Management Policies** for Interpretive Operations are reflected in a separate section intended to acknowledge the importance of interpretation to the mission. The policies have been rewritten and titled “Interpretation and Education.” (See Chapter 7 of the **Management Policies**)

—To provide better and more current information about the people who visit parks, the Visitor Services Project originally conceived by Dr Gary Machlis at the University of Idaho, was brought officially into the Service’s operational program. Two field interpreters are presently being trained to assume full responsibility for the continued development of this important activity. Now more than twenty parks have valuable information about the needs and desires of their visitors. In the future ten parks or more per year will have the opportunity to receive similar information.

—New and revised training programs directly related to Interpretation have been designed and offered through the combined efforts and support of the Office of Employee Development in Washington. One new program: the highly successful “Interpreting Native Cultures” was held in May at Olympic National Park.

—The servicewide volunteer program received an additional \$250,000 funding in FY 89 and is expected to receive \$500,000 more in FY 91; bringing it to a total of \$1,250,000—a 150 percent increase in three years. In response to the increase in Volunteers In the Parks, the servicewide “Training for Supervisors of Volunteers” has been given in six regions. The training is offered at no cost to the parks or regions. In addition, a new four-color volunteer recruitment folder has been completed to aide the field in attracting capable volunteers.

—The Division of Interpretation and the Division of Personnel, Washington, are continuing to more clearly define the work and responsibilities of interpreters in the field. The Survey of Field Interpreters was completed and much valuable information was gathered to help in the determination of options for career enhancement, position management, and recruitment. A task force is presently analyzing the survey results and will soon report to the Director and the field some concrete recommendations regarding interpretive personnel management.

—The Washington Office and the Regional Chiefs of Interpretation

have instituted the "Sequoia Award." This award is given to individuals who have made significant, long-term contributions to servicewide interpretation. Two presentations have been made, the first to Gene Cox, Chief Park Interpreter, Everglades, the second to Alan Mebane, retired Chief Park Interpreter, Indiana Dunes.

—Four of ten designated Regional Chiefs of Interpretation positions became vacant over the past two years. These positions were filled by high quality individuals with field interpretive experience.

—The Division of Interpretation has increased its staff to provide dedicated direction and increased liaison in the areas of cultural resource interpretation and cooperating association management.

—Cooperation with the Conference of National Park Cooperating Associates and individual Associations has resulted in more than a million dollar increase in donations to park interpretive programs. An agreement to set aside annually \$50,000 from National Park Service Passport Program to support interpretive initiatives has been enacted. This year that amount has been used to support the biological diversity initiative and training related to wildland fire.

—The technical bulletin, *Interpretation*, has finished its first year of publication. The recent survey of interpreters revealed that ninety percent of Field Interpreters received the bulletin and 78 percent feel the bulletin is extremely useful to them.

Harpers Ferry Center

—The Divisions of Historic Furnishings and Exhibit Planning and Design are using desktop publishing systems for exhibit and historic furnishing plans. Plans can be modified easily, and text, line drawings, and half-tone photographs are of sufficient high quality for publication. Considerable time and cost savings are being realized as a result.

—The Accessibility Task Force is making audiovisual programs more accessible to hearing impaired visitors through new captioning standards and procedures.

—The Division of Interpretive Planning has arranged a meeting for Regional Chiefs of Interpretation and their counterparts in the Forest Service to coincide with the meeting of the National Association of Interpretation.

Alaska Region

—The Division of Interpretation and Visitor Services coordinated the schedule for Interpretive Consultant Denny Olsen from Duluth, Minnesota, for seasonal training at Denali and Kenai Fjords. Mr Olsen presented sessions on the use of dramatics in interpretive programs.

—The Anchorage Alaska Public Lands Information Center identified, modified, and implemented an artificial intelligence software program for retrieval of an enormous quantity of recreation information on the public lands of Alaska.

—The staff from the Fairbanks Alaska Public Lands Information Center participated in Denali National Park's interpretive training, providing sessions on history of Alaska's public lands and interpre-

tive program planning.

—Personnel exchanges between the Fairbanks Alaska Public Lands Information Center staff and other related public land units provided orientation and cross-training for staff members.

—The staff at Sitka National Historical Park conducts training sessions for non-NPS groups. They conduct an annual training for US Forest Service naturalists working on the Alaska Marine Highway ferries. The Elder Hostel course conducted in 1987 at Sheldon Jackson College was attended by more than seventy enrollees. A similar class is set for Fall, 1989. A class on interpretive methods was held in 1989, for docents in training at the Sheldon Jackson Museum in Sitka.

—Since 1987, the Sitka Chief Park Ranger has received moral support and encouragement from the Park in the pursuit of a Masters Degree from the University of Oklahoma. He also participated in the Second World Congress on Heritage Interpretation and Presentation, held at the University of Warwick, Coventry, England, in 1988. In 1989, he joined a team of Alaska Regional Office staff to visit the Soviet Union to exchange ideas and information on Russian American history, interpretation, and cultural resource preservation.

—A second Glacier Bay Science Symposium held in September provided interaction between interpretation and research personnel, yielded some specific concepts about how to interface the two disciplines.

—Several parks are preparing Interpretive Operations Handbooks for use by new and returning employees.

—FY 88 fee enhancement money was used to produce an open-captioned version of the film, "Days of Adventure, Dreams of Gold," and to purchase a portable audio cassette player for interpretive use by visually impaired visitors at Klondike Gold Rush National Historic Park.

Mid-Atlantic Region

— Plans are underway at Appomattox Court House National Historical Park to work with the Virginia Division of Tourism's Annual Survey of Summer Visitors. A survey conducted by the Southern Institute of Research will provide the park with a profile of the Virginia visitor.

—An Edgar Allan Poe National Historic Site ranger attended an outside lecture on the life and works of Edgar Allan Poe and briefed the staff on the subject matter.

— An active role has been undertaken in the use of computers, other hardware, and software for interpretive operations at Fort Necessity National Battlefield, Upper Delaware Scenic and Recreation River, and Friendship Hill National Historical Site. Laser printers and desktop publishing capabilities have been used for print-quality site bulletins and interpretive exhibit labels. At Friendship Hill print-quality site bulletins are produced frequently to keep visitors informed about major restoration work underway at the Gallatin House.

—Extensive programs of in-house training continue at Independence National Historical Park. A "seminar" on Benjamin

Franklin produced training aids for other rangers. The park also expanded use of actors and artists during the summertime to recreate an authentic sense of 18th century activity.

—Independence National Historical Park singled out four rangers to receive the park's "Jefferson Cup" for interpretive excellence over the last twelve months.

—Petersburg National Cemetery interpretive staff worked with the Conservation Fund to provide information relating to the historic significance of the Five Forks Battlefield. The National Park Service, the Conservation Fund and the principal landowner of the Five Forks Battlefield collaborated in the sale of land to the Conservation Fund, which will eventually transfer it to the National Park Service as a major addition to Petersburg National Battlefield.

Midwest Region

—The region sponsored three theme related zone workshops in 1988. Superintendents and Chiefs of Interpretation from parks representing The Great Lakes, Presidential Homes and the Prairie gathered to discuss common management concerns, research and resource management issues and to share interpretation ideas.

—The Regional Science Office provided funding for a Visitor Services Project at Lincoln Home in FY89 that will seek information on economic impact of park visitation on the local economy as well as visitor information and evaluation on interpretive programs and services.

National Capital Region

—The Potomac Heritage Award was established by National Capital Region in 1988 to recognize the most innovative and effective interpretive program. The 1988 winner was Kenilworth Aquatic Gardens. In addition to the recognition is the prize of \$4,200—the cost of a summer seasonal.

—A forty-hour chief interpreters workshop was held in March, 1989; the theme was "Service Excellence."

—The Division of Interpretation coordinates an annual Interpretive Seminar Series: these are in-depth forty-hour courses that explore subjects of regional importance. The 1988-89 topic was "The Civil War."

—C&O Canal National Historical Park converted 17 seasonal interpretive positions to permanent subject-to-furlough, to better recruit and retain qualified employees.

—The National Capital Region Division of Interpretation installed a desktop publishing system to assist parks and produce regional materials. Through July, 1989, more than forty publications have been completed.

—A Parks and History Association donation funds sign language interpretation for hearing-impaired visitors attending interpretive programs throughout the Region.

—The National Capital Region Interpretive Specialist completed an 18-month communication program through the Albright Fund. This training will be applied to interpretation, training, and supervision.

North Atlantic Region

—Two “Recruitment Workshops for Interpreters” were held in 1989 to discuss hiring authorities, recruitment sources, position management, and networking to fill interpretive vacancies. This was an attempt to address continuing concerns over finding qualified candidates to fill interpretive jobs. Interpreters now serve as members of the Regional Recruitment Committee.

—Improving the management skills of North Atlantic Regional interpreters has been adopted as a special theme for training for FY89 and FY90. Management training is planned as a component of the Chief Interpreters Conference scheduled for September, 1989.

—The Public History Department of the University of Massachusetts will be working with Frederick Law Olmsted National Historic Site, John F Kennedy National Historic Site, and Longfellow National Historic Site in assisting park staffs to review current interpretive offerings and devise possibilities for future programming.

—A “Basic Interpretive Skills” manual, written by George Berndt, former Chief of Interpretation at Martin Van Buren National Historic Site, allows interpretive supervisors flexibility to provide basic communications skills on-site on a self-study basis.

—For FY 89 parks were asked to include implementation of **The Interpretive Challenge** as part of their annual goals and objectives.

—The Regional Chief participated in a Washington Office task force exploring the establishment of an Interpretive Institute for the National Park Service.

—The North Atlantic Regional Office Audiovisual Production Specialist has organized several courses on utilizing computers in interpretive operations. Use of E-mail, Compu-Serve, project management software, and WordPerfect have been instituted. Interpretive and Skills Team bulletin boards have been established and the Divisional Secretary devised a regionwide distribution system for transferring information electronically to all North Atlantic Regional chief interpreters.

—Volunteers at Women’s Rights National Historical Park and Saint Paul’s Church National Historic Site have conducted significant research activities to support the parks’ interpretive programs.

Pacific Northwest Region

—The Region has developed a custom-designed computerized library management system that handles all holdings in the Region as one collection. In August 1989, eight librarians from three regions received forty hours of tuition-free training in the techniques of the system and were provided with free software to help mount the system. A proposal for servicewide adoption of this system and development of a single, servicewide database (BIBNET) is on the Director’s desk.

—The Region’s first Interpretive Management Trainee is now the GS-9 District Ranger at West District, Olympic National Park. The second incumbent has received 236 hours of formal training and is involved in all activities of the Division.

Rocky Mountain Region

—Rocky Mountain Region for FY 1989, parks were asked to include implementation strategies for **The Interpretive Challenge** as part of the annual goals.

—Glacier National Park has established special parkwide team awards ceremonies held in each sub-district to recognize the contributions of National Park Service seasonals and concessioner employees.

—Glacier National Park is considering the establishment and staffing of a position that will serve as a coordinator between interpretation and other divisions (particularly resource management/research, and work with surrounding agencies/private entities, and to develop special programs/activities. This position will facilitate innovative interpretive programming.

—Glacier National Park is making a special evaluation of their interpretive staff training needs.

Southeast Region

—The Southeast Region began a program in 1988 to systematically review, plan and set priorities to meet needs (media, training, staffing/organizations, etc) to improve park interpretive operations. The program employs the Statement for Interpretation as the principal means by which park interpreters and management communicate plans for meeting interpretive program management and staffing needs, providing research and development and assuring program relevance. The overall goal of the program is focus, effectiveness and efficiency—factors in professionalism in interpretive operations.

Southwest Region

—For the second year in a row the staff of Fort Davis National Historic Site received the Garrison Gold award. In recognition of parkwide commitment and accomplishments in interpretation, the park receives \$2,000 added to its park budget and a storyteller doll of Pueblo Indian design. Each year a plaque naming the regional winner is added to a larger storyteller ceramic doll on permanent display in the Southwest Region's Old Santa Fe Trail Building.

—Big Bend National Park reorganized the park staff so that there is now line authority for interpretation.

—A regional librarian was hired to restore and develop the Southwest regional office library. The library will be developed into a Union Catalog and software systems are being acquired to facilitate computer-based literature searches. The goal is to have all park libraries in the region recorded on software to facilitate park to park and park to region searches. The professional librarian will also assist the parks in the management of their libraries.

—Because of the backlog of Interpretive Prospectus needs, the regional office staff began a strategy of meeting at parks and developing 10-238's for interpretive development in collaboration with staff members from the parks and Harpers Ferry Center.

—The regional office commenced the production of the quarterly publication *Contact* to promote the sharing of information among parks and the regional office. The publication includes books reviews, philosophical essays, sources of supplies, procedures for acquisition, conservation techniques, and other elements of operations.

Western Region

—USS *Arizona* Memorial revamped the interpretive division turning five GS-5 positions into GS-7 positions which created upward

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mobility and professionalized duties in the park.

—At Golden Gate National Recreation Area a park-wide group was formed to study all aspects of Interpretive Operations. This group has made recommendations and suggestions that will improve quality and professionalism in the park.



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."

Washington Office

—Three parks (Edison, Morristown, Mt Rainier) are formally experimenting with evaluation techniques in an attempt to identify simple, inexpensive, and relevant approaches to evaluating interpretive services and media. In addition, at least two regions are conducting their own approaches to evaluation.

—The Division of Interpretation is continuing to revise the standards for interpretation as part of the Service's established operations evaluation system.

—Last year several regional offices incorporated the goals of **The Interpretive Challenge** into their annual revision of the statement for interpretation as a way to provide focus to field operations and measure accomplishments.

Harpers Ferry Center

—The Center is preparing to establish evaluation systems as a regular part of their design and installation monitoring activities.

Alaska Region

—Denali National Park and Preserve instituted computer analysis of visitor attendance at interpretive programs/activities in 1988.

—Glacier Bay National Monument holds biweekly meetings with the interpretive staff which had resulted in continual feedback and improvements to the interpretation operation.

Mid-Atlantic Region

—Interpretive staff supervisors at Colonial National Historical Park formalized and refined the process used for training interpretive auditing into written form. The form has been well-received by both NPS and non-NPS interpreters.

Midwest Region

—The Region initiated an Interpretive Review Team consisting of front-line and management level interpreters who provide peer review of park interpretive operations. These are done at Superintendent's request and augment the Operations Evaluation schedule. The results are non-binding but very effective in promoting improvements in the interpretive operation.

—Regional Office or park interpreters participate in Operations Evaluations conducted with the Region. Park interpreters find these experiences valuable in reviewing their own interpretive

operations after returning to their park.

—The Division of Interpretation provides input to all Superintendent's annual performance standards regarding their park's interpretive program.

National Capital Region

—George Mason University has been contracted to produce a Supervisor's Guide to Interpretive Program Evaluation; funding was provided by Washington Office and National Capital Region Divisions of Interpretation. The report is due in December 1989.

—National Capital Regional Office staff frequently visits parks and audits activities. Much feedback is handled informally. This is often more effective at producing positive change by minimizing defensive reactions.

—The George Washington Memorial Parkway began recording interpretive programs on case incident reports (#343), which will be computerized for better analysis and recall.

North Atlantic Region

—The Regional Office began an Evaluation Manual for interpreters to provide techniques for evaluating interpretive media such as exhibits, publications, waysides, and audiovisual programs as well as personal services.

—The Regional Division of Interpretation provides yearly input into Superintendents' performance evaluations regarding the quality of their parks' interpretive programs.

Pacific Northwest Region

—In cooperation with the Harpers Ferry Center Divisions of Interpretive Planning, Wayside Exhibits, and Museum Production, new standardized procedures were developed for the maintenance of interpretive exhibits. These were published in July 1989, for immediate implementation.

—At least one qualified interpreter is on every Operations Evaluation team. Each park in the region is visited every three years on an average. Team members are responsible with follow-up to assure identified performance shortfalls are improved on schedule.

Rocky Mountain Region

—Florissant Fossil Beds National Monument has developed an in-house evaluation system which offers a chance for self-evaluation, evaluation by supervisor, and staff evaluation of overall programs at the end of the season. Special audit forms are available for this.

—Mount Rushmore National Memorial is requiring program themes and objectives for each program, and has updated standard operating procedures for each facility and interpretive operation to assure uniformity and consistency. It is also assisting the Chief of Maintenance in identifying interpretive standards and assuring interpretive facilities receive high priority for repair and rehabilitation.

—Pipe Spring National Monument is involving the Superintendent in its program evaluation team which will evaluate various media and facilities as well as personal services programs.

—Pipe Spring National Monument is developing a check list of standards for staff/visitor programs which will guide various elements of program presentation.

Southeast Region

—The annual preparation of park Statements for Interpretation is promoted by the region as an opportunity for each park to analyze interpretive programs in terms of focus, effectiveness and efficiency. This evaluation is done in consultation with regional interpretive specialists to assure program consistency and conformance with management policies and objectives.



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."

Washington Office

- The servicewide Clearing the Air and Biological Diversity initiatives resulted in source materials, program guides, and educational publications for use by field interpreters.
- The Wolf Education Program produced audio-visual and written educational materials for field interpreters and school groups.
- The Wildland Fire Initiative resulted in wayside exhibits, publications, and exhibits for three parks.
- The first interpreters training workshop was held with Native Americans to begin an awareness program for interpreters, media planners, and designers.
- The Columbus Quincentenary celebration planning is well underway and identifies numerous opportunities for individual park initiatives and servicewide interpretive media efforts.

Harpers Ferry Center

- The Harpers Ferry Center has contracted a concept plan for "Treasures of the Nation," a multi-million dollar traveling exhibit and IMAX film, scheduled to open in 1991. Private funding for the production of the exhibit is being solicited.

Alaska Region

- Through a coordinated effort with the Anchorage School District and the US Fish and Wildlife Service, the Anchorage Alaska Public Lands Information Center Assistant Manager has developed a comprehensive Anchorage Area Environmental Education Curriculum Project.
- Fairbanks Alaska Public Lands Information Center Assistant Manager taught a three credit, one semester, senior level college course on "Alaskan Environmental Education" for 25 students.
- Fairbanks Alaska Public Lands Information Center staff has developed teaching loan kits for schools, begun a lecture series on various outdoor topics, and initiated the Fairbanks Downtown nature walk.
- Fairbanks Alaska Public Lands Information Center and Denali National Park and Preserve staffs participate in ElderHostel education programs.

—Gates of the Arctic staff presents interpretive programs on the concept of National Parks at local schools.

—Interpretive messages at Kenai Fjords National Park center around the natural resources of the park and the information gathered from current resource management programs.

—Sitka National Historical Park has been an active participant in the Southeast Alaska Native Arts Consortium with the goal of promoting an understanding and appreciation of Native art and culture. For the past three years, the Consortium, consisting of the Park, Sheldon Jackson Museum, Greater Sitka Arts Council, Sitka Historical Society, and the Southeast Alaska Indian Cultural Center, has conducted a Native art show to coincide with the city's Alaska Day celebrations.

—A second Tlingit sea otter work canoe was completed at the Tlingit community of Hoonah. The project was coordinated by Glacier Bay National Park and Preserve using a combination of Park funds and donations, and resulted in improved cooperation and understanding between the park and the community.

Mid-Atlantic Region

—Appomattox Court House National Historical Park worked with a number of groups to promote Heritage Education through seminars/field study programs and other in-depth educational opportunities. These groups included the Congress of Civil War Roundtables, Confederate Historical Institute, Campaigning with Lee Seminar (Virginia Polytechnic Institute and State University) and the U.S. Army (Staff Rides).

—Virginia District interpreters at Assateague Island National Seashore have taken their popular and inexpensive summertime puppet show "on the road" to schools in the off-season. It is well received by students and teachers. A video-taped performance will be sent to all Regional Chief Interpreters in the fall.

—The Fredricksburg and Spotsylvania National Military Park staff commemorated the 125th Anniversary of the Battles of the Wilderness and Spotsylvania. A lecture series, symposium, and special guided tours reached thousands of visitors, using the park staff and subject-matter experts from outside the Service.

Midwest Region

—The Region, in cooperation with National Parks and Conservation Association, the Minnesota Environmental Education Board, Voyageurs National Park and Indiana Dunes National Lakeshore has developed an extensive curriculum on Biological Diversity. Developed for fourth through sixth graders, it consists of ten units to assist National Park Service Interpreters and teachers in teaching this critical issue.

—Several parks initiated Junior Ranger programs. At Cuyahoga, a unique Junior Ranger Program was initiated which provided a three-day, two-night backpacking adventure featuring environmental education for inner city youth. This program received significant private sector support including donations of camping equipment and food from various companies. The Secretary of Interior and National

Park Service Director also recognized this program as supporting the Take Pride in America Program.

—George Rogers Clark National Historic Site and Eastern National and Monument Association developed a children's activity book entitled "Fun"tier Adventures which is designed to help children better understand and appreciate the conquest of the Old Northwest Territory.

—The Museum Education Program at Jefferson National Expansion Memorial has developed numerous topical programs in concert with the local school curriculums for grades K through 12. In 1988, 56,700 contacts were made through these programs. The park has also developed introductory slide programs and "traveling trunks" of hands-on materials to aid teachers in pre-visit activities.

National Capital Region

—Interpreters from several parks and the National Capital Regional Office presented environmental and heritage education programs to students at two "Adopt-a-schools," as part of the US Department of Interior Partnership in Education program.

—C&O Canal developed an agreement with Coppin College to research black involvement in the development of the Potomac Valley.

—Fort DuPont Park initiated an on-site environmental education program with District of Columbia schools; programs are conducted by teachers, with assistance from National Park Service interpreters.

North Atlantic Region

—Adams National Historic Site is developing a pre-visit orientation program for grades 4 through 12. The park has participated in an ongoing educational project with the Quincy Historical Society and is developing an "English as a Second Language Program" to offer local and out-of-town educational institutions. For example, students from Quincy High School write translations of the guided tour of the "Old House" in Arabic, Burmese, Chinese, Vietnamese, and Hungarian.

—Gateway National Recreation Area has extensive children's programs dealing with environmental education. Among these are Operation Explore, Ecology Village (the only tent camping program in New York City), Art and the Outdoors, the Sandy Hook Discovery Program, and the Wildlife Refuge Environmental Education Facility. The Gateway Environmental Study Area is operated in conjunction with the New York City Board of Education for scheduled school groups and teacher training workshops. The park has begun a pilot program on "Scientists, Performers and Artists in Residence at Gateway." The North Atlantic Region Division of Interpretation is also working with the staff of the Job Corps at Gateway to develop curriculum for Park Ranger (Interpretation) training.

—Theodore Roosevelt Inaugural National Historical Site has the largest volunteer program in the North Atlantic Region. Some of its primary interpretive programs are offered for school children by their volunteer staff.

—The North Atlantic Region held a conference on "Interpretation in Urban Areas" in April, 1989 which featured workshops on

“Reviewing Your City’s Open Spaces through Education,” “Parks and Schools: Partners in Education.”

—The North Atlantic Region “Interpreting Critical Resource Issues” conference to be held in November, 1989, will feature workshops on “Partnerships and Environmental Education,” “Acid Rain/Air Quality,” “Managing Human Impact on Resources through Interpretation,” “Media and Tourism,” “Threats to Archeological Resources,” “Water Quality,” “Adaptive Reuse,” “Deer Management,” and “Marketing and Effective Communication of Critical Resource Issues.”

Pacific Northwest Region

—The Pacific Northwest Regional Office has an ambitious goal to produce at least one comprehensive, portable exhibit per month to communicate the on-going responsibilities and products of each division. First target audience is the Regional Office staff. Then the exhibits are exported as appropriate to conferences, meetings, public programs and activities, and are loaned to conservation/public service organizations for their agendas.

—The Region is actively involved in development of a Pacific Institute of Natural Science (\$7 million + project) at Ashland, Oregon. Three hundred thousand dollars have been appropriated for each of six federal land management agencies, including National Park Service, to develop major exhibits.

Rocky Mountain Region

—The Rocky Mountain Regional Office has been deeply involved with coordinating review and distribution of the Wolf Education Project.

—Glacier National Park began developing an in-depth environmental education program including pre-site, on-site, and post-site activities related to the Northern Continental Divide Ecosystem. The program will be developed through an interagency/international approach.

Southeast Region

—A learning laboratory of Ocmulgee National Monument is supported by the park but run by school teachers who use the park’s facility to teach students about Native American activities.

—Interpreters from Chattahoochee River National Recreation Area work with a private conservation organization (Chattahoochee Nature Center) to provide environmental education opportunities for school children of the Atlanta metropolitan area.

Southwest Region

—The Southwest region staff is working with Harpers Ferry Center and Salinas Pueblo Missions to produce a Nova-type video program. The program will be used in visitor centers, as a loan product, and as a sales item. Unlike other Service Audiovisual programs, this will have an on-screen narrator. The cost is expected to be only a fraction of the traditional 16 mm programs, and the technique may be used elsewhere.

—The staffs of Aztec National Monument and Chickasaw National Recreation Area are writing articles that regularly appear in local newspapers, using this cost-effective strategy to inform readers about park programs, resources, and threats, and to promote environmental ethics.

Western Region

—Grand Canyon National Park started a program of “Science to the Visitor” in which seminars and programs are held making scientific data useful and meaningful to visitors.

—Hawaii Volcanoes National Park is using outside groups, such as “Puppets on the Path,” to accomplish outreach and Environmental Education goals.

—Major efforts have been made at Channel Islands National Park to get park management concerns out to the public through television, newspapers and magazines.



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 delegations of authority. Coordinated interdisciplinary programs will result."

Washington Office

—Significant progress has been made integrating the visitor development and interpretive media programs of the Harpers Ferry Center and the Denver Service Center. Major development projects with significant interpretive facilities have been funded by Congress and are underway with improved coordination between team members in both offices.

—Two Harpers Ferry Center interpretive planning positions have been established to be located in the Denver Service Center. Through this cooperative agreement interpretive planning will be an early factor in the final outcome of major visitor facilities.

—The Harpers Ferry Center has provided critical support to the design and publication of the technical bulletin *Interpretation* and the Denver Service Center to the Inventory of Interpretive Media and Assessment of Maintenance Needs.

—Partnerships in interpretation with other Federal agencies have progressed through regular interagency meetings, the exchange of information between agencies, and the offering of training.

—Three field interpreters, an interpretive planner from Harpers Ferry Center, and the Chief Interpretation, WASO, attended the second world Congress for Heritage Presentation and Interpretation in Coventry, England. As well, a field interpreter was selected to join the evaluation team to the Taj Mahal in India. Plans are underway for a North American conference on interpretation to be held in 1991. This conference will be the culmination of several regional mini-conferences to be held throughout the country prior to 1991. The mini-conferences are a first time ever cooperative venture between several Federal agencies, parks, Canada and the National Association for Interpretation.

—The Interpretation and Visitor Services Institute concept has been more closely evaluated by a committee of NPS and non-NPS representatives of natural, cultural, and urban park resources. The Committee Chair Dr Donald Field, University of Wisconsin, has prepared a draft proposal that is presently under review. The institute concept is aimed at establishing an organized series of stimulating problem solving events and research programs. The institute sometimes referred to as the "Interpretute," would seek to build stronger linkages with all CPSU's, cooperating associations, concessioners, and other organizations involved in interpretation.

Harpers Ferry Center

—Generic Visitor Protection and Resource Management wayside exhibits were developed for use in many parks; the Division of Publications uses similar messages in park folders. The concept imparts vital information at relatively low cost.

—The Center developed wayside exhibits, a museum exhibit, and a film to help interpret the fires at Yellowstone and the recovery program for 1988.

Alaska Region

—Kenai Fjords National Park has maintained a cooperative working relationship with a variety of agencies working on the oil spill. It was largely due to National Park Service initiative that the Incident Command Team was set up in Seward in response to the oil spill at the very beginning. The National Park Service has worked closely with Alaska Occupational Safety and Health Administration, ADEC, US Fish and Wildlife Commission, Exxon, US Geographical Survey, Department of Natural Resources, ADF&G, and Chugach Alaska Corporation.

—Anchorage Alaska Public Lands Information Center worked cooperatively with several state and federal agencies to provide interpretive services; ie, a statewide campground map, an interpretive exhibit on the Alaska oil spill, an Environmental Education curriculum, and a US Geological Survey satellite imagery display.

—Fairbanks Alaska Public Lands Information Center developed a booth and display for the Alaska State Fair in conjunction with personnel from Alaska State Parks, Bureau of Land Management, and the US Fish and Wildlife Service. This resulted in an estimated contact of 2500 people per summer.

—Park research personnel at Denali National Park and Preserve participate in training of interpreters and provide input into program and exhibit development. The interpretive staff assists in research project activities. Biodiversity training was given to all interpreters in May 1989.

—The Interpretive Specialist at Klondike Gold Rush National Historic Park presented a training session on historic site interpretation, guided tours, and the art on interpretation for Parks Canada contract guides at Whitehorse, Yukon.

—Seminars are held between research and interpretive personnel at Glacier Bay National Park and Preserve through the year to facilitate understanding of current research findings.

Mid-Atlantic Region

—Assateague Island National Seashore is using donation funds for a research program by University of Maryland—Eastern Shore on Assateague seashells. A brochure on the subject is nearing completion.

—Friendship Hill National Historic Site is working with Old Bedford Village, the US Bureau of Mines, and the Williamsport Preservation Training Center in conjunction with restoration work they are doing on the Gallatin House.

—Independence National Historical Site conducted staff training on air quality and incorporated discussions on acid rain and its effect on tombstones into a new program conducted at Christ Church Cemetery.

—Johnstown Flood National Memorial rangers provide interpretive tours of historic Bethlehem Steel (known as Cambria Iron Works at the time of the Johnstown Flood). These tours are done in cooperation with Bethlehem Steels' tours of modern steelmaking,

America's Industrial Heritage Project, and the Greater Johnstown Chamber of Commerce.

—Numerous interpretive programs, exhibits, and publications have been produced on the following resource management issues: Gypsy Moth Caterpillars, Air Quality and Acid Rain, Bear Management, and Deer Management at Shenandoah National Park.

—Upper Delaware Scenic and Recreation River provided local canoe livery operators with cassette and video tapes on river safety to orient their customers to proper safety procedures and river etiquette. Water safety posters continue to be produced and distributed to canoe liveries.

Midwest Region

—The Interpretive Division at Cuyahoga Valley National Recreation Area, assisted the Resource Management Division with the park's gypsy moth monitoring program. Interpreters involved visitors in establishing the study area, placing traps and monitoring the traps. Data was provided to the Resource Management Division and integrated into the overall park monitoring project, yet provided a unique interpretive opportunity for park visitors and field interpreters.

—The theme of the 1988 Veiled Prophet Fair at Jefferson National Expansion Memorial was Parks USA. Interpreters from various parks across the Service presented interpretive programs or activities to the estimated 3.5 million fairgoers. The NPS also provided an information tent, HFC exhibits, Cooperating Association poster display and sales.

National Capital Region

—George Washington Memorial Parkway Superintendent John Byrne and National Capital Regional Office Interpretive Specialist Sam Vaughn visited the country of Burma to consult on the establishment of new national parks. Superintendent Byrne coordinated a visit to NPS areas by Burmese park officials.

—The region's Interpretive Specialist presented five two-hour communication workshops to tour narrators employed by Tourmobile, the prime tour concessioner in Washington, DC.

—George Washington Memorial Parkway interpreters worked with George Mason University to plan and present a course on the National Park Service to parks and recreation majors.

—The National Capital Region Museum and Archeology Regional Storage facility developed an education exchange program with the Smithsonian Institution. Courses include conservation, preventive maintenance and innovative storage techniques.

North Atlantic Region

—An "Interpretation in Urban Areas" workshop was held April 4-6, 1989, with 114 participants from many public and private organizations, including the Metropolitan District Commission, the Massachusetts Department of Environmental Management, the Appalachian Mountain Club, the New York City Board of Education, and the New England Museum Association. Many of these groups also assisted with planning the conference.

—The North Atlantic Region interpretive staff participates in the Interpretive Training Institute, composed of several New England

public and private organizations who work together on joint interpretive training projects.

Pacific Northwest Region

—The National Park Service, Washington State Ferry System and The Washington State Centennial Commission cooperatively developed six recreation resource and environmental education theme exhibits and installed them on all the major ferry boats on Puget Sound.

—About two hundred thousand copies of the cooperatively produced brochure “National Parks and National Forests of the Pacific Northwest” have been dispensed over four years.

—Field seminars in cultural resources are being done by Cultural Resources, Interpretation and park staff in cooperation with state educational institutions and the National Association for Interpreters.

—Pacific Northwest Region has established a \$100,000 per year Cyclic Exhibit Maintenance Program: exhibit projects compete only with other exhibit maintenance projects.

Rocky Mountain Region

—Capitol Reef National Park developed a visitor publication entitled “Resources Update” to bring biodiversity and other park-specific resource issues to the public’s attention.

—Florissant Fossil Beds National Monument has initiated an interpretive exchange with the local US Forest Service districts, and participated in interagency training sessions with local cities, counties, colleges, and State and Federal agencies.

—Badlands National Park is encouraging its staff to participate as guest instructors for Natural Resources Program classes at its local college and in high school science classes.

Southeast Region

—Cooperating associations, concessioners and “friends” groups are integral in the Southwest Regions’s efforts to assure high-quality, efficient and effective interpretive operations. Training is provided to such groups to assure appropriate/correct messages are related to the public. Parks in the region have used visitor data collected by groups such as concessioners to make decisions on changes in interpretive services.

—The cooperating association at Everglades recently produced an interpretive newsletter explaining the fires experienced in the park during the spring, 1989.

Southwest Region

—The staff of Big Bend National Park is participating in Borderlands Conferences, designed to share methods and information with nearby parks in Mexico.

—The staff at Salinas Pueblo Mission is now coordinating its education effort with the nearby New Mexico state parks. Interpreters from each organization present programs at their counterpart’s area, thereby expanding the topics covered.

Western Region

—Hawaii Volcanoes and Haleakala National Parks coordinated the formation of a statewide group consisting of Federal, state and local organizations to deal with critical resource management issues.

—Death Valley National Monument has done extensive work with other agencies and with other parks on desert issues.

—Pu'uhonua o Honaunau National Historic Park has hosted statewide museum meetings and trainings.



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."

Washington Office

—An inventory of interpretive media and assessment of maintenance needs related to park interpretive media has been completed and distributed throughout the service. The results of this first ever inventory are anticipated as the proposed 1991 appropriation for the service requests \$2.5 million increase to the media rehabilitation and repair program of the Harpers Ferry Center.

—Cyclic maintenance programs, aimed specifically towards interpretive facilities are established in six of ten regions.

—A management advisory group made up of regional and park officials serves both the Denver Service Center and the Harpers Ferry Center. Their charter is to work with the centers to improve coordination between offices and improve service to the field.

Harpers Ferry Center

—Funding was secured and preliminary design work is underway to provide replacement of unsafe and inadequate facilities at the Harpers Ferry Center. The new construction will provide proper work space for the conservation of historic artifacts used in exhibits, the storage of historic objects, and the maintenance of audio/visual equipment used by parks.

—Desktop publishing, project management, computer imagery techniques, and portable word processing have been expanded throughout the operations of the Harpers Ferry Center.

—The Division of Museum Production revitalized the exhibit rehabilitation program and refined project management to provide faster, better, less-expensive service to parks and regions. The Division acquired a Gerber sign making machine to use for minor exhibit rehabilitation instead of silkscreening label copy.

—The Division of Exhibit Planning and Design coordinated a three-day seminar on theater arts. The medium has heretofore been under-used in museum exhibits. The new Johnstown Flood exhibit uses set designs to recreate the flood scene in the museum.

—Exhibit Planning and Design is developing exhibits that allow visitors to see as little or as much as they choose. A visitor can thus

skim an exhibit without being constrained by a formal thematic route. This involves planning an exhibit design and labeling by “levels” similar to newspaper layouts.

—Computer technology is being explored to replace fiber optics in exhibits. This will save in maintenance costs and will allow parks to modify exhibits more easily and quickly.

—Exhibit Planning and Design has developed a system for the Riley Creek Access Center at Denali National Park and Preserve that promotes park input using existing computer and printing equipment to put out visitor information labels of public viewing.

—The Divisions of Conservation and Exhibit Planning and Design developed a prototype exhibit case of standard design that can be used to house exhibits in buildings without good climate control. The cases contain a buffer of cotton batting to help stabilize changes in relative humidity within the case and protect sensitive artifacts.

—The Furniture Conservator in the Conservation Division developed a plexiglass and velcro assembly system for upholstered fabrics that allows examination of an object’s framework. The furniture lab distributed results of a ten-year test on the effect of sunlight on a variety of wood finishes. The tests show that UV filtering does not inhibit fading, as many people think.

—The Division of Wayside Exhibits has developed a four-color porcelain enamel process for producing exhibit panels. The process allows production of non-fading color photographs and text on wayside panels at the same cost as imbedded fiberglass and reduces the time necessary to complete a project.

—In response to **The Interpretive Challenge**, a comprehensive systemwide analysis was conducted in 1988 to quantify the number and condition of interpretive media currently in use throughout the National Park System. In addition, a computer program was developed to forecast project costs necessary to bring deficient items up to standard. It was concluded that \$186 million was needed to improve exhibits, audiovisual programs, wayside exhibits, and historic furnishings. In addition, a publications backlog of \$7.5 million for maps and folders, handbooks, and an Atlas of the National Park Service, was identified over and above the present publication program.

Alaska Region

—Alaska Regional Office has produced, in cooperation with Horace Albright Training Center, two videos on the Alaskan oil spill. They have also developed a media resource library on the spill. The Division of Interpretation and Visitor Services participated in the production of a new publication “Black Tides” on the oil spill in conjunction with the US Forest Service, and published by the Alaska Natural History Association.

—Anchorage Alaska Public Lands Information Center developed an interagency exhibit on the Alaskan oil spill, currently on display at the Center.

—Two major projects involving Harpers Ferry Center and the Glacier Bay National Park staff were completed or underway. New

exhibits were installed at the visitor center at Bartlett Cove in 1988. Work continues on portable exhibits for use in interpretive programs on cruise ships.

Mid-Atlantic Region

—Using fee enhancement funds, exhibits in the Appomattox Court House National Historical Park visitor center and Clover Hill Tavern have been rehabilitated and historic furnishings in the McLean House have received conservation treatment.

—In conjunction with Harper's Ferry, the park staff at Colonial National Historical Park utilized local personnel and funding as well as grant funding to upgrade the Jamestown Visitor Center exhibit area. This included changes in floor plan, new colors, signs and lighting. The change has been dramatic.

—Fredericksburg and Spotsylvania National Memorial Park staff designed, wrote and provided photographs for a new park handbook in the unigrid format, and is working with Harpers Ferry Center on the production of maps. This completed handbook will be a notable landmark in the park's interpretive history.

—Upon completion of the new visitor center at Johnstown Flood National Memorial various new media technologies will interpret for park visitors including a fiber optic map showing the path of the flood, supplemented by eight-tract narration; computer stations with touch-sensitive screens and laser disk players used by visitors to obtain information on services, facilities and attractions in the area; and a sophisticated 35mm film with state-of-the-art video techniques and stereo surround sound.

—An Information Station Specialist radio transmitting unit was installed to provide orientation for motorists approaching Upper Delaware Scenic and Recreation River. The message can also be broadcast in Spanish to reach the largest non-English speaking group recreating on the Upper Delaware.

Midwest Region

—Regional cyclic maintenance funds are being applied to interpretive rehabilitation projects such as exhibits and waysides. The Regional Office funded design and construction of new visitor centers at Voyageurs and St Croix and is preparing drawings for a new visitor center at Agate Fossil Beds.

—Illinois and Michigan Canal National Heritage Corridor has had great success in pulling state, county, and city officials together with corporations, private businessmen, and volunteers, to design and install exhibits at interstate rest areas, conduct joint training for interpretive employees, and produce booklets and a movie for the Corridor.

—The Regional Office developed a wayside exhibit promoting use of other NPS areas in the states of Ohio, Pennsylvania, West Virginia, Kentucky and Indiana.

—Twenty television stations in four states agreed to show "Islands of the Spirit," a newly produced 26-minute film on the Apostle Islands.

National Capital Region

—“The Kiosk,” a monthly listing of NCR interpretive programs was improved with a new design and culled mailing list; this was a cooperative effort of NCR Public Affairs, NCR Interpretation and the Parks and History Association publications branch.

—The Interpretation Division has initiated a series of large-print interpretive brochures for sight-impaired visitors.

North Atlantic Region

—The **Interpreter’s Window** was initiated to improve regionwide communications for interpreters. This publication features information on programs in North Atlantic Region parks, job and training opportunities, meetings, and topics impacting interpretation in National Park Service and the region.

—The Region’s Audiovisual Production Specialist responded to 48 requests for assistance from NAR parks and produced an audiovisual handbook to aid in park maintenance of audiovisual equipment.

—The North Atlantic Division of Interpretation periodically sponsors a program titled “The Eye’s Have It” to feature interpretive topics, new films, videos, etc. It is used as a means to introduce Regional Office staff to Regional and NPS interpretive programs.

—Some parks, such as Edison National Historic Site, have taken major individual initiatives to obtain funding for projects that would have been years in the realization without private donations. The National Park Foundation was responsible for fund raising for exhibits for Federal Hall NM for the Bicentennial of the American Presidency.

Pacific Northwest Region

—The Regional Office Interpretive Division was heavily involved in the production and installation of an exhibit system cooperatively staffed and funded by the region, the Washington State Ferry System and the Washington State Centennial Commission. Twelve top-of-the-line ferry boats operating on main-line runs were outfitted with two 24" x 42" panels and four 24" x 36" panels, all on custom mounts. Credit panels accompany each set. Two huge “Jumbo” ferries carry two complete sets, and one set is at the Seattle Colman Dock main ferry terminal.

Rocky Mountain Region

—The Rocky Mountain Regional Office has established an Exhibit Cyclic rehabilitation program. Some \$200,000 is expected to be made available for the upgrading of park exhibits.

—A number of parks are developing specialized media especially site bulletins, some in foreign languages, including ones on spelunking trails, historic trails, and fire.

Southeast Region

—The region is working on several innovative media approaches such as interactive computers at Andersonville and a computer graphics program at Fort Sumter that hold potential to help park visitors better understand the parks’ stories.

Southwest Region

—The regional office, with the assistance of historians across the country, is identifying out-of-print publications related to Spanish exploration and settlement of the New World. Various publishing houses are then being approached in an effort to persuade them to reprint these difficult to obtain works.

—For the first time in the Southwest Region, funding for Cyclic interpretation needs was created separate from the Cyclic Maintenance account. The funds are used to work on projects that could not otherwise compete against “critical” needs such as sewage systems.

—The staff at Gila Cliff Dwellings produced an audio tape to serve those visitors who are unable to hike the steep trail to the park’s archeological features.

Western Region

—War in the Pacific National Historic Park produced a video on resource management issues and the role of the National Park Service that is used in the park and has been sent to many parks of Micronesia and the Pacific.

—Eugene O’Neill National Historic Site created media to interpret upstairs portions of the home to those unable to climb the stairs.

About This Issue

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Interpretation is a combined effort of the Washington Division of Interpretation and the Regional Chiefs of Interpretation. The publication is edited and designed by the staff of the Interpretive Design Center at Harpers Ferry:

General Editor: Julia Holmaas

Technical Editor: J Scott Harmon

Designer: Phillip Musselwhite

Contributing Editors

Mike Watson, Chief, Division of Interpretation, WASO
Regional Chiefs of Interpretation

Editors' Note

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

Editor *Interpretation*

% Washington Office, Division of Interpretation

Box 37127

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