

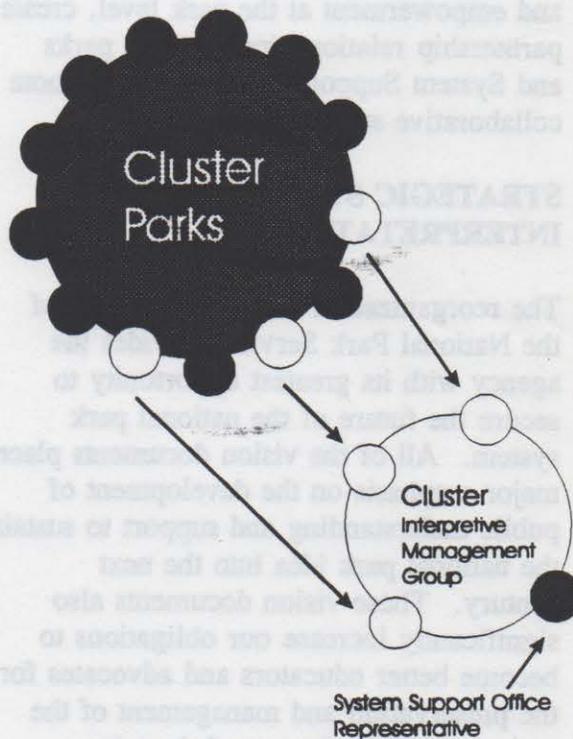
A PROPOSAL

Reorganization of Interpretation in the Intermountain Field Area

October 7, 1994

Recommendations for Interpretation & Education Intermountain Field Area

The Interpretive Advisory Group for the Intermountain Field Area met in Denver October 2-7, 1994. The following proposal is the beginning of a continuing evolving process of review as we face the challenges of a changing service and a changing world. The Advisory Group recognizes that the days ahead will not be business as usual and that there are several opportunities to reorganize the business of resource protection and visitor experiences. The proposal requests fundamental changes in the way business is done, including interpretive development and empowerment at the local level, cross-partnership relationships with the National Park Service and System Support Office, and collaborative



Recommendations for Interpretation & Education Intermountain Field Area

The Interpretive Advisory Group for the Intermountain Field Area met in Denver October 5-7, 1994. The following proposal is the beginning of a continually evolving process of renewal as we face the challenges of a changing Service and a changing world. The Advisory Group recognizes that the days ahead will not be business as usual and that there are several opportunities to reengineer the business of resource protection and visitor experiences. The proposals represent fundamental changes in the way business is done, maximize interpretive involvement and empowerment at the park level, create partnership relationships between parks and System Support Offices, and promote collaborative support among parks.

STRATEGIC STATEMENT FOR INTERPRETATION

The reorganization and reengineering of the National Park Service provides the agency with its greatest opportunity to secure the future of the national park system. All of the vision documents place major emphasis on the development of public understanding and support to sustain the national park idea into the next century. These vision documents also significantly increase our obligations to become better educators and advocates for the preservation and management of the nation's heritage in a much broader biological, social, and cultural context. Secretary Babbitt and Director Kennedy recognize that education and interpretation

are critical mission functions. The Vail Agenda states "We consider basic interpretation (that which describes the unique significance of the site) an essential component of park use and enjoyment, equal in importance to resource management."

The Interpretation and Education staffs of the Intermountain Field Area pledge themselves to meet the responsibilities and realize the vision outlined in the National Park Service Strategic Plan that speaks clearly of the obligations and opportunities for education and interpretation in the re-engineered National Park Service.

Specifically the Interpretation and Education function can make a solid contribution and will:

1. Strengthen the protection of park resources through a broad-based communication and education effort targeted at employees, visitors, gateway communities, and regional and national populations.
2. Cooperate with and assist colleges, universities and professional organizations to better understand and communicate the full ecological and cultural context of park resources.
3. Be an advocate for visitors and visitor experiences compatible with park purposes and significances. Specifically, interpretation will enable visitors to fully enjoy and learn from their park experiences by providing information, orientation and personal/non-personal services. These services will add value to the visitor experience.

4. Expand curriculum-based education programs for the K-12 education community as well as programs and interpretive services developed to meet the needs of a wide variety of audiences such as Junior Rangers, other youth groups and adults seeking a lifetime of learning.

5. Promote sustainability as a broad ethical construct that guides park practices within park boundaries and serves as an example for society at large.

6. Continue to use the "Compelling Stories" concept to help all visitors forge emotional, intellectual, and recreational ties with their natural and cultural heritage and each park's role in the mosaic of our national heritage.

7. Provide leadership within the Intermountain Field Area and Clusters to strengthen public recognition and perpetuation of the benefits of heritage resources.

8. Dedicate ourselves to seek public involvement in, and maximize benefits from, alternative approaches to meeting operational needs.

INTERPRETIVE PROGRAM RECOMMENDATIONS:

CLUSTERS

In the spirit of cooperation, teamwork and delivering services closest to the resources and customers being served, the following work activities will be accomplished by park staff within the three clusters of the Intermountain Field Area. As these intra-cluster relationships develop, additional

FTE may be required in the clusters to meet these duties formerly accomplished by the Regional Office.

Interpretive Management Group. (See diagram on page 5) Made up of representatives from interpretive program managers within parks, its role will be one of providing advocacy for visitors and for the role of interpretation within the clusters; providing advice to Superintendents and Chiefs of Interpretation within the cluster as requested; providing leadership for interpretation within the cluster, and providing a mechanism for collaborative management activities such as priority setting, allocation of funds, etc. Over time, the role and function of the Interpretive Management Group will evolve and become more clearly defined.

Interpretive Training. The process of determining courses, coordinating, allocating funds and prioritizing applicants for training in basic interpretive skills will be managed by existing Interpretive Skills Teams operating throughout the Intermountain Field Area. Funding will continue to be provided by the Washington Office of Employee Development.

Non-Personal Interpretive Services. Support for parks that require expertise to plan, produce or maintain non-personal interpretive services such as site bulletins, free publications, basic audio-visual, desktop publications and, where appropriate, exhibitry will be provided by subject matter experts from within the cluster.

Technology Applications. Application of new or emerging technologies to the

process of providing interpretive services will often require expertise not available in the park. Such support will be provided from subject matter experts within the cluster or across cluster boundaries within the Field Area as needed. This may suggest the development of a "skills team" which could respond to park needs as necessary.

Education Program Development.

Coordination of education programs by parks will be provided by individual park Education Specialists. Education efforts will be organized into sub-clusters by state in order to work in conjunction with state Departments of Education. Education Specialists will be loaned to parks within the cluster who need additional support for their programs. The thrust and scope of park education efforts has vast potential for reengineering as they are expanded beyond traditional school audiences to reach wider audiences of all ages.

4. Expand curriculum-based education programs for the K-12 education community as well as programs and interpretive services developed to meet the needs of a wide variety of audiences such as Junior Rangers, club youth groups and adults seeking a lifetime of learning.

5. Promote sustainability as a broad ethical concept that guides park practices within park boundaries and serves as an example for society at large.

6. Continue to use the "Compelling Stories" concept to help all visitors engage emotional, intellectual, and recreational ties with their natural and cultural heritage and each park's role in the mosaic of our national heritage.

7. Provide leadership within the Intermountain Field Area and Centers to strengthen public recognition and participation of the benefits of heritage resources.

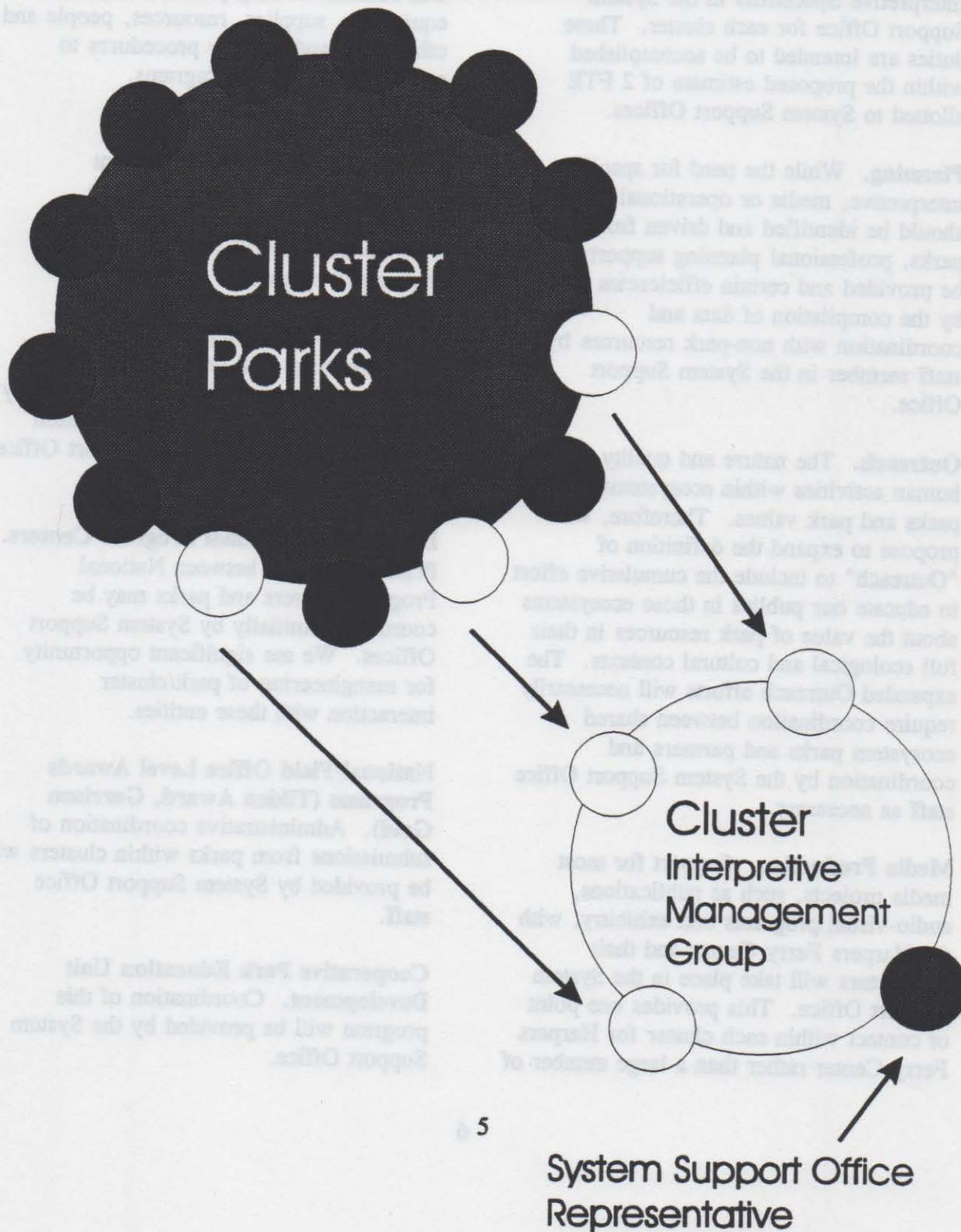
8. Dedicate ourselves to seek public involvement in, and maximize benefits from, alternative approaches to meeting operational needs.

INTERPRETIVE PROGRAM RECOMMENDATIONS

CLUSTERS

In the spirit of cooperation, teamwork and delivering services closer to the resources and customers being served, the following work activities will be accomplished by park staff within the three clusters of the Intermountain Field Area. As these inter-cluster relationships develop, additional

**NATIONAL PARK SERVICE
INTERMOUNTAIN FIELD AREA
CLUSTER INTERPRETIVE MANAGEMENT GROUP
(IMG)**



SYSTEM SUPPORT OFFICE

In order to most efficiently accomplish objectives of the National Park Service Strategic Plan, the following work activities will be accomplished by Interpretive Specialists in the System Support Office for each cluster. These duties are intended to be accomplished within the proposed estimate of 2 FTE allotted to System Support Offices.

Planning. While the need for specific interpretive, media or operational plans should be identified and driven from the parks, professional planning support will be provided and certain efficiencies gained by the compilation of data and coordination with non-park resources by a staff member in the System Support Office.

Outreach. The nature and quality of human activities within ecosystems impacts parks and park values. Therefore, we propose to expand the definition of "Outreach" to include the cumulative effort to educate our publics in those ecosystems about the value of park resources in their full ecological and cultural contexts. The expanded Outreach efforts will necessarily require coordination between shared ecosystem parks and partners and coordination by the System Support Office staff as necessary.

Media Production. Support for most media projects, such as publications, audio-visual programs and exhibitry, with the Harpers Ferry Center and their contractors will take place in the System Support Office. This provides one point of contact within each cluster for Harpers Ferry Center rather than a large number of

parks. Other media projects undertaken by parks will be supported as needed by subject matter experts loaned within the cluster.

Brokering. The System Support Office will continue to help parks to locate equipment, supplies, resources, people and other tools and identify procedures to execute projects and programs.

Slide/Photo Collections. Current Regional Office collections will be maintained by a System Support Office. Park collections will continue to be maintained by parks.

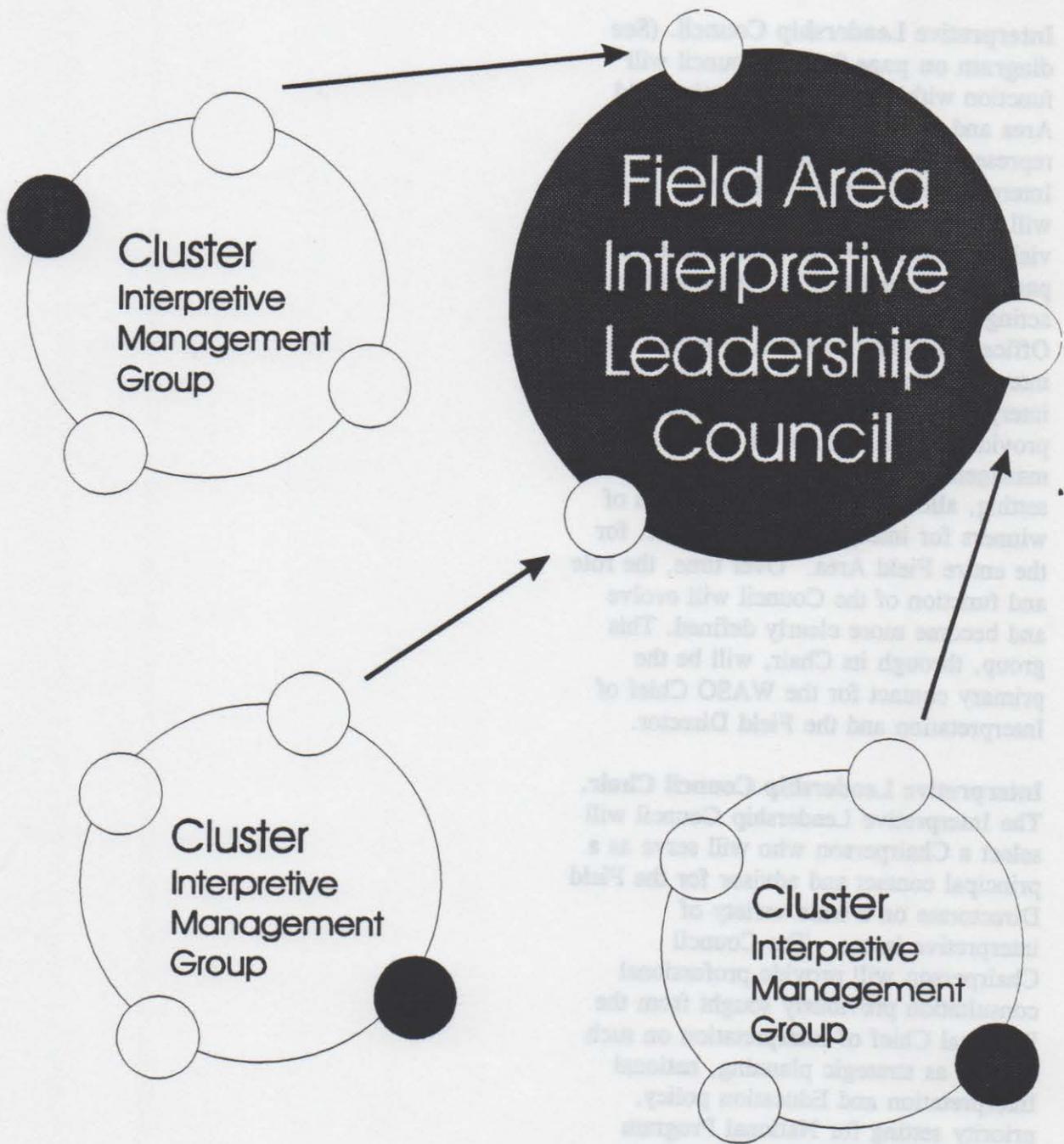
Conference/Workshop Coordination. These meetings will generally involve several or all parks within clusters or may cross cluster boundaries. Coordination will be provided by System Support Office staff.

Liaison with National Program Centers. Primary contacts between National Program Centers and parks may be coordinated initially by System Support Offices. We see significant opportunity for reengineering of park/cluster interaction with these entities.

National/Field Office Level Awards Programs (Tilden Award, Garrison Gold). Administrative coordination of submissions from parks within clusters will be provided by System Support Office staff.

Cooperative Park Education Unit Development. Coordination of this program will be provided by the System Support Office.

**NATIONAL PARK SERVICE
INTERMOUNTAIN FIELD AREA
INTERPRETIVE LEADERSHIP COUNCIL (ILC)**



Training. Training support for parks within clusters will be provided by System Support Office staff as needed.

affecting the interpretive profession. The Chairperson of the Intermountain Interpretive Leadership Council will represent the field area on the National Interpretive Leadership Council.

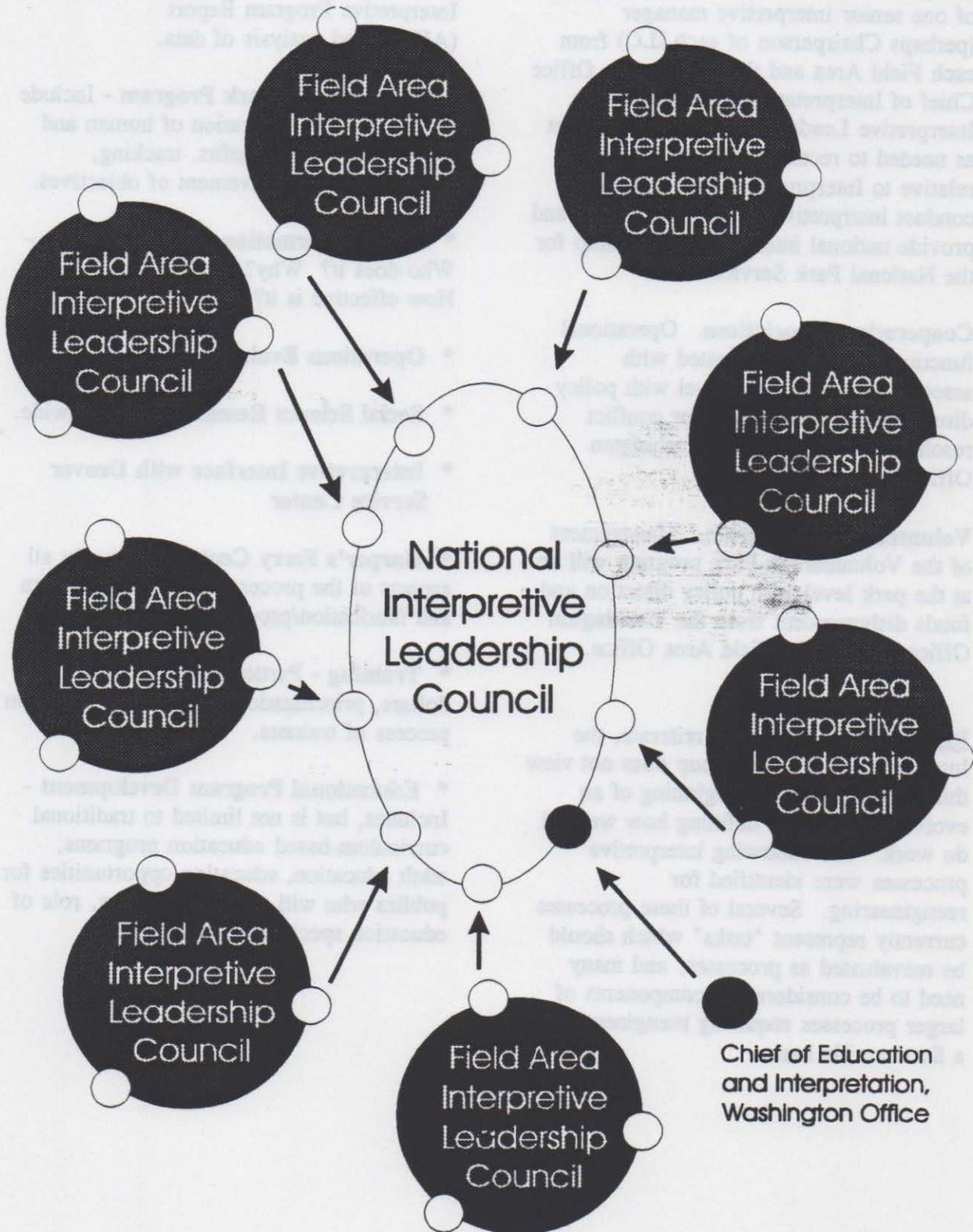
FIELD AREA OFFICE

Interpretive Leadership Council. (See diagram on page 8) This council will function within the Intermountain Field Area and will be comprised of representatives from each cluster's Interpretive Management Group. Its role will be one of providing advocacy for visitors and the role of interpretation in park, cluster and Field Area management; acting as a sounding board for Washington Office policy and program proposals for interpretation; providing leadership for interpretation within the Field Area, and providing a mechanism for collaborative management activities such as priority setting, allocation of funds, selection of winners for interpretive awards, etc. for the entire Field Area. Over time, the role and function of the Council will evolve and become more clearly defined. This group, through its Chair, will be the primary contact for the WASO Chief of Interpretation and the Field Director.

Interpretive Leadership Council Chair. The Interpretive Leadership Council will select a Chairperson who will serve as a principal contact and advisor for the Field Directorate on a wide variety of interpretive issues. The Council Chairperson will provide professional consultation previously sought from the Regional Chief of Interpretation on such matters as strategic planning, national Interpretation and Education policy, priority setting for National Program Center projects, and other matters



NATIONAL PARK SERVICE NATIONAL INTERPRETIVE LEADERSHIP COUNCIL (NILC)



WASHINGTON OFFICE

National Interpretive Leadership Council. (See diagram on page 10) We propose the establishment of a National Interpretive Leadership Council comprised of one senior interpretive manager (perhaps Chairperson of each ILC) from each Field Area and the Washington Office Chief of Interpretation. The National Interpretive Leadership Council will meet as needed to recommend national policy relative to Interpretation and Education, conduct interpretive strategic planning, and provide national interpretive leadership for the National Park Service.

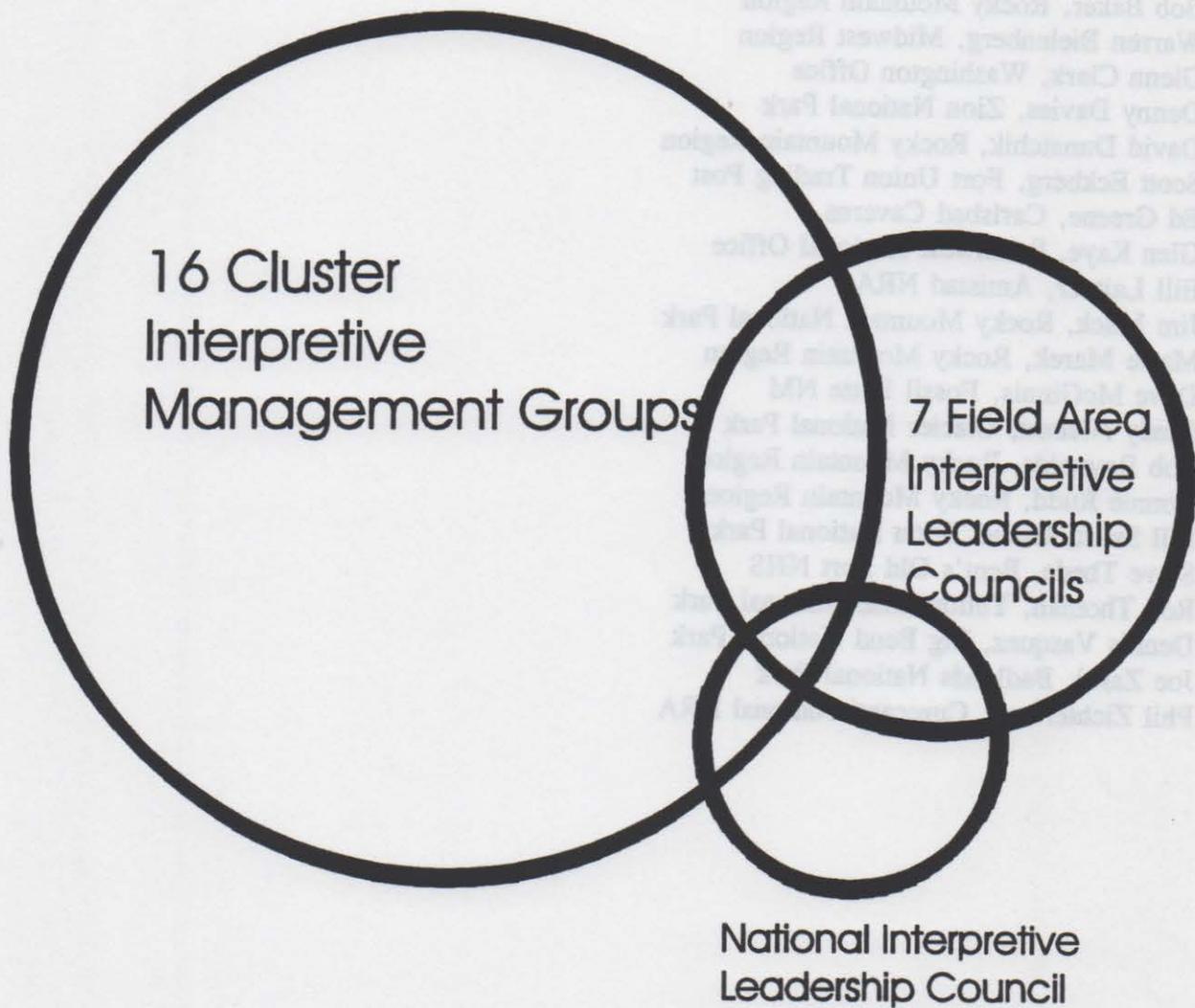
Cooperating Associations. Operational functions will be coordinated with associations at the park level with policy direction and consultation for conflict resolution residing at the Washington Office.

Volunteer/SCA Program. Management of the Volunteers-in-Park program will be at the park level with policy direction and funds disbursement from the Washington Office through the Field Area Office.

REENGINEERING: To reiterate, the Interpretive Advisory Group does not view this as an end but the beginning of an evolving process of defining how we will do work. The following interpretive processes were identified for reengineering. Several of these processes currently represent "tasks" which should be reevaluated as processes, and many need to be considered as components of larger processes requiring reengineering on a Servicewide basis.

- * **Outreach Programs** - Probably includes re-definition, needs to address outcomes, and must be linked to the NPS Strategic Plan's desired conditions.
- * **Statistical and Data Collection** - Includes annual planning process, Annual Interpretive Program Report (AIPR), and analysis of data.
- * **Volunteers-in-Park Program** - Include budget process, allocation of human and dollar resources, benefits, tracking, reporting, and achievement of objectives.
- * **Public Information / Public Affairs** - Who does it? Why? How effective is it?
- * **Operations Evaluations**
- * **Social Science Research** - Servicewide.
- * **Interpretive Interface with Denver Service Center**
- * **Harper's Ferry Center** - Virtually all aspects of the process of planning, design and fabrication/production of products.
- * **Training** - Particularly allocation of dollars, prioritization for courses, selection process of trainees.
- * **Educational Program Development** - Includes, but is not limited to traditional curriculum-based education programs, adult education, education opportunities for publics who will never visit parks, role of education specialists in the Service.

**NATIONAL PARK SERVICE
ORGANIZATION OF INTERPRETATION AND
EDUCATION FUNCTION**



**Participants at the IAG Meeting
Rocky Mountain Region
October 5-7, 1994**

Bob Baker, Rocky Mountain Region
Warren Bielenberg, Midwest Region
Glenn Clark, Washington Office
Denny Davies, Zion National Park
David Dunatchik, Rocky Mountain Region
Scott Eckberg, Fort Union Trading Post
Ed Greene, Carlsbad Caverns
Glen Kaye, Southwest Regional Office
Bill Laitner, Amistad NRA
Jim Mack, Rocky Mountain National Park
Marie Marek, Rocky Mountain Region
Dave McGinnis, Fossil Butte NM
Cindy Nielsen, Glacier National Park
Bob Reynolds, Rocky Mountain Region
Connie Rudd, Rocky Mountain Region
Bill Swift, Grand Teton National Park
Steve Thede, Bent's Old Fort NHS
Ron Thoman, Yellowstone National Park
Dennis Vasquez, Big Bend National Park
Joe Zarki, Badlands National Park
Phil Zichterman, Curecanti National NRA

DRAFT

Comprehensive Interpretive Planning System

The attached draft chapter of NPS-6 sets forth a new comprehensive planning system for interpretation. While most of the components of this system have been proven elements of interpretive planning for years, they have never been gathered into a truly comprehensive approach to planning which takes into consideration both long range and short term needs. The intent in this system is to put the greatest effort into creating a long range vision for park interpretation and to greatly simplify the annual planning process.

Much of what we recognize as interpretive planning today is actually interpretive development planning. In the great period of park expansion during the Sixties and Seventies, the Interpretive Prospectus was very useful in identifying appropriate interpretive media for the many new and developing parks in the System. In the absence of any other guidance, the Interpretive Prospectus also served parks as a rough framework for personal services.

It wasn't until the late Seventies, that a new planning document, the Statement for Interpretation, was developed to deal with personal services and operations in general. While this was a great improvement, it meant that interpretive media and personal services were treated separately, as though there was no relationship between them. In addition, while the Interpretive Prospectus dealt with the long range view, the Statement for Interpretation was an annual document. There was no integrated process to consider both personal services and non-personal services media together, nor to consider both development and operational concerns.

At a time of great organizational change within the National Park Service, questions will naturally arise concerning why we are undertaking this effort now and why we don't wait until reorganization is complete. The answer is simple. It is precisely because of the forces driving reorganization and reengineering that we must proceed. It is also important that interpretation carve out in own niche in the new organization, rather than waiting to be assigned a role.

One of the principles of reinventing government is to properly locate "steering" and "rowing" functions. The guidelines propose that the "steering" function for interpretive planning be located at the Washington Office. The "rowing" functions are assigned to Harper's Ferry, Systems Support Offices, and parks, depending on the type of planning needed and the capabilities at the park level.

Reengineering principles call for us to look at processes, rather than individual tasks within the organization. The guidelines propose that interpretive planning be considered as a process with high quality visitor experiences as its end product, rather than as a series of separate tasks.

Another component of reengineering is making the most efficient use of new technologies. Although the draft guidelines do not specifically identify new technologies, it is expected that a more systematic approach will allow for better use of word processing programs, desktop publishing and electronic mail.

The guidelines also address streamlining concerns. In times of restricted budgets and tight staffing, it is imperative that we carefully target the resources we have available for interpretation. It is also important that budget requests for interpretation have credibility. The guidelines provide a process that is both efficient and credible.

Streamlining also calls for responsibility to be delegated to the lowest possible level. The Comprehensive Interpretive Planning process requires parks to have a greater role in creating a vision of their future. At the same time, it calls for professional interpretive planners to guide and facilitate the process.

Finally, just as the National Park Service has been charged with creating a strategic vision for itself, so, too, should parks develop their own individual visions in relation to that strategic plan. An essential part of any park vision has to be interpretation. These guidelines provide a way to create that vision.

DRAFT

INTERPRETIVE PLANNING - NPS 6 GUIDELINE

A. INTRODUCTION

Interpretive planning is a strategic process which, in its implementation, achieves management objectives through interpretation and education. Interpretive planning is comprehensive, in that it analyzes needs and recommends interpretive services, facilities and programs to communicate in the most efficient and effective way the park's purpose, significance, themes and values. Interpretive planning is a goal-driven process which describes desired visitor experiences and recommends appropriate means to achieve them while protecting and preserving park resources.

B. POLICY

Interpretive planning is addressed in National Park Service **Management Policies** under both "Park System Planning" and "Interpretation and Education." Policy affirms that interpretive planning is a vital component of the NPS planning process. The Statement for Management identifies park significance and establishes management objectives, including those for interpretation. Building on these, the General Management Plan develops proposals for visitor use and interpretation. Implementation plans, one of which is the Comprehensive Interpretive Plan, provide the detail necessary to put the recommendations of the GMP into action.

Interpretive planning serves as the basis for all management actions regarding interpretation within a park. According to policy, interpretive planning will:

- "...establish a balance of services based upon criteria such as level of visitor use, nature of the park resources, park management goals and related factors."
- "...identify a basic level of interpretation that is core to the mission of the park."

C. BASIC PRINCIPLES OF INTERPRETIVE PLANNING

1. The interpretive planning process is goal-driven. Goal-driven planning is based on a hierarchical system of goals, beginning with the Organic Act of 1916, specific area legislation and the Statement for Management, which then defines the "big picture" and the desired futures for the park, its resources and public use. Goals which direct the planning process are rooted in a clear identification of the **purpose** and **significance** of the area. **Purpose** is derived from the park's legislation and defines **WHY** the unit was established and what its purpose is today. **Significance** statements describe the importance or distinctiveness of the area and its resources.

2. Interpretive plans describe desired visitor experiences which are directed to a variety of publics, both in-park and outreach audiences. The process then recommends appropriate means to achieve visitor experience. Visitor experience is everything that visitors do, sense and learn; it includes knowledge, attitudes, behaviors, and values; it is affected by experiences prior to the visit and affects behavior after the visit. Sound interpretive planning defines desirable and diverse experiences, recommends ways to facilitate those experiences, and assures they are accessible.

3. Interpretive planning recommends appropriate interpretive services, facilities and programs to communicate in the most effective way the park's purpose, significance, compelling stories, themes and values, while protecting and preserving park resources. Effectiveness in communicating the park's story in a larger context, the values associated with the resources themselves, and achieving the balance between resource protection and visitor use is the outcome of interpretive planning.

4. Interpretive planning will be led by professional interpretive planners. Portions of the planning process will be developed by park staff, guided by professional interpretive planners and interpretive planning principles and standards.

5. Interpretive planning is flexible, ongoing, responds to client needs and is management oriented, rather than development or issue driven. Planning establishes a foundation for long-term direction-setting, short term problem-solving, and annual program analysis.

6. The interpretive planning process, as integral to all other planning processes, extends beyond park boundaries. Planning incorporates local communities, regional partnerships and subscribes to the principles of sustainability in broad contexts.

7. Interpretive planning is based on current and progressive academic and behavioral research. Recommendations for personal and non-personal services are rooted in solid academic subject matter expertise, and reflect knowledge of visitor expectations, demographics, changing social trends and needs.

8. Interpretive planning recommends the most current and appropriate techniques and media, suggests innovative and creative approaches for personal services, and draws upon current educational philosophy in outreach program planning.

9. Interpretive planning includes practical strategies for implementation, including funding and management alternatives.

D. GUIDELINES

The Comprehensive Interpretive Plan

The Comprehensive Interpretive Plan forms the overall vision and basis for decision-making relating to interpretation in a park. It provides both a long-range and short-range view and deals with all media, including personal services. The Comprehensive Interpretive Plan is not a document unto itself, but an umbrella term describing a compilation of the various planning documents and data bases developed for interpretation in a park. The principle sections of the Comprehensive Interpretive Plan are: the Long Range Interpretive Plan (LRIP), the Annual Interpretive Plan (AIP), and the Interpretive Data Base (IDB). All parks will have a Comprehensive Interpretive Plan.

The Comprehensive Interpretive Plan will contain the following:

SECTION I - Long Range Interpretive Plan

The Long Range Interpretive Plan provides a **realistic** ten-year look into the future for interpretation. It addresses both personal service and non-personal service media, and is prepared by the park staff with a professional interpretive planner. It provides the foundation elements for the rest of the Long Range Interpretive Plan and the Annual Interpretive Plan.

Part I

* Purpose and Significance Statements - These are taken from the Statement for Management and the General Management Plan. If those documents are not current, the Purpose and Significance Statements need to be developed in the interpretive planning process.

* Interpretive Goals and Themes - Interpretive goals define the future intent of the interpretive program. The goals are written in broad terms and are resource protection and visitor experience-based. Themes are statements about what will be interpreted relative to park resources and stories.

* Compelling Story Statement - The concept of the Compelling Story puts park resources in the larger context of preservation and protection, and through focused interpretation, links the tangible resources to the processes, systems, ideas and values of which they are a part. Identification of the Compelling Story will establish a framework for planning and operations that will challenge the audience to re-examine their own values relative to the significant resources of the park.

* Interpretation in Context - This section explains the role of interpretation in terms of:

- legislation, policy, and management objectives
- current NPS initiatives and strategic vision relating to interpretation
- issues and influences

* Visitor Experience Statement and Objectives - This section states the specific objectives for the park's interpretive program, in terms of visitors and how they will be affected, and defines the desired visitor experience.

Part II

Most of the elements in this section will be developed by the park staff, based on the vision established in Part I. Certain components will require facilitation by professional interpretive planners, and other components may be deemed optional according to circumstance.

* Essential Interpretive Program - This describes the mix of services and facilities which are essential to achieve the park's management objectives and interpretive mission. It explains how the desired visitor experience will be provided. This section is required by NPS Policy.

* Existing Interpretive Facility and Media Conditions - This description establishes a point of departure for future media and facility development proposals.

* Visitor Profiles - Ideally, this is based on systematic surveys.

* Partnerships - This section will identify those involved in the delivery of interpretive services and specify their role. Partners include: cooperating associations, friends groups, concessioners, other divisions within the park, other agencies, schools, etc.

* Staffing Needs & Costs - Based upon a clear definition of the Essential Interpretive Program, this analysis will help establish annual and projected budgets. This section also identifies alternative management and funding strategies, and a strategy for acquiring funds for projects.

* Enhancement Opportunities - Those services or facilities which are desirable, but not essential. These may include services or facilities appropriate for private sector initiatives.

* Implementation Plan (Action Plan) - This chart lists those actions necessary to implement the Long Range Interpretive Plan, assigns responsibility, and sets completion dates. This section is a critical element.

- * Library and Collections Needs

- * Research Needs

- * Media prescription - This section will be developed if major new facilities or media are recommended and will require assistance from Harpers Ferry Center professional planners

- * Media Cost Estimates and Funding Acquisition Strategy

Section II - Annual Interpretive Plan

The Annual Interpretive Plan (replaces the Statement for Interpretation) builds on the Long Range Interpretive Plan. It is completed by park staff yearly, in accordance with the park's planning cycle.

Summary of Annual Plan - A brief overview of interpretation in the coming year.

Analysis of current program - A review of the successes and failures of the current park interpretive program.

Management issues affecting interpretation - A brief summary of those issues and concerns (resource management, maintenance, safety, special events, anniversaries, etc.) which interpretation needs to address in the coming year.

Annual Work Plan - The annual goals and objectives which the chief interpreter normally provides to the superintendent. This will include operational as well as interpretive objectives, assigned responsibilities, and target dates. If the division has responsibility for more than interpretation, those objectives can be included as well. This is a critical element that links the Long Range Interpretive Plan to the annual operation.

New Individual Program Plans - (replaces Individual Service Plans) Any new outlines developed for interpretive programs. After the first year the program is offered, these plans should be shifted to Section III, Interpretive Data Base. In individual Program Plan may follow the ISP format, or a new format may developed to meet park needs.

Status of Implementation Plan - A chart showing the progress made on the Implementation Plan developed in the Long Range Plan. This is a critical element.

Section III - Interpretive Data Base

The Interpretive Data Base is a compilation of plans, inventories, and reports which are gathered together in one place to facilitate planning.

Inventory of Interpretive Facilities & Services - A list of park interpretive media and their locations.

Annual Media Inventory - A printed copy of the computerized database of the condition of interpretive media.

Visitor Survey Data - Any survey information which has been gathered about visitors and visitor use of the park.

Media Evaluation (Optional) - Any post-occupancy evaluations or other analysis of programs or media.

Annual Interpretive Program Report

Annual Volunteer in Parks Report

Media Plans (Optional) - Individual media plans (museum exhibits, wayside exhibits, audio-visual, publications, etc.) can be included by reference.

Basic Park Bibliography - A list of the works most important for a beginning interpreter to know in order to understand the park story. Includes videos, publications, etc.

For convenience, these sections should be combined in one loose-leaf notebook for easy access.

For multiple parks with common themes, or parks who are involved in collaborative operations with other agencies, or for large parks with complex themes and multiple, diverse units, an Interpretive Concept Plan should be developed which identifies overall themes and objectives and the sites most appropriate for their development. These plans should be tailored to the individual needs of the situation, taking into consideration the elements contained above.

Implementation

Implementation of Comprehensive Interpretive Planning system will take place as soon as possible. Interpretive plans already underway will adopt the principles contained in the new NPS-6 chapter to the extent that is practical. New plans will conform with the new system.

The term "Interpretive Prospectus" will no longer be used. Comprehensive Interpretive Plans will address all aspects of interpretation and include Long Range Interpretive Plans, Annual Interpretive Plans and the Interpretive Data Base.

Harpers Ferry Center will continue to have primary responsibility the interpretive components of development-driven planning such as General Management Plans, Development Concept Plans, Special Resource Studies, and interpretive facility and media planning.

Long Range Interpretive Plans will be collaborative efforts between parks and Systems Support Offices. The specific roles assigned will vary from park to park, depending on the capabilities of the park staff and Systems Support Office staff. Teams of field interpreters will be established within clusters to assist in the development of Long Range Interpretive Plans.

To initiate the Comprehensive Interpretive Planning process, each park will develop Part I of its Long Range Interpretive Plan. Part I contains the basic rationale for the interpretive program at the site. This will serve as the core to be built on later in the planning process and it can serve as the basis for annual planning. In developing Part I, the park should call upon Systems Support Offices who will then coordinate the process and provide professional planning guidance.

Who Does Interpretive Planning?

Interpretive planning is led by a professional interpretive planner who has acquired the specified competencies as identified in the NPS training curriculum. These competencies include:

- knowledge of interpretive principles and skills
- knowledge of interpretive planning, including planning principles, facilitation, team building, analytical abilities, and familiarity with media and program application.

Interpretive planners assemble a team who may include:

- park staff, including employees from other divisions
- media specialists
- subject matter experts and/or other specialists
- consultants, partners, the public, etc.

All planning begins with a the formulation of a Scope of Work which in part, identifies the team members and their individual roles and functions and schedules for completion. A Scope of Work is developed by the professional planner and the park staff, who is both customer and full participant.

Leadership, policy and oversight for interpretive planning originates in the Washington Office of Interpretation. Centrally funded interpretive planning efforts will be prioritized by WASO.

When Is Interpretive Planning Needed?

Interpretive planning is a continuous process. Interpretive Managers, in responding to management objectives, must assure that interpretation is fully integrated in park operations on a continuous basis.

