



Long Range Interpretive Plan

Recommended by:

Imade 5/20/92
Superintendent, SHEN

Approved by:

Charles P. Gump
Regional Director, MAR

1991

TABLE OF CONTENTS

The Role of Interpretation	3
Background	3
Interpretation in Planning Documents	4
Issues and Influences	6
Summary of Current and Past Programs	8
Visitor Profile	10
Themes & Objectives	11
The Plan	14
Entrance Stations	14
Publications	15
Wayside Exhibits and Signs	17
Skyline Drive	17
Trails	18
Personal Services	21
Visitor Centers	21
Contact Stations	24
Education Program	24
Campgrounds, Picnic Areas, and Lodges	25
Additional Cultural Sites	26
Special Events	28
Groups that Deserve Special Mention	28
Partners in Interpretation	32
Base Interpretive Program	37
Pre-visit Information and Advance Planning	37
Publications	37
Sales	38
TIS Stations	39
Audio-tape Tours	39
Signs	39
Trails	39
Visitor Contact Facilities	40
Exhibits and Audio-visual Programs	41
Roving Interpretation	41
District Programs	41

Educational Outreach	42
Teacher's Handbook	42
Camp Hoover	42
Special Events	43
Speaker's Bureau	43
Partnerships	43
Optimum Interpretive Program	44
Pre-visit Information	44
Publications	44
Sales	44
Signs	45
Trails	45
Visitor Contact Facilities	45
Roving Interpretation	45
District Programs	46
Educational Outreach	46
Portable Exhibits	46
Speaker's Bureau	46
Special Events	46
Partnerships	46
Research Needs	48
Natural History	48
Cultural History	48
Interpretation	49
10-238 Requests	50
Approved Packages	50
GMP Packages	50
Operations Evaluation	51
Packages Needed	51
Staffing	53
Base	54
Optimum	57
Work Plan	59
Planning Team	63

The Role of Interpretation

Background

Shenandoah National Park lies along the crest of the Blue Ridge Mountains in Virginia, extending from Front Royal to Waynesboro. The main ridge rises to heights over 4,000 feet above sea level, with lateral ridges separated by stream hollows branching off to the Piedmont on the east and to the Shenandoah Valley on the west. Native Americans who lived in these mountains and valleys used the gaps which formed breaks in the high ridges to travel from east to west, a practice continued by European settlers in the 18th and 19th centuries and by modern day road builders.

Years of human use of the natural resources of the Blue Ridge, particularly that of white settlers in the past 200 years, changed the area drastically. Logging and the subsistence economy of the mountains resulted in vastly reduced forests. Thin over-planted soil refused to continue to yield productive harvests. Nearby industries such as iron furnaces and tanneries took an additional toll near the turn of the 20th century. The population in the mountains declined, in part because of the increasing difficulty in making a living there.

Since establishment of the Park, however, evidence of earlier human settlement has gradually been covered with vegetation. Now, acres of fields are forests once again. Dogwood, mountain laurel, and hundreds of species of wildflowers decorate the landscape with a wide pallet of color replaced by the red, yellow, and orange of the hardwood forest in autumn. Hundreds of small springs and several thousand groundwater seeps give rise to numerous cascades and waterfalls, where several streams are classified as natural trout waters. Black bear, white-tailed deer, and wild turkey once again roam the area.

What makes this reclamation even more dramatic is the fact that it has occurred in concert with continued and growing,

albeit very different, human use. The Skyline Drive, begun in 1931, currently carries thousands of autos and their occupants into and through the heart of this natural preserve. The Drive itself has become a cultural resource to be preserved. A study was begun in late 1991 to prepare for listing Skyline Drive on the National Register of Historic Places. The Appalachian Trail, which follows the mountain ridge, provides hikers with a more intimate Park experience. The Park contains over 80,000 acres of congressionally designated wilderness and over 500 miles of hiking trails.

Interpretation in Planning Documents

Although the Park's legislation (May 22, 1926--44 Stat. 616) provides little direction for interpretation, as early as 1923 NPS Director Stephen Mather shared his vision for a park in the eastern mountainous area. "There should be," Mather wrote, "a typical section of the Appalachian range established as a National Park with its native flora and fauna conserved and made accessible for public use...." President Franklin D. Roosevelt echoed Mather's sentiments when, on July 3, 1936, he dedicated the Park "to the present and future generations of America for the recreation and re-creation which we shall find here."

The Park's 1983 General Management Plan (GMP) reiterates that the Park is more than a recreation area, adding that it is more than just a natural preserve. The GMP recognizes the significant role played by human residents of the area. In the section on interpretation, the GMP states that the Park "offers natural and human stories about the people and their environment--yesterday, today, and tomorrow. The interpretive program will continue to be directed to helping visitors understand and appreciate not only what is very visible, but also how it came to be, and what the future may hold."

More recently, Management Objectives approved in February 1991, identify the following overall objective for the Park:

"We will provide for the perpetuation of native species and natural succession in an eastern deciduous forest setting. We will preserve

representative components of Appalachian culture and human use of land in the Blue Ridge Mountains as well as distinctive historic sites and districts. We will provide diverse opportunities and services for recreation and re-creation of the visitors' mind and spirit that are compatible with preservation of aforementioned resources."

A more specific objective for interpretation, also in the Management Objectives, says that the Park will "provide opportunities for the local and visiting public to understand the values associated with the human uses and natural processes of the northern Blue Ridge Mountains through first-hand experiences and outreach programs."

Issues and Influences

Park Management Objectives (February 1991) identify several issues of concern to the Park, issues that interpreters should also include in their planning and programming:

preservation of the historic roadway design of the Skyline Drive;

preservation of air quality, viewshed visibility, water quality and biodiversity;

preservation of the character of the Appalachian National Scenic Trail;

communication with local, regional, and national entities about issues important to the values of the Park;

and conservation of the surrounding scenic, natural and cultural resources, and the rural character of the lands that provide access for appropriate visitor use within the Park and that are critical for maintaining the values of the Park.

Several of these issues correspond to concerns that the NPS has defined as nationwide problems: air and water quality; educational outreach; and relations with adjacent landholders and Park neighbors.

Changing demographics affect who visits the Park and how. Two trends in U.S. population statistics could soon, during the life of this plan, be reflected in Shenandoah National Park visitation: the number of African-Americans, Hispanics, Asian-Americans and Native Americans is increasing and the U.S. population as a whole is aging. Increased visitation by non-English speaking visitors as well as those more familiar with non-European cultures can be expected.

The Park currently recognizes the need to expand and

enrich the visit of those who may only intend to experience the Park along the Skyline Drive and its overlooks.

There is currently no NPS contact station at the southern terminus of the Skyline Drive, although there is a tourist information center operated by the Waynesboro-East Augusta Chamber of Commerce. This facility is staffed with a large number of volunteers and dedicated primarily to promoting businesses in the area. Over the next several years, discussions about the future of that center and alternatives or supplements to it, including a regional center and an NPS facility will have important impact on services and staffing.

Internally, the Park is facing austere budgets. This complicates efforts to obtain adequate office space to support activities and a sufficient number of quality vehicles needed to operate a program that spans 105 miles within the Park and hundreds of miles outside the Park. It makes competitive salaries difficult to achieve. And it means that major non-personal interpretive media like exhibits, films, wayside exhibits, and publications are increasingly more difficult to fund via traditional sources of government money.

Summary of Current and Past Programs

The 1983 General Management Plan (GMP) section on interpretation provides a summary that has guided programming through the 1980s.

The interpretive program was designed to be appropriate for a broad variety of Park users: overnight visitors, campers and lodgers; day users, home-based and drive-through; backcountry users, hikers and campers; children, including school groups; special populations, disabled, non-English speaking, and minorities, and Park neighbors, schools and organizations.

Interpretive materials and programs are designed to cover the following topics: the changing natural scene; the Park story; a recycled wilderness; cultural history; Park management concerns.

All media are used: exhibits, personal services, and audio visuals (AV) in visitor centers; personal services and audio visuals in camp and picnic grounds; personal services, wayside exhibits/trailheads, and self-guided trail brochures along the Skyline Drive; a Park guide, Park newspaper, and Park brochure are available at entrance stations, the guide, brochure, and site bulletins along with sales publications are available at visitor centers.

Major concentrations of interpretation occur at Dickey Ridge and Byrd Visitor Centers; Skyland and Big Meadows lodge areas; Mathews Arm, Big Meadows, Lewis Mountain, and Loft Mountain campgrounds where there are amphitheaters. In addition, a new Parkwide interpretive sign program has upgraded the quality of information via new bulletins boards and trailheads and will upgrade interpretation via low profile panels.

Lesser used interpretive opportunities include eight self-guided trails, numerous ranger-led walks, and hiking trails, each

providing an opportunity for discovering the Park with help or alone. A wide variety of flora and fauna plus glimpses of Park geology, waterfalls, etc. reward those who leave their cars along Skyline Drive.

Camp Hoover, Massanutten Lodge and adjacent Skyland cabins, Big Meadows Lodge, Dickey Ridge Visitor Center, Dean Cemetery, and Skyline Drive itself offer the most obvious opportunities for cultural interpretation although Snead Farm, and other abandoned homesites more hidden await re-discovery by hikers.

A more complete and current inventory of interpretive facilities and services is contained in the Park's "Interpretive Data Base." See the "Inventory of Interpretive Facilities and Services" and "Individual Service Plans."

Visitor Profile

In 1987, Shenandoah participated in the NPS's Visitor Services Project. A questionnaire was designed and distributed to visitors during the weeks of July 26-August 1 and October 4-10. The following profile is based on data collected as a result. A complete report is included in the Interpretive Data Base of this plan.

Visitors were most likely to be in family groups of 2-4 people (81% in summer and 85% in fall). Children under 16 years of age account for 22% of the summer and 13% of the fall visitation. Seniors 60 or older make up 14% of the summer visitation and 24% in the fall. A majority (56% summer, 65% fall) were visiting the Park for at least their second time. A majority came from VA., MD., and PA. Most stayed for only one day (64% summer, 70% fall). Canadians and Europeans accounted for almost all of the visitors from foreign countries.

When asked what activities they participated in, an extremely high percentage of visitors stopped at overlooks (85% summer, 89% fall). Many used gas stations/stores/gift shops (55% summer, 45% fall). Other significant activities included: hiking for less than 2 hours (37% summer, 32% fall), picnicking (33% summer, 32% fall), and visiting a visitor center 37% summer, 33% fall), particularly Big Meadows.

During the summer season, traditional activities drew the following percentages: ranger-led walks/talks--12% and evening programs--12%. Twenty-one percent of the summer visitors indicated that they camped and 12% said they stayed at a lodge or cabin.

Visitors cited brochures, booklets, and wayside exhibits as the information services they used most. Brochures and booklets plus ranger-led walks were identified as the most helpful services. Dickey Ridge was the most popular first stop (36% summer and 28% fall).

Themes & Objectives

The four themes listed below will guide Park interpreters in developing personal interpretive programs as well as non-personal interpretive services, such as exhibits. Under orientation and each theme are listed objectives for staff to strive for in preparing interpretive materials.

Orientation

- a. Prior to visiting Shenandoah National Park people will have the opportunity to receive basic information on the Park, including information on traveling to the area.
- b. When they enter, or soon thereafter, visitors will have the opportunity to obtain basic information on facilities and services needed to plan their stay.
- c. During periods when Park staff are not available, visitors entering the Park will be able to obtain basic information on facilities, resources and programs.
- d. All visitors will receive the information necessary to safely enjoy the Park.

#1

Shenandoah National Park is an ever-changing natural scene, altered by season, weather, plants, animals, people and time.

Objectives:

- a. Visitors will be able to identify distinct seasonal changes which occur in the Park.
- b. Visitors will be able to describe the effects weather has on the natural scene.
- c. The public will be able to discuss the

changes plants, animals and people have upon the Park's natural scene.

- d. Park visitors will be able to describe some of the geological changes which have occurred over millions of years in this area.

#2

For over 10,000 years people and the southern Appalachian environment have interacted, each leaving their mark upon the other.

Objectives:

- a. Visitors will be able to list, in correct order, the sequence of human use of the area now known as Shenandoah National Park.
- b. Visitors will be able to describe at least one instance in which the landscape was the major determinant in people's actions in the area.
- c. Visitors will be able to describe how they can find evidence of human use of the area before the Park was established.
- d. Visitors will be able to list at least two current human/environmental interactions.
- e. The public will be able to describe how the Park affects them.

#3

Shenandoah National Park is faced with many external and internal challenges that affect visitor use and resource preservation.

Objectives:

a. The public will be able to describe at least one instance in which a threat to resources, as identified by Park management, affects the Park and their enjoyment of it.

b. Governments, businesses and private citizens will take appropriate action to preserve cultural and natural features in and around the Park.

c. Visitors will be able to discuss their roles, responsibilities and opportunities as owners of the Park.

#4

Shenandoah is a recycled national park where the natural environment is regenerating after intensive alteration and use.

a. Visitors will be able to identify examples of natural resources that have recovered in the past fifty years.

b. The public will be able to better discuss how the natural environment can be preserved and/or recycled in this country.

c. Local citizens will be able to describe the positive changes that have taken place in the Park.

d. The public will be able to describe at least one benefit of congressionally designated wilderness.

The Plan

This Plan is organized according to facility and/or media with brief discussions of the needs of special populations and of interpretation performed by non-NPS organizations in the Park.

Entrance Stations

Visitors can enter the Park at several different points and basic information must be available at all entrance stations. Travelers Information Stations (TIS) at Front Royal and Rockfish Gap begin to meet visitor need at both north and south entrances. TISs for Loft Mountain, Thornton Gap, Big Meadows and Piney River are planned and should be purchased and installed.

Currently, each car entering the Park receives a Park folder if the entrance station is open. When available, Park newspapers are distributed. The "Park Guide," published by the Shenandoah Natural History Association (SNHA), also provides basic information about the Park, campgrounds, visitor services, waterfalls, trails, etc. It can be purchased at all entrance stations and association stores.

The nature of contact at an entrance station will vary seasonally. When it occurs, it is likely to be the first contact that the vast majority of visitors have with the NPS at the Park. During most months it is a necessarily quick interaction with little time for discussion. At the opposite end of the spectrum, in the winter, an entrance station may be unstaffed leaving visitors with no introductory information.

Some flexibility makes sense. When busy, staff should be able to dispense basic information using printed materials. Possibilities include: increasing the number of newspapers so each car will receive a copy if needed or wanted; producing short one-panel site bulletins to direct visitors to more information, away from heavily used areas, or provide information on resource management concerns. Busy months would be the best time to consider assigning interpreters to rove at overlooks, particularly those close to entrances. If the interpreter's presence is

obvious to motorists, perhaps because of a sign saying "Roving ranger on duty," they will stop to get the type of personal contact that is not available at the entrance station.

In the winter, when entrance stations are staffed, employees can operate at a more leisurely pace and may be able to answer visitor questions. Printed materials may not be as necessary, although it is always helpful to have something (newspaper, brochure, guidebook) to take along for future reference. Self-service materials are needed when the entrance stations and visitor centers are closed. **Dispensers for the Park newspaper and brochure** should be located at each entrance station and visitor center. **Self-registration stations** for backcountry permits are also needed at each of those locations if staff deems this appropriate.

The role that Park headquarters should play in orienting visitors should be more clearly defined. Although never intended to function as an entrance station, Park headquarters often does function that way. The relatively large parking lot and informational signs attract visitors entering the Park via Route 211. Inside headquarters they find limited Park materials (brochure, newspaper, and maps) plus a visitor register. Current staffing makes personal contact difficult. The most obvious employee is the dispatcher who is often very busy with radio calls and the switchboard.

An **information receptionist** position needs to be established and appropriate space dedicated so that person can greet visitors coming into the headquarter's building and can handle the increasing load of information calls.

Publications

When the entrance station is staffed, all visitors receive a **Park folder** which includes Park information, limited interpretation and most importantly a Park map. The **Park newspaper** has been published since 1980 with considerable success. It provides an excellent forum for discussion of resource management concerns. It includes a schedule of ranger activities with locations and times. Articles on Park history, wildlife, and plants allow some interpretation of the resource. Available at visitor centers,

site bulletins provide additional information on topics like: fall colors, gypsy moths, trails and hikes. Site bulletins serve a limited or seasonal need. At Dickey Ridge and Big Meadows visitor centers, SNHA sells a wide range of publications covering Park stories in detail. A similar although probably smaller outlet is needed at the south end of the Park.

A new brochure, designed specifically for those visitors who spend most of their time driving through the Park, needs to be considered in the free publications plan. The goal of this brochure will be to encourage at least one Park experience in addition to that available on the Skyline Drive and at overlooks. It would highlight daytime activities, short loop trails, films, etc. Since relatively large quantities of this brochure will be needed it should be inexpensive to produce. Since there is some question about how effectively the newspaper communicates to those who come primarily for the Drive, consideration might be given to substituting the handout for the newspaper, which could be reserved for distribution at visitor centers, campgrounds, lodges, etc. The first step in this process is to re-examine the Park folder, which currently includes a map and text highlighting various features, encouraging people to do more than drive through.

The Park's new publications committee, which reviews free publication needs, should examine all existing publications and recommend ways to eliminate duplication.

In order to fully cover the Park themes and objectives, as well as Park audiences and issues, the Park publication plan has been expanded to include:

a new Park guide, *Exploring Shenandoah National Park*, in a more attractive yet still inexpensive format with a copyright controlled by SNHA;

There does not appear to be a need for an official Harpers Ferry Center-produced Park handbook. Current or soon to be created publications meet the needs of the Park. Specifically, the new *Exploring Shenandoah National Park* will meet most orientation and some interpretive need; the "Story Behind the Scenery" meets some interpretive need as well as the demand for colorful photos of the Park; several quality books on the Park's recent

cultural history are available from SNHA and answer common questions about the Park's history. The pre-historic years are only briefly addressed, however. As archeological work is evaluated and as new research occurs, the pre-history of the area could provide the basis of a variety of books. Natural history subjects have not been adequately covered and there is a need for a naturalist's guide.

Wayside Exhibits and Signs

An interpretive sign plan is in place. However, additional needs are identified in this plan and will continue to surface.

There may be a need for another phase for the Parkwide interpretive sign plan. Phase 4 should make the plan more comprehensive and add additional interpretive signs to be determined by Park staff.

Given the number of repeat visitors, staff should be alert to cost-effective ways to update and change exhibits.

Skyline Drive

For many visitors, Skyline Drive is the Park. It is the Drive that attracts the vast majority of the Park's users. This limited view of the Park should be both exploited and expanded.

Perhaps one of the best ways to tap into this huge audience is to develop a audio cassette that can be listened to while driving. The tapes could be produced and sold by SNHA or by a private vendor.

As indicated in the Visitor Profile section over 80% of all visitors stop at Drive overlooks. Already overlooks are locations for outdoor exhibits on natural, cultural, and resource management topics. Bulletin boards at some overlooks provide seasonal information as well as limited interpretive messages. When interpreters have been assigned to rove overlooks, the result has been very promising. The number and type of contacts that occur here make a good case for including at least two assigned work locations at overlooks, boundary access points or trailheads in the minimum program during the summer

months and on fall weekends.

The Drive provides access to all major facilities. Again the visitor profile indicates that roughly 50% of all visitors used gas stations, stores and gift shops. Wherever the opportunity presents itself at these locations, visitors might be encouraged to participate in a non-Drive activity. Possibilities include enhancing interpretation in rest rooms (non-personal of course), in lobbies, and on bulletin boards located at these service areas.

The Elkwallow and Loft Mountain Waysides provide brief opportunities to interpret for Drive motorists. Short informal programs by rangers have been successful at Elkwallow in the past. Deer are accustomed to people in these areas and visitors view those "friendly" deer as an invitation to feed them. Programs/signs are needed to discourage this activity. Visitors feeding the deer is a serious safety problem, has significant resource impact, and gives other visitors a bad message. This is a multi-discipline problem that should be addressed by a park-wide task group. Since Elkwallow receives a large number of non-English speaking visitors this is a good area for signs that communicate visually rather than just through words. Two messages are now needed: don't feed the deer (feeding deer = dead deer) and let the plants live (fiddle-head fern harvesting is common). Finally, the Drive provides access to most of the Park's trails. Unfortunately, many trailheads are not obvious to motorists. Also, even if a trailhead is clearly visible, the nature of the trail (length, difficulty, attractions) is not apparent. In order to encourage use and in order to match hikers with trails that are appropriate to their skill level, the international trail sign can be placed along the road so as to be seen from cars. If these signs are installed to be easily movable, they can also help to disperse use and/or direct visitors to the best trails for each season. The TISs at Big Meadows, Loft Mountain and Piney River may also be used to direct visitors. An exhibit with a map and description of the hike should be placed at those signed trailheads.

Trails

The Park has roughly 500 miles of trails, including a 95 mile section of the Appalachian Trail. Trails are important Park resources and some (30) have been marked with new

trailhead signs. A map of each marked trail along with a written description of the main features along the trail, length, and difficulty are shown on the trailhead. One third of all visitors surveyed in the Visitor Services Project said that they hiked for less than 2 hours. One fifth hiked for more than 2 hours.

The location and nature of the Park's trail system deserves another look. Two thirds of the 30 trails marked with new trailhead signs are not loops. They require a hiker to double back over the same route. Only a few of the trails are circuits of less than one hour. These are the trails that would be of particular interest to less serious hikers who might nonetheless enjoy stretching their legs or taking the kids on a short walk into the woods. Most of the trails are not obvious to Drive travelers. Some trails are heavily overused during busy times.

What are some of the implications for interpretation? In view of the concerns identified under Issues and Influences all trails should be reassessed. Are they in the best locations and do they serve the appropriate audiences?

A wide range of trail lengths and difficulties should be offered. There are already many trails that are little used and most should be preserved. But overuse of popular trails demands additional hiking opportunities that are convenient and attractive to use, perhaps in lieu of some relatively unused trails. In addition, short loop trails that are well marked along the Drive would encourage more visitors to get out of cars, away from the Drive and into another part of the Park. Some of these trails should be only 15-20 minutes in length and easy for families to use.

Once trails are developed they can be promoted via several channels of communication: **bulletin boards, international signs with trail length clearly indicated, rest room interpretation, short inexpensive handouts at entrances, changes in Park publications.** The existing trailhead exhibits need to be reviewed periodically, for revisions or additional exhibits. Changes should be coordinated through a sign committee.

The popular Old Rag Mountain trail enters the Park from the boundary in Madison County at Weakly Hollow. Future discussions of development should consider the usefulness of a visitor facility, campground or even a

cultural center in that location or in other boundary areas where local residents and other visitors access the Park. Boundary access points offer the Park opportunities for expanding good community relationships through increased services and through increased opportunities with visitors. A visitor facility would be most useful at a heavily-used area like Old Rag, while campgrounds may be better located in less-used areas.

The number of **self-guided trails** would be expanded to include any new short loop trails.

Development of the Limberlost Trail as a trail accessible to visitors with limited mobility, sight or hearing impairments will help provide interpretation to a wider range of users.

The three "Short Hikes" brochures that describe some walks in each of the Park's districts should receive wider distribution. Interestingly, combining them into one booklet and selling it for a small price might actually increase circulation.

The solution to trail overuse may be adoption of strategies to direct some visitors to other locations. Movable signs and entrance station handouts, both mentioned above, may help. Roving rangers on busy days may be used to direct visitors to alternatives. Closing an over-used trail with directions to other locations may be necessary.

The trails to Hawksbill, the highest point in the Park, could be used more actively for ranger-led hikes, especially during hawk migrations. From the summit visitors have a 360 degree view. The staff should assess this site's potential and consider enlisting local bird watching groups to assist with the trail maintenance and establishment of a bird watching station.

An additional trail into the Big Meadows swamp has been suggested. It would involve construction of a boardwalk and is suggested because it would provide access to another different and somewhat unusual natural environment. It would also be located adjacent to an area that is heavily used by motorists and might serve as an enticement for a short walk.

Personal Services

Staff are primarily committed to traditional activities: visitor centers and interpretive programs. In addition, staff hours are increasingly needed for the Park's growing educational programs, outreach, and media development.

With the installation of a new telephone system in 1990, information callers are now able to reach a recording or dispatcher and calls have dramatically increased. The number of calls exceeds the current staffing and visitors on the phone are not being served. As indicated under the Entrance Stations section, an information receptionist with telephone answering duties is needed in the headquarters building. The receptionist would be the first line in answering the switchboard and information calls, with the Interpretation & Visitor Services secretary, the Big Meadows Campground staff and the Byrd Visitor Center staff as second line. In addition to a person fully dedicated to answering information calls, a call processing system will be investigated as a backup when all other lines are busy.

Visitor Centers

Both visitor centers are used by more than one third of the Park's visitors. Since over half of those who enter the Park have visited before, information dispensed probably has a lasting impact when users return.

Dickey Ridge Visitor Center

Dickey Ridge is the most cited first stop and it deserves special attention. Currently, the parking lot is laid out so that foot traffic to the building competes with incoming autos, resulting in a safety hazard. The use of space inside the building is not the best. The first thing a visitor sees is a bookstore, although staff are close by. The permanent exhibits do not reflect the character of the building, in fact, the visitor is not told about the age and historic use of the building. Although the exhibits and AV were designed to orient the visitor to what the Park has to offer, they have not been completely successful. All exhibits are showing their age and back-lit transparencies need periodic replacement. Changing exhibit space is in a bad location and not very attractive.

Dickey Ridge needs a new, professionally designed space use and exhibit plan and a new film. The media inventory reflects this need and a 10-238 has been submitted to the Mid Atlantic Regional Office (MARO). Knowing that the 10-238 process is slow, the interpretive staff will brainstorm needs and ideas for information, exhibits, sales and AV and begin the process of interior redesign. The non-public areas in the building will be included and staff needs considered, as well as interpretive and informational activities for outside the building. The closing gate at mile 9.2 (Lands Run Gap) should be moved to Dickey Ridge or a new gate added just south of the picnic area. The needs generated by visitors searching for self-service information in the winter must be part of the redesign.

Until the 10-238 is implemented, staff will experiment with these and other ideas:

- move the entrance to the middle doors and have visitors enter where the exhibits are located;
- develop a slide show that is designed to encourage visitors to have a second Park experience;

- develop slide shows for various times of year with their different needs, i.e. one show that highlights the best spring trails, another that gives alternatives to heavily used trails, another that emphasizes a particular cultural site like Massanutten Lodge, etc. These programs might be variations of longer programs created by seasonals;

- continue to experiment with hands on kids' activities;

- continue short talks on timely topics to orient new visitors and provide something new to returning visitors.

The possibility of renaming the Dickey Ridge Visitor Center offers another opportunity for interpretation of the Park's history. The Harry F. Byrd, Sr. Visitor Center has been named for one of primary forces behind the establishment of Shenandoah National Park. William E. Carson is another of those forces. The option of naming the visitor center for him will be pursued.

Harry F. Byrd, Sr. Visitor Center

Byrd Visitor Center faces some of the same problems evident at Dickey Ridge, but not to the same degree. Visitors are immediately confronted with sales as they enter. The exhibit area is not obvious, is dimly lit, leaving some interpretive labels difficult to read, and has ramps in front of elevated exhibit cases that make it easier for children to see while making it harder for almost everyone else. The lobby area between the entrance doors is used for self-service information in the winter, but is not designed for that purpose. A popular hands-on exhibit added by Park staff is temporary-looking. Park-made signs indicate problems in helping visitors find their way to the building's programs and services.

The desired goal is to take another look at how this building's space is used. A 10-238 will be submitted for a new plan, including new exhibits and a new film. Redesign here is not as pressing as at Dickey Ridge. In the meantime, the following steps will be taken:

- caption the film;**

- remove the visitor register to gain additional space and reduce competing facilities;**

- purchase auditorium lettering to conform to other lettering used inside;**

- efforts should be made to move the cooperating sales outlet away from the main entrance into a less obtrusive location;**

- continue to experiment with hands-on kids activities, including a "touch cart" that could be rolled out and put away depending upon conditions.**

- develop slide shows like those discussed for Dickey Ridge**

The first priority for staff at the visitor centers is the walk-in visitor. At Byrd Visitor Center, however, incoming telephone calls from visitors planning their trips often conflict with serving visitors at the desk. The information

receptionist proposed under the Personal Services section would reduce this conflict.

Contact Stations

Thornton Gap Information Station

This contact station building belongs to ARA Virginia Sky-Line Company, but is used by NPS staff on busy weekends. Staffing has been primarily volunteers and the chief duty has been to issue backcountry permits when the Thornton Gap Entrance Station is busy. Unless funding for staffing in the Park dramatically increases, the use of the station will remain volunteer staffing on busy weekends only.

Massanutten Lodge

The lodge is not effective as a contact station, although it has historic significance and has high potential for interpretive activities. Staff time would be more effective in the Skyland Lodge lobby or in a kiosk in front of the lodge.

South District

The South District does not have any contact station. All visitor contact is at the entrance stations, at interpretive programs and at the campground. A contact station should be established in the South District.

Education Program

In 1991 a structured educational program was initiated, using a grant from the Washington Office (WASO). The goal of the program was to reach children in the local counties and introduce them to the values of the Park. The goal still exists, but WASO's special funding does not. The South District Interpreter/Education Specialist is part of the division's base funding, but additional funding for permanent and seasonal staff to carry out the activities must still be obtained. To use money and staffing most effectively, the ranger activities will be given in the Park and teachers will be trained to conduct activities planned by Park staff before, during and after the Park visit. The

program targets youth groups and third and fifth grade students in the counties surrounding the Park. Teachers are trained in the activities through Park-sponsored workshops. The new program needs at least one vehicle and office space. Intern programs are being pursued with universities to help extend the range of the program.

The in-Park activities require a location with at least two short trails so a large group can be split into a manageable size. Locations used so far are South River picnic area, Dickey Ridge area, Loft Mountain campground and Big Meadows. Pinnacles picnic area may have potential as a site for smaller groups. The most diverse area is at Big Meadows. With the variety of trails in the area several groups can use it at one time so it is best for the larger groups.

Campgrounds, Picnic Areas, and Lodges

Those who use the Park's campgrounds and lodges are very receptive audiences for ranger programs. They have been the recipients of many of our traditional summer walks and talks. However, several of the amphitheaters need rehabilitation. Mathews Arm and Big Meadows are highest priority and 10-238 packages have been assigned for them. Lewis Mountain and then Loft Mountain are next in priority. Some of this work could be accomplished via cyclic rehabilitation. Park staff will make a cyclic request and will investigate including these facilities in the MMS data base.

To the extent that it is possible, informal contact with campers is beneficial. The small building (#6-17) at Lewis Mountain could be considered as a contact station for interpreter/camper interaction. Staff will investigate the feasibility of using this building and will determine services that will be available. The new housing project, scheduled for funding in the near future, includes a registration station. Staff will incorporate an information contact station into those plans.

The Appalachian Trail (AT) intersects with the Pinnacles picnic area and provides an opportunity for interpretation of the AT to this Park audience. The Civilian Conservation Corps picnic shelter offers another interpretive opportunity for a wayside or bulletin board

display on the CCC which would replace the small wooden sign already in place.

The Big Meadows Lodge offers opportunities for an interpretive partnership with ARA. Inside there is space for some small **changeable** exhibit that could highlight seasonal messages/events, interpret the history of the Big Meadows Lodge, or call attention to resource management concerns. On the balcony outside, would be an excellent location for a **visibility** exhibit.

At Skyland there are opportunities for cultural as well as natural interpretation. The Massanutten Lodge has been restored on the exterior. It has been used as a contact station on weekends in the summer, but that has not been cost-effective. It could be used to interpret the history of the area by creating some **"exhibits"** on **Skyland history** (could be as simple as a photo album and/or wall mounted photos or more elaborate with free-standing professional exhibits); by removing the sales area and leaving it open to visitors with self-guided exhibits; and by scheduling regular **talks** on Skyland and Skyland architecture. New activities in the Skyland area could include **living history** or **historical drama** with **costumed presentations**; **staged Skyland activities** like cake walks, concerts, etc. This could be another opportunity for partnership with ARA. They would get a program that would attract visitors in return for seed money for preparation and presentation.

The conference hall at Skyland is a concession facility and has been used occasionally for interpretive programs. A formal arrangement with ARA will be pursued for use of the hall on weekends during the shoulder seasons and as an option in case of bad weather.

The Park has cultural cyclic funds for a preservation plan for the Judd Garden. Now some interpretive planning for the area is needed, including examining the cost effectiveness of interpretive signs for **Judd Garden** and the most effective use of the trails in the garden.

Additional Cultural Sites

The Dean Cemetery is located just a short walk from a parking area along the Skyline Drive. It presents an opportunity for interpretation of the people of the area, a

follow-up on former residents who moved into local communities, the existence of cultural resources amidst nature, the Deans, etc. This interpretation will have to be developed with considerable sensitivity since this is an active cemetery.

Camp Hoover is the site of the very successful **Hoover Days**, held each year on the weekend closest to August 10, President Hoover's birthday. Visitors are bused or hike into the site. This is an excellent activity that draws heavily from the local communities for visitation. The metal photo signs now in place seem intrusive, do not interpret the entire area of the camp, and have been vandalized. The interpretive signs are read by a majority of visitors to the Camp, so the interpretive messages are welcomed. A new plan will be developed, considering new exhibits and less intrusive media i.e. self-guided brochure, or exhibits in the parking area. Camp Hoover is available for overnight conference use. Although the number of guests who use Camp Hoover is small, their influence is potentially significant. Some additional interpretation of the President's cottage will be developed. Possibilities include a booklet or photo albums. First hand accounts of the Camp would be a useful interpretive tool. Ways to interpret contemporary management issues/problems for Camp guests will be considered. If Camp Hoover ever ceases to be a governmental retreat the site has excellent potential as an environmental education residential camp. Historic structures reports have never been completed for these buildings and would provide useful information for interpretation. Temporary exhibits for use in the buildings during Hoover Days will be considered.

Simmons Gap is not now a visitor use area but includes an Episcopal Mission building. Given current use as staff offices, maintenance yard, and housing, visitors are not and will not be encouraged to visit the area.

Snead Farm includes a barn, house foundations, stone fence around the yard, and a springhouse. It could be used to interpret a wealthy family. A 10-238 is on file for rehabilitating the barn for an environmental education site. A trail runs to the site and ranger-led walks occasionally take visitors to the site.

The wastewater facility at Big Meadows was designed to

interpret the process used to purify water in the Park. There is ample parking outside and bright exhibits inside. Now showing wear and the need for updated information, these exhibits will require rehab during the life of this plan. Given the Park's other pressing interpretive needs, interpretation here is not a high priority. The staff at the plant is willing to provide tours to school groups. A tour is now offered as an option to groups scheduling visits. Staff will monitor use of the facility and if it continues to be seldom visited, the interpretive exhibits will be removed.

Any changes that the exhibits might need should be accomplished in-house using the most professional looking technology available, laser printed text dry mounted on colored stock, for example.

Special Events

At the beginning of each fiscal year, the Park will decide on a schedule of special events. These activities will both enliven the stay of visitors passing through the Park and provide special incentive for Park neighbors to Drive up the mountain. While the schedule will vary from year to year, certain events have interpretive merit as well as a track record for success: Earth Day in April; Wildflower Weekend in May; Mountain Heritage Days (sponsored by ARA) in July; Hoover Days and Founders' Day (free entrance to the Park) in August; Christmas Bird Count in December. All special events need to be better coordinated with the Park concessioner so all potential visitors are given information on upcoming events. There are opportunities to work with ARA in sponsorship of special events. Possibilities include additional "Birds of Prey" programs in the lodges during the fall bird migration.

Groups that Deserve Special Mention

Local Park Constituents

The Park's neighbors cannot be placed into one category. They participate in all Park activities or may not enter the Park for months or even years at a time. Some have never been to the Park, or, have travelled the Drive without realizing they were in Shenandoah National Park. Nonetheless, they can have interests different from visitors

from out of the area. Their importance should be recognized and discussed. Their children learn about the Park both in class and in the Park. They are a primary audience for educational outreach. Other visitors travel through their towns and often past their houses. Some make their living serving the Park and its clientele. Their tax base is affected. Thousands of eyes peer down on them from overlooks. As the NPS wants the view from its overlooks to be pleasant, it tries to influence what its neighbors do with the lands and buildings they own. While the vast majority of the Park's neighbors are law abiding citizens, there are and have been law enforcement problems of local origin, including wildlife poaching, ginseng harvesting, arson and other crimes.

This leads to the question of how the Park's interpretive plan will include this local constituency. In addition to providing campgrounds, trails, etc. the following programs are designed to establish and maintain the support of Park neighbors. This is an issue (see page 6) of increasing importance.

strengthen educational outreach and ensure that funding survives beyond the WASO initiative;

conduct at least 2 annual teachers' workshops;

provide access points from roads adjacent to the Park, i.e. Route 340 on the west (between Elkton and Grottoes), Front Royal on the north, and Route 600 in Madison County on the east;

provide roving interpretation and possible contact stations at busy trailheads on the boundary, especially at Weakley Hollow;

schedule activities like outdoor concerts at Dickey Ridge;

establish and advertise a "speakers bureau" of Park employees who will visit community organizations and talk about the Park;

write regular feature stories about the Park for local newspapers and magazines;

work with local television and radio

stations to promote the Park and to cover important issues;

invite local groups to become involved in staging Skyland activities like cake walks;

invite local groups to work with PATC and adopt a trail similar to adopt a highway programs;

investigate the possibility of a folk-art center on the boundary, in cooperation with local governments or other organizations.

Children

Efforts are made to reach visitors of all ages in all personal services. In addition, programs designed specifically for children include a "Junior Ranger Program" where children purchase an inexpensive booklet, complete activities described and have a ranger review the booklet. The rangers award successful Junior Rangers with a badge and signed certificate. Various children's interpretive activities such as "Kid's Corner," "Just for Kids," and "Kid's Lost and Found" are scheduled as part of the regular interpretive program. A number of children's books and coloring books are sold, and a children's section is included in the Shenandoah Overlook. Both visitor centers have "touch tables" with a changing variety of natural and cultural objects.

Non-English Speaking Visitors

Currently, the Park brochure is available in Spanish, French, and German. Foreign visitors do not know the brochures are available, however, unless an entrance station or visitor center ranger offers them. The brochures are well-received once offered. One action to take for increasing knowledge of their availability is to have a short message in the Park newspaper, in each of the languages. Park protection staff has asked that inserts for the Park brochure be developed that explain the Park's basic regulations and mission. Those are needed in several languages, especially for Asian cultures which comprise an increasing percentage of the non-English speaking visitors. The most common languages among these visitors needs to be determined before more information is translated.

Translated materials, however, are not necessarily the answer to inter-cultural communication. While visitors from other countries or cultures do not make up a large percentage of Park users, special effort needs to be made to communicate certain resource management concerns. In particular, visitors must be asked not to feed deer especially in the developed area and must be discouraged from digging and destroying plant materials. Since the audiences who should receive these messages are diverse and speak several languages, translated materials are not necessarily the answer. Signs with visual messages should be designed and placed in appropriate locations. Interestingly, the current "don't feed the deer sign" seems to visually communicate exactly the wrong message. The deer appears to be playing with the human offering food.

As the U.S. population diversifies over the next decade, it is entirely possible that additional materials will be needed to communicate across cultural and language barriers. Park staff will have to remain aware of possible changes and suggest remedies as they occur, perhaps even conducting more surveys to discover user shifts. Training for staff, including concessionaire employees, on dealing with diversity should be offered on a regular basis.

At the present time, sales publications are only in English, while either translations of existing items or new foreign language publications might be available. No efforts have been made to provide foreign language translations of exhibits or sound-tracks for AV programs. Some German video tapes are sold.

The Disabled

A guide to Park facilities for the mobility impaired is available. A taped, audio version of the Park folder has been produced, and a copy of this and several other handout publication's are available in braille. These are not often used by the public. Currently, the Park's Accessibility Plan calls for rehabilitation of visitor centers and amphitheaters to provide for total accessibility. In addition, an accessible trail is presently being planned at the Limberlost. The *Shenandoah Overlook* is printed in 12 point type for the visually impaired (and simply to encourage more people to read it), and the schedule of programs indicates which activities are available to the

mobility impaired. At present, no recording of exhibit text or closed captioning of the AV programs have been produced, although printed text of the films is available to the hearing impaired.

Partners in Interpretation

Shenandoah Natural History Association

SNHA currently assists with interpretation in three ways: Association staff provide Park information at visitor centers; the Association publishes several items both for sale and free distribution; and the Association funds interpretive projects. This particular partnership is healthy and ready to continue to grow. The Association would like to offer more items for sale, and would be willing to consider publishing new printed materials and even appropriate reproduction cultural items and non-print natural items. Audio cassettes for car radios are ideal products to develop.

The only roadblock to expansion is space. There is no obvious space available at either visitor center and there is no sales facility in the South District. Together, the Park and SNHA will explore a traveling van sales/information operation for the South District, which would include information on the Blue Ridge Parkway. The van would be parked at busy overlooks or "waysides", conduct sales and offer information. It could be staffed by SNHA and/or NPS staff.

The Wildlife Center of Virginia

The Wildlife Center and the NPS work together on two interpretive projects: "Birds of Prey" interpretive program; and an educational program. "Birds of Prey" is a popular close-up look at several species of birds. NPS interpreters are trained at the Wildlife Center to handle Center birds. The programs are conducted in the Park, primarily in the summer months. The educational program has both an off-site and on-site component. Park staff send letters to schools in surrounding counties informing them of the program. Wildlife Center staff travel to interested schools and present a general assembly for all students and then a 1 hour session just for the targeted grade. Students then arrange for a visit to the Park which is handled by Park

staff. A Memorandum of Understanding will be prepared to define the responsibilities of both the NPS and the Wildlife Center for these programs.

The success of this partnership brings with it additional ideas for cooperation. The Wildlife Center's new facility, scheduled to be completed by the end of 1992, will offer opportunities to cooperate with both the Wildlife Center and the U.S. Forest Service who will be developing an adjacent facility. A 3-way effort could be a very cost effective way to deliver interpretation and NPS staff will ask to be included in planning discussions.

The Wildlife Center would also be interested in cooperating with ARA Services. Possibilities include: ARA distribution of information about the Wildlife Center via mailings, table tents, gift shop bags, drink cups, etc.; new programs that would feature animals in music or folklore; and specialized hikes led by Center staff. New sales items related to wildlife could be developed or identified with Center assistance. The Center's traveling exhibit could be used in ARA or NPS facilities.

Teacher workshops provide another promising area for expansion. Center staff could work with Park employees and perhaps use ARA facilities for weekday workshops in the summer. These workshops would be one way to begin to tap into the huge potential audience in Washington, D.C. metropolitan area.

The 4-H Center of Northern Virginia also provides facilities and potential audiences, including 4-H camps and elder hostels. The NPS could coordinate environmental programs again using Center staff and animals and 4-H Center facilities and audiences for both off-site and on-site programs.

In addition to those already established, a new program on endangered species like the Shenandoah salamander would help build a constituency for species preservation and interpretation of biodiversity.

Assuming that the Memorandum of Understanding with the Wildlife Center is successful, the NPS should consider developing a similar relationship with a group interested in interpreting the Park's cultural history.

While the Wildlife Center is already charging for the interpretive services provided by its staff, the NPS should also consider assigning modest fees to some of these proposed specialized activities. These fees would be used to at least pay for supplies and materials.

ARA Services

ARA Virginia Sky-Line Company currently provides important informational and highly visible interpretive programs. ARA employees at lodges, waysides, or restaurants are often the first people that visitors can actually talk to and ask questions about the Park. Visitors enjoy the wagon rides (which are sometimes accompanied by an ARA interpreter) provided by ARA at Big Meadows. The Mountain Heritage Days in July attracts many visitors interested in area folklife.

Both the Park and ARA are interested in building on this firm foundation. In assessing who will accomplish which tasks, it makes sense to use each partner's strengths.

Park staff have information and interpretive expertise. Therefore, the Park will meet annually with ARA officials to develop a training schedule that will provide information to as many ARA employees as possible. To the extent feasible, the NPS will also provide training that will cover topics like: dealing with visitors; answering questions; giving directions; dealing with difficult visitors; creating interpretive talks, etc. Since all employees will not be able to attend training, resource packets that will answer most often asked questions will be developed and placed at crucial locations.

As Park staff prepare for their season, they should meet with ARA officials to brainstorm special events that will both attract visitors and help provide interpretation of the Park. Ideas for dramatic interpretive programs, activities and exhibits at Skyland seem to be in the interest of both organizations. Using lodge facilities for some Park programs, like "Birds of Prey," would provide ready audiences to Park programs and an attractive activity to lodge guests. Analysis of cost might reveal that it would be more cost effective for ARA to fund additional NPS programs than to hire and train their own employees to interpret. Weekday activities could be scheduled in order to attract more visitors during traditionally slower days and

relieve over use on weekends.

ARA, on the other hand, has the ability to inform visitors before they arrive and promote the Park off-site. Each year they conduct several mailings to previous and potential visitors, providing an ideal channel of communication to an interested audience. Short inserts could be developed to let visitors know about upcoming events and programs as well as issues related to the health of the Park. ARA also receives many inquiries about the Park. The NPS could easily develop a standard response with recommended materials.

Finally, Panorama at Thornton Gap, merits some discussion. It is both restaurant and gift shop. The "crafts" sold on the lower level are not entirely hand-made and/or local. The interior of the restaurant includes lots of windows and a few mountain tools, but is basically a sterile atmosphere. Daytrippers and hikers use the parking lot but have no reason to enter the building.

The opportunities here include the following: develop an outlet for genuine craft items of the highest quality and advertise at lodges and in mailings; use some of the space on the lower level to provide services to hikers, juices drinks, trail foods and other supplies; design a plan to enliven the restaurant area with colorful and interpretive additions (cloth banners suspended from the ceiling that show mountain crafts or mountain flora/fauna, for example); replace "IQ" puzzles in dining room with some sort of environmental or theme related activity that could also be sold in the gift shop.

Others

Audubon Naturalists and the Virginia Native Plant Society provide volunteer speakers and leaders for the annual spring Wildflower Weekend events. The Potomac Appalachian Trail Club (PATC), assists with maintenance of the Appalachian Trail. While the primary contact for PATC is with the Resource Protection & Visitor Management Division, they perform a valuable role as Park advocates along with the other volunteer groups.

In addition, the biannual Natural Resources symposium, co-sponsored by the Natural Resources & Science Division

and SNHA, helps to disseminate recent scholarship on Park resources. In sum, these specialized audiences cannot be ignored and existing roles must be nurtured and maintained. Any new initiatives on adjacent lands, educational programs, etc. should be communicated to them so they remain informed.

There are several colleges and universities in the area and often interest in the Park among faculty and students is high. While formal relationships with each may not be possible, informal contacts with the natural science and history departments should be developed and maintained. Such contacts could result in increased advocacy for the Park, research projects, internships, volunteers, and even seasonal employees. Field schools, such as the photography workshops sponsored by Lord Fairfax Community College and the teacher workshops sponsored by the University of Virginia, should continue to be encouraged and coordinated by the Park.

The U. S. Forest Service presence in the area could lead to interagency cooperation. While the current visitor center on Massanutten Mountain on the George Washington National Forest is small, extensive plans for an interpretive facility at Afton might offer more opportunities for exchange of information and interpretive programming. Partnerships should be explored as they evolve.

Base Interpretive Program

Pre-visit Information and Advance Planning

A successful on-site visit often begins with information received in advance. Because the Park receives many requests for advance information, staff must be available and printed materials should be on hand to respond to visitor inquiries.

Publications

The Park guide to Shenandoah, currently published by SNHA, will be redesigned and rewritten to provide basic Park information in an attractive yet inexpensive format.

The Park folder provides both interpretation and a useable map. How well it serves the visitor has never been fully explored. As many visitors ask questions dealt with in the folder, its current design and distribution needs to be examined.

The Park newspaper provides visitors with information on Park programs, facilities and services, safety, Park rules and regulations, as well as articles on natural and cultural resources, critical management issues, and a message from the superintendent. It is used most by visitors who have time to read through it and who plan to spend a day or more in the Park. It may also serve as a souvenir or planning tool for the future once it is taken home. The 12 point type size, variety of mastheads, and current topics all encourage the visitor to pick up the paper and read it. The newspaper is published at least each season (four issues per year). All issues will be at least eight pages long, except the summer issue which will be twelve pages long and will include more articles on current resource management issues. The number of copies printed will reach 80% of the overnight users, 60% of the one day users and 100% of those requesting information in advance. In order to increase circulation of the paper and to have it self-supporting, staff will seek outside donations or will pursue the possibility of accepting advertising for facilities and services outside the Park.

Site bulletins on accessibility, gypsy moths and trout fishing as well as site bulletin maps for Dickey Ridge, Mathews Arm/Piney River, Skyland/Whiteoak Canyon, Big Meadows, and Loft Mountain are available to visitors by mail or at public contact stations.

The Park staff will be able to produce at least one urgent issue site bulletin each year, such as air quality alerts, extreme fire danger or a special emphasis program.

One panel site bulletin inserts that can be distributed with the Park folder will provide visiting information for those visitors who plan to spend less than a day in the Park and spend most of that time only on the Drive. These inserts would be used to direct visitors to certain activities and facilities and will be customized to season of the year.

The *Shenandoah Magazine*, produced for ARA Virginia Sky-Line, is provided free to overnight guests in ARA facilities. It is a good orientation to the Park facilities and programs. Park staff will continue to review and revise the magazine annually.

There will be no need for an official Park handbook, once this system of publications is in place and supplemented by a good selection of publications via SNHA and ARA. Currently there are sales publications on both the cultural and natural history themes of the Park as well as books for a variety of audiences, i.e. children, picture books, etc.

Sales

Several privately produced publications are important supplements to the interpretation of the Park. Guide to Shenandoah National Park, Shenandoah National Park: An Interpretive Guide, Shenandoah: The Story Behind the Scenery, and Undying Past each provides a level of understanding that is not readily available via Park materials and programs. Sales need to be offered somewhere in the Park on a year round basis either via SNHA or a concessionaire.

There is a need for a comprehensive naturalist's guide to the Park. Current sales items that are specific to the Park deal only with trees and ferns.

Park staff will coordinate with the Shenandoah Natural

History Association to set priorities for the production of new sales items. The Association's five-year plan includes writing a replacement for the Park Guide, revising and reprinting 101 Wildflowers of Shenandoah National Park, publishing field guides to mammals of the Park and birds of the Park and producing one or more audio cassettes.

TIS Stations

Traveller Information Station (TIS) radios are now at Front Royal and Rockfish Gap Entrance Stations. Four more stations are needed: Thornton Gap Entrance Station, Loft Mountain and Piney River Ranger Stations, and Big Meadows. The TIS messages at the entrance stations will give basic Park information, orienting visitors. The messages at Simmons Gap and Piney River will provide travelers on the Drive with interpretive and resource management messages. Emergency messages, including high fire danger or extreme weather conditions have been and will be broadcast as well.

Audio-tape Tours

One of the most effective ways to reach Park visitors is via their car radios. In addition to the TIS stations, audio-tapes that can be used in toto or in segments along the entire length of the Drive will be developed as a sales item.

Signs

The signs currently in place or scheduled for installation (phases 1-3), plus the Park's system of bulletin boards provide basic orientation, information and interpretation.

Trails

Trails are used by a variety of visitors with all degrees of skill and knowledge levels. The Park trail system will offer trails of different lengths and difficulties. In each of the three districts there will be a range of trails from which the visitor can choose, from short, interpreted loop trails to lengthy, difficult and uninterpreted trails.

A trail that meets the needs of the majority of Park users who may have limited mobility or other impediments is

being planned by Park staff for the Limberlost trail. This shorter loop trail, with an easy walking surface, will encourage Drive users to leave their cars and see some of the Park from a trail.

To serve more than those visitors using the Skyline Drive, access to Park trails is needed at one boundary point on each side of the Park, in each district. Access points should have parking, pit toilets and a bulletin board. These access points do not currently exist, but are considered a base program need so a variety of Park visitors are served. Current boundary access points need to be maintained and new sites considered.

Exhibits at trailheads will be reviewed at least every five years and will be revised as needed.

Visitor Contact Facilities

For most of the year (spring, summer, and fall) there needs to be a visitor contact facility in each of the three Park districts. Multiple facilities are needed since few visitors travel the entire distance of the Drive. Visitor contact facilities need to be available on weekends in the winter.

The Dickey Ridge Visitor Center should be open at least mid-March to mid-November daily, eight hours per day and the Byrd Visitor Center open at least March 1 to December 31 daily, eight hours per day. In January and February one center should be open at least weekends, seven hours per day. If either a lodge or a campground is open in January and February, the nearest visitor center should be open on weekends at that time. Front-line staffing base will be two rangers per weekday and three rangers per weekend day for April through October and two rangers per day for the remaining months.

Issuing backcountry permits is a significant time commitment in a visitor center operation. Education of backcountry users is an excellent resource protection tool. Currently staff spends 10-15 minutes with each permit. For Dickey Ridge Visitor Center (DRVC) in 1991 that amounted to over .1 FTE. Options for educating trail users should be explored and compared to the time investment of the current system.

Long term exhibits in visitor centers will be maintained to

standard and replaced as necessary.

Self-service information will be available at visitor centers and entrance stations.

Exhibits and Audio-visual Programs

Both the cultural and natural history of the area will be interpreted via exhibits and audio-visual programs. The decision to emphasize human history at the Byrd Visitor Center and orientation, nature and the environment at Dickey Ridge continues to be a viable approach, although each should deal with the entire Park story to some extent.

Changeable exhibits in the visitor centers will address current and evolving issues.

Audio-visual programs will be updated at least every fifteen years and will meet current accessibility standards.

Roving Interpretation

Having staff who are not tied to facilities but are free to go to where the visitors are is important. Roving interpreters can provide effective visitor service and interpretation at busy overlooks and trailheads. Each district will have an interpreter to rove on weekends from Memorial Day to Labor Day and during October.

District Programs

During the summer season (Memorial Day to Labor Day) the minimum number of programs offered each week per site is: 3 at Lewis Mountain, 9 at Mathews Arm, 16 at Dickey Ridge and in the South District and 18 at Skyland and Big Meadows.

During the spring (April and May) and fall (September & October) seasons weekly numbers are: 2 at Lewis Mountain, 3 at Mathews Arm, Skyland and in the South District, 9 at Dickey Ridge and Big Meadows.

For the remainder of the season, while the Big Meadows campground is open, 3 activities per week will be conducted in the Big Meadows area.

The range of activities offered will be designed for a

variety of audiences and will touch on all themes and identified issues.

Educational Outreach

The Park's educational program emphasizes training teachers in leading curriculum-related activities in the Park. Annual teacher workshops are given in the spring and in the fall. By having teachers trained in the Park activities, the effectiveness of Park staff can be extended. In-Park educational programs, lead by rangers, are offered to youth groups and students in grades 3 and 5 from mid-April to mid-June and from Labor Day through October. Priority will be placed on developing cooperative relationships with the school districts in the eight counties surrounding the Park.

During the school season at least 12 educational programs will be conducted each week. Each ranger or trained teacher will lead a maximum of fifteen students. The number of students per site is limited by the number of trained teachers or rangers available and by the site logistics. One ranger will always be the lead for the entire group, directing the teachers into breakout activities. The Big Meadows site can accommodate 60 students. All other sites will accommodate up to 45 students.

At least two teacher workshops will be conducted each year.

Teacher's Handbook

Teachers and their students are an important audience. Professionally prepared materials that make the most of the Park and a Park visit are needed. A handbook provides teachers with background information, lesson plans, and on and off site activities. The handbook should be revised as staff and teachers deem it necessary.

Camp Hoover

Non-personal interpretive media are needed for the entire camp as well as for the interior of the president's cottage, the only building that will be used on a regular basis by reserved guests.

Special Events

Special events not only attract visitors who might not otherwise come to the Park, they provide opportunities to refocus attention on the existence and importance of the Park. Two events are to be held each year: Hoover Days in August and a spring event, like the Wildflower Weekend, to be defined annually by Park staff.

Speaker's Bureau

Interpretation and Visitor Services (I&VS) will participate in a program that will provide Park staff to speak about the Park to interested community groups. I & VS will be prepared to provide ten off-site talks each year.

Partnerships

I&VS will commit the staff time needed to assist the following partners in interpretation to fulfill their basic missions: SNHA operates sales areas and provides interpretative materials; The Wildlife Center provides animals for the "Birds of Prey" program and presents off-site educational programs in conjunction with the Park program; ARA provides orientation to the Park facilities and activities; PATC assists with trail maintenance.

From Memorial Day through October, SNHA will staff sales areas in Park visitor centers on a daily basis, matching NPS hours of operation.

Optimum Interpretive Program

The optimum level of interpretive services includes all those identified in the base plus the following:

Pre-visit Information

Park staff will adopt a pro-active stance by identifying and contacting key visitor groups in advance. Staff will work closely with tourism organizations and the media and be able to provide printed materials about specific Park programs and activities.

Publications

The Park newspaper will be published 5-6 times a year and every issue will include expanded information on resource management issues. Each issue will be at least twelve pages long and the summer issue will be at least sixteen pages long. The number of copies printed will reach 95% of the overnight users, 80% of the one day users and 100% of those requesting information in advance.

Site bulletins will be provided on trail maps, short hike descriptions, resource management issues, such as air quality and feeding deer, safety, such as bicycling, backcountry camping, and bears and Park activities, such as Hoover Days.

Translations of basic Park information into other languages will continue, with additional languages being considered along with new site bulletins on resource management issues.

Sales

Sales operations will be located in each of the three districts during nine months of the year. There will be year round, though not necessarily daily, sales in the north and central districts.

The five-year plan for production of new sales items as approved by Park management and the SNHA board of directors will be fully implemented.

Signs

Phase four of the Park sign plan will be prepared and implemented. A formal survey of need will lead to a proposal and plan. It will include evaluation of the additional interpretive signs and trailheads identified as possibilities in this plan (Dean Cemetery, Judd's Garden, Massanutten Lodge, Sneed Farm, and short loop trails). An evaluation of the sign system will be conducted within five years of its placement. Revisions will be made as necessary.

Trails

Enough trails of all levels will be maintained so that all users are accommodated without overuse.

Interpretive material for trails will be reviewed periodically and replaced or updated.

Visitor Contact Facilities

Dates and hours of operations of both visitor centers will be expanded, up to and including at least one visitor center open daily throughout the year, up to sixty-six hours each week. The cost effectiveness of expanded hours will be monitored.

Visitor center audio-visual programs will be replaced every 5 to 10 years.

A visitor center will be opened and operated for visitors to the South District.

Roving Interpretation

One interpreter will be available in each of the three districts for informal contact on a daily basis during the summer and during weekends in the late spring and fall.

District Programs

The number and variety of ranger programs will be increased as staffing permits. Because of the varying needs of the public and Park management, no specific number of programs will be designated in this portion of the plan.

Educational Outreach

Special requests for school programs for grades other than 3 and 5 will be sought and honored. High school programs will be available. The existing programs for 3rd and 5th grades will be offered to schools outside the eight county area.

Park staff will participate in career days, assist with interpretive training, and conduct programs for elder hostel groups and community organizations.

Portable Exhibits

A portable exhibit for Camp Hoover will be available for use at the camp on Hoover Days and for use at other Park facilities and even off-site locations at other times of the year.

Portable exhibits on one or more Park themes will be developed and used for career fairs, a Park booth at county fairs, and other off-site activities.

Speaker's Bureau

Division participation in the speaker's bureau will be expanded as community requests show a need for additional programs. Staff will establish and maintain contacts with groups to let them know of new program offerings.

Special Events

There will be an additional spring activity as well as a cultural event like the activities surrounding the annual CCC reunion. Opportunities for other events will be used as staffing and funding permits.

Partnerships

Park staff will actively assist SNHA in the development of new products (audio-tape tours, traveling book sales operation, cultural items).

Park will actively assist ARA in the development of new interpretive activities at or in the vicinity of lodges and cabins. Mountain Heritage Days will become a more cooperative venture with the NPS providing assistance in

the identification of appropriate mountain activities, locating participants, etc.

A Memorandum of Understanding will be written to create a cultural program similar to that developed with the Wildlife Center of Virginia.

Park staff will develop a new partnership with the University of Virginia or another nearby university to work towards the establishment of a field institute similar to institutes in other national parks.

Other partnerships will be considered and formed to enhance efforts to accomplish Park missions.

Research Needs

Natural History

The Resources Management Plan lists the following natural history research needs which would benefit the interpretive program:

1. Study populations of the bobcat (Lynx rufus) in Shenandoah National Park.
2. Study the effects of wildfire on forest succession.
3. Identify and map plant communities.
4. Inventory high altitude vascular plants.

Cultural History

The Resources Management Plan lists the following cultural history research needs which would benefit the interpretive program:

1. Complete Historic Structure Reports for Camp Hoover.
2. Continue the Oral History Program.
3. Research general cultural history information for the interpretive program.
4. Big Meadows Landscape.

In addition the staff needs to continue to add to the *Administrative History of Shenandoah National Park*. An administrative report on the Civilian Conservation Corp in Shenandoah National Park is needed.

As part of the General Management Plan process, the Park submitted the following 10-238s to the Mid-Atlantic Regional Office in 1985 for historic structures report/preservation guides. None of the 10-238s are yet in the system and none have been acted on. The Park staff

needs to enlist assistance from the region in placing these in the regional priorities. The reports would assist interpreters in developing programs about the cultural resources of the Park.

Historic Structure Preservation Guide for:

- Big Meadows Lodge and Lewis Mountain Lodge
- Dickey Ridge Visitor Center
- Massanutten Lodge
- Headquarters Complex

Historic Structure/Site Report and Preservation Guide for:

- Camp Hoover
- Skyland cabins (Trout, Fell, Byrds Nest, Pine Grove, Peak View)
- Skyline Drive
- Corbin Cabin
- Simmons Gap Mission

Interpretation

The following research projects should be undertaken to provide information for the planning of the interpretive program:

1. Visitor Use Survey. Approximately 10 years after the first Visitor Use Survey, conducted in 1987, a follow-up survey should be conducted to show any changes in visitor use patterns, and to evaluate the interpretive program response to the first survey.
2. Interpretive program evaluation. A comprehensive evaluation of the interpretive program should be conducted to determine the extent to which the stated objectives of the program are being met. The evaluation could also determine what things, if any, the interpretive program might be achieving that are not included in the stated objectives.

The Park must remain open to other research, including studies on the impact of the Park and resources on local and regional peoples and resources.

10-238 Requests

Approved Packages

Big Meadows Amphitheater - package 103

Rehabilitate and expand the existing 250 seat amphitheater to 400 seats with new front-throw projection booth, stage and screen. Provide accessibility for all visitors.

Mathews Arm Campground Amphitheater - package 400 and 419

Construction of a new 230 seat amphitheater at Mathews Arm Campground.

Office space at Loft Mountain - package 105

Construct office unit for interpretation and protection personnel.

Office space at Piney River - package 396

Construct North District operational base, including office space for interpretation.

Office space at Skyland - package 398

Construct office unit for interpretation and protection personnel.

Office space at Simmons Gap - package 401

Construct the South District's base of operation, including interpretive office space.

GMP Packages

As part of the General Management Plan (GMP) process 10-238 Development/Study Package Proposals were submitted in 1985. The following have not been assigned package numbers by Mid-Atlantic Regional Office (MARO) so are not yet in the regional priorities.

Massanutten Lodge

Furnish the historic structure's interior to make the Lodge serviceable for visitors.

Travelers Information Stations

Install Travelers Information Stations at various locations along the Skyline Drive.

Snead Farm

Rehabilitate the barn of the old Snead Farm at Dickey Ridge for use as an environmental education classroom.

Storage for natural history collection

Provide secured, temperature and humidity controlled storage and work space for museum objects in the basement of Byrd Visitor Center.

Fire Detection/Suppression in Historic Structures

Install fire detection and suppression systems for the following cultural resources: Massanutten Lodge, Skyland Cabins (7), Simmons Gap Mission, Dickey Ridge Visitor Center, Headquarters buildings (8).

Operations Evaluation

As part of the Operations Evaluation process, the following 10-238s were submitted in 1990. No package numbers have been assigned by MARO.

Dickey Ridge Visitor Center film

Plan and produce a new visitor orientation film which features more of the Park's natural attractions.

Dickey Ridge Visitor Center exhibits

Develop a plan for and install new exhibits at Dickey Ridge Visitor Center, taking advantage of the inherent ambiance of the historic building.

Packages Needed

Park staff needs to prepare 10-238 proposals for the following:

1. Accessible trail for the Limberlost
2. Byrd Visitor Center: new film
3. Dickey Ridge Visitor Center: plan for expanding office space, improving sales and exhibit space
4. Byrd Visitor Center: plan for improving sales and exhibit space; new exhibit plan
5. Massanutten Lodge: change housing space into

- 6. office space
South District Information Station
- 7. Office space for education staff

Staffing

Formulas for staffing

For every hour an interpretive program is presented, six hours of preparation are needed. This includes research, program preparation, and revision, as well as travel to the site, pre-talk contacts with visitors and set-up time. This also includes bulletin board preparation and installation time.

For every hour of roving time or visitor center time, one hour of staffing is needed.

For every in-Park education program, two hours of travel time are needed.

Each seasonal employee will have ten days of interpretive training and five days of emergency first responder training each year.

One article in *Shenandoah Overlook* requires six hours of preparation. One standard article requires two hours of revision.

Production of one eight page issue of *Shenandoah Overlook* requires twenty-four hours of typesetting, layout and design. An eight page issue has nine new articles and nine standard articles or features. Each additional four pages requires another eight hours of staffing and holds an additional six new articles.

Production of one revised site bulletin requires six hours of writing and eight hours of typesetting, layout and design.

Production of one new site bulletin requires twenty-four hours of writing and sixteen hours of typesetting, layout and design.

Base

To accomplish the programs outlined under the Base section, the following staff is required.

4 issues of *Shenandoah Overlook*
3 eight page issues
1 twelve page issue

8 site bulletins

1 new site bulletin

Base: .28 FTE

Dickey Ridge Visitor Center

Open mid-March to mid-November daily with two rangers every day, plus a third ranger on weekends from April through October:

permanent FTE:

1. Dickey Ridge Supervisor works the desk three days/week for 19 weeks [mid-March through April; and Labor Day through November]; and two days/ week for 17 weeks [May through August]

2. Mathews Arm Supervisor works the desk three days/week for 19 weeks [mid-March through April; and Labor Day through November]

Base, permanent: .57 FTE

seasonal FTE:

Base, seasonal: 1.78 FTE

Byrd Visitor Center

Open March 1 to December 31 daily with two rangers every day, plus a third ranger on weekends from April through October.

permanent FTE:

1. Byrd Supervisor works the desk three days/week for 18 weeks [March through April; November through December] and two days/week for 26 weeks [May through October]

2. Lewis Supervisor works the desk three days/week for 26

weeks [March through April; Labor Day through December]

3. Skyland Supervisor works the desk three days/week for 18 weeks [March through April; November through December] two days/week for 8 weeks [Labor Day through October]

Base, permanent: .98 FTE

seasonal FTE:

Base, seasonal: 1.94 FTE

Either Visitor Center

One visitor center to be open on Saturdays and Sundays in January and February with two rangers on each day.

Base, permanent: .14 FTE

Roving

Each district will have an interpreter rove on weekends from Memorial Day to Labor Day and during October.

Base: .43 FTE

District Programs

Summer (Memorial Day to Labor Day)

14 weeks x 80 programs/week

permanent FTE:

Dickey Ridge supervisor: 2 programs/week

Mathews Arm supervisor: 3 programs/week

Skyland supervisor: 3 programs/week

Byrd supervisor: 1 program/week

Lewis supervisor: 3 programs/week

Base, permanent: .32 FTE

seasonal FTE:

68 programs/week

Base, seasonal: 4.01 FTE

Spring and Fall (April to Memorial Day, Labor Day through October)

17 weeks x 29 programs/week

permanent FTE:

Dickey Ridge supervisor: 3 programs/week

Mathews Arm supervisor: 3 programs/week

Skyland supervisor: 3 programs/week

Byrd supervisor: 3 programs/week

Lewis supervisor: 2 programs/week
14 programs/week
Base, permanent: .8 FTE

seasonal FTE:
15 programs/week
Base, seasonal: .86 FTE

Winter (November through March)
Staffing depends upon when Big Meadows campground is open. Traditionally that has been November and December, plus March.
13 weeks x 3 programs/week

Base, permanent: .13 FTE

Education

Programs are offered mid-April through mid-June and Labor Day through October. Three weeks of training each season for four seasonals. Each program is two hours long, plus two hours of travel. Preparation time is six hours for each program. Total time per program is 10 hours.

Permanent supervisor on subject-to-furlough schedule begins the second week in February to prepare training for seasonal staff, prepare for teacher workshops, have supplies and materials ready for the beginning of the season. Position continues through the summer, conducting programs for youth groups and Junior Rangers, training teachers, preparing for the fall school season, revision and production of teachers' handbook and activity sheets. Schedule for subject-to-furlough continues one month past the end of the school season, to allow evaluation of the year, implementing changes for next season, schedules to schools, wrap-up of seasonal performance appraisals and check-out.

**Base: 1.25 seasonal FTE; four seasonal positions
.85 permanent FTE; one permanent position**

Permanent staff

Headquarters (3.3 FTE)

Chief

Assistant Chief

Office Manager/Publications Specialist

Office Clerk (.3 FTE)

North District (2.6 FTE)
District Interpreter
Dickey Ridge Supervisor (.8 FTE)
Mathews Arm Supervisor (.8 FTE)
Central District (4.6 FTE)
District Interpreter
Byrd Supervisor
Skyland Supervisor
Lewis/Birds of Prey Supervisor
District Clerk (.6 FTE)

South District (2.05 FTE)
District Interpreter
Education Supervisor (.85 FTE)
District Clerk (.2 FTE)

Optimum

To accomplish the programs outlined under the Optimum section, the following additional staff is required:

- 2 additional issues of *Shenandoah Overlook* at 12 pages
- 3 previous issues expanded from 8 pages to 12
- 1 previous issue expanded from 12 to 16 pages
- 15 additional revised site bulletins
- 5 new site bulletins

Optimum: .41 FTE

The Headquarters Office Manager/Publications Specialist would spend more time on publications. To cover the time taken from office duties, the Clerk would expand to a full FTE.

To cover the additional special events and to free the Assistant Chief for the increase in optimum programs, a seasonal special events coordinator would be hired at .3 FTE.

At least one visitor center will be open 12 months

Optimum: .35 FTE

Roving

One interpreter/day in each district during the summer (Memorial Day to Labor Day):

One interpreter/day in each district during weekends during the late spring and fall (April to Memorial Day; Labor Day through October):

Optimum: 1.5 FTE

District Programs

Same formula as above, no ceiling determined

Education

To cover the increase in education program, two education staff would be converted to nine month STF and would work at Loft Mountain during the summer. Additional staff would be hired as the program increases.

Work Plan

Page	Project	Who	FY92	FY93	FY94	FY95	FY96
	Produce new park guide	I&VS, SNHA	X				
	Evaluate HQ services for visitors	I&VS, RP&VM, Supt	X				
	Develop single panel, site bulletin inserts	I&VS		X			
	Advertising in Overlook	I&VS, SNHA	X (investigate)	X (implement)			
	"Don't feed the deer" solutions	Supt, I&VS		X (form task group; outline options)	X (implement)		
	International trail signs	I&VS, RP&VM	X (evaluate)	X (plan)	X (implement)		
	Teacher's handbook	I&VS	X				
	Teacher workshops	I&VS	X				
	Education intern program	I&VS, colleges	X (develop)	X (implement)			
	Redesign Dickey Ridge	Supt., I&VS, SHNA	X (10-238)	X (experiment)		X (plan)	
	Rename DRVC	Supt., I&VS		X (investigate)	X (implement)		

Work Plan

Page	Project	Who	FY92	FY93	FY94	FY95	FY96
	Redesign Byrd	Supt., I&VS, SHNA	X (10-238)				X (plan)
	Camp Hoover interior interpretation	I&VS		X (plan)	X (implement)		
	Experiment with "Short Hikes" brochures as sales	SNHA	X				
	Develop cooperative training procedures	I&VS, ARA	X				
	Incorporate information into mailings	I&VS, ARA, WCV	X				
	Big Meadows visibility exhibits	I&VS, ARA		X			
	Fund and install TIS	Supt, I&VS	X	X	X		
	Touch-it program for Byrd	I&VS		X			
	Skyland activity	I&VS, ARA		X (plan)	X (implement)		
	Audio tape tour of Drive	I&VS, SNHA		X (plan)	X (produce)		
	New signs and program for Elkwallow	I&VS		X			

Work Plan

Page	Project	Who	FY92	FY93	FY94	FY95	FY96
	Lewis Mtn office	Staff	X (include in housing project plan)			X (contract?)	
	Snead Farm environmental education	I&VS, SNHA				X	
	Dickey Ridge special activities	I&VS				X	
	More use of Hawksbill trails	I&VS, bird clubs				X	
	Develop sales in the south	I&VS, SNHA					X
	Develop concept for cultural center	I&VS					X
	Big Meadows swamp trail	I&VS, Maintenance					X
	Caption Byrd film	I&VS					X
	MOU for cultural programs	I&VS					X
	Panorama "redesign"	I&VS, ARA					X

Planning Team

- J. William Wade, Superintendent, Shenandoah National Park (SHEN)
- Deanne L. Adams, Chief, Interpretation & Visitor Services, SHEN
- Charles Anibal, Assistant Chief, I&VS, SHEN
- Barbara Stewart, North District Interpreter, SHEN
- Terry Lindsay, Central District Interpreter, SHEN
- Larry Asher, Assistant Central District Interpreter, SHEN
- Rol Hesselbart, South District Interpreter, SHEN
- Russell P. Smith, Chief, Interpretation & Visitor Services, MAR
- Ron Thomson, Interpretive Specialist, MAR (Team Captain)
- Lisa D. Hunter, I&VS Secretary, MAR

Consultants

- Greta Miller, Executive Director, Shenandoah Natural History Association
- Helen Morton, Marketing Director, ARA Virginia Sky-Line Co.
- Marilyn Nash, The Wildlife Center of Virginia
- Ed Clark, Director, The Wildlife Center of Virginia
- Representatives from operations divisions of SNP