

1 2 - P o i n t P l a n

*the challenge*

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The resources of the national park system are a source of pride for all Americans. There are natural resources that inspire awe and wonder, cultural resources that highlight our national heritage, and recreational resources that provide a respite from day-to-day cares. People can visit redwood groves in California or mangrove swamps in the Everglades; they can descend into Death Valley or climb Alaskan peaks; they can trace the course of the Civil War or study the effects of the Industrial Revolution. They can visit the Statue of Liberty in New York Harbor, listen to symphony concerts in Chamizal National Memorial at El Paso or see presidential memorials in Washington, D.C. There are endless opportunities for people to use and enjoy the resources of our national park system.

These resources are entrusted to our care. It is a trust and responsibility that is given to all of us as American citizens. We each have a role to play in the wise stewardship of our national parks, in providing for public use and enjoyment while protecting park resources for one another and for the future.

Bill Mott's 12-Point Plan gives us the opportunity to reaffirm our commitment to the national park idea. It points the way toward a park system of even greater benefit to the public than is today's, a system that is an even greater source of national pride.



Donald P. Hodel  
Secretary

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In my judgment, the success that has been enjoyed by the National Park Service rests with the trust and respect that the American public has for the competent, dedicated employees of the Service.

One of my first initiatives on assuming leadership of the National Park Service was to assemble my senior staff and mold a management plan to strengthen public trust, revitalize the organization and assure its continued success over time. The resulting 12-Point Plan was created during the summer of 1985.

The plan you are about to read provides an overview of the 12 points and presents objectives for implementing them. This collaborative effort by regional directors and other top managers, with comments from many groups and individuals, represents the first step. The next step will be to select specific actions to implement the 12 points.

Developing the 12 points has begun a process of change that shapes a new vision, and, most importantly, stimulates a new enthusiasm within the Service. We intend to sustain the standard of excellence and personal commitment that the American public has come to expect from the National Park Service. We serve as guardians of vast public treasures, and we plan to pass them along to the next generation in even better condition than we find them today.

The national park idea is now more than 100 years old. When the first parks were created bison, moose, and elk still inhabited the Plains. Grizzly bears were common in the Rockies and elsewhere. Cattle drives still moved north from Texas to Kansas, and the frontier had not closed. Since then the world has witnessed a staggering level and pace of change. Today's park managers face issues un contemplated a century ago.

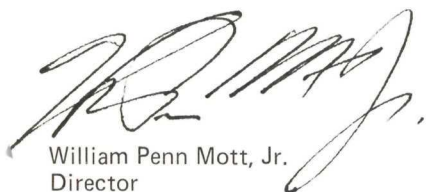
The National Park System has grown to include an extraordinary array of natural, cultural, and recreational resources. Many of the parks differ drastically from what the creators of the first parks envisioned.



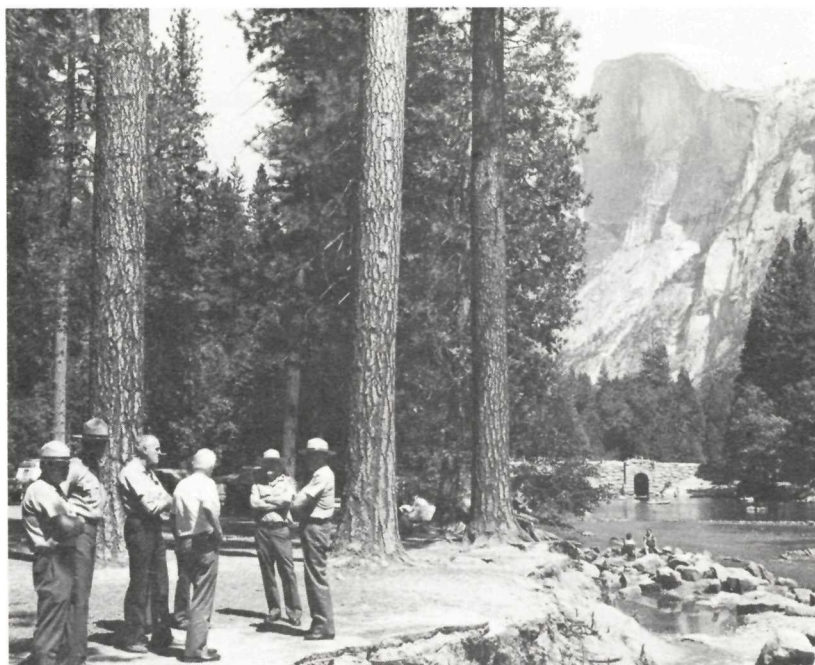
From the vantage point of more than a century we see values preserved that are rarer and more precious than our predecessors could have imagined. In the parks we see a good idea that has become better and has been adopted widely by other nations. We must rededicate ourselves, therefore, to the protection, preservation, and perpetuation of all units of the National Park System, for they contribute immeasurably to the quality of life and will be even more meaningful to future generations than they are to us.

This plan states our intentions of rededicating ourselves to these ends. I hope you will join us wholeheartedly as we move forward resolutely, basing our decisions on the solid foundations of the past while taking up the challenges of the present and the future in the stewardship of these timeless treasures.

Sincerely,

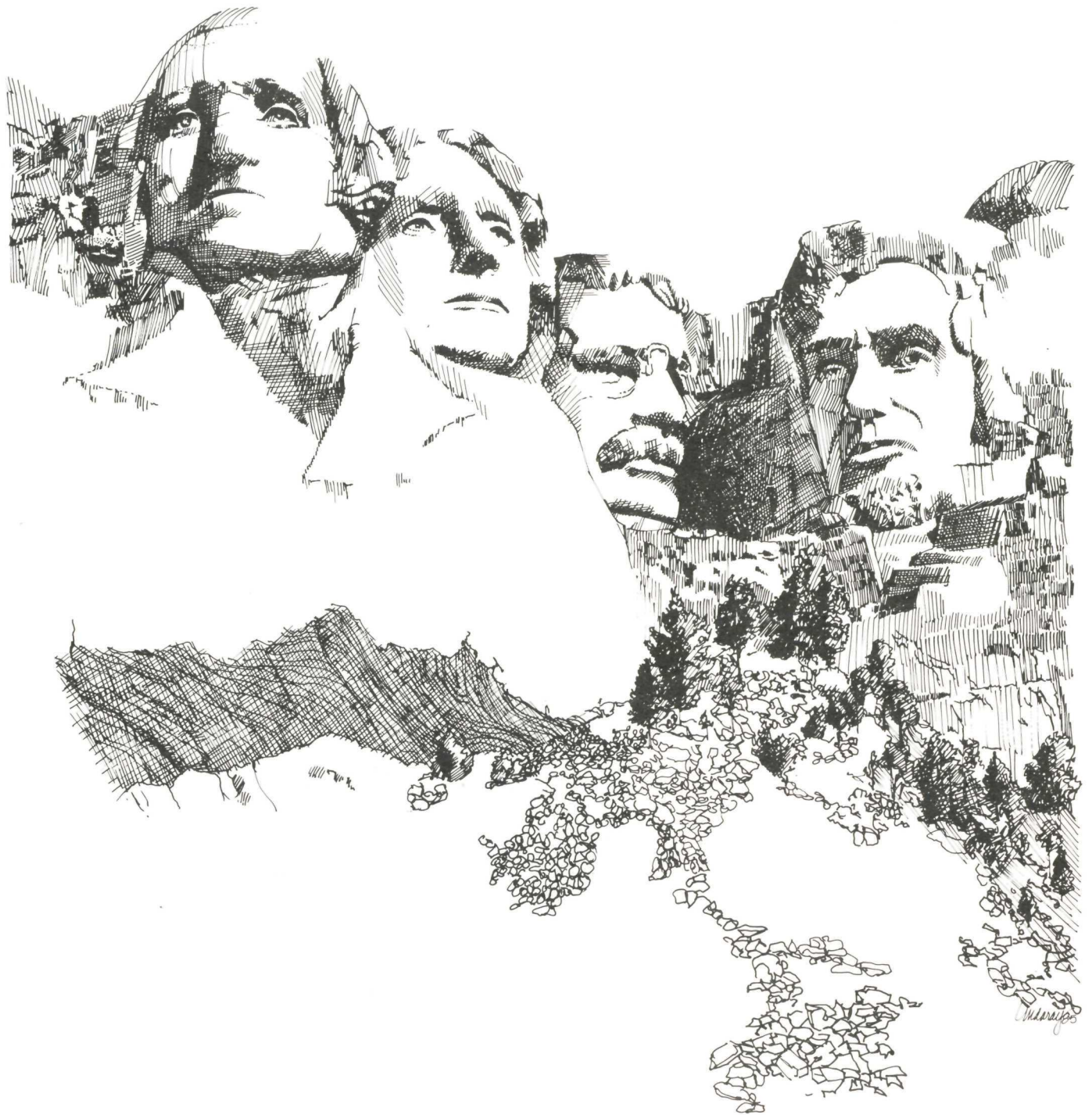


William Penn Mott, Jr.  
Director



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1 2 - P o i n t P l a n

- 1 DEVELOP A LONG-RANGE STRATEGY TO PROTECT OUR NATURAL, CULTURAL, AND RECREATIONAL RESOURCES
- 2 PURSUE A CREATIVE, EXPANDED LAND PROTECTION INITIATIVE
- 3 STIMULATE AND INCREASE OUR INTERPRETIVE AND VISITOR SERVICE ACTIVITIES FOR GREATER PUBLIC IMPACT
- 4 SHARE EFFECTIVELY WITH THE PUBLIC OUR UNDERSTANDING OF CRITICAL RESOURCE ISSUES
- 5 INCREASE PUBLIC UNDERSTANDING OF THE ROLE AND FUNCTION OF THE NATIONAL PARK SERVICE
- 6 EXPAND THE ROLE AND INVOLVEMENT OF CITIZENS AND CITIZEN GROUPS AT ALL LEVELS IN THE NATIONAL PARK SERVICE
- 7 SEEK A BETTER BALANCE BETWEEN VISITOR USE AND RESOURCE MANAGEMENT
- 8 ENHANCE OUR ABILITY TO MEET THE DIVERSE USES THAT THE PUBLIC EXPECTS IN NATIONAL PARKS
- 9 EXPAND CAREER OPPORTUNITIES FOR OUR EMPLOYEES
- 10 PLAN, DESIGN, AND MAINTAIN APPROPRIATE PARK FACILITIES
- 11 DEVELOP A TEAM RELATIONSHIP BETWEEN CONCESSIONERS AND THE NATIONAL PARK SERVICE
- 12 FOSTER AND ENCOURAGE MORE CREATIVITY, EFFICIENCY, AND EFFECTIVENESS IN THE MANAGEMENT AND ADMINISTRATION OF THE NATIONAL PARK SERVICE

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● **1 DEVELOP A LONG-RANGE STRATEGY TO PROTECT OUR  
1 NATURAL, CULTURAL, AND RECREATIONAL RESOURCES**

The National Park Service will continue to lead the preservation of distinctive natural, cultural, and recreational resources for the enjoyment, appreciation, and education of present and future generations.

To do this we will utilize current management techniques that evaluate resource significance in context with similar resource classes to ensure that the resources receive appropriate protection. Our management decisions will give focus and guidance to assure research efforts meet critical needs.

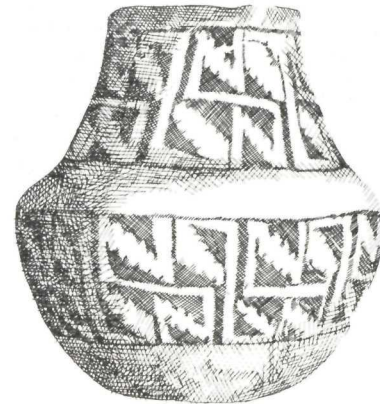
Influences on national park areas come from activities within their boundaries and from external forces. Both hold the potential for irreversible damage to the flora and fauna, cultural resources, scenic values, and other special characteristics of units within the National Park System.

The system, of course, can encompass only select samples representing the best of our national heritage. State and local park systems also share in protecting this heritage, so we must work together. We will make better use of programs that have long extended our influence beyond park boundaries. We will continue to seek the advice,



counsel, and participation of constituent groups, college and university professionals, private interests, governmental agencies, and the general public. We intend to:

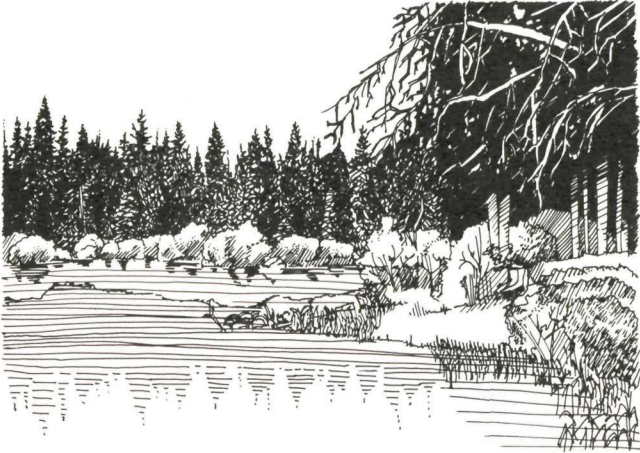
- Ensure that resource inventory, identification, and evaluation is an accurate and continuing process; that resource management is based on such information as it becomes available, and that the most critical resource needs are addressed in the context of parkwide, regionwide, and servicewide priorities.
- Emphasize the planning, management, and interpretation of resources in relation to the entire ecosystem or historic context.
- Encourage the protection and enhancement of other publicly and privately owned cultural and natural resources.
- Ensure that suitable recreational resources are accessible to our increasingly urbanized America.



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● **PURSUE A CREATIVE, EXPANDED LAND PROTECTION INITIATIVE**



As land, water, and structures are made available to meet national public recreational objectives and to preserve the nation's natural and cultural heritage innovative strategies involving states, other federal agencies, and the private sector will be actively explored and used where feasible. Some of the nation's land protection objectives must be accomplished through fee acquisition, while others can be accomplished through less-than-fee alternatives.

- Concentrate our acquisition efforts on willing-seller inholdings and land needed to protect existing units.
- Implement land protection plans for individual park units.

● **3 STIMULATE AND INCREASE OUR INTERPRETIVE AND VISITOR SERVICE ACTIVITIES FOR GREATER PUBLIC IMPACT**

Each park is part of a regional, national, and international mosaic of natural, cultural, and outdoor recreation resources. We will move to communicate more effectively a broader public vision of this view. National parks present excellent opportunities, particularly in metropolitan areas, for educating all people about the environment and our cultural heritage. We will use parks as models of an environmental/ preservation ethic. Our interpretation and visitor services can help inform people about natural processes, historical events, and recreational opportunities that will inspire a sensitivity toward the environment. We will expand the role of interpretation by telling people how each park's features contribute to the values of the entire National Park System and to the quality of life. We intend to:

- Make use of all interpretive media — publications, *audiovisual programs*, *personal services*, and *external mass media* — to convey our message.
- View interpretation, which is vital to our mission, as a profession that requires continual training and practical development.
- Adapt interpretive programs and visitor services to our diverse clientele and provide quality recreational and educational experiences in all parks.
- Promote the use of national park units as outdoor classrooms with a special emphasis on urban recreational areas as major educational centers.



● **SHARE EFFECTIVELY WITH THE PUBLIC OUR  
4 UNDERSTANDING OF CRITICAL RESOURCE ISSUES**



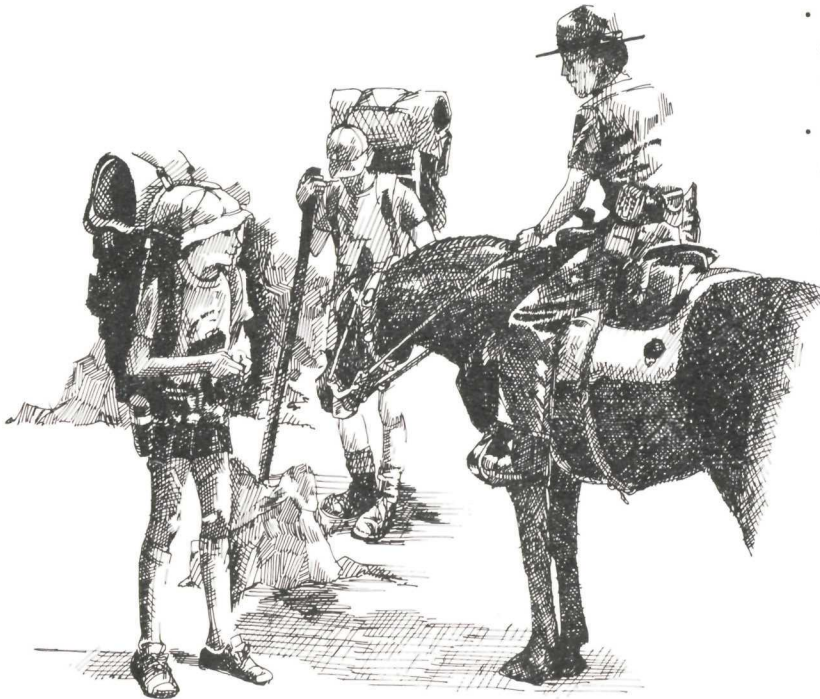
America's national parks face issues unthought of only a few decades ago: the effects of acid rain, endangered species, deteriorating historic properties, water pollution, and fragile ecosystems — among countless other problems. With other public and private agencies and institutions we will make contributions to solving these worldwide problems. We will share our knowledge to address issues in a timely fashion and to avoid duplicating efforts. Many challenges that arise can be met only with the shared understanding and help of allied organizations and the general public. We intend to:

- Communicate both here and abroad the importance of ecosystems and their processes, not just individual features.
  - Strengthen our commitment to the stewardship of natural and cultural resources.
  - Encourage the exchange of ideas and research results and the exchange of critical resource information with the states and with other nations.
  - Integrate both within the system and internationally the activities of planning, research, resource management, maintenance, and interpretation.
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5 INCREASE PUBLIC UNDERSTANDING OF THE ROLE AND FUNCTION OF THE NATIONAL PARK SERVICE

The National Park Service has many purposes. Our primary mission is to manage the National Park System units to conserve and interpret their scenic, natural, cultural, and historic values and to provide for visitor enjoyment in a manner that will leave the parks unimpaired for future generations. We provide technical support services for historic preservation activities throughout the country, and we assist states with recreation and resource management programs. We intend to:

- Keep the public informed of the status of the National Park System and cooperative services of the National Park Service.
- Define NPS unit classifications and develop a general management statement for each.
- Inform specialized audiences about the range of support services we offer and how we might help each other.
- Provide opportunities for visitors to learn about park system areas before their visits and learn about other parks and recreational opportunities in the region during their stay.



6 ● EXPAND THE ROLE AND INVOLVEMENT OF CITIZENS AND  
CITIZEN GROUPS AT ALL LEVELS IN THE NATIONAL  
PARK SERVICE

Citizens and groups interested in the National Park Service mission can help us see problems in new perspectives. They give us constructive criticism and support. Our record in public involvement is one reason why the National Park Service consistently rates in polls as the most popular of federal agencies. Many conservation, civic, business, scientific, and professional groups have helped us in the past. We will encourage additional individuals and groups to help us achieve our mission. We intend to:

- Reaffirm our commitment to public involvement.
- Encourage NPS managers to seek the advice of individuals and citizen groups at the local, regional, and national levels.
- Ensure that relationships with those whose lives and traditional practices are affected by the National Park Service are considered in park planning and management.



7 **SEEK A BETTER BALANCE BETWEEN VISITOR USE  
AND RESOURCE MANAGEMENT**



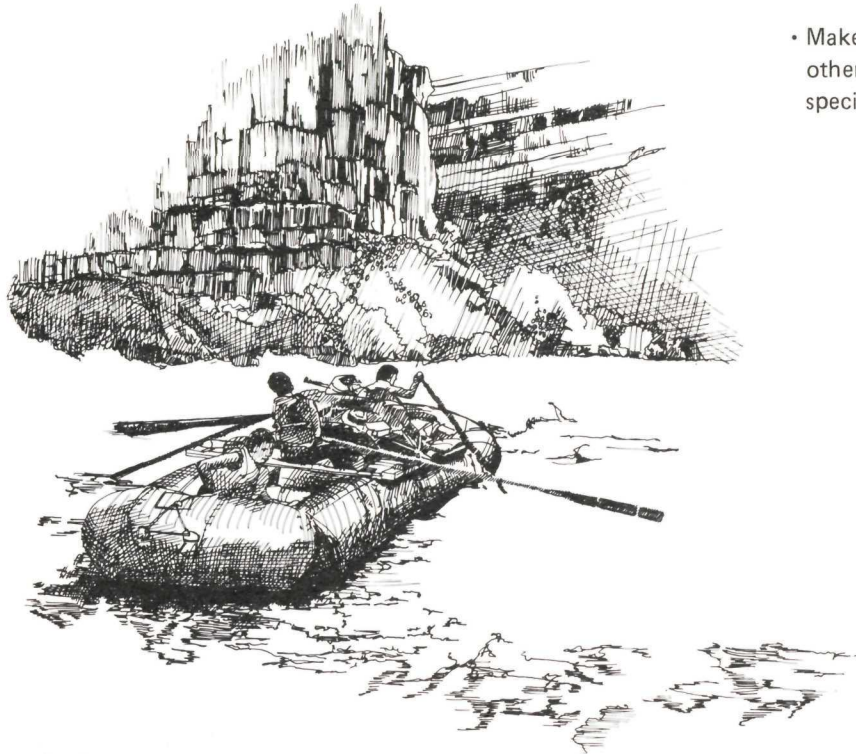
The National Park Service has an exemplary history of protecting resources while providing quality visitor experiences. But as the number of visitors has increased dramatically in relation to available parklands, the equation has changed. Park visitors, too, are ever changing, and our spectrum includes international visitors and others unfamiliar with NPS policies and practices. We intend to:

- Maximize opportunities for park visitors to experience and enjoy the parks.
- Favor preservation in cases where the likely effects of more use are expected to be adverse.
- Learn more about visitors and emerging trends in use of public lands and cultural resources to help us enhance visitors' experiences.
- Learn more about the adverse effects on parks from development and heavy use.

● ENHANCE OUR ABILITY TO MEET THE DIVERSE USES THAT  
8 THE PUBLIC EXPECTS IN NATIONAL PARKS

Park managers face many demands for the use of park resources. We will continue to meet the diverse uses that our public expects in national parks recognizing that not every park will provide all forms of recreation. The National Park Service and many institutions provide for diverse public recreation needs. We will strengthen our partnership with these other institutions. We intend to:

- Provide diverse uses while managing the units of the National Park System in accordance with their legislative mandates.
- Cooperate with state and local governments in providing complementary park experiences and expanded opportunities for diverse recreational uses.
- Make greater use of cooperating associations and other nonprofit groups to help provide diverse and specialized visitor services appropriate in parks.



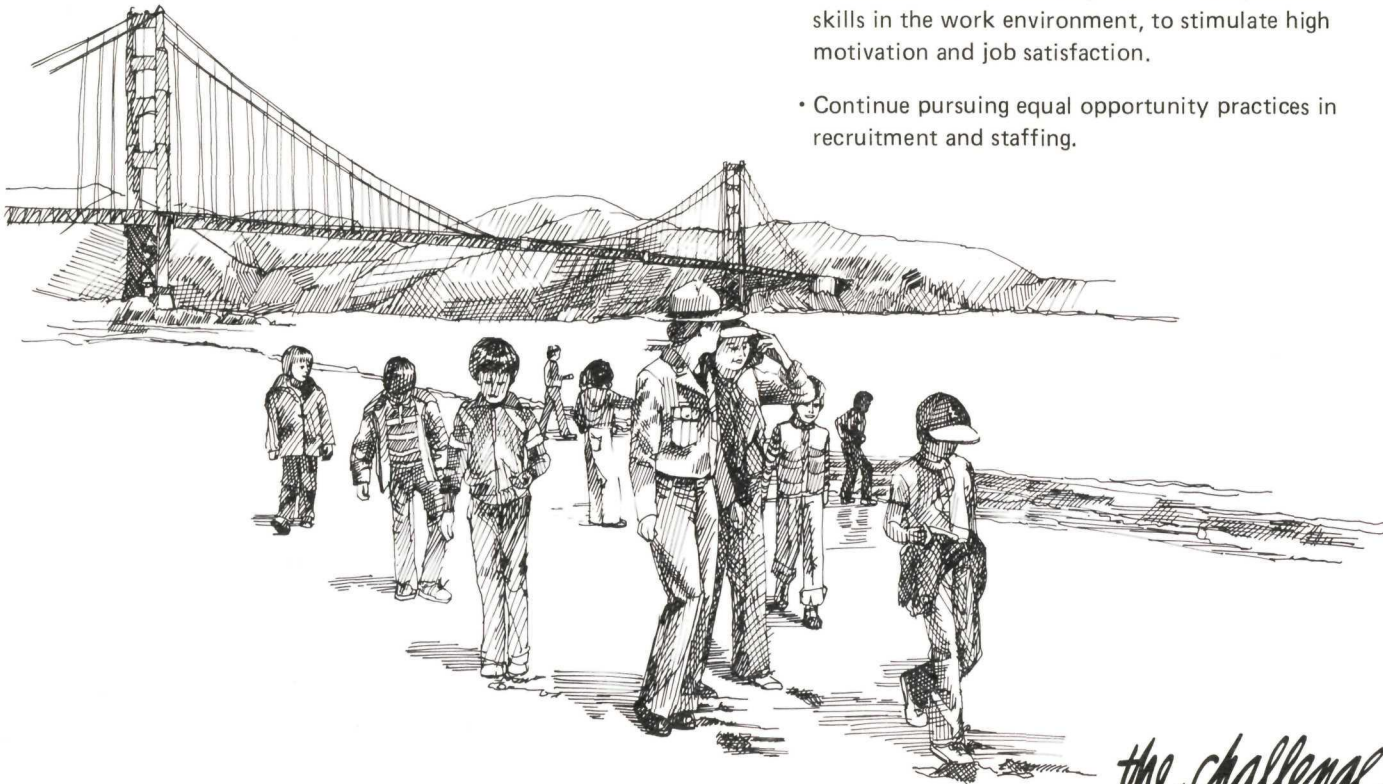


● EXPAND CAREER OPPORTUNITIES FOR OUR EMPLOYEES

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The success enjoyed by the National Park Service reflects the American public's trust and respect for our competent and dedicated employees. We will support career development programs to build the skills and professional expertise of our present and future leaders. We must recruit, develop, and rely on a competent and dedicated cadre of employees who can both preserve the resources entrusted to the National Park Service and help the public appreciate and enjoy them. We intend to:

- Implement a human resource development program that achieves the mission by providing employees with varied opportunities for fulfilling careers.
- Emphasize the full development of interpersonal skills in the work environment, to stimulate high motivation and job satisfaction.
- Continue pursuing equal opportunity practices in recruitment and staffing.



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## ● PLAN, DESIGN, AND MAINTAIN APPROPRIATE PARK FACILITIES

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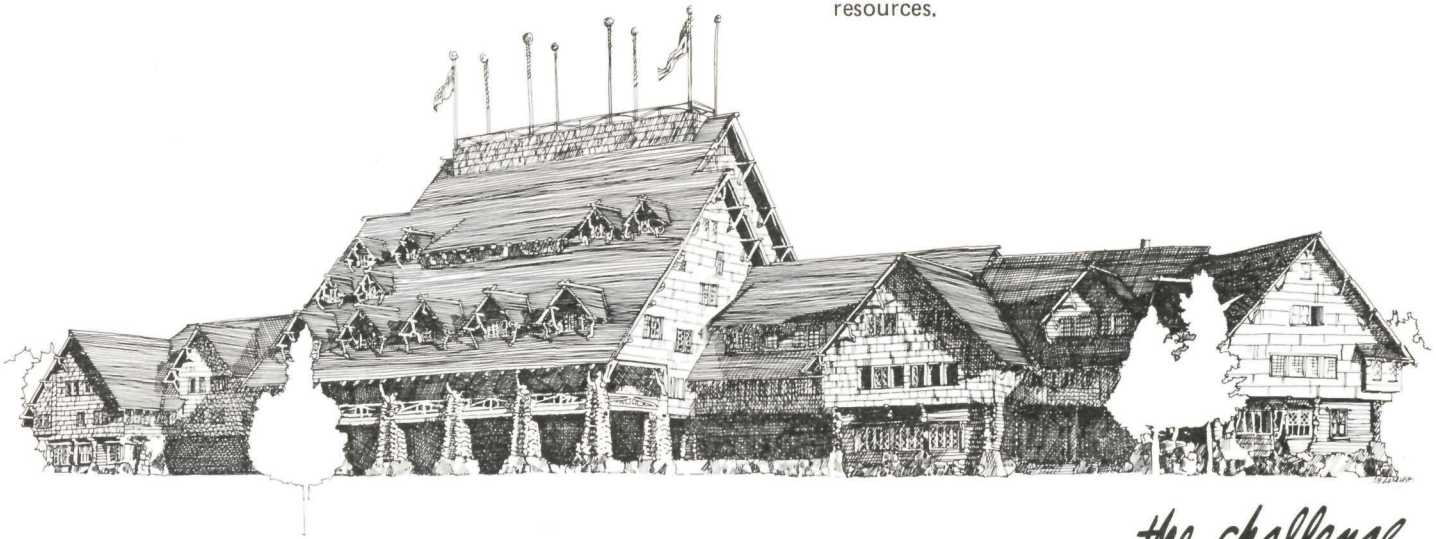
Since 1918 the philosophy for park development has been to carry out all improvements “in accordance with a preconceived plan developed with special reference to the preservation of the landscape” (Secretary of the Interior Franklin Lane to Director Stephen Mather). This philosophy has grown to encompass a belief that the experiences people have in parks are different from those offered in other environments. The experiences may range from highly urban social encounters to very personal, solitary wilderness adventures. To provide opportunities for unique experiences, design solutions and maintenance standards must reflect the meaning of place, time, and location, as well as the purpose of a park. Development must be artfully woven in with the resources and contribute to the achievement of the park’s natural, cultural, and recreational resource management objectives. We intend to:

- Demonstrate leadership in our planning, design, and maintenance efforts and share our knowledge with concessioners and state and local organizations.
  - Provide visitor and management facilities that are harmonious with resources and visually pleasing in their simplicity, and that, wherever possible, provide interpretation/information opportunities.
  - Improve through maintenance or rehabilitation the quality of facilities and their immediate developed areas in all parks, and continue to meet contemporary standards for health and safety and the needs of special populations.
  - Continue to utilize private enterprise and other park and recreation organizations as design consultants.
  - Evaluate the feasibility for adaptive use of historic and nonhistoric structures before new construction.
  - Implement a maintenance management system that utilizes current technology.
  - Remove nonessential and nonhistorically significant structures from prime resource areas.
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11 ● DEVELOP A TEAM RELATIONSHIP BETWEEN CONCESSIONERS AND THE NATIONAL PARK SERVICE

A cooperative partnership between concessioners and the National Park Service is vital. We will continue working to improve these relationships, so that visitors are served efficiently and effectively. We will assist the concessioners to better understand and support the National Park Service mission, so that their operations will continue to reflect a uniformly high quality and attention to the public's needs. The National Park Service will also work to capture a unique opportunity to reap from the private sector the most efficient, creative, and visionary concepts by which varied levels of service are provided. We intend to:

- Ensure that planning and development of all concession facilities are in harmony with the setting.
- Continue to strengthen relationships between concessioners (including hostels) and cooperating associations.
- Explore innovative methods to fund concessioner construction and rehabilitation projects.
- Identify proper roles that concessioners might fulfill in augmenting the basic interpretation of park resources.



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12 ● **FOSTER AND ENCOURAGE MORE CREATIVITY, EFFICIENCY, AND EFFECTIVENESS IN THE MANAGEMENT AND ADMINISTRATION OF THE NATIONAL PARK SERVICE**

To achieve its mission the National Park Service must be creative in how it views that mission and carries out its responsibilities. We will pursue creativity, efficiency, effectiveness, and good stewardship at all levels. We will make sure that all employees understand our philosophy, policies, and objectives and are free to try new approaches to solve problems. We will use money efficiently and seek various forms of support from all sectors of our society. We intend to:

- Demonstrate leadership that encourages calculated risk-taking, supports experimental initiatives, and anticipates problems and opportunities so that innovative solutions can be explored.
- Provide leadership that demonstrates collaboration and the sharing of responsibility with all levels of the organization.
- Build trust through personal communication, recognizing the value of free and open exchanges of information, ideas, and dreams.
- Sponsor seminars that introduce Park Service employees to current technology and methods.



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NOTES:





