

National Park Service
U.S. Department of the Interior



Long-Range Interpretive Plan

Hovenweep National Monument
Colorado • Utah



Hovenweep National Monument

Long-Range Interpretive Plan

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and
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National Park Service
U.S. Department of the Interior

Front Cover:
View of prehistoric structures built
by the ancestral Pueblo people and
showing the diversity of natural
and cultural resources within
Hovenweep National Monument.
NPS photo.

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Executive Summary

Hovenweep National Monument was created in 1923 to preserve and protect prehistoric structures built between AD 1200 - 1300 by the ancestral Pueblo people. The monument now contains 785 acres of cultural and natural history that provide extraordinary educational and interpretive opportunities on the cultural and natural history of the region. The Utah units are surrounded by a mixture of Bureau of Land Management (BLM), Navajo Nation, state and private lands which can lead to conflicting management perspectives. The Colorado units are adjoined primarily by the BLM's Canyons of the Ancients National Monument which provides a broader continuum of protection for the surrounding landscape and also serves as an ideal partner on resource management issues and interpretive offerings beyond monument boundaries.

Until 1998 the monument was administered from a distance by Mesa Verde National Park through a small on-site staff consisting of a manager, one permanent ranger and volunteers. Today the monument shares administrative functions with Natural Bridges National Monument and the staff has increased to five permanent employees (two rangers, two archeologists and one maintenance worker). As funding permits, this staffing level is ideally supplemented by two seasonal employees and numerous volunteers. Hovenweep is also one of four parks that comprise the Southeast Utah Group and receives administrative, technical and resource management support from that work unit as well.

As a direction-setting document, this Long-Range Interpretive Plan (LRIP) should continually reflect the tenets of the park's General Management Plan (GMP). During the development of the GMP, the visiting public identified the remote, primitive character of Hovenweep as one of its most significant and valued qualities. The LRIP's driving philosophy and goals should focus on protecting both the natural and cultural resources as well as preserving this remote primitiveness of the monument identified in the GMP. Development of interpretive infrastructure will be minimal in keeping with the overall objective of maintaining the monument's inherent qualities. Impacts to the visual landscape will be minimal and reversible. Informational and interpretive signage will be restricted to developed zones and alternative portable media (brochures, trail guides and/or contemporary technology) will be used in outlying zones and in the more isolated units of the monument. The campground amphitheater will continue to be a basic facility devoid of electronic media where the park visitor can experience the same qualities of the land as those experienced by the ancestral Pueblo people - the sounds of wind blowing through the trees, the dark night sky and the vista from the canyon rim - and to hear the stories of the land told around an elemental fire by voices in the night.

Guiding Principles for Interpretive Implementation Strategies

All future management decisions, including those for interpretive planning and implementation, should pro-actively support the premises of the park's General Management Plan—to *preserve the resources and the remote and primitive character of Hovenweep National Monument*. In order to successfully provide continuity through the ongoing changes of management membership during the life of this plan and to guarantee the integrity of the site, the following universal guidance should be followed:

- Do not over interpret the site and its resources. Allow the visitor to experience and discover certain aspects of the monument themselves.

Visitor surveys indicate that this is one of the qualities park visitors value the most about their Hovenweep experience.

- Preserve the design integrity of the Visitor Center. The floor plan of the facility is limited, and the public area has four distinct zones of use: The information desk, the A/V viewing/seating, exhibits located along the east/south walls, and cooperating association sales area. There will be a great temptation to crowd more exhibits into the Visitor Center, but carefully designed and specifically focused exhibits restricted to the current location should be planned. Future designs should strive to retain a clean, uncluttered quality to retain the open feel currently experienced by the visiting public or the space will appear too small and crowded and become nonfunctional.
- Situate interpretive media in existing developed locations. Outlying, undeveloped zones of Square Tower Unit and the outliers should have no in-place, static interpretive media. All methods of interpretation in these locations should be portable and non-intrusive to other visitor experiences. Orientation/interpretive panels for the outliers should be restricted to the parking lots and/or trailheads.
- Just as the preservation treatment of portable cultural artifacts needs to be reversible, any interpretive installation on the landscape should be reversible as well. Hovenweep has long used portable directional signs and movable barriers to channel foot traffic; this technique has left the terrain unscarred. As an example, wayside exhibit frames should not be drilled into slickrock.
- Strive to preserve the natural soundscape, the dark night sky, and the viewsheds -all integral parts of the Hovenweep experience - whenever an interpretive medium or type of installation is selected.
- When developing new interpretive media, the design should not just accommodate impaired visitors, but should be designed to fully involve all visitors in the interpretive experience.
- All interpretive printed and electronic media, exhibits and signs should be consistent in appearance, design, interpretive themes and factual representations.
- Interpretive planning should include pro-active outreach that engages and attracts potential visitors and contributes to building a constituency for the monument and the NPS

Recommendations

This LRIP, in concert with the monument's General Management Plan, will provide necessary guidance and direction for Hovenweep's interpretation and education program for the next decade and beyond. Primary recommendations include:

Facilities

- Modify the current video or create a new replacement to correct misinformation; funding may determine the course of action.
- Refine demonstration garden exhibit at the visitor center by improving by expanding interpretive elements.

Interpretive Programming and Visitor Interface

- Expand and refine formal and informal interpretation opportunities.
- Expand the park's internet site to include more in-depth information especially in the area of cultural resources.
- Make all core park information - both handouts and web-based information - available in other languages, especially Spanish.
- Integrate safety information into all facets of the visitor experience including web-based trip planning tools.
- Strive to achieve universal accessibility for all facilities and interpretive offerings.
- Develop virtual tours of less accessible park resources and outlying units for visitors with limited time and/or ability.
- Develop a visitor center schematic plan including an exhibit design plan.
- Incorporate current, up-to-date archeological research into all aspects of the interpretive program.

Staffing

- Continually update training for all employees and volunteers on park information, way finding, and informal visitor contacts.
- Analyze future staffing needs and devise a strategy for meeting those targets.
- Strive to achieve a staff diversity that reflects the diversity of the region and the nation.

Planning and Assessment

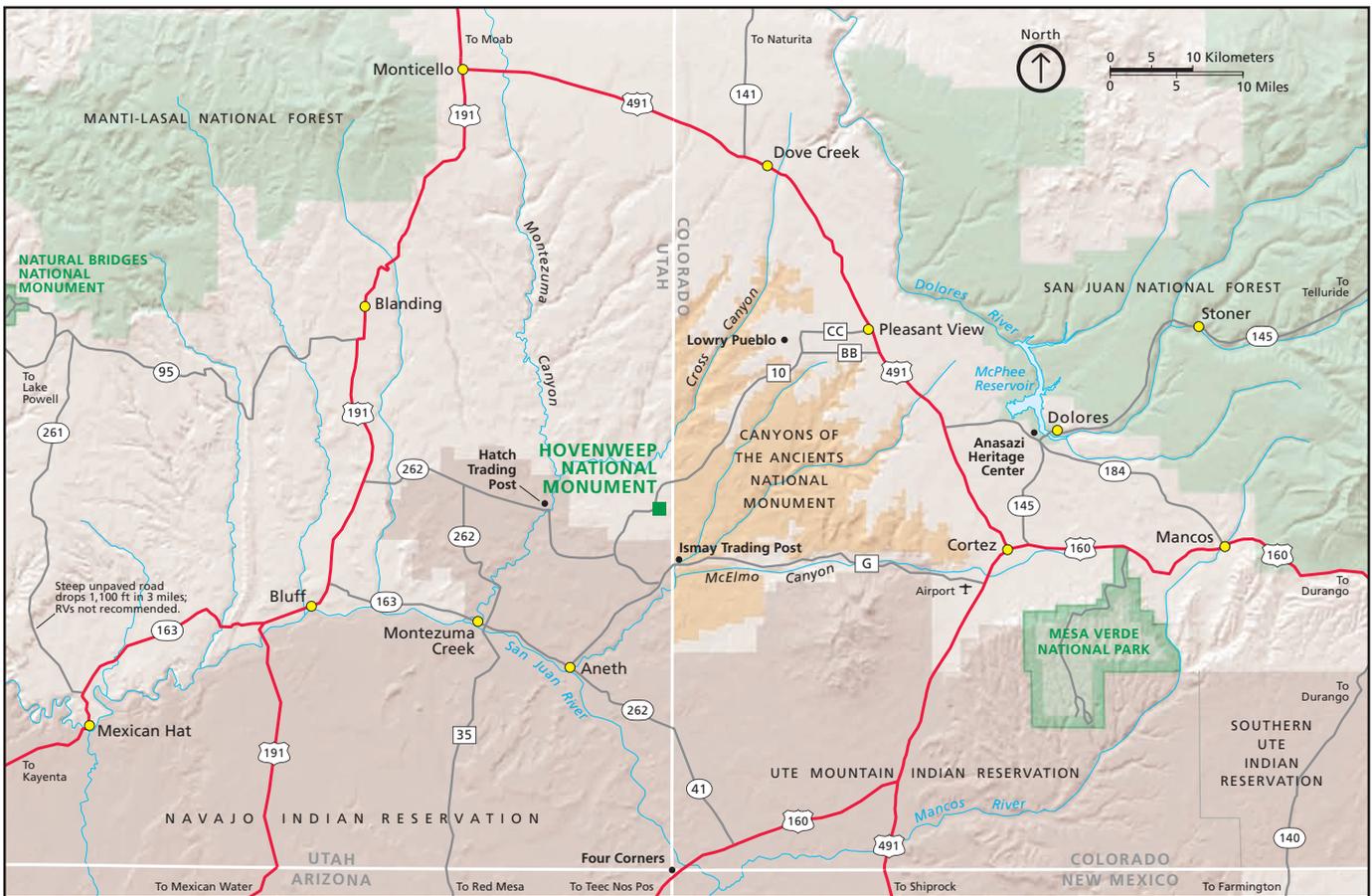
- Regularly assess the effectiveness of the monument's interpretive techniques and services.
- Conduct audience evaluations before and after any new media development.
- Create a publications plan to assess current and future needs, to facilitate updates of existing materials and to identify alternate funding sources.
- Create an A/V development plan to identify appropriate types, locations, content and formats of appropriate electronic media.
- Create/revise an Annual Implementation Plan each year.
- Develop an ethnographic overview.
- Devise methods to introduce a broader visitor demographic to Hovenweep and its stories.

Partnerships

- Assure that up-to-date orientation information is available at all partners' sites and gateway tourist information centers.

- Maintain adequate directional signs on all routes of travel to the monument by coordinating with Colorado/Utah Departments of Transportation and Montezuma/San Juan County road departments.
- Expand involvement with local and regional stakeholders, partners, agencies and organizations.

As Hovenweep National Monument approaches its 100th anniversary, the monument staff must take advantage of all possible opportunities to tell the stories of this landscape and its past inhabitants, promote a sense of stewardship and protection, maintain relevancy to our nation’s diverse citizenry and enhance public awareness of their own legacy held in this country’s national park system.



Hovenweep National Monument and Region

United States Department of the Interior • National Park Service

Introduction

Hovenweep National Monument protects seven prehistoric, Puebloan-era villages spread over a twenty-mile expanse of mesa tops and canyons along the Utah-Colorado border.

When President Warren G. Harding established Hovenweep National Monument, he proclaimed that

The public good would be promoted by reserving these prehistoric remains as a National Monument with as much land as may be necessary for the proper protection thereof. . .

Hovenweep National Monument was established in 1923 to protect 13th-century ancestral Pueblo standing towers and villages. The monument contains not only extraordinary examples of prehistoric architecture, but the landscapes in which they have existed for over 700 years. Hovenweep is made up of several distinct units that range in size from 14 to 400 acres, including the first protected archaeological site in the United States.

Ultimately, the stories of Hovenweep are of people closely connected with the land and each other. Not all the stories are known, or will ever be, but as knowledge and understanding grow, the National Park Service will continue to reveal Hovenweep's heritage to modern visitors.

Hovenweep National Monument is located in southeastern Utah and southwestern Colorado. It can be accessed by paved roads originating in Cortez and Pleasant View, Colorado and Blanding, Utah. Unimproved dirt roads provide access to outlying sites and may be rough or even impassable in wet weather. Cortez has regular commercial air service available year-round.

THE PLANNING PROCESS

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next seven to ten years. It identifies park themes, describes visitor experience goals, and recommends a wide variety of both personal and non-personal interpretive services and outreach activities that will best communicate the park's purpose, significance and themes. In concert with the park's Annual Implementation Plan and Interpretive Database, it completes the park's Comprehensive Interpretive Plan, as established in DO-6. In addition, this planning process has been customized to meet the individual park's needs, conditions, and special circumstances. The ultimate product is an effective and efficient interpretive program that achieves management goals, provides appropriate visitor opportunities, and facilitates desired visitor experiences.

Harpers Ferry Center (HFC) Interpretive Planner Rick Jones contacted Hovenweep National Monument Superintendent Corky Hays in October, 2005. After discussion and agreement regarding an LRIP for Hovenweep National Monument, Corky Hays determined that she, Ralph Jones, Chief Ranger for Hovenweep and Natural Bridges National Monuments overseeing all visitor services at both sites, and Todd Overbye, permanent Park Interpreter for the two monuments and stationed at Hovenweep NM, would be the park's primary points of contact for this project.

The park and HFC generally agreed that the project would start in the spring of 2006 with a Foundations Workshop conducted in May by the HFC Interpretive Planner. The HFC Planner would also collect information to finalize a Project Agreement and address any unique circumstances or concerns with management. Todd Overbye would facilitate the logistics and invitations for the Foundation and Recommendations Workshops.

Barring legislative changes or major new revelations, the foundational elements expresses in this LRIP—purpose, significance, themes, and visitor experience goals—will remain constant over the life of the plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents must be produced to implement some of the goals and recommendations in this plan.

PARK PURPOSE

Park Purpose describes why an area was set aside and what specific purpose exists for this area. Purpose is derived from legislation, legislative history, public participation, and public rule making. Purpose statements may reflect traditional purposes of preservation and enjoyment, the linkages between the management unit and its cultural and natural resources, connections with groups and areas external to the park, and language of the enabling legislation. Additional purposes may have emerged since this area was originally set aside.

The purpose of Hovenweep National Monument is to:

- **Protect extraordinary examples of prehistoric architecture and the setting in which they exist.**
- **Protect other features of geological, historical, and scientific interest.**
- **Provide opportunities for visitor understanding, appreciation, and education that leave park resources unimpaired.**

PARK LEGISLATION

The Park legislative statement clarifies and reveals key components of the original enabling legislation and subsequent pertinent legislation that enabled this area as a National Park.

President Warren G. Harding established Hovenweep National Monument by presidential proclamation in 1923. President Harding proclaimed that:

The public good would be promoted by reserving these prehistoric remains as a National Monument with as much land as may be necessary for the proper protection thereof. . .

The president also directed that the National Park Service:

“Shall have the supervision, management, and control of this Monument, as provided in the act of Congress entitled, “An Act to establish a National Park Service. . .”

PARK SIGNIFICANCE

Park Significance Statements describe the distinctiveness of the combined resources of this park unit. These statements should reflect the uniqueness of the park's natural, cultural, scientific, recreational, and inspirational resources. The statements embody the power of the place through a factual representation of what makes it special. Usually stated as facts placed in relevant context, these statements summarize the essence of the importance of this park's resources to our natural and cultural heritage. Significance Statements may evolve over time as a result of discoveries and updates to our knowledge about this place.

Hovenweep National Monument has national significance for the following reasons:

- **The monument contains a high concentration of the best preserved free standing towers and related structures in the American Southwest. Located in several canyon head settlements, these remains are excellent representations of ancestral Pueblo communities existing on the Great Sage Plain during the late Pueblo III period.**
- **Hovenweep lies in an area that is significant to many cultural groups including Pueblo, Ute, Navajo and Anglo communities.**
- **Hovenweep's well-preserved archeological sites offer exceptional opportunities for research into ancestral Pueblo community life including the final decades of occupation and subsequent depopulation of the region.**
- **The park represents an intact remnant of the Great Sage Plain ecosystem. This harsh desert environment presents survival challenges to both human inhabitants and the natural flora and fauna.**
- **The park's perceived remoteness and uninterrupted horizons lend a sense of discovery to visitors' experiences. The shallow canyons, spring alcoves and structural remains of Hovenweep enable visitors to more easily envision the life of ancestral Pueblo communities and their relationship to the natural environment.**

PARK PRIMARY INTERPRETIVE THEMES

Primary interpretive themes are those ideas and concepts about Hovenweep National Monument that are vital to helping visitors gain an understanding of the park's significance and resources. The themes, which are based on the park's mission, purpose, and resource significance, provide the foundation for all interpretive media and programs in the park. The themes do not include everything that may be interpreted, but they do address those ideas that are critical to understanding and appreciating the park's importance. All interpretive efforts—through both personal and non-personal services—should relate to one or more of the themes and each theme should be addressed by some part of the overall interpretive program. Effective interpretation is achieved when visitors are able to associate resources and their values and consequently derive something meaningful from their experience.

The following theme statements will provide the basis for interpretation at the park:

- **Oral traditions of the modern day Pueblo people say that Hovenweep is their ancestral village and a stepping stone in their journey to the sacred center place. The preserved cultural and natural landscape gives physical form to oral traditions of living Pueblo people regarding their creation and migration stories. Since the time of migration, the Hovenweep area has subsequently been a home to many people including Utes, Navajos and eventually Anglo settlers.**
- **The architecture still present at Hovenweep today comprises the tangible remains of a once vibrant community. From it we glimpse ancestral Pueblo traditions, challenges, and community life. Reflections on this ancient culture in this undisturbed setting provide an opportunity for modern visitors to relate their lives to those of earlier inhabitants.**
- **Ancestral Pueblo society at Hovenweep flourished. Evidence of their architectural and intellectual achievements is seen in the buildings, rock art, and celestial markers that remain today. These elements indicate a culture that was not just surviving but thriving.**
- **The Great Sage Plain supports the same wildlife and resources today that past communities relied upon for their shelter, food and clothing. Plants, animals, and people have adapted and thrived on these mesa tops, shallow canyons and spring alcoves for thousands of years.**
- **The human story at Hovenweep has a timeless quality that provokes questions about motivations and world views of the ancestral Pueblo people. We must preserve and study these clues from the past to better understand who they were and how they lived.**



View of Sleeping Ute
From Hovenweep.
NPS photo.

Desired Visitor Experiences

“Visitor experience” is what people do, sense, feel, think, and learn. It is affected by experiences prior to the visit and affects behavior after the visit. The ultimate goal of interpretation is for visitors to experience strong emotional and intellectual connections with the meanings represented in park resources and as a result become better stewards of these places which characterize our national heritage.

Desired Visitor Experiences describe what physical, intellectual, and emotional experiences should be available for visitors to Hovenweep National Monument. These experiences should be available to visitors of all abilities and backgrounds, including those with visual, auditory, mobility, or cognitive impairments. The experiences listed below are priority ranked based on input during the Foundational Workshop.

Visitors to Hovenweep National Monument will have the opportunity to:

- Gain knowledge about Hovenweep’s ancestral Pueblo communities and how they relate to the broader ancestral Pueblo culture, to the rest of the region’s history, and to contemporary Pueblo communities while recognizing our nation’s pre-Columbian history is many centuries long and includes more than one cultural heritage.
- Experience a sense of discovery as well as a connection with the landscape and the ancestral Pueblo culture by encountering the remoteness, solitude, and intimacy of Hovenweep’s archeological sites in a natural setting with minimal intrusion from the “modern world.”
- Develop an understanding of the ancestral Pueblo culture and its close relationship with the natural environment. This understanding may lead to reflection on the visitor’s personal relationship with our modern environment.
- Experience positive, friendly interactions with well-informed NPS, volunteer, and cooperating association staff members while receiving accurate, up-to-date verbal and written information about Hovenweep which will enable them to access all of the sites and gain a greater understanding of what they experience.
- Explore the park through active personal experiences and a wide variety of interpretive programs including talks, guided walks, demonstrations, videos and other activities.
- Develop a sense and means of stewardship for the nation’s heritage and a recognize the importance of preserving today’s park resources for the future.

PARK USER AND AUDIENCE PROFILES

Hovenweep National Monument is visited by an average of 28,000 visitors each year. These figures are based on a three-year average obtained during calendar years 2003, 2004 and 2005.

Visitors primarily come to Hovenweep National Monument to learn about the cultural and natural history associated with the site as well as to enjoy the outdoor recreational opportunities available, including hiking, birding, bicycling, camping and appreciating the solitude found while in the area. First time visitors normally spend 1½ to three hours experiencing the monument. Generally, weekends draw a slightly higher number of visitors than weekday visits.

Based on a visitor survey conducted by Northern Arizona University in 1999 and 2000, 71% of surveyed visitors came to the monument as part of a larger vacation plan, not as a final destination. Walking a self-guided tour and hiking were the most popular activities for 86% of respondents. Visitors claimed that the most enjoyable parts of the trip to Hovenweep were seeing the ruins, interacting with the knowledgeable and friendly staff and experiencing the solitude and tranquility of the surroundings.

During a typical year, November through February is the period of lowest visitation while March through October is the period of highest visitation. An estimated 90% of park visitors come from areas outside this region. These visitors originate from all 50 states and several foreign countries. Local visitors, within fifty miles of the monument, account for the remaining 10% of all visits to the park. Visitors to the park can be grouped into the following categories:

Adult Groups visit the monument throughout the calendar year. Retired adults make up more than half of the monument's visitors. Adult groups spend the majority of their visit browsing the visitor center, viewing the 18-minute audiovisual program, camping in the campground, hiking the two-mile Square Tower trail and driving to the more remote outlier sites. A smaller percentage of adult groups often hike the four-mile Holly Trail that begins in the campground. Adult groups use the picnic facilities year-round.

Family Groups generally visit the monument from late May through early September and during school vacations, like Christmas and spring breaks. During these periods the park sees a dramatic increase in Junior Ranger program participation. Family groups spend the majority of their visit browsing the visitor center, viewing the 18-minute audiovisual program, camping in the campground, hiking the two mile Square Tower trail and driving to the more remote outlier sites. Family groups use the picnic facilities year- round.

Incidental Visitors visit the park each year in significant numbers. These visitors frequently indicate seeing the Hovenweep National Monument sign on US Highway 491 from Cortez, CO or the sign on US Highway 191 from Blanding, Utah as the incentive for stopping. Other visitors state they heard about the park while visiting other national parks in the area (Mesa Verde, Arches, and Canyonlands). Some come simply because the monument is a unit of the National Park Service, while others state that they have heard or known about the monument but had never before visited. Generally, these incidental visitors begin their monument experience at the visitor center, seeking to understand the park's story and history. They utilize non-personal services in the visitor center and frequently desire personal interpretation. The monument meets this need mostly through informal dialogue at the visitor center desk. Staffing levels do not allow for regularly scheduled interpretive programs year-round; however programs such

as porch talks, guided walks and roving contacts are offered to visitors on a daily basis during peak season (March–October).

International Visitors come to the monument mostly from Canada, Mexico and Europe. The monument provides French, German and Spanish translations of the park’s brochure. International visitors are generally very knowledgeable about the park’s history and available activities. Many of them have a desired interest in visiting our national parks throughout the country year-round.

Local Residents constitute the lowest percentage of visitors to Hovenweep National Monument. Many local residents only bring out-of-town guests for an occasional visit and do not come to the park on a regular basis. Locals generally visit the park to hike trails, watch wildlife and have small group gatherings at unoccupied camp sites in the campground.

School Groups account for more than three-quarters of all groups visiting the park. The educational levels of the school groups visiting the park vary from elementary to college. A curriculum-based environmental education program is offered during the school year (September – May) by Canyon Country Outdoor Education (CCOE). CCOE is a cooperative venture between the National Park Service, local Utah school districts and nonprofit organizations in southeast Utah. CCOE conducts field trips to Hovenweep National Monument on a regularly scheduled basis. School groups that are not a part of the CCOE program independently schedule curriculum programs and guided tours directly with the Hovenweep interpretive staff during the school year (September—June). Other groups consist of Elderhostels, bus tours and society groups (archeological, geological, etc.).

Subject Matter Enthusiasts visit Hovenweep National Monument because they are particularly interested in the site’s cultural history or natural attractions. They can be professionals searching for topical books and articles or wanting to photograph an ancestral Pueblo structure at a specific time of day. Most however are simply amateurs with a strong desire to learn about archeology, biology, geology, and/or botany or to experience the park’s peaceful setting.

Virtual Visitors may or may not, ever physically visit the monument; however they are a substantial park audience. The park website is a popular tool for visitors to plan a visit or to gain information about the park’s cultural and natural history. Another developing option for virtual visitors to discover the park is through “distance learning programs.” With this technology the park can interactively link video and voice transmissions with schools and other interested groups in locations throughout the United States.



Cactus Flowers.
NPS photo.



View of Square Tower.
NPS photo.

Existing Conditions, Issues, and Influences

The following is a summary description of visitor experiences and conditions, as they existed at the onset of this long-range interpretive planning process.

PREVISIT, ARRIVAL AND WAYFINDING INFORMATION

Information regarding Hovenweep National Monument is available by mail, phone, and on the park's website. No analysis has been done regarding website effectiveness. Information is also available in guidebooks like those from the American Automobile Association (AAA) and other southwest area travel publications. The airport at Cortez, CO lacks substantial wayfinding guidance.

The monument receives daily requests for information via letters, phone calls and emails. Most requests are for basic information (brochures, pamphlets, junior ranger programs, etc.) and/or directions to the park.

Wayfinding information is available in the places mentioned above and is fairly comprehensive. Signs along the major access roads to the park are somewhat dated, but serviceable. The park plans to update their sign program, utilizing design components from the NPS Graphic Standards.

Visitors traveling to the park or passing in the general vicinity of the monument are directed to the site by a small number of signs located along US Highway 491 (north and south of Cortez, CO), County Road G (McElmo Canyon), County Roads BB & 10 (south of Pleasant View, CO), County Roads 401, 213 & 413 on the Navajo Reservation and US Highway 191 and Utah Highway 262 (south of Blanding, Utah). The park's outlying sites each have an identifying sign (a petroglyph symbol of a bird sitting atop a T-shaped doorway) at the head of each outlier road.

MEDIA OUTREACH

The park informs the public of upcoming events and special programs through public service announcements and press releases sent to area newspapers and radio stations, and by posting information on the campground bulletin board.

WEBSITE

The park website is a popular way to gain information about the park. Virtual visitors access the website to learn about the monument's natural and cultural resources, recreational opportunities, operating hours and directions to the monument. Park websites have become the most widely used form of media by the public.

INTERPRETIVE AND VISITOR CONTACT FACILITIES AND AREAS

The monument has several locations for interpretive programs that are easily accessible and meet the needs of visitors. The interpretive staff normally provides talks (formal and informal) at the VC front porch, the campground amphitheater and the Little Ruin Canyon overlook.



Visitor Center.
NPS photo.

Visitor Center

The visitor center (VC) is open daily, 8:00 a.m. - 5:00 p.m. (October-March) and 8:00 a.m. – 6:00 p.m. (April-September) and closed Thanksgiving, Christmas Day and New Year’s Day. The visitor center contains a small exhibit area with four interpretive wall panels depicting the community life of the ancestral Pueblo culture, the earliest documented discoveries by Mormon settlers and the timeline of current native cultures’ arrival in the area. The exhibit room also includes three interpretive floor displays and an 18-minute audiovisual program orients visitors to the history of Hovenweep. The building also includes a cooperating association-run bookstore, visitor information desk and restrooms. Visitor orientation talks and cultural demonstrations are performed on the front porch of the VC. Visitors also have the opportunity to walk a very short, (300 yards), ADA accessible sidewalk from the visitor center to the overlook of Little Ruin Canyon (the two-mile loop trail also starts from this point). Free publications, park guides and maps are stored at the desk and are issued upon request. The visitor center, built in 2001, serves as a multi-use facility, contact station and staff offices. The monument’s preliminary draft General Management Plan does not suggest an increase of interpretive media for the VC exhibit area; however, the inclusion of more visual and interactive exhibits would provide an added benefit to interpreting the area.



Right:
Visitor Center Interior.
NPS photo.



Far Right:
Visitor Center Reception.
NPS photo.

Square Tower Unit

The primary opportunity for interpretation is at the Square Tower Unit where the visitor center is located. The two-mile loop trail around Little Ruin Canyon takes visitors to the largest ruin site in the park (400 acres) and provides the opportunity to view the most recognizable structures in the park (Hovenweep Castle and Square Tower). Interpretive panels located both outside and inside the visitor center are posted with information about the ancestral Pueblo culture. Thirteen wooden signs depicting the names of each structure along with directional signs are posted in designated locations throughout the loop trail. A hiking trail brochure containing a trail map and a description of each structure is available in the visitor center for visitors to use as a reference guide.

Outlier Units

The monument has six outlying units—Cajon, Horseshoe, Hackberry, Holly, Cutthroat Castle and Goodman Point—that are located in Colorado and Utah. Each of these smaller units has a dirt access road that leads to short hiking trails leading to the structures (Cajon, approximately 100 yards; Horseshoe and Hackberry, one mile round trip; Holly, approximately 400 yards round-trip; Cutthroat Castle, 7/10 of a mile one-way; and Goodman Point, approximately ¼ of a mile one way). Information brochures about each site are available at the outlier trailheads and at the visitor center.

Recreational Facilities

Recreational facilities include four sheltered picnic tables located around the visitor center parking area, restrooms and a thirty-site campground with sheltered picnic tables, grills, tent pads, RV parking and restrooms with potable water. The campground provides great opportunities for making formal and informal interpretive contacts, including evening programs at the campground amphitheater. The visitor center parking area and entrance plaza have been used to stage a special event—the building's dedication in 2001.

VC Front Porch

The front porch area outside the visitor center lobby provides a place where orientation and general talks are given. The porch is part of the sheltered breezeway entrance of the VC that offers flat rock benches that can comfortably accommodate 30 people. Interpretive programs given on the front porch allow easy accessibility for all visitors. The spacious seating and shade as well as the porch's proximity to the restrooms and the visitor center itself, make porch talks the most attended and presented programs in the park. Interpretive staff members contact the majority of the park's visitors in this manner.

Campground Amphitheater

The campground amphitheater provides the most scenic location for interpretive programs. The gorgeous panoramic view, looking into Little Ruin Canyon with Sleeping Ute Mountain in the background, offers visitors a beautiful natural amphitheater to enjoy the various summer evening programs presented by park staff. Programs given at the amphitheater are currently demonstration and prop programs. Currently, audio/visual programs cannot be offered at the amphitheater because it has no source of power.

Little Ruin Canyon Overlook

The overlook at Little Ruin Canyon is three hundred yards from the visitor center and offers a variety of interpretive opportunities for visitors. The overlook has an interpretive wayside exhibit describing the ancestral Pueblo ruins that can be seen from that point. Due to its size, proximity to the visitor center and commanding view of Little Ruin Canyon, the overlook provides the interpretive staff the opportunity to present formal talks that include the cultural and natural landscape, ancestral Pueblo masonry, farming and water conservation techniques and the native uses of local vegetation.

INTERPRETIVE MEDIA RESOURCES AND MATERIALS

Audiovisual Presentation

An eighteen-minute interpretive video at the visitor center orients visitors to the history and significance of Hovenweep which is captioned for the hearing impaired and includes audio descriptions for the sight impaired. The exhibit was produced under contract by Camera One of Seattle, Washington.

Exhibits

Interior exhibits include four interpretive wall panels depicting the community life of the ancestral Pueblo culture, the earliest documented discoveries by Mormon settlers and the timeline of current native cultures' arrival in the area. The exhibit room also contains three painted square floor displays which depict information about the origin of names like Anasazi, ancestral Pueblo and Hisatsinom. An additional display case for temporary exhibits contains a fold-out diorama of the structures at Little Ruin Canyon designed and produced by a former Artist-in-Residence. The majority of these exhibits were installed as a component of the visitor center built in 2001. These exhibits were produced under contract with design by Consortium West and fabrication by Salt Design; both contractors are located in Salt Lake City, Utah. With minimal available space, these displays are able to tell only a partial story about the people of Hovenweep. In the future, the exhibit area could be re-examined to determine if different displays providing a more comprehensive, chronological picture would be appropriate.

Signs

The monument has several directional, visitor-use and regulation signs posted throughout the park. As mentioned above, an update to the sign plan is anticipated.

Publications

The Monument provides several free publications including:

- Hovenweep National Monument unigrid brochure (official map and guide)
- Little Ruin Canyon Trail Guide
- Outlier site bulletins - Cajon, Horseshoe, Hackberry, Holly, Cutthroat Castle and Goodman Point)
- Archeology site bulletin
- Jr. Ranger Program booklet
- Foreign language brochures in French, German and Spanish
- Various natural and cultural resource site bulletins
- Brochures from surrounding parks and communities
- Large text brochures for the sight impaired



Wayside at Little Ruin Canyon.
NPS photo.

Waysides

Hovenweep has eleven wayside signs. The majority of the wayside signs are located at the visitor center (five attached to the wall in the entry breezeway, two free standing panels near the front entrance of the VC and one free standing panel behind the VC). These signs were designed to provide visitors with basic orientation, information and interpretation on the exterior of the visitor center realizing that the facility may not always be staffed, that some visitors would inevitably arrive after-hours and that interior space was limited. One additional wayside is located at the Little Ruin Canyon overlook along the Little Ruin Canyon trail while two others are located on the trail near the Hovenweep Castle (“History of the Sleeping Ute Mountain” and an historic photo of Hovenweep Castle prior to stabilization work). Accompanying the large wayside exhibits, are eight small vegetation identification signs along the ADA accessible sidewalk leading to the Little Ruin Canyon overlook. With the majority of the 28,000+ annual visitors hiking Little Ruin Canyon Trail, it is the most frequently used trail in the park.

MEDIA ASSETS

Artifact and Archive Collection

The monument currently has a total of 117,724 artifact and archival collections. The collections are broken down into the following categories:

Archives:	46,091
Biology:	860
Archeology:	70,508
History:	7
Geology:	258

Currently there are no objects displayed in the visitor center exhibit area and very few reference materials—neither copies nor originals—are available at the monument for interpretive program research. Hovenweep has loan agreements to store artifact and archival materials at the following facilities:

- NPS Western Archeological and Conservation Center, Tucson, AZ
- USGS, Museum of Biology, Albuquerque, NM
- Mesa Verde National Park, Cortez, CO

Bureau of Land Management, Anasazi Heritage Center, Dolores, CO
Northern Arizona University, Flagstaff, AZ
Utah State University, Logan, UT

Park Library

The park library includes a large collection of reference material specific to the park's natural, cultural and human history. There are currently 850 library items available in the library. Most staff feels the library should be expanded. Available topics include:

Rock Art
Native American Indian History
Local History
Archeology
Atlases
Geology
Astronomy
Plants/Trees
Animals
Recreation (hiking, biking, birding, etc)
Fiction
Scientific Studies of Hovenweep
First Aid/Survival
Wilderness Conservation
Children's books
Interpretive resources
NPS History and Resources
NPS Administrative and Management Books
Biographies and Journals of Explorers of the Southwest.
Local and Regional Magazines
VHS and DVD Videos
Audio Cassettes

PERSONAL SERVICES

The current interpretive staff is comprised of one full-time permanent GS-09 Park Ranger/Interpretation stationed at the visitor center. A GS-09 full-time permanent, commissioned Lead Park Ranger also provides visitor services support for the park. Since the construction of the visitor center, Hovenweep NM has typically has employed one GS-05 Seasonal Interpreter during the visitor-use season, but due to eroding funding levels, the park budget could not afford this position even for a limited season in FY07. The primary duties of the interpretive position(s) include staffing the information desk, greeting visitors, providing informal interpretation and site orientation to park visitors and conducting ranger-led programs (guided walks, porch and overlook talks). Evening programs

Right:
Ranger-led Walk.
NPS photo.



Far Right:
Ranger-led Education Program.
NPS photo.





Ranger-led Walk.
NPS photo.

are scheduled four nights a week from May through September. In order to operate the visitor center and maintain basic core interpretive offerings seven days of the week, the park staff relies heavily on the volunteer staff and Student Conservation Association interns to assist with VC coverage and educational and interpretive programs.

Programs

Guided Walks

The two ranger-led walks conducted at the monument are the “Petroglyph Walk” and the “Castle Walk.” The Petroglyph Walk includes hiking one-half mile on the moderately-easy Little Ruin Canyon Trail (a varying surface of slickrock, compacted soil and loose rocks), then descending approximately 30 feet into the canyon to a trail that meanders for less than one-quarter mile along the canyon wall to a significant petroglyph panel. The 1½-hour program includes the hike, entering the canyon which is closed to public without a guide and interpretation of the archeology of the area. The Castle Walk includes a hike of 1¼ miles round-trip on the moderately-easy Little Ruin Canyon Trail to Hovenweep Castle. The 1½ hour program includes the hike to Hovenweep Castle and interpretation of the archeology and geology of the area. Guided public walks are scheduled during the peak season (March-October). Both walks are also available on request for visiting school groups during their fall and spring field trips season.

Environmental Education Program

Environmental education for the monument is primarily conducted through the NPS Southeast Utah Group Canyon Country Outdoor Education (CCOE) program located in Monticello, Utah. This curriculum-based education program is designed for elementary school students from the Four Corners region and is provided at various scheduled times from September through May. Stations are set-up in designated points at the campground amphitheater, along the Holly trail and at the visitor center. Students rotate from location to location, each of which provides a different hands-on educational activity. Students develop an appreciation for the cultural diversity of the area by emphasizing the ancestral Pueblo culture and traditions. The goals of the program are to familiarize students with weapons, tools, masonry and farming techniques of the Pueblo Indians and to acquaint the students with the native flora and fauna used by the native people for food, textiles and utility items. Students are given a pre-exam prior to their visit and a post exam following the program to gauge the success of the program.

An educational program conducted by the park's interpretive staff is a very popular on-site activity for schools not affiliated with the CCOE. Schools call the park in advance to set up a guided tour to the petroglyph panel or Hovenweep Castle with an interpreter. The goals of the program are to familiarize students with ancestral Pueblo community life, including masonry and farming techniques, the native flora and fauna used by the Pueblo people for food, textiles and utility items as well as the roles and responsibilities of community members. Starting in September 2007, environmental education programs are also provided through a broadcasted distance learning program.

Roving Interpretation

Roving allows rangers to interact with visitors on the park grounds and is a very effective type of informal interpretation. The staff makes contact with approximately 33 percent of visitors while roving. This activity normally takes place during the busier season. Park staff is responsible for roving contacts at the campground, on park trails and during patrol of the park's outlying sites.

Outreach

Due to park staffing constraints and the distance to the nearest schools, off-site programs are generally not offered to schools and community organizations by Hovenweep staff. For schools in San Juan County, Utah, these services are typically provided under the Canyon Country Outdoor Education's established program (NPS/CCOE). However, if a group or school calls in advance with an off-site request and if the staff level is adequate; arrangements can be made to provide outreach interpretation within 50 miles of the Monument. The programs are tailored to the group's requests and include standard talks on the ancestral Pueblo culture, plants and animals of southeast Utah and southwest Colorado, geology and information specific to the National Park Service (opportunities, careers etc.).

Junior Ranger Program

Hovenweep National Monument offers an on-site Junior Ranger program designed for children up to twelve years old. The Junior Ranger program requires completion of a twelve-page site-specific activity workbook. Children aged six and under must complete three activities; children between the ages of seven to nine must complete four activities; and those between ten and twelve must complete five activities. Following the completion of the program the child receives a Hovenweep Junior Ranger badge or a handmade button/pin (their choice) and a certificate with their name, current date and the signature of the issuing ranger.

Current Personal Services Program Assessment

Hovenweep National Monument offers a multitude of interpretive opportunities related to a wide-range of natural and human history including local and regional geology, plant and animal life, archeology and ethnology. Beautiful scenery accentuates the area.

The interpretive staff is working to meet the needs of its audiences through formal and informal interpretation. Even though the monument has a small staff and low visitation, interpretation is a high priority and it reflects in the number of interpretive programs given throughout the year. For FY2006, Hovenweep interpretation programs (formal and informal) reached 30% of the park's visitors. The monument's draft General Management Plan does not identify an increase of

interpretive media for the VC exhibit area; however the inclusion of more visual and interactive exhibits and other non-personal services would provide a much needed benefit to interpreting the area.

PARTNERSHIPS

Staffing

The current interpretive staff includes one GS-09 Interpretive Park Ranger and one GS-5 Seasonal Interpreter (three to six-month season, conditional on available funding). Maintaining visitor center availability seven days-per-week year-round creates a significant impact on the overall interpretive operation. The interpretive staff is supported by volunteers and SCA interns who assist operating the visitor center and perform interpretive programs. A part-time seasonal employee hired by the cooperating association, Canyonlands Natural History Association (CNHA) also supports staffing levels. Understaffing limits the availability to provide outreach (off-site) services to schools and community groups.

In summary, the interpretive operation requires one full-time seasonal interpretive position (6 months) in addition to the GS-9 Interpreter to meet all basic operational requirements. The addition of a third staff member is critical if the park is to undertake any program expansion.

Cooperating Association

Canyonlands Natural History Association (CNHA) operates the bookstore in the visitor center. The sales area contains a variety of site-specific publications on topics including history, botany, animals, geology and recreation. It also contains theme-related items (t-shirts, ball caps, pins, magnets, etc.). Bookstore sales generate approximately \$65,000 annually. CNHA donates a percentage of its sales each year to aid the interpretive program and other educational and research needs for the park.

Outside Partnerships

The interpretive division is actively involved with the Bureau of Land Management Canyons of the Ancients National Monument in assisting with interpretation and seasonal training. The park's staff is invited to BLM seminars with guest speakers who share their knowledge and expertise on a variety of cultural and natural topics. The park also has a partnership with the Navajo Nation's Monument Valley Tribal Park. The park's GS-09 Interpreter, at the request of the tribal park, has conducted interpretive skills training for Monument Valley staff members.

Distance Learning

In October, 2007, the park's GS-09 Interpreter successfully conducted the first Distance Learning program to an elementary school in Nebraska that introduced 24 4th grade students to Hovenweep and some of the structures in Little Ruin Canyon. A second program to showcase distance learning technology was broadcast in December, 2007 to the Midwest Region Chiefs of Interpretation during their conference. The Distance Learning program at Hovenweep is still in its early stages, however as more programs are presented, the goal will be to reach schools and groups around the country including a large number from local towns and reservations.

Volunteer Program

Hovenweep National Monument maintains a Volunteer-In-Parks (VIP) program and Student Conservation Association (SCA) intern program to enhance the interpretive mission of the park. Seven (five SCAs and two VIP's) volunteers help conduct interpretive programs and staff the visitor center information desk throughout the year. The monument has an annual \$2,100 Volunteer-In-Parks program allotment from the regional NPS office. These monies are used each year to cover uniform costs, supplies, housing utilities and VIP recognition awards and gifts.

ISSUES AND INFLUENCES

Visitor Related Safety Issues

- Protection of natural and cultural features at outliers from visitor impacts is a concern, since sites can only be minimally monitored and the public visit the sites unescorted. It would be valuable to research ways to best minimize visitor impacts at these “unhardened” sites.
- Effectively addressing and communicating critical visitor safety issues such as heat related dangers, the need for hydration, etc.

Special Concerns and Management Issues

- Increase consultation and cooperation with affiliated tribes.
- Develop common mailing list(s) within the Southeast Utah Group, with identified partners, and with other neighboring Federal and State agencies.
- Enhance interpretive training for permanent, seasonal and volunteer staff.
- Continued development of partnership relations with Crow Canyon Archaeological Center and Canyons of the Ancients National Monument / Anasazi Heritage Center. Utilize their expertise to assist with tribal participation, development of the most up-to-date, accurate information for management decisions and in the development of presentations, curriculum and interpretive programs.
- Resolve staffing shortages and increase staff diversity.
- Fully develop park interface with local communities with special emphasis on relationships with local governments and organizations in Blanding, Utah and Cortez, Colorado.
- Institute Peer Review.
- Institute recurring assessment program for personal and non-personal services.
- Expand and/or enhance visitor center exhibits.

Recommendations and Implementation Strategies

The ultimate goal of all recommendations is to support management's strategies and to provide visitors opportunities to connect with the meanings inherent in this park's resources.

Interpretive planning assesses current conditions and formulates recommendations that would provide direction and focus to achieve the desired future interpretive program. The discussion of each program or media proposal identifies its place within the overall strategy, accounts for special considerations and sometimes would suggest specific themes and locations that best facilitate a desired interpretive outcome. These suggestions should provide a framework for the park's strategic vision, but should not limit the creativity and scope so essential when planning specific programs and media. These recommendations contain both long-term and short-term strategies which may be very helpful when preparing the Annual Implementation Plan and related funding requests.

A primary challenge for interpreters at Hovenweep NM is to help visitors visualize and understand the character and qualities of this landscape during ancestral Pueblo occupation. Many clues remain providing glimpses of that past, but the stories they reveal should be conveyed to visitors whenever possible. Ancient and historic viewsheds still exist, but are increasingly impacted by modern development—one of the challenges parks face when surrounded by private and/or multiple-use public lands.

During the Workshops the team identified some areas that they felt provided the best opportunities for visitors to better experience park resources via successful interactions with park personnel and media. These locations were:

- *The visitor center area, including the breezeway/patio, garden, hearth, theater, bookshop, and information desk*
- *Square Tower and Hovenweep Castle area*
- *Views of Little Ruin Canyon from its rim*
- *The campground and amphitheatre at Square Tower Unit*
- *Outlier parking areas and trailheads*
- *Ancestral Pueblo architectural remains at outliers—Horseshoe, Holly, Hackberry, Cutthroat, and Cajon*

When determining priorities for personal and non-personal services based on available resources, park staff may find that these areas produce the best interpretive return for resources used.

Pre-Visit Orientation, Information, and Way Finding

General and trip planning information regarding Hovenweep National Monument would continue to be provided by traditional means such as regular mail, phone, website, and email. All mailed information should include the park's web site address so that visitors may easily access more in-depth information. Critical information regarding access, road conditions, weather and safety should be included in all communications.



Traditional signs and way finding to points of interest. NPS photo.

Adequate, clear information should be provided at appropriate thresholds to the park so that potential visitors are given the tools and motivations with which to visit the park. As no public transportation exists at the site, visitors typically enter by private or rental vehicle and rely on signs to direct them to points of interest and the visitor center.

Recommendations:

- Continually update training for all employees and volunteers on park information, way finding, and informal visitor contacts. Park staff should understand the value in providing excellent visitor services and accurate, understandable directions to sites around the monument.
- Assure that up-to-date orientation information is available at our partners' sites and related tourist contact points. The local airport (Cortez, CO), regional and community visitor information centers, libraries, other agency offices, and partners including Crow Canyon and the Anasazi Heritage Center were mentioned in the workshops.
- Develop an updated Park Sign Plan that includes regional and local wayfinding signs that direct visitors to the site and internal points of interest once they arrive. Signs should include appropriate safety messages and introduce new thematic elements in appropriate locations. These signs should conform to the NPS sign standard and enhance agency identity in this region of the country. This consistent, recognizable design may develop greater "brand identity" for the park, already somewhat developed by the use of the "bird petroglyph." Sign format and durability were issues discussed in the workshops though most participants felt that the current signs were working fairly well.
- Under the auspices of the new sign plan, design and install location signs that convey the NPS identity at appropriate outlier sites. Traffic control and directional signs should be integrated into the sign plan as well.
- Continued coordination with Colorado and Utah Departments of Transportation to maintain adequate directional signs on roads leading to the monument. It is especially important to maintain or establish those signs at critical decision points in a traveler's journey to Hovenweep.
- Expand the depth of information on the park's internet site. This is an excellent venue to whet the appetite of the potential park visitor, while also providing solid way finding information. An overview on how to safely visit this area is critical. This can also be a wellspring of information for historians and academics that look to the park for solid research and information. The site may also be utilized to download Podcasts and related material that visitors can experience at their leisure or bring with them to the park.
- Regularly review internal and external printed and electronic tourism literature promoting Hovenweep and associated sites to assure that it is accurate, appropriate, and up-to-date.
- Develop improved orientation/information literature and displays for regional tourism contact points. These may include rack cards, portable or permanent exhibits, and other methods to dispense literature.

Arrival and Orientation

The visitor is welcomed to the park with traditional park entrance signs and directional signs to points of interest. Most visitors spend time the visitor center area first and then go on to explore trails and cultural sites.

Recommendations:

- Distributed and web-based information should be available in other languages, especially Spanish.
- Safety information should be integrated into all facets of the visitor experience at Hovenweep beginning with pre-trip planning.
- Downloadable information including Mpeg4 video, Mp3 music and PDF files, offered at the park's website, possibly the new visitor center kiosk and other venues should include wayfinding, orientation and safety messages. Podcasts or equivalent audio/visual (A/V) files could include that information and expand into more in-depth orientation and thematic based interpretive information.
- Participants in the workshops emphasized the need for subtle but functional wayfinding/orientation signs at each outlier's trailhead or parking lot and possibly other trailheads that are not well marked. These signs would introduce visitors to the immediate site and its possibilities, furnish links to other outliers utilizing thematic material that reveals how these places fit together and link the monument to the National Park system as a whole. Exhibits like this tend to blur the line between information signs and wayside exhibits, but these are listed here because their information function supersedes their interpretive function. In most NPS areas, **orientation** and **agency identity** are accomplished by trailhead-style upright waysides, often paired at the parking lots or overlooks and displayed singly at trailheads. Pairing can include an orientation panel and bulletin board or other configurations. Displays of this type may also be appropriate at the campground and picnic area.
- Several examples of wayside and sign options are included in the Appendix. Redundant material on all sign pairs should include:
 - Behavior/safety messages
 - The current recognizable logo of the "bird/doorway petroglyph"
 - A unifying map based on the 3-D rendition to be created for the visitor center and to be utilized in some form in all other interpretive media
 - Unique characteristics of the unit
 - Thematic material that is closely associated to the resources at the individual unit.
 - Perspectives regarding particular sites from associated tribes.



View of Parking Area and Visitor Center. NPS photo.

Visitor Center

The primary visitor contact point is at the visitor center. Several wayside exhibits are available to visitors as they access the visitor center breezeway and patio. Upon entering the building, visitors are greeted with an information desk and history association sales outlet, adjacent to existing exhibits, with an A/V program area behind the information desk.

A visitor center and its exhibits should help ground visitors in the park's primary themes, using engaging text and compelling graphics and objects. The exhibits should build a foundation of knowledge for visitors to retain as they tour the sites. Workshop participants felt strongly that visitors should be made aware of the distinct back-country and front-country opportunities at the monument. The perspectives of ancestral Pueblo descendents should be conveyed in the exhibits expressing the meanings and sacredness native peoples attach to Hovenweep. Visitors should leave knowing that the 750-year-old ruin sites represent community life, technological achievements in architecture and farming and survival through adaptation to the natural environment.

Right:
Visitor Center Entrance.
NPS photo.



Below:
Video Viewing Area.
NPS photo.



The exhibits in the new visitor center were designed and fabricated in conjunction with the building and fit the space appropriately. Unfortunately they are not engaging and fail to adequately convey a cohesive interpretive message. The exhibits rely heavily on text and do not use graphics or scale well to bring the visitor into the stories. Lack of focus and repetition of information makes wading through the text fairly tedious.

The primary park interpretive themes should be used for guidance to determine the parameters of the exhibits, but do not necessarily need to be fully told by the exhibits. Sub-themes derived from these primary themes are a much better framework for individual exhibits. The current exhibits could benefit by telling more about the people, what they may have looked like, what and how they farmed, and what their material culture was like. The current scale of exhibits in a relatively limited space is appropriate for the smaller space. If the exhibits are redone, every precaution should be taken to avoid overcrowding in an attempt to tell the “whole” story.

Recommendations:

- The video presentation currently being shown in the visitor center is visually appealing, covers some good information but can be confusing when explaining how the communities developed and where they are located in relationship to each other. It also conveys some inaccurate

population numbers. The location of the communities could be clarified with a good integrated map that includes thematic material revealing the where and the whys. Options for correcting these problems range from modification of the current video to creation of a new one. Funding may influence the final decision determining means of treatment.

- The video is viewed in a seating area located directly behind the information desk. Originally, the close proximity of these two functions created conflict with overriding noises generated by both elements. To mitigate interference, headphones were installed to enable viewers to listen to the audio portion of the video. This technique eliminated the problem of the video soundtrack distracting interchanges taking place at the information desk; it also aided those with hearing impairments to better understand the video soundtrack. Even with the headphones, individuals watching the video are still distracted by conversations taking place at the information desk. Suggestions for resolution include sound baffling, different noise-reducing headphones, extending a wall to partially close off the theater and/or relocating the desk operation. Reconfiguring the floor plan, modifying the use pattern and/or subdividing an already small public space are not seen as viable options because of the many required functions the limited space must provide to park visitors.
- One primary design direction proposed would be a kiosk that housed an interactive (touch screen) multi media program that was based around a 3-D map of the site. This 3-D map could be the basis for maps used throughout the park providing a consistent perspective for visitors utilizing trail guides, site bulletins and related media. It would be valuable for the visitor to have take-away materials that were the products of their interactive creation process. These could be provided via a built-in printer and/or a downloading option. This theme-enhanced material could supplement other media provided to visitors and create deeper visitor understanding and experiences. This kiosk could help visitors by alleviating some of the confusion they may first experience when viewing the maps at the visitor center trailhead and in the trail guides. A menu bar guide could offer visitors things to see and do, inform them how to protect and preserve the resources, integrate safety messages and put the ruins in interpretive historical context. The proposal of an electronic map-based kiosk could also be used if the park wanted to stay low-tech. In that case, the kiosk concept could be adapted to more conventional panel exhibits. Any new exhibits proposed should have clear titles, be graphically engaging and define levels of information by simple but varied point size of typography.
- Workshop participants felt the demonstration garden next to the visitor center was a valuable way for visitors to understand part of the technology that allowed pre-historic people to flourish in this region. Future refinements may include improved directional signing and expanded interpretive elements. Efforts should be made to utilize as many authentic dry farming techniques as possible and to highlight the challenges all farmers face—drought, insects, raiding rodents, etc.—in interpretive materials.
- Accessibility to all visitors should be addressed in the new plans. Offering a virtual tour of park areas that are not easily accessible will offer some visitors their only glimpses of those locations. These virtual tours can also be made accessible on the website to those who are purely virtual visitors.

- When considering a re-design of the visitor center exhibits the following suggestions were noted in the workshops:
 - *Utilize current research for topic material*
 - *Introduce more interactive exhibits to supplement the Junior Ranger program*
 - *Reveal the modern impacts upon these resources*
- Other possible interior exhibit topics include:
 - *Community life*
 - *Mesa-top farming via a diorama or other three-dimensional representation*
 - *Building homes and communities*
 - *Making use of native plants and animals*
 - *Voices of the descendents of Hovenweep's inhabitants*
- The development of a visitor center Schematic Plan should be considered. This plan would specify visitor experience opportunities for this facility. More specifically, it would relate interpretive themes to particular exhibit designs and content and could also inform and support the further design work that would be necessary for the alternatives listed above.
- Hovenweep's artifacts can serve as powerful interpretive tools and are part of the park's core cultural resources that enrich visitors' experiences. The visitor center could serve as a display area for appropriate objects that facilitate the telling of the park's story.
- An exhibit design plan would facilitate the integration of these components to best enhance the visitor's experience and understanding.
- The planning team recommends that an audience evaluation be conducted as part of any new media development. Many of the media elements in the would be valuable to conduct front-end evaluations to determine what visitors already know and what they might like to experience in the park with a formative evaluation to test proposed exhibit concepts before final production and a summative evaluation to fine-tune the exhibits after installation. Evaluation will increase the cost of exhibit development, but would add value during the life of the exhibits by insuring that visitors' needs are being met.

Wayside Exhibits

Wayside exhibits are invaluable for visitor experience in the face of reduced staffing and increased visitor exploration. At Hovenweep, the park staff feels the visitor experience can be enhanced by retaining a remote feel at all the park units and by promoting a sense of discovery and solitude while still providing adequate guidance and learning opportunities for park visitors. This can be accomplished with thoughtful design and placement of thematically based exhibits in carefully selected areas.

Waysides created by park staff members working with Harpers Ferry Center use a standard service-wide design to subtly remind visitors that an NPS-preserved place is something of great value to our nation. Signs and recognizable symbols like the NPS Arrowhead and the NPS uniform also reinforce the idea that this is a special place that merits national significance. Much effort has been invested

at the national level to have a distinctive, easy-to-read, comprehensive system of signs and displays. The system provides off-the-shelf solutions from formal park entrance signs to trailhead exhibits and campsite numbers. Built into the NPS sign program is a visual hierarchy that gives readers clear clues as to the relative importance of the blocks of information seen on the signs.

A mix of old and new wayside exhibits is present at Square Tower Unit. These exhibits, which are mostly at the visitor center, provide effective orientation to the site especially when the visitor center is closed. They are attractive in appearance and provide a basic orientation to the site, more so than the present interior visitor center exhibits do. These wayside exhibits exhibit a very broad brush in content rather than being site-specific.

Recommendations

- Further development of wayside exhibits at Square Tower Unit should be kept to a minimum and confined to the visitor center and other developed portions of walking trails. Wayside exhibits can be intrusive, modern day intrusions diminishing the integrity of the cultural landscape. Continued use of a well-designed trail guide is viewed as a viable alternative to wayside exhibits and also can serve as a take-away memento of the visitor s' experience to be shared with others. Care should be taken when selecting appropriate wayside sites to keep them out of the canyon view. The park may want to create masonry wayside exhibit bases where they are installed rather than standard wayside exhibit hardware to further reduce the visual intrusion at the site.
- When new wayside exhibits are created for Square Tower Unit they should be site-specific and help visitors visualize life in the canyon 750 years ago. A full-color art piece could be created that depicts community life tied to the landscape. The art would “people” the canyons and mesa tops, showing daily activities: people preparing food, tending livestock, caring for children; children playing, adults carrying crops and water, people building stone structures; workers repairing check dams, farming, cutting stones, creating art on canyon walls; people hunting wildlife and gathering wild foods. The broader view of daily life provided by this depiction could further assist visitors in understanding how Hovenweep’s villages were laid out and why.
- The above mentioned art could be used on a wayside exhibit overlooking the canyon to give visitors a more complete picture of community. Vignettes could then be pulled from the art to depict such activities as mesa top farming, hunting and food gathering, and house building on other exhibits. Such artwork could potentially be reproduced as a poster or quality print for sale in the bookshop.
- The following wayside exhibit sites and topics are suggested for the Square Tower Unit:
 - *Little Ruin Canyon Trailhead: The exhibit should be redone in low profile rather than upright so it is less intrusive on the landscape.*
 - *Demonstration Garden: The exhibit would introduce the demonstration garden and explain how the ancestral Pueblos practiced dry farming, as do area tribes today.*

- *Along the paved section of trail leading to the canyon: One wayside, possibly a 36 X 24 panel, would depict the diverse plant and animal life found here and how the ancestral Pueblo people hunted and gathered many wild foods. A series of movable plant identification exhibits (6 X 12) would be placed nearby to identify important plants and their uses by native peoples.*
 - *At the site of the existing panoramic wayside exhibit at the canyon overlook: This exhibit would depict community life in the canyon using the artwork described above.*
 - *At the site of the existing Ute Mountain profile exhibit: This exhibit would identify Ute Mountain and give perspective on its legend and other stories. It would reveal and explain how other native tribes live and thrive in this mesa-canyon environment today.*
 - *Hovenweep House: From this vantage point the exhibit would depict Hovenweep Castle and its associated structures, explaining the buildings purposes and identifying special architectural features.*
- The signs for outlier parking lots and trailheads outlined in the *Arrival and Orientation* section above should be considered part of the overall interpretive strategy when planning and coordinating these wayside exhibits although in the traditional sense some people consider them a different medium.
 - As mentioned above, the planning team recommends that audience evaluation be conducted as part of any new media development. It would be valuable to conduct a front-end evaluation to determine what visitors already know and what they might like to experience in the park; a formative evaluation to test proposed exhibit concepts before final production; and a summative evaluation to fine-tune the exhibits after installation.

Distributable Media

Generally the distributable media here is well accepted by visitors and historically accurate. Providing orientation and wayfinding material on a broader region-wide basis would serve to increase Hovenweep's exposure to greater numbers of more diverse visitors. Any new publications should be linked with a "branding" program, utilizing the NPS graphic standards and the monument's special logos or other art developed by the monument. This will serve to increase recognition of the monument's national significance and its connection to the larger NPS system.

Recommendations:

- Create and distribute a calendar of events encompassing both special events and daily activities. Due to the number of tourism based businesses in the region, a rack card format may be the preferred method of delivery. The team recommended expanding the distribution of this schedule to

local and regional businesses and tourism centers. The monument website may be a good point for distribution as well.

- Upgrade the Little Ruin Canyon brochure, possibly using some of the artwork mentioned above.
- Update the park's unigrid brochure, possibly integrating the new map and related material from the above mentioned signs and waysides.
- Develop new or update existing site bulletins for Square Tower Unit sites and appropriate outliers.
- Create a Publications Plan that will assess current and future needs, facilitate easier updates, and be useful for justifying alternate funding sources.

Audio / Visual Technology

Since the 1970s the National Park Service has experimented with many types of audio message repeaters to complement outdoor wayside exhibits. Audio messaging, if done well, can add emotional color and authenticity. When visitors hear directly from recognized subject-matter experts or from people who work in the park and know it well, recordings can be a powerful medium. Period music or sound effects or actors using historic dialects can shape and deepen the visitor experience. Like waysides, most audio messages work best if they are kept short and well-focused. New and ever-changing technology would enable expanded visitor use of audio and/or video on handheld devices including iPods, specialized cell phones and other forms of technology the future may deliver. Visitors would have the ability to choose a variety of programming and the NPS would not have to maintain an infrastructure support broadcasting equipment and components. The visitor center kiosk and web based distribution centers would offer multiple methods for delivery of these programs.

This type of audio/visual distribution also complements efforts to make all parks more accessible to all visitors through a variety of means. Visitors who are visually impaired could take advantage of a new audio tour for Hovenweep that could include audio descriptions of various resources and viewsheds in addition to interpretive material, giving those visitors better context to understand the park's stories. For those that do not have the appropriate audio playing devices, a loan system possibly managed by the NHA may be appropriate and should be investigated.

Recommendations:

- Develop appropriate A/V content in sync with the development of the visitor center kiosk mentioned above. Provide this content in forms that are distributable for various A/V players to include Podcasts and Mp3 files.
- Initially develop a distributable program that addresses arrival and orientation to the park, integrating the same mapping information developed for the kiosk at the visitor center. This program should be available in multiple downloadable formats including Mpeg-4 video, Mp3 audio and PDF.
- Create an A/V development plan that addresses where this type of interpretive service may be most effective, which content and formats should be used and looks at alternate sources of funding or staffing to make it happen.

- Develop a plan to address the need for having several units available to loan to visitors who do not have compatible players for these programs.

Off-Site Activities and Partnerships

Partnerships and greater civic engagement have proven to be beneficial to both parks and regional communities.

Recommendations:

- The park should continue to expand its involvement with the Crow Canyon Archeological Center and develop mutually supportive projects that may involve other partners as well.
- The park should expand its involvement with Canyons of the Ancients National Monument to provide coordinated, complementary and boundary-free visitor experiences.
- Most workshop participants supported an expansion of park involvement with and support of other regionally based NPS areas, including Mesa Verde NP and the Southeast Utah Group.
- Team members identified expanded relationships with regional tourism groups as desirable.
- A primary concern of many in the workshops was the need to develop and expand relationships with associated tribal groups. Most felt that this should extend the basic consultation process to include tribal representatives into specific interpretive planning efforts engaging them early in the process and integrating their thoughts and concerns into interpretive products.
- Continue to nurture the strong partnership with Canyonlands Natural History Association, and maintain a good, representative selection of publications and interpretive materials in the current bookstore. A mutually-agreed-upon Business and Marketing Plan would be updated annually.

Personal Services

Personal interpretive services are those in which the park staff interacts with visitors. Examples of personal services include staffing the visitor center, formal interpretive programs, roving and other informal interpretation, conducted activities, special events, orientation and educational programs. All give the park staff an opportunity to enhance visitor experiences through personal interaction. Personal services are often most effective for interpreting complex or conceptual themes and topics.

Personal services encourage visitors to become active participants in exploring the park's stories. A variety of formal and informal programs are offered at Hovenweep including formal guided talks, roving interpretation, and educational programs. Because this site has only partial structures and archeological sites to tell its many stories, personal services are vital to create opportunities for visitors to truly understand and relate to the people, meanings and stories represented here.

The interpretive staff at Hovenweep should assess on a yearly basis which particular personal interpretive services would be most effective. This is the core of the Annual Implementation Plan which would guide the interpretive program in supporting management goals and providing optimum opportunities for the visitor. This process includes yearly re-evaluation of desired visitor experiences and subsequent assessment of the most effective combinations of interpretive themes, locations, audiences and types of personal services to best fulfill the visitors' needs. These factors can change from year to year as the park's visitation demographics, management policies and other needs change.

Recommendations:

- Important learning opportunities for Hovenweep visitors would be made available through an expanded schedule of guided interpretive walks and talks led by uniformed interpreters. A wider variety of theme-based programs would provide visitors with a range of prospects for connecting with Hovenweep's stories. These choices could include ranger-led hikes, cultural demonstrations, campfire programs, and porch talks—each adaptable to the needs and interests of the visitor. Since most park visitors are unfamiliar with or have a limited knowledge of the park's resources, it is important to provide this service to enhance the quality of their visit and park experience.
- Guided interpretive activities should also work symbiotically with other non-personal media to increase visitor understanding.
- Expand and refine roving and other informal interpretation opportunities for visitors in the visitor center, the campground and the surrounding Square Tower Unit and also in the outliers where appropriate.
- Utilizing the park's General Management Plan (GMP) which define and identify zones of desired visitor use and experience would support the process of determining where to best utilize personal interpretive services. Areas that are valuable for their solitude and isolation may not be the best choice for personal interactions with an interpretive ranger.
- An Annual Implementation Plan should be created and revised yearly. It is important to assess changes in management strategy, demographic shifts, and any new information that would modify our message to the visitor. One tool that helps to integrate inevitable change into a personal interpretive services program is the use of a matrix; this matrix assesses the best combinations of current interpretive themes or sub-themes, the best locations for services and the most effective services for particular audiences. This would in turn facilitate achieving the park's *Desired Visitor Experiences*. This exercise is also a good opportunity to assess whether or not resources are being optimally used to achieve these *Desired Visitor Experiences* and to support identified management initiatives.
- Assessing the effectiveness of our interpretive techniques and services is critical to maintaining positive visitor experiences and providing a rationale for programs. These assessments can include supervisory assessments of effectiveness, more formal outcome based assessments, a correlation of visitor inputs and formal demographic studies. The rubric based assessment method utilized in the Interpretive Development Plan while not addressing "supervisory concerns" does give great insight into whether a particular service is effective in creating interpretive opportunities for our visitors. Outcome based evaluative methods would also be effective.

- The Volunteer-in-Parks Program would be enhanced through focused outreach efforts to recruit visitors specifically interested in Hovenweep’s natural and cultural resources and serve as a source of potential volunteer candidates with appropriate backgrounds. An effort to enhance and expand the participation of local volunteers would also be beneficial especially as site monitors of cultural resources.
- Participation by all interpretive staff in the Interpretive Development Program would be encouraged. This program is core, professional-level NPS interpretive training for all field level interpreters and interpretive supervisors and is critical for individual’s career development and professional enhancement. It will keep employees abreast of the most effective interpretive methods and provide valuable insight into national policy and trends.
- Team members at the workshop recommended some specific areas that they felt would be optimum places for personal interpretation and/or media. Workshop members specified that these would be appropriate places to put resources after in-park needs were met. They include:
 - *The Internet*
 - *State and regional tourism organizations*
 - *Federal agencies (BLM, USFS) offices/visitor centers*
 - *Affiliated Tribal Nations tourism agencies*
 - *Crow Canyon Archeological Center*
 - *Archeological tour groups and Elderhostels*
 - *Local visitor centers*
 - *Local NPS visitor centers*
- After all core operations have been successfully addressed, it could be beneficial to reach beyond park boundaries and expand personal outreach.
- Efforts to park partners, nearby communities and other regional venues. Interpretive and educational programs could also be developed for the Telnet system which would expand Hovenweep’s presence even further via Distance Learning techniques.
- Higher staffing levels will be required for the park to fully support this plan. Realizing that budget levels are stagnant at the time this was written, it would be appropriate for the park to look at other methods of staffing and supplemental funding. Expanding the numbers of park volunteers and Student Conservation Association interns could be effective though the infrastructure needed to support a large volunteer force can quickly drain staff resources.
- Many team members noted the value of special events, especially those that integrated cultural demonstrations as another very good tool for engaging visitors.

Education Program

The Southeast Utah Group's Canyon Country Outdoor Education (CCOE) program is a major component of Hovenweep's current education outreach program. This program is supported and managed by Canyonlands National Park; the component based in Monticello, Utah serves schools in San Juan County, Utah.

Recommendations

- Hovenweep's interpreter and the CCOE's education coordinator need to keep abreast of changes to state curriculums to keep the program effective and relevant to education partners. Development of a local curriculum based education program, especially for Colorado schools, could attract more educators to utilize the monument's resources. The CCOE program appears to be a very effective partnership and should be continued.
- As mentioned above, the development of distance learning programs for the TEL and similar networks can help engage educators and others well beyond the local area. Providing an effective program requires a significant investment in staff time and money. A formal distance learning plan would better assess the scope of the program, what can realistically be accomplished and what resources could be received from alternative funding sources.
- Growing and enhancing the Crow Canyon partnership would lead to big dividends for the students in addition to enhancement of networking and fundraising opportunities.
- Development of an enhanced educational presence on the park website would assist many students and educators, attract attention and possibly support to this program and provide a linkage to other interpretive opportunities for families of students that utilize the site.
- Providing Educational Field Day programs would be an excellent way to attract students and educators to the monument, enhance staff interaction with local educators, and introduce a new generation to the NPS.
- Increased coordination and facilitation of joint projects with local NPS units including Mesa Verde NP and the Southeast Utah Group takes advantage of regional expertise, reveals to students and their families the continuity between NPS areas and leverages resources to create a more comprehensive and meaningful education program
- An enhanced Junior Ranger program with outreach to area schools and local youth would inspire area residents to further explore Hovenweep with their children. This popular nationwide program is becoming a focal point for many traveling families seeking parks with engaging and effective Junior Ranger programs as vacation destinations.

Services for Special Populations

It is important to move beyond basic accommodation to active pursuit of equal opportunities in all facets of interpretation for those that are impaired.

Recommendations

- The wayfinding and interpretive material should be brought up to date with appropriate accommodations available for impaired visitors. The advent of downloadable audio/visual programming can lead to marked improvement in experience for some impaired visitors. A recommendation from the workshops specifically talked about a virtual tour of the Square Tower Unit that would be downloadable not only for visitors on site, but individuals who will only experience the monument from their computer.
- When developing the new waysides and exhibits, the design should not just accommodate impaired visitors, but should be designed to fully involve those visitors in the interpretive opportunities.
- Guidelines for designing for and accommodating those with special needs are found in the appendix.
- Many team members recommended looking at how we could better accommodate visitors with limited mobility who wanted to experience more of the monument beyond the accessible path to Little Ruin Canyon overlook. Certainly a virtual trip is one alternative, but the monument may consider others.
- Another topic of concern to team members was the lack of diversity reflected in the visitors to Hovenweep. The NPS has many programs and suggestions for creating opportunities for more diversity in our NPS areas and the team recommends that a plan be developed to introduce more varied populations to Hovenweep and its stories.

Library Collections and Research Needs

The park currently has a comprehensive collection of artifacts, stored for the most part off-site. The ultimate goal of any collection is to allow optimum research accessibility. In addition, a small research library is maintained at the visitor center offices, accessible to the public on a case by case basis.

Recommendations

- Develop a plan for funding and developing a searchable database of all the collection, which will be available online. Search for possible partnership assistance and new opportunities with educational institutions and other partners.
- Develop a database that would be supported by the information systems in the yet to be developed visitor center kiosk and on the monument website. Giving visitors the ability to search for specific information and download it for further study could be very valuable to visitors and promote the involvement of researchers and academic professionals as well.
- Some in the workshops suggested that the availability of an ethnographic overview—a study of contemporary tribal uses of the area and associated natural resources—could be very helpful when developing interpretive programs and education programs
- Develop a list of needs for the library and plan and develop a new library space.

Staffing and Training

Staffing

The following is a list of existing staff and the additional positions required to implement the recommendations of this Long Range Interpretive Plan:

Current Positions and Duties:

Supervisory Park Ranger, GS-0025-11, Permanent Full Time (1 FTE)

- This position is duty-stationed at Natural Bridges National Monument and oversees all visitor services functions (law enforcement, search and rescue, emergency services, wildland fire, information and interpretation, education outreach, resource management and fee collection) at both Hovenweep and Natural Bridges National Monuments. With multiple responsibilities and distance, the incumbent is not able to be fully involved with the day-to-day operation of the interpretive division at Hovenweep.

Park Ranger (Interpretation) GS-0025-5/7/9, Permanent Full Time (1 FTE)

- This position is duty-stationed at Hovenweep. The incumbent's primary responsibilities are to oversee and personally participate in the interpretation, education and information services of the monument and to assist with coordination of the interpretation program at Natural Bridges.
- Other responsibilities include:
 - Developing and presenting interpretive and educational programs and interpretive media (site bulletins, trail guides, wayside exhibits, etc.)
 - Assisting Hovenweep's Lead Ranger with the day-to-day operations of the monument including the supervision of assigned NPS seasonal rangers, SCA interns and volunteers.
 - Providing interpretive skills training and coaching to visitor services staff at both Hovenweep and Natural Bridges.
 - Coordinating Hovenweep's volunteer and Teacher to Ranger to Teacher programs.
 - Coordinating the Distance Learning Program web casts to off-site groups.
 - Assists with fee collection program and cooperating association sales operation.

Park Ranger, Interpretation/General, Seasonal (.5 FTE)

- NOTE: This position series would be Park Ranger, GS-0025 or Park Guide, GS-0090. Grade level may be GS-4 or-5 depending on level of available funding and/or experience level of applicant(s) but ideally should be filled at the higher level of responsibility.
- Responsibilities include:
 - Staffing the visitor center information desk.
 - Performing roving interpretation and patrols the monuments trails and outlying units.
 - Developing and presenting formal interpretive and educational programs including interactive distance learning web casts to off-site groups.

- o Supports fee collection program and cooperating association sales operation.

Recommended Positions and Duties:

Due to increasing budget constraints and rising costs, the monument was unable to fund the seasonal interpreter position in FY 2007 and was only able to fund it for three months in FY 2006. Lack of funding for this position has forced the monument to rely mostly on a non-returning workforce of volunteers and Student Conservation Association interns. While quality interpretive programs and services continue to be offered, with little or no funding for seasonal rangers, the quantity of programs is declining due to lack of continuity. In order to implement the future recommendations of this plan, funding for the monument's existing seasonal position needs to be provided and in the long term, funding for an additional seasonal position should also be established. The following is the recommended second seasonal position:

Park Ranger, Interpretation/General, Seasonal (.5 FTE)

- Responsibilities would be similar to the other seasonal position and would include:
 - o Staffing the visitor center information desk.
 - o Performing roving interpretation and patrols the monuments trails and outlying units.
 - o Developing and presenting formal interpretive and educational programs including interactive distance learning web casts to off-site groups.
 - o Supports fee collection program and cooperating association sales operation.

Training

- Continue to use the Interpretive Development Program (IDP) to train interpreters in the essential interpretive skills and techniques.
- Train the interpretive staff to deliver curriculum based programs via distance learning technologies.
- Monitor training services offered by our partners and stakeholders; participate when applicable. Actively seek other appropriate training opportunities.
- Ensure that training reflects the issues and needs addressed in the LRIP including the established interpretive themes.

Implementation Priorities

The monument has chosen to classify implementation actions into three tiers: Tier 1 - High Priority specifies items that are considered essential, Tier 2 - Medium Priority specifies items that are considered important and Tier 3 - Low Priority specifies items that are considered desirable.

Tier 1 – Essential

Facilities

- Maintain adequate directional signs on all roads leading to the monument through continued collaboration with Colorado/Utah Departments of Transportation and San Juan/Montezuma County road departments.

- Produce a visitor center exhibit design plan that will connect primary interpretive themes and content with appropriate exhibit designs and formats (including Hovenweep artifacts to the extent possible) to provide maximum enhancement of visitors' experience and understanding.

Interpretive Programs and Visitor Interface

- Utilize the park's General Management Plan (GMP) to determine optimum locations for providing interpretive services.
- Expand the monument's internet site to provide more extensive cultural resource information, provide clear way-finding directions, post event/activity calendars and ensure visitor safety.
- Include appropriate safety messages in all information provided to visitors.

Staffing

- Encourage participation by all interpretive staff in the Interpretive Development Program (or equivalent national program) to keep them current on effective interpretive methods, national policies and trends.
- Sustain funding for the existing seasonal park guide position (.5FTE) and establish new funding for second seasonal park guide (.5FTE). These positions will support visitor services/interpretation through the following duties:
 - staffing the visitor center information desk.
 - performing roving interpretation and patrolling monument trails and outlying units.
 - preparing and presenting formal interpretive and educational programs including interactive Distance Learning webcasts.
 - collecting fees and completing cooperating association sales.
- Update training continually for all NPS employees and volunteers on park information, way finding, and informal visitor contacts.

Partnerships

- Expand collaborative involvement with local stakeholders, partners, other federal agencies and regional NPS units to develop mutually beneficial relationships and media products in order to provide a more seamless and complementary experience for visitors to the area.
- Encourage participation of affiliated tribal groups in interpretive planning efforts thereby enabling integration of their perspectives into interpretive materials.

Education

- Continue enhancement and expansion of the Distance Learning program by recruiting additional participating partners, further increasing interpretive content, and identifying alternative sources of funding.
- Maintain relevance and effectiveness of education program to partners through staying abreast of changes to state curricula and by integrating into a larger outreach effort to local schools

- Attract more local educators, especially from Colorado, to utilize monument resources through collaborative development with CCOE of a local curriculum based education program.

Tier 2 – Important

Facilities

- Update the monument sign plan to conform with SEUG and NPS sign standards to enhance agency and monument identities and provide uniform appearance and consistent format for all types of signs. Several examples of wayside and directional signs are included in the Appendix.
- Design site-specific wayside exhibits at all the monument’s units that help orient visitors and enables them to better visualize life in the area 750 years ago. The waysides should be small in number, visually non-intrusive and confined to the visitor center area, outlier parking lots/trailheads and other developed portions of walking trails.
- Find a satisfactory solution to the problem of A/V soundtrack interfering with activities at the front desk and vice versa while retaining the visitor center’s design integrity.

Interpretive Programs and Visitor Interface

- Assure that up-to-date information is available at all appropriate local/regional visitor contact points e.g.: information centers, state/federal agency offices, airports, museums, libraries, and partners such as Crow Canyon Archeological Center.
- Develop improved orientation/information literature and displays for regional tourism contact points. These may include rack cards, portable or permanent exhibits, and other methods to dispense literature.
- Hold special events focusing on various interpretive themes including Native American cultural demonstrations and activities.
- Offer accessible alternatives e.g. virtual tours, to enable impaired visitors to experience the monument.
- Make printed and web-based information available in other languages, including Spanish.
- Develop strategies based on NPS diversity programs to introduce a wider demographic of visitors to Hovenweep and its stories.
- Review NPS and public domain printed and electronic literature related to Hovenweep to assure that it is accurate, appropriate, and up-to-date.
- Enhance interpretive value of the demonstration garden through increased utilization of authentic dry farming techniques and improved wayside signing with expanded interpretive content (drought, pests, etc.).

Staffing

- Obtain funding for permanent STF interpretive ranger position to coordinate and continue developing Distance Learning and Teacher-Ranger-Teacher programs.

- Enhance Volunteer-in-Parks Program through focused outreach to the general public, local residents and visitors, particularly those with skills applicable to monument themes and resources.

Planning and Assessment

- Create an Annual Implementation Plan and revise yearly. This plan would determine the best interpretive themes or sub-themes, the best locations, and the effectiveness of techniques and services for particular audiences.
- Obtain an ethnographic overview (a study of contemporary tribal uses of area natural resources) for use in developing interpretive and educational programs.
- Create an A/V development plan that identifies appropriate content, formats and funding sources.

Education

- Develop educational field day programs that will attract students and educators to the monument while introducing a new generation to the NPS.
- Attract area residents to further explore Hovenweep with their children by expanding the Junior Ranger program outreach to area schools and local youth centers.
- Enhance educational material available on the park website along with increased coordination and facilitation of joint projects with local NPS units including Mesa Verde NP and the Southeast Utah Group to create a more comprehensive and meaningful education program for teachers, students and families.

Tier 3 – Desirable

Interpretive Programs and Visitor Interface

- Revise current video presentation to improve factual accuracy regarding population numbers, how the communities developed and where they are located in relationship to each other.
- Develop downloadable audio/visual programming including a virtual tour for impaired visitors. These can be made available both on the internet and at the visitor center. Guidelines for designing and accommodating those with special needs are found in the appendix.
- Create an interactive touch-screen program that informs visitors about what to see and do, puts Hovenweep’s cultural resources into historical context, advises them how to protect and preserve the resources and provides safety messages.

Planning and Assessment

- Conduct audience evaluations before new interpretive media or exhibit development to determine existing visitor knowledge base and desired experiences. Repeat the evaluation after installation to test the effectiveness of the media/exhibits.

- Produce a publications plan to identify current and future needs for printed interpretive media, placement outlets and funding sources.

Education

- Create a database containing information on the monument's artifact and archival collections for use by educators, researchers and the general public.

Appendix

Knowing Your Audience

The Role of Evaluation in Exhibit Planning and Design

Over the past thirty years it has become increasingly evident that exhibitions of all kinds in a variety of venues (including visitor centers) can significantly benefit from the using various evaluation activities during the development of any medium. A recent bibliography lists over 600 studies that have demonstrated the value of getting input from target audience members to help inform decisions about both the content and presentation methods being considered, thus avoiding serious and costly mistakes discovered only after the work has been completed.

Traditionally, there are three stages during which formal visitor studies are conducted.

1. **Front-End Evaluation:** during conceptual planning when themes, story lines, and program ideas are being considered;
2. **Formative Evaluation:** during early fabrication of exhibits when mock-up testing can be carried out;
3. **Summative/Remedial Evaluation:** conducted after final installation, when the total “package” can be evaluated and final adjustments can be made.

Front-end evaluation concentrates on getting input from potential visitors by means of interviews and/or focus groups, to find out what kinds of information they need and would like to know, and how this information could be presented in a meaningful, interesting, and cost-effective way. Misconceptions about the subject matter are also revealed at this stage, often leading to specific content and presentation elements designed to counter them.

Formative evaluation is intended to “catch” design and/or content problems before they become a part of the final exhibition, when they are often difficult and expensive to “fix.” Especially critical to test at the mock-up stage are interactive exhibits, where feedback from users almost always reveals flaws or weaknesses in the program that can be easily corrected.

In a comprehensive evaluation program, the conduct of summative/remedial studies often reveal problems that were not, or could not be, identified during the earlier stages of development. For example, crowd-flow problems are often revealed only when the actual configuration of all the elements of the exhibition are in place. Similarly, orientation and signage problems become “obvious” at this point, and can often be corrected by relatively minor adjustments to wording and/or placement.

The media evaluation process requires the planning team to identify the intended exhibit target audience in terms of their ages, educational levels, and levels of entering knowledge of the subject matter of the exhibit. The team must also have clearly defined objectives – both cognitive and affective. Cognitive objectives relate to the intended impact of the exhibit on the target audience in terms of knowledge of the subject matter (e.g., facts, concepts, controversies, comparisons). Affective objectives relate to the intended impact of the exhibit on visitors’ beliefs, interests,

feelings, and attitudes as related to the exhibit content. These explicit and agreed-to objectives guide not only the way the exhibit is tested at the formative and summative/remedial stages, but the entire exhibit development process, including decisions about content, sequence, media, interpretation, and presentation techniques.

From the personal writings of evaluator Dr. Harris H. Shettel, Rockville, Maryland, and used by his permission. Edited by Neil Mackay, Harpers Ferry Center, Media Services and Interpretive Media Institute

Professional organizations

The following professional organizations are concerned with exhibit evaluation and can provide additional information on the subject:

Committee on Audience Research and Evaluation (CARE)

American Association of Museums (AAM)

1575 Eye Street, NW, Suite 400

Washington, DC 20005

tel.: (202) 289-1818

<http://www.aam-us.org/index.htm>

CARE publishes *Current Trends in Audience Research and Evaluation*, and the *Directory of Evaluators*

Visitor Studies Association (VSA)

8175-A Sheridan Blvd., Suite 362

Arvada, CO 80003-1928

303-467-2200

303-467-0064 fax

<http://www.visitorstudies.org/>

VSA publishes *Visitor Studies Today*

American Evaluation Association

American Evaluation Association

16 Sconticut Neck Rd #290

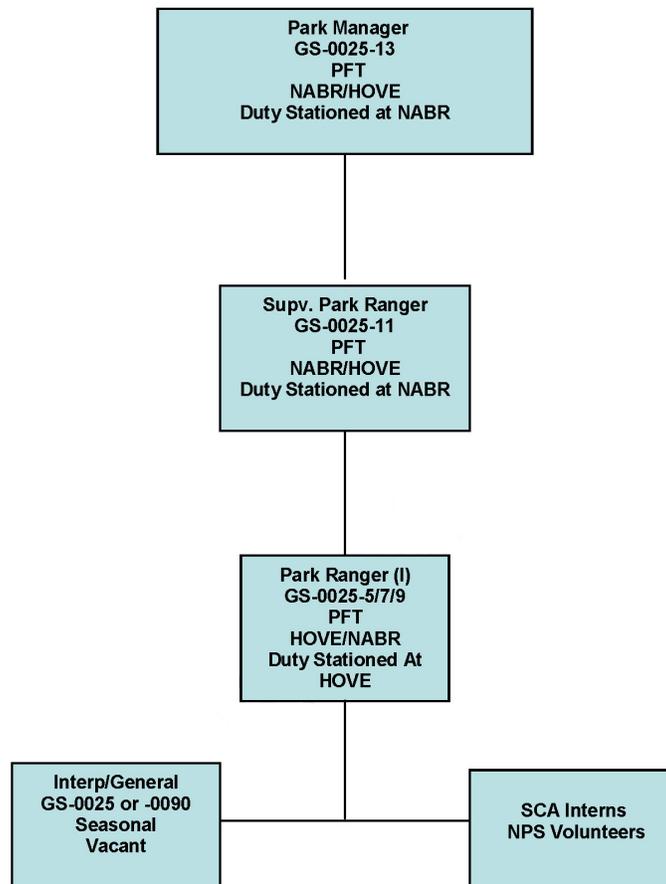
Fairhaven MA 02719

Phone/fax 888-232-2275 (toll free in US and some Canada)

<http://www.eval.org/>

AEA publishes *American Journal of Evaluation* (published three times per year).

Current Organization



Special Populations Guidance

Special Populations

Provisions would be made to reasonably accommodate the needs of special populations who visit Hovenweep National Monument. Special populations are identified as those with sight, hearing, learning, or mobility impairments; visitors who do not speak English; and the elderly or young children.

Paved access to the Little Ruin Canyon overlook offers people with limited mobility an opportunity to view a large portion of the canyon as well as a significant number of ancestral Pueblo structures. The visitor center patio area where interpretive talks are presented is very easily accessible to all visitors. The video program offered at the visitor center is typically viewed with headphones which aids many visitors with limited hearing and can be shown with closed captions to accommodate those with more significant hearing impairments. Generally, these accommodations will benefit all visitors.

Public Law 90-480, the Architectural Barriers Act and the Americans with Disabilities Act of 1990 establish standards for physical access. Any new or re-designed facilities constructed as a matter of course will be designed to be accessible for physically impaired visitors and employees.

All new interpretive media will conform to National Park Service, June 1996 Programmatic Accessibility Guidelines for Interpretive Media.

Wayside Exhibit, Bulletin Board, and Sign Examples

Low-profile
22" w x 18" h

Title - 84 point
NPS Rawlinson
Medium
set on one line

Main Text - 30/42 point
NPS Rawlinson Book

Diagram labels
18/32 point
Frutiger Bold and
Frutiger

Labels - 20 point
NPS Rawlinson Book
set on one line

Caption - 22/30 point
NPS Rawlinson Book

Park Identification

Trash Bag Dispenser & Regulations

Campsite ID & Permit Holder

Park Identification Area Map & Brochure Holder

Temporary Posting Bulletin Board

Wayside Exhibit, Bulletin Board, and Sign Examples

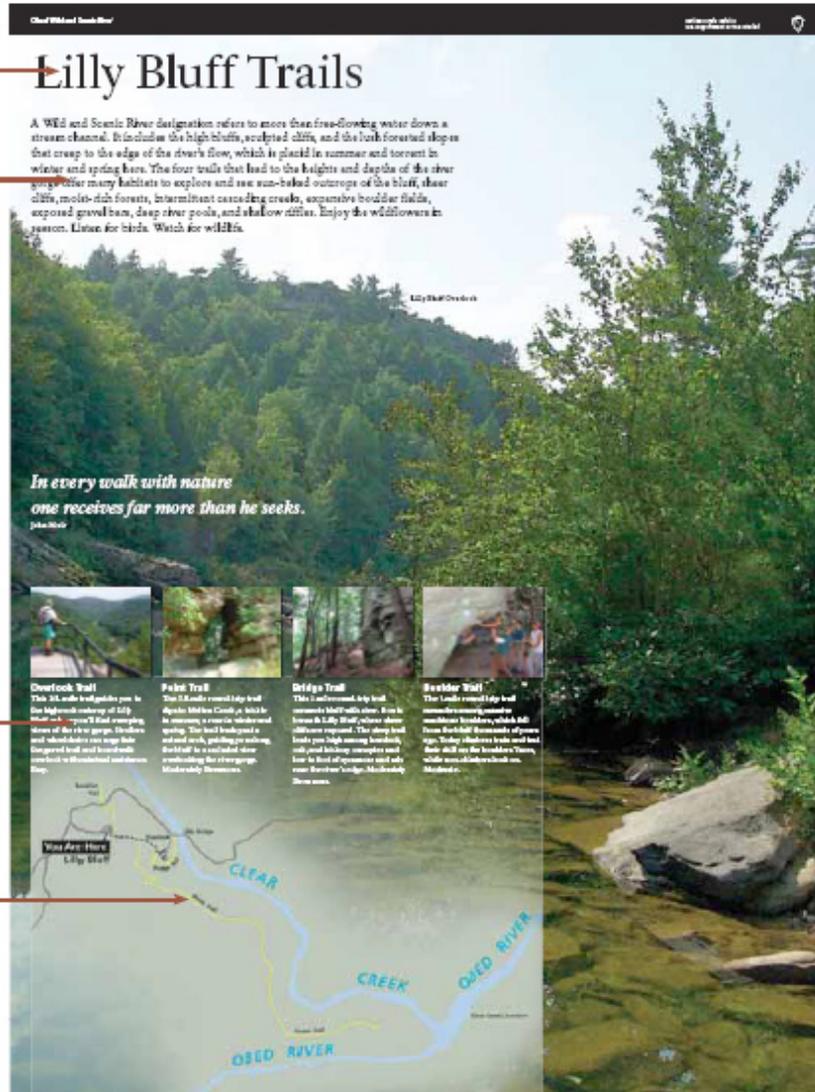
Upright Trailhead 36" w x 48" h

Title - 144 point NPS Rawlinson Medium set on one line

Main Text - 36/46 point NPS Rawlinson Book (aligned to baseline grid). Use Medium when reversing white text from a dark background

Caption - 24/32 point NPS Rawlinson Medium (use Book for black text on light backgrounds)

Use Frutiger for map labels following the Wayside Exhibit Map Standards



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