

THE
FUTURE
OF
AMERICA'S
NATIONAL
PARKS

First Annual
Centennial Strategy for

Lewis and Clark National Historical Park

August 2007

CENTENNIAL INITIATIVE



LEWI Long term Centennial Challenge Strategies (PMDS)

VISION STATEMENT

Lewis and Clark National Historical Park encompasses a landscape rich with history, culture and nature. Dynamic natural forces that created estuaries, wetlands and dense rainforests continue to shape the region and park.

Though the bi-state park takes its name from the 1804-1806 Lewis and Clark Expedition that built and wintered over at Fort Clatsop, the park offers numerous other stories, such as experiences of the long-established Chinook and Clatsop tribes, a long tradition of maritime exploration and commerce, and coastal defense systems included within park boundaries. Communities on both sides of the river are now creating unique approaches to living, preserving and teaching others about this diverse area. As individuals and organizations unite for this purpose through a proposed national heritage area, the foundation is ideal for NPS Centennial contributions and collaboration.

LEWI Centennial goals focus on creating strong natural resource restoration, education and recreation partnerships. Key collaborators are the Oregon and Washington state park units, brought together through LEWI's enabling legislation. With these and other partners, we will complete a memorial to Thomas Jefferson at Cape Disappointment and interpretive sites at Station Camp and Dismal Nitch. Another key partner, the Lewis & Clark National Park Association will support a local school program to "Adopt the Class of 2016" and other park programs.

We will complete the Fort to Sea Trail and the Netul Landing day use area. In partnership with local trail associations and Washington and Oregon state parks, we will link park trails with community trail systems. The park will continue leadership, advocacy, and demonstration of renewable energy use.

Our education and interpretation program will employ new technologies, upgraded and enhanced exhibits, and recreational opportunities. Together with volunteers, our state park partners and other organizations, we will expand Living History events. The park will also provide technical support to the proposed Columbia-Pacific National Heritage Area and be full participants in promoting heritage tourism, education, and recreation.

Through active restoration efforts and contributions in the Lower Columbia Region that foster environmentally-sound land and cultural stewardship practices, LEWI will be widely viewed as a natural resources leader. Participation by volunteers and collaborators will increase future support and value of the park.

STEWARDSHIP

Stewardship Objective: Provide inspiring, safe, and accessible places for people to enjoy—the standard to which all other park systems aspire.

National Performance Goal (none provided)

LEWI Performance Goal(s): **Provide a safe visitor experience. Develop and create accessible trails and interpretive exhibits and waysides at Dismal Nitch, Station Camp,**

Fort to Sea Trail and Netul Landing, connecting visitor and students to the natural and historical stories of the Columbia-Pacific Region.

Stewardship Objective: Improve the condition of park resources and assets.

National Performance Goal: Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.

National Performance Goal: Restore native habitats by controlling invasive species and reintroducing key plant and animal species.

LEWI Actions: Throughout the centennial and beyond LEWI will continue efforts to identify and eradicate or control prioritized invasive species that are impacting the parks resources. Emphasis will be placed on early invaders and vector corridors. Considerable effort and success has been achieved with some species including yellow iris, purple loosestrife, and other species. Additional staff time will be devoted to work with other agencies and individuals including the local weed control board in an attempt to halt the spread within the watersheds that the park is located in.

National Performance Goal: Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.

National Performance Goal: Improve the natural resources in parks, as measured by the vital signs developed under the Natural Resource Challenge.

National Performance Goal: Complete all cultural resource inventories for designated priority resources.

Additional LEWI Performance Goal(s): Restore native vegetation and wildlife habitat throughout the Fort Clatsop Unit of the park through development and implementation of a Forest Mgt Plan/EA directing action on approximately 1,200 acres to:

- Restore terrestrial, wetland and aquatic resource ecosystem and processes so they may operate essentially unimpaired
- Protect threatened and endangered plant and animal species and reintroduce, where practical, those species eliminated or seriously reduced from the natural ecosystem
- Permit only those types and levels of use or development that do not significantly impair park resources or values and provide only those types and levels of programs and activities that enhance visitor understanding and enjoyment of park resources
- Manage vegetation, through mechanical manipulation, to replicate a natural ecosystem

Stewardship Objective: Set the standard of excellence in urban park landscape design and maintenance. National Performance Goal (none provided)

Stewardship Objective: Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

National Performance Goal (none provided)

LEWI Performance Goal(s): There is an enormous sense of history and culture throughout the lower Columbia River area. Local sentiment has coalesced to support possible designation of the first west coast national heritage area along more than forty miles of Oregon and Washington's rugged coast, incorporating units of Lewis and Clark National Historical Park, as well as communities on Willapa Bay and the Columbia River estuary. Passage of a bill now before Congress will authorize the NPS and local stakeholders to conduct a feasibility study as the first step required before Congress may designate the heritage area. Designation of the Columbia-Pacific National Heritage Area will enable participating communities to showcase and protect their outstanding historical and cultural assets. In cooperation with communities of the Lower Columbia region, Lewis and Clark NHP will provide technical support to the feasibility study, and fully participate in promoting heritage tourism, education, and recreation.

Stewardship Objective: Serve as the preeminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.

National Performance Goal (none provided)

LEWI Performance Goal(s) Utilize effective estuarine restoration techniques, effectiveness monitoring and adaptive response to lead the way in restoring estuarine and wetland habitats of Lewis and Clark NHP. Much of the Columbia River Estuary has been diminished through land management practices including diking of floodplains and the filling of wetlands. Opportunities exist within the park to restore about 70 acres of this environmentally critical habitat. We will complete this work in partnership with others who are vested in the restoration of the Lower Columbia River Estuary.

Stewardship Objective: Encourage children to be future conservationists.

National Performance Goal (none provided)

LEWI Performance Goal(s): Volunteerism in the park has been very successful in recent years, including volunteer conservation work with local schoolchildren. In the last 3 years we have had over 300 4th and 5th graders plant over 11,500 native plants in the park. This work will continue by working with local educators to bring their students into the park to assist with native plant revegetation projects, wetlands restoration initiatives, weed removal, and restoration monitoring.

Through "Adopt the Class of 2016" and other educational programming, the park will involve children in public land conservation and restoration, as well as convey ownership of park lands to visitors young and old alike.

Through the Junior Ranger program, the park will educate children about LEWI as well as National Park Service concepts. The park's Junior Ranger message will emphasize the "connectivity" of National Parks through the Junior Ranger programs at each park.

ENVIRONMENTAL LEADERSHIP

Environmental Leadership Objective: Reduce environmental impacts of park operations

National Performance Goal (none provided)

LEWI Performance Goal(s): Continue to work with park Environmental Management System to meet the NPS standards. Complete month to month comparison charts to energy, water, and fuel use, solid waste and recycling quantities, amount of used oil recycled, etc.

Encourage and provide means for school groups and visitors to park to reduce and recycle.

Environmental Leadership Objective: Inspire an environmental conscience in Americans

National Performance Goal: Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.

National Performance Goal: Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.

LEWI Action: LEWI is active in recycling and 'green purchase' programs, and purchases 100% 'green electricity' for the park. We utilize biodiesel and other alternative fuels as these are available, and will continue to work with local communities to promote provision of fueling stations for these products. Through displays and our education and interpretation programs, we will teach park visitors of these efforts to reduce our own carbon footprint

National Performance Goal: Serve as the model for energy efficiency, under Executive Order 13423, by ensuring that every new park facility achieves at least the silver rating equivalent under the Leadership in Energy and Environmental Design (LEED) standards.

Environmental Leadership Objective: Engage partners, communities, and visitors in shared environmental stewardship.

National Performance Goal (none provided)

LEWI Performance Goal(s): Through the Columbia-Pacific Institute, a seminar and activity series, adult and family learners will be introduced to the park and its environs through fun educational activities, such as classes in birdwatching, hiking techniques, Native American culture and Lewis and Clark history.

Through the Adopt the Class of 2016 program, students and educators will be exposed to stewardship concepts through hands-on learning projects and instruction.

RECREATIONAL EXPERIENCE

Recreational Experience Objective: Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.

National Performance Goal: Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

LEWI Actions: Continue to maintain and enhance the LEWI's trail system to meet the accessibility and National Park Service quality standards. The park will develop the final phase of the Fort to Sea Trail and link the park trail system with the local community trail system in partnership with Warrenton Trails Association.

Recreational Experience Objective: Establish “volun-tourism” excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

National Performance Goal: Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

LEWI Actions: Through Adopt the Class of 2016, students will complete service learning projects assisting the park with achieving natural and cultural resource protection and other park goals

Recreational Experience Objective: Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

National Performance Goal (none provided)

LEWI Performance Goal(s): Through promotion of the Junior Ranger program, more children will be brought to the park by caregivers, clubs and schools to learn about LEWI using proven Junior Ranger materials. Children and caregivers will be encouraged to repeat their positive Junior Ranger experiences at other National Park Service sites.

Recreational Experience Objective: Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

National Performance Goal: Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

LEWI Actions: Partner with Washington State Parks and Recreation, Oregon State Parks and Recreation and others local entities to provide Living History and interpretive programs and materials for the lesser known sites of LEWI to connect visitors and students to the stories of the Columbia-Pacific Region.

National Performance Goal: Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

LEWI Actions: Provide additional living history programs offered at the fort replica both in the summer months and on designated school breaks and national holiday weekends. Currently the staffing level allows for living history programs during the summer and winter break. In conjunction with the local chamber of commerce, and other area attractions, the park will facilitate distribution of visitation to the Columbia-Pacific Region throughout the year, providing a more even flow of visitors through the area during shoulder and off-seasons

EDUCATION

Education Objective: Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

National Performance Goal (none provided)

LEWI Performance Goal(s): The Park Education Program will continue curriculum development and teacher training programs, striving to make the park an educational resource and outdoor classroom for educators and students of the immediate area and beyond. This will lead to greater understanding and protection of natural and cultural resources both inside and outside national parks.

Education Objective: Introduce young people and their families to national parks by using exciting media and technology.

National Performance Goal: Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

LEWI Actions: Continually upgrade and enhance the park website to compete with industry standards, and incorporate current technology for educational, interpretive and informational purposes.

Through Adopt the Class of 2016, students will be introduced to web logs and podcasts that they create to document their experiences. These will be available, and promoted, on the park's website. Specific podcasts might be student-created collections of birdsongs heard in the park; a podcast of night sounds from the park; a ranger tag-a-long or a student narrated hike.

Education Objective: Promote life-long learning to connect generations through park experiences.

National Performance Goal: Enroll an additional two million children in the Junior Ranger program.

LEWI Actions: Building upon a successful and recently redesigned Junior Ranger program that serves hundreds of children annually, the Adopt the Class of 2016 project will support more children in completing their Junior Ranger training, as well as promote the Junior Ranger program peer-to-peer.

Education Objective: Impart to every American a sense of their citizen ownership of their national parks.

National Performance Goal: Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

LEWI Actions: Design and install interpretive elements for Netul, Fort to Sea, South Slough and Otter Point Trails. Upgrade visitor center exhibits to meet National park service standards of accessibility for interactive engagement. Provide technological and informational upgrade for interactive audio visual kiosk to increase the visitors' understanding and satisfaction of the park.

PROFESSIONAL EXCELLENCE

Professional Excellence Objective: Be one of the top 10 places to work in America.

National Performance Goal: Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.

National Performance Goal: Attain the highest employee satisfaction rate of all federal agencies, as measured by the Office of Personnel management surveys.

LEWI Actions: We will continue to provide comfortable, safe work environments for employees, sustain a policy of openness and inclusion of park staff in management of the park, provide constructive feedback, and encourage employee wellness opportunities.

Professional Excellence Objective: Use strategic planning to promote management excellence.

National Performance Goal: Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

Professional Excellence Objective: Promote a safety and health culture for all employees and visitors.

National Performance Goal: Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

LEWI Actions: We will continue monthly all-employee safety meetings and incident analyses, develop and apply Job Hazard Analyses for all areas and programs, conduct routine building and grounds inspections, and through signage, visitor contacts and interpretive programs, ensure that visitors remain aware of safe practices while in the park and on park trails.

Professional Excellence Objective: Model what it means to work in partnership.

National Performance Goal (none provided)

LEWI Performance Goal(s): In 2005, only days before a celebration of the Lewis and Clark expedition bicentennial, Fort Clatsop burned to the ground. Local citizens rallied in

support, providing hundreds of volunteer hours to the National Park Service to reconstruct a more accurate representation of the original fort. Partnerships and support literally “rose from the ashes” and remain robust today. The bicentennial efforts greatly enhanced community pride and were instrumental in establishing legacy projects such as construction of the Fort To Sea Trail in Oregon and Discovery Trail in Washington; development of heritage monuments and interpretation in Washington and Oregon; road and other civic improvements in the area; and the launch of heritage tourism and economic development for the region. Following on the heels of the bicentennial commemoration, community leaders recognized the national significance of the heritage, culture, natural resources, and legacy of the region. The momentum continues as these partners, including Lewis and Clark NHP, now work together to preserve the unique features and stories of the lower Columbia, and adjacent Washington, and Oregon coastlines.

Professional Excellence Objective: Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

National Performance Goal: Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.