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CHIEF PARK RANGERS' AND INTERPRETERS' CONFERENCE

WASHINGTON, D.C.
MARCH 16-20, 1959

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UNITED STATES
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE
WASHINGTON 25, D. C.

April 30, 1959

Informational

To: All Field Offices

From: Acting Director

Subject: Summary of the Chief Park Rangers' and Interpreters' Conference of March 16 - 20, 1959

There is attached, for your information, a copy of the "Summaries of the Conference of Chief Park Rangers and Interpreters", which was held in Washington, D. C., March 16 - 20, 1959. Some of the speeches have been included in their entirety because of their timely importance.

The material is presented in three parts:

Part 1 - The subjects discussed during joint sessions and related joint activities.

Part 2 - The Division of Ranger Activities' separate sessions.

Part 3 - The Division of Interpretation's separate sessions.

The program has been divided in this manner because we think additional copies of Parts 2 or 3 may be desired for reference and training within the two Divisions concerned. Extra copies may be obtained on request.

Prints of the group photograph which was taken at the Lincoln Memorial may be obtained at 50 cents each from the Superintendent, National Capital Parks, Washington 25, D. C., (refer to print 5342-A) in ordering.

This Conference was very beneficial to those of us in the Washington Office who had an opportunity to participate. We believe the field men also found the discussions worthwhile. Suggestions and comments for use in planning future similar conferences would be welcome.

This memorandum is informational, but we believe the attached summaries will be interesting and instructive to all personnel of Ranger Activities and Interpretation and many other employees throughout the Service.

E. T. Scoyen
Acting Director

Attachment

Interior - Duplicating Section - Washington, D. C.

54825

CHIEF PARK RANGERS' AND INTERPRETERS' CONFERENCE

Part One—Joint Sessions

Washington, D.C.

March 16 – 20, 1959

UNITED STATES
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

P R E F A C E

"Teamwork for Protection and Service in the National Park System."

This was the theme chosen for the conference of Chief Park Rangers and Interpreters held in Washington, D. C., March 16-20, 1959.

Throughout the conference, both in general sessions and separate team meetings the theme of teamwork--its meaning and its value in the carrying out of the National Park Service mission--was emphasized.

Director Conrad L. Wirth set the keynote for the conference when he said: "At all costs, we must retain and preserve our spirit of fellowship and teamwork. That is why this meeting is so meaningful, and why I was so delighted to learn of plans for it. This is the way--through getting to know the other fellow and his problems and his work--in which we can hope to maintain the spirit that has come down through the years to make the National Park Service the warm and wonderful organization it is today."

The successful results of the conference are perhaps best expressed in one of the several resolutions adopted by the conferees at its close. The resolution read as follows:

> "Those assembled for the 1959 Chief Park Rangers and Interpreters Conference wish to express sincere appreciation to Director Conrad L. Wirth for making this conference possible. We feel confident that each participating member has received great benefit from the conference and that we will return to our areas filled with the spirit of teamwork and mutual understanding to better serve the park visitor."

The following pages present a detailed record of this highly successful conference.

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ALL CONFEREES

MONDAY MORNING, MARCH 16, 1959 INTERIOR DEPARTMENT AUDITORIUM

General Session One - Director Wirth presiding

9:00 - 9:10	OPEN CONFERENCE - Director C. L. Wirth
9:10 - 9:15	STAR SPANGLED BANNER Song to be led by D. J. Erskine
9:15 - 9:30	REMARKS - Secretary of the Interior Fred A. Seaton
9:30 - 10:00	KEYNOTE TALK - Director C. L. Wirth
10:00 - 10:10	ANNOUNCEMENTS - Co-Chairmen R. F. Lee and J. M. Davis
10:10 - 10:20	BREAK

General Session Two - Associate Director Scoyen presiding

10:20 - 10:50	MISSION 66 and CAREER DEVELOPMENT AS IT RELATES TO PROTECTION AND INTERPRETATION MISSION 66 Staff
10:50 - 11:30	CAREER DEVELOPMENT IN THE NATIONAL PARK SERVICE Management Improvement Committee
11:30 - 12:00	QUESTIONS FROM THE FLOOR
12:00	CLOSE SESSION
12:00 - 1:30	L U N C H

RECORDERS
Ranger Activities - R. E. Dickenson (Chairman)
Interpretation - N. J. Reid

KEYNOTE SPEECH

by Conrad L. Wirth, Director

Monday, March 16, 1959

First, I want to bring you a message from the Secretary. Unfortunately, he could not be here, but he does want to express to you on behalf of the Department his deep appreciation of the excellent service all of you are rendering the public in the National Parks. He wishes to be remembered to all of you, as do the Under Secretary and the Assistant Secretary.

I don't know whether you realize it or not, but this is only the third meeting of a group like this in the entire history of the National Park Service. The first was held more than 30 years ago--in 1926 in Sequoia National Park. The second was held in Chicago in 1947, just before we moved back to Washington from our emergency "war" headquarters there.

Now this third meeting is being held with the theme of "Teamwork for Protection and Services in the National Park System." The reason for gathering here was to bring ourselves together, both the protective units and the interpretive units, in an effort to further analyze our problems and come out with a more complete and workable procedure of teamwork in helping one another for the benefit of all.

Before we discuss this purpose further I'd like to dwell just a few minutes, if I may, on the background and history of the National Park System. This may seem a little out of order in a group like this when everyone present is already intimately familiar with what has taken place in the Service over a period of years. However, as for myself, I always find it helpful to look back over prologue when I'm trying to find my way forward.

The National Park Service is the sound organization it is today because it was blessed with having exceptional men as its guiding force from its very beginnings. I think we can go back beyond the actual establishment of the Service, all the way back to the spirit that prompted the Yellowstone Campfire in 1870. Out of that came the spark of the National Park System--the idea of preserving natural areas for the use and enjoyment of all. One of the interesting things is that that original, unselfish idea was taken up, translated into legislation, and passed within two years! I am sure that all of you here realize just how unusual this was. If not, I can simply tell you that there are few pieces of legislation today for the establishment of new areas that could get through--with the actual establishment of the area--in a

period of 2 years. In any event, out of the thinking of these pioneers came the idea that is basic to the National Park System today: The idea that there is something more important than the benefit of one or two or a few individuals--that what is really important is the benefit to be derived by the Nation as a whole, by all Americans, from the conservation and proper use of all our natural resources.

That is what I like to call the first milestone in the principle of the National Park System.

The second milestone in the history of the National Parks came when that great, dynamic figure--Steve Mather--joined forces with Horace Albright and, with the aid of men like J. Horace McFarland, convinced the Administration and Congress of the need to establish a National Park Service to watch over and protect these great scenic areas and to assure the perpetuation of this priceless national heritage for the benefit and enjoyment of generations yet unborn. This of course was accomplished by congressional action in the year 1916.

Under the leadership of Steven T. Mather--with the able cooperation and assistance of Horace Albright and others--the groundwork was laid for the Park Service of today; policies were established which were so sound and well thought out that many of them remain, with little change, our policies of today. That was a great period in our history, in the history of the Service.

The third milestone--or era--in our history, and I am speaking here of course of the history of the Service, began in about the year 1933. That was the time when a number of events began to take place which shaped the future course and direction and something of the size of the Park Service as we know it now. The first of these events was the order of the President, under the Reorganization Act, which transferred to the Interior Department and the National Park Service all of the historic and scientific areas that were then under the Department of Agriculture and the Department of War. Then came the CCC program with its great expansion of work in the parks in trail building, fire protection, and other forms of conservation effort. Then in 1935 came the Historic Sites Act, which was a great step forward toward the goal of providing protection for our significant historic areas all over America. And then, of course, in 1936, the Park, Parkway and Recreation Study Act was enacted which legalized and put into concrete form the relationship between the Federal Government and the States in planning for development and preservation of recreational resources throughout the Nation to meet the needs of our expanding population. In this period--in the thirties--we saw a great expansion of the National Park System, and we saw a tremendous amount of work accomplished. But we must remember that most

of this work was done through emergency appropriations. The regular appropriations were not much larger at the end of the decade than they were at its beginning. Then came the forties and the start of World War II. The emergency appropriations under which so much had been accomplished were wiped out--and we were right back where we started.

We had our share of struggles during the war. Everyone had. Everyone cooperated, everyone cut down on their activities, everyone sacrificed all they could to help the war effort.

Then the war was finally over and we reached the fourth era--or milestone--of our progress. This is the era of MISSION 66.

Now every one of you is familiar with that program. But I think it is my duty to explain just a little more about MISSION 66 and to try to convey to you what we are thinking here in Washington and what we look to for the future.

You all remember all too well the conditions that existed about 1954 when the idea first came into being. We used such expressions as "patch on patch" and we all knew very well that as a matter of fact there were very few places left to patch. Everywhere we turned we were overcrowded. Visitation had increased from a high mark of 21 million before the war to close to 50 millions. There were no new facilities of any consequence. The facilities we did have had reached the point of deterioration where in many cases it was useless to attempt further repairs or patching. It was only through the herioc efforts of you and your associates in the field that we managed to keep going at all.

Something had to be done--something dramatic, something exciting, something to stir the imagination. We had been going before committees of Congress and to the Bureau of the Budget year after year using the same old expressions--"patch on patch," "worn out," and so on, and we weren't getting anywhere. Everybody was nice to us, nobody was mad at us, but nobody was appropriating the money we needed.

We came to the conclusion, finally, that we simply weren't putting our story across. Instead of telling a piecemeal story of what this area needed, and what that area had to have, why not, for once, tell the whole, over-all story at one time? Why not tell these people on the other side of the table, in a way that they could clearly understand, the whole story as we knew it so well, the state of near-disaster existing in our parks?

It was with this thought in mind that we organized MISSION 66. Before that time we were critizing people because we weren't getting the money, but we were the ones who should have been

criticized because we were not giving them the full picture. That's why we formed this staff, this special group known as the MISSION 66 staff, and we went to the field and got all the information we possibly could. Some of the areas took the attitude, "This is a wonderful opportunity! Let's go!" Some were lukewarm. Some, in the beginning, just plain weren't sold. They scoffed and said, "This is another of those crazy long-range programs. We've seen those things before."

But, pretty soon, everybody saw the light, saw what the idea really meant, and then the enthusiasm was almost more than we could handle. In fact it was so great that we couldn't keep MISSION 66 quiet as long as we had planned, until we were fully ready, and some of this enthusiasm leaked out and people began to get curious. One of the things that they wondered about was what those two words meant--MISSION 66. It really stirred up their curiosity, and this was what we had hoped it would do. So there was a great deal of talk and speculation in advance. Then Secretary McKay, in his public speeches, helped the cause along by speaking enthusiastically about the coming MISSION 66 program, without giving away the details, and before we knew it we had an invitation to the White House to explain what MISSION 66 was all about.

So we had that wonderful opportunity of presenting and explaining our program to the Cabinet, and we were on our way.

Now we are in the third year of MISSION 66, and preparing for the fourth. We have made considerable progress. I know that if I went out and attended all the dedications to which I've been invited, I'd have time for very little else than traveling about over the country. We've come in with some very fine new facilities, and, I think, with some wonderful ideas. I see smiles on the faces of our people as we go around the field. They're anxious and happy to take us over to show us the improvements, including, in many cases I'm glad to say, their new homes.

As I said, we have made considerable progress. But now, by the end of this year--certainly by the time of the Superintendents' meeting in December--we are going to have to take a new look at this program, to decide how far we've come, where we're going, and whether or not we're still on the right road to get where we want to go.

By the end of this year we will be entering a new phase of MISSION 66 in which we're going to have to ask ourselves a lot of questions, to be sure that we haven't gotten off course somewhere, and then, when we find the answers, we've got to take a deep breath and find the energy somewhere to push ahead even more vigorously in the years rounding out this great 10-year program.

There are many pertinent questions that we'll have to ask ourselves. For example, what about our planning? Have trends changed in the last three years sharply enough to cause us to revise our estimates of the need for facilities of various types? Let me try to make clear just what I mean here. In this past year the travel figure for the parks remained very much the same as that for the previous year. But at the same time camping has increased some 12 percent. What does that do to our layouts, designs, and plans for the parks as we saw them when MISSION 66 began? Will this be a continuing trend, and, if so, are we going to have to shift more of our program emphasis to camping facilities and make a compensating cutback somewhere else?

I am sure that all of you understand what I mean. We are entering a period where we are going to have to make a reappraisal --not an agonizing one, I hope--and we, everyone of us, are going to have to work together, shoulder to shoulder, to make certain that nothing is overlooked in finishing out this program in a way in which we can all take pride, in a way in which every American can take pride. This is where the idea of teamwork comes in. This is where it can pay real dividends.

We hope to come out of MISSION 66 with a complete program, insofar as it is possible for the human mind to plan for such a thing. We hope before long to put our plans on the table and say to the Administration and to Congress, "This is what the United States of America needs to preserve its heritage of scenic grandeur and historic and scientific accomplishments."

It's going to be a larger program, I think, than some people expect. By 1966, I believe, the System will be considerably larger, it will contain a great many more areas. Some are being added now. Others--of national significance--will come along in the years just ahead, because this is the last time, with our expanding population and the great growth of urbanization, that it will be possible to salvage any of these remaining treasures.

Yes, gentlemen, the Service is expanding. We'll never again be as small as we are today. We've been a small, closely knit organization. How are we going to keep that same friendly, "family" spirit as we grow larger and become farther separated from each other? Are we going to specialize to the point where the surgeon performing the operation doesn't know the general practitioner? We simply cannot let that happen. At all costs, we must retain and preserve our spirit of fellowship and teamwork. That is why this meeting is so meaningful, and why I was so delighted to learn of plans for it. This is the way--through getting to know the other fellow and his problems and his work--in which we can hope to maintain the spirit that has come down through the years to make the National Park Service the warm and wonderful organization it is today.

Now this is the end of the preliminaries and it is time for work. I want you, all of you, when you go into these sessions that are about to begin, to speak up, give us ideas, come up with suggestions. You can help enormously. We're here in Washington a good part of the time, and sometimes we don't know about your problems, or your good ideas. And that's what we need, what we want. Because we want to keep this organization the best in the country --in the world--and you can help to see that we do.

On you people--you uniformed personnel who are out there in the field day after day protecting our priceless heritage of history and natural beauty, and meeting the people and helping them enjoy it--on you perhaps more than on any other group of people in the System rests the future of the National Park Service. You can make or break it. I know that you won't break it. I know that you will, as always, do the best that human beings can in rendering service to America and Americans.

God bless you.

MISSION 66 AND CAREER DEVELOPMENT AS IT RELATES TO PROTECTION AND INTERPRETATION

by William G. Carnes
Chief, MISSION 66 Staff

Monday, March 16, 1959

The part MISSION 66 plays in career development as it relates to protection and interpretation is part and parcel of the entire program of the Service. MISSION 66 figures prominently in career development, not just for these two fields, but for all activities. A better title might be--"What part career development plays in MISSION 66." Both career development and MISSION 66 are but means to an end, the end being the accomplishment of Service objectives.

Now the accomplishment of Service objectives is not the work of any one individual, division, or group. It is a responsibility shared by each employee. Each, in his own way, and within the limits of his abilities and the resources at hand, contributes to the attainment of the objectives.

Regardless of one's place in the organization, there is but one thing expected of him: A productive effort that will assure a high quality of service to both the park and the visitor. All of our work is directed toward that end.

A recent release of material for the Administrative Manual, concerned with personnel policies, carried the following statement:

> "It is the policy of the Service in the execution of its mission to make the most efficient use of all employees and the fullest utilization of their skills, and in so doing to provide for the orderly development and career advancement of each employee in such a manner that both the Service and the employee will benefit."

Career development, then, is not a one-way street principally for the personal benefit of an employee. Nor is career development merely to prepare replacements for top positions, including superintendencies. Career development brings into harmony the desires of individuals and the aims of the Service. It has as an objective the developing and placing of capable, qualified employees in every position of responsibility. In the process the employee, if he is receptive, develops and advances, and the Service gets a high quality of performance. In planning a career development program, we must keep in mind the fact that the good of the Service comes first. It is important that this be understood by each employee,

for what is good for the Service is good for the employee. There must be meaning and order to the program, for without them no one benefits. Rotation or lateral transfers and promotions are elements of the career development program.

Lateral transfers help an individual to develop skills and knowledge under different conditions. They give the Service a chance to appraise an employee and his potential by more than one supervisor, and they give the employee a better opportunity to test himself and to check his career aims. Through such a testing of abilities, attitudes, and adaptability an individual will be better able to decide for himself the particular field he prefers to pursue for his career, and to plan accordingly. So, one should look upon lateral transfers, as we generally now use the term, as a schooling investment by the Service, a process to broaden the employee's abilities and knowledge, thus making him a better employee.

MISSION 66 is vitally concerned with career development as the medium through which certain of its objectives will be accomplished. You are all familiar with the 8-point program of MISSION 66. Two of the points are particularly pertinent to the theme of this conference, and are worth repeating at this time.

1. Provide the services which will make the parks more usable, more enjoyable, and more meaningful, and thereby improve the protection of the parks through visitor cooperation.

2. Provide operating funds and field staff required to manage the areas, protect the resources, and provide a high standard of maintenance for all developments.

Don't you find it significant that two of the eight points refer to personal services and a third to employee well-being and welfare? Career development and teamwork are the devices by which these points can be achieved. It is largely up to the individual employee to so prepare himself as to benefit from opportunities that will arise.

The successful achievement of all the aims of MISSION 66 rests upon the human element--the Service's employees. They must provide the drive, the skill, the adaptability to changing conditions, the personal touch, or all the aims of the program will be of no avail.

There is a tendency on the part of many to be blinded by the construction phases of MISSION 66. They fail to grasp fully that this is but one element of the total program. Some have a feeling that unless they actively participate in the planning or construction of physical developments they are not contributing to MISSION 66.

Nothing could be further from the truth. The activities you men represent are equally vital. On your shoulders rests the responsibility for accomplishment of the aforementioned facets of MISSION 66. You are the ones who must maintain that personal touch with the visitor, who must develop improved personal services. You may say "Give me more men and more funds and we will do the job." That is, of course, what the Service is trying to do under MISSION 66. But that is only part of the job. MISSION 66 can point the way, can define the objective, can give guidance, may even provide the means. But there is still the very vital phase of execution and accomplishment. That is where you men will contribute. The success of MISSION 66 is not measured in terms of increased appropriations, enlarged staffs, the numbers of buildings, nor miles of roads that have been constructed. Its success is measured in terms of how all these things have contributed to visitor enjoyment, and to the protection of the park's resources. It is a matter of how well you have used the resources placed at your disposal. Is the most effective use being made of the manpower? Are there better ways of doing the job? Where and how can we make still further improvements?

You men, as supervisors, are all teachers of other men. The Government has invested a considerable sum in your development; it has paid for your mistakes. We who are serving on the MISSION 66 Staff are no exception to this. If for no other reason we all owe it to the Government to pass on what we have learned to those who follow us. It is not so much a matter of repaying a debt as of developing better service through better personnel.

We can erect buildings to last 50 years. They will commence producing benefits the day after they are finished and put into use. But such is not the case with personnel. The shortest lived resource we have to work with is the human resource, our manpower.

We are studying the age pattern of the classified, permanent employee, and attempting to determine the implications of the findings. While I don't want to bore you with a lot of statistics, some are rather revealing and produce food for thought. As Government agencies go, we are rather young. But we are moving into a position where we will quickly have many bona fide candidates for the Alumni Association! According to our figures, the Service has 187 employees aged "60 and over." Now this is interesting. We have a tendency to think of retirees as being those near the top of the career ladder. However, this isn't the case. Only 47 of those employees "60 and over" fall in the bracket GS-13 and up; 80 fall in the GS-9 through 12, and 60 in the GS-5 through 8 bracket. There are 23 superintendents 60 and over, with some falling in each grade from GS-9 up. Not knowing all the details, one might well ask what kind of a career development program is it that produced 7 superintendents in GS-9 who are over 60? The same

might be asked about the 60 more employees who fall in GS-5 through 8. To say the least, it is cause for wonder and reason for further exploration.

An inevitable question in a discussion of career development is: What has been the career experience of older employees? We have attempted to explore that question by reviewing the experience record of 129 park superintendents. The findings were quite interesting and gave us something to think about. For the purposes of this discussion I will generalize, to avoid boresome details. The longer tenures in office as superintendent fall in grades GS-9, 11, and 12, with the majority in Eastern parks. Practically all present superintendents of National Parks have spent their entire field careers in National Parks. About one-third of the monument superintendents have spent their whole careers in National Monuments, one-third have worked in both parks and monuments, and the remaining third had no experience in monuments prior to appointment as superintendents. Now as to diversity of experience, 27 per cent of the Western monument superintendents, and 35 per cent of the Eastern historical area superintendents have served only one or two areas. The average number of areas served in by superintendents was between three and four. Only 21 superintendents have served in the Washington or Regional Offices or both. Twelve parks were the starting point for about half the superintendents. There was only a limited amount of movement between activities, 21 having served in 2 different activities. The ranger and historian ranks produced the most superintendents, by far. Hence, should we say to a new recruit--"pick the right activity and the right park and you have gone a long way towards lining up your career?"

The study from which I am reporting to you these few observations is not intended to be critical of what has taken place. We do not say it is good, or it is bad. We have no fault to find with the superintendents. We only wonder if they haven't been deprived of the opportunity to better fit themselves for the job, if more movement and more diversified experience in their early years would not have been to their advantage and that of the Service. The question is, how can we better the opportunities for personal development?

We are confronted with an expanding Service both in numbers of parks and in the activities within the Service; employees reaching a retireable age at a faster pace than heretofore; and what appears to be a rather high average age for all employees. All these things have a direct effect on the quality of our personnel services and it places a heavy responsibility on personnel management, recruitment, training, selection, and promotion.

We needn't be alarmed by the numbers in the "60 and over" age group, as the Service has a large reservoir to draw from for replacements. The question is, how well qualified are those in the

reservoir? On that basis, there could be a much smaller number to select from. One thing seems clearly evident: the competition will be keen, and the choice of replacements can be very selective. The opportunities are present, but how best can they be developed to benefit both the employee and the Service? It can't be a hit-or-miss proposition--it will have to be planned.

Consider the sheer mechanics of replacing those in the "60 and over" group. Fortunately, they won't all be leaving at the same time. Let's assume for a moment that they did. There would be 187 vacancies requiring replacements. Now assume that all those vacancies were filled by promotions from present ranks. This would set off a chain reaction that could result in changes of assignment for 569 employees, with an additional 187 new employees brought into the Service to fill the void at the bottom. Now, that example gives some idea of the magnitude of the problems of merely taking care of replacements on a straight promotion basis. Now add to that some lateral transfers or shifts to put the right person in the right spot and the number of actions is even higher. But, replacement of retirees is only part of this picture. The Service is growing, additional new positions are established, and they are filled in the same way. If it were possible to total all the actions that can be expected during the remaining years of MISSION 66, the result would be startling.

Now, remember that each change of personnel results in a temporary decrease of efficiency in the over-all effectiveness of an operation. That, in itself, can be a sizeable loss and must be held to a minimum. With so many actions taking place it can't be done on a trial-and-error basis, nor can too much time be devoted to the schooling of an employee in his new duties. It would seem that our efforts have to be directed toward having well experienced employees ready to step in and take on new assignments with a minimum loss of time and productive effort.

Fortunately all the replacements do not have to be effected at the same time, as I just pictured it to show the scope of the problem. Instead, it is a continuing and unending process that takes place whether or not we have MISSION 66. MISSION 66 would, however, have been incomplete had it failed to recognize that personal services are basic to the program. It may not be as exciting nor as dramatic as the development of new facilities, but it calls for just as much thoughtful consideration, planning, execution--the same careful testing and proving of its basic materials. The question then is one of how can we best improve on our way of doing things to achieve an even better job?

The composition of the National Park Service is such that it has many of the attributes so desirable in the development of an effective career program.

1. Variety of working conditions, opportunities, activities, locations, and levels of management, permitting greater opportunities of meeting individual desires, requirements, or capacities.

2. A wide array of levels or degrees of responsibility, permitting orderly and progressive development of an employee.

3. A wide representation of the professions in both the arts and sciences, with co-equal recognition and participation in Service affairs providing opportunities for specialization or generalization.

4. A large number of separate organizational units, with latitude in independent action permitting the development of confidence, self-reliance, and decisiveness.

5. Dealings with other public agencies, Federal, State, local, business, and other private organizations permitting the development of broad interests and cooperative attitudes.

These are but a few of the potentialities inherent in the System which contribute to the development and attainment of each individual's career objectives. They also provide some of the answers to such personal questions as:

What is in it for me? Where do I go from here?

Though it is a well-worn cliche, we might say it is up to you; what you will get out of your career will largely be in proportion to what you put into it. I think that we can all agree that, regardless of individual preferences and desires we are all working toward a better Service through better personnel. How, then, can we exploit the desirable attributes so as to help the Service achieve its objectives and meet your personal aims.

Each employee has the right to know what is expected of him in the way of developing himself for a career within the Service; he has a right to know what steps he would normally be expected to take in moving ahead. Knowing such things he can better plan his career, he will realize that a certain amount of moving around is not only inevitable but desirable, that he must take the bad with the good, he will know of the sacrifices as well as the compensations involved in career development and advancement.

There is need for the development of guiding career patterns, and an integrated program of transfers, whether promotions or laterals, on a planned basis. It must be remembered that any such program is long range in its development and application and it could take considerable time in being put into full operation. Such a plan would, undoubtedly, be geared to the new employee, the one who is starting at the bottom of the ladder.

Now please bear in mind that what I am next going to say is strectly conjectural. I am putting it out as something to think about to acquaint you with the possibilities and some of the exploratory thinking. I hope that you will keep an open mind and not be too alarmed by what you hear. Think it over and let us benefit from your reactions.

Now, let's suppose that instead of parks recruiting to fill specific vacancies at the bottom of the ladder, there were means to recruit centrally, and instead of recruiting a ranger, a naturalist, an archeologist, a historian, we recruit a fledgling employee for our uniformed services; one who, through careful selection, has promising attributes, plus academic training in the fields which qualify for these facets of our work. When he enters on duty he would be assigned to a park that has been given a training responsibility in addition to their other responsibilities, and these would be parks having a full range of park activities. The purpose of such an assignment would be to acquaint the beginner with the general gamut of work in a park. He would be exposed to all the activities, and he would serve in various capacities. He may, or may not, be a part of the park's normal complement. A somewhat comparable situation would be the medical student serving an internship in a large hospital. You know that they highly prefer internships where there is lots going on, where they come into contact with a variety of situations and skills and experiences. Such a recruit would, during his first year of employment, also attend the Training Center. During that first year, having seen the workings of a variety of activities, he would then decide upon the particular activity he would like to pursue.

Now when a vacancy arises in the beginning grade in a park, such would be filled by transfer of an employee who had completed his probationary or internship year, and had indicated the activity he was interested in career-wise. The superintendent then would be receiving not a beginner who he would have to train and orient. Instead he would receive an employee who had completed basic training. The park's job would be to orient this employee to the problems and workings of the particular park and to begin his advance, on-the-job training. To provide an orderly development of the employee, his movements from that point on would be geared to the career patterns and needs of the Service. Having had some experience in a park with the full range of activities, and tutelage from an older employee experienced in the particular field, his next move would normally be to a park with a more limited scale of activities, where he would be more on his own, would develop self-reliance and independence of judgment. Here, too, he would be more closely associated with the superintendent, and the over-all management problems of the park. The next probable chain in his career development would be to develop his skills and the acceptance of responsibilities, so he would go to a park which utilizes a variety of skills and experiences on the park staff.

The general pattern of movement would be one of alternating between small and large scope operations. Then would come the time when he should move either to a Regional Office, the Washington Office, or even program or administrative work in a Design and Construction Office, to permit him to become acquainted with the work of a staff office, and work with the problems of not one park, but at least a segment of the National Park System. It would be desirable, in some of his moves, to cross over from one activity to another. Such would be particularly helpful if his career objective is not one specialization, but general park management. Some of these moves would be lateral transfers, and some probably promotions. All would be for the good of the Service in broadening the employee, with a fine by-product being surer attainment of the employee's particular goal. The general course of direction of his career would be somewhat of a zig-zag pattern. Laterally to develop self-reliance, vertically to develop skills and responsibility. In no case would the pattern take a strictly vertical form. The frequency of the moves would be geared to the development of the individual's competency. In his earlier years, and while in the lower grades, the moves would probably be more frequent than for the later years and the higher grades. Throughout his career he would have the opportunity to attend specific training sessions within the Service. The bulk of his training, however, would be continuous on-the-job training by you men with experience. That is what I meant when I said, earlier, that you supervisors are teachers. You are also judges of men, and that is a grave responsibility. One of the benefits of planned rotation in career development is the opportunity to measure an employee's progress, ability, and potential under differing conditions and different supervisors. It should produce a reliable appraisal of an employee that is fair to the employee and will better provide him with guidance as to his needs.

Now what I have been talking about is a rudimentary plan for systematizing a career-development program. Over the years, the Service has been working toward such a program, and various elements of it are in effect. They need, however, to be brought together into a completely coordinated plan for uniformity of action and results. Good progress is now being made in the elimination of some of the roadblocks. Inadequate and poor employee housing should become less of a handicap as MISSION 66 progresses. Thanks to the monumental efforts of the Director, big strides have been made in bringing grade structure into balance with responsibility. The establishment of Park Management Groups with park organizational structures consistent with the complexity of park operations appears to offer an excellent vehicle for the development of career patterns.

As we look to the future and try to appraise the needs of the Service, we see a career-development program as a pressing problem, one of considerable magnitude that will require some really

constructive thinking and effort to work out in complete detail. It is a real challenge to every employee. What, for instance, is your career objective? What do you want to get out of your career, and what are you prepared to give the Service? Is it just a satisfactory grade and a comfortable berth? What compensating personal satisfactions are there? Do you want to become a real specialist in one of the arts or sciences, or do you prefer to be in a management position? Whatever your choice, how do you expect to achieve it?

Undoubtedly, some of you would like to become superintendents. Have you ever figured the odds? According to a recent study, there are about 130 superintendent positions out of more than 2,600 classified positions. There are presently 35 superintendents in grades GS-13 through 15 out of a total of 263 in those grades for the entire Service. There are 948 positions in grades 9 through 12, of which 83 are superintendents. You can see that this is a crowded and narrowing field as you come up the ladder. Of course, there is plenty of opportunity for a grade 9 superintendency! Maybe some of you have been setting your sights too low; maybe you aren't fully aware of the other opportunities.

Regardless of your preference, the competition is keen. At present there are 163 grade 13 positions. That drops to 78 for grade 14, and 22 for grade 15. What I have been saying is not to confuse, discourage nor alarm you, but to acquaint you with the magnitude of the problem, and its ramifications. Too often, from an individual, isolated viewpoint, the employee may lose sight of the over-all picture and think that no one is concerned about him or what he is doing. You train a man and bring him along to where he is really doing you some good, then, presto, some low character higher up decides that he is needed somewhere else! This is discouraging, but please remember that training employees, after all, is a part of your job. Try to find solace in the fact that maybe the men you train are in demand in many places!

One final thought I would like to leave with you concerns the responsibility which is ours by law. You are all familiar with the Act of 1916. One aspect of that is the charge to use and enjoy the parks but to do so in a manner that will leave them unimpaired and available for use and enjoyment by future generations. We generally interpret that as preserving the physical resources of the park. It also applies to the human structure. The most impermanent resource the Service has to deal with is the employee, not the physical resources. If we are to discharge fully our responsibilities we must see to it that there is a continuous body of trained, competent, dedicated employees loyal to the objectives and ideals of the Service and to the public--employees who will be ready to take over as we gradually depart the scene. That will be career development's lasting contribution, as well as yours and mine.

CAREER DEVELOPMENT IN THE NATIONAL PARK SERVICE

By the Management Improvement Committee

Monday, March 16, 1959

A unique presentation kicked off the conference on Monday morning. The audience witnessed a meeting of the MIC in action. The committee comprises the following: P. F. King, Assistant to the Director, Chairman of the Committee; J. E. Price, Assistant to the Director (Operations); C. P. Montgomery, representing Assistant Director Tolson (Administration); T. C. Vint, Chief of Design and Construction; R. F. Lee, Chief of Interpretation; J. M. Davis, Chief of Ranger Activities; P. M. Miller, Chief Engineer; B. H. Thompson, Chief of Recreation Resource Planning; W. G. Carnes, Chief, MISSION 66 Staff; W. R. Foster, Chief Auditor.

The "agenda" topic for this MIC session was "Career Development." This was a logical topic since (a) the MIC is very much concerned with improved Service operations, a like goal of employee training and career development programs, and (b) the MIC also serves as the Service's Training Advisory Committee.

The major points developed were that there are four major aids to career development. These are:

a) Training programs, with emphasis on self-development by the individual.

b) Appraisal counseling programs which are designed to help the individual employee to capitalize on his strong points and to recognize opportunities for growth to improved performance.

c) Deep delegation which is a major means of development since it relies on the principal of "learning by doing." The manager who regularly thinks and acts for his staff will develop subordinates who are weak, dependent, indecisive and even apathetic.

d) Promotion and lateral transfer policy. Promotion can be a strong motivating force for employees to assume greater responsibility and to do more to develop themselves. The employee who looks ahead will recognize that a "lateral" may pay off in the long run, even though immediately it may cause inconvenience, uprooting, and no apparent tangible gain. The important thing to recognize is that diversified experience is a much needed quality in the National Park Service. Promotions can, and do, provide varied experience, but lateral transfers may be of as much or more help.

MANAGEMENT IMPROVEMENT COMMITTEE

Questions from the floor - Monday, March 16, 1959 - 11:30 - 12:00

Mr. Wirth: Well, we've got a question now. Mr. Chairman, will you read the question and proceed to answer it?

Mr. King: Here is the question: "Too many 'bright boys' are selected for training assignments. Does the Service recognize that mediocre persons need to be given more training opportunities?" Perhaps that's one that Monty would like to apply himself to.

Mr. Montgomery: Phil, I think we should ask the man to answer that, the same man that brought the question up. He's the training officer.

Mr. King: Yes, do you think he wrote it?

Mr. Lee: Well, Phil, I have a comment for interpreters. I think that all interpreters ought to have training and of course, I think all interpreters are bright, too, but that may not be true. The new personnel setup, as I understand it, provides a training form for every employee. I know I had to fill one out. And I think that every supervisor ought to analyze the training needs of the employees under him and do it with the discrimination that Ben is advocating and figure out what the training needs of the particular employee are, to strengthen his weaknesses, and improve his opportunities for career development. I think there are some courses that everybody ought to take. I think the Museum Training Course is such a course for interpreters, for example.

Mr. Montgomery: Phil, I think there are some courses that are open to everybody. I don't know of any testing arrangement with respect to the General Administration Training Course. Superintendents recommend the men who are to take it and about 30 of them comprise each class. But I think it pretty well covers the field.

Mr. Price: I think we all agree that training should not be limited to the so-called "bright boys," but that it should extend across the field. So I suppose our problem is to try to broaden training opportunities.

Mr. King: Oh, I think we agree that the training should go across the board. As a matter of fact, all of the Departmental trainees that I've seen in here, could be termed "bright." But I heard it rumored that occasionally a superintendent sends in a trainee because he wants to get rid of him. I don't believe it, but I've heard of it.

Mr. Thompson: Well, Phil, its true that there are equal training opportunities for everybody in the Service. It depends on how much you dig in.

Mr. King: Exactly. Exactly. I think the question was slightly loaded. But that's all right. I think we've covered it. And Ben, that's the best answer. If you dig in, you'll get the training. Here's another question. "Is formal

training in appraisal counseling needed for top supervisors? Do all the MIC feel confident that their branch chiefs can do good employee counseling and employee development guidance in their own divisions? The program must have leadership." Who should answer? I suggest that Ben Thompson go to work on that.

Mr. Thompson: Yes, I think that the branch chiefs are quite capable of counseling those who work with them in their branches. As has been said several times here this morning, your career development in Government is not a science. It's an art. I have full confidence that the branch chiefs that work with me are fully aware of the capabilities and the work and the aspirations of those that are working with them. And that they try to help them in every way they can. I think it's a day-to-day, person-to-person working relationship, where the real growth takes place. The time you take out for meetings, it has its benefits but it's terribly costly. The thing that you do in the meeting is to take a little time out to think about the things that you already know and have been practicing subconsciously for years.

Mr. Wirth: May I say something here?

Mr. King: Hop to it.

Mr. Wirth: I'll say this. I'm thinking that we're getting to the point where everything depends on the teacher. I think of an individual as an individual. The best he can get out of counseling with his superior, his chief, is an idea of how he's doing. And he's got to have enough gumption to recognize these ideas when they're brought to his attention. And then he's got to do something about himself, as Ben says, and dig and prove himself by working away at his weaknesses and adding to his strengths. I know if someone else does your homework for you, you're not going to be any good. Furthermore, I do know that some of the brightest people that got the highest marks in college are still developing negatives or wrapping packages in the store while some of the fellows who were down low in the class did learn an awful lot. They learned about the facts of life and how to get along with people and how to do things and how to dig. And those are the better ones, I think. So I don't know what you term being smart or bright. Those terms are vague to me, they don't mean a thing except as we see the individual in action. What we want is the fellow that does the job and does it right. And I think he's got to dig himself if he's going to do that. And he can't leave it to his teacher. All you can do is give him tools to work with.

Mr. King: Thank you very much. Mr. Price has another question.

Mr. Price: The question is "Because of budget ceilings compared to our level of operations, we have not been able to budget sufficient funds for attendance at training courses such as the Departmental Management Program. Also, I had to withdraw a man from the Museum Course because of an area emergency. How can the situation be improved? Could a

central fund be established to actually, rather than on paper, make competition for training courses national or regionwide?"

Mr. King: Does he say who he wishes to have answer that?

Mr. Price: Yes, I think Monty.

Mr. King: I think that's a question that warrants considerable thinking and debate and discussion, and I doubt if anybody can answer right off the bat, but let Monty take a shot at it.

Mr. Montgomery: It's a very difficult one, Phil. The only money that we have in the budget now that's specifically earmarked for training is the money for the Yosemite Training School, which we obtained specifically for that purpose; and the money that finances Jules Eitington's salary and expenses here in the Washington Office. It's not easy to get budget increases specifically for training, hence, most of our training expenses are met from program funds. Now, concerning a central fund: We have that, in a sense, now. I refer to the contingency reserve and that is the only basis that I can see for working this problem out at the present time. If it is determined that training problems of this sort are important enough, of course, the contingency reserve could be increased--that is, the percentage rate. But in a sense, we do have a central fund in the form of a contingency reserve, which is in line with what was suggested in the question.

Mr. Wirth: How do the trainees come in now--do the parks themselves pay for it?

Mr. Montgomery: Well, while they're in here, their salaries are borne by the parks which they represent. Now we do provide from the contingency reserve of the Washington Office, funds for their salaries and expenses while they are in here. I mean funds for their travel expenses and per diem while they're in here.

Mr. Wirth: In other words, we do pay their transportation and per diem; so all the parks pay for is the salary which they would pay him normally if he was on the job in the park?

Mr. Montgomery: That is correct.

Mr. Wirth: That being the case, I don't quite follow the question from the floor. The park itself does not pay out cash to send a trainee in here.

Mr. King: Well, I think the question applies to perhaps other training than just the Departmental trainee. He says they had to give up the museum training and so forth. However, before the Management Improvement Committee gets off the deep end on that one, we'd better take the Director's pulse rather carefully, and give it long consideration, if it involves increasing the contingency reserve. Here's another question. This is addressed to Bill Carnes. "Why let a career man stay in one park 20 years and more? Is this good for the Service?"

Mr. Carnes: I don't know why that was addressed to me. I don't have any direct control over people staying 20 years in one spot. It certainly is a fair question, however, and something that needs more looking after than it's received in the

past. I think there's another side to that question that nobody else has spoken on and while I have this mike, I will. Any of us that go into the field from the Regional Office or the Washington Office frequently run into the impression, but not an outright statement, that we don't understand field conditions. Well, that may be true. But I have seen the other side of that coin on how strenuously some people have resisted laterals or even promotions into Regional and Washington Office positions. And if as field people, you ever want to be represented in a Regional Office or Washington Office by people who do understand field conditions, when you're tapped on the shoulder you'd better bring in that field knowledge with you so that the Washington Office isn't just filled with a separate class of people who have never worked in a park, etc. And should you accept that when you get in, please come in with your full mind and attention and don't start saying the day after you got here that you were promised you would only have to bear this assignment for 2 years and then you could get back to the field. If you come in with that attitude, you're going to get a very temporary place of living and you're not going to take any part in community or civic life here, and your mind is going to be mostly on getting back into the field. Now, that's not an answer to that question, I know, but it's just something I wanted to get off my chest.

Mr. King: Well, Bill, as long as you're not answering questions, here's another one that you don't need to answer in the same manner that you didn't answer that one. Here it is: "Will the system of recruitment proposed by the MISSION 66 staff bring in people qualified for such work as biological research, geology, forest pathology, and entomology so that these functions can be done by regular ranger and interpretive personnel?" Do you want to try not to answer that?

Mr. Carnes: The answer is yes.

Mr. King: Here's one that's addressed to me. "Should superintendents now over 60 remain in superintendent categories 'riding out' to compulsory retirement or could they be useful in Regional or Washington jobs making room for superintendent assignments on rotation for other people?" Now apparently, that's a thought of putting the superintendents that are 60 or over out to pasture. And I wouldn't want to answer that because in another 15 years, I'll be 60 even though I'm not a superintendent.

Mr. Wirth: I'd like to answer that and I'd like to answer the other one that Bill avoided.

Mr. King: Please do.

Mr. Wirth: These two questions are not new. They've been coming up year after year when different people talk to us. I don't know what the answer is. And if you were in this position, I'd like to know what decision you would make. Here's a man that has given 30 odd years of service or better.

He's in the early 60's. He's on the job. He's doing a good job. He has the same right that you have to stay on until he is 70 if he is doing a good job. Yet you can't move him to some place else because he is beyond the training period for other jobs. Would you try to find some way of discharging that man and discrediting him and get rid of him so somebody else can move in? My answer is no. And so would be yours. Now, there are certain agencies that encourage people to retire earlier then 70 and some people do. But it's not mandatory and as long as a man is doing a good job, he has a right to work and I haven't and you haven't the right to take it away from him. Now, there are some people that have been in one place a long time--some for family reasons, some for health reasons. These are good legitimate reasons. There are others--people who are borderline cases. We can't advance them. They're doing mediocre but satisfactory jobs where they are. We have to live with certain things and you would have to live with them, too, if you were in the same position. Both of these questions deal with matters of administrative determination. And such questions cannot be answered directly or firmly except by the man who has to make the decisions. The only way I could give you an answer is to find out what case you have and I'll tell you the reason why we're doing what we're doing. It's not an overall policy. It can't be. And I would say that whoever wishes to make a decision on any one of these cases that might come up on that principle, would have a most difficult and trying time making up his mind to do what is right--what is right for the Service and for the individual involved. And I would be very glad to consult with anybody on any particular case. I'm not saying this in being peeved at the question, please don't misunderstand. I'm trying to bring out the human elements that come into an administrative position where such problems come up. Each and everyone of you will face such problems and that's why I'm talking so frankly to you. You've got the same doggone thing coming up before you today, maybe not as big, not as soul-searching, but as you advance in your positions, and goodness knows, you will, you'll assume more responsibility and you will have to face those decisions and they're tough ones. That's the only answer I can give to that but I'll be glad to discuss any individual case that you or anyone else may have in mind.

Mr. King: Thank you very much. There are only three more questions that won't take very long to answer. The first is, "Are wage board employees being considered for promotion on the same basis as classified?" Normally, no. There may be exceptions. "Is it possible to determine a career pattern from the background experience of our present superintendents?" The study that was made indicated again, no. You can't find a pattern from the studies that have been made. The question

continues, "have any conclusions been reached as to the kind of experience one should have to become a superintendent?" Conclusions have not been reached, although there has been considerable thought on the matter. However, so many are appointed to superintendents that perhaps the discussion this morning escaped the audience. In grades 13, 14, 15, there were a total of 267 jobs in the Park Service. That was in the regions and the parks. Out of those 267 jobs, there are only 36 superintendent jobs in grades 13, 14, and 15. So the best opportunity to get up into those grades is in other than the superintendent category. Guess it's time that we turn the meeting back over to the Director.

Mr. Wirth: Well, I think I'm supposed to adjourn the meeting for this morning. It's been a pleasure to be here and to preside over this meeting. I'm going to try to get to your meetings this afternoon and tomorrow, as many as I can but I don't know whether I'll be able to do so or not. I do want to say this to you in final parting here this noon. I think you've got a lot of work to do this week. We want all of your help, and all of your suggestions and your best efforts. You can call this a training program if you want. I like to call it a brain-picking meeting where we pick out of your fertile brain every bit of knowledge we can get in order to help us do our work better here in Washington in providing you with the tools, straighten up some of these personnel problems, reclassifications, and anything else that might come up. But I urge each one of you to take this most seriously and I also want to say, I want to thank each and every one of you for all that you've done in the years gone by in helping make this thing click. You've done a wonderful job and the only thing is that we want to push you to get more and more out of you. Thank you very much.

ALL CONFEREES

TUESDAY MORNING, MARCH 17, 1959 INTERIOR DEPARTMENT AUDITORIUM

General Chairman - Assistant Director H. A. Tolson

9:00 - 9:20	ORGANIZING FOR TEAMWORK - Associate Director E. T. Scoyen
9:20 - 9:45	ORGANIZATION AND FUNCTIONS OF THE DIVISION OF RANGER ACTIVITIES - J. M. Davis
9:45 - 10:10	ORGANIZATION AND FUNCTIONS OF DIVISION OF INTERPRETATION - R. F. Lee
10:10 - 10:40	PANEL TO ANSWER QUESTIONS CONCERNING COOPERATIVE RESPONSIBILITIES - C. R. Stoddard, M. E. Stitt, R. G. Prasil, and D. H. Robinson (Chairman) will screen questions.
10:40 - 10:50	BREAK
	RECORDERS Ranger Activities - K. T. Gilbert Interpretation - W. W. Bryant - Chairman

General Chairman - Assistant Director J. E. Price

10:50 - 11:10	THE MATHER AWARD - J. M. Davis
11:10 - 11:30	UNIFORMS AND WEARING THEM - H. B. Stricklin
11:30 - 12:00	PANEL OF FIELD REPRESENTATIVES ON INFORMATION SERVICES, VISITOR CENTERS AND TEAMWORK. Ranger Activities - E. J. Kurtz - Co-Chairman, B.F. Zerbey, S. E. Broman, and D. Spaulding Interpretation - C. E. Hatch - Co-Chairman R. A. Apple, E. T. Christensen, and P. E. Schulz RECORDERS Ranger Activities - M. E. Stitt - Chairman Interpretation - G. S. Gallison
12:00	CLOSE SESSION
12:00 - 1:30	L U N C H

The following letter was read to the conferees by

Hillory A. Tolson
Assistant Director

Tuesday, March 17, 1959

EMPLOYEES AND ALUMNI ASSOCIATION
of the
NATIONAL PARK SERVICE

Wind Cave National Park
Hot Springs, South Dakota

March 20, 1959

To: All Chief Rangers and Interpretive Conference Members

From: Employees and Alumni Association of the National Park Service

On behalf of the 2500 Employees and Alumni Association members and the 2500 other employees and alumni on our current mailing list we wish each of you to experience a productive, a fruitful and enjoyable conference while gathered together in Washington.

1. May we take this opportunity to ask you to carry the following message back to your respective Park areas:

1. Your Association now has sufficient funds in its operating account to publish two newspapers this year, one of which, will contain our current directory of every one on our mailing list.

2. Your Association now has 12 Life Members at $100.00 each thus making $1200.00 in our interest bearing trust fund account.

3. Your Association aspires to publish four newspapers a year as soon as our annual operating account increases by securing paid memberships from the 2500 non-members now on our mailing list.

4. Your Association Is Not a Mission 66 Project (with apologies to Connie Wirth). It is a living, growing, and wanted organization, bound together by the finest group of people ever assembled together, in any department, service or independent agency of the Federal

Government. That is covering a lot of territory, we realize, however, this fact is so clearly and unquestionably spelled out through the thousands of enthusiastic letters, (yes thousands) that our members have sent us, since creation of the Association at Great Smoky Mountains National Park in the fall of 1955.

We are now firmly convinced and believe that your Association will continue to grow and prosper as long as there exists a National Park Service having the high caliber of employees that work within its framework.

11. HERE ARE SOME THINGS YOU CAN DO TO HELP

1. Encourage all National Park Service employees, alumni, concession operators and their employees and wives of these folk to send us news items, with or without captioned photographs. News items of wide and general appeal about the activities, accomplishments, behavior and human interests are desired. Cartoons, jokes, serious and humorous stories are also highly desired for publication. In each news item try to answer these questions: WHO, WHEN, WHERE, WHY and WHAT and you will end up with a good news item as expressed in your own words.

2. Encourage all Natural History Associations, Concession operators, Business Firms and Friends of the National Park Service to purchase the $100.00 Life Membership or the $1000.00 Founder Membership. The most recent $100.00 Life Membership was purchased by the Fechheimer Bros. Co., Cincinnati, Ohio and the Black Hills Natural History Association, Wind Cave National Park, Hot Springs, South Dakota. For your information, all membership fees and donations of $100.00 or more are deposited in your Association's Trust Fund and only the interest earned by the fund may be used by the Association for operations. Of course, anyone is eligible to purchase the $10,000.00 Albright Membership or the $1,000,000.00 Steve Mather Membership. Furthermore, your Association is in the formative process of making application for a Grant of Funds of a substantial amount from one of the several Foundation Funds which sponsor philanthropic, educational and human relations activities.

3. Encourage all employees of the National Park Service, Seasonal, per diem, and permanent and all former employees of the National Park Service (alumni), all concessioners and their employees to join your Association. The cost to the individual is trivial at $1.00 per year and considered only a token membership fee as compared to most other organizations.

We believe that, "In Numbers There Is Strength". At the present time if only the 4800 permanent employees paid dues

at $1.00 a year, your Association would be able to publish four newspaper issues with a 5000 circulation and a directory each year. Furthermore if the $8000.00 seasonal and permanent employees of the National Park Service which were employed last year paid $1.00 dues each year your Association could then begin to render much better service to its membership. Adding to the above membership potentials the unknown numbers of National Park Service Alumni, your Association estimates that the future enrollment will reach somewhere between fifteen to twenty thousand paid memberships. Do whatever you can to gain new members for your Association.

Attached are a few application forms for your use. Chief Ranger J. Estes Suter is among you and those here that are not members or are in arears may fill out the blank and pay Mr. Suter, who will see that you receive your membership card.

4. Last but not least, -At the Region Two Superintendents Conference held at Rapid City, South Dakota last fall the appointed Sergeants of Arms did real well! as pertains to the usual Sergeant of Arms ability to levy fines. The Conferees unanimously voted to donate the residual funds from fines and lieu levies collected after expenses are paid to your Association. This amounted to $30.94. You may wish to consider this suggestion at this time.

Best wishes for a successful conference.

Sincerely yours,

Earl M. Semingsen
Executive Secretary

Attachment: Membership application forms (2)

ORGANIZING FOR TEAMWORK

by Hillory A. Tolson
Assistant Director

Tuesday, March 17, 1959

According to the agenda of this conference, Associate Director Scoyen is scheduled to discuss the subject "Organizing for Teamwork" with you at this time. However, since he is on a Western field trip and cannot do so, he asked me to say a few words on this subject.

The Service, since its creation by former Directors Mather and Albright in 1917, pursuant to the Act of August 25, 1916, has emphasized the importance of teamwork in its organization. Those men definitely knew the value of developing good employee morale and of getting things done on a team basis. High employee morale leads individuals or groups to work together as a team to reach a desirable goal with a minimum amount of friction.

Perhaps, the most important reason why the National Park Service has succeeded in getting things done through teamwork is that, throughout the Service organization, there is an appreciation of its fundamental purpose, or objective, as stated in the Act of August 25, 1916. This has been mentioned before at this meeting. It will bear repeating. It is:

" * * * to conserve the scenery and the natural and historic objects and the wildlife (in the areas comprising the National Park System) and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

Since the creation of the Service, there has developed a rather clear-cut understanding of the functions of all of the various groups comprising it. The Service's functional breakdown of duties and responsibilities and the understanding by Service employees of the work they perform in cooperation with other groups in order to accomplish the Service's work have been most helpful.

This understanding of functional responsibility has been brought about, not only by handling the day-by-day activities in the Parks, Regional Offices, and Washington Office, but through:

(1) Biennial conferences of the responsible officials in charge of the work by those offices and of the Parks;

(2) Meetings of the Regional Directors and the Chiefs of the Field Design Offices with the Director and members of his staff;

(3) Regional Office meetings of Superintendents;

(4) Meetings, such as this one of Chief Rangers and Park Naturalists;

(5) Training courses, such as the General Administration Training Course, the National Park Service Training Center, the Management Seminars, Development Management Training Courses, Fire Control Training, Museum Techniques, and the many in-service training courses conducted in the Parks;

(6) The Administrative Manual and Handbooks; memoranda and publications;

(7) Squad and staff meetings.

(8) On-the-ground meetings of those directly concerned in order to arrive at recommendations relating to construction projects and area management problems.

These things, admittedly, take time, money, thought, hard work, and planning! However, they are essential if we are to maintain that high level of morale; that efficient organization; that teamwork for which the National Park Service has earned marked recognition. An organization as large as the Service must consider every opportunity presented to train its employees. A well-balanced training program must be developed.

The excellent progress which has been made under the Director's MISSION 66 program has been of outstanding importance in furthering the work of the Service. It has required teamwork of the highest order.

The recognition by the Director of the desirability of maintaining a simplified Service organization; urging an understanding of Service objectives and policies on the part of its employees; and seeing that appropriate Service training programs are continued assure us that the Service will go forward, through teamwork, with its important work of administering the parks for the people, to whom they belong, in an effective and efficient manner.

The present training programs, conferences, and meetings of various types being conducted by the Department and the Service should assist in maintaining a high Service morale. When I talk to young men and women who have embarked upon a Service career,

their attitudes and responses give me confidence that the present fine teamwork among Service employees will continue. In their hands, the future of the Service looks very bright.

ORGANIZATION AND FUNCTIONS OF THE DIVISION OF RANGER ACTIVITIES

by John M. Davis
Chief, Ranger Activities

Tuesday, March 17, 1959

In my talk today I am going to sketch for you a broad picture of the Division of Ranger Activities. It is hoped that through this effort you may develop a better conception of its place in the Service organization, its functions, and how we propose it to be staffed and operated in the Washington Office and in the Regional Offices.

I am sure that all of you know that this is the newest division in our Service organization. The need for such a division has been under consideration and has been discussed for a long time. The rapid growth of the National Park Service and the expansion of its activities and responsibilities in recent years has made the establishment of this division imperative. The National Park Service has become such a large organization that it is no longer possible for it to operate effectively and efficiently without the assistance of specialists in the Washington and Regional Offices to help carry the load relating to the many fields of protection work and services which help visitors enjoy their use of the parks. There is also an urgent need to develop new and improved methods of doing our work at the park level for developing more uniform standards in the application of these methods and for higher standards of work performance. The Division of Ranger Activities is responsible for providing leadership and direction to this program and for representing and presenting its staffing and operating needs to the Director and to the Regional Directors. The National Park Service can no longer afford to let the fundamentally important functions that Park Rangers perform go without the same leadership, guidance, and advantages that it has given through the years to other functions performed by other divisions in our organization.

The fact that this division is not as yet very well staffed in the Washington Office and in the Regional Offices, and that it is quite new in the Service does not worry us one bit. These things are merely technicalities of organization structure. We look at this situation as a challenge. We also consider it an excellent opportunity to improve and give emphasis to the work that park rangers have been doing for 55 years and the work that foresters have been doing for well over 30 years. Through the years these men have done as much as any other group to build

the National Park Service's reputation as a great conservation and public-service organization. With the added advantage of division status we can now do an even better job for the Service and the citizens of our Country.

I think you will be interested to know that Director Wirth is giving full support and is doing everything he can to provide the staff needed to get this new division underway. We have high hopes that this session of Congress will provide funds which will make it possible to place a Chief of the Division of Ranger Activities in each Regional Office. Having men in these key positions will go a long way towards the proper functioning of the Division of Ranger Activities.

Before I talk on this matter of division functions, I want to make this point. All of us in the Division of Ranger Activities should realize that in pioneering a new division we have a serious responsibility. The patterns and standards that we develop during this early stage will influence the thinking and actions relating to park protection and service to visitors for many years to come. It is extremely important that we move carefully so that we may get started on the right path.

It is quite important that when a new division is established its functions should be defined as clearly as possible. This we have done through the broad general statement contained in the Departmental Manual and by categorically listing the activities for which this division is responsible. It is, of course, not possible to prepare a list that will include every activity that a division may be called upon to do. This is particularly true of this division. Its activities are unusually large in number, extremely varied, and wide in their scope of coverage.

To help you to better understand the functions of the Division of Ranger Activities I would like to review the Act of August 25, 1916, that created the National Park Service. The very heart of this act, which you have heard many times, is to "conserve the scenery, and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." Now if you will read the statement of the functions of the Division of Ranger Activities contained in the Departmental Manual, you will find that its two branches perform the function of the division with respect to the conservation and protection of all park vegetation, wildlife and fish, protecting and assisting park visitors in their use of park facilities and the protection of scientific and historic values. A careful comparison of these two statements together with a study of the statements outlining the functions of other divisions will reveal that the Division of Ranger Activities has

a direct primary responsibility for an unusually large share of the fundamental and basic functions of the Service. This I believe to be an extremely important point.

The second important point I wish to make is that functionally the Division of Ranger Activities, and to a certain extent the Division of Interpretation, is responsible for activities that are largely carried out "on the ground." The Division of Ranger Activities is concerned directly with basic park values and directly with park visitors. Functions of other divisions as they relate to protection and visitor services are more indirect, or auxiliary, in their characteristics. They supplement, support, and provide means to carry out these basic activities. They are equally important and essential in the fulfillment of Service responsibility. The fundamental difference here, and the point I wish to make, is that Ranger Activities functions are characteristically those activities that are applied on the ground and are directly concerned with basic Service responsibilities spelled out in the law creating the National Park Service.

An understanding of the two points I have just made will go a long way in developing a proper conception of functions and responsibilities of the Division of Ranger Activities. I wish to add to this by saying that before an understanding of the functions of any division can be acquired, it is necessary to have a clear understanding of what the basic objectives and functions of the National Park Service are. After you have studied these you should then develop a good understanding of the functions of every division in our Service. I recommend that you study what the Departmental Manual has to say on these subjects.

Dividing the total work load between different groups is necessary to get the job done in the Service, as it is in any organization. It is necessary to delineate lines of authority so that responsibility doesn't fall between two chairs. There will also be many activities that are borderline cases in that they could be assigned to any one of several divisions. Even under the most favorable circumstances, such as in those cases where the activities of our Service divisions are quite easily defined, there develop honest differences of opinion.

The activities of the Division of Ranger Activities and those of the Division of Interpretation are very closely associated. Concern over the assignment of activities is an entirely proper one as long as it is limited to placing them where they can be most logically and effectively handled for the good of the Service. It is at this point that we have an opportunity for teamwork. It will only be through teamwork applied honestly and fairly, and with understanding, that these two divisions can accomplish their work. Teamwork means units

of an organization pulling together to accomplish work in a common objective. We are confident that all of you here today will place Service interests above other considerations and will resist any tendency toward a "division first" concept.

The next subject I would like to discuss with you concerns the pattern which we propose to follow in organizing and staffing this new division. As I previously mentioned, it will no doubt be several years before we have what might be considered an adequate staff in the Washington Office or in the Regional Offices.

At the present time in the Washington Office there are two branches in the division--the Branch of Park Forest and Wildlife Protection and the Branch of Visitor Protection. We are proposing that a third branch be set up for wildlife management, separating it from forest protection. This will complete the general organization outline for the Washington Office. We do need, and plan to obtain, a number of additional positions within this organizational framework. No additional positions are proposed for the Branch of Forestry, which is under the leadership of Larry Cook. An organization unit responsible for forest protection has been in existence for many years and has achieved a staffing standard which permits the workload to be carried on in pretty good shape. In contrast to this situation, the Branch of Visitor Protection under the guidance of Allyn Hanks is in real need of assistance. We hope to develop a section in this branch for the collection and analysis of visitor-use statistics and other statistical data. At present, Rendel Alldredge heads this activity and his work is seriously handicapped by the lack of help. We hope to increase his section by at least four positions, most of which will be filled by statisticians. There is a real need in our Service for accurate and meaningful visitor-use data, other than the routine travel figures we are now collecting. At the present time Mr. Hanks' immediate office is only one-man deep. To alleviate this situation we propose to establish a management assistant position. This would be in a GS-11 grade and to fill it we would select a capable young ranger who was in a GS-9 grade. We would plan to keep him here for about 2 years and then lateral him back to the parks. This plan will not only relieve Mr. Hanks of much work but will provide an excellent training opportunity through the years for a number of young men who are interested in a Service career in ranger activities or management work. A similar position is planned for the Branch of Wildlife Management, and also one for my office. This is the extent of expansion proposed in the staff of this division in the Washington Office.

In each of the Regional Offices we expect to follow the same pattern that applies to the Washington Office. There will be a Chief of the Division of Ranger Activities and a chief for each of the three branches. We already have forester positions so there will be an increase of three key positions in each Regional

Office. This is a very modest program and when completed we will still be the smallest division in the Washington and Regional Offices, staffwise. We intend to propose only those positions which are absolutely necessary to carry the workload, keeping in mind at all times the need for park rangers on the firing-line in the parks.

The next part of my talk concerns itself with how the Division of Ranger Activities should operate. I would like to make it clear at the outset that this division is a staff organization. You men who are in the parks work directly for the superintendents and you will not at any time receive orders from either those in the Division of Ranger Activities in the Regional Offices or from this division in the Washington Office. A similar situation exists in the Regional Offices in that those in the Division of Ranger Activities are responsible to the Regional Director. They are members of his immediate staff and they will not receive orders or instructions directly from anyone in the Washington Office in the Division of Ranger Activities. In the Washington Office I work for the Director and am a member of his staff.

You owe your loyalty to your immediate boss; you will take your orders from him and you will be responsible to him. This follows the staff-and-line concept under which the National Park Service operates. Should we attempt to operate the Division of Ranger Activities as a line organization we would be assuming authority and responsibilities that belong to others. We would not be working for the best interests of the Service but would be following a "division first" concept.

Those of us in the Washington Office will help formulate policies, establish standards relating to, and exercise staff supervision over, the functions for which we are responsible. Those of you in Regional Offices will serve on the staff of the Regional Directors. You will assist him in the coordination of the various programs of the Service throughout the regions. Those of you in the parks will assist the Superintendent in carrying out his many responsibilities in protecting the parks, protecting, serving, and assisting park visitors and in doing the many jobs that he may assign to you.

In closing I would like to reminisce a little in order to make a point. I served for a good many years as a park ranger. Through these years I worked very closely with Park Naturalist Frank Brockman, and we shared literally hundreds of exciting experiences. We made many trips and winter ski patrols in the park together and we shared our hot toddies and beef stew when we reached patrol cabins. We also worked as a team to improve both the interpretive and protection programs of the park. These were some of the happiest years of our lives. He is one

of my very best personal friends. I will let you draw your own conclusion from this experience. To me it means that when two men work together as a team it pays big dividends in personal happiness. It also means that through teamwork much good can be accomplished for the Service. I'm sure that all of you have had, or are having, similar experiences and recognize, as I do, the many benefits that come from those in different organizational units working closely together for the good of the National Park Service.

Teamwork will be the policy of the Division of Ranger Activities in our relations with all other groups in the Service organization and we will bend over backwards to accomplish this objective.

ORGANIZATION AND FUNCTIONS OF THE DIVISION OF INTERPRETATION

by Ronald F. Lee
Chief, Division of Interpretation

Tuesday, March 17, 1959

When Steve Mather arrived in Washington from Chicago in January 1915, determined to create a National Park bureau, one of his first acts was to set up a service to tell the story of the parks to the Nation. Before the end of February, within a month of his arrival, Steve Mather brought in Robert Sterling Yard to launch an editorial office in downtown Washington. When the National Park Service was officially organized 2 years later, Yard's office became the Educational Division, and it provided a powerful voice to help carry the message of the young bureau to millions of people throughout the country. This early voice still speaks today through our Branch of Information, its direct lineal descendant. Broadened and strengthened over the years with the addition of naturalist, historian, archeologist and museum services--each with its own fine background--this voice has become today's National Park Service Division of Interpretation.

We in interpretation are proud of this tradition. But we also remember that the beginnings of our National Park Ranger Service are very much older. Those beginnings reach back long before Mather's time to the first days of Yellowstone. Before there were rangers in Yellowstone, there were Army scouts; and before there were Army scouts in the West, there were many types of western frontiersmen. Like the frontiersman of old, the ranger still stands poised, facing the American wilderness--a true heir of the best traditions of the West. But today, the ranger is highly trained and dedicated to conservation, and today, that wilderness is vanishing almost everywhere, except in the National Parks.

Interpreters and rangers--both of us have a long background. And in the four score years since Yellowstone was established, or in the two score years since Steve Mather came to Washington, life in the United States has altered tremendously. To speak only of everyday things, even in Mather's day there were hardly any radios, moving pictures were silent, and television unheard of. Not until August 1, 1915, was the first automobile allowed to enter Yellowstone. Today, the world is on wheels and Americans move constantly around our country in 59,000,000 automobiles. Printed and spoken words, still and motion pictures, surround us from breakfast to bedtime. Our lives are spent engulfed in mass communication. What do these changing times mean for us and for the millions of visitors to our National Parks?

First, our Service has had to keep pace with mass travel and greatly enlarge our helps to visitors. To the fine personal services of our naturalists, historians, and rangers, we are adding new information and interpretive aids where our visitors, if need be, can help themselves cafeteria style, as Tom Vint says. Through the blessings of MISSION 66, new visitor centers for this purpose are springing into use throughout the System--54 have already been built or authorized. These visitor centers, like Jamestown, or Dinosaur, or Colter Bay in Teton, are doorways to our parks. They are message centers of park meanings. In them, aided by modern exhibits, publications, and recorded talks, we can help millions of American families quickly learn how best to see and enjoy the full values of each of their National Parks.

Along the roads and the trails, too, new markers and wayside exhibits are appearing everywhere in growing numbers--conveniently located, but subdued. These wayside markers and exhibits are there so that even he who runs may read. They are outdoor labels for each park, carrying meaningful messages about its role in America's heritage.

Secondly, within our visitor centers and other public facilities, we are utilizing the best communication skills of modern technicians, and the latest knowledge of scientists and historians. To interpret a park story through exhibits, publications and audio devices is a team effort involving many specialists. The talents of the artist, sculptor, historian, writer, archeologist, forester, engineer, biologist, landscape architect, ranger, geologist, and trained speaker, may all be called upon to create a diorama for Jamestown, or a wayside exhibit on Signal Mountain in Jackson Hole, or a written or audio park message. Some people call these skills the practise of mass communication. To me that term suggests Madison Avenue, and the temptation to substitute what is popular for what is true. Our objective is simpler--interpretive integrity, and then only to provide aids to help the visitor see for himself the real thing.

Thirdly, it is well that we are keeping pace with changing times, for interpretation is no longer a service found only in our National Parks. It is appearing in many other walks of life, here and abroad. We know about the fabulous new visitor center at Colonial Williamsburg with its wide-screen theaters and stereophonic sound. And many of us have seen or heard about the fine interpretation offered at places like the Farmers Museum at Cooperstown, N.Y., and at restored Sturbridge Village in Massachusetts. But how many of us know that one of the finest conducted tours anywhere is offered at the United Nations Building in New York City? Or that the Corning Glass Center at Corning, N.Y., is an exciting ultramodern exhibit presented by American industry, showing glassmaking taking place before your very eyes? Last year the New York Stock Exchange opened a fascinating new visitor center, with a

guided trip to see American common stocks traded in the pit. Interpretation is also beginning to beckon American travelers to foreign countries and to other sights. The so-called sound-and-light programs at the Palace of Versailles in France, and at a score of historic chateaux in the Loire valley, interpret for all visitors the glories of the history of France. There are many other examples. As we look ahead in the National Park Service, let us also look around us and realize that we are no longer alone in this field of interpretation.

Fourthly, with the changing times our audience is changing also and has new needs. We not only have a vastly larger audience than we used to have, but it has more leisure time than it quite knows how to use. We have more older people, more school children, and more people with only city experience. A ranger naturalist at Zion, standing before a campfire one recent night to speak on back-country hiking, looked at his audience and in the front row saw three people with hearing aids and two with canes. Not only are more of us older but as our country becomes more mechanized, we grow further away from nature, and perhaps even from history. Into this void, symbolized by concrete and asphalt, comes much wanted help from magazines like American Heritage and Life; from films like Walt Disney's Beaver Valley and Bear Country; from paper-back books like the Golden Nature Series; but perhaps most of all from the interpretive program of the National Park Service. Our program must be as fully geared to audience understanding as are these other media, for the American people are hungry for knowledge. Watch how they flock instantly to the park man in uniform and you will know why interpretation, and ranger activities, too, are priceless ingredients in the work of our Service.

Last of all, new scientific knowledge is transforming our understanding of the world around us. As the army of researchers grows, knowledge pierces new horizons. The Nautilus moves silently under the Polar ice cap; Sputnik roars beyond earth's gravity, and we enter a new era. This knowledge has the power to alter concepts of earth and sun and the meanings of National Parks. Archeologists are digging everywhere and historians unearth new documents or re-interpret the old. Like John Wesley Powell pioneering the first white man's trip down the Grand Canyon of the Colorado in 1869, we too must look ahead. Scientists and scholars have always pioneered in the parks--geologists like Merriam and Gregory; biologists like Wright or Oastler; archeologists like Bandelier or Judd; and historians like Bolton or Leland. We cannot, in the National Park Service, stand still on out-of-date knowledge. We must tie in with the awakened national interest in research and keep fully abreast of changing times if we are to meet our responsibilities to the parks and to our visitors.

Now how is the National Park Service organized for such tasks as these? Obviously, interpretation in this sense is a task for the entire Service. All divisions contribute to it and it is the monopoly of none alone. Interpretation is not a program of the Division of Interpretation; it is a program of the Director. The only program of any division is to help achieve the Director's objectives, in teamwork with all other elements of the Service.

Director Wirth established the Division of Interpretation in February 1954, as part of Service reorganization, to help him and the Service develop stronger interpretive programs. Fully aware that other divisions also contribute to this objective, I'd like to show you some slides on the organization of the Division of Interpretation, which illustrate how it performs some of the very specialized tasks assigned to it by the Director, the Regional Directors, and the Park Superintendents in the interest of good park interpretation. At the end of the slides we will also pass out to each of you a short, brand-new manual on the organization and functions of the Division of Interpretation, completed just in time for distribution to you at this conference. We hope you will like it and use it.

According to the Departmental Manual, it is the function of the Division of Interpretation to formulate policies, procedures, and standards for the Service interpretive programs; to conduct approved historic and scientific research; and to operate the bureauwide information program.

The Branch of Natural History, headed by John Doerr, performs the functions of the division in the fields of geology and biology and supervises the Audio-Visual Laboratory, an important new venture of the Service.

The Branch of History, headed by Herb Kahler, performs the functions of the division in the field of history and supervises the National Survey of Historic Sites and Buildings to determine which possess exceptional value in commemorating or illustrating the history of the United States.

The Branch of Archeology, headed by John Corbett, performs the division's function in that field, and supervises the Inter-Agency Archeological Salvage Program, rescuing irreplaceable Indian materials from river basins, before new reservoirs flood them forever.

The Branch of Information, headed by Jim Cullinane, conducts the Service's information program. It has a Publications Section, which processes over 12,000,000 park leaflets a year; an Information Section, which annually handles thousands upon thousands of inquiries by mail, telephone, and in person, and prepares countless press releases, speeches and magazine articles as well as the

Director's Annual Report. The Branch of Information also has a Visual Section which handles the Service's photographic work.

The Branch of Museums, headed by Ralph Lewis, performs the functions of the Division in that field. It operates the Eastern Museum Laboratory in Washington, D.C., and the Western Museum Laboratory in San Francisco, Calif., to prepare and install park exhibits and assist in preserving historic and scientific collections. It also conducts the servicewide Museum Records Survey.

This slide outlines the general organization of the Washington Office. On this chart the office of Director is to be interpreted as including the Associate Director and the two Assistant Directors. The latter also have division duties as well. As you see, the Chief, Division of Interpretation is one of seven staff members on the Director's team. You may remember all these divisions, but let me name them. Administration, headed by Assistant Director Hillory Tolson; Operations, headed by Assistant Director Jackson Price; Audit, by Bill Foster, newly appointed; Design and Construction, by Tom Vint; Recreation and Resource Planning, Ben Thompson; Ranger Activities by John Davis; and I'll give you one guess who heads the Division of Interpretation.

At the Regional level, our seven divisions become five. The Audit Division is not represented below the Washington Office. And the Design and Construction Division has gone off to its own two field offices--the Eastern Office of Design and Construction in Philadelphia and the parallel Western Office in San Francisco. And so there are five.

At the park level, we get down to four divisions--and then only in the larger parks. When a park staff is not large enough for this much specialization, various combinations are worked out. There are parks with no divisions, or with two divisions or three divisions moving on up to a park with four divisions. Soon the largest parks may have a fifth division for plans and programs.

Some of the interpretive work accomplishments of the Service for calendar year 1957--but only some of them--are shown on this slide. Beginning at the left, you see how many park visitors took conducted trips; heard interpretive talks; used park visitor centers, museums, and other interpretive stations; or used self-guiding devices.

Cooperating educational associations are a great aid to the interpretive program of the Service. It usually falls to the park naturalist or historian to guide the association's work, or more accurately to do the work. This slide shows how these associations grew between 1953 and 1957. In all respects--in contributions, total sales, and net worth--they are growing, too, in step with MISSION 66.

I have two slides that summarize the various functions of the division. This first one lists nine functions of the Washington Office's Division of Interpretation. I'm not going to attempt to discuss these nine functions--they are covered in the manual you will receive. But I want you to see this list at least briefly, and glance through it for yourselves. Number three refers to the information program of press releases, publications, and so on here in Washington, and does not mean park information services which interpreters and rangers both share.

The second slide shows eight functions of a typical park division of interpretation. Here, too, I hope you will read this through for yourselves, and I will not attempt to discuss it in detail. While I do not have a slide listing the functions of the division at the regional level, it is fair to say the region is an intermediary between the Washington Office and the parks and on occasion may perform any of the 17 functions listed in both slides and others as well.

The theme of our conference is teamwork and this slide shows some of the many team relations between the Division of Interpretation and the other divisions of the Service. Of course, the Division of Interpretation and the Division of Ranger Activities cooperate on many phases of protection and interpretation. This slide suggests that such cooperation is especially important in the fields of biological research and information services. Interpretation also cooperates closely with the Division of Design and Construction on many matters involving master plans and the design of park interpretive facilities, such as visitor centers or markers and wayside exhibits. Similarly down through the list you can see clearly for yourselves some of the areas in which teamwork plays an important part, between all Service divisions.

I want to conclude these remarks by returning to the theme with which I started--the National Park Service and interpretation in this period of changing times.

We would not be realistic if we did not recognize that the National Park philosophy is more sharply challenged today than ever before in our history by insistent demands for the use of park lands for forest exploitation, waterpower, interstate highways, and other non-park purposes. These threats will grow in force as our multiplying population presses ever harder on the remaining undeveloped land. To preserve the parks, therefore, will require ever deepening public understanding of their purpose and appreciation of their irreplaceable values to the Nation. Toward this end, a vital program of park interpretation can contribute a great deal. It makes sure the Nation's treasures do not go unnoticed. It provides endowment insurance for the future--a great reservoir, not of water, but of good will and understanding of the values of National Parks.

And in a larger sense the National Parks help interpret the aspirations and ideals of America to the world community. This is important in today's tense world-competition for the allegiance of men's minds. For the National Parks are showwindows of America to the world. Tens of thousands of travelers from abroad, including national and world leaders come to them each year. To them the parks, well protected and well interpreted, speak a message different from the "Almighty Dollar." They speak of our national heritage of history and of nature, and of America's belief in recreation for the common man, as an integral part of our ideals of life, liberty, and the pursuit of happiness.

PANEL TO ANSWER QUESTIONS CONCERNING COOPERATIVE

RESPONSIBILITIES

Tuesday, March 17, 1959

1. Question: Can you suggest a more important means of effecting Ranger-Interpretive teamwork than that provided by superintendents' staff meetings. In the absence of these can you recommend an alternative?

Answer: (by Mr. Lee) Superintendents' staff meetings are important for teamwork. There definitely should be a coordinator above staff heads to handle and bring about the desired teamwork and associations. We suggest such things as exchanging duties, joint meetings, and Regional meetings to bring about this desired relationship.

Mr. Davis suggested that the staff heads in question should get together and establish a definite line of communication.

2. Question: What are some of the specific duties of the Chief, Branch of Visitor Protection?

Answer: (by Mr. Hanks) The duties of the position have been and continue to be those concerned with the development of the new Division. Primarily they relate to personnel, protection and visitor use studies and actions with the objective of improving helpful liaison with and coordination of field activities. A pattern for logical Branch functions and methods for putting conclusions to work are taking form in a number of ways. The volume of day-to-day matters requiring special attention, such as correspondence and broad committee effort, is considerable.

3. Question: Should there be an interchange of assignments between the Interpretive Division and the Protective Division as a training vehicle and to promote mutual respect?

Answer: (by Mr. Davis) A good idea. It has proven valuable. Good training develops appreciation.

Mr. Kahler: Yes. This type of training is not only applicable to these two divisions but is recommended for others, too.

4. Question: Could the biological work of the Service be handled by a Branch of Biology in <u>either</u> the Division of Ranger Activities or Interpretation in the WASO and Regional Offices, as staff consultants?

Answer: (by Mr. Cook) Protection and management of wildlife should be a part of the Division of Ranger Activities. Biological research should be a part of the Interpretive Division.

Mr. Fredine: Agreed. I do not feel that research belongs to the rangers. Suggest possible consideration of a Division of Research to handle research problems.

5. Question: Formerly Fish and Wildlife technicians were available for investigating wildlife problems in the parks and for making suitable recommendations. Are we moving away from this?

Answer: (by Mr. Fredine) No. The Fish and Wildlife people are still making extensive investigations in many areas. Also some other units, such as universities, are doing the same thing. The availability of funds governs the whole program. The Fish and Wildlife Service is entirely in accord with our program.

THE MATHER AWARD

by John M. Davis
Chief, Ranger Activities

Tuesday, March 17, 1959

In presenting to the group a proposed Mather Ranger Award, Mr. Davis pointed out that it was still in draft form and would no doubt require considerable refinement before being approved. He also stated that Director Wirth has long been interested in developing some means which would give recognition to those uniformed employees who year after year distinguish themselves by dedicated selfless service and who give and do much more than is required of them in serving visitors and protecting the parks. Such an award would be intended to recognize service of this kind performed over a long period of time in broad over-all accomplishment as distinguished from outstanding accomplishment in a single performance or act in a more restricted field of endeavor.

Each employee in our Service has an opportunity and is eligible to participate in the Departmental Awards Program. This program is an excellent one, is wide in its coverage, and provides a means for recognition to be given to employees who have distinguished themselves in many forms of endeavor.

However, there is one field of activity, unique to the National Park Service, which we believe is deserving of recognition not now fully provided for under the Departmental program. We propose an awards program that would single out and give recognition to outstanding accomplishments of uniformed employees engaged in the fundamental services that typify the National Park Service to the people of the Nation. Such a program will not only give recognition to such accomplishment but will also tend to stimulate greater dedication to duty among employees who wear the Service uniform.

All employees in the Service organization serve, either directly or indirectly, the ultimate objective of the National Park Service--protection and preservation of the parks and protection of, and service to, the millions of visitors who use them. Each employee, regardless of position, is important and his work is essential for the successful accomplishment of this objective. However, much of the direct application of their total Service effort in the parks and on the ground is performed by uniformed employees, such as park rangers, interpreters, and superintendents of small monuments. Public recognition, acceptance, and esteem, as well as their inspiration from and enjoyment of the parks, depend in large measure upon the quality of the direct services provided by these uniformed employees. The

proposed award program will provide a means to recognize and honor outstanding accomplishments in this direct and fundamental service that is so vital an element in the proper discharge of our Service responsibilities.

The proposed award is intended to bring recognition to park rangers, interpreters, and superintendents of small monuments who, over a long period of time, have a record of outstanding performance wide in its scope in the broad field of service to visitors, park protection, interpretation, and public relations. Below are the criteria for making the award. To compete for a Mather Ranger Award a candidate must qualify under the requirements of Items Nos. 1, 4, and 5, and at least one of the requirements listed under Items 2 and 3.

1. A candidate must have had a minimum of 5 years of service or have received one of the Departmental Awards.

2. He must have performed with distinction an important protection activity related to basic park values. This could include outstanding service on a large forest fire, outstanding service in protecting wildlife, an historic structure, a prehistoric Indian ruin, or similar outstanding performance in the protection of other natural or scientific features of a park. He must have served with distinction in some activity pertaining to the protection of visitors, such as a difficult rescue in a mountainous area, in a desert, on a body of water, or in a cave; or in similar circumstance in or adjacent to a park.

3. He must be recognized for his outstanding service to park visitors, including visitor recognition of his efforts. This would include a willingness to help visitors far beyond normal performance requirements, reflecting enthusiasm to share with visitors the enjoyment and inspiration his park has to offer. It would include outstanding work in serving visitors in the interpretive programs. It could also include an activity such as a ranger doing an outstanding job with a campfire program or an interpreter providing outstanding services to a visitor which would not normally be included in the requirements of his job.

4. Outstanding performance in the development of good public relations with local communities and park neighbors. This would include participation in community civic club, association, Boy Scouts, Girl Scouts, and other similar group activities resulting in a better understanding and appreciation of National Park conservation principles and policies.

5. A successful candidate must be held in high regard by his fellow employees, be a good mixer and one who has been outstandingly successful in developing a spirit of good will and cooperation between the various groups in the park organization. He must be a teamworker.

A candidate who possesses the qualities necessary to compete for this award must typify what we all recognize as the "Spirit of the National Park Service"--that quality of inestimable value with which our Service is imbued and which was left us as a heritage by the founder of our Service, Stephen T. Mather. It is the same quality that visitors to our parks frequently recognize and comment upon when they come in direct contact with uniformed personnel. It is the quality of inspired dedication to protect the parks, an enthusiastic willingness to serve visitors and pride of the organization of which he is a part. It is for this reason that we believe this award should be named in honor of Stephen T. Mather and be known as the Mather Ranger Award.

The award shall consist of a suitable gold medal similar to the Distinguished Service Award and the Valor Award. It also shall include a certificate of Award and a gold lapel button which may be worn on the standard National Park Service Uniform. It is expected that the Mather Ranger Award will be one of highest Service honors, one difficult to obtain, and fully respected both in and outside of the Service.

In the larger park organizations a Mather Ranger Award Committee will be composed of the Superintendent, Chief Ranger, and Chief Park Naturalist or Historian. The committee will screen candidates and forward their recommendations to the Regional Office for further consideration. Candidates from the smaller park or monument organizations will be recommended by the Regional Director or submitted directly to the Regional Committee upon the recommendation of the superintendent. The Regional Office Mather Ranger Award Committee shall be composed of the Regional Director, Regional Chief of the Division of Ranger Activities, and Regional Chief of the Division of Interpretation. After their consideration, recommendations shall be forwarded to the Washington Office where a Mather Ranger Award Committee, composed of the Director, Associate Director, Assistant Director (Administration), Chief of Ranger Activities, and Chief of Interpretation will screen applicants and make final selection of candidates to receive the award. The Mather Ranger Award Committee in the parks will meet during the first week in November to consider candidates. Regional Office Committees will meet the first week in December and the Washington Office Committee will meet during the first 2 weeks of January.

It is anticipated that the number of Mather Ranger Awards given each year will vary from one to several, depending upon the qualifications of the candidates under consideration.

Award presentation will be held in the Washington Office or at another suitable place during a ceremony in keeping with its significance.

UNIFORMS AND WEARING THEM

by H. B. Stricklin
Assistant Superintendent, Blue Ridge Parkway

Tuesday, March 17, 1959

Introduction by John M. Davis:

Assistant Superintendent H. B. Stricklin of Blue Ridge Parkway, who served as Chairman of the Task Force to study the National Park Service Uniform Regulations, gave an interesting report of the recommendations they have submitted. Mr. Stricklin pointed out that the changes recommended by the task force have not been acted on and were in the proposal stage of development. The following is an outline of his talk which among other things, lists proposed changes.

I. Director's Instructions to Uniform Task Force

1. To review and revise uniform regulations.
2. To prepare the chapter on Uniforms for the Administrative Manual.
3. To write the Uniform Handbook, containing regulations, specifications and requirements for wearing the uniform.

II. Task Force Objectives

1. To maintain the traditional symbolism the NPS uniform has developed in the eyes of the American public.
2. Consider the uniform as an instrument to contribute to the esprit de corps of NPS uniformed men and women and to inspire pride in the Service on the part of all its employees.
3. To achieve uniformity in the wearing of the uniform.
4. To achieve practicality as to design, function, cost and availability.
5. Specify in the NPS Uniform Handbook authorized materials, designs, accessories, maintenance instructions and occasions for wearing NPS uniforms and to provide for procedures to insure compliance.

III. The NPS Uniform Handbook

1. Introduction
   a. History
   b. Objectives
   c. Policies

2. Regulations and Specifications
   a. Men's dress uniform
   b. Men's field uniform
   c. Women's dress uniform
   d. Winter activities uniform
   e. Boatmen's uniform
   f. Nurses
   g. Lifeguards
   h. Accessories
   i. Seasonal employees
   j. Wearing the NPS uniform

3. Care and maintenance of uniforms.
4. Illustrations
5. Approved suppliers

IV. Summary of Proposed Changes

1. Reduce options of materials for the dress uniform to two-19 oz. all wool elastique and 8-1/2 oz. 50% wool, 50% dacron.

2. Tighter and more definitive specifications for each garment and article.

3. Master sample system.

4. All leather items to be cordovan color.

5. Fewer dress garments; several outer coats eliminated, a storm coat and a waterproof raincoat specified instead.

6. New dress jacket - 4 button - combines dressiness of coat and practicality of field jacket.

7. The embossed leather belt with a new, simple buckle.

8. "Acid Bronze Finish" buttons for better appearance and longer wear.

9. A winter activities uniform
   a. Short, light "U. S. Forest Service" nylon park
   b. Allowable use broadened to include other than ski operations.
   c. For circumstances when public contact is a primary function.

10. A field uniform (two fabrics)
    a. Orlon - forestry green
    b. Cotton twill - forestry green

11. Boatmen's Uniform
    NPS uniform except for "U. S. Coast Guard" design cap with cover to match NPS uniform.

12. The "National Park Service" hat.
    a. Pre-blocked
    b. Straw replica for summer
    c. Helmet eliminated

13. The "National Park Service" cap
    New design - forestry green nylon canvas. For winter activities uniform - certain exceptions.

14. Shirts - steel gray
    a. Cotton poplin; dacron-cotton
    b. Short sleeves for extreme and sustained heat.

15. Women's Uniform
    New airline stewardess design - NPS uniform materials.

16. Badge
    Same basic design - better material - "National Park Service". All alike - silver.

17. Service stars and Armed Forces Service ribbons eliminated.
    Departmental Length of Service button prescribed

18. Collar Insignia
    Not worn on shirt - silver.

19. Tie Tack (NPS Arrowhead)
    Mandatory - silver.

20. Official NPS Identification Card prescribed for all uniformed employees.

21. Valid Government Vehicle Operator's Permit
    Must be carried when operating a government vehicle.

22. Shoulder Patch
    Raised to 1 inch below shoulder seam.

VI. Effective Dates

1. The regulations in the Handbook to become effective no later than January 1, 1960.

2. Provide a grace period of one year from that date (until January 1, 1961) to completely effect the changeover.

PANEL OF FIELD REPRESENTATIVES ON INFORMATION SERVICES, VISITOR CENTERS, AND TEAMWORK

Tuesday, March 17, 1959

Panel: Ranger Activities - E. J. Kurtz - Co-chairman
B. F. Zerby, S. E. Broman, and D. Spaulding

Interpretation - C. E. Hatch - Co-chairman
R. A. Apple, E. T. Christensen, and P. E. Schulz

1. E. T. Christensen: What is the role of the visitor center in giving information service?

The initial visitor center contact should inform the visitor where he can go and what he can do. The person at the information desk should ask the visitor how much time he has to spend and then outline a suggested trip. The uniformed man should be well informed on the features of the area. He should be able to give information not only on his own area, but on other nearby National Park Service areas. Each visitor center should have its information service tailored to the area.

2. D. Spaulding: Who actually handles visitor information in the area?

There are three classes of personnel in the area who give out information to the park visitor:

1. The uniformed employees
2. The informal group consisting of the concessioner employees.
3. The fringe group of NPS employees who are not trained in giving information consisting of the road crews, trail crews, campground tenders and others who contact the visitors in their daily jobs.

3. B. F. Zerby: What is the real nature of teamwork?

A mutual respect and understanding of what the other man is trying to accomplish in his division is essential. Teamwork is important in all divisions of the park organization, but it is especially important that the uniformed personnel present a solid front to the public. The visitor does not differentiate between a ranger and a naturalist and both should be giving the same answers to the same questions. It is not essential, however, that teamwork be so intense that each group loses its identity. A spirit of friendly competition and esprit de corps is good.

4. R. A. Apple: What are some examples of teamwork?

At Mount Rushmore, the problem of handling 10,000 visitors in an area the size of 4 city blocks each day brought about intensive planning of how to provide the best service. A list of the jobs to be accomplished from 6 a.m. to 10 p.m. was made. The ranger and interpretive manpower was combined and assignments worked out. As a result of this careful planning and teamwork, additional services were obtained which would have required two additional men.

5. P. E. Schulz: Is informative service enough of a separate function to create a new class of employee?

In some situations where the information desk is close to the important feature, the visitors' questions require the services of a man with technical training. When the information desk is located some distance from important park features, the questions are mostly informational and a clerk receptionist can serve the public just as well. In this case a trained ranger, naturalist, or historian can be freed for services requiring his training. In some situations, 95 percent of the questions are not technical but informational. During the heavy travel season, high-calibre clerk receptionists in uniform could dispense this information. In some situations the wives of permanent employees could fill these positions. They would also be used for preseason and post-season periods when the regular seasonal rangers and ranger naturalists are not available.

In his summary, C. E. Hatch pointed out that in creating this third class of employee--the clerk receptionist--some of the present quality may be lost.

SUMMARY

1. The visitor center is the hub of visitor information services in a park.

2. We must more adequately meet the visitor's need for comprehensive where-to-go, what-to-see information when he first comes into an area.

3. Staff limitations plus increased pressure of visitors make it difficult to man visitor centers with professional rangers or interpreters.

4. Should, therefore, a new class of employee--the nonprofessional information-receptionist--be considered? Warning: We may lose quality in such an approach.

5. Running a park is like playing a ball game: All members must work together to win--this means teamwork.

6. Teamwork is more than just getting along together. Not only do we want to work together, we must work together to accomplish both divisional and overall park objectives.

Dinner of the Conference

A reception and dinner were held at the Pall Mall Room of the Raleigh Hotel on Tuesday, March 17. Over 250 persons attended the dinner at which Director Wirth was Master of Ceremonies and Congressmen Wayne N. Aspinall and John P. Saylor were speakers. The speakers as well as the Master of Ceremonies interspersed their serious comments with delightful touches of humor. Songs of the National Parks, by Stan Jones and produced by Walt Disney Studios were presented with slides selected by Julius A. Martinek of the MISSION 66 staff.

ALL CONFEREES

MARCH 18, 1959

WEDNESDAY ALL DAY TOUR STARTS AT THE RALEIGH HOTEL

8:45 - 9:15	ASSEMBLE PALL MALL ROOM
	Remarks by H. T. Thompson Superintendent, National Capital Parks
9:30	ARRIVE WHITE HOUSE
10:20 - 10:35	JEFFERSON MEMORIAL
10:45 - 11:05	LINCOLN MEMORIAL
11:15	IWO JIMA MEMORIAL
11:20 - 11:50	CUSTIS-LEE MANSION
12:00	TOMB OF UNKNOWN SOLDIERS, ARLINGTON NATIONAL CEMETERY
12:30 - 1:30	NATIONAL CAPITAL PARKS POLICE HEADQUARTERS
	LUNCH AND VISIT AT POLICE HEADQUARTERS (U.S. PARK POLICE HOSTS FOR LUNCH)
1:30 - 2:30	INTERPRETERS TO MUSEUM LABORATORY
1:30 - 2:30	RANGER ACTIVITIES AT POLICE HEADQUARTERS
2:30 - 3:00	RANGER ACTIVITIES TO MUSEUM LABORATORY
2:30	INTERPRETERS TO ROCK CREEK NATURE CENTER
3:00	RANGER ACTIVITIES TO ROCK CREEK NATURE CENTER
4:15	RETURN TO RALEIGH HOTEL
5:30 - 7:30	SOCIAL HOUR
	HOSTS - EMPLOYEES OF NATIONAL CAPITAL PARKS
8:00 - 9:30	VISIT TO WASHINGTON MONUMENT

ALL-DAY TOUR OF NATIONAL CAPITAL PARKS

Wednesday, March 18, 1959

All conferees assembled at the Raleigh Hotel at 8:45 a.m. and were briefed by Superintendent H. T. Thompson, National Capital Parks on their organization and activities. Following this the conferees boarded five Capital Transit buses. Each bus was equipped with a microphone and a loudspeaker. A member of the Interpretive Staff of NCP, and a member of the U.S. Park Police were assigned to each bus to describe points of interest and especially units of responsibilities of National Capital Parks as the tour progressed. A U.S. Park Police motorcycle escort convoyed the buses.

First stop was a specially arranged visit to the White House followed by visits to the:

Jefferson Memorial (where a typical visitor interpretive talk was demonstrated).

Lincoln Memorial.

Iwo Jima Memorial.

Custis-Lee Mansion (where a special program was furnished).

Tomb of Unknowns for changing of the guard.

U.S. Park Police Headquarters, where the entire group enjoyed an excellent lunch as guests of the Park Police.

After lunch and briefing on the Park Police program the interpretive group spent some time at the Museum Laboratory while the chief park rangers were divided into groups and briefed on specific phases of the Park Police program.

Both groups then proceeded through Rock Creek Park to the Rock Creek Nature Center followed by a visit to the U.S. Park Police stables where their fine Morgan and Palomino horses are kept and trained.

A social hour was provided at the Army-Navy Club by the staff of National Capital Parks following the tour.

The Washington Monument was especially opened from 8 to 9:30 p.m. for the group to view Washington at night.

It was a most memorable day and all participants agreed the National Capital Parks organization demonstrated their ability as gracious hosts, expert organizers, experienced guides, and interpreters. The U.S. Park Police put the frosting on the cake.

ALL CONFEREES

FRIDAY AFTERNOON, MARCH 20, 1959 INTERIOR DEPARTMENT AUDITORIUM

General Chairman - Director C. L. Wirth

1:30 - 2:00	NATIONAL PARK SERVICE TRAINING CENTER. F. F. Kowski	
2:00 - 2:30	REPORT TO THE DIRECTOR - SUMMARY OF DISCUSSIONS.	
	Ranger Activities:	R. N. Dickenson - Chairman J. T. Mullady, G. W. Calhoun, and T. F. Norris
	Interpretation:	D. de L. Condon - Chairman D. C. Kurjack, A. C. Manucy, P. E. Schulz, and D. H. Robinson
2:30 - 3:00	CONCLUDING STATEMENTS. R. F. Lee and J. M. Davis	
3:00 - 3:10	BREAK	
3:10	THE NATIONAL PARK SERVICE OF THE FUTURE. Director C. L. Wirth	
CLOSING	AMERICA Song to be led by D. J. Erskine	

RECORDERS
Ranger Activities - J. L. Volz
Interpretation - D. A. Phelps - Chairman

NATIONAL PARK SERVICE TRAINING CENTER

by F. F. Kowski
Supervisor, Training Center

Friday, March 20, 1959

(Editorial Note: It is unfortunate that it is not feasible in this summary of the program to reproduce Mr. Kowski's entire progress report on the first 2 years of operation. The following are excerpts from his very interesting presentation.)

The four basic objectives of the Training Center program are:

1. To develop a basic knowledge and understanding of the Service's objectives, philosophy, policies, organization, administration, legislation, and operating programs.

2. To develop physical and mental skills in the public information, interpretation, and protection services and programs of the Service.

3. To develop proper attitudes with respect to human and work relations, to public service in general, to specific phases of National Park conservation, and to a lifelong career in the NPS; and

4. To develop a dedication to the work of the Service, and a willingness to promote Service ideals through thoughtful application of individual and group efforts to achieve the successful accomplishment of the total Service program.

One hundred and two Service employees have participated in the program to date.

It is too early to say definitely that the venture is wholly successful but certain benefits are already apparent. We are convinced that the program is a sound investment. Superintendents say returned trainees have demonstrated a more wholesome attitude toward their work.

The program has its own " built in" system of evaluation. As a result many changes have been made in the program to keep it practical and aimed at the needs and level of the new employee.

An evaluation is prepared on each trainee and sent to his superintendent. We try to point out the individual's reaction to training, his contribution, his attitude, his relations with the group, any apparent strengths or limitations, his potential and other information. We have a unique opportunity to observe each trainee for 12 weeks.

All trainees, whether ranger, naturalist, historian, or other, receive the same training. Through this means the new employee develops appreciation of the total Service program and all aspects of Service operations. You and I could have profited from a broader viewpoint of Service activities when we were new to the organization.

The program is young and far from perfect. We cannot make, and do not propose, any drastic change in the makeup or character of any employee or group. All we can hope to do is to arouse within these men a sincere interest in the Service, an awareness of the scope and direction of the overall program, and a dedication to a rewarding career of park conservation.

This is our investment in tomorrow. The Service of tomorrow will depend on the character and effectiveness of the people leading its many programs.

The Training Center is not a one or two-man project. If it were not for the unqualifed support of hundreds of Service employees and others, the program would have folded. I urge that we refer to the program by its official title. At best it is merely an orientation experience for new career employees. Over 75 different individuals, staff specialists, retired employees, representatives of State and other Federal agencies, and friends of the Service appear before each trainee group to pass on the benefits of their experience and thinking. More than 40 of you present today have assisted at the Training Center. All of you can help to make the program successful. Regardless of your location you can contribute your ideas. We need your suggestions, de-emphasis of certain aspects, additional emphasis on others, new subjects, new materials, new techniques, new and better approaches. We can always use more and better training materials. Write us regarding any property available so we can evaluate our needs in the light of material we may already have.

(A set of 79 slides depicting typical activities of the center were shown.)

A word about the possible future of the program. Our facilities are now adequate to provide training for only about half of the new uniformed groups. There is also an interest to provide technical, professional, and refresher training for older employees. Such expansion in scope will require additional facilities.

We turn these young men over to you hoping this training experience has made them more understanding, more tolerant, more productive, and more appreciative of their enviable opportunity to achieve a rewarding career in the National Park Service.

REPORT TO THE DIRECTOR, SUMMARY OF DISCUSSIONS,
RANGER ACTIVITIES

by T. F. Norris
Chief Ranger, Mammoth Cave NP

Friday, March 20, 1959

Mr. Director:

1. On behalf of my fellow chief rangers attending this conference I have been given the pleasure of presenting a brief summary of the discussions and findings of our meetings.

2. It is not our purpose to supplement the complete minutes of these sessions which will be submitted later.

Nor will it take the place of the resolutions to be presented by another committee.

Rather we are trying to recall some of the high points of our gathering.

3. We were pleasedby the well-chosen theme for the conference. "TEAMWORK FOR PROTECTION AND SERVICE IN THE NATIONAL PARK SYSTEM."

Let me reaffirm for each ranger present our firm belief in the need for complete teamwork as it applies to all phases of our park operations. As rangers, we can assure you that we will continue to do our best to see that the Service and the millions of Americans who visit our parks each year, receive first consideration in everything we do.

4. We are highly pleased with the newly established Division of Ranger Activities and express our confidence in the leadership of its chief and his able assistants. We are looking forward to its becoming fully staffed, both in Washington and throughout the regions as rapidly as possible.

5. During one afternoon, devoted to what we in the field most urgently want and expect from this new division, we offered what we hope were some constructive ideas for consideration by its members.

6. We were gratified to hear of your plans to attack the problem of adequate staffing so that the many new facilities which have been completed, or are coming to our areas, as a result of MISSION 66 construction programs can be operated, protected and maintained properly.

7. We do not feel that the new interpretation of the LOST AND FOUND regulation, which will make all unclaimed articles found in our parks property of the Government, will work! Many valuable items, which we now reclaim for their lawful owners, will remain lost! In fact, we even fear that attempts to enforce such regulations will create many new public relations problems.

8. We suggest that some of the reports we now use should be revised and brought up-to-date; especially those dealing with the investigation of automobile accidents.

9. We recognize that camping, and in some of our areas, back-country use, constitutes one of our growing problems. Temporary solutions are being found in the new and added camping facilities developed under the MISSION 66 construction program but we feel that construction alone solves only part of the problem. Study and pooling of ideas by all employees will be needed to find sound and workable solutions to the situations arising from this fast growing form of recreation.

10. The preblocked hat, as part of the proposed revision of our regulation uniform met with enthusiastic approval of the ranger representatives present. We would like to see it adopted for use as soon as possible.

11. The Committee feels that we are deeply endebted to the National Capital Parks for the gracious and enthusiastic manner in which they treated us.

This feeling extends also to the U.S. Park Police in a very special way for their practice of the old saying that, "The way to a man's heart is through his stomach." It was a privilege to observe the efficient operation of this first-class police organization.

When we think of the growing use of our parks and the increasing number of law enforcement problems this use will produce for our future park rangers, we appreciate even more the kind of service performed by these rangers in their blue uniforms.

12. On behalf of each ranger present, I wish to express my appreciation for the privilege of attending this conference. We sincerely hope that there will be many more like it!

Thank you.

REPORT TO THE DIRECTOR, SUMMARY OF DISCUSSIONS, INTERPRETATION

by D. de L. Condon
Chief Park Naturalist, Yellowstone NP

Friday, March 20, 1959

For the past 5 days the interpreters have been hard at work in joint conference meetings and team discussions. These 5 teams have met in group discussions for three afternoon sessions where they interchanged ideas on topics relating to the improvement of interpretation in the units administered and managed by the National Park Service. From these meetings has come unity of thought with regard to progessive development of overall interpretation in the National Park System and the benefits of teamwork with the protective staff for greater harmony in public service. The interpreters have found great value in this opportunity to pool ideas, and they deeply appreciate the privilege of being here.

Discussed in detail were 17 matters on which recommendations, endorsements, or concurrences from the assembled conferee group might be helpful. We have from our discussions arrived at some end results in which you might be interested. Those which I am briefly referring to are only a portion of the concrete ideas to come from our sessions. Time will not permit me to in any sense present them in their entirety. Our conclusions reached on the topics discussed will be made available in detail at a later date.

Some of the pertinent conclusions reached were as follows:

1. Do the public facilities of visitor centers now in use satisfy the basic needs of visitors?
   a. Visitor centers should be designed to accommodate optimum loads. Both site and design should permit expansion. When finances so require, construction should be done by functional units, rather than reducing the overall size of the structure.

2. How can we improve our practices in the planning, preparation, and installation of museum exhibits?
   a. An up-to-date checklist of instructions should be sent by the Museum Branch to the park at the time a museum prospectus is to be prepared.
   b. A fund should be established so that needed museum specimens can be purchased as they become available.
   c. A more effective program of maintenance and rehabilitation for exhibits is needed.

3. Where should the Service head in developing interpretive programs or aids for children?

a. The inclusion of programs or aids exclusively for children should be a matter for determination in the individual parks, and in accordance with approved policies of the Service.

b. There is need for, and we advocate the development of, publications for children as part of park interpretation.

4. Should conducted trips and other interpretive activities be curtailed in the face of rising tort claims?

a. Hazards to visitors inevitably exist in all areas of the National Park System. Despite the best safety practice, there will be an occasional tort claim. We recommend that these potential claims be considered as calculated risks, which should not lead to serious curtailment of visitor use and interpretive programs because of the threat of such claims.

5. What place should roadside interpretation and on-site markers and exhibits play in the overall interpretive program?

a. That along with the other kinds of interpretive facilities roadside interpretation be given equal consideration in park planning and that the new practice of specialist team planning in conjunction with the local park interpreter be continued.

6. Do the research policies and practices outlined in WASO memo of September 8, 1958, to the Regional Directors, meet the need of the field?

a. The answer is essentially yes, but the definitions need simplification for understanding. Also a paragraph giving illustrations for each type, possibly titled "inclusions," should be added.

b. The memo should emphasize the importance of making research results permanently available; it should outline the means for doing this so as to prevent loss of investment and duplication of research. Both complete technical and simplified briefs should be published.

c. We confirm and emphasize the thesis that <u>both</u> contract and park staff researches have their places which are dependent on scope, availability of professional talents, etc.

d. That assignment of interpreters (in the field) to temporary research tasks be implemented and that personnel be supplied to "fill in behind them," the latter thus permitting normal administration and operations of the interpretive program and at the same time providing a fine experience-training technique for the replacement.

7. How can self-guiding trail practices and techniques be improved?

a. It is recommended that a small task force be designated in the near future to prepare a "National Park Service Self-Guiding Trails and Tours Handbook."

8. How can park publications be improved?

a. In general, it was agreed that the park publication program was functioning well, especially since the addition of Regional Publications Officers. We should strive for the best appearance and best quality in all our publications, particularly in the use of colored photographs. Interpreters should be encouraged to do as much of their own writing as they are able.

9. In what ways can audio-visual aids most effectively contribute to the interpretive program?

a. There was no definite recommendation on this question. Conclusions and endorsements were as follows:

(1) Undesirable effects of audio equipment in visitor centers should be reduced.
(2) Audio-visual methods should be used only as an aid to personal services.
(3) Group as a whole was strongly in favor of remote-control slide projectors.
(4) Majority were interested in lap-dissolve projectors.

10. What can be done to maintain personal interpretive services in the face of increasing travel and changing travel conditions?

a. This was kicked around considerably but we always cane back to two things: (1) Relieve interpreters from routine duties by furnishing more help, and (2) continue to maintain a balance between the "quality" type contacts and the easier but less desirable "quantity" type. Do not sacrifice the former because of lack of personnel unless forced to.

11. How can an interpreter be of most help in development of new Master Plan Tests and related materials?

a. By knowing his area thoroughly and taking an active part in preparing those sections of the Master Plan with which he is professionally familiar, and by assisting in preparation of other sections.

12. What kinds of positions, jobs, and training assignments will best develop a Service employee for a career in the field of National Park Service interpretation, and in what kind of succession?

a. The discussion group agreed that a progression in assignments and training (beginning whenever possible in a large park) continuing in the NPS Training Center toward the end of their first year, and so through certain other pre-arranged tours of duty, would be most beneficial to both the Service and the employee.

b. Particularly valuable, we believe, would be the exchange of interpreters between areas for limited periods of time.

13. How can the Service improve the facilities and performances at the evening interpretive programs?

a. The Service should improve the facilities and performance of evening interpretive programs by specific measures undertaken by interpretive personnel; also by the possibility of employing an expert in speech or the art of public speaking.

14. What are the values and limitations of demonstrations in interpretation?

a. Demonstration programs, if properly handled, can do much to enhance the value of interpretation and should be encouraged, we feel, throughout the National Park System. However, they should be handled with great care.

15. How can we do a better job in meeting the requirements for seasonal interpretive personnel?

a. Our best sources of interpretive personnel are the institutions of higher learning, including the teaching profession with restricted periods of availability.

b. There is no definite solution, but the use of seasonals on an alternating basis between summer and winter areas is a step in that direction.

c. The quarters problem for seasonals is also a contributing factor to our difficulties--not only for early and late periods but for main seasons as well.

d. Retention of experienced seasonals is important to serve as a nucleus for the operation of the park interpretive program, to assist in training new men, and to relieve permanent staff of part of housekeeping duties.

e. One of the most important forward steps we can take to obtain and hold good seasonal personnel is to raise their grades to a level commensurate with the duties involved.

f. Also, for better morale and performance we should develop more concrete forms of recognition for the good service rendered by our seasonals.

g. The authority to recruit should be released to all parks on the same date and not staggered as at present.

CONCLUDING STATEMENT

by Ronald F. Lee
Chief, Division of Interpretation

Friday, March 20, 1959

Connie and members of the conference -

I don't have any specially prepared statement, except a remark or two toward the end of our meeting. Like Chief Ranger Norris Dickinson and Dave Condon, I want to add on behalf of all of our regional fellows, and fellows in Washington, our appreciation for the opportunity to hold this conference. I think it has been one of our finest conferences (though I might be a little prejudiced here), but I do think it has been an exceptionally productive and fruitful meeting. It has been full of ideas and participation and friendliness, and I think we've had a very good meeting. As a matter of fact we were beginning to feel the benefits of this conference long before the group gathered here in Washington. I know that the other day when John Davis was speaking and mentioned his recollections of the many contacts he had with Frank Brockman out at Mount Rainier, I couldn't help but think how much closer we in the Division of Interpretation and the Division of Ranger Activities had become while planning and working together on the arrangements for this conference. I've had a great deal of pleasure and a lot of benefit out of working with John and all of his very devoted and able colleagues: Larry Cook and Allyn Hanks, Jack Dodd, Bob Moore, Rendel Alldredge, and Coleman Newman. I think there are one or two more -- "Did I skip anybody John?"

(John: "That's a pretty good list, there are two trainees and that's all.")

Well, we really have worked together and I've gotten down to John's office a good many more times than I otherwise would have, and I know he's gotten up to mine. I think it has been very good and I think that's what's been happening all around during this meeting.

Another thing is the friendliness of the National Capital Parks people, and the skill and ingenuity with which they are doing their work. I feel that National Capital Parks and the rest of us have all had a kind of a round together that will bring a lot of benefits in the time to come.

I've been impressed, I think as much as anything, by the fact that the theme that we chose for this meeting--this theme of "teamwork"-- has worked out in practice. The word has been used a

good deal at the meetings, and I think it's been used in a serious way and not just as a cliche' or some word we toss around. I know that when our Management Improvement Committee was sitting here on the platform tossing the ball back and forth, it was a pretty good demonstration of how we all try to work together for the general program and the Service, and I think that's been true all during the meetings. I know that many from other divisions as well as the two that are prominently represented here have participated: Hillory Tolson and Jackson Price, Tom Vint and Lee Ramsdell, Monty, Bill Carnes and Howard Stagner, and many others have been in various sessions all through the meetings.

Through it all, the concept of teamwork has been used to mean your willingness to forego some of your personal ambitions and your desire to be in the limelight so the team effort can go forward, because we accomplish more as a team and we'll get farther down the Park Service road working together than if we go off into opposite directions. And I think that's been well demonstrated all during this meeting. I think that the spirit of the meeting is what you were after when you asked us to hold it.

Thank you.

CONCLUDING STATEMENT

by John M. Davis
Chief, Ranger Activities

Friday, March 20, 1959

I'm sure that Ronnie Lee and his entire staff here in the Washington Office know that we in the Division of Ranger Activities have thoroughly enjoyed working with him. We have appreciated the teamwork and the cooperation that they have given us, and I think that it has been a splendid experience for us.

I do think that we have had a very good conference from the chief rangers point of view. I've been very pleased, extremely pleased, by the quality of the presentations that have been made at our meetings by the chief rangers and by the men from the Regional Offices.

As yoummen know, we did not break up into sections, we met together throughout the whole meeting. I think that perhaps this was the best way for us to handle our first meeting in a good many years. It gave us all an opportunity to again review the full scope of ranger activities in the parks and in the monuments. It also gave us the opportunity to mix together and to get acquainted again.

Next year, or year after next, when we hold our next conference, I do think that we will break up into "teams" or into "sections" so that we can work on more specific problems.

I think that Wednesday will live in our memories for a good long, long while, for many reasons: We have developed a much better conception of what the National Capital Parks does and of the work done by its important unit, the U.S. Park Police. We saw in operation the results of good planning in the way they scheduled and carried out that trip. It was a revelation I think to many of us, and certainly we are very deeply appreciative of all the things that they did for us. I hope that you men in the field, you chief rangers, out in the parks, whenever anyone from National Capital Parks comes to your park or your monument, certainly you should roll out the red carpet for him and return the many, many gracious favors that they gave us.

I do think that all of the chief rangers will return to their areas with a much higher and a much broader horizon of their work than they ever had before, and I'm looking forward to seeing all of you again in about 2 years.

Thank you.

REMARKS

by Roger C. Ernst

Assistant Secretary
Public Land Management

Friday, March 20, 1959

Thank you for asking me to say a few words. If you knew some of the things I have to put up with in my job, you would know that I really appreciate the chance to get away from them long enough to meet you. I wish I could spend some time with every one of you--and not here, but in your own parks.

I have had a chance to get out to the parks now and then. Those occasions are when Tom Flynn and Connie Wirth, for a change, do their work and let me have the opportunity to escape from the office and see some of you people in your own working places. It was a treat to meet some of the chief rangers and interpreters and your staffs. But most of the time I just stay here and shuffle papers so other fellows can travel.

I was supposed to come on the program at 3 o'clock. The program called for a "break" at that time and I don't know how you're supposed to interpret that. Connie started to brief me but all I could get out of him was, "Well, now, this has been a wonderful meeting." That's as far as he went before the topic changed. I don't know whether he's about to ask me not to finish a wonderful meeting up badly, so I will confine my remarks to a few impressions I have gained while sitting in Washington and working with the mail.

Naturally I get involved in a number of Park Service matters. I think you should understand how the Park Service stands out in workaday life. I also have under the jurisdiction of my office the Bureau of Land Management, the Office of Territories and the Bureau of Indian Affairs. Compared to some of the goings on in these bureaus, I look upon my work with the Park Service as a sort of recreation. Park matters are serious, but they furnish moments that are lighthearted in comparison to other problems.

I realize your Director can be rather difficult, but compared to some of my problems, he's not too bad. Our meetings in my office, as a rule, are so informal that while he's there enlightening me on all the things he feels an Assistant Secretary should know, I usually wander around the room getting the furniture rearranged and the pictures straightened on the walls. One day while Connie was reciting his problems, I redid all of a little side office we have. Our meetings are pleasant.

I am a great admirer of those of you I have seen at work. Some days I think the rangers and interpretive people are some of the luckiest people in the Service. Perhaps you won't agree, since you don't make so much money. But you sure have a lot more fun than you would if you were staked out in an administrative center such as Washington.

The future concerns all of us. One of the primary items is what we are going to do about using our dollars. That matter rests on each and every one of us, and the Secretary himself as well.

The Park Service, as you well know, faces a growth we can only estimate. We don't quite know where it is going. As the increases come along, we will need more dollars. It is very important that, as one agency of the Government, we do not pay too much attention to the other agencies and what dollars they have available. The Park Service tries to get every bit of use from its money that it can derive. Your Director has an admirer who says you get a dollar and twenty cents in value for every dollar spent. I don't know whether the comment is fallacious or facetious. Conrad Wirth likes to think of it as a fact. So that's what critics might try to hang him on. I hope the Park Service can work that up to a buck and a half so that we in Interior can stand back proudly and say "See what those Park fellows have done."

When we talk about dollars, I think of something the Secretary said to me one day. It is well worth repeating. (When I was telling my wife about it she asked me "How is it you always manage to say the wrong thing when you're talking to your boss?") I had only been here about 6 months or so, and I was chatting with the Secretary in his office. I had followed his comments on the subject of conservation. I said to him "Well, I assume that sometimes when you make these statements concerning conservation and conservation groups you certainly have your tongue in your cheek." There I was, the bright boy out of the West, saying that to his boss. It wasn't quite the right thing to tell him.

He was busy at the moment, putting his coat on to head out to a meeting. He took his coat back off and sat down and said, "Just a minute. I want to tell you something." Whereupon I got about a 30-minute lecture on conservation and its various aspects from this very forceful man.

One of the statements he made that I've always remembered was this:

We talk about our youngsters coming along in this land of ours today, and about the underprivileged kids in the congested population centers, and about juvenile delinquents. He said we

put "X" millions of dollars into our National Park System every year. He said he was positive that some of those boys' entire lives have changed for the better just because they spent a few hours or days--or a few weeks if they were lucky enough--of their early lifetime in a National Park.

He went on to say that when we are investing dollars in the parks and conservation, we're investing dollars in the building of our American people and their character. The boss wasn't speaking for a crowd. It was not a public address. He was lecturing an assistant and he was, as always, sincere, and of course I know he was and is quite right.

They tell me about other Assistant Secretaries in other administrations who used to spend much of their time traveling the parks. I would like to copy them but under the present regime I'm sure the trip would terminate abruptly. I could start on an extended junket but I'm sure I would wind up unemployed somewhere along the line. After I get this job done, and armed with the basic acquaintance with the System that I now have, maybe my family and I will get the chance to be just run-of-the-mill American citizens on a tour of the National Parks. I look forward to it.

Connie is due soon to talk about the National Park Service of the future. I have another meeting scheduled and I must leave. I wish I could remain. It would be very rewarding to hear Connie speak on a topic of so much interest to all of us.

Thank you very much. It has been nice seeing you.

THE NATIONAL PARK SERVICE OF THE FUTURE

by Conrad L. Wirth, Director

Friday, March 20, 1959

I have been asked to talk about "The Park Service of the Future." I gather by this that what is meant is a number of years ahead, not just tomorrow, or the next day. So I'll try to speculate a little about some years ahead, what the Park Service will be like in, say, the year 2000. Now to do this of course I'll have to rely in part on the crystal ball, because no one can really predict with accuracy that far ahead. But we do have some things to guide us, some trends, some charts that can help us at least get an outline of some of the things to come.

I only hope that in looking ahead, and planning ahead, we can be even a fraction as successful as Steve Mather and Horace Albright and the others who had to take this thing from the beginning and set it all up--the Service, and its policies and plans and programs--and they had no guidelines to go by, because there hadn't been any Service before their time, and they had no way to profit from past mistakes. If there were any mistakes to be made they had to make them, and take the consequences, but as you all know, if they made mistakes, they were mighty few.

Now I don't know what kind of crystal ball they were using in those days, but I'd like to know, because I could use one, or even several, myself; I could put them to mighty good use.

You know of course that I don't mean that seriously. Those men--those pioneers--were not using crystal balls. They were using just plain common sense and intelligence. The point was that they were better endowed with those qualities--common sense and intelligence, and vision, too--than most of the rest of us could ever hope to be.

Just remember, now, that it was way back in 1916 when they began setting up these plans. Do you realize what that means? How many automobiles do you suppose there were on the roads at that time? A very few, I can assure you. I say this for the benefit of you younger men who weren't around in those days. But some of you were--a good many. You'll remember what travel was like, what the roads were like, at that time. A person in that day who would dare to predict the millions on millions of cars traveling on the kind of roads we have today would have been laughed at as a fantastic dreamer.

And yet Steve Mather and the others did foresee these things. At least they foresaw enough of the picture and clearly enough so that the policies they laid down then, many of them, remain with some modification the policies of today. Their plans were almost unbelievably farsighted. For an example of this we have only to look at the road system in Yellowstone. That basic road plan, laid out so many years ago, is still to a large extent unchanged today. This is only one example. There are many others.

We can only hope that we can do nearly as well. The year 2000 seems remote indeed to all of us in this room, a long way off--more than 40 years. I'm afraid that not many of us will be here to see it. But remember that when those early pioneers of the Service did their planning the year 1959 was more than 40 years away. They had the vision and the foresight to make plans then that would stand up through the test of time. It is up to us to try to do the same.

Yet this sort of long-range planning and thinking is considerably more difficult today than it was for our gifted predecessors back there in 1916. There were changes ahead then, too, that they could do little more than guess at. There was no way for them to know definitely how many millions of families would own automobiles and use them; how many super-highways would crisscross America; how many airliners would be carrying people from here to there every day. But at least there were <u>some</u> indications on which to base plans and predictions.

Today new developments in transportation, new travel trends, are coming into being so rapidly that often we have little or no advance notice. We are in the age of big and rapid change--with sputniks circling about the earth and space travel just a step away--and we have a great deal more margin for error in our planning because these new things come on overnight--not gradually over a period of years.

So then how are we going to plan for the Park Service of the future? And what will the Park System of the future be like?

As to that second question, as I have already told you at the outset of this conference, I believe that we are coming into a period of considerable expansion. It is my prediction that in a period of not more than 15 years the size of the National Park System--at least the total number of areas--will be double that of today. I may be getting far out on a limb with that prediction. I won't be around, at least in the Service, to see it. I'll be retired by then. But I believe that is what is coming. I think we're in for a big expansion in the number of areas and it will be the last big expansion that we ever will be able to have to round out the National Park System. I think it is up to us at the

present time to lay plans on that basis. It will be too late to do our planning for such a system 10 or 15 years from now when the System already is in being.

I firmly believe that we are well on the way now toward rounding out a Park System that will serve this country well down through the ages. And I think that on the success of this undertaking depends to a large degree whether Americans of the future continue to be the kind of people they are today, and have been since the beginning of this country. Because we simply cannot have patriotism and good citizenship if we do not have in America a spiritual side, as well as a material side, of life. And our parks, our historic shrines, help to assure that. I am sure that something of this thought was what Steve Mather and Horace Albright and the other pioneers had in mind when they originated the Park Service. They were not setting land aside for the beauty of the scenery alone.

Now as we try to look ahead to the future of the parks in the year 2000 we are confronted with a most difficult task. What will the travel total be then? It could be almost anything. It's 60 million now. We are told that it will be 80 million or more by 1966. The number becomes astronomical if we follow that same proportion to the end of the century. I shudder to think how we could handle that many people. But it's possible. Anything is possible, the way America is growing and developing.

Our visitors in the year 2000 may be coming in on flying belts. The highway system of today may be entirely obsolete. We don't know. Maybe we'd want the roads to be obsolete, so that park visitors would arrive in some form of mass transportation and we would have some chance of controlling them. Certainly if travel should increase percentagewise in the next 40 years as it has in the past 40, and everybody wanted to come in with their own cars, I imagine we'd have to turn the Yosemite Valley into one big parking lot and there'd be little beauty left to look at.

Are some of the things we're doing now going to be obsolete before very long? I think they are. I think we should keep all our planning as flexible as possible. We talk about tramways into the parks and in the parks. I don't think we should ever build them up to peaks or down at the bottom of the Grand Canyon. But I'm not so sure that we won't require railroads, or tramways, or some form of mass transportation, in certain areas. I'm not so sure that the pendulum might not shift so that you would plan to bring in large crowds of people for short periods, and then take them back out again.

I want you to think about these things. You may think I'm entirely wrong, but I want you to think about them, seriously.

I'd like to have more people giving us the benefit of their thinking about where we are going from here. I wish that each one of you would go back to your areas and talk with your associates. I wish you would bring back to them the message of what we've done here, what the spirit has been, and try to stimulate their thinking, not only as to their everyday work, but particularly the kind of thinking that looks ahead into the future. I think that each unit, each area, each office has a duty to perform along that line.

Let us have your recommendations. You've made some here and I can assure you that they will be carefully studied and acted upon. We are not prone here to take recommendations lightly.

The theme of this meeting is teamwork. I want to say this about teamwork. I want to say that the National Park Service has done very well because we have a good team and we have worked together and produced. Let us keep it that way. Let us do everything possible to keep it that way. Meetings of this sort go a long way toward maintaining that spirit of working on a team, and we plan to have them as often as possible.

Now before closing I want to say just a word about the National Capital Parks. I have heard your words of praise here for the way the National Capital Parks people have treated you and helped you during your meeting here, and I just want to say that I second the motion. I think the National Park Service as a whole is known throughout the country for its ability to arrange things and to arrange them in an orderly and in a satisfactory way. Our dedications, our greetings to foreign visitors, and the care of people are well known--we're well known for that. But the toughest job in the country for that kind of work is the National Capital Parks. They do a superb job. They are a fine organization and I am proud that they are a part of the National Park Service team.

Well, now this meeting is over and you will be going home very soon. I hope you will remember, and think about, the things that I've said to you. As I have pointed out, we have a tremendous job ahead--a tremendous job of planning for the future and trying to be right. We have not yet really scratched the surface in putting across the story of the true values of the National Park concept, what the parks and historic places really mean to us as a Nation. We have only just begun. But people have begun to wake up to it. We have to take it from there and tell our story. And we've got to be ready for whatever the future holds for the National Parks.

These are tasks in which we need the help of every one of you. I am counting on you.

Resolution

The chief rangers, naturalists, historians and archeologists assembled in conference in Washington, March 16 to 20, 1959, wish to take this opportunity to express their gartitude to all of the many individuals who, by hard work, helped make the conference an outstanding success.

In particular, we wish to thank the general chairmen, J. M. Davis and R. F. Lee; the program committee, L. F. Cook, H. E. Kahler, R. B. Moore, J. E. Doerr, C. C. Newman and G. O. Fagerlund; the arrangements committee, A. F. Hanks, R. B. Alldredge, C. G. Fredine, R. W. Young, J. B. Dodd, D. O. Karraker; the tour coordinator, C. W. Heine; the special services coordinator, Sgt. Al Capasso; the management of the Raleigh Hotel, H. P. Gallaway and Jack Edgar in particular; the committee which made the ladies' trips interesting and enjoyable, Mrs. Grace Cook, Mrs. Jean Lee, Mrs. Marie Davis and Mrs. Nancy Doerr.

Thanks are extended to the staff of National Capital Parks, Superintendent Harry Thompson, Associate Superintendent Sutton Jett, Chief Park Naturalist Maurice Sullivan; and to the U.S. Park Police, to Chief Harold Stewart and to the officers who fed us and cleared our way so effectively. Among the organizations we wish to thank are: Government Services, Inc., The Ralke Company, and the Eastern National Park and Monument Association.

Resolution

Those assembled for the 1959 Chief Park Rangers and Interpreters Conference wish to express sincere appreciation to Director Conrad L. Wirth, for making this conference possible.

We feel confident that each participating member has received great benefit from the conference and that we will return to our areas filled with the spirit of teamwork and mutual understanding to better serve the park visitor.

We hope that it will be possible to schedule such meetings at regular intervals.

The following letters were written by Mr. Wirth to those who helped and were responsible for the success of the conference.

March 27, 1959

Memorandum

To: Assistant Secretary Ernst

From: Director, National Park Service

Subject: Your Participation at the Conference of Chief Park Rangers, Naturalists, Historians and Archeologists

All of the members of the Conference greatly appreciated the remarks you made at the closing session on March 20. Your talk was a fitting climax to this very successful Conference. Please accept my personal thanks for your participation.

(SGD) CONRAD L. WIRTH

Conrad L. Wirth
Director

March 27, 1959

His Excellency
Senor Don Jose M. de Areilza
Ambassador of Spain
2700 Fifteenth Street, N. W.
Washington, D. C.

Dear Mr. Ambassador:

It was most kind of you to permit the National Park Service party to tour your Embassy residence on Thursday afternoon, March 19, and I wish to express my sincere appreciation for your gracious courtesy and hospitality.

Those in the party included wives of our chief park rangers, chief park naturalists, and chief park historians from National Park areas throughout the United States, who were conferring in Washington last week, and also wives of Service officials here and some women employees.

All of them enjoyed the tour very much. Some of the out-of-town women never had had the opportunity to visit an embassy, so for them it was an especially noteworthy experience. Those who made the tour as well as our Chief of Interpretation Ronald F. Lee and our Chief of Ranger Activities John M. Davis join me in thanking you most sincerely.

Would you also please convey our deep appreciation to Senor Luis Bolin who made the arrangements with you, and to Senor Duce, who so ably conducted the tour.

The National Park Service already is greatly indebted to you and your Country for the donation of rare Spanish arms for display at Castillo de San Marcos and for your other evidences of interest in areas of the National Park System. For these and for your latest kindness we are and shall continue to be most grateful.

Sincerely yours,

(SGD) CONRAD L. WIRTH

Director

March 27, 1959

Hon. Wayne N. Aspinall
House of Representatives
Washington, D. C.

Dear Wayne:

We greatly appreciated your and Mrs. Aspinall's coming to the dinner in honor of the Chief Park Rangers, Naturalists, Historians and Archeologists of the National Park Service. Your being there and your fine remarks helped make the occasion a great success. Never before have I had such excellent help at the head table.

Sincerely yours,

(SGD) CONRAD L. WIRTH

Conrad L. Wirth
Director

March 27, 1959

Hon. John P. Saylor
House of Representatives
Washington, D. C.

Dear John:

I don't know when I have enjoyed the job of being toastmaster at a dinner as much as I did when we gathered at the Raleigh Hotel to toast the Chief Park Rangers, Interpreters, Historians, and Archeologists of the National Park Service. The reason was that I had such fine backing at the head table. Your being there and the fine remarks you made were greatly appreciated by all who attended. Please accept my personal thanks for your participation.

Sincerely yours,

(SGD) CONRAD L. WIRTH

Conrad L. Wirth
Director

March 25, 1959

Dear General Grant:

I wish to take this opportunity to express to you on behalf of the National Park Service, and especially the visiting Rangers, Naturalists and Historians, our appreciation for the very generous and well arranged social hour that you extended to us on March 18. We all enjoyed it very much. It crowned a very fine day's visit to areas in National Capital Parks.

We are all grateful to Government Services, Inc. for this courtesy.

Sincerely yours,

(SGD) CONRAD L. WIRTH

Conrad L. Wirth
Director

Maj. Gen. U. S. Grant, 3rd
President, Government Services, Inc.
1135 21st Street, N. W.
Washington, D. C.

March 26, 1959

Mr. Harry T. Thompson, Superintendent
National Capital Parks
Department of the Interior
Washington 25, D. C.

Dear Harry:

I have heard many very inspiring and pleasant statements about the way in which your office and staff pitched in and helped so wonderfully with the meeting of the Rangers, Naturalists, and Historians, during the week of March 16. The trips through the Parks, the part that Chief Stewart's organization played, your Naturalists, etc. was excellent, and I know that the way it was handled created a strong bond between your organization and the other organizations of the National Park System.

Also, I couldn't help but notice that Chief Ranger Tom Norris, of Mammoth Cave, in making his final verbal report before the crowd on Friday, March 20, in complimenting and thanking you and your staff, referred to the Park Police as the "Rangers in Blue." I thought that was very good; it shows a feeling of brotherhood between our protection forces even though they wear a different uniform.

I wish you would pass on to all of those who had any part in this meeting our sincere thanks. Please extend to Chief Stewart and his staff our thanks for their efforts and the courteous way in which they not only helped with the Rangers, Naturalists and Historians, but with their lovely wives.

Sincerely yours,

(SGD) CONRAD L. WIRTH

Conrad L. Wirth
Director

March 25, 1959

Dear John:

This is just a little note to congratulate you and your entire staff for an excellent meeting, and bringing together the Rangers, Naturalists, and Historians in such a fine way and in the true spirit of the National Park Service.

I have not heard a single complaint. In fact, everybody has been high in their praise of the way the meeting was conducted and the values they received.

Again, congratulations to you and your entire staff.

Sincerely yours,

(SGD) Connie

Conrad L. Wirth
Director

Mr. John M. Davis
Chief of Ranger Activities
National Park Service
Department of the Interior
Washington 25, D. C.

March 25, 1959

Dear Ronnie:

This is just a little note to congratulate you and your entire staff for an excellent meeting, and bringing together the Rangers, Naturalists, and Historians in such a fine way and in the true spirit of the National Park Service.

I have not heard a single complaint. In fact, everybody has been high in their praise of the way the meeting was conducted and the values they received.

Again, congratulations to you and your entire staff.

Sincerely yours,

/s/Conrad L. Wirth
Conrad L. Wirth
Director

Mr. R. F. Lee
Chief, Division of Interpretation
National Park Service
Department of the Interior
Washington 25, D. C.

CONFERENCE COMMITTEES

	DIVISION OF RANGER ACTIVITIES	DIVISION OF INTERPRETATION
General Chairmen	J. M. Davis	R. F. Lee
Program	L. F. Cook R. B. Moore C. C. Newman	H. E. Kahler J. E. Doerr G. O. Fagerlund
Arrangements	A. F. Hanks R. B. Aldredge J. B. Dodd	C. G. Fredine R. W. Young D. O. Karraker
Joint Tour Coordinator	C. W. Heine, National Capital Parks	
Special Services	Sgt. A. Capasso, National Capital Parks Police	
Hotel Arrangements	H. P. Gallaway, Manager, Raleigh Hotel	
Standing Committee	Recorders	
	R. L. Holder L. F. McClanahan D. G. Warnock	J. W. Corson V. C. Gilbert

LADIES' COMMITTEE

Division of Ranger Activities	Division of Interpretation
Mrs. Grace Cook - Chairman	Mrs. Jean Lee
Mrs. Marie Davis	Mrs. Nancy Doerr

FIELD PERSONNEL ATTENDING CONFERENCE

REGION ONE

Park	Ranger Activities	Interpretation
Blue Ridge Parkway	J. L. Volz	D. H. Robinson
Cape Hatteras NSRA	G. P. Hultman	W. V. Watson
Castillo de San Marcos NM	--	Louis Arana
Chickamauga-Chattanooga NMP	D. E. Lee	R. L. Comstock
Colonial NHP	E. J. Kurtz	C. E. Hatch, Jr.
Cumberland Gap NHP	C. R. Stoddard	R. M. Stubbs
Everglades NP	R. O. Hart	E. T. Christensen
Fort Jefferson NM	--	--
Fort Sumter NM	--	H. J. Sheely, Jr.
Fredericksburg NMP	--	A. Dillahunty
Great Smoky Mountains NP	C. E. Johnson	A. Stupka
Hot Springs NP	W. D. McClanahan	--
Mammoth Cave NP	T. F. Norris	W. E. Dilley
Manassas NBP	--	L. V. Naisawald
Natchez Trace Parkway	J. B. Light	D. A. Phelps
Ocmulgee NM	--	--
Petersburg NMP	--	T. J. Harrison
San Juan NHS	--	--
Shenandoah NP	K. T. Gilbert	E. Ray Schaffner
Vicksburg NMP	--	A. W. Banton, Jr.
Virgin Island NHS	V. J. Mrazek	--
Region One Office	Fred H. Arnold	J. C. Harrington J. W. Holland M. E. Beatty A. C. Manucy

REGION TWO

Badlands NM	J. W. Godbolt	J. J. Palmer
Colorado NM	R. McIntyre	--
Custer Battlefield NM	--	D. Richey
Dinosaur NM	O. T. Dick	D. L. Hamilton
Glacier NP	H. G. Bender	F. M. Elmore
Grand Teton NP	R. E. Dickenson	M. K. Potts
Jefferson NEMem.	--	C. L. Johnson
Mount Rushmore NMem.	D. Spaulding	R. A. Apple
Rocky Mountain NP	H. R. During	W. W. Bryant
Theodore Roosevelt NMemP	R. J. Murphy	--
Wind Cave NP	J. E. Suter	--
Yellowstone NP	O. M. Brown	D. L. Condon
Devils Tower NM	Ted Hackett	--
Region Two Office	Frank Childs M. Barrows E. K. Field	H. R. Gregg E. C. Alberts N. J. Mattes

REGION THREE

Park	Ranger Activities	Interpretation
Banderlier NM	Von der Lippe	--
Big Bend NP	M. E. Fitch	H. J. Broderick
Bryce Canyon NP	S. E. Broman	W. B. Alcorn
Carlsbad Caverns NP	T. F. Ela	P. F. Spangle
Gila Pueblo - SW Archeological Center	--	L. E. Jackson
Grand Canyon NP & NM	A. L. Coffin	P. E. Schulz
Lake Mead NRA	S. J. Keefe	M. B. Ingham
Mesa Verde NP	J. J. Wade	Mrs. Jean Pinkley
Organ Pipe Cactus NM	J. T. Mullady	--
Petrified Forest NM	--	P. F. Van Cleave
Platt NP	Lonnie Shaffer	--
Zion NP	J. B. Felton	C. E. Jepson
Region Three Office	W. C. James	E. K. Reed
	S. T. Carlson	

REGION FOUR

Coulee Dam NRA	A. G. Holmes	--
Crater Lake NP	J. M. Broadbent	--
Death Valley NM	W. W. Danielson	W. C. Bullard, Jr.
Hawaii NP	De L. Stevens	--
Joshua Tree NM	H. L. Earenfight	B. Black
Lassen Volcanic NP	M. E. Stitt	R. G. Prasil
Mount McKinley NP	E. W. Bohlin	N. J. Reid
Mount Rainier NP	K. R. Ashley	V. R. Bender
Olympic NP	S. J. McComas	G. D. Gallison
Sequoia & Kings Canyon NPs	L. W. Hallock	H. B. Robinson
Yosemite - Devils Postpile	E. N. Fladmark	D. H. Hubbard
Region Four Office	M. E. Thede	B. T. Gale
	J. M. Mahoney	J. A. Hussey
		J. W. Jenkins

REGION FIVE

Acadia NP	G. G. Bruce	P. Favour
Gettysburg NMP	--	F. H. Tilberg
Harpers Ferry NM	J. F. Davenport	H. H. Kissling
Hopewell Village NHS	--	R. D. Ronsheim
Independence NHP	M. J. Reilly	D. C. Kurjack
Isle Royale NP	B. F. Zerby	R. M. Linn
Morristown NHP	A. Kraus	W. E. Hugins, Jr.
Roosevelt-Vanderbilt NHS	G. W. Calhoun	--
Saratoga NHP	--	J. F. Luzader
Statue of Liberty Areas	L. J. Hafner	T. M. Pitkin
Region Five Office	W. L. Savage	M. H. Nelligan
		F. Barnes
		R. H. Rose

CHIEF PARK RANGERS' AND INTERPRETERS' CONFERENCE

Part Two – Chief Park Rangers' Sessions

Washington, D.C.

March 16 – 20, 1959

UNITED STATES
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

Monday Afternoon - Ranger Activities

Opening Statement
by John M. Davis

This Conference of Chief Rangers has real significance in the history of the National Park Service. There have been two previous conferences of Chief Rangers, one held in 1926 and the other in 1947. However, this is the first time that every area in the National Park System having a position of Chief Ranger has been represented at such a meeting. It is also the first time that a Chief Rangers' Conference has been held since the functions that Park Rangers perform has been given Division status in the Service's organizational structure. These two significant accomplishments mark the beginning of a new period in Service history as it relates to Park Rangers, and the work they perform in protecting the parks and the scenic, scientific and historical values they contain and in protecting and serving the visitors who use them.

These developments which have been talked and dreamed about for many years are now a reality. They open a new horizon of opportunity for Park Rangers, Foresters, Wildlife Biologists and others in the Division of Ranger Activities at every level of Service operation to better serve the people of the country. They also greatly improve competative career opportunities for everyone in this fundamentally important work. The extent we succeed in taking advantage of these opportunities depends upon the effort that everyone in this room is willing to make.

Larry Cook, Allyn Hanks, Jack Dodd, Bob Moore, Coleman Newman, Rendel Alldredge, Departmental Trainees, Dick McClanahan and Doug Warnock, our Secretaries, Mrs. Licklider, Mrs. Collier and Mrs. Burch, and many many others including you men from the field and regional offices have all worked hard to make this Conference a successful one and to make arrangements for social activities for you and your wives. The National Capital Parks and the U. S. Park Police, who are a part of this splendid Service organization, have also gone "all out" in their effort to make it a success as you will later discover.

Many other people just too numerous to mention have also contributed materially and last but certainly not least this Conference could not have been held without the wholehearted support and backing of Director Wirth.

Our meetings and discussions will be entirely informal. We want all of you to participate and feel free to do so. With these few introductory remarks lets get under way and make it worth much more than the expense and effort that has gone into it to make it possible.

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Purpose and Objectives of Division of Ranger Activities

Introduction

(by J. Leonard Volz, Chief Park Ranger - Moderator)
Blue Ridge Parkway

The panel was instructed to present this topic from the standpoint of what is needed, wanted and expected of the Division of Ranger Activities at the Park level, within the Regional Offices, and in the Washington Office. There are things that are needed and expected at all of these levels. Before elaborating upon them, we should recognize that we already have gained much in providing better protection services in the parks. The Division of Ranger Activities has been launched. The new ship is afloat and headed on the right course, but the crew is still greatly undermanned. The fact that we have full recognition as a division is very heartening to field personnel.

What is most Urgently Needed and Wanted by the Division of Ranger Activities in the Parks

(by E. N. Fladmark, Chief Park Ranger, Yosemite)

The Washington and Regional Offices have done an outstanding job in providing the field areas with the things we need. This is clearly evident when we think back to what we had to work with ten years ago and compare this with what we have now. However, in spite of the best efforts of these offices the workload has increased more rapidly than the facilities. Our Washington and Regional Offices are well aware of these needs I am sure because they are continuing their vigorous efforts to provide what we need.

Briefly stated, the needs and wants of the Division of Ranger Activities at the field level are staffing, quarters, equipment and supplies to adequately protect and direct the visitor and to protect the area from damage. Also we need standards of operation so that procedure will be as nearly consistent as possible in all areas.

The most important of these needs is adequate staffing. It is a well-known fact that staffing of ranger divisions has not kept up with the heavy demand for service which has been built up by rapidly increasing travel. Also, protection of the areas is not what it should be because of this extremely heavy use and lack of protection manpower.

Our permanent ranger staffs must be sufficient to protect both visitors and the areas in off seasons. It must be sufficient to provide overhead for training and supervision of seasonal personnel, and it must be large enough to assure continuity of operations through periods of heavy and light use.

Although travel to many of our areas is year-round, there are nevertheless heavy and light travel seasons. Permanent staffs must be augmented by a seasonal staff during periods of heavy use. During these periods of heavy use, entrance stations and other protection jobs must be continued around the clock. Also the need for back country protection increases during summer months and this phase of our work needs to be strengthened in all areas having back country. By contacting visitors and giving them proper information many rescues and searches can be prevented and the visitors' enjoyment and appreciation can be increased. Also, the area can be protected by simply helping the visitor use the park properly. Many more seasonal positions are urgently needed as the number of seasonals we are now able to employ are far inadequate to handle the workloads.

Hand in hand with the urgent need of increased staffing is the problem of housing for these people. Quarters for permanent staff should be located as near as possible to their greatest workload. This makes for economy of time and economy of transportation. For seasonal personnel, we urgently need mobile quarters. Areas of heavy workloads are in themselves seasonal in many cases, in other words they vary from point to point. Therefore, mobile quarters are needed so that the seasonal man can be near his job and eliminate the need for costly transportation and waste of time in travel. Also there are occasions where mobile seasonal quarters could be used in more than one park area.

For the park ranger to be effective he must have as good transportation as the visitor. Under our present system an automobile is almost as important as the man himself. In other cases the ranger must have a good boat or a horse and the gear that goes with this mode of transportation. It is important that any method of transportation used be efficient, well kept and up-to-date. This not only makes for a better operation but wins public respect.

Communications are needed in many areas although great strides have been made in radio communication. The benefits of good communication are almost too obvious to mention. However, we might mention such things as the saving of time, saving of property, saving of life or prevention of injury.

In many cases we have an urgent need for protection supplies. Items used in mountain climbing, training and rescue for instance are costly and must be replaced frequently, as we cannot afford to take chances with this type of material. Supplies for law enforcement work are another example of items that are costly and must be kept on hand if we are to do a good job.

Another need which we want in the field is adequate on-the job training to assure efficient and safe performance of the field protection job. We need visual aids such as films and charts

to help us in our training. Producing these items requires special skills and knowledge as well as time and few field areas are equipped to produce such aids by themselves. In order to carry on a good training program we also need funds for supplies such as are needed for law enforcement training and mountain climbing.

In some of our protection jobs we need standards to assure consistent procedure in all areas. Some examples where standards are desirable are:

How strictly should we enforce bear feeding? Some of us are severe and others not. Perhaps this is not enforceable and we should simply warn people of the risk involved.

When should park entrance fees be waived? I believe we all waive fees for landowners but how about the landowners' relatives? Relatives of park employees?

It might be well to standardize patrol car equipment. Cars in some areas are equipped for almost any emergency; in others they are not well equipped.

How much road patrol should we provide?

Should we set up a maximum age limit for seasonal rangers? It seems we should set a limit below 70 for a number of reasons.

These are just a few cases where it would be well to have some over-all standards.

The field areas must help the Washington and Regional Offices to fill these needs. We must give them strong factual justification which they in turn can use. These justifications should be included in our estimates and in special reports. We must take the time to state our problems clearly.

When people from these offices visit the field areas we must show them as much of the field operation as possible. We should make some notes prior to such visits so that we can cover the important matters and omit trivial things.

We should make every effort to give these men all the information they will need in their efforts to help the field areas. When as a result of their knowledge of many field areas these men make over-all recommendations, we should do our best to accept and practice the procedures they recommend.

What is Most Urgently Wanted and Expected of Division of Ranger Activities in the Regions?

(by C. E. Johnson, Chief Ranger, Great Smoky Mountains National Park)

It is necessary that this subject be considered only after we all hold a mutual understanding of the functions and responsibilities assigned to the Regional Office, the Division of Ranger Activities, and area Superintendents. These are set forth in the Departmental Manual.

In order that a broad sample of field opinions might be secured, all Chief Rangers were requested to comment on the topic prior to preparation of the discussion material. Response was excellent, and many worthwhile suggestions were received. Many suggestions were identical, or contained basically similar ideas, which made it readily apparent that uniformity of thinking prevailed throughout the field areas. It also became obvious that two distinct and separate lines of action were being considered. One of these can easily be defined, or placed into the category of tangible assistance, i.e., "wanted". The other is more intangible, involving the human element and personal characteristics of those who are to be selected to occupy the positions on the Regional Director's staff, i. e., "expected".

It soon became apparent that a strong feeling permeated the field in regard to the desired relationship between the field and the Regional Staffs. This may be summed up by stating; "the Regional Staff's primary purpose should be to assist the field areas in solution of their operational problems, and to advise the Regional Director in matters pertaining to these matters".

The following summary of suggestions and comments were received and are presented for consideration:

I. What is expected from those who are selected to staff the Regional positions?

1. An intimate knowledge of ranger personnel and all areas included within the respective region. Such knowledge can only be acquired by personal visitation of all areas on regularly scheduled inspections of adequate duration.

2. The Regional Chief of Ranger Activities should function on a responsibility level with all other Divisions within the Regional Office staff.

3. Strong leadership, initiative, and the ability to promote harmonious working relationship between other divisions.

4. Incumbents should have a proven career background of administrative experience and professional ability. Such experience should have been acquired by varied assignments within the fields of ranger activities.

5. The Regional Chief of Ranger Activities should be assigned clearly defined responsibility for all phases of administration which fall within the scope of his position description. All procedures involving joint Divisional action or administration should be clarified and resolved to the advantage of the Service.

6. All phases of Ranger Activity coordinated on a region-wide basis, with inter-regional exchange of information at the regional level, and adequate dissemination of such information to the field.

II. <u>What is most urgently wanted of the Division of Ranger Activities at the Regional Office level:</u>

1. Establish Service-wide standards and policies for:

   a. Ranger performance and evaluation.
   b. Methods of ascertaining numerical visitor travel and use, and evaluating its impact upon:

      1. Physical features of the area.
      2. Area staffing requirements.

   c. Wildlife conservation and management.
   d. Individual area evaluation of Forest Fire Protection requirements, <u>based upon a uniform Service-wide method of determing normal risk and hazard.</u>
   e. Safety policies and requirements, as applied to both private and Government-owned operations.
   f. Law enforcement.
   g. Evaluation of candidates nominated for promotion and lateral transfer within the limitations of the Service Promotional Policy.

   h. Training.

      1. On job
      2. Conference

i. Uniform

1. Appearance
2. Suitability

2. Furnish advice and assistance, with emphasis to areas having limited staffs, in such matters as:

a. Budget estimates and justification.
b. Professional assistance in forestry and wildlife problems.
c. Analysis of protection and public use problems as related to staffing requirements, and administration.
d. Assist in training conferences.

3. Establish and maintain a clear-cut delineation of administration in the field of wildlife conservation and protection, within the scope of responsibility assigned by the Director.

4. Review and advise both field and Regional Director on all proposed additions or deletions to General Rules and Regulations, or Special Regulations, which might affect Ranger Activities.

5. Active participation at the Regional level in the review and approval of design, location, and proposed functions of public use facilities being programmed in the field, if involving Ranger Activities.

6. Assistance in uniform interpretation and application of administrative policies and procedures by field areas.

7. Sponsor, program, and carry out a series of regional training conferences, based upon all elements of the Ranger's duties.

8. Assist and advise the Regional Director in region-wide adjustment of fund allocations, when reductions, based on estimates, are necessary due to reduction in funds allocated to the region.

9. Review and evaluate the present list of reports submitted to the various Divisions in the Regional and Washington Office. In some instances, it would appear to be duplicate information, and that a consolidated type of report could suffice.

10. Establish and maintain a "lending library" of training kits, films, literature, etc., for loan to areas conducting periodic training programs. Various phases of ranger duties should be included.

11. Retain a small contingency reserve in the Regional Office to finance travel expenses incurred by personnel detailed to other areas to assist in In-Service training.

    Small areas are often seriously handicapped in conducting In-Service training, due to limited personnel and funds. There are many competent instructors in other areas who could be detailed to assist, provided funds were available.

12. Review and establish Service-wide standards for descriptive terms used as a basis to determine "point values" in Position Classification Standards, Park Ranger Series. For example: Law enforcement, forest conservation, and public safety.

What is most urgently wanted and expected of Division of Ranger Activities in the Washington Office

(by H. Gordon Bender, Chief Park Ranger, Glacier National Park)

Chief Park Ranger C. E. Johnson of Great Smoky Mountains National Park has very well introduced the subject under his topic by pointing out the need for mutual understanding of the functions and responsibilities of the Division of Ranger Activities as set forth in the Departmental Manual. The following is a summary of suggestions and comments supplied by a number of other Chief Park Rangers with whom I have had correspondence on this subject, as well as from those of Glacier's Division of Ranger Activities.

1. The Washington Office of the Division to serve as a clearing house for the collection and dissemination of information on new ideas, techniques, and developments which might be of assistance to the field such as:

    a. Protection services to the park visitor - rescue, boating, evacuation, search, equipment, etc.

    b. Techniques and methods in encouraging compliance with park rules and regulations by the park visitor.

    c. Fire pre-suppression and suppression - forest and structural.

2. The Washington Office to coordinate and exchange training media for use of field areas. Setup a file of sources for specialized equipment, training films, training methods, lesson plans, etc.

3. A committee to be appointed within the Division to review and determine need for amendments of some of the report forms. In particular, an early and needed review is suggested on Form 91a, Motor Vehicles and Form 10-403, Report of Personal Injury.

4. It has been suggested that the WASO Division of Ranger Activities publish monthly or bi-monthly mimeographed 'news sheets' containing matters of interest to all Park Rangers.

5. Greater efforts be made at the Washington Office level on a recruiting program similar to that of the U. S. Forest Service. Working with the Civil Service Commission, perhaps more emphasis can be placed on background of education and experience for employment of permanent Rangers rather than strictly on the FSEE. Quite a few well-qualified men are lost through their inability to pass the FSEE. In this connection, I suggest that wider publicity be given to Ranger work as a career in order to interest more in becoming acquainted with the aims and purposes of the Service.

It is my belief that the standards now set for seasonal Park Rangers can be lowered, in order to tap the large source of college students who are interested in seasonal employment as well as a career with the NPS. At present, standards are such that a too large majority of seasonal Park Rangers are school teachers which represents primarily only those who can meet the standards. The second year forestry student without experience cannot compete.

Why not employ college girls with a minimum education of two years of college as members of the Ranger Division for duty at Information Stations, Visitor Centers and Entrance Checking Stations.

6. Suggest that the Washington Office, all divisions, consult the field areas before setting up some of the policies, amendments, etc., particularly those related to Ranger Activities and responsibilities. An example, is the present project of the Uniform Task Committee. The changes in the uniform wear which will become a part of the Uniform Regulations should first be sent to the field areas for comment.

Other bureaus and agencies of the Federal Government have certain uniform requirements. Information and data from these sources could well be studied in connection with amendments to our Uniform regulations.

Another example is the 'Permit to Carry Firearms'. The emphasis in this case is the permit to carry a gun; whereas, in my opinion, the emphasis should be on identifying the card holder as a member of the National Park Service. Often minor infractions and violations need attention when employee is in civilian clothes or off duty. A simple but concise Identification Card can be used with a minimum of time and embarrassment and it is good public relations approach with a park visitor.

7. Step up the inspections of the field Division of Rangers Activities by personnel from the Washington Office. Often times members of the Washington Office are in the field to assist in or observe fire training sessions; another two or three days could be well spent in on-the-ground review of the operation, management and needs of the Ranger Division in an area. This suggestion is also applicable to Ranger Division officers on the Regional level.

8. Continue efforts to secure legislation in order to conduct searches and rescues on an emergency appropriation basis as we presently do on a going forest fire.

9. It is considered highly desirable and necessary that the Washington Office, Division of Ranger Activities, step up plans for improving our relations with the following:

   1. Fish and Wildlife Service.
   2. Bureau of Land Management.
   3. U. S. Forest Service
   4. Federal Bureau of Investigation.
   5. Office of Civil Defense Mobilization.

and other agencies and bureaus whose functions and responsibilities are similar to those of the National Park Service.

10. The Division of Ranger Activities at the Washington Office level should continue and even expand their efforts towards furnishing broad guidelines to the Regional and park levels or Ranger Activities. It has been suggested that an Administrative Manual be prepared covering the functions and responsibilities of the Division of Ranger Activities.

11. Last but not least, can we hope to strive for consistency, standardization, and application of policies and procedures throughout our System. As Len Volz has pointed out, different areas approach the matter of feeding bears in many different ways; a violator in one area may receive a mild warning, another

may be cited to appear before a U. S. Commissioner. A Ranger transferred from one area to another in order to do a good job must learn and know the policy of the new area to which he has been assigned. This often represents variance in many respects to these policies he has learned in one or more other areas.

Summary
(by J. Leonard Volz)

We want to see the division fully staffed to do the tremendous protection job that lies ahead at all of its levels. This crew must necessarily be composed, throughout, of people experienced in the field of Ranger Activities, because we are going to expect them to energetically and intelligently guide and coordinate these important activities throughout the Service.

All of us, including personnel of the Division of Ranger Activities, have gained much by the things that MISSION 66 has provided. The rocket that was launched is well on its way and we certainly don't want to see its speed lessened. It is felt, however, that the pay load was incomplete so it isn't a matter of the firing of a second stage of the same rocket, but the firing of a new one in which the things that were not possible to include in the first be carried. Briefly, they are the material things that we so urgently need to accomplish the protection job in the field. As Mr. Fladmark pointed out, they are the staffing, quarters, equipment and supplies to adequately protect and direct the visitor and to protect our areas from damage.

From our top administrators in this new Division, we expect intelligent and forceful leadership by thoroughly experienced personnel, the establishment of well-defined and high standards for protection accomplishments, and consistent policies and procedures to assure uniformity of performance throughout the Service. We truly expect this new Division to be completely accepted as such and that it be adequately staffed so it may rise above routine accomplishments and rapidly put forth the progressive things that are urgently needed in the field. These include manuals and effective training aids. We expect Regional and Washington Office staff members to become very intimately acquainted with the various protection problems within the parks. They should also be well acquainted with the field protection personnel, their capabilities and potentials, as we expect them to be consulted in personnel management matters as they pertain to protection personnel.

We, in the field, want to be progressive. We want protection services to keep pace with the material things MISSION 66 is providing so we may be certain our great areas are not only made available, but truly preserved for future generations.

Organization and Staffing of Ranger Activities
(by Coates, Dodd and Hanks)

Mr. Robert M. Coates, MISSION 66 Staff outlined the wide range in operational characteristics and needs of the parks comprising the System which precludes complete uniformity of both the physical structure and size of park staffs. As an aid to over-all management, the Service has established five Park Management Groups that are indicative of the varying degrees of complexity of park operations throughout the System. Each park is assigned to the group that most closely approximates its current and immediately foreseeable operational conditions. Based on the grouping there has been developed a park organization plan that includes five organizational patterns, as guides, that are consistent with the general needs of the groups and the degree or type of specialized assistance to be provided by the Regional Office. The objective of the Park Management Groups is to reduce the disparity between parks to a more comprehensible and manageable basis, to provide a greater degree of consistency, uniformity and economy of operation and to permit more specific delineation of responsibilities and relationships. Information on the composition of the groups and application of the organizational patterns is being prepared for release at an early date as Part 7 of the Organization Volume of the Administrative Manual.

Discussion of the staff relationship of the professional employee, such as a Forester or Biologist, to the local park protection organization.

Position of the Chief Ranger:

1. A line officer administratively responsible to the Superintendent. Has been delegated Ranger Activities functions of the park, which include park protection.

2. Protection organization may or may not do all protection work.

3. Responsible for seeing that resources are properly protected from park operations.

4. May be a "doer" or a "reviewer".

Chief Ranger has direct line authority over professional work of a Forester or other professional men on his staff.

A Forester on the Superintendent's staff has staff advisory responsibility. He is not usually operational, but if so, Chief Ranger may check to determine if resources are properly protected. The Forester may also review and advise from a professional standpoint the work of the Chief Ranger.

Foresters assigned to more than one park have the same relationship to the staffs of the individual parks as if they were assigned to only a single park. More people involved so cooperation is in order. Chief Rangers are still administratively responsible for protection functions of their respective parks.

Because the Chief Rangers have been delegated by the Superintendents the functional responsibility for all protection activities, it is their responsibility to determine that park resources are protected properly whether or not protective work is accomplished by personnel under their direct supervision.

Organization and staffing grows to meet the needs of park preservation and use. The elements of size, location, character and accessibility provide the pattern of development for human use and all elements can be measured or weighed against standards for protective services. Orderly and detailed analysis of these factors determines the scope of operations and results in a division of work that can be defended.

As a logical approach to a master plan for preservation and use the following guide can serve as a means for determining requirements and workload:

Visitor Safety and Services: Entrance and Information Stations, roads, walks and trails, campgrounds, concessions, water use, mountaineering, winter use, law enforcement and other.

Protection of Vegetative Resources: Fire control plans, grazing and browsing control, vegetation management, insect and disease control and other.

Protection and Management of Fish and Wildlife: Species and habitat conditions, population trends, competition, hunting and fishing, abnormal losses, human hazards, endangered species and other.

Protection of the Land: Soil and moisture problems, program objectives, procedures and practices, relation to watershed and other.

Protection of Structures and Objects: Features requiring protection, fire control plans, use and vandalism control plans and other.

Protection Organization needed to cover Field Activities: Permanent force by numbers, grades, districts and specialized duties, seasonal force requirements by activities, and other needs - housing, equipment, storage, communication, etc.

Master Plans
(by H. R. Stagner, Assistant Chief, MISSION 66 Staff)

The new Master Plan was discussed. The substance of this discussion will soon appear in full in a new edition of the Master Plan Handbook. The conferees are referred to the handbook for their review of this subject.

Chief Ranger's Responsibility for Planning and Programming
(Prepare estimates, justification and supervise allotments)
by
J. M. Davis, Chief, Division of Ranger Activities
and
C. P. Montgomery, Finance Officer

1. Most Park Rangers have a natural dislike for "paper work", but planning and programming, including budget and allotment programming is essential for effective discharge of Ranger activity responsibilities in the field.

2. Each specific phase of park protection, visitor services and protection requires careful planning and programming. Forest fire protection has been effective because plans, programs, responsibility and financing have been well thought out and reduced to a written plan and program. Similar plans needed for all other regular and emergency Ranger Activities, including administration and protection of the back country.

3. Identification of values to be protected, services to be provided, effects of use and controls, staff and operating funds required to protect and provide essential services basic to planning and programming.

4. Chief Park Ranger develop, reduce to writing, and present to park superintendent all staffing and operational needs for area Ranger Activities responsibilities such as:

Forest and structural fire prevention and control
Other forest protection, soil and moisture conservation, etc., programs.
Campground protection and control.
Wildlife and fish management and protection programs.
Entrance and information station operation.
Back-country management.
Training of seasonal and permanent protection employees.
Necessary operating expenses for all Ranger Activities.
Delegation and assignment of responsibilities (and authority to act on own initiative of Ranger staff.)
Emergency activities plans.
Visitor information control, and services activities.
Recommend a budget and allotment program for area protection.

5. Assist superintendent in preparation of those portions of area Master Plan concerned with protection and visitor services and review other plans and programs to assure superintendent that basic park and visitor values are conserved, managed and protected.

Conclusion

Much more active assumption of responsibility for and participation by Chief Park Rangers in: Master planning, preparation of annual estimates; supervision of allotment program of division; delegation of authority and responsibility within Division is needed.

Copies of fiscal material were furnished participants:

1. Appropriation structure of NPS.

2. Program of 1959 Fiscal Year estimates.

3. Sample of preliminary estimates.

4. Budget procedures (budget cycle).

March 17 - Ranger Activities - Tuesday Afternoon

General Chairman F. W. Childs, Regional Chief, Branch of Park Forest and Wildlife Protection, Region Two, opened the session by observing that it was 30 years ago that John D. Coffman became the Service's first professional protection staff representative. Much of the ground work for developments which have now resulted in the creation of the Division of Ranger Activities can be credited to his work.

Forest and Wildlife Protection

Introduction and Ground Rules for Discussion

(by J. B. Dodd, Asst. Chief, Branch of Park Forest and Wildlife Protection)

1. Discussion will involve a variety of more or less related subjects.

2. Some are of Service-wide concern, others may have only limited concern to some of you in your present assignment.

3. Staff responsibility for all these subjects in the Director's Office and Regional Offices in Branch of Park Forest and Wildlife Protection and in field areas line responsibility is that of the Park Ranger.

4. Conserving the scenery of natural and historic objects and the wildlife therein ***** for the benefit and enjoyment of future generations is a fundamental responsibility.

5. Despite technical guidance from others, such as Entomologists and Pathologists of Forest Experiment Stations or Foresters and Biologists of NPS--protection is your business in the parks.

6. Continual vigilance, observation, interorganization and interagency cooperative action necessary to fulfill our responsibilities.

7. Important that efficient and economical activation of plans be held to available budgets.

Forest Fire Control by the National Park Service
(by L. F. Cook)

Summary

During the past 30 years the record shows, by decades, that:

1. The number of lightning fires has increased and the number of larger lightning fires has also increased.

2. The number of man-caused fires has decreased during the last decade but the number of larger man-caused fires has not decreased materially.

3. An encouraging reduction in burned over forest land has been accomplished in each of the last two decades but the total burned over area has increased in recent years.

4. The cost of fire suppression has increased greatly during each decade.

Conclusions

Much has been accomplished in planning,programming and performance of protection of the parks from fire during the 30 years since in 1928 specific provision was made for this activity. Much still remains to be accomplished to adequately protect the parks.

The record has been affected by addition of many areas in the east and south which previously had no organized protection and little concern for fire. This problem has been largely overcome by intensive specific prevention efforts, but in the three western regions the numbers of fires has not declined.

The problem of the large fire is general - 40 areas have had one or more of the 339 Class D and E fires during the 30 years. The danger is accentuated by the very rarity of large fires - apathy and lack of experience combine to reduce alertness and preparedness. While forest area burned over has decreased, grass and brushland have increased. Experience on large fires is the best training but infrequency of such fires in parks makes this difficult.

Important that full advantage be taken of forecasts and preparedness provisions. That emergency presuppression funds be used conservatively but full advantage be taken of their availability when needed.

Follow-up of initial attack by reserves important - don't let it be too little or too late. Communication is important. Use of the organized Southwestern Firefighters may be good economy if a large fire exists.

Planned scheduling of on duty time of fire control organization should reduce claims for augmented overtime.

Training, organization and preparedness are important in reducing burned area, cost, and especially in continuing our excellent safety record.

The record for the next decade can be markedly improved by a specific review of past experiences and concentrating on prevention of recurrences of past ineffective prevention, preparedness or control actions.

Forest Insect and Disease Control
(by S. T. Carlson, Forester, Region Three Office)

Vegetation protection from insects and disease is the joint responsibility of Park Rangers and professional specialists. Park Rangers have both an administrative and technical responsibility. Forest pest control is the combination of all actions necessary to protect park vegetation from outbreaks of insects and disease.

As park resource managers normal silvicultural procedures are not ordinarily permissible. No "inferior" native vegetation species are recognized. We do not altar the composition by burning, thinning or removal of "high risk" trees. Normal population of insects and diseases are expected to exist.

The Service is young in experience and we have not developed rigid protection policies, but consulting entomologists and pathologists say we have a sound and workable policy. However, they also agree some species have not received professional attention to determine effective controls.

Goals or objective need to be defined in the Master Plan for each area.

Financing of insect and disease control principally through accounts 120 and 820 but may be through subaccounts 223.1E and 223.1F. Funds for forest insect and disease control, including white pine blister rust control are obtained by transfer of funds from the Department of Agriculture. Shade and ornamental tree control of pests may not be financed from FPC.

NPS responsibility in control depends on the Park Ranger for:

1. Prevention of development in management and protection operation.

2. Detection and reporting of new outbreaks and surveillance of existing situations.

3. Work cooperatively with specialists who have technical responsibilities.

4. Prepare working plans and estimates for control; supervise control operations and prepare completion reports.

5. Work cooperatively with adjacent agencies in mutual protection.

Control work proposed must be in conformity with NPS policy and must meet technical requirement for controlling the pest.

Interested park personnel, concession employees and visitors should be informed of objective, plan and procedure if program controversial.

NPS has sole responsibility for determing necessity for control in park areas, but four other agencies may have cooperative technical responsibilities. These are:

1. U. S. Forest Service in detection surveys following NPS initial detection; appraisal of significance; affect on values; research and recommendation of control methods; technical services in control; evaluate of suppression work.

2. Fish and Wildlife Service evaluates adverse effects on domestic animals and wildlife. The Public Health Service evaluates affects on human beings and food.

3. Agricultural Research Service is responsible for quarantine and research work on control of non-forest pests.

Probably 100 chemicals effective for pest controls as deterrents or poisons. Use of specific poisonous chemicals requires Director's approval. Research and consulting specialists should be made aware of Service limitations on use.

Practical control methods for certain pests not established yet but we are receiving excellent cooperation from specialists in other agencies.

Recommendation

1. Service forest pest control policies and financing need to be spelled out in more detail in the Administrative Manual, and the role of cooperating agencies in technical services and research should be included.

2. Research needs of the Service relating to forest pests should be presented to the proper agencies.

Grazing and Range Management
(by Maynard B. Barrows, Forester)

I. General Policy

The policy of the National Park Service is to hold grazing of domestic stock to a minimum and eventually eliminate it from national parks and all other areas administered by it, except for reasonable use of saddle and pack stock necessary for proper use and enjoyment of these areas, and excepting certain historical and parkway areas wherein livestock may have historical and scenic significance and aid in retaining open areas, and those portions of national recreation areas where grazing does not interfere with recreation use.

A. Reduce and eventually eliminate grazing.

1. Exceptions

a. Saddle and pack horse use.
b. Historical and scenic significance.
c. National Recreation Areas.

II. Grazing Problem - Specific to Each Area

A. Careful planning necessary.
B. Management - 85% to 90% public relations.
C. District Ranger.

1. Current knowledge of each permittee's operations.
2. Joint inspections with permittees.
3. Cooperation with Forest Service, Bureau of Land Management, etc.

D. Technical information on range use.

1. Use other agencies, colleges, ranchers, etc.
2. Ranger needs general but not expert knowledge.

E. Range improvements.

1. Should be installed and maintained by the Service.

F. Reduction and elimination of grazing requires financial support.

III. Grazing Control at Grand Teton

A. Reduced from 83,000 acres to 14,000 acres.
B. Maximum preferences - 20 permittees, 3,940 animals, and 13,408 AUMs.
C. Pasture grazing under fence and roadside fences have reduced open range use to 1,495 animals or 62%, and 3,129 AUMs or 72%

IV. Recommendation

Carefully plan reduction and elimination of grazing through fencing, pasture irrigation, land acquisition, allotment adjustment, shorter seasonal use, and obtain necessary personnel. Get plan approved by proper authority. Concentrate on obtaining necessary funds. Give priority to elimination of open range use on most important parts of area.

Soil and Moisture Conservation
(by R. B. Moore)

1. Policy

a. Avoid any control of normal erosive forces that are responsible for natural features - Bryce Canyon, etc.

b. Prevent and control accelerated types of erosion that are destroying park values and facilities. Eliminate cause and correct condition where practical. Good example - correction of erosion condition in old road on Bryce Plateau - not normal.

2. Program

a. Projects financed from Soil and Moisture funds normally restricted to correction of conditions brought about by nonconforming uses usually occurring

prior to establishment. Causes must be eliminated or controlled, but cost of control not normally financed from Soil and Moisture - this is management responsibility.

b. Also correction of conditions brought about by construction, maintenance or development should be financed from funds other than Soil and Moisture Conservation. Unusually large projects, involving destruction of facilities as well as park values are beyond the scope of Soil and Moisture Conservation and should be financed by construction funds.

c. Financing under the program lagging behind a 20-year plan 1956 to 1975. Annual appropriation less than 50 per cent of programmed amount.

d. This has resulted in reduction under each program spreading funds too thinly for each project.

During 1959 FY 39 projects averaged $2,500/project range is from $300 to $8,500.

3. Proposal

a. Suggest a package approach - putting more money on fewer projects to increase accomplishment of initial work. Maintain only where absolutely essential.

b. Exercise care in programming to clearly qualified work under Soil and Moisture Conservation program.

c. Soil and Moisture Conservation instructions and guidelines being reviewed for inclusion in Manual and Handbook. We need better reporting at this level to permit determination of status of work compared to over-all program needs for each project.

d. Will continue to work for increase in funds to level of program needs as indicated by field areas.

Question: D. M. Spalding - Mount Rushmore NM

In Soil and Moisture control, when are we (to be) finished with the program?

Answer: R. B. Moore, WASO

There is an indefinite status. The Administrative Manual and Handbook will give procedure, policy and better understanding. Land is to be restored to as nearly as possible its original condition. Soil and Moisture Conservation should be considered a diminishing program.

Campground Protection - Overcrowding
(by F. W. Childs and W. L. Savage)

Camping use of the parks, and in other public recreational areas, is an increasingly critical problem resulting from one or more of the following: Overcrowding, over use, lack of adequate maintenance, inadequate control and supervision, poor or impractical design, or unsatisfactory location, including unsuitable site conditions, campground development, maintenance and operation are expensive.

Many current problems stem from obsolete or inadequate initial planning and design of camps. Also new developments in camping equipment, changes in camping habits, problems of terrain, increased length of stay, use of trailers, have adversely effected even originally well-planned campgrounds. Among the most serious problems is the varying resistance of vegetation and soils to the impact of camping and the current lack of technical knowledge concerning how to counteract this impact or rehabilitate already declining vegetation.

Several urgent problems need attention.

1. There is an urgent need for a realistic policy and development of practical guidelines concerning the role of the National Park Service in providing camping facilities in the various types of areas is needed. What are our responsibilities and extent of development required? What do we do when the saturation point is reached?

2. More and better campground planning, especially consideration of the very complex problem of vegetation conservation, soil compaction, practical operation and maintenance after completion. It is urged that representatives of the Division of Ranger Activities at all levels, but especially at the area level, be permitted to participate in the planning for both development and reconstruction of campgrounds from preliminary consideration to final construction.

3. An aggressive program of rehabilitation of existing campground facilities with particular emphasis on their practical operation and maintenance is needed.

Protection of Vegetation during Construction and Maintenance
(by M. E. Thede and W. C. James)

The necessity for continued vigilance to prevent unnecessary construction and maintenance operational damage requires frequent emphasis. A review of Field Office Memorandum (FO-21-57) of March 27, 1957, "Protection from Construction Damage" was urged.

Protection of vegetation is frequently not adequately emphasized in construction contracts and it was suggested that a member of the park protection staff should have an opportunity to review proposed contracts before they are submitted for bids.

It would be well for Superintendents to have a clear understanding with Project Engineers that Park Rangers will be expected to inspect construction and road maintenance operations to safeguard park values.

Question: How often are protection personnel consulted on construction contracts during the pre-bidding review period?

Answer: A show of hands indicated only two. Comment was that "we are generally overruled on any criticism or suggestion concerning contracts."

Comment: (J. B. Light) - Natchez Trace Parkway emphasizes that area rangers were expected to review construction plans particularly of campground layouts.

Davis - (WASO) - If area men show constructive interest, the Superintendent will be happy to have them heard on campground and other planning and construction.

Mullady - (Organ Pipe Cactus) - Damage in campground is due in some instances to programming of construction at different times - roads and later water and sewer, requiring change in location.

Emergency Operations

By R. B. Moore

1. Basic mission of National Park Service in Emergency Operations - Civil Defense is covered in the approved National Park Service Emergency Operations Plan as shown in the Departmental Manual. Copies of the brief plan were distributed.

   Radiological monitoring is an essential element of the broad plan. Accomplishments to date are:

   a. Of the proposed radiological monitoring supervisors totaling 40 to 60, we have trained 20 (Class A) to date. Class C Radiological Monitors proposed, 150 to 200. We have trained to date approximately 85 to 90. These men are now being registered by the Department.

   b. Plans have been completed for a Master License for Class A and B. Most of those trained are now licensed, others will be added.

   c. Plans and arrangements are under way for the location of source material at strategic sites.

   d. Equipment has been received for Region Two and ordered for Region Four. Requests have been received for equipment for Regions Three and Five. Orders should be placed with WASO for other regions.

2. Effect of change from FCDA to OCDM on National Park Service Emergency Operations. Apparently changes will be slight. The major change is a split in old FCDA 7 into two OCDM Regions 7 and 8. OCDM Region 8 headquarters is at Everett Washington. May be some minor changes in OCDM regional boundaries.

3. Future plans and activities.

   a. We need to bring up-to-date over-all Service plans and Handbook and in turn area plans. Few copies of the new OCDM NATIONAL PLAN have been received and distributed More will be sent out.

   b. We plan to prepare and incorporate general policy statement in National Park Service Administrative Manual on Emergency Operations. Emergency Operations Handbook for Service becomes an element of National Park Service Handbooks.

c. We will need to develop basic organization and staffing at each level under the approved plan. Only skeleton forces are set up at the present time.

d. More work needs to be done on essential records, particularly briefs of instructions, guidelines and basic records needed at relocation sites.

Rural Fire Defense

(by L. F. Cook, Alternate Interior Department Representative)
National Rural Fire Defense Committee - FCDA

1. Rural Fire Defense includes all wildland and those agricultural lands not now under organized fire protection.

2. State-wide fire plans for RFD have been completed for most States and includes participation by the National Park Service. They provide for mutual fire control assistance in the event of enemy attack.

There is no difference from peace-time fire control responsibility. One agency must be responsible for planning and action, and establish priorities. The U. S. Forest Service has been designated as the Federal agency responsible for RFD planning and action. Close interagency cooperation is essential. Each try to handle its own problems, ask for assistance from others if necessary and provide assistance wherever possible.

3. Radiological monitoring trained and equipped operators are one of the most essential needs, and interagency communication following enemy attack is urgently required.

Wildlife Protection and Management

(by C. C. Newman)

Through the years it has been the responsibility of the Park Rangers to carry on management operations in both fish and wildlife.

A Field Order (FO-8-58, Supplement 1, dated April 21, 1958) was issued that officially assigned biological management to the Division of Ranger Activities and biological research to the Division of Interpretation.

It is the plan that a management biologist be assigned to the Division of Ranger Activities, Washington Office, and one each to Regions Two, Three, Four and Five. We plan eventually to have a full-time biologist on the ranger staff in each area that possesses

wildlife and fish values of sufficient magnitude. Many areas have designated a wildlife ranger to be specifically responsible for biological questions.

The Chief Ranger must see that a sound fish and wildlife program is devised and carried out on a practical basis. In most instances the statement in the areas' Master Plan will need expanding to cover fully the concept of management as now assigned to Ranger Activities.

Because wildlife habitat may be affected, the biologist should be consulted in the initial planning stages of any construction. The biologist can assist in the evaluation of alpine meadow conditions and the determination of its proper use and management. There should be a determined effort to meet representatives of State and Federal conservation agencies who have responsibilities in the vicinity of parks.

It is important for the Wildlife Ranger to become thoroughly familiar with all policies pertaining to fish and wildlife. Policy statements on the management and protection of fish and wildlife will appear in the new Administrative Manual, Volume VI under Chapters devoted to Ranger Activities.

The following specific points can be considered as guidelines for the Chief Rangers in establishing and supervising the programs for wildlife rangers:

A. Fish Programs

1. Determine the waters to be stocked.
2. Species and numbers to be stocked.
3. Creel census work.
4. Determining angling pressure.
5. Evaluating success of stocking programs.
6. Recommendations for fishing regulations (gear, baits, season, bag limits, fishing for fun).
7. Species composition of a body of water.
8. The effect of the anglers on the area in general (trampling vegetation, noise from motorboats, clutter, sanitary conditions, etc.)
9. Exotic species.
10. Chemical control program.
11. Commercial fishing regulations.
12. Have a good look at the reason for closure of any given body of water.

B. Wildlife Programs

1. Effects of browsing animals on plant life.
2. Control of overpopulations of animals.
3. Predator and prey relationships - plans for correcting any unbalanced situation.
4. Introduction of extirpated forms (obtain proper species).
5. Population estimates. Annual census report.
6. Hunting programs on areas where law specifies such activities.
7. Special protection of rare species.
8. Developing ways and means for control of artificial feeding of wildlife.
9. Control and management of feral and rogue animals (burro - bear).
10. Investigating, developing and recording watering sites in arid areas.
11. Liaison with agencies having hunting programs on adjoining areas.
12. Assist in making observations on effect of toxic sprays for insect control.
13. Plans to assist visitors in viewing wildlife.
14. Cooperation with research programs.

Question: What is the attitude concerning "put and take fishing"?

Answer: Service policy discourages it.

Question: How much of an obstacle is it to get qualified wildlife management technicians in the areas, grade-wise?

Answer: (Davis) There will no doubt be some obstacles in selecting, but those men selected should qualify for promotion based on this experience.

The following question was submitted but an answer was not given:

Question: In an area where a member of the Protection Division has been appointed wildlife officer, is he to make out the biennial wildlife report?

Discussion: The wildlife census that is submitted every two years will come in for consideration in the future that might well change the nature of this report. It seems logical to think that a statement more along the line of the Annual Forestry Report would be an improvement. Comments covering a wider field than "numbers" would be helpful.

March 19 - Ranger Activities - Thursday Morning

Panel on Law Enforcement, Prevention of Vandalism, Souvenir Collecting, Juvenile Problems, and Local People (by O. M. Brown, Yellowstone (Moderator); T. F. Ela, Carlsbad Caverns; L. Shaffer, Platt; L. J Hafner, Statue of Liberty and R. Buddeke, Asst. Solicitor, Department of the Interior)

Law enforcement in the National Park Service seems to be the least understood of the important responsibilities of administrators, perhaps because it is the most unpleasant. We hope visitors will all be nice well-behaved people. Unfortunately visitors, employees and local residents are like any other cross section of our people, a few who make our enforcement need similar to that of any other agency.

Valuable leadership in enforcement practices and training is provided by the F.B.I. We cannot isolate our protection activities from those of adjacent jurisdiction. Mutual assistance arrangement in case of serious crime or other emergency situation is most valuable. Particularly important is good communication and exchange of information concerning law enforcement current situation is a very valuable deterrent and warning.

Souvenir and artifact collecting

People like to collect momentos of their visit.

Some are satisfied with curios, pictures and slides or post cards. This is not harmful to the area and is a lucrative business.

Others insist on collecting specimens such as rocks, prehistoric artifacts or leave their names and otherwise deface natural or historic features. Diplomacy and tact are required to control but none should be overlooked. What one can do without detriment to an area cannot be permitted by the millions. Some distinction needs to be made between the true geologist, archeologist and researcher and the souvenir hunter, but even the first group needs restraints and checks.

One of the most difficult to stop and apprehend is the name carver and perpetration of thoughtless acts. One of the most important preventive measures is the prompt obliteration of the evidence because once started the presence of initials, pennies in hot springs, driving off designated roads, cutting across trail switchbacks, and similar acts encourages others to repeat it. An outstanding example of overcoming the name writing problem was accomplished at the Statue of Liberty where formerly lipstick had defaced most of the inside walls by use of special paint--it is now easily removed.

Employee and Local Resident Violations. Important to know area neighbors and to develop good personal and official public relations. Good judgment is needed in enforcing rules and regulations. Employee violations deserve prompt and strict dealing.

Juvenile Violations are usually due to thoughtlessness. Prevention is very important and alertness to anticipate potential trouble. They can cause as much or more damage and cause as serious a violation as adults. Often the best control is through parents, such as requesting both the juvenile offender and his or her parents, to appear for a conference. Records should be kept of each juvenile offense.

Recommendations. There is a need for a clear and definite statement of National Park Service Law Enforcement Policy and procedures.

The NPS Law Enforcement Manual is currently out of print, but it is important for field use and should be reprinted and expanded if possible.

Panel on Visitor Safety
(by E. K. Field, Region Two (Moderator)
E. W. Bohlen, Mount McKinley; M. J. Reilly,
Independence; W. D. McClanahan, Hot Springs)

Policy Recommendations

1. It is the policy of this Service to make every effort to protect the park visitor and Service employee and to safeguard their health. No other activity or function takes precedence over the safeguarding of human life. While each employee shares this responsibility, it is the principal and most important function of the ranger organization.

2. The objective in visitor and employee protection is to provide appropriate safeguards from inherent or natural hazards and from those hazards resulting from visitor participation in the various activities, and their use of facilities.

3. The degree of protection provided should be consistent with the degree of hazard involved and the protection requirements of the park visitor. Protection controls and operations should be applied with due regard to the visitor's use and enjoyment of the area.

4. Ideally, protection controls should be effected in a manner generally unrecognized by the visitor, and to a degree affording him optimum protection without excessive restriction or regimentation.

5. The ranger should identify protection needs with visitor activities and plan protection efforts accordingly.

6. Rangers should analyze the types of activities in which the visitor participates and guide their protection planning based on this information as well as the frequency of visitor participation in the various activities.

7. Accidents should be analyzed to determine additional protection requirements. The occurrence of a number of accidents as a result of a certain type of activity will point directly to a protection requirement for which additional planning is indicated. Review past records to secure cumulative data and review existing protection practices in the light of these findings.

8. It should be remembered that the Service policy generally does not prohibit various hazardous ventures and any control or regulatory measures must be applied with due regard for the visitor's rights and his chosen recreational pursuits.

9. Regimentation, "herding", forceful or objectionable controls, and the over-application of safeguards should be avoided. It is not the intent of this Service to construct physical guard rails against all hazards and to so regiment park use as to restrict the visitor's enjoyment of the area.

Protection Requirement Determination

1. Understand your park visitor, determine his average mental, physical, and psychological capabilities and/or limitations.

2. Analyze the number and degree of visitor participation in the various activities.

3. Study past records of accident occurrence to determine types, frequency, and location of accidents.

4. Determine all natural and induced hazards existing at your area and give each a relative severity importance.

5. Evaluate the specific protection requirements to determine their order of importance.

Protection Planning Methods

1. Correlate the foregoing protection requirement determinations to arrive at specific needs required to safeguard the visitor.

2. Determine the methods to be used in applying protection safeguards. These methods include:

a. The provision of specific precautionary information to the visitor by either audio or visual means.

b. The reassignment of personnel to control or patrol natural or induced hazards.

c. The enlarging of the protection staff to include personnel specially qualified to undertake certain types of protection control.

d. The implementation of training programs for Service personnel conducted in the light of protection requirements.

e. The procurement of specialized equipment and supplies to reduce or combat hazards and to safeguard the visitor.

f. The provision of physical deterrents to hazardous areas.

g. The promulgation of special rules and regulations to effect necessary legal controls.

h. The correction or reduction of hazardous conditions where such is possible.

Summary

After a comprehensive study of protection requirements, and the accomplishment of appropriate planning, the actions necessary for visitor safety should be carried out within the limits of National Park Service policy, all available funds and resources, and good judgment.

Visitor Safety in Desert or Hot Arid Areas

A. Hazards

1. Excessive heat, to which exposure can lead to heat exhaustion, heat stroke, and heat cramps.
2. Limited sources of potable drinking water.
3. Noxious and harmful plants.
4. Poisonous insects and reptiles (generally much overplayed).
5. Unimproved back-country roads with conditions, principally sand, that make driving hazardous.
6. Few visitors off the principal routes of travel.

B. Visitor Protection

1. Proper orientation of visitors with regard to hazards that exist.

   a. Personal contacts.
   b. Pertinent reference to these hazards in area information booklets.
   c. Distribution of small booklets covering these hazards, and listing precautions that should be taken, basic first aid instructions, and instruction on visitor behavior in case of injury, mechanical failure or vehicles, emergency tools and supplies that should be carried, etc.

2. Warning signs placed on inferior roads.
3. Closing roads that are impassable under normal conditions.
4. Active ranger patrol, especially during hottest part of the day, to aid stranded visitors.

Visitor Safety

(by Nathan G. Baker, Chief, Branch of Safety)

Let us take a look at the safety record for the Service.

The available employee frequency rate over the last five-year period was 25.9, the 1958 rate was 22.5. These rates are the highest of any Bureau in the Department and more than three times greater than the over-all Federal Government rate. We have set a goal of 5.0, or less for our employee accident frequency rate.

There were 12 people killed on job operations in the park areas, four NPS, five concessioner and three contractor employees. Our goal is a complete elimination of these on-the-job accidental deaths.

The direct loss from accidents and fires including tort claims, but not accidents or losses of concessioners or contractors, was $1,503,000, our goal is at least a 60% reduction in this dollar loss total.

The only bright spot in our safety record was a visitor fatality rate of 0.61, attained for the Calendar Year 1958, however from 1948 through 1958, 261 visitors have been killed by accident while in the park areas, 154 from motor vehicle accidents and 150 drownings while boating, swimming and fishing. These two types of accidents account for 81% of the total visitor fatalities. Each ranger is to be commended for attaining this outstanding fatality

rate last year. However, this record means that we will have to further intensify our visitor accident and fire prevention campaign if a downward trend in the visitor fatality rate is to continue.

A major part of the activity leadership in the National Park Service safety program will always be one of the major responsibilities of Park Rangers. Actually the Rangers will be the backbone of the success or failure of the Service's safety program. It is hoped that all Rangers will assist in the development of the safety consciousness of not only the visitor but the personnel of the National Park Service, concessioner and contractor. Many of the Chief Park Rangers are apparently chairmen of the local park safety committee. Much real safety work can be done through this park safety committee medium. In addition the Rangers are encouraged to actively participate and lead in all program activities as applicable to the respective park area operations. The Chief Safety Officer, in addition to the development of organized safety program for the National Park Service, is always available to give all possible assistance to any program or technical safety matters.

Water Use, Boating and Swimming

(by R. O. Hart, Moderator - Everglades (Mt. Rainier)
A. G. Holmes - Coulee Dam; G. P. Hultman - Cape Hatteras
R. E. Dickenson - Grand Teton; O. T. Dick - Dinosaur

Public Law 84-519, Ray Bill, Act of May 10, 1956, effective June 1, 1958, requires inspection every three years and certification of certain vessels carrying more than six passengers. Suitable lifesaving and fire equipment.

Federal Boating Act of 1958 (PL 85-911) was designed to promote boating safety; provide coordination between States and Federal Government in the interest of uniformity of boating laws; and to encourage reciprocity between jurisdiction. The Act provides for:

A. Registration and numbering of all undocumented vessels.
B. Reporting of accidents.
C. Enforcement of Act.
D. Makes no change in Motorboat Act of 1940 respecting lifesaving equipment, fire extinguishers, lights and other equipment.

Swimming. During the past 11 years there have been 190 drownings in park areas and many more near drownings. Are there better ways to protect the public? Accidents are prevented and swimming made safer and more enjoyable right in the individual areas.

Prevention. Make employees and visitors as safety conscious as possible by good design, cautionary signs and recognize potentially hazardous situations. Make beaches as safe as possible by booms, floats, safe equipment, clean beaches (remove glass). Separate swimming from motorboats by positive means. Close hazardous areas. Provide lifeguard.

Preparedness. The public expects and has a right to expect prompt and efficient search and rescue actions whenever and wherever called for. Are we prepared with complete and effective frequently inspected equipment, trained organized and practiced men, ready to go?

Recovery techniques and equipment may be important.

"It isn't an emergency if you are prepared for it." (Buck Evans)

White Water Boating. Use of boats and other floating devices on swift and turbulent waters are an increasingly popular activity in a number of areas. It is a hazardous adventure but provides a means for public to use and enjoy an otherwise inaccessible area. Safety is a paramount problem requiring controls, supervision, cooperation with operators and preparedness to undertake rescues.

Safety requires experienced and reputable boat operators. Compliance with boating laws; provision of portage and escape routes; signs, maps and warnings; inspection of equipment such as adequacy of life jackets, first aid kits and other emergency gear.

Contact with boating parties before embarking and established check points along route, enforcement of rules and instructions, use recognized distress signals.

Sanitation. Require hauling out of nondisposable refuse, sign potable drinking water sources, and maintain campsites.

Boating permit may be required and written application filed in advance with signed acknowledgment of understudy of pertinent regulations and limitation. Regulate by concession contract or Special Use Permit if necessary. Provide for regular inspection of equipment by NPS.

Rescue. Train NPS personnel, provide for cooperation assistance, aerial observation, and standby rescue equipment at points of access.

A report should be filed upon completion of trip.

Winter Use and Activities

(by J. M. Broadbent, Moderator, Crater Lake)
H. R. During, Rocky Mountain, K. R. Ashley,
Mount Rainier; V. T. Mrazek, Virgin Islands

Winter use and activities are quite different from the normal of other seasons. There are few standard established procedures for most winter operations. Almost all areas have their own unique situation and special kinds of adverse weather conditions.

Interest in all forms of winter recreation is increasing rapidly and extends the responsibility of the rangers in providing for visitor safety and services in several specialized ways. The Director's winter use policy statement of January 25, 1957, states that within the limits of available funds, the Service will provide protection and ranger services, and that the Government will assume the responsibility for patrol, first aid, etc., keeping safety factors in mind at all times. To fulfill this responsibility for winter recreation use, the protection staff must plan and organize, have available Rangers with the skill and technique to perform and control skiing activities, perform mountain rescue work, and be adequately equipped. Winter recreation use also entails operation of entrance stations, road patrol, parking, information services, (all of which are complicated by winter conditions) supervision and patrol of winter use areas, first aid and rescue. At the same time administration and protection of back-country, ski patrols, snow surveys, wildlife census and management (reduction), structural fire control all require attention. In southern and southwestern areas the winter season is the major public use season and summer hot weather conditions may present special hazards and situation analysis to winter conditions in northern areas.

The difficulty of manning and operating a largely weekend program with year-long men and with only limited seasonal staff creates difficulties. Variable and often stormy weather conditions further complicate the activity.

Specialized and intensive training is needed to provide good teamwork and an effective winter operation. Careful analysis of the specific needs is important. Specialized skills and interest in winter activities are essential to the success of this program.

Recruitment of Protection Personnel
(by L. F. Cook, R. R. Lovegren, L. F. Ramsdell)

1. Recruitment today is highly competitive, especially for the best qualified individuals. This applies to those we are looking for to enter the career service as Park Rangers. Other agencies are competing for these men. The qualification standards were modified last fall to permit the employment of outstanding bachelor degree holders and of applicants with appropriate graduate study at GS-7. Few men probably will be employed at this level, but the Service has the means to be competitive with other agencies for the superior candidates. Because we receive many applicants, are we overlooking possible loss of quality by not aggressively recruiting? We want and need the best.

2. The National Park Service offers very attractive career opportunities as a Park Ranger, but to attract the best candidates we must sell its advantages to specific individuals. Some ways in which we can promote quality in recruitment:

a. Personal visits to institutions offering training in those specialized fields related to park work, to discuss our program with faculty and under-graduate students.

b. Strategic use of a booklet outlining opportunities in park work (now being prepared).

c. Careful selection of seasonal employees, their orientation, provision of interesting and constructive employment--offer one of the best opportunities for future career recruitment. We have jobs to be done, and some are not particularly attractive. It is important that our seasonals be boosters rather than detractors--they become future recruitors or critics in their contacts with their friends depending on their treatment by us.

d. Few colleges offer specific courses designed specifically for park work, but an undergraduate can select courses to better train himself if he starts early.

3. The number of permanent vacancies annually is limited (about 40) in Park Ranger GS-5. We should not encourage too many colleges or individuals to specialize. All who qualify under broad catagories, are in equal competition under the Federal Service Entrance Examination.

4. Negotiations are in progress with the Civil Service Commission to provide for a limited number of student trainee positions in the Park Ranger series. The program should be in operation for the summer of 1960.

The current minimum age limit for seasonal Park Rangers must remain at 21, but student trainee, fire control aid, and some other seasonal positions permit employment at a minimum age of 18.

We are cooperating with the Department and Civil Service Commission in making a study to determine 1. If testing procedures are adequately measuring work performance, 2. if there is any significant difference between present and earlier examinations in obtaining able employees, 3. if the present qualification standards need revising, and 4. if the recommended curriculum for Park Rangers requires modification.

The Service is requesting the Civil Service Commission to permit the appointment under Schedule A of a few seasonal Park Rangers with previous Ranger experience at the equivalent of GS-5.

The importance of prompt acknowledgment of applications for seasonal employment and the earliest possible notification of acceptance or rejection cannot be overemphasized. Despite the volume of seasonal applications each deserves attention and the potential selectees given particular attention. (There has been some apparently justifiable criticism of the Service on this score.)

The future of the National Park Service depends on, in large measure, the young men you recruit today.

Park Ranger Standards

(by L. F. Cook, R. R. Lovegren, L. F. Ramsdell)

1. Important that all Park Rangers carefully study and understand the 16 elements involved in the new Park Ranger Standards. Be able to justify quality of individual elements and composite responsibilities involved in activity.

2. Important to delegate responsibility to subordinates and clear understanding of authority to act on own initiative.

3. Professional parts of Park Ranger activity of "an evolving professional caliber", beyond the routine, are the real justification for having Park Rangers. We must "sell" these qualities of the activity. This is difficult because the National Park Service emphasizes quality of preventive controls and restraints and non-technical information and constructive services in contrast to other

agencies who use large numbers of individual problems such as fires, extent of damage or violations, intensity of controls, volume of sales, etc., to justify character of assignment.

4. Use reports and training programs to present the real basic character of Park Ranger activity. Superintendent's Monthly Reports, Annual Reports, Program Statements and Training Meetings, all offer good opportunity to emphasize the quality and scope of the program. (Review your past reporting--consider how it might have been legitimately strengthened.)

5. Be sure that in orientation of seasonal and new career Park Rangers that they understand their real administrative and professional responsibilities and authority, not just the daily routine.

a. Develop good two-way communication, on a single wave length with staff.

b. Improve quality of jobs to improve quality of men.

c. Responsibility and authority are important in element rating.

The question of professionalizing the Park Ranger job always comes up. We have moved quite far in that direction from where we were in the 40's. Two basic steps still must be completed in order to get the Park Rangers formally recognized as a professional group: 1. A considerable percentage of the routine work now performed by rangers will have to be removed from the ranger classification and assigned elsewhere--presumably to subprofessional series like fire control aid and forestry aid, etc., 2. The qualification standards will have to be raised to require a minimum education level. This would reverse the present situation under which the basic requirement is experience, and education may be substituted for all or a portion of the required experience. Very strong justification is required by the Civil Service Commission to support a recommendation for a minimum educational requirement. Such recommendation would be sure to be turned down unless step one above is taken.

Panel on Handling of Complaints, Suggestions and Lost and Found (by A. F. Hanks - Moderator, WASO; W. Godbolt, Badlands; J. B. Felton, Zion; G. M. Von der Lippe, Bandelier; D. E. Lee, Chickamauga and Chattanooga)

Complaints

The importance of anticipating and promptly correcting trouble spots whenever possible was stressed. Every reasonable

effort should be made to adjust visitor grievances at the site rather than permit it to develop into an exchange of correspondence. Specific training should be given all public contact employees, concessioners and even contractors' key employees to the techniques and importance of maintaining good public relations. Particularly important is the matter of resolving visitor complaints about accommodations or services while the visitor is still in the area. Refer to higher authority if you cannot amicably settle.

Suggestions

Sincere, alert, friendly and enthusiastic reception of visitor suggestions is important rather than disinterested handling even if it is obviously impractical. Take notes, submit proposal to proper official, and if suggestion later adopted inform visitor by letter.

Lost and Found

The new regulation regarding lost property requires all recovered property to be turned over to GSA for disposal. Mr. Harry Sanders, Solicitor's Office reviewed the regulation and it was the concensus of the group that modification of the regulation is needed, an important tool of good public relations and service will be damaged and if publicly known much valuable lost property will not be turned in.

Recommendation

That prompt study be given to the Lost and Found Property Regulation with a view to restoring the former procedures.

The Back-Country Problem

(by L. F. Cook, WASO - substituting for Assoc. Director Scoyen; L. W. Hallock, Chief Park Ranger, Sequoia & Kings Canyon NPs)

The back country is all of the area (both land and water) of the parks, monuments and historical area, beyond the developed and intensively used areas and roadsides. Almost all areas have some and in almost all this part has been neglected. We need to protect and restore the quality and raise the priority of protective attention given the back country.

The back country of the parks is particularly vulnerable to adverse uses and damage by local people. Certain problem groups who are quite aware of the fact that the back country is not regularly patrolled. They take advantage of this to do illegal fishing and poaching. They leave trash and debris, set or leave fires, particularly

"smoking out game" fires. Youthful irresponsibiles also get into the back country and damage signs and cause other harm including unnecessary noise and disturbances. Signs and trail maintenance are important parts of the management of the back country.

The Department and Service fully endorse the principles of wilderness preservation in the national parks. Our record of restraint and conservation of the values of wilderness speaks for itself. The quality of the national park wilderness is fragile--it is both a physical condition and a state of mind. To maintain those qualities and provide for use and enjoyment of the back country, requires intelligent management.

The back country is a headache, a threat and a problem to Park Rangers, but the responsibility requires active attention. The problem is not insurmountable. The individual does not sense the cumulative adverse effect of numbers of users. In some favored areas, use has created camping "slums", can dumps, overgrazing, serious erosion, fire scars, sanitation problems, stumps and construction scars--even mechanized invasions. Trails, fences, simple campsites and sanitary conveniences are accepted, but mechanization and modern civilized developments are out of place in the back country.

Maintaining a natural park in its natural condition does not permit allowing nature to take its cause--management is necessary, but that management must not destroy the wilderness quality. Most important is overcoming or preventing the adverse influences of man so that the park scene can be conserved for the benefit of future generations.

Research is now being undertaken to find answers to some complex questions involving effects of use of the wilderness. We cannot, however, wait for complete answers before taking such action as is obviously needed to correct or improve the use of the back country in those areas where it is declining in quality.

In some parks, the high country is being worn out while in others, Yellowstone for example, the back country is scarcely used at all. Should we try to promote use of the latter areas?

The next generation, if not the present, will judge how well we have conserved the back country by the attention we give it now. We are nearing the critical point in some areas.

High Sierra Situation

(by Chief Park Ranger L. W. Hallock, Sequoia & Kings Canyon)

I. General Statement - One of the most extensive wilderness areas in the USA, 90% of Sequoia-Kings Canyon NP.

II. The Area

1. Size and range of elevations - 1,100 Sq. Mi.; 6,000' - 14,496'.
2. Character of country - most rugged terrain in US.
3. Means of access - foot or horseback through 28 trail entrances.

III. Statistics - 1953 through 1958

1. Visitors - 1953 - 10,316; 1958 - 34,415; 6-yr. total - 113,415.

   a. Knapsacker - 75%
   b. Walking stock parties (burro; mule)
   c. Packed in by commercial packer

2. Visitor days and average length of stay - 77,370 in 1953.
   Average stay 7.5 days 149,182 in 1958.

   a. Knapsacker - 1 - 3 days longer than stock parties.
   b. Walking stock parties.
   c. Packed in by commercial packer.

3. Large organized groups.

   a. Boy Scouts - 75 parties average - 20 - 25 per group.
   b. Sierra Club - 13,000 - groups as large as 150, average 25.
   c. Hiking Clubs - popular - stay less than five days.
   d. Church groups - often inadequate leadership - 30 groups.
   e. Special groups (Wampler; Three Corner Round) - well managed.

4. Commercial Packers

   a. Number under Special Permit and fee structure - 21 at $5.00 per year.
   b. Location of operations - West and East Side of Sierras - all around within four hours ride.
   c. Types of trips offered - all expense, spot trips.
   d. Number of stock owned - 1,400 head - 35,000 visitor days, 20,000 animal grazing days.
   e. Future of this type of operation - declining but more efficient outfits should continue.

IV. The Problem

1. Complexity - elusive of solution - distances, unrestricted movements, diversity of users and their temperaments. Service responsibility.

2. Component Parts

a. People (visitors, concessioners and park employees).
b. Closeness to centers of population - less than one day.
c. Approach highways, standards and their development - improving.
d. Campsites - makeshift, trashy developments everywhere.
e. Litter and sanitation - disposal unsatisfactory, especially cans, bottles, foil and garbage.
f. Trails - substandard, not engineered, minimum maintenance.
g. Area supervision - two permanent and eight seasonal rangers, two FCA - cover 445,000 acres; June - Oct.; qualifie men problem.
h. Meadow protection - grazing and trampling - formerly grazed by cattle or sheep; critical erosion, forest encroachment.
i. Human impact on meadows - aggravates problem - trails a foot deep.
j. Fishing pressure - lake shores especially vulnerable - 90% fishermen.
k. Communications - undependable yet vital for protection.
l. Structures - ranger stations and drift fences - three stations only and fences not efficiently located.

V. Solution of Problem

1. What has been done to date.

a. Registration devices - spot checks all entrances, patrol contacts.
b. Large group itinerary - work with organizations to reduce party size, rotate campsites, suggest alternate routes.
c. Routing of stock parties - away from critical areas and congestions.
d. Ecology studies - begun in 1941 and several since. In 1958 Alpine Meadow Survey, plots established. Need management plan and application of findings.
e. Education of public through use of informational leaflets, etc., High Sierra Booklets at entrances - 10,000 "Good Manners" signs.
f. Increase in protection personnel - not kept pace with use.
g. Drift fences - control of stock and meadow protection - need relocation and repair - very effective. Several installed.
h. Require commercial packers to pack out tin cans and glass - good cooperation.
i. Education of NPS employees to the problem - effective.

2. Future management plans.

a. Visitor control at known over-use areas (campsite restoration).
b. Limit size of organized groups and stock parties.
c. Encourage packers to schedule more "spot trips".
d. Require park employees and urge all others to pack out cans and glass from own camps.
e. Reduction of Government used stock in back country.
f. Relocation of drift fences.
g. Continue ecology studies.
h. Technical assistance on fish stocking program and catalog of fish types.
i. Relocation of ranger stations and new construction of same
j. Increase protection personnel.
k. Greater control of all NPS employees on overgrazing, litter and sanitation.
l. Reroute certain trails.
m. Begin education of conservation agencies and public about high sierra use.

Panel on Reports
(by W. W. Danielson - Moderator, Death Valley; J. J. Wade - Mesa Verde; R. J. Murphy - Theodore Roosevelt)

It was suggested that reports be re-evaluated by the Washington and Regional Offices to determine need for revision, standardization or possible rescinding. With changing conditions in our rapidly expanding Service standardization is important and the revised Visitor Use Report Form is a good start.

Particular mention was made of two reports on which Park Rangers desire consideration, Form (91a), Investigation of Motor Vehicle Accidents, and Form 10-403, Report of Personal Injury (as it relates to minor visitor skiing accidents).

Recommendation. Develop one or more Inspection Forms and standard outlines for procedures on inspection of structural fire control, LP-gas inspections, water supply, sewage disposal, milk and food sanitation.

March 20 - Ranger Activities - Friday

Training Programs and Materials
(by F. F. Kowski - Moderator)

Introduction

Why emphasis on training? Proper indoctrination of new employees. New employees are not known as such by the public. They are Service representative, consequently they must be able to inform visitors and render service desired.

Training is recognized as a legitimate activity. It is recognized legislatively and by management.

One caution - training can be overemphasized. It requires an intelligent approach and should be kept as a background activity.

Training must be tied directly to training needs. Use of new personalities, materials, and techniques.

This panel is concerned with presenting solutions to existing problems relative to training needs in the field.

HOW CAN THEY BE IMPROVED - WHAT MORE IS NEEDED?

Training has been mentioned in previous sessions and its importance has been constantly emphasized. It is no longer an illegitimate child of the Service. Training must be based upon realistic training needs. These needs change with introduction of new situations, new equipment, new procedures and methods, new aspects of assignments and new responsibilities.

Pre-Season and On-The-Job Training in the Parks
K. T. Gilbert - Shenandoah

What can we do before a new ranger gets on the job?

1. Send area literature - broadside, Natural History publications and map.
2. NPS Information Handbook - policies, philosophy and program.
3. MISSION 66 information and leaflets.
4. Area information handbooks and specific information.

    a. Park Organization - teamwork with other area divisions.
    b. Uniform information.
    c. Concessions and their relationship to NPS and operations.
    d. Living conditions and local housing.
    e. More important duties (general statements).

A. Well prepared kit of advance information reduces (materially) training time after new ranger arrives in the park.

What should we do after new man arrives in park?

1. Receive specific training relating to his particular job.
2. Orientation tour of area and vicinity.
3. Review specifically information previously sent on-the-job training should take over at this point.
4. Instruct, correct, explain and test - specific skills. First impression and instruction are most important. Characteristics and quality of instructor reflected in trainee.

Ranger Conferences in the Parks
(by G. G. Bruce - Acadia)

Training is a continuous process. Ranger conferences to be effective as a training device should meet several requirements:

1. Need - Each meeting should have a definite purpose.

   a. To develop a specific skill.
   b. To pass on information or discuss programs and practices.
   c. Clarify or amplify instructions.

2. Plan - Advance planning and organization essential to success.

   a. Defines subjects and develops criteria in sequence.
   b. Permits securing qualified trainers and training aids.
   c. Permits personnel participation in discussion through advance preparation.
   d. Even impromptu conferences (when officials visit area), permits taking advantage of opportunity to confer even briefly.

3. Scheduling - Conferences should be held as necessary but regular scheduling desirable.

   a. Annual spring planning and programing conference.
   b. Spring orientation training for seasonals.
   c. Area or District Ranger Conferences.

      1. Plan and program review conferences.
      2. Frequent scheduled and unscheduled district informal review and program discussions.

3. Operational and special activity planning conferences.

d. Participation or representation in Superintendents' Staff Meetings - pass on appropriate information.

Regional Ranger and Fire Conferences
(by M. E. Fitch - Big Bend)

Objective - To review accepted practices and acquaint rangers with new techniques, methods and equipment so they can return to their respective areas and train others.

Who should attend? Selection should be made from rangers responsible for training activities, but also well qualified to lead protection training program in area.

How can we get more value back in the areas from regional conferences? (Some are doing a good job but others do not.)

a. Schedule area training as soon as practical after conference.
b. Have good outlines and briefs of each subject to be used in area.
c. Develop more training aids.
d. Make transcripts of appropriate presentation.
e. Actually demonstrate and practice with new equipment innovations.
f. Use specialists from other Federal and private agencies and obtain assistance of discussion leaders from conference.

What type of conference is desired? The regional forest fire conferences are extremely important, they have been expanded to include other ranger activity subjects without extending time. Need to change to more general Ranger Activities Conference to provide more emphasis to subjects other than fire.

Recommended that the conference be changed to Ranger Activities Conference, that length of the conference be extended but that fire control should not be slighted.

Joint Conferences - Ranger and Interpretation
(by S. J. McComas - Olympic)

Joint conferences intended to promote teamwork between participating divisions. This theme for this conference "Teamwork for Protection and Service in the National Park System".

Similar conferences at regional level could be used to consider definite problems closely related to that region.

Joint conferences at park level provide opportunity for correlating activities of the two divisions.

The Chief Rangers consider themselves part of the team for effective teamwork in the Service. They felt that the implication that lack of teamwork might exist because of the emphasis on the subject at this conference was not justified.

Training - Handbooks and Manuals
E. K. Field - Region Two
J. M. Mahoney - Region Four

There is a real need for the development of standard procedures for the many activities of the Division of Ranger Activities. Completion of the Administrative Manual, Volume 6, will be of real assistance to the field.

Handbooks are also urgently needed, and there appears to be three series to be developed.

1. Those handbooks with Service-wide applicability should be prepared by or procured through the Washington Office. Example - a Handbook on Structural Fire Inspections.

2. A second series might be those adaptable to a region or section of the county, for example the Mountain Search and Rescue Manual of Grand Teton National Park.

3. A third series would be those developed by an area for local use. Example - Area Ranger Manuals. Many useful Manuals have been developed by States, Municipalities, Organizations and individuals which would be valuable for Service use either directly or adaptable to our use. Recommendation. That the Washington Office develop and circularize a bibliography of such material. Regional Offices and area staffs to assist by reporting usable materials which have come to their attention.

NPS Employee Training Record - Form 10-134
(by J. E. Eitington - Training Officer)

The Service Training Record (Form 10-134) is a basis part of the training and employee development philosophy The supervisor has a definite responsibility for the growth and development of each member of his staff as individuals. Encouragement, coaching, counsel and stimulus to subordinates through this inventory.

The supervisor should use these three "I" to develop his staff:

Interest in the development of his people to find their real potential.

Information about the man's education, training and experience from the Training Record Form.

Inspiration to encourage his staff to do bigger things for themselves. Self development works best when the supervisor provides real encouragement.

Summary
(by F. F. Kowski)

Responsibility of employee development lies with supervisor. He can meet this responsibility through a well-planned training program.

Again - we should concentrate our training program on actual need. In the end this will score much better with employee development than if only random training is offered.

Visitor Use Statistics
(by R. B. Alldredge)

1. The primary usefulness of statistical analysis to the National Park Service lies in the contribution it can make to the solution of identifiable problems confronting the entire Service.

    a. Several years ago determined threats to "unlock" park resources for commercial and industrial exploitation was met in part by a series of special park travel surveys, (Crater Lake, Yellowstone, Yosemite, Glacier, Great Smoky, Shenandoah, and Grand Canyon), which enabled the economic effects of park travel to be favorably measured against the alleged economic benefits of non-conforming exploitation of park resources.

b. This era's explosion of park visitation plus the rapid forward strides in park development under MISSION 66 have increased enormously in both size and variety the problems of park operation, planning, programming and policy making for both individual parks and for the entire Service. Statistical Analysis can make a positive contribution by producing studies of comparative park workloads for use in budget allocation and requests and for setting staffing structures and patterns, by constructing estimates of design-loads for specific new physical facilities, and by producing reliable figures on the relative use of selected classes of facilities or services that can be used in setting priorities for development schedules, as well as in making forecasts and possibly in identifying problems before they reach a point of being urgent.

2. As a first step we are this spring, adopting a new Monthly Public Use Report, (replacing the current Monthly Visitor Report). The principal objective of the new report is the generation of statistics for use in comparative workload analysis, and its main features are:

a. Elimination of statistics for which there is no regular or urgent use in Service activities and functions.

b. Considerable expansion of public use statistics submitted monthly with no increase in data collecting effort.

c. An approach to standardized counting methods through the medium of central control over those methods in order to assure reliability and consistency.

d. Special emphasis on camping data so as to distinguish trailers from tents and normal from overflow camping.

e. Flexibility in the reporting form and system so that each park can report those characteristics of public use peculiar to that park.

3. We should try to generate the maximum amount of data on public use of the parks and their facilities and services subject to the provision that the actual burden of collecting the statistics in the parks be held to that point of non-interference with or interruption to regular park operations. This can be accomplished through the judicious design and installation of automatic counting equipment. Examples of such installations are given:

   a. The standard vehicle traffic counter can be adapted to count pedestrian use of walks and trails that are graded or paved.

   b. Period traffic counters which record on tapes vehicular traffic at 15-minute intervals will produce traffic pattern data.

   c. Precise patterns of lengths of stay in parks by visitors can be obtained with time clocks (both electric and mechanical) at points of entrance during selected sampling periods.

   d. The use of back country trails can be estimated with rubber switch mats connected to dry cell powered counters.

   e. The use of comfort stations can be measured with small ratchet counters placed over outside or stall doors.

4. A common problem facing field personnel in making statistical studies is determining the size of the sample, i.e., the number of people, cars, or things to be counted. The idea is to count as few items as possible, but yet produce reliable statistics. The following not professionally acceptable, but ordinarily practicably workable criteria are guidelines, all three of which should be satisfied wherever possible:

   a. An absolute minimum of 30 items, with a minimum of 50 being recommended.

   b. Select that countable characteristic of the sample in which there is some interest in measuring and which is expected to occur with less frequency than any other characteristic. Count until the frequency of occurrence of this item is not less than 30.

c. As the counting progresses, compute the average of all the data collected thus far every 20 or or 25 items. (Some predetermined ratio between two characteristics, e.g., cars with trailers to cars without trailers, may be used instead of the arithmetic average). Successive computations will show the average to be tending toward some stable value. When this stable value has been identified with the accuracy required for practical purposes, stop counting.

5. Concluding remarks. It should be emphasized that the Analytical Statistician is not a decision maker. He sets no Service policies. He constructs no Service programs. He tells no one how to operate the parks. His function is to serve all who make decisions, run parks, set policies, and erect programs. His job is to provide them with sound materials on which to make those decisions, set policies, and erect programs. Within the limits of his resources, he is available to all who need or wish to make use of him.

Entrance and Information Station Operations

Dedications and Distinguished Visitors

(by A. L. Coffin - Grand Canyon - Moderator)
J. E. Suter - Wind Cave
J. B. Light - Natchez Trace
Sgt. A. A. Capasso, U. S. Park Police (NCP)

Entrance Station Operation

Manned entrance stations should be operated by uniformed employees partly because they may be the only park employees the visitor meets during his visit. It is important that they welcome the visitor and provide information, and this is a valuable service, regardless of traffic pressure. If informational services slows operation, more booths and men should be provided.

If a portion of the license must be entered on the vehicle permit it apparently makes little difference timewise whether the book type permit is used or cash register. The latter is more business-like.

One of the most troublesome, confusing and time consuming matters at entrance stations is interpretation of the commercial vehicle regulations.

In many areas the annual vehicle permit is seldom used, is misunderstood by visitors and is time consuming to prepare and use.

Recommendations

1. To simplify fee collections consideration should be given to rescinding the requirement that license number must be recorded.

2. Because of many variations in interpretation and misunderstanding of commercial vehicle regulations, a study is suggested to try to simplify and standardize it.

3. It is urged that further consideration be given to use of a one-trip vehicle permit, thus avoiding the variety now in use. It would also eliminate necessity for recording license number.

4. There was some discussion of the currently inequitable motor vehicle fee schedules and the frequent visitor questions concerning how the amount is determined. No recommendations.

Information Stations

Unmanned, self-service stations are important and necessary at many park entrances. If properly designed they can provide orientation, information and interpretation. Messages must be brief and interesting. Adequate parking facilities must be provided. The main disadvantage is that of loss of the personal and protection aspects of public contact. The visitor should be directed by self-guiding maps to a manned point where more detailed and specific information and service is obtainable.

Manned information stations provide a very important human relationship (visitor--ranger). Careful planning and analysis of desires and needs of visitors so that all reasonable ones can be provided has given the park rangers a high reputation for service. Careful and thorough training of the seasonal uniformed staff in both providing those services, but in attitude and patience is important. (Conclusions concerning information services have been discussed previously in this program).

Dedications and Distinguished Visitors

Sergeant A. A. Capasso, U. S. Park Police pointed out that one of the principle duties of the U. S. Park Police is the protection of the President of the United States. He graphically described the detailed planning, preparations, safety measures and escort services provided for all distinguished visitors. National Capital Parks organization handle about 200 public events annually. Most of which involve crowds, parades, pageants and important personages.

Dedications and visits of distinguished persons to any park area requires careful preplanning to protect the visitor, provide escort and adherence to schedule, prevent delays or embarrassing incidents. All personnel must understand thoroughly their individual assignment. Advance preparation

of seating, parking, rest rooms, reserved space, communications, traffic regulations, etc. Maintain order and control during the event and providing dispersal afterwards. Alternate provisions in case of rain may be needed. Cooperation with other parks and other agencies may also be required.

Recommendations

Because of the relative infrequency of dedications and distinguished visitors in many areas, it is recommended that a checklist of suggested important matters be prepared or a handbook of procedures.

Open Discussion and Topics from the Floor
March 20, 1959 11:15 a.m.

Question: (Holmes) - Group would be interested in the attractive National Park Service emblem clip Kowski is wearing. Are they available?

Answer: (Kowski) - Emblems made up locally. Expect to get an announcement out on this soon to all employees.

Question: (Von der Lippe) - Will it be possible to include all new employees in the Yosemite Training Center program in the future? How about the student trainee, will he attend after he gets a permanent position?

Answer: (Kowski) - At present level of operation, the Training Center can accommodate about 1 out of every 3 new employees. Hope this can be increased under program of expansion. We plan to try to accommodate all new uniformed employees.

Question: (W.D.McClanahan) - In connection with lateral transfers resulting in promotion in title and accompanying increased scope of responsibility as encountered in transfer from a District position to a Chief Ranger position, from a Chief Ranger to Assistant Superintendent, etc., can provision be made for one or two step increases to compensate for inconveniences, costs, and responsibility changes encountered?

Answer: (Moore--Davis) - Believe promotion and lateral transfer policy covers this. The key here is the type or degree of responsibility. If there is significant increase in responsibility, the position should be graded accordingly. However, the scope of responsibility of the two positions may differ without any significant increase in total responsibility. This is the purpose of lateral transfers - essentially a training device to provide added experience.

Question: It is a known fact that protection of human life is placed above all else in the park. Therefore, why is it that under the new standards for rangers, that forest protection has the highest point value of any of the 16 elements?

Answer: (Cook) - Believe if you examine the ranger specifications you will find that safety and safeguarding human life is an element in many of the ratings whereas forest protection is covered only in one element. Safety of human life will, by far, carry much greater weight in point value when you consider all elements.

Question: (Felton) - Why can't we do something about entrance fee problems?

Answer: (Davis) - The payment of entrance fees is a policy fixed by Congress. We must recognize that conditions and circumstances at individual parks must be taken into consideration in resolving fee collection problems. There is just no simple answer.

Question: (Gilbert) - Has the matter of the serving of warrants outside areas of the National Park Service ever been resolved? Some areas resort to U. S. Deputy Marshals, others seem to have other authorities.

Answer: (Hanks) - Type of jurisdiction may govern action in these cases.

Answer: (Brown-Yellowstone) - Believe course of action should be based upon Commissioners'determination. Yellowstone has seven rangers deputized.

Question: Can the Service make available to all field areas the series of basic training manuals on Traffic Law Enforcement developed by the Traffic Institute of Northwestern University? Pursuit Driving published by GPO also suggested from the floor.

Answer: (Davis) - Division of Ranger Activities intends to develop a list of these guidelines, manuals, etc. for distribution to all areas. We will welcome any information, suggestions or lists that have been prepared by regions or parks that will help us in assembling useful and valuable information material.

Questions from the Floor

Question: Will uniform proposal be sent to the field for review?

Answer: (Davis) - No, very controversial problem. Task Force (uniform committee) considered many suggestions and letters previously submitted. Submission to field will result in much more confusion, differences of opinion and result in more harm than good. Recommendations submitted by uniform committee to undergo further study in WASO, then be submitted to the Director for decision.

Question: Will new uniform proposed be more expensive?

Answer: (Davis) - Uniform companies will make quicker delivery at a more reasonable cost.

Question: What fabrics? Quality?

Answer: (Davis) - Specified, but provides some adjustment to each areas circumstances.

Question: Standardization--button holes, how to wear, specific points? How to wear?

Answer: (Davis) - Manual will specify standards. Chief Rangers and Naturalists have to enforce uniformity in wearing them.

Question: Can WASO assist in forcing uniform companies to supply quality uniforms and material specifications?

Answer: (Davis) - National Park Service has not had clear specifications for materials and quality. Standards will help. Companies furnishing substandard material will not be able to meet competition of other companies.

Question: Why delay in filling uniform orders by various companies?

Answer: (Brown-Yellowstone) - Some companies hold orders so many can be processed in "assembly line" methods. Other companies stock standard size items and can supply quicker service if standard sizes were ordered.

Question: Will time be allotted for wearing out old uniforms when new standards become effective?

Answer: (Davis) - Yes. New uniform regulations probably will be put in effect as of December 31, 1959. Service will allow one year for complete changeover.

Comment - "Teamwork"
(by F. F. Kowski)

Relationship between protection and interpretation is very good in most field areas. In fact, as far as rangers are concerned, they now have and have had for some time, good teamwork in the field. Perhaps there was some friction in the past, but this was a part of growing up. These past differences have largely been resolved. From the rangers point of view - "Teamwork exists today".

CHIEF PARK RANGERS' AND INTERPRETERS' CONFERENCE

Part Three — Interpreters' Sessions

Washington, D.C.

March 16 – 20, 1959

UNITED STATES
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

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INTERPRETATION

MONDAY AFTERNOON, MARCH 16, 1959 ENGLISH ROOM, RALEIGH HOTEL

1:30 - 2:00 OPENING STATEMENT AND INSTRUCTIONS - R. F. Lee

2:00 - 5:00 TEAM SESSIONS

TEAM A - ASPENS - D. de L. Condon, Captain
F. H. Tilberg, Co-Captain

PROBLEM ONE - How can we do a better job in meeting the requirements for seasonal interpretive personnel?

TEAM B - BEARS - D. C. Kurjack, Captain;
H. B. Robinson, Co-Captain

PROBLEM ONE - What kinds of position, job, and training assignments will best develop a Service employee for a career in the field of National Park Service interpretation, and in what kinds of succession?

TEAM C - CANYONS - P. E. Schulz, Captain;
R. A. Apple, Co-Captain

PROBLEM ONE - What place should roadside interpretation and on-site markers and exhibits play in the over-all interpretive program?

TEAM D - DINOSAURS - A. C. Manucy, Captain;
D. H. Hubbard, Co-Captain

PROBLEM ONE - Do the public facilities of visitor centers now in use satisfy the basic needs of visitors?

TEAM E - EPIPHYTES - D. H. Robinson, Captain;
L. E. Jackson, Co-Captain

PROBLEM ONE - How can park publications be improved?

RECORDERS
A. J. Stupka
M. J. Mattes

OPENING STATEMENT

by Ronald F. Lee
Chief, Division of Interpretation

Monday, March 16, 1959

This conference is most timely in two respects: First, many MISSION 66 projects--recently completed, under construction, or being planned--will directly influence interpretation. Evaluation of these projects in terms of their strengths and weaknesses as interpretive aids is an essential task. Planning gets projects underway, but operating experience with them is the crucible of project evaluation. Those of you who have had such experience, by all means give us your evaluations at this conference. Only thus can we refine MISSION 66 planning to get the utmost in interpretive benefits from future projects. Second, Visitor Services will be the theme of the Service-wide superintendents' conference to be held at Williamsburg in December. That conference cannot help but be more productive as a result of this one, for interpretation is a major aspect of visitor services. This week we will sow ideas that 8 months from now will come to fruition--the consequence of intensive Service-wide cogitation on the recommendations we make here.

The teams whose sessions are about to begin will each consider at least three fundamental policy problems in National Park Service interpretation. You have all given advance thought and effort to consideration of these problems. This is much appreciated. Now, with the challenge of helping to formulate Service policies and standards in a crucial period, you will surely go at your work with vigor and devotion and come back to the assembled group with stimulating recommendations.

REPORT OF ASPENS TEAM DISCUSSIONS

Captain: David de L. Condon
Co-Captain: F. H. Tilberg

Monday, March 16, 1959

Problem #1: How can we do a better job in meeting the requirements for seasonal interpretive personnel?
Discussion Leader: Merlin Potts
Recorder: Harold Brodrick

DISCUSSION

The source of the Service's best qualified seasonal interpreters are the institutions of higher learning, and, in general, the most satisfactory personnel are family men. With the lengthening of visitor seasons in many of the parks, it is becoming increasingly difficult to obtain qualified interpreters for early- and late-season work. One suggested means of overcoming this is to establish permanent positions which serve two different parks on a winter-summer alternating basis, provided a southern park whose principal visitor season is during the winter can be paired with a northerly one whose principal season is in the summer.

Another suggestion is that some of the parks having large seasonal staffs may solve their problem through the substitution of additional permanent positions for seasonal ones. On this basis, probably no more than two seasonal positions can be eliminated for each permanent one established, and even then the net effect will be an increased expenditure for personal services.

The quarters problem is often a limiting factor in the employment of married personnel, and this problem requires serious consideration in many parks.

As a means of attracting and holding the better qualified interpreters, the Service probably will have to consider raising the grades of these employees. Under present regulations this would remove most seasonal positions from the Schedule A excepted authority, and the candidates would be required to take a Federal Service Entrance Examination. Such a grade structure is much more realistic in view of the professional quality of the work being accomplished and the responsibilities carried by most of our seasonal interpreters.

According to various experiences in the parks, the practice of appointments of seasonals on a furlough basis is desirable, not only because of certain advantages to the Government in simplify-

ing the recruitment task, but also in benefits to the employees in the form of earned leave as partial compensation. The Service should give increased recognition to the importance of recruitment directly at the college level. This can best be accomplished by teams working out of the Regional Offices, in order to avoid duplication of effort on the part of individual park administrators. In this connection a suitable recruitment brochure is needed for distribution to colleges.

Giving seasonal employees adequate recognition for the work they do is an important practice as a morale booster and as an incentive for continuation on the job year after year.

RECOMMENDATIONS

1. To avoid the duplication of effort experienced by some park superintendents in hiring prospective seasonal personnel who tend to "shop around" from park to park in search of a location which suits them best, it is recommended that Secretarial clearance for the release of seasonal positions to the usual recruitment methods be given early in the year, and simultaneously throughout the National Park Service. If this is done, all parks could consider applications received from January 1 to February 15, for example, and immediately thereafter make their selections at approximately the same time in all areas.

2. Park administrators should not overlook opportunities to give recognition to seasonal employees for a job well done, as a means of stimulating incentive to return to the job season after season and to inspire good job performance.

3. The possibility of upgrading the jobs of seasonal interpreters should be explored, and if necessary the recruitment procedure at these higher grades simplified.

REPORT OF BEARS TEAM DISCUSSIONS

Captain: D. C. Kurjack
Co-Captain: H. B. Robinson

Monday, March 16, 1959

Problem #1: What kinds of position, job, and training assignments will best develop a Service employee for a career in the field of National Park Service interpretation, and in what kinds of succession?

Discussion Leader: Clarence Johnson
Recorder: M. J. Mattes

DISCUSSION

The group discussed the various jobs and training assignments given newly employed Park Service interpreters. The group recommended the following types of jobs and training assignments for developing a Service employee for a career in the field of National Park Service interpretation.

RECOMMENDATIONS

1. During their first year in the field of interpretation, career employees should serve, whenever possible, in a larger area, under an experienced supervisor, in a wide variety of activities.

2. Interpretive trainees should attend the National Park Service Training Center toward the end of their first (probationary) year.

3. Interpreters should be encouraged to attend the Museum Training School early in their careers, but not before their third year of service.

4. Interpreters at Grade 9 or above should have early opportunity to receive training in supervisory skills.

5. Career interpreters should be given frequent opportunity to have special job assignments in other parks or in Regional Offices. The Park Service should consider the possibility of "exchange fellowship" arrangements between areas.

6. Career employees should be encouraged to improve or consolidate their academic standing by personal membership in professional organizations, keeping up association with those in the academic world, and taking "refresher" courses and graduate courses when accredited colleges are accessible.

7. Career interpreters are initially selected because of professional training and experience. Despite the acknowledged handicaps at most areas in conducting research work, these men should be encouraged at all times to undertake professional research and writing projects wherever and whenever possible.

REPORT OF CANYONS TEAM DISCUSSIONS

Captain: P. E. Schulz
Co-Captain: R. A. Apple

Monday, March 16, 1959

Problem #1: What place should roadside interpretation and on-site markers and exhibits play in the over-all interpretive program?
Discussion Leader: H. R. Gregg
Recorder: C. E. Jepson

DISCUSSION

Roadside interpretation and on-site markers both have an essential place in interpretive programs; they are elements of the total program which also includes visitor centers, museums, literature, conducted trips, and electronic audio-visual installations. The emphasis given each varies with each field area, depending upon its geography, character, visitor types, use patterns, climate, resources, and the stories to be told. The emphasis given each should be determined in the areas.

Not to be overlooked in roadside interpretation is observation of how it works when installed. Just as a museum is never finished, but is subject to change, experiment, and improvement, it may be necessary to revise roadside installations or their emphasis with respect to the visitor center.

The visitor center should stimulate use of roadside interpretation and vice versa, not only subtly but directly. Each roadside device should have an eye-catching key, or diagram, or text, or other device to call attention to the other roadside and visitor center units because visitors often "hit" one and don't know that there are others.

The same or different subject matter may be treated in roadside interpretation and visitor centers depending on the situation. The proportion of interpretation offered by each may vary greatly too. There is no harm in reasonable repetition--a useful teaching device in itself.

Composite roadside planning teams of WASO, region, and museum specialists with the local interpreter have recently been successful in Everglades, Richmond Battlefield, and Natchez Trace. This is commendable.

Some roadside interpretation ties in with the park story, some does not. Each unit can "stand alone," but reading several

will give a broader understanding of the whole story. The subject may or may not be coordinated with visitor center interpretation. Matters of secondary park significance should be included in proper perspective.

Roadside interpretive devices must be attractive and in good taste; they must be relatively vandal-proof and require minimum maintenance. Good maintenance is essential. Maintenance is high on most electronic A-V installations. They should be located at accessible, safe places where the stop is natural or inviting to the public.

Roadside interpretation is a good means to spread park use and to get people into the back country and put them more in touch with the real thing.

RECOMMENDATIONS

1. Along with the other kinds of interpretive facilities, roadside interpretation should be given equal consideration in park planning.

2. The results of planning may vary from doing much or all of the interpretation along the roadside to the other extreme of doing little or none, depending on the circumstances.

3. This matter should be fully considered in the over-all park interpretive plan.

4. The new practice of specialist-team planning in conjunction with the local park interpreter should be continued.

REPORT OF DINOSAURS TEAM DISCUSSIONS

Captain: Albert C. Manucy
Co-Captain: Douglas H. Hubbard

Monday, March 16, 1959

Problem #1: Do the public facilities of visitor centers now in use satisfy the basic needs of visitors?
Discussion Leader: Albert C. Manucy
Recorders: Francis H. Elmore
Don Rickey, Jr.
Paul F. Spangle

DISCUSSION

The discussion revolved around four issues: The sizes of present visitor centers, the value of exhibits, the value of audio-visual aids, and the relationships between exhibits and park features. The consideration of size problems was opened by reading a statement from Regional Naturalist Natt Dodge. This led to a discussion of what was meant by "peak" load. The point was made that we should plan for 1966 loads rather than present ones. The term "optimum" load was preferred as a planning basis. Restaurants, for example, seem to plan for "optimum" rather than "peak" loads. People stand in line during the relatively brief periods of heaviest use. The team believed it would be better for visitor centers to be somewhat overcrowded on weekends and holidays than to give the impression of vacancy most of the time.

Reports on completed visitor centers have indicated that most are too small in one or more respects. To cope with this situation in future buildings the team agreed that they should be planned and located so they could be expanded later. The difficulties of expanding a building were discussed. It was pointed out that the building should be planned to meet foreseeable needs. Then, if there was not enough money to build the whole structure, entire units should be postponed rather than shrinking each room. For example, the Grand Canyon Visitor Center was planned with an auditorium, but the auditorium has not yet been built--it can be added later without upsetting present facilities. The discussion brought out that visitor centers should start with a careful, detailed analysis of needs. The requirements should be clearly justified. Then good estimates of cost are necessary. These steps require close cooperation with the architects. Their importance was illustrated by the example of a 250-seat lecture room which turned out on the preliminary drawings as a 50-seat audio-visual room. The team thought such changes are caused by insufficient justification in the museum prospectus and inadequate esti-

mates in the Project Construction Proposal.

This led to a discussion of why preliminary estimates seemed almost always to be lower than final ones. The team reiterated the need for a good statement in the museum prospectus of what is needed and how it will be used, better initial cost estimates, and prompt revision of estimates as required.

The second issue discussed was the value of exhibits as a method of orientation and interpretation. The team first considered the use of exhibits in visitor center lobbies for information and orientation, distinguishing between the two functions. It was agreed that a visual device to help visitors get a general geographical orientation to the park is usually highly desirable. Topographic models have done this very effectively in many instances. Several team members reported that in some parks flat maps perform this function well. The importance of having a large, clear map of the park in usable reach of the information desk was emphasized, but the discussion also stressed the need for correlating this map with the one in the free information folder. Exhibits giving direct information on what to see and do in the park, on accommodations, and on other things visitors want to know have been tried in most of the new visitor centers. It was reported that these displays do not eliminate similar questions at the information desk. The team lacked data to decide whether the exhibits tend to stimulate questions or to relieve the load on the information ranger. The consensus was that information exhibits are useful as a supplement to personal service and literature. It was also agreed that exhibits are useful tools in an integrated orientation program.

Considering exhibits for interpretation, the team analyzed their purposes in the museum as follows: (1) To stimulate interest and create an awareness of the park's significance; (2) to explain objects and ideas lucidly; (3) to inspire the visitor; and (4) to provide a physical aid in addition to personal service.

The team discussed the problems of aiming exhibits at the proper level of visitor interest and ability. It was agreed that exhibits should be simple and lucid, but should not be designed for a particular age level. They should provide material for many levels of knowledge and interest. The team believed museum exhibits in the new visitor centers are not generally too technical, but sometimes try to tell too much.

The value of audio-visual aids in the new visitor centers was considered next. The team discussed the formal programs given in separate audio-visual rooms. Those now in use are of two kinds--informational programs and mood presentations. Team members agreed that both kinds are effective, but the team was not in a

position to decide which type would be better in a given situation. Audio-visual devices in exhibits were also discussed. The bat squeak oscilloscope in the Carlsbad Caverns museum was cited as an example of one which fails to put across its story. It points out the need for careful study of the individual problem before installing audio-visual components in an exhibit. Maintenance problems of audio-visual devices used in exhibits were briefly discussed. The team concluded that audio-visual devices in the visitor centers have a definite value and are essential for some purposes. They do not supplant personal services. They provide one means of conveying our message. Others include personal services (first and best in most situations), exhibits, demonstrations, and publications.

The final issue discussed under Problem One was the relationship of exhibits and other visitor-center facilities to the park features. The role of the visitor center as an index to the park was debated. The team agreed that a broader concept was preferable and concluded with the statement that a visitor center helps to interpret the natural and historical features of the park.

RECOMMENDATIONS

1. Visitor centers should be planned for "optimum" rather than "peak" loads.

2. When funds are insufficient, entire activities should be eliminated rather than reducing the size of all rooms.

3. Buildings should be planned in units for potential expansion.

4. Better estimates should be given at the start and they should be kept current.

REPORT OF EPIPHYTES TEAM DISCUSSIONS

Captain: Don Robinson
Co-Captain: L. E. Jackson

Monday, March 16, 1959

Problem #1: How can park publications be improved?
Discussion Leader: Don Robinson

DISCUSSION AND CONCLUSIONS

For convenience of discussion, this topic was broken down into fifteen sub-topics, each of which was phrased as a question. Each question was discussed, and conclusions were drawn as follows:

1. Do our publications meet the demands of our readers?

Discussion revealed that many parks feel it necessary to issue special publications to supplement the free folders and the handbooks. In the main, these park publications are in the nature of current information leaflets or self-guiding literature, and they contain information which, from its changing nature, would be difficult and expensive to include in the free folders or handbooks.

The conclusions of the group were as follows: (a) The present free folders and handbooks are useful and imperative. (b) There is a need for supplementary area publications to give visitors in convenient concise form information needed during their visits and which it is not economically feasible to place in the regular publications. These publications are generally in the form of information sheets and maps which can be slipped in the existing free folders. (c) These supplementary publications can best be issued by the individual parks.

2. Is there a need for a children's book on the National Park System?

Discussion revealed that there definitely is a need for such a publication, particularly to facilitate the many requests received from grade school students for information on the National Parks. It was also revealed that steps are being taken to meet this need, both by the provision of study units from the Washington Office and by the use of a mimeographed publication developed in the Region Four Office.

It was concluded that Region Four should send 200 copies of its booklet to the Washington Office to be distributed to all areas of the System so that knowledge of it will be more widespread.

3. Are we assuming that people want certain information, or are we making an effort to find out what they want to know?

Discussion revealed that attempts to determine what visitors want to know have been made and that they were not successful, due largely to the great diversity of visitor interests.

It was concluded that we should attempt in our publications to answer the questions most often asked by visitors but that we also should not hesitate or fail to tell the visitors what we believe they should know.

4. Do we "talk down" to the visitor in our publications?

It was concluded that our publications are largely satisfactory in this respect at the present time, that they do not "talk down" to the reader. It was agreed that we should not underestimate the intelligence of our readers but that we should avoid technical terms which might be foreign to their backgrounds or experience.

5. Do we attempt to "lead" the visitor, to tell him what his reaction should be to certain scenes and experiences?

It was concluded that indicating in our publications what the visitor's reaction should be to scenic grandeur is an undesirable practice. It was also agreed that our publications are not often at fault in this regard.

6. Are some of our publications leaning too heavily toward information and not enough toward interpretation?

After discussion of the differences between information and interpretation, it was concluded that our publications are not too heavily weighted in the direction of mere information. It was agreed, however, that the necessity of providing adequate interpretation should always be kept in mind while preparing texts.

7. How can natural history associations and other cooperating associations learn which books have proved to be best sellers at other areas and which do the best job of interpretation?

It was agreed that there is a definite need for this type of information, particularly at smaller areas. It was concluded to request that next year each association, in its annual report, list which publications have been "best sellers" and also comment on the merits of the privately published books available to meet its interpretive needs. It was further concluded to request the Washington Office to consolidate this information and distribute it to the field.

8. Should interpreters prepare each area's publications, or should this work be delegated to professional writers?

It was agreed that many naturalists and historians are not skilled at popular writing, but that our publications should contain texts of the highest quality and readability. It was concluded that area interpreters should be encouraged to prepare the drafts of texts and that the Regional Publications Officers are qualified to edit and rewrite the texts for readability when required. It was also suggested that seasonal employees should be used to prepare texts when they are better qualified to do so than the regular interpreters. Seasonals can be hired for this purpose, and association funds can be used to help finance their employment. It was the feeling of the group that our publications should be written by Service employees whenever possible.

9. Are the present sizes and formats of our publications suitable?

It was concluded that the present publications are generally suitable as concerns size and format and that it was desirable to have each series uniform in size. It was further agreed that publications issued by cooperating associations should not be made uniform and that each association should have freedom to work out its own formats.

10. Are our covers sufficiently eye-catching?

Discussion revealed that it is very difficult to obtain high quality, well-composed photographs for the covers of the new 4" x 9¼" publications. No practicable solution was offered for this problem, but it was the feeling of the group that areas should be alerted to the need for obtaining good photographs for this purpose.

The group concluded that the use of colored photographs, particularly for covers, should be encouraged as soon as congressional regulations and costs permit.

11. How can interpreters obtain training and information on publication production techniques?

Discussion revealed a general need for such information in the field areas but also brought out that the situation is presently being much improved by the services of the Regional Publications Officers and by the booklet "It's to be Published" which will soon be distributed.

It was concluded that when area personnel are uncertain as to how to prepare copy for the press, they should submit only the

text and photographs to the Regional Offices. The Regional Publications Officers and the Washington Office staff, in such cases, will prepare the dummy. It was recommended that similar assistance be given association publications.

12. Should cooperating associations publish handbooks and other regular Service publications when Government funds are not available?

The group concluded that regular Service publications should not be issued by associations. However, it was recommended that associations help finance such publications by paying for writers, pictures, and by other means. Also, it was recommended that handbooks be given lower priorities at areas which have similar, association-issued publications.

13. Should associations insist on publishing, or should they encourage private publishers to issue the books to meet their sales needs?

It was concluded that associations should not discourage private enterprise. Rather, they should encourage private publishers whenever their products are of the quality we desire.

14. Are the present handbooks too lengthy for on-site use?

It was concluded that the handbooks are satisfactory for both on-site and home use.

15. Should our publications contain additional features, such as tables of contents, more maps, distance tables, etc.?

It was concluded that no definite answer can be given to this question, since conditions differ with each area. It was agreed that visitors did not like the shaded maps which were tried experimentally in several publications.

INTERPRETATION

TUESDAY AFTERNOON, MARCH 17, 1959 ENGLISH ROOM, RALEIGH HOTEL

Chairman - J. C. Harrington

1:30 - 3:00 TEAM REPORTS

3:15-5:00 TEAM SESSIONS

TEAM A - ASPENS -

PROBLEM TWO - How can we do a better job of recruiting permanent interpretive personnel?

TEAM B - BEARS

PROBLEM TWO - How can the Service improve the facilities and performance for evening interpretive programs?

TEAM C - CANYONS

PROBLEM TWO - How can self-guiding trail practices and techniques be improved?

TEAM D - DINOSAURS

PROBLEM TWO - How can we improve our parctices in the planning, preparation, and installation of museum exhibits?

TEAM E - EPIPHYTES

PROBLEM TWO - In what ways can audio-visual aids most effectively contribute to the interpretive program?

RECORDER:
R. L. Comstock

REPORT OF ASPENS TEAM DISCUSSIONS

Captain: David de L. Condon
Co-Captain: F. H. Tilberg

Tuesday, March 17, 1959

Problem #2: How can we do a better job of recruiting permanent interpretive personnel?
Discussion Leader: John M. Good
Recorder: Norman B. Herkenham

DISCUSSION

The session opened with a review of the statement made by William Carnes, chief of the MISSION 66 staff, to the combined session of Monday, in regard to a proposed generalized recruiting program for the Service. The team recognized certain dangers in this proposal. It is believed that most recruits coming into the Service will want to know just where they are heading--where they will work and what they will do after completing their initial year of training in the general personnel pool. While basic indoctrination in the various phases of park operations is advantageous, the team felt that this need is probably being adequately met by the program of the Yosemite Training Center. In regard to the proposal that on-the-job training can provide whatever differentiation Service employees may need in determining their career directions, the team believes the Service definitely must not sacrifice its dependence on post-graduate academic training to produce our interpreters.

It is believed that existing college curriculums offered for training geologists, biologists, wildlife managers, historians, etc., do a creditable job of preparing candidates for Service jobs, provided there are course substitutions slanted towards the special needs of park work. For a number of years, we have given advisory service to colleges and to students in the form of suggested curriculums which career-minded students might follow.

The Service should more vigorously try to acquaint college students with career possibilities in the Service. These students should be reached early in their college preparation, perhaps even before they finish high school, so that they may take the necessary steps in time to chart their course of academic training.

RECOMMENDATIONS

1. The Service should not adopt the kind of proposal set forth for a generalized trainee pool, as it is believed such a proposal would hurt the Service's recruiting program.

2. The team endorsed the utilization of student trainees in seasonal park positions. This applies to positions (1) as student assistants to serve the short-term or seasonal needs of the Service, and (2) as student trainees to serve the long-term needs of the Service for permanent employees.

3. The Service should adopt a follow-up system on prospective candidates who evince an interest in park careers when they visit various park offices.

4. The Service should take steps to establish a centralized register in the Washington Office for the three types of interpreters--naturalists, historians, and archeologists. This would be a tremendous assistance in our recruiting efforts, making it possible to get the right man and the right job together on a nationwide basis.

REPORT OF BEARS TEAM DISCUSSIONS

Captain: D. C. Kurjack
Co-Captain: H. B. Robinson

Tuesday, March 17, 1959

Problem #2: How can the Service improve the facilities and performance for evening interpretive programs?
Recorder: W. E. Dilley

DISCUSSION

The team divided the problem into two parts: (1) the physical set-up; (2) performance.

The physical set-up depends on funds and is coming along slowly, but surely. Discussion in this area was about the need for large, small, or both types of set-up.

It was agreed that in many historical areas evening interpretive programs might not be appropriate. Because different situations exist in almost every park, few general recommendations were made.

It was agreed that the quality of performance in evening interpretive programs needs much improvement. Much of the discussion concerned the following problems: (a) Getting good performance from seasonals; (b) hiring seasonals whose ability is limited; (c) inability to get seasonals at the right time; (d) pressure on superintendents and interpreters to start the programs early; and (e) little time for training and preparation.

We did not think the seasonal was entirely responsible for poor performance. Some permanent employees deserve criticism for lack of speaking ability.

RECOMMENDATIONS

1. Plans and specifications for campfire circles, amphitheaters, and information desks should be made available in the field.

2. To maintain quality of performance, sufficient time must be given to training seasonal employees, even if it involves starting the program late.

3. Improve quality of public speaking by trying to get seasonal personnel with speech training who can help train others, or by soliciting speech training aids from nearby schools, the Regional Offices, or WASO.

4. Encourage campfire songs if a good leader is available, but avoid such programs if the area does not have a capable leader.

REPORT OF CANYONS TEAM DISCUSSIONS

Captain: P. E. Schulz
Co-Captain: R. A. Apple

Tuesday, March 17, 1959

Problem #2: How can self-guiding trail practices and techniques be improved?
Discussion Leader: M. Sullivan
Recorder: C. E. Jepson

DISCUSSION

The origin of self-guiding facilities was not definitely known to the group but certainly their development was stimulated by shortage of interpretive personnel. However, they have proven so satisfactory that they are here to stay, filling a need regardless of the availability of interpreters.

In 1954, there were 97 trails; to date the number has doubled.

The trend is toward increasing losses of leaflets under the honor system--up to 35 percent for leaflet-number systems. The group favored this type but admitted gains in popularity of the text-in-place installations as vandal-proof techniques are being developed. Solutions to leaflet-loss problem are:

Disregard losses until they exceed receipt.
Sell leaflets at headquarters, concessioners, etc.
Give them away free.
Use Vending machines.

Surfacing of trails may be desirable in cases of heavy use, dust, mud, and in the interests of safety. Paving may have the benefit of alleviating use-impact on the scene.

Poor maintenance of self-guiding trails and tours gives visitors a very undesirable reaction. We must make greater efforts to keep markers, texts, leaflet supplies, and trail or tour physically in tip-top shape.

As in all other interpretation, planning pays; locations should be determined in an over-all interpretive scheme. First, emphasis is on location where the best opportunities are found; second, consideration is nearness to centers of visitor concentrations and accommodations.

Better quality and larger amounts of artwork (illustrations) are needed for both text-in-place and leaflet-number systems.

Central sign shops should help in mass production of suitable markers and develop improved techniques for self-guiding trails and tours.

The vast number of techniques discussed cannot be included here, but it was interesting and profitable.

RECOMMENDATIONS

1. In view of the many excellent techniques which have been (and surely will be) developed for self-guiding trails and tours, and also because published NPS standards and instructional materials are not sufficiently comprehensive or up to date, it is recommended that a small task force be designated in the near future to prepare an NPS Self-Guiding Trails and Tours Handbook. This document should include principles, guidelines, and the details of all known techniques including audio and electronic types possible, not only for self-guiding trails, but also for self-guiding auto tours, etc. The handbook should be organized for ease of use by field personnel (including the inexperienced) and should be of loose-leaf format to permit periodic insertions to keep it up to date and all-inclusive, thus perpetuating its usefulness.

2. The field must pay greater attention to self-guiding trail facilities, maintenance, and, also, to leaflet supply (where appropriate). Absence of self-guiding facility is far preferable to a poorly maintained and serviced unit.

REPORT OF DINOSAURS TEAM DISCUSSIONS

Captain: Albert C. Manucy
Co-Captain: Douglas H. Hubbard

Tuesday, March 17, 1959

Problem #2: How can we improve our practices in the planning, preparation, and installation of museum exhibits?
Discussion Leader: Albert C. Manucy
Recorders: Meredith B. Ingham
Robert H. Rose
Philip F. Van Cleave

DISCUSSION

The team began with a discussion of the museum prospectus. As the basic plan for museum development, the prospectus receives thorough review. It is examined on a different basis by each reviewer. For example, the Branch of Natural History might evaluate the accuracy and scholarliness of the subject matter, while the Branch of Museums would consider the same material from the standpoint of effective presentation. Prospectuses often accumulate a number of different comments during the course of review. The discussion revealed that these comments sometimes do not get back to the interpreter who wrote the prospectus until an exhibit planning team arrives. When this happens and the comments involve substantial changes in the story, delays and difficulties can result. Further discussion brought out that interpreters faced with the job of producing a museum prospectus commonly find it hard to locate all the instructions involved. The possibility was weighed of issuing a "prospectus packet" to include the outline, a sample, routing details, etc.

The discussion then turned to research needed before exhibits can be planned and constructed. The team realized the importance of having the facts and ideas to be interpreted by exhibits known fully and accurately in advance. The difficulty of financing the necessary research stood out among the problems encountered in accomplishing this.

The team next discussed ways in which the park interpreter could help the exhibit planning team. On the basis of actual experience the group drafted a recommendation which urged that area interpreters gather references (books and other sources of reference) and specimens (including artifacts and photographs) before the exhibit planning team arrives at the area.

The team discussed at some length the question of standardization in park museum exhibits. A majority believed that our museum exhibits do tend to be standardized and that such uniformity is undesirable. On the other hand it was pointed out that until recently park museums have been among the few to carry out a regular exhibit policy in which the story is primary and the specimens secondary. This approach sets park museum exhibits apart from most others visitors have seen. Some standardization in design is based on the requirements of "human engineering" which determine the most effective viewing heights, for example, and so control panel dimensions. The cost advantages of some standardization in the use of materials and methods were reviewed. Members of the team warned against design fads. Following the discussion this statement was read to the team:

"There has been some criticism of exhibit installations in our new visitor centers. These criticisms have generally been directed at two aspects of those installations:

1. Similarity in construction and presentation;
2. The absence of 'openness'--in other words, failure to develop what is so often referred to in architectural design as the open plan, whereby the out-of-doors is brought indoors.

"In respect to Number 1: The Museum Laboratory has been and <u>still</u> is faced with a heavy production schedule, geared to keep pace with the accelerated building program of new visitor centers.

"To facilitate exhibit construction, stock sizes of materials employed in the construction of exhibits have been to some extent a controlling factor in the average size, shape or proportion of exhibit designs.

"Free forms, eccentric shapes, etc., although sometimes desirable, invariably tend to elevate exhibit costs. These costs are becoming of more and more importance and will of necessity dictate the amount of variety possible to design into future exhibit plans.

"Materials suitable for exhibit panels are of standard dimensions, 4' x 8' or 4' x 12', and so on. The 4' dimension is admirably suited to placement at a level (bottom edge 30" from floor) which exactly covers what has proved to be the best average, vertical viewing area.

"Museum cases are expensive and durable. It is logical to have them fabricated with this 'ideal' viewing area in mind.

"Within standard, and therefore most economical dimensions, variety is sought by means of design variation, color, diversity of specimen material, etc.

"Open panel exhibits (those which normally support exhibit material requiring no case protection) are usually rather 'blockily' framed. The deep frame permits wall anchoring by the economical use of lag bolts and sleeper blocks, eliminating time-consuming attachment of special fittings to exhibit walls. This results in reasonable installation costs and permits easy removal of exhibit panels for any needed 'touch-up' changes or corrections.

"There is a danger of 'dating' exhibits if design is too much influenced by display fads.

"Materials such as knotty pine, striated plywood, etc., need to be used judiciously to avoid unconscious association with taverns and recreation rooms, for example.

"There is a constant change in materials and techniques in the exhibit and display fields. Good taste and good judgment are the constant factors with which we should be concerned. It is the hope that the Museum Laboratory's designers will continue to be aware of that, rather than be too strongly influenced by the more fleeting or temporal aspects of extremism so evident in many commercial exhibits.

"The Service has only stimulation and interpretation to 'sell.' It is hoped that these things can be broadcast well and in good taste.

"Animation has been used to some extent in museums outside the Park Service. It has been successful only when the museum has been able to afford continued expert maintenance. Often the animation has little or no interpretive value. We need not compete with whirling lights or animated beer signs any more than with 'cheesecake.'

"In respect to Number 2: It is important that exhibit construction time be held to a minimum which is compatible with the execution of quality exhibits.

"New visitor centers are mushrooming as MISSION 66 gathers momentum. This is a wonderful situation we find ourselves in! None of the new visitor center exhibit rooms should be permitted to remain exhibitless if we are to hold the approval of those concerned with financing them. This is important!

"Installation of exhibits in these new visitor centers represents no small portion of overall exhibit costs.

"To create architecturally conditions which set up problems to overcome during installation of exhibits would, of course, increase the costs of that phase of the exhibit program.

"Open plans--great expanses of glass permitting the out-of-doers to flow into the exhibit rooms--create reflection problems which are virtually impossible to overcome except by the use of specially constructed light baffles, light traps, etc. Such devices tend to clutter space and impede visitor-traffic flow as well as increase installation costs.

"Normally, all exhibit execution is carried on under fluorescent (artificial)light, which permits controlled working conditions. Strange and unpleasant things often happen to exhibits if they are finally put on display under daylight conditions. The ideal situation is an installation of exhibits wherein they may be viewed under light conditions closely approximating those in which they were produced.

"These facts are put forth so that those in the field may better understand the basic thinking which has gone into the production and installation of exhibits which have occasioned these two general criticisms.

"It is the hope of the Museum Laboratory that more variety in installations will be achieved in future units, but in these days of budget guarding it is felt that changes should come on the basis of careful consideration of all factors involved in doing up a visitor-venter exhibit room, rather than on snap judgment based on carried-over impressions of exhibit installations outside the Service which were probably designed to do a temporary or completely different job."

The team drafted a recommendation on the subject.

As the team discussed the quality of exhibits, members spoke of the excellent interpretive results which have been obtained when an exhibit has given visitors a genuinely emotional experience involving some important phase of the park story. The diorama of the mass at Tumacacori was cited as an example. It was agreed that interpreters and planners realize the value of such climactic treatment of highly pertinent subjects and are alert to the possibilities. Another aspect of good exhibits involved a procurement problem. Some interpreters have recommended the use of important exhibit specimens which needed to be acquired only to find they were no longer available at the time of exhibit preparation.

The final point discussed was the maintenance and repair of exhibits. The team recognized that much exhibit repair and rehabilitation requires specialized skills and materials not ordinarily available in the parks. At present parks can inform the Museum Laboratory about work that needs to be done. Rarely can a technician from the laboratory stop at the park to do the job. Sometimes exhibits can be sent back to the laboratory for repair. Occasionally the laboratory can send instructions so a local artist can be hired. The team believed a more businesslike exhibit maintenance program is needed.

RECOMMENDATIONS

1. A checklist of instructions and references should be prepared and sent to areas before prospectus preparation begins.

2. Research required for exhibits should be based on needs expressed in the museum prospectus and should be provided for in the Project Construction Proposals.

3. The following items should be assembled by the interpreters after the museum prospectus has been completed and before the planning team arrives: (a) References; (b) graphic materials; (c) specimens; and (d) ideas.

4. Information on museum-exhibit construction problems should be circulated to the field for better understanding.

5. A fund should be provided to purchase museum objects for which a need has been established when such specimens become available before exhibit construction funds.

6. A maintenance and rehabilitation program for exhibits is definitely needed and should be established.

REPORT OF EPIPHYTES TEAM DISCUSSIONS

Captain: Don Robinson
Co-Captain: L. E. Jackson

Tuesday, March 17, 1959

Problem #2: In what ways can audio-visual aids most effectively contribute to the interpretive program?
Discussion Leader: Don Robinson

DISCUSSION

The discussion opened with Eric Read pointing out that the question did not lend itself to a hard, fast answer. Other members of the team pointed out that since the audio-visual program was so new, its effectiveness had not been tested in many areas.

Sentiment was universal that while audio-visual aids are necessary in many instances to cope with the ever-increasing demands being made upon the interpretive program, the importance of personal interpretive services should not be overlooked or de-emphasized. It was emphasized that mechanical devices should always be regarded as aids, supplementing the personal services of interpreters.

At this point the team noted the presence of John Doerr and Don Erskine and called upon them to outline the accomplishments of the audio-visual program thus far and discuss the program's objectives.

Both Doerr and Erskine heartily supported the sentiments of the team that audio-visual devices should be regarded as "aids" to personal interpretive services and should not be used to supplant personal service when sufficient personnel are available to provide such service.

Doerr said much has been learned since the audio-visual program got under way. He discussed the various devices employed in the program. One major lesson already learned, he said, is the importance of confining sound so that it does not go beyond the audience being served by a particular device.

In response to questions, Doerr said the audio-visual staff in the Washington Office has had to produce many of the devices now in use because those commercially available were not suited for specific interpretive jobs. Wherever possible, he said, commercially produced machinery is being utilized.

The team discussed new types of automatic slide projectors equipped with remote control devices which enable the speaker to stand facing his audience.

RECOMMENDATIONS

1. The team agreed that audio-visual aids can make an important and effective contribution to the interpretive program, but felt the subject was too new for those present to make specific recommendations. All agreed, however, that the slide projectors with remote control equipment are preferred to the old types which require the interpreter to stand by his projector and operate it manually while talking.

INTERPRETATION

THURSDAY MORNING, MARCH 19, 1959 ENGLISH ROOM, RALEIGH HOTEL

Chairman - Raymond Gregg

9:00 - 10:30 WHAT'S NEW IN INTERPRETATION? - R. F. Lee and Division Staff

10:45 - 12:15 TEAM SESSIONS

TEAM A - ASPENS
PROBLEM THREE - What are the principal training needs of seasonal and permanent interpreters and how can they best be met?

TEAM B - BEARS
PROBLEM THREE - What are the values and limitations of demonstrations in park interpretation?
PROBLEM FOUR - Does the present statement of policy and procedure for cooperating associations meet the needs of the field?

TEAM C - CANYONS
PROBLEM THREE - Do the research policies and practices outlined in WASO memorandum of September 8, 1958, to the Regional Directors meet the need of the field?

TEAM D - DINOSAURS
PROBLEM THREE - Where should the Service head in developing interpretive programs or aids for children?

TEAM E - EPIPHYTES
PROBLEM THREE - What can and should be done to maintain personal interpretive services in the face of increasing travel and changing patterns of travel?
PROBLEM FOUR - How can interpreters be of most help to the Service in the development of the new master plan texts and related materials?

12:15 - 1:30 LUNCH

RECORDERS
M. K. Potts
J. A. Hussey

WHAT'S NEW IN INTERPRETATION

Thursday, March 19, 1959

Under the chairmanship of H. Raymond Gregg the Field Interpretive Conferees met in a general session in the studio of the Interior Building. Ronald F. Lee, Chief of the Division of Interpretation, and the Branch Chiefs of the Division in the Washington Office presented a slide illustrated program of "What's New in Interpretation." This provided the Interpretive Conferees an opportunity to preview and comment on a program being designed for presentation at the National Park Service Conference in December 1959. Lee covered the subject of visitor centers. Ralph Lewis described new developments in museum presentations. John Doerr presented new aspects of wayside interpretation. Herb Kahler described recent developments in interpretive demonstrations, and gave emphasis to phases of visitor participation in types of interpretive programs. Dr. Corbett's portion of the presentation covered recent progress in archeological, historical, geological, and biological research. Jim Cullinane described new aspects of publications, the spoken word at campfire programs, dedications of new interpretive facilities, and special celebrations.

Lee concluded the presentation with a few slides illustrating the point that even with new interpretive aids and facilities the most satisfying visitor experience comes from personal services along the trails and in contact with the objects and scenes of history.

Discussion following the presentation brought out a number of points for improvement including the responsibility of the field to send to Washington improved illustrative material on "What's New in Interpretation."

REPORT OF ASPENS TEAM DISCUSSIONS

Captain: D. de L. Condon
Co-Captain: F. H. Tilberg

Thursday, March 19, 1959

Problem #3: What are the principal training needs of seasonal and permanent interpreters and how can they best be met?

Discussion Leader: Richard Prasil
Recorder: George MacKenzie

In the team discussions it was recognized that the new employee needs to learn as soon as possible after entering on duty what to expect from his job and what he is expected to put into it. In regard to seasonals, the greatest need is to get them on the job with as much information on their park already cataloged in their minds as possible.

RECOMMENDATIONS

Group A--for permanent employees

1. Greater emphasis should be given to training of permanent personnel at both the park and regional levels. The latter should include technicians from all divisions including the design offices and should stress interpretive development planning. More frequent training sessions at the regional level will promote greater efficiency and teamwork of the different divisions within the Service.

2. Job training of all employees should emphasize acquaintance with the resources of the park to which the employee is assigned.

3. Whenever practicable a new replacement employee should have the benefit of job review with his predecessor. Also, the new employee should be allowed time to review reports, records, programs, and other data on past and planned activities in his division.

4. A bibliography of orientional reading should be prepared for each park and sent to a new employee or transferee well in advance of the day he enters on duty in his new assignment.

5. The team suggested there is a need for a special interpretive training school which should be operated annually for interpretive personnel on a rotating basis, the details of which are a matter for further study.

6. In those areas where it is feasible, there should be an interchange of work assignments to further training and appreciation and understanding of the overall park program.

Group B--for seasonal employees

1. Every area should have an effective in-service training program for seasonal employees. To a variable degree, depending on each situation, this program may provide some training every year to every employee, or more intensive training might be provided at longer intervals, such as every other year. Training techniques may include pre-assignment of programs in advance of entering on duty, field training trips, monitoring, and auditing new employees and the use of tape recorders in training techniques.

2. Care must be taken not to place inexperienced employees in situations where their lack of knowledge may reflect unfavorably upon the Service. The new employee should be assigned only the work he can be expected to do and his responsibilities should be increased as fast as his experience and abilities will permit.

REPORT OF BEARS TEAM DISCUSSIONS

Captain: D. C. Kurjack
Co-Captain: H. B. Robinson

Thursday, March 19, 1959

Problem #3: What are the values and limitations of demonstrations in park interpretation?
Discussion Leader: Charles Hatch
Recorder: Robert Ronsheim

DISCUSSION

The discussion began with a paper presented by Chief Park Historian Hatch of Colonial National Historical Park. The group concurred with the analysis given and recommended that the paper be made a part of the record. It is quoted here in full:

The Interpretive Demonstration

Demonstration is an expanding form of interpretation--a form in which an act, a process, or a method is repeated under the conditions and following the procedures in which it occurred initially. It, perhaps, became a basic part of our educational philosophy not more than several decades ago unless we consider the old apprentice system to have been its real legitimate forebear. Now it has become a familiar device of instruction to us and to the public at large. This being the case it becomes a useful tool for wise and considered use. Like all tools it can be overworked and needs to be thoughtfully considered before it is brought into use in a given situation.

Perhaps a couple of paragraphs from Freeman Tilden's Interpreting Our Heritage is appropriate at this point. In opening his brief discussion of "Demonstration" he relates:

> "Dr. John Merriam once quoted with great relish a characteristic instance in the Middle Ages of depending upon theory and description, when a simple demonstration would have resolved all difficulties at once. There was a spirited discussion among a group of scientific men over the nature and number of teeth possessed by a horse. Literature was quoted, authority was marshalled, and the discussion was raging ineffectively when somebody abruptly suggested that they go out and get a horse.

"Demonstration is the act of 'bringing in the horse.' You may write pages or talk interminably to me about the process of grinding flour and meal between stones revolved by a wheel driven by the flow of a stream, and I shall still be too little aware of what actually takes place. After seeing the operation in process at Mabry's Mill in the Great Smokies, at Rock Creek Park in Washington, or at Spring Mill State Park in Indiana, my curiosity is satisfied."

Demonstration is very adaptable to handicrafts, to the simpler agricultural pursuits and to many household activities common to our frontier and agrarian society. These aspects of our way of life are fast disappearing or becoming subject to basic modification. The demonstration is a way to keep many of these alive. As Tilden points out, "We must remember that our country has become so greatly urbanized that there are now millions of adults and children who have never seen a cow milked."

The firing of a musket is now a matter for the experts and, except in the tobacco belt with its modern methods, a growing tobacco plant is seldom seen. In keeping these activities alive we may be doing as great a service as in the preservation of houses, or trees, or manuscripts. Perhaps, in these instances, at least in some of them, preservation is as important as interpretation.

The demonstration takes many forms both inside and out of the National Park Service. It may be handicrafts (basketmaking, weaving, candlemaking, bootmaking); it may be manufacturing (pottery making, glassblowing, or iron making); it may be the printer, the pewterer, or the blacksmith at work; it may be Indian dances or rituals; it may involve a boat trip on an old canal, or a carriage ride, or it may be a working windmill. It need not even be full scale to be effective or useful. Working scale models, as of a motor, or a machine, are fascinating to watch and they require less space. Perhaps even the historical pageant is in some respects a demonstration although it may be more art than history, and less faithful to the reproduction of a scene than to the creation of mood and feeling.

Unquestionably the demonstration is here to stay and the comments which follow represent an effort to summarize some of its values and some of its limitations:

* As Herbert Kahler pointed out in 1953: Demonstrations are very valuable in helping visitors understand certain manufacturing processes, various arts and crafts and some of the changes in technical skills. In many instances it is enough to see something done to gain a

better understanding. Where this is the important thought, or the point of greatest emphasis, then the objective is achieved. They can be very effective, too, in emphasizing the true meaning of the treasured concepts, "by hand" or "handmade." This should be important to us in this age of increasing mechanization with stress on the automatic concept.

* The demonstration can be very effective in inviting visitor participation, which is often the key to stimulating interest. This need not be purely a mental thing either. A puff on the glass blowpipe, a carriage ride, the eating of a slice of a freshly baked loaf of bread, or handling tools are examples. Perhaps in this category, too, belongs the purchase of the manufactured or shaped objects--the product of the demonstration.

* A demonstration often calls in much more than the use of our sight and the spoken word. The slow creak of the mill wheel, the intense heat of the glass furnace, the dust from the grinding millstones, and the sharp hiss from a red-hot piece of blacksmith's metal when dipped in water to cool are cases in point. When we use all the senses, or several of them, we are scoring most heavily.

* Because of popularity and the human-interest pull, the demonstration can be distracting and can lead to misplaced emphasis. It will dominate the scene with little effort. It will overpower nearby exhibits presented in a less colorful manner and it can be a block to conveying more abstract matters of politics, religion, and social conditions. There is no difficulty in presenting a wayside water mill in its own right and for its own purpose. When, however, there is a demonstration "glasshouse" at the entrance to an area with a complex story such as Jamestown and without other exhibits with similar power of attraction there are problems. (This, however, is not said with any note of regret, or with any thought of basic alteration of the "glasshouse." It is merely pointing out a fact. Historic sites are where they are and must be dealt with accordingly.)

* Perhaps demonstrations of arts and crafts can best be presented when they are parts of a large scene, as in the case of Colonial Williamsburg. Here the demonstrations seemingly work very well. The scope of the town, the power of its architecture, and its diversity of activity keep the demonstrations in hand and well contained. Each does an excellent job in its own sphere.

There is a sufficient number of them, too, to prevent one from rising over the other. This is all necessary to good balance of proper perspective.

* In watching a mechanical, or crafts, demonstration it is possible to become immersed in the detail, forgetting, perhaps, the meaning of the operation and its overall message. Historian Robert Ronsheim stated this very nicely in a recent letter in which he suggested that "craft demonstrations are, or can be diversionary and even likely to be misleading as now handled." He elaborated:

> "I like to watch craft demonstrations and to learn the techniques. I know that this is a good introduction for my children to history. But I am not sure that they do much teaching of history or the old days. This was what upset me even about Cooperstown, when I was there for the Seminar. It is very interesting to watch the process of making cloth from the beginning. I am impressed by the workers' skill and knowledge and by the machines themselves. But I do not have the slightest idea how much time it took to clothe a family, or how machines were made and acquired, or repaired. They may as well have been weaving or whatever you do with grass skirts for South Sea Island wear. And I'm afraid that I am a little too impressed by the skill involved in the hand crafts. The most important thing is that [most] every one did it--at least some of the crafts [through sheer necessity]--although some were more skillful than others to be sure. . . the crafts are not made part of time and place.

* To be most useful the demonstration needs to be interpreted in a way to develop the principal theme that it is intended to illustrate. This requires constant attention and ingenuity. The technique is always in stiff competition with this message. In this, in regard to both technique (process) and message there is no good substitute for verbal explanations and interpretation by those on the scene. Speaking labels, signs, and printed materials are helpful and possibly required by the circumstances, but they are decidedly second best.

* Demonstrations, from the simple to the more complex, are not to be taken on without seriously considering necessary costs, personnel, operation, and maintenance. They are exacting in supervision, training, and man-hours.

It is well to measure them carefully against the overall program and availability of funds (both present and future), when they are considered as a part of a continuing park interpretive program. The availability of trained operators and substitutes is very important. The disposal of the manufactured product, when there is one, needs also to be considered. What will be the disposition if too many objects are made and what will be the pressures when too few result, especially if the sale is related to the continuance of the project.

* Historical authenticity is sometimes a problem in demonstrations and compromises are necessary in the interest of workability. There is usually conflict between the "purest" and the "realist." Do you modify costumes to make them easy to use and easier to come by? Is any fundamental matter involved when you fire furnaces with gas and electricity rather than with wood as in the old days? Do you use commercial dyes or old type dyes for your cloth? Do you manufacture from basic materials as of old or do you use ready mixes? And the list might go on.

* Most of the comments, up to this point, view the demonstration as a permanent, fixed, and continuing part of a park's interpretive program. There is the matter, of course, of the special show, the anniversary activity (such as that on the 20th anniversary of the establishment of Hopewell Village National Historic Site), or a seasonal run when the demonstration is planned for a single performance or for a brief period. In such cases, perhaps, the same standard of detailed authenticity and smooth operation can be, and certainly they often are, relaxed if the overall result, or product, is reasonably satisfactory. Pageantry, demonstrations, and special exhibits do enhance the success of such events. They increase the possibilities of publicity, especially the all important pictorial publicity, as well as individual personal appeal needed to stimulate good attendance.

It is generally agreed that the continuing, or permanent, demonstration has not been fully exploited by the National Park Service. Freeman Tilden writing in 1957 felt strongly on the subject and others agree. He wrote:

> "...the point I wish to make is that we have by no means more than skimmed the surface of the possibilities in demonstration. That demonstrations will never be sufficiently numerous in

any place of interpretation I sadly admit. No doubt local peculiarities often forbid them. It must be added, too, that lack of money and personnel have prevented, in the past, such desirable development of this fruitful educational device. Still, I am persuaded that in many areas much can be done with little, if imaginative and deliberate assessment of the possibilities is employed."

The daily natural changes in the garden at Washington's Birthplace, the sheep grazing in the pasture there, and the flying of regimental colors on the Yorktown Battlefield are small but effective things. There must be others of this nature as well as many posing only increased complications.

Assumptions and Guidelines

1. Demonstrations must be germane to the story being told and should be studied a long time before used to develop any secondary, or periphy, theme in the story of an area.

2. The demonstration is basically an instructional rather than an inspirational tool. If so, is this important?

3. Standards for permanent demonstration exhibits need to be carefully drawn and to be more exacting than those used for similar features consisting of one performance or of a short-term nature.

4. The first emphasis should be on the simple rather than the complex demonstration.

* * * * * *

The discussion continued with agreement that the interpretive value of demonstrations is unquestioned. Many examples of good demonstrations were mentioned. The discussion continued chiefly around the limits and dangers of demonstrations.

It was agreed that demonstrations must be used with caution and must have a definite relation to the values and story of the park.

The need to sift the corny gimmicks from the valuable interpretive aids was also mentioned. One test proposed was that of balance. Does the total demonstration (the acts, the spoken or

written words, and the setting) get across the interpretive message with sufficient emphasis to subdue the technique being demonstrated?

The advantages of costumes were discussed, but no conclusion was reached. The group recognized the value of personable demonstrators.

The discussion then turned to specific demonstrations, most of which are not noted here. It was clear that we were working with a broad definition of demonstrations. Flag-raising ceremonies by the Marine Corps at Independence, and similar ceremonies by military units at the Washington Monument were considered good examples of how a park story can be emphasized. It was mentioned that the public would ask for more of this type of thing. For example, the Philadelphia press would like to see interpreters wear the costume of the period being interpreted, rather than the National Park Service uniform.

Other examples of good demonstrations included: Work on paleontology at Dinosaur National Monument; passing around animal or mineral specimens at a talk; or showing how fire does not affect the bark from a sequoia tree.

It was decided that there are some subjects which are not conducive to demonstrations. Some uses of costumed Indians were cited as corny demonstrations. Special effects, music, or a scientific explanation of a sunset were rejected as not meeting the test of a good demonstration. The group also warned against "snobbery."

Guidelines mentioned for demonstrations are as follows: (a) The demonstration should fill an interpretive need; (b) It should be indigenous to the area; (c) It should be authentic.

RECOMMENDATIONS

1. Descriptions of demonstrations should be collected and distributed.

2. Better and more complete guidelines should be set forth for the use of the field, because of the value of demonstrations and related activities, and because of inherent dangers in using them.

3. When demonstrations are appropriate, the park budget should defray their expense.

REPORT OF BEARS TEAM DISCUSSIONS

Captain: D. C. Kurjack
Co-Captain: H. B. Robinson

Thursday, March 19, 1959

Problem #4: Does the present statement of policy and procedure for cooperating associations meet the needs of the field?

Discussion Leader: E. T. Christensen
Recorder: Rock Comstock

DISCUSSION

This session began with the presentation of some thoughts on the subject of cooperating associations by Chris Christensen, based on his experiences at the Everglades. The group agreed that these notes should be entered as the major part of their conclusions. They are quoted in full below:

A. Purposes. As stated these purposes (expressed in the policy statement) cover the scope of all existing organizations. They would serve as stronger guidelines if more emphasis were placed on the particular purposes that are most desirable.

Since the purpose of an association is primarily educational, the sponsoring of publications, providing suitable informational literature to park visitors and the production of guiding leaflets assume a major role.

The number two job certainly is the responsibility of aiding in the development of a park library including reference books, 35 mm. slides, and photo negative files.

Secondary roles in most instances would be, "acquiring material to be used in research education and public service functions," and "promoting and supporting research programs within areas administered by National Park areas."

Of course, both of these functions are extremely important. Both should be financed through Service budget almost entirely. Association funds should be used where these functions can be greatly enhanced by such additional assistance.

Finally the acquiring of non-Federal lands should be considered as an unusual function of cooperating associations. Certainly it should not be done if it will jeopardize the primary functions of cooperating associations.

Perhaps along with accepted functions of cooperating associations some negative ones should be listed to assist the executive secretary and board of directors to resist the pressure of various agencies in securing financial support from the association.

B. Organization. In principle the organization suggested for individual organization is entirely suitable.

Several problems develop within the organization that are peculiar to specific organizations. Early in an association's life enthusiasm and aspirations are usually quite high. The members of the board are eager to accomplish a number of projects. Usually the idea of producing a publication or journal is started, etc. Then the initial board, and especially its mainspring individual, transfers, moves away, or loses interest so that eventually most of the work of running the organization falls on the shoulders of the executive secretary.

In some instances a strong superintendent may dominate the association's business, leaving it rather ineffective if he transfers.

Associations with active membership can be effective in focusing interest on naturalist activities in the park and in many ways promote good public relations with interested and influential citizens of the community.

But members join to receive something, especially if there is a fee attached to joining. The association must then be in a position to supply members with worthwhile meetings, newsletters, publications,etc. Service given to members requires effort, and the careful organization of this work is necessary to avoid conflicting with the interpretive effort of the park.

C. Sales Policy. As stated this seems entirely satisfactory.

D. Use of Government Facilities and Services. In small and especially in new areas where personnel are limited, the problem of operating the business of the association without infringing on the normal duties of park personnel may be a very difficult one.

Under all circumstances the benefits that the Service gains from the association should far outweigh the cost in manpower and space used.

In areas without secretarial help or other permanent assistance, bookkeeping of the association is often detailed to temporary employees. This may necessitate frequent training of new personnel to keep books which makes it difficult to produce accurate records.

Hiring part-time workers may be helpful but during a busy season the purchase of material, its distribution to various stations in the park, and the handling of rather large sums of cash makes the service of a part-time outsider rather ineffective.

F. Publications Program. Perhaps much more assistance with the technique of writing readable books that have sales appeal should be given to men in the field.

Two experiences at Everglades are worthy of note. The Natural History Association there embarked on a venture of producing a quarterly magazine on the natural history of the area. Excellent manuscripts were secured and the publication produced was a very attractive and worthwhile magazine. Subscriptions were $2 per year and the magazine sold over the counter and at various stores for 50 cents.

Only one thing was wrong, the cost of production was considerably in excess of the sales price. Even though most of the work, editing, mailing, etc., was done with park personnel, publication of the magazine had to be suspended for financial reasons.

Recently the Everglades Natural History Association has entered into a partnership with the University of Miami Press. The purpose is to produce a series of bulletins on the natural history, the history, and the archeology of Everglades National Park and south Florida. To this partnership Everglades National Park will contribute a major sales outlet for some of the manuscripts. It will, when possible, assist in securing photographs, etc.

The University of Miami Press will furnish editorial help and the mechanics of arranging publication, etc.

Cost of publication is shared on an equal basis.

The combined resources of the two organizations make it possible to produce better publications much more quickly.

The first of a series of such publications is about to go to press. It will be interesting to see what it is like.

G. Research. The outline of an association's obligation toward research is well done. Research will become more important and a much larger field of operation in the future. Eventually more Service funds will be programmed for it. The scope of research will broaden and in many instances will extend beyond the association's field of interest.

I. Programming Funds. In a sense the statement of policy and procedure is overly cautious concerning the accumulation of funds. Prospective large scale museum or library development and a publication program may make the accumulation of considerable funds that are immediately available very desirable.

If no need for ready cash is in the offing, the accumulating of hugh financial resources should be discouraged.

J. Philanthropy. The use of associations as instruments through which visitors may exercise philanthropy in park matters cannot be questioned. It is a rare and welcome experience to acquire much-needed facilities that way. But the Park Service generally should secure such facilities through regular appropriations. A dependence on cooperating associations or philanthropy is a form of wishful thinking that can thwart the interpretive development of the park.

K. Land Acquisition. The emphasis here should be placed on the very first two words, "great care." In a few instances, associations may serve a great need where speed is required in a transaction. Always such ventures should be temporary and associations must never get into the real estate business.

RECOMMENDATIONS

1. Acquisition of materials to be used in education through visitor-service functions is one of two secondary purposes to be promoted only when regular park funds are not available. Under normal circumstances, the regular park appropriation should be the method of purchase.

2. It is desirable to encourage outside membership in cooperating associations. To meet the needs of such members, special notes on park publications, participation in association affairs through meeting attendance, and possible publication of quarterlies are suggested approaches.

3. In offering to the public services of a vending machine, associations and park personnel should cooperate to soften the impact of such machines on the scene.

4. To relieve the burden of association business on permanent employees, it may be possible to get part-time help on a salary basis.

5. A suggested amalgamation of associations would not be unanimously acceptable; however, cooperation between associations should be encouraged.

6. There should be an effort to continue the improvement of publications standards.

7. Cooperating assistance of local university facilities should be encouraged. This is one method which has brought good results both in better quality publications and in relieving the association and the park staff of some of the burden of production.

8. It is recommended that (1) the aid of reputable publishers and artists be secured, and (2) that benefits might derive from joint association meetings to be followed by meetings with publishers.

9. Caution should be the watchword in the use of funds for land acquisition. However, in emergency or peculiar local cases when early action is necessary, such activity may prove important to the park program.

10. The group recommends specifically that joint meetings of association representatives be held regularly to discuss mutual problems and that the associations handle the expense of these meetings.

REPORT OF CANYONS TEAM DISCUSSIONS

Captain P. E. Schulz
Co-Captain: R. A. Apple

Thursday, March 19, 1959

Problem #3: Do the research policies and practices outlined in WASO memorandum of September 8, 1958, to the Regional Directors, meet the need of the field?
Discussion Leaders: C. G. Fredine and J. M. Corbett
Recorder: G. C. Gallison

DISCUSSION

Both institutional cooperative and contract research are desirable and necessary where NPS funds and professional skills are lacking or inadequate. Yet there is need for the park staff to do research too--for stimulation and to keep fresh and informed. The NPS interpreter gains certain intangibles and side benefits which improve him by doing research.

Revised MISSION 66 staffing must include clerical help to let interpreters get to do research, also to hire staff researchers. We are, however, at fault for not properly and fully programming our research needs to justify additional personnel.

NPS is only slightly concerned with fundamental research; mostly it is interested in background research and specific research. The definition of research needs clarification and illustration.

Superintendents should take greater interest in research. Both high-level administration and park interpreters should "sell" them on the importance and benefits of extensive research.

Lack of continuity of research and lack of publication of results can cause great loss both in valuable knowledge and financially.

Contract research often fails to provide the valuable dividends of "irrelevant" sidelights, etc., uncovered in the studies.

Research by temporary project assignments of interpreters and by roving research teams in the field should be tried.

RECOMMENDATIONS

1. Essentially the memorandum does meet the need of the field, but the definitions need simplification for clearer understanding. Also a paragraph giving illustrations for each type, possibly titled "inclusions" should be added.

2. The memorandum should emphasize the importance of and outline means for making permanently available the results of research to prevent loss of investment and duplication of research. Both complete technical and simplified briefs should be published.

3. We confirm and emphasize the thesis that both contract and park staff researchers have their place and that the role assigned to each is dependent on scope, availability of professional talents, etc. We recommend that careful consideration be given to the advantages of (a) research by park staff (highly valuable fringe benefits); and (b) research by contract (greater potential resource of specialized professional knowledge).

4. MISSION 66 staffing revisions should provide sufficient clerical help to permit interpreters an opportunity to conduct certain research projects and provide professional staff researchers as field area personnel whose job descriptions would call for perhaps 90 percent research duties and 10 percent public contact interpretive work. Also floating Regional Office research teams should be established for work in the field.

5. Assignment of interpreters (in the field) to temporary research tasks should be implemented and personnel should be supplied to "fill in behind them," the latter thus permitting normal administration and operation of the interpretive program and at the same time providing a fine experience-training technique for the replacement.

REPORT OF DINOSAURS TEAM DISCUSSIONS

Captain: A. C. Manucy
Co-Captain: D. H. Hubbard

Thursday, March 19, 1959

Problem #3: Where should the Service head in developing interpretive programs or aids for children?

Discussion Leader: Albert C. Manucy
Recorders: Albert Dillahunty, James W. Holland

DISCUSSION

The team listened to a reading of the recently approved policy statement on facilities and activities for children. Interpreters with particular experience in park programs for children discussed details of the policy. Reaction to the new statement was genuinely favorable. The team considered numerous aspects of interpretation for children both separately and with their parents in family groups. In discussing publications some members pointed out shortcomings of books and pamphlets for children written by outsiders for the general market rather than to serve park interpretive needs. The discussion of exhibits for children broadened to emphasize the application of similar principles to all ages.

RECOMMENDATIONS

1. The inclusion of interpretive programs or aids designed exclusively for children should be left for determination in the individual areas in accordance with approved policies of the Service.

2. There is a definite need for, and we advocate the development of, publications for children as a part of interpretation.

3. Every park should provide special interpretive services to children upon request, if staffed to do so.

4. Those concerned should recognize the value to interpretation of exhibits which encourage intimate examination through all the five senses.

Additional Problem: Should interpretive activities be curtailed in the face of rising tort claims?

DISCUSSION

Team members weighed their responsibilities in protecting the bodily safety of visitors, in providing the park experiences beneficial to visitors and in guarding the Service from costly actions. The importance of formal safety measures was brought out, but it became clear that the complete elimination of potential dangers was impossible,

at least without destruction of park values in the process. The team adopted this carefully worded statement: "Hazards to visitors inevitably exist in all National Park Service areas. Despite the best safety practices there will be occasional tort claims."

RECOMMENDATION

These potential claims must be considered as calculated risks which should not lead to serious curtailment of visitor use and the interpretive program because of the threat of such claims.

REPORT OF EPIPHYTES TEAM DISCUSSIONS

Captain: Don Robinson
Co-Captain: L. E. Jackson

Thursday, March 19, 1959

Problem #3: What can and should be done to maintain personal interpretive services in the face of increasing travel and changing patterns of travel?

Discussion Leader: Don Robinson

DISCUSSION

Throughout its discussion, the team seemed in unanimous agreement that every possible effort must be made in the coming years to maintain and even expand opportunities for park visitors to avail themselves of personal interpretive services.

It was pointed out that too often trained interpreters are tied down with routine chores which deprive them of the opportunity to make their skills available to visitors.

RECOMMENDATIONS

1. We should continue to try to provide opportunities for interested visitors to take longer "quality"-type conducted trips, as against the rapid passing "interpretive contacts" with large numbers of visitors, in selected areas or situations where this is feasible.

2. Non-professional additional employees are badly needed to relieve higher grade, specialized interpreters of routine clerical duties and of strictly informational contact work, so that they can devote their time primarily to genuinely interpretive activities.

3. Self-guiding trails, audio-visual devices, etc., should be employed to supplement personal services, or as inevitable substitutes for personal services, but not as a general thing permitted to completely supersede actual direct interpretive contacts and specialized activities.

REPORT OF EPIPHYTES TEAM DISCUSSIONS

Captain: Don Robinson
Co-Captain: L. E. Jackson

Thursday, March 19, 1959

Problem #4: How can interpreters be of most help to the Service in the development of the new Master Plan texts and related material?

Discussion Leader: Don Robinson

DISCUSSION

The team expressed appreciation of the fine talk given earlier in the day by Howard Stagner on new Master Plan procedures. Discussion centered around the importance of park interpreters becoming familiar with all phases of master plan development and contributing toward the development of such plans.

RECOMMENDATIONS

1. Staff review and round-table staff discussions on master planning are imperative.

2. The interpreter must be not only well informed on his entire area and its operation but also familiar with all phases of the Master Plan.

3. The responsibilities of all division heads in master planning should be formally recognized by such means as specific mention in job descriptions.

4. We assume that the park interpreter would normally be responsible for, or participate importantly in the writing of, the sections on Mission and Objectives; be responsible, in cooperation with other divisions, for preparation of the Visitor Use section; for the interpretive segments of the Organization and Activities chapters and for the major part of the Basic Data volume. A beneficial effect of this rearrangement of material in the new Master Plan for Preservation and Use will be that it enforces close collaboration and coordination by all concerned at a comparatively early stage of planning.

5. We are glad to know that instructions for preparation of the new Master Plan for Preservation and Use will be issued shortly and recommend that detailed and specific directives and guidelines be developed and provided to the field.

INTERPRETATION

THURSDAY AFTERNOON, MARCH 19, 1959 ENGLISH ROOM, RALEIGH HOTEL

Chairman - Erik Reed

1:30 - 2:15	MASTER PLANS - H. R. Stagner
2:15 - 2:45	DEDICATIONS AND CELEBRATIONS - H. E. Kahler
2:45 - 3:15	AUDIO-VISUAL - J. E. Doerr
	RECORDERS D. J. Erskine M. E. Beatty
3:15 - 3:30	BREAK

Chairman - B. T. Gale

3:30 - 4:00	RESEARCH - J. M. Corbett
4:00 - 4:30	COOPERATION ON MUSEUM DEVELOPMENT - R. H. Lewis
4:30 - 5:00	PUBLICATIONS - J. J. Cullinane
5:00	CLOSE SESSION
	RECORDERS J. M. Good C. A. Burrough

MASTER PLANS

by Howard R. Stagner
Assistant Chief, Mission 66 Staff

Thursday, March 19, 1959

Discussed the new format for the Master Plan, recently approved by the Director, and its interpretive implications.

The Master Plan narratives will be revised in the normal course of events--existing up-to-date Development Outlines will continue to be used. It is expected, however, that the Master Plan for all parks will be brought into the new form in about 3 years.

The new Master Plan consists of three Volumes.

Volume III, General Park Information, will contain all factual background information, data, tables, etc.

Volume II will contain all Master Plan drawings, including base maps, interpretive drawings, etc.

Volume I, The Master Plan Narrative, is the basic planning document, and consists of the following:

Preface	- The mission of the park and of the Service defined.
Chapter 1	- Objectives and Policies.
Chapter 2	- Visitor Use Brief.
Chapter 3	- Park Organization Brief.
Chapter 4	- Park Operations Outlines.
Chapter 5	- Design Analysis.

The Master Plan Narrative, through Chapter 3, deals with the whole park, discussing preservation, public use, protection, interpretation, development, etc., as an over-all, integrated program, rather than from the standpoint of the work of the divisions of a park staff. It should be prepared as a staff effort. Divisions are recognized, and the work of each described, in Chapter 4. Chapter 5 is an explanation of the layout and design principles exemplified by the drawings.

The planning narrative gives broad direction to the whole park program, and is the justification for the whole. It is also the place where the park superintendent and staff identify development and staffing needs and provide specifications for the designers.

The operation of an Interpretive Division is covered as a Section of Chapter 4. This does not cover all the ground by any means, and the full interpretive plan for a park will in fact, consist of the first three Chapters, plus the interpretive division operating plan in Chapter 4. Likewise, a full ranger activities plan consists of the first three basic chapters, plus the ranger activities operating plan of Chapter 4.

The Museum Prospectus is not a part of the Master Plan paper. It provides more detail at a later stage, precedent to building design, and exhibit and building construction.

For a fuller discussion, refer to the Master Plan Handbook, scheduled for release May 1959.

DEDICATIONS AND CELEBRATIONS

by Herbert E. Kahler
Chief, Historian
Thursday, March 19, 1959

Under the MISSION 66 program, superintendents of all areas can anticipate a dedication or observance of some kind. Some of the areas, especially those associated with the Civil War, will have extensive ceremonies during the centennial observance 1961-65. Obviously, you are expected to help the superintendent in ceremonies. What are the steps you can take or the pitfalls you can avoid to make them a success? I think I can best illustrate this by a case study of an area that was dedicated but still has not been established.

On July 2, 1952, we received an urgent call to have a speech ready for Assistant Secretary Davidson for July 4th to dedicate St. Croix National Monument, Maine. A military plane was made available and on July 4, Herb Evison and I flew with Mr. Davidson to Calais, Maine, where we were met by the superintendent of a nearby park. We drove to the City Hall of Calais where we expected to be met by the Program Committee, but no one was on hand. So Mr. Davidson thought he might have a few minutes to shave and change his shirt. He soon became the chief attraction; you might have thought it was the mating season for bears in a zoo. Formed in a large circle were the curious townspeople watching an Assistant Secretary use an electric razor. Well, we waited for 3 hours for the Program Committee to give us directions for the day's activities. Finally, at 2 p.m. we received a telephone call from Redstone, some 20 miles distant, saying the French and Canadian delegation had arrived before us at Calais and they had gone on without leaving someone behind to direct us, but we should hurry to Redstone where they were serving a lobster dinner. We moved with haste to Redstone and found we had 15 minutes to pick our way through a lobster. The ceremonies were to start at 3 p.m. at St. Croix Island, 10 miles from Redstone, plus a trip across the river to the island. Then at 4 p.m. there was to be a formal program at Calais which was to be broadcast. We arrived late on St. Croix Island partly because of the difficulty the Navy had in landing us on the island. They used a landing craft but because of the high tide, the skipper missed the improvised dock. After several tries, he came in with such force that he knocked the dock away. Somehow we got off.

It was 4 o'clock before the ceremonies were over on the island. In the hurry to leave the place two things happened. As we jogged down the wet planks to the landing craft, one of the DAR's made a forced landing. Fortunately, she was well cushioned

and suffered no physical injury, but a great loss of dignity. The craft started across as soon as the last one stepped aboard but the skipper's helper forgot to close the tailgate and the water started flooding the craft and everyone climbed up higher. Finally, the gate was closed and we got across.

It was 5 p.m. before we reached Calais so broadcasting this part of the program had to be cancelled. The program was a simple one, presided over by the Chief Justice of Maine. First the French national anthem, the Marseilles, was played by the local high school band and it was followed by a brief message from the French representative. Then the Canadian national anthem was followed by a brief message from the Canadian representative. But when the band started to play The Star-Spangled Banner, they got all mixed up and the piece ended with one horn blowing. With such an introduction, Mr. Davidson stepped to the microphone to dedicate the area. He was about half-way through his speech when a gust of wind blew the microphone down.

In this comedy of errors it is obvious that many things were mishandled.

1. If you want a successful ceremony, you must plan carefully well in advance of the event.

2. Schedule activities. Keep your program simple. You can see they tried too many things for one afternoon. Many of the errors were the result of haste.

3. Make a dry-run of the program, allowing ample time for the crowds to move from place to place if more than one place is involved. Go over the ground with cooperating groups spelling out their functions. Had this been done, for example, we would not have waited around for 3 hours.

4. Give instructions and directions in writing. Do not depend solely on oral communication.

5. Provide some privacy for your distinguished guests so that they can clean up and rest. If that is not possible, let them know in advance.

6. See that public address systems are properly installed even for temporary use. For example, it was embarrassing at the Yorktown Celebration 2 years ago to have the mike go dead just when the Secretary of the Interior got up to speak. Stringing wires where they might be disturbed by man or beast should be avoided.

There is at present a checklist of things to look for in planning ceremonies, which will help you catch some of the obvious things to do. In addition, there is in preparation a handbook on dedications by Publications Officer Burton Coale. I have read the manuscript and when it is issued, I am sure it will have many helpful suggestions for handling ceremonies.

In conclusion, may I say if you want a band for your dedication be sure they can play The Star-Spangled Banner.

AUDIO-VISUAL AIDS IN INTERPRETATION

by John E. Doerr
Chief Naturalist

Thursday, March 19, 1959

The Place of Audio-Visual Aids in Interpretation

In 1953 two strong recommendations were made to extend interpretive services through expanded use of audio-visual aids. One was made in the Department's Organization and Management Survey Report on the National Park Service, the other by those participating in the Visitor Services Conference at Shenandoah. The Audio-Visual Laboratory here in Washington was established to assist the field in implementing those recommendations. The lab can be of help to you if you will make known your needs.

Communication is basic to our efforts in interpretation. We communicate through personal services, museums, publications, signs and wayside exhibits, and demonstrations. Electronic or mechanical devices provide another method of communication. They can be automatic or supplement other methods, particularly personal services, museum exhibits, and wayside points of interest.

Audio-visual aids not only can supplement other methods of communication; they can provide communication in places where it would not be feasible to use any other method; and in some situations they can do a better job of communicating than other methods.

Planning for Audio-Visual Aids

Each of you has had the experience of purchasing an all-purpose slide or 16mm. motion-picture projector, and a screen that would serve at churches, service clubs, campfires, and hotel lobbies, as the case may be. You will still need that all-purpose projector and the portable screen that will accommodate motion pictures and both the vertical and horizontal slides. In continuing to improve our interpretive presentations through the use of audio-visual aids many factors compel us to make additions to the all-purpose projection equipment. We have the visitor center with its multipurpose audio-visual or assembly room, large audiences at campfire programs, and an increasing number of visitors accustomed to high quality projection, illustration, and sound reproduction.

You would not be satisfied with a museum that is just visible storage or a publication with poor printing and poor illustrations. I am equally sure you want high quality, serviceable audio-visual

aids in those places where they can serve you and your public. To attain quality in any of the methods of communication requires some specialized knowledge and the application of specialized techniques. You have as your specialized assistants the museum and wayside planners, the publications specialists, and the audio-visual technicians. Some dealers in audio-visual equipment do not qualify as audio-visual technicians.

My point is, modern audio-visual presentations require careful and detailed planning well in advance of construction of visitor centers, amphitheaters, waysides, or other interpretive facilities.

In this presentation I can only suggest some guides to planning for audio-visuals. The first is something Rogers Young effectively impressed upon me. It is called the where, what, and how approach to audio-visual planning. As a planner you must know where you want to convey a message, what the message is to be, and how you can convey the message through audio-visual aids. Often the "where" is so evident that we need not give it a second thought; however, I am sure that in planning the presentation at Marye's Heights at Fredericksburg much thought went into determining the exact spot where that interpretive message would be most effective. I'll have more to say later about "what," under the heading "Preparation of Program Materials." It is in the "how" particularly that you will probably need the assistance of the specialists. The "how" refers primarily to equipment that will do the job under field conditions imposed upon it.

In our experiences during the past 2 years--experiences to which some of you have contributed--we have crystallized some ideas on audio-visual planning that we believe are worth passing along to you. Take for example the assembly room or audio-visual room of the visitor center that is being planned. What use is to be made of those rooms? There are five categories of uses: (1) presentation of orientation, what-to-do-and-see, or background programs; (2) presentation of programs to special groups; (3) presentation of evening programs when the campfire is rained out, or during the cold early and late season periods; (4) a place for in-Service meetings; and (5) miscellaneous uses, association meetings, church, etc. Similarly, the amphitheater has its categories of uses. Each use may require audio-visual aids and some special fixtures or other aids.

These various uses can and must be translated into the answer to how, into specific audio-visual aids and the utilities for convenient and effective use of them. The orientation program is essentially a non-variable presentation, given at frequent regular intervals, or on visitor demand. It is generally an illustrated program. If you have the manpower and the manpower does not get

tired giving the program twice an hour for 364 days a year, as is the case in some places, personal service plus audio-visual aids is the best. The automatic slide synchronized sound presentation, visitor or attendant activated by the pressing of a button, may be the answer to "how" you can best present the orientation program. That is one type of audio-visual presentation. Others are the one-man presentation in which the speaker standing in front of his audience controls house lights and changes slides by remote control. The two-man presentation embraces a speaker in front of the audience assisted by a projectionist. Other types of audio-visual presentations, in terms of equipment, are the visitor-activated audio station and the visitor-activated repetitive motion picture. The public announcement system is another audio device to include in the categories of audio-visual presentations. The important thing to remember is basically the types of audio-visual presentation: automatic, one-man, two-man, audio station, 16mm repeater projection, and the public announcement system. They are the answer to "how."

Having determined "where" you want to convey a message, the "what" and the "how" must be determined in advance of the preparation of construction drawings. Each type of presentation requires certain things that must be incorporated into the drawings and the construction contract. For example, conduit to serve your audio-visual operation, electrical outlets at the right places, switches at points convenient to your operation, microphone outlets, remote pushbutton activation locations, rear-screen or rear-audience projection, and screen size. These are but a few of the things we must inform the architect about before he starts construction drawings. Change orders are costly after the construction contract is let. Changing the location of power outlets and switches, putting in additional ones after construction is completed is even more costly. We can be of great help to the architect if we will go through with him every step of each audio-visual presentation before the construction drawings are started. Fortunately, with the classification of the various types of presentations (categories of uses), we have been able to make considerable progress in standardizing on equipment and built-in utilities for serving the equipment. It is essential for the architect to know how the interpretive facility involving audio-visual aids is to function. This requires our cooperation, and planning well in advance, each step in the operation of an assembly room, audio-visual room, amphitheater, or other interpretive facility in which audio-visual equipment is to be used.

Purchase, Installation, and Maintenance of Audio-Visual Equipment

Within the framework of audio-visual developments financed with Washington Office funds, this office will purchase audio-visual equipment for visitor centers and other interpretive facil-

ities of the MISSION 66 program, and for existing buildings. In the case of automatic equipment, we plan to purchase standby units.

With your help we are developing contacts with local firms capable of handling the installations of more complex units of equipment. We are hopeful those same firms can handle normal maintenance beyond your operational-preventive maintenance. You definitely should work toward programming maintenance and eventual replacement of audio-visual equipment.

Our Audio-Visual Laboratory staff will supervise the installation of the more complex units of equipment and will train you and your staff and the servicemen of local firms in its operation and maintenance.

If you have funds for the purchase and installation of audio-visual equipment, you certainly are at liberty to use them. The audio-visual dealer mainly interested in selling you equipment may not be your best advisor in its adaptability for your use. Keep in mind that the audio-visual staff here through its wide and constant contact with manufacturers, dealers, and the National Audio Visual Association are in a position to advise on experiences with existing equipment, new developments, and modifications to serve particular field requirements.

Preparation of Program Material

The interpretive development outline, the museum prospectus and various interpretive sheets of the master plan should pinpoint the places where you want to convey a message. Those documents can also reflect the theme of each message. In doing that the first step has been taken in deciding on what the message is to be. That is the first step in the preparation of program material.

My comments here respecting preparation of program material apply to the automatic presentations, audio, visual, or audio-visual. For these a script must be prepared. You are responsible for that. In some instances we have contracted for script preparation. If slides are to be used with the script you must supply them. Make them all horizontals. In some instances we have also contracted for the preparation of slides. To accompany the script and slides you may wish to suggest certain background music or other sounds, or you may wish to leave that selection to the Audio-Visual Laboratory. You may wish to narrate the script. That is fine. We can, if necessary, hire voices to do the narration.

All of these program materials should be available in the Audio-Visual Laboratory at least 6 months before the visitor center

or other interpretive facility in which they are to be used opens to the public. We shall do the very minimum of script editing. We have found that in some cases we must modify the pace to space narration and illustration. In submitting a script for an audio station, it will be helpful to send us a sketch of the location of the station in relation to the object or objects to be viewed while listening to the message. Experience with automatic programs has brought to light many interesting and worthwhile techniques for good presentation. Our staff will be glad to pass them along to you.

In developing many of the automatic presentations, we should like to test-run them here in the laboratory before sending them to the field.

In conclusion: Effective audio-visual presentation requires careful advanced planning, the preparation of high quality program materials, the purchase of standardized equipment that will be serviceable under field conditions, and the maintenance of the equipment. We plan to issue a series of audio-visual handbooks. Of them, progress has been made on audio-visual terminology, guides to planning, preparation of Project Construction Proposals involving audio-visuals, equipment for specific situations, preparation of program materials, and audio-visual maintenance. These and other handbooks when available will, we believe, be useful to you and to the architects designing the structures in which audio-visual aids are to be used.

NPS RESEARCH PROGRAM

by Dr. John M. Corbett
Chief Archeologist

Thursday, March 19, 1959

Dr. Corbett began his discussion with a rundown of the Basic Principles of Research, which resulted from the discussions of the Committee on National Park Service Research, recently set up by Chief of Interpretation, R. F. Lee. These principles are:

1. Aim for Continuity in Research Projects. Too many Government research programs are cut off by lack of funds or short-term policy considerations just at the time when carefully assembled research teams are beginning to function effectively. In this connection, Dr. Corbett quoted from the report, Strengthening American Science, submitted to the President in December 1958 by Dr. James A. Killian, Jr., Chairman of the President's Science Advisory Committee:

> "Many vital public and private laboratories dependent on the Government for assistance still cannot look forward to a stable or sustained program. Each year numbers of them must set aside valuable time to go back to the supporting agency, hat in hand, seeking another year's financing. Often a large laboratory must assemble funds from a number of Government agencies and then perform a complicated juggling act to adjust equipment costs, overhead, and salaries to match its income.
>
> "It is the responsibility of the Federal Government to see that the vast sums it will be spending on research and development in the years ahead are spent as fruitfully as possible. For lack of fully integrated policies and an adequate organizational structure in the past, the national program has seemed at times to be seriously deficient in stability, in continuity, in balance and in giving proper emphasis to creative research in the overall allocation of funds. Too often, starts and stops and changes in research programs have thrown the national effort off balance and have damaged morale in laboratories vital to the national defense and well being."

2. Good Research Needs Good Men. The researcher must be highly trained, experienced, well paid, and ably led. Good research cannot be done by "apprentices"--especially on a part-time basis.

3. Research and Operations Do Not Mix. The day-to-day, stop-and-start environment of the operating office destroys the atmosphere needed by the research man. If he is to fully explore the untrammeled byways of his research projects, he must have assurance that his explorations will not be interrupted by routine matters. Only when freedom to so explore exists, can research breakthroughs occur.

4. Create a Proper Research Environment. Closely related to the above point, this principle goes further in emphasizing the need for adequate research facilities in terms of equipment, insulation from distracting influences, and proximity to, or ability to visit, other centers of scholarly inquiry whenever possible.

5. Avoid Duplication of Research. Where universities, learned societies, etc., are doing work in fields of interest to the National Park Service, it is our responsibility to familiarize ourselves with their work and glean from it all that we can, thus freeing our efforts for other, untouched fields.

6. Encourage Other Groups to Use Our Research Resources. Obviously this principle and the above one are closely related. But here we can go so far as to indicate our research needs and perhaps influence the work of the other groups in a way that directly benefits the Service.

Dr. Corbett then discussed the need for detailed programming if research is to get its essential share of funds. He sketched out a four-step programming sequence:

1. Take an inventory of research resources.
2. Determine what research projects are needed, in priority order.
3. Make detailed cost estimates for selected projects, backed by full and lucid justification.
4. Get appropriations and do the research.

He concluded this phase of the topic with an emphatic statement that once the work is done, the results must be given full play--else the research is wasted.

In the open discussion following Dr. Corbett's presentation, reference was made to the memorandum of May 23, 1958, to all regions on the subject: Funds for Archeological and Other Interpretive Research. Funds for research can be obtained from two sources: (1) Exhibits-in-place, salvage, and some trailside research can come from construction funds; (2) pure research comes from management and protection funds.

In this connection, Chief of Interpretation R.F. Lee urged all personnel to carefully analyze the above-cited memorandum so that we can get full research benefits from available funds.

COOPERATION ON MUSEUM DEVELOPMENT

by Ralph H. Lewis
Chief, Museum Branch

Thursday, March 19, 1959

The following is a brief resumé of the talk given by Ralph Lewis.

All phases of museum development require cooperation. In the master plan the location of the visitor center requires close cooperation among architects, engineers, chief rangers, and interpreters. Unless agreements can be reached among those concerned with the planning, the visitor center cannot fulfill its proper function.

During preparation of the museum prospectus the interpreters receive help from Regional and Washington Offices. In determining space requirements and cost estimates it is necessary that the interpreter consult both architect and engineer. The Regional and Washington Offices are often able to help the interpreter develop a well balanced, comprehensive museum prospectus.

When building plans are prepared, the interpreter plays a vital part in seeing that the building meets the demands placed upon it by the interpretive program.

When the exhibit plan for an individual museum is prepared, it reflects the thinking of three people. The interpreter provides the ideas and facts which he wishes to interpret. The museum planner decides how these ideas are to be put across to the visiting public. He determines the media and objects to be used and prepares labels. The exhibit specialist creates attractive designs and layouts. It is apparent that these three people must work together closely if the exhibit plan is to be a good one. All must agree as to the purposes of the exhibits and they must all understand the methodology used in putting ideas across. The plan is obviously the product of the work of all three. It is advantageous if the exhibit plan can be reviewed in the park by representatives of the Regional Director. It is also quite helpful if architects can review the plan at that time.

After the exhibit plan has been prepared, the interpreter is given the exhibit plan want list which lists materials necessary for construction, such as photographs and objects. Costs of obtaining the photographs and objects are charged to exhibit construction, but the interpreter should strive to keep such costs to a minimum. The less spent on materials, the more can be spent on good exhibits. It cannot be over emphasized that the collection of necessary materials should begin as expeditiously as possible.

During construction of exhibits, personnel in the Washington Office check them for accuracy. However, the field interpreter from the park should check all exhibits before they leave the Museum Laboratory if funds are available for this purpose.

Normally, the Museum Laboratory sends crews to the parks to install the exhibits. These crews should be helped with supplies and labor to the extent possible. It is hoped that this help on the part of the park staffs can be rendered without charge to the Museum Laboratory for a lot of small items.

After the exhibits have been installed and the public begins to use the museum, the interpreter should try to evaluate the operation of the museum and exhibits in it. Do all exhibits function properly? Is the story clear? These are the questions that the Museum Laboratory asks and that only the interpreter can answer. Needless to say, it is helpful if the interpreter can suggest remedies to the problems.

Those areas which need help in getting their museum records program up to date should check with their regional curator. Field interpreters may expect advice from the curators but the work cannot be done by them; it must be done by the park staff.

The regions have been asked to comment upon a new museum classification system draft. It is hoped these comments are received promptly. In addition to the draft circulated through the regions, Regional Curator Joyner, Region Two, has worked up another detailed classification system encompassing all objects that a museum may wish to classify. Joyner's system is quite elaborate and has not yet been completed. It has not, therefore, been circulated.

NPS PUBLICATIONS

by James J. Cullinane
Chief of Information

Thursday, March 19, 1959

As Ronnie Lee told us the other day, one of Stephen Mather's first steps after he came to Washington in 1915 was to establish an information program for the National Parks.

Up to 1911 the Interior Department had never published anything on the parks but the rules and regulations and the reports of superintendents. They made dull reading then--and many of them still do.

Between 1911 and 1915 the Department's Publications Office had issued two park pamphlet series and placed one article with the National Geographic Magazine. During that period great reliance was placed on the publicity departments of the railroads to acquaint citizens with their National Parks.

This situation changed when Mather persuaded his old newspaper colleague, Robert Sterling Yard, Sunday Editor of the New York Sun, to come to Washington as National Parks publicity chief. Mather paid Yard's salary out of his own pocket and continued to do so until 1918 when Congress ruled that private funds could not be used to finance any government project. Fortunately that rule has long since been repealed.

By 1918 Yard could proudly report that his Bureau of Education--"publicity" was a horrid word even then--had distributed 250,000 pamphlets and had provided newspapers and magazines with a constant stream of informational material about the parks.

How greatly this situation has changed is demonstrated by the distribution last year of some 12,000,000 free informational publications and the issuance of 4 new sales publications. We now have 33 different handbooks in our Historical and Natural History Handbook series.

In response to requests these free and sales publications are distributed all over the United States. And, last year, they went to 47 foreign countries. Their importance as an interpretive aid has long been recognized.

But the informational program remains just that--an interpretive aid. Publicity, in any glittering sense, is not our business in Service publications. Rather, our business is telling the

story of the parks in a way that opens to the tax-paying visitor the full range of appreciation for the scenic, scientific, and historic heritage preserved for him in the parks.

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Following his talk, Cullinane entertained questions from the floor. One of these centered on the use of color in Service publications. He stated that we are now pressing for more color as a functional interpretive aid. Maps (the new Yellowstone map is the kickoff here), cross sections of petrified wood, and historic military uniforms are examples of subjects where functional use of color will be pressed in the future.

INTERPRETATION

FRIDAY MORNING, MARCH 20, 1959 ENGLISH ROOM, RALEIGH HOTEL

Chairman - M. Nelligan

9:00 - 9:35	WILDERNESS RESEARCH AND INTERPRETATION - E. T. Scoyen and C. G. Fredine
9:35 - 9:45	BREAK
9:45 - 12:15	FINAL TEAM REPORTS - R. F. Lee
12:15 - 1:30	LUNCH

RECORDERS
R. W. Young - Chairman
E. C. Alberts
T. M. Pitkin

WILDERNESS RESEARCH AND INTERPRETATION

Friday, March 20, 1959

Howard Stagner, Assistant Chief, Mission 66 Staff, spoke for Associate Director Scoyen, who found it impossible to attend the meeting. He emphasized the greatly increased interest in wilderness throughout much of our population. This has aroused some unexpected criticism of Service activities by certain groups, including wilderness organizations. Stagner felt that no valid criticism has yet been leveled at our management of wilderness itself. The criticisms have been restricted to developed areas or reconstruction of existing roads. Stagner suggested that our definition of wilderness, as outlined in several publications, may not be just right. He felt it is somewhat dangerous for us to define wilderness in terms of human experience--"adventure," "pioneer spirit," etc. He felt that this type of definition, for one thing, ties human use of the wilderness too closely with its management, and we might get into some tight corners if we do not consider the value of wilderness per se; that preservation of the wilderness is essential even though humans may never see it.

Ecological relationships of the many forms of life in wilderness are not yet thoroughly understood. Yet, such knowledge is essential, if our efforts to perpetuate wilderness landscapes are to be successful. Human use of wilderness is quite proper so long as these ecological relationships are not disturbed. It is difficult to forecast effects of such human use as long as our knowledge of basic ecological situations is still veiled in mystery. It is important that humans use the park wilderness, but wilderness values are an important asset to the Nation even though human use is very minimal.

Murray Nelligan, Regional Chief of Interpretation, Region Five, agreed with the general thesis of Stagner's report and expressed his feeling that our approach to wilderness preservation must recognize human use. He mentioned Scoyen's statements at various times to the effect that the wilderness is a relative thing. That in large wilderness areas, such as Yellowstone National Park, the wilderness begins for most people a very short distance off the highway.

Principal Biologist Gordon Fredine mentioned that National Park Service people generally recognize values of wilderness landscapes to the Nation and that no justification of this is required at a meeting of this sort. He briefly reviewed the status of wilderness high country research in Regions Two and Four and pointed out that the objectives of this research were two-fold: (1) Management to protect the wilderness and (2) interpretation

of the natural history story revealed in high-country wilderness environments. Other types of park wilderness need research work also. Perhaps 90 percent of total park land areas fall into this category; hence, research has barely started. Research is of fundamental importance if we are to manage our wilderness areas intelligently.

Fredine mentioned the possibility of including "underwater wilderness" where the bottoms of sea channels and large lakes possess values which are akin to those of surface wilderness regions. This is a new approach and will probably be of considerable future significance in such areas as the Virgin Islands, Acadia, and Lake Mead.

Fredine quoted from a paper being presented this week in San Francisco to the Wilderness Conference by Dr. Stanley A. Kain. This paper deals with the general subject of research needs in wilderness areas and overall natural history studies in the National Parks, with especial reference to use of new information in area interpretive programs. He felt that some of Dr. Kain's comments had "sharp stings," although the paper is predominantly friendly in tone. Dr. Kain hammers at the points, however, that our research programs are very meager; that many of the data from this work fail to get into our interpretive programs; and that generally speaking, Service research is so spotty that it completely fails to cover our basic needs. His paper points out the fact that nearly all research projects financed by Service funds are based on immediacy and are of a trouble-shooting nature. He believes that needs of the interpretive program are generally ignored and that all research appears justified on management considerations. Dr. Kain also expresses the strong feeling that the Service is the key or the most important present link between our people and the wilderness.

A discussion of this paper and Fredine's remarks followed. H. Raymond Gregg, Regional Chief of Interpretation, Region Two, cited earlier papers in various journals which highlighted similar attitudes prevalent among administrators in State, county, and metropolitan parks. Some of these writers had recommended that ecologists be appointed as staff advisors to park superintendents. These men did point out important values which parks possess and frequently they would discover solutions to management problems using natural processes which in some instances were cheaper and in all instances more permanent than unscientific palliatives. Gregg proposed the question "shall all major parks have a high calibar ecologist as a high level staff advisor to the park superintendent?" This man would supplement the present advisory services rendered by park landscape architects, whose major function was the protection of the scene at developed areas. Gregg asked if we might not need a comparable person to protect the natural

environment in the wilderness sections of the park. He was not sure if our present programming of Service research biologists is taking maximum advantage of their talents and if our present biologist program is in our best interests. Ronald F. Lee pointed out that, since the recent establishment of the Ranger Activities Division, our biology program is still experiencing "growing pains." These new programs for the next year or two will give us a better position from which to appraise the success of the new program. He pointed out that several new biologist positions proposed in the 1961 budget will probably accelerate our ecological research program.

FINAL TEAM REPORTS

Friday, March 20, 1959

Chief of Interpretation Ronald F. Lee introduced members of the Washington Office Interpretation Staff and also a number of the Regional Office personnel.

Team A (Aspens) reported through its captain, Dave Condon on its conclusions regarding personnel recruiting and training.

Regional Historian Frank Barnes of Region Five, a team member, questioned whether the report adequately represented the views of the historians in the team on the need of continuing recruitment at the graduate level. Dr. Pitkin of the Statue of Liberty, another team member, called attention to the first resolution in the report which expressed a negative view toward the recent proposal to recruit interpreters at the A. B. level. Team Captain Dave Condon said he would clarify and strengthen this resolution to refer specifically to the need of recruiting at the graduate level.

The report was otherwise received without verbal criticism and warmly commended by Chairman Lee.

Team B (Bears) report was presented by the recorders in the absence of its captain, Dennis Kurjack. The team's report covered job assignments as training aids, policy regarding cooperative associations, the values and limitations of demonstrations in park areas, and improvement of evening programs.

There was no discussion of the report, which was well received.

Team C (Canyons) Captain, Ernie Schulz, reported on its discussion of self-guided tours and other roadside interpretation, on the adequacy of research policy and practice as defined in the Washington Office memorandum of September 8, 1958.

The report was well received. Some minor questions of clarification were raised, but no criticism was expressed.

Team D (Dinosaurs) Co-captain, Douglas Hubbard, reported on problems of adequacy of visitor center facilities, museum design and installation, and children's programs.

The report was accepted without criticism.

Team E (Epiphytes) Captain, Don Robinson, reported on problems of audio-visual device use, improvement of personal interpretative services, the part of interpreters in master-plan preparations, and park publications. The presentation was also made by Erik Reed.

The report was received with verbal commendation. No criticisms were presented on the floor.

Before closing the meeting, the Chairman called attention to and explained the new introductory chapters on interpretation for Volume IV of the Administrative Manual, recently issued to the field. This chapter constitutes the general statement of organization, functions, and policy.

The group presented a vote of appreciation to the Chairman for his work in planning and conducting a highly successful and fruitful conference.

The Chairman, in reply, noted that the planning of the conference, as well as its leadership, was a joint operation in which many participated. He thought that the benefits of such meetings had been established during the past week.