

*Regional Naturalist Dodge,  
Region Three*

*Return to Dodge or library*

*9/3/31  
NPS/Interp + Vis.  
SERV. 2  
1953*



VISITOR  
SERVICES  
CONFERENCE

SHENANDOAH NATIONAL PARK  
OCTOBER 5-9, 1953

Dodge

PRELIMINARY DRAFT AGENDA  
VISITOR SERVICES CONFERENCE  
OCTOBER 5-9, 1953

Monday, October 5, 1953

Morning Session

8:30 A.M. Convene, with Ronald F. Lee presiding over opening session.

Remarks by Director Conrad L. Wirth

Adoption of Agenda

Discussion Chairman - Assistant Regional  
Director, Daniel J. Tobin

Discussion Topic for Morning Session:

I. Information Services for Visitors. (To evaluate existing information services, determine how they can be improved, and what standards for information services should be employed in regional and park training programs.)

9:00-10:30 A.M. Evaluation of information services usually offered at:

- (a) Entrance Stations.
- (b) Special information stations, ranger stations, museums, park headquarters, etc.
- (c) Concessioners' facilities.

10:30-12:00 Noon. Evaluation of Service's program of information aids:

- (a) Information publications - general.
- (b) Special publications, such as those on high country, mountain climbing, fishing, etc.
- (c) Other information aids, including displays, posters, bulletin boards, etc.

Topic 4  
Dodge

see Schellbach  
bulletin board -  
in envelope with  
museum exhibit  
file

12:00 Noon. Adjourn for lunch.

TECHNICAL INFORMATION CENTER  
DENVER SERVICE CENTER  
NATIONAL SERVICE CENTER

27-9

Afternoon Session

Chairman - Assistant Regional Director John S. McLaughlin ✓

1:30 P.M. Convene

Discussion Topic for Afternoon Session:

II. Interpretive Services for Visitors. (To evaluate the existing pattern of services in terms of mass travel, to determine what modifications should be made, if any, in the existing pattern, and what standards and practices should be emphasized in regional and park training programs.)

- 1:30-5:00 P.M. (a) Orientation and museum talks, and other day-time programs.
- (b) Campfire and other evening programs, including relations to concessioner.
- (c) Conducted trips.
- (d) Special programs for special groups, such as children, school groups and others.
- (e) Financing guide and visitor services.
- (f) Evaluating accomplishments in interpretation.

Tuesday, October 6

Morning Session

Chairman - Assistant Regional Director Herbert Maier ✓

8:30 A.M. Convene

Discussion Topic for Morning Session:

III. Interpretive Aids to Visitors. (To evaluate the main types of interpretive aids to visitors and to determine what improvements can be made in Service programs for these aids, and what emphasis should be placed on each of them in regional and park training programs.)

- 8:30-12:00 Noon. (a) Museums.
- (b) Self-guiding facilities, including field exhibits.
- (c) Audio-visual aids.
- (d) Interpretive publications.
- (e) Cooperating associations.

12:00 Noon. Adjourn for lunch.

Afternoon Session

Chairman - Regional Park Naturalist Dorr Yeager

1:30 P.M. Convene.

Discussion Topic for Afternoon Session:

IV. Content of Information and Interpretive Programs for Visitors. (To evaluate the scope and character of material presented in Service information and interpretive programs, and to consider how they may be improved, as well as the emphasis to be placed upon these aspects in regional and park training programs.)

- (a) Content regarding visitor conduct and park protection. *(Howey picking trash - feed animals. fire prevention)*
- (b) Content regarding conservation policies. - *current - all*
- (c) Content in relation to age level. - *least. lake bread*
- (d) Content in relation to research. - *as opportunity presents*
- (1) Staff research
- (2) Cooperative research
- (e) Visitor impact - - - - - *difficult to put across.*

4:30 P.M. Adjourn

*Sunset Center  
Not entrance C. Carrens  
Ruins  
Campgrounds + Picnic  
Flood Lion Carriers*

8:30-9:30 P.M. Demonstration Evening Program.

Wednesday, October 7

Morning Session

Chairman - Assistant Regional Director Hugh Miller ✓

8:30 A.M. Convene

Discussion Topic for Morning Session:

V. In-Service Training Programs to Improve Visitor Services. (To evaluate existing training programs, and to make recommendations regarding future training programs.)

- 8:30-12:00 Noon. (a) Regional training programs for supervisory interpretive and protection personnel.
- (b) Area training programs for park personnel. / Topic #19 - Dodge
- (c) Area training programs for concessioner personnel.
- (d) Museum training course.
- (e) Field schools.

12:00 Noon. Adjourn for lunch.

Afternoon Session

Chairman - Chief Personnel Officer Lee Ramsdell ✓

1:30 P.M. Convene.

Discussion Topic for Afternoon Session:

VI. Recruitment, Organization and Classification of Park Personnel Providing Information and Interpretive Services for Visitors. (To evaluate present methods of recruitment of seasonal and permanent personnel, the standards used in considering grades of personnel, the systems of organizing information and interpretive service in the various areas, and to make recommendations regarding these matters.)

- (a) Recruitment of seasonal personnel.
- (b) Recruitment of permanent personnel.

- (c) Regional review of classification of interpretive personnel.
- (d) Organization of information and interpretive services in park areas.

Thursday, October 8

On this day there will be separate conferences of naturalists, historians, and assistant directors. The agenda for each of these special conferences are in preparation and will be distributed in advance of the meeting.

8:30-9:30 P.M. Demonstration Evening Program.

Friday, October 9

Morning Session

Chairman (to be selected)

- (a) Adoption of Recommendations not completed in earlier sessions.
- (b) Other unfinished business.
- (c) List of objectives.

- 1- memo re: Rehabil. Campfire circles
- 2- Dr. Howard Bradley's letter.
- 3- letter to Swartz

Afternoon Session

Chairman (to be selected)

- (a) Continuation of Morning Session
- (b) Conclusion of Conference

N.N. Dodge - Santa Fe

AGENDA

VISITOR SERVICES CONFERENCE

SHEMANDOAH NATIONAL PARK

OCTOBER 5-9, 1953

NATIONAL PARK SERVICE

U. S. DEPARTMENT OF THE INTERIOR



~~0691~~

VISITOR SERVICES CONFERENCE

OCTOBER 5-9, 1953

SHENANDOAH NATIONAL PARK

Monday, October 5, 1953

Morning Session

8:30 A.M. Convene, with Assistant Director Ronald F. Lee presiding.

Remarks by Director Conrad L. Wirth.

Adoption of Agenda.

Discussion Chairman - Assistant Regional  
Director, Daniel J. Tobin

Discussion Topic for Morning Session:

I. Information Services for Visitors. To evaluate existing information services, determine how they can be improved, and what standards for information services should be employed in regional and park training programs.

9:00-Noon Evaluation of information services usually offered at:

- (a) Entrance Stations.
- (b) Special information stations, ranger stations, museums, park headquarters, etc.
- (c) Concessioners' facilities.

Evaluation of Service's program of information aids:

- (a) Information publications - general.

Special Topics with reference to morning session:

Suggested minimum standards for information station equipment and operation. - ANDERSON

A comparative analysis of current practices in providing information to visitors at entrance stations in natural history areas. - YEAGER



A comparative analysis of current practices in providing information to visitors at museums, historic houses, and other centers of visitor use in historical areas.

- HOLLAND ✓

Publication programming.

- EVISON ✓

12:00 Noon Adjourn for lunch.

Monday Afternoon Session

1:30 P.M. Convene.

1:30-2:00 Evaluation of Service's Program of Information Aids - continued from Morning Session.

- (b) Special publications, such as those on high country, mountain climbing, fishing, etc.

Special Topic with reference to special publications:

A <sup>(contrasting)</sup> comparative analysis of available special information publications currently in use, including those on fishing, camping, park regulations, high country use, mountain climbing, etc.

1 - made material  
2 - use, appearance etc.  
3 - content  
4 - conclusions  
- DODGE ✓

Chairman - Assistant Regional Director John S. McLaughlin

II. Interpretive Services for Visitors. To evaluate the existing pattern of services in terms of mass travel, to determine what modifications should be made, if any, in the existing pattern, and what standards and practices should be emphasized in regional and park training programs.

2:00-4:30

- (a) Orientation and museum talks, and other day-time programs.
- (b) Campfire and other evening programs, including relations to concessioner.

Need help visitor see mitdbfs?

Special Topics with reference to II (a) and (b):

Current practices in providing orientation in historical areas of National Capital Parks.

- NELLIGAN ✓

A comparative analysis of Service experience with recorded orientation programs in natural history areas.

- STAGNER ✓

A comparative analysis of Service experience with recorded orientation programs in historical areas.- YOUNG ✓

Current trends in campfire presentations.

- DOERR ✓

4:30 P.M. Adjourn.

8:00 P.M. Illustrated Talk: Shenandoah, Land of the Blue Ridge,  
by Park Naturalist Paul G. Favour, Jr. ✓

Tuesday, October 6

Morning Session

8:00 A.M. Convene.

II. Interpretive Services for Visitors - Continued.

8:00-11:15

(c) Conducted trips.

(d) Special programs for special groups, such as children, school groups, and others.

(e) Financing guide and visitor services.

(f) Evaluating accomplishments in interpretation.

Special Topics with reference to II (c) and (d):

Current trends in conducted trips.

- BEATTY ✓  
STAGNER ✓

How school groups are handled in National Capital Parks.

- JETT ✓

Chairman - Assistant Regional  
Director Herbert Maier

III. Interpretive Aids to Visitors. To evaluate the main types of interpretive aids to visitors and to determine what improvements can be made in Service programs for these aids, and what emphasis should be placed on each of them in regional and park training programs.

11:15-Noon

(a) Museums.

*Data on temporary exhibits installed since the war.*

12:00 Noon Adjourn for Lunch.

Tuesday Afternoon Session

1:30 P.M. Convene.

III. Interpretive Aids to Visitors - Continued.

- (b) Self-guiding facilities, including field exhibits.
- (c) Audio-visual aids.
- (d) Interpretive markers and signs.
- (e) Interpretive publications.
- (f) Cooperating associations.

Special Topics with reference to III (b), (d), and (e):

Current trends in self-guided trails. - REED ✓

Interpretive markers and signs. - YOUNG ✓

Evaluation of National Park Service information publications for historical areas. - HUSSEY ✓

Evaluation of National Park Service information publications for natural history areas. - GREGG ✓

Historical reconstructions as interpretive aids. - HARRINGTON ✓

Demonstration of Message Repeater. - CHICK

4:30-5:00 Demonstration of Naturevan. - CHICK ✓

5:00 P.M. Adjourn.

Wednesday, October 7

Morning Session

8:00 A.M. Convene.

Chairman - Regional Naturalist  
Dorr G. Yeager

Discussion Topic for Morning Session:

IV. Content of Information and Interpretive Programs for Visitors. To evaluate the scope and character of material presented in Service information and interpretive programs, and to consider how they may be improved, as well as the emphasis to be placed upon these aspects in regional and park training programs.

8:00-Noon

- (a) Content regarding visitor conduct and park protection. ✓
- (b) Content regarding conservation policies. ✓
- (c) Content in relation to age level. ✓
- (d) Content in relation to research. ✓
  - (1) Staff research.
  - (2) Cooperative research.

F.6.64-53

- (e) Visitor impact. { *Cañon de Chelly entrance*  
*Sunset Crater slopes*  
*Campgrounds picnic areas - Platt Hot Springs*

Special topics with reference to IV (a), (b), (c), (d), and (e):

Analysis of field comments on protection and conservation through interpretation. - STAGNER ✓

Recent developments in cooperative research projects in history. - MATTES ✓

Recent developments in cooperative research projects in natural history. - GALE ✓

Comparative analysis of visitor impact on special features in historical areas. - PORTER

Comparative analysis of visitor impact on special features in natural history areas. - DOERR

12:00 Noon Adjourn for lunch.

Wednesday Afternoon Session

1:30-5:00 Auto Tour of Shenandoah National Park. Conducted by Superintendent Guy D. Edwards and members of his staff.

6:30-7:30 - *Cocktail at Tap Room -*  
Thursday, October 8

Morning Session

Chairman - Assistant Regional  
Director Hugh Miller

8:00 A.M. Convene.

Discussion Topic for Morning Session:

V. In-Service Training Programs to Improve Visitor Services. To evaluate existing training programs, and to make recommendations regarding future training programs.

8:00-Noon

- (a) Regional training programs for supervisory interpretive and protection personnel. ✓ *Winnery -*
- (b) Area training programs for park personnel. ✓
- (c) Area training programs for concessioner personnel. ✓
- (d) Museum training course. ✓
- (e) Field schools. ✓

Special Topics with reference to V - In-Service Training:

Comparative analysis of training programs in historical areas. - KAHLER ✓

Comparative analysis of training programs in natural history areas. - DODGE ✓

Current practices in training programs for concessioner personnel. - Beatty ✓

12:00 Noon Adjourn for lunch.

Thursday Afternoon Session

Chairman - Chief Personnel Officer  
Leland F. Ramsdell

1:30 P.M. Convene.

Discussion Topic for Afternoon Session:

VI. Recruitment, Organization, and Classification of Park Personnel Providing Information and Interpretive Services for Visitors. To evaluate present methods of recruitment of seasonal and permanent personnel, the standards used in considering grades of personnel, the systems of organizing information and interpretive services in the various areas, and to make recommendations regarding these matters.

1:30-4:30

- (a) Recruitment of seasonal personnel. ✓
- (b) Recruitment of permanent personnel. ✓
- (c) Regional review of classification of interpretive personnel. ✓
- (d) Organization of information and interpretive services in park areas. ✓

Room 68  
at 4:30.  

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after meet  
with Doerr

4:30 P.M. Adjourn.

~~8:00~~ P.M. Illustrated Talk, Recent Findings in Historic Site Archeology in Region One, by J. C. Harrington.

8:30

Friday, October 9

Morning Session

8:00 A.M. Convene

Chairman - (to be selected)

8:00-Noon VII. Summary.

- (a) Adoption of recommendations not completed in earlier sessions.
- (b) Other unfinished business.
- (c) List of objectives.

12:00 Noon Adjourn for lunch.

Friday Afternoon Session

1:30 P.M. Convene.

Chairman - (to be selected)

1:30-4:30

(d) Continuation of Morning Session.

(e) Conclusion of Conference.

4:30 P.M. Adjourn.

List of Members of Conference on Visitor Services

Washington Office

Conrad L. Wirth  
Hillory A. Tolson  
Ronald F. Lee  
Thomas J. Allen  
Freeman Tilden  
John E. Doerr  
Herbert Evison  
Herbert E. Kahler  
Leland F. Ramsdell  
Donald E. Lee  
Kathryn Thomas

H. Raymond Gregg  
Howard R. Stagner  
Bennett T. Gale  
Ralph H. Lewis  
Ralph H. Anderson  
Charles W. Porter  
Rogers W. Young  
John M. Corbett  
Harold L. Peterson  
Frank F. Kowski  
Louise Murray  
Florence Duncan

Region One

Elbert Cox  
Daniel J. Tobin  
James W. Holland  
Jean C. Harrington

Region Two

John S. McLaughlin  
Merrill J. Mattes  
Matthew E. Beatty

Region Three

Hugh M. Miller  
Erik K. Reed  
Natt N. Dodge

Region Four

Herbert Maier  
John A. Hussey  
Dorr G. Yeager

Shenandoah National Park

Superintendent Guy D. Edwards  
Park Naturalist Paul G. Favour, Jr.

National Capital Parks

Edward J. Kelley  
T. Sutton Jett  
W. Drew Chick  
Murray H. Nelligan



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all 2835  
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PROCEEDINGS  
OF  
VISITOR SERVICES CONFERENCE

Big Meadows Lodge  
Shenandoah National Park  
October 5-9, 1953

United States  
Department of the Interior  
National Park Service



TECHNICAL INFORMATION CENTER  
DENVER SERVICE CENTER  
NATIONAL PARK SERVICE

cat.

## PREFACE

This volume forms the record of the National Park Service Visitor Services Conference, held at Shenandoah National Park, October 5-9, 1953. Its discussions were directed toward two closely related Service objectives--of providing adequately for public use and interpretation and of achieving necessary protection and conservation goals.

The keynotes of the Conference were the value to be gained from close coordination of Service programs in history and natural history, information and interpretation; and the necessity of an ever-increasing sense of responsibility on the part of both protective and interpretive staffs to work closely together in providing visitor services. Conference members represented administration, information and interpretation; their effort was to state concisely those principles of research, interpretation and training which they believed were fundamental to a well-rounded visitor services program, and to formulate recommendations designed to help meet the major problems posed by increased public use and appropriation limitations.

We believe that it would be profitable for all those Service employees who are concerned in any way with direct service to the public to read the record of the conference thoughtfully. Comment--favorable or unfavorable--on the discussions and recommendations from any Service employees will be welcome.

November 2, 1953

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## RECOMMENDATIONS OF THE CONFERENCE

### GENERAL PRINCIPLES

#### A. Research

1. Accomplishment of the objectives and the prescribed responsibilities of the National Park Service in providing for public use and enjoyment requires a supply of dependable facts derived from properly conducted research and organized for presentation in well-rounded interpretive programs.

2. A continuing program of research projects in historical and scientific fields is essential for adequate interpretation of the area to the visitor. Research is also basic to proper development, protection, and management.

3. Research normally goes hand in hand with interpretation. Research programs directed toward interpretive goals should, as a rule, be planned and coordinated by the professional personnel responsible for supervising and conducting the interpretive programs. It is their duty to integrate the findings of research into the interpretive program and also to make these available for possible guidance in other phases of area administration.

4. Actual conduct of research work by qualified personnel is a proper function of the Service; professional staffs should be encouraged whenever possible to carry on research work in order to utilize their professional skills and to maintain their professional standing. However, the cooperation of other federal agencies and of other qualified research organizations is to be actively sought as a means of accomplishing the vast amount of needed research.

#### B. Interpretation

1. The Service should emphasize the importance of its interpretive program to enhance the visitor's enjoyment, appreciation, and understanding of the features or history of the area. The objectives of this program, launched in the 1920's as "simple, understandable interpretation of the major features of each park," remains unchanged except for additional emphasis on protection and preservation, necessitated by increased visitation and by usages which might destroy or impair our natural and historical heritage.

2. In order to attain these objectives, it is necessary to utilize, in addition to the older techniques of reception, information, guided trips, talks and demonstrations, and the facilities

of museums, signs, markers, self-guiding trails, and tours, newer devices and techniques, such as reconstruction and restoration of structures, new audio-visual aids and re-creation of the past through illustrations or demonstrations of former arts, crafts and processes.

Improved publications should provide further means of on-site and off-site interpretation for the visitor.

Visitor needs and desires must be studied in planning and executing an effective interpretive program in the light of new conditions. Concessioners' facilities and services provide additional informational outlets and are elements requiring study and consultation in any well-rounded interpretive program of the present day.

3. To execute this program effectively a trained staff of professional employees is essential.

4. Interpretation, information and protection activities are inter-related and must be closely coordinated at each administrative level.

### C. Training

Systematic training of National Park Service employees engaged in providing visitor services is essential to the effective provision of such services. This training should be directed specifically to these employees engaged in either protection or interpretive activities. It should be organized, systematized, and continuous, and should utilize for instructors persons both in and outside the Service who are well qualified to provide it.

The broad purpose of such training should be:

1. To emphasize the importance of visitor services;
2. To clarify the responsibilities of each group, i. e., the protection group, and the interpretive group, in relation to the program of the other group;
3. To point out the normal areas in which the functions of protection and interpretation overlap or are inextricably associated;
4. To develop attitudes on the part of members of each group in which their common purpose is accepted and can be more fully implemented;
5. To improve the performance of the functions of each group in those respects in which its members accept any part of the responsibilities which are primary to the other group;



6. To improve and extend, primarily among the members of the interpretive group, the application of all of the techniques of interpretation which serve to enhance visitor enjoyment and increase visitor acceptance of the principles which guide the administration of the National Park Service.

Toward this end the over-all training program should encompass the following fields, and accomplish the following specific objectives:

1. Indoctrination of all public contact personnel in the history, policies, practices, and objectives, as well as in the spirit of the National Park Service.

2. Give that personnel an understanding of the nature of the area visitor insofar as visitor characteristics of background, interest, and reactions condition his response to interpretation.

3. Give the personnel an adequate background in the area subject material.

4. Give the personnel an awareness of the dual objectives of interpretation - to serve the public in presenting the area, and to protect area values.

5. Training in the specific techniques employed-on-the-job at all levels.

The entire training program should be directed toward the highest level of on-the-job performance; it is therefore particularly important to field personnel. It should explore, explain and demonstrate all useful techniques for the accomplishment of the purposes of the visitor services program; and should drill personnel engaged in this program to use these techniques with maximum effectiveness.

## I. INFORMATION SERVICES FOR VISITORS

### Information Stations

1. We recommend that, since each area presents an individual problem, it be studied individually to determine where and by what means adequate information service should be provided.

2. The first point of contact of the visitor with uniformed personnel is considered the most favorable opportunity for extending a welcome and for providing the types of information required and expected on entry to a Service area.

For this reason, entrance stations, modernized, and

utilizing all possible means of facilitating information services and traffic flow, are favored over separate nearby information stations.

However, it is recognized that separate information stations near checking stations may be desirable in special situations, and a thorough test of their utility is recommended.

### Publications

1. It is recommended that appropriate staff members in the Washington Office study the content, arrangement, production and uses of informational publications to provide data upon which to base a sufficient, effective, and economical publications program for the Service.

2. We also recommend that the Service give earliest possible attention to one or more publications to be produced especially for use by schools. The assistance of a college should be sought in arranging for the preparation of material for such publications by competent students.

3. We believe that each field office responsible for the preparation of publications should make a critical review of its existing information literature for the purpose of determining what improvements can be made, particularly in the following respects:

a. Quality of photographs, with special attention to cover illustrations.

b. Readability and interest of the text.

c. Establishing the significance of the area and capturing the attention of the reader in the initial paragraph.

4. We believe that the publications programs of concessioners and cooperating societies should be more fully integrated with that of the Service, and that procedures should be adopted which will assure such integration.

5. We recommend that cooperating societies and concessioners be invited to submit manuscripts through the Regional Offices to the Washington Office for review and suggestions.

6. We recommend that a study and an analysis be made of the types of information needed and expected at entrance stations.

Visitor service centers at visitor focal points within an area to provide other information, orientation, and interpretation,

should be thoroughly considered where physical and other local conditions are favorable.

## II. INTERPRETIVE SERVICES FOR VISITORS

1. We are convinced that interpretive functions do not pertain to the work of, and cannot be expected to be properly performed by personnel employed as guards; therefore, we recommend that in the memorials and historic sites of the National Capital Parks and other areas of the System such as Independence National Historical Park Project and Statue of Liberty National Monument, where guards are employed, qualified interpretive personnel be made available for services to the public at these places.

2. In view of increasing responsibilities of serving the public through interpretive programs, and the opportunity of extending the usefulness of personnel, we recommend that the National Park Service proceed vigorously with the extension of its interpretive services through employment of audio and visual aids. In doing so, these considerations should receive emphasis:

a. There should be continual experiment to determine the best methods of, and the best equipment for automatic or semi-automatic presentation of illustrated and unillustrated oral interpretations of features and exhibits under varied conditions.

b. Where frequent or extended use of equipment is anticipated, both economy and dependable and satisfactory performance require employment of heavy-duty, professional quality equipment.

c. There should be experimental use of contractual services for rental, installation and maintenance of such equipment in situations such as the Statue of Liberty ferry, so that the cost and effectiveness of such services may be compared with Service-owned, installed, and maintained equipment.

d. Training in operation, routine servicing, and remedying failures of equipment for audio and visual presentations is imperative for all personnel responsible for its use.

e. Studies should be made to determine the places in the System where recorded talks are needed, and what physical arrangements are necessary to achieve the most effective presentation through these means; and provision of these physical arrangements should receive high

priority in the construction program.

f. A prospectus should be prepared setting out the needs, opportunities, and costs of providing adequate installation and operation of audio-visual services in suitable situations throughout the National Park System, as a basis for approach to potential donors.

3. In view of the needs and opportunities for special and properly adapted interpretation for school groups visiting areas administered by the National Park Service, we recommend a concerted effort to develop effective approaches, techniques, and services in meeting the requirements of such groups.

4. We believe that campfire programs or outdoor evening programs retaining all possible flavor of the campfire are important media of interpretation. They should be continued, or should be added to interpretive programs, wherever conditions permit. Where climate is adverse and suitable public use buildings are available, such programs may be moved indoors as occasion requires. The construction of new government buildings primarily or solely to house campfire audiences in bad weather serves a purpose too limited, and is too costly, to justify serious consideration in the foreseeable future. However, where new public use buildings to serve several purposes are being planned, the possibility of including space which could be used for outdoor programs canceled by weather should be considered in each individual case.

5. We consider it of greatest importance that the conducted field trip, a proven, unique and significant park experience for the visitor, continue to be available to the visitor to the greatest possible extent; and we are convinced that, as a general rule, self-guiding trips constitute a supplementary, special use, or alternative service, and are not wholly satisfactory substitutes or replacements for the conducted trip.

6. We recommend that experiments be undertaken to provide, on a fee basis, certain conducted trips which have excellent interpretive value but which, under existing conditions, cannot be offered as regular staff services.

### III. INTERPRETIVE AIDS TO VISITORS

#### Writing and Placing of Interpretive Markers

1. We recommend the adoption of a Service policy which will establish general standards to guide the writing of interpretive marker texts and general principles to govern the placement of interpretive markers.

2. We recommend that improvements in the texts, use and placement of interpretive signs and markers be achieved on a Service-wide basis through greater emphasis on undertaking and completing area Sign Programs and Sign System Plans, as prescribed in the Administrative Manual, in which interpretive signs and markers constitute an important feature.

3. We also recommend that greater care be exercised to make certain that the design and text of all interpretive signs be reviewed by the appropriate regional division heads.

#### Historical Reconstruction as Interpretive Aids

1. We recommend that, as a general principle, the practice of reconstruction be held to the minimum consistent with adequate interpretation. Partial or relatively complete reconstruction is permissible, however, where it would clearly be essential to understanding and appreciation of the historical scene. Such reconstruction must be based upon sound documentary and archeological evidence and be exhibited only with complementary interpretive devices.

2. We recommend acceptance, in principle, of the statements presented in Mr. J. C. Harrington's paper of October 6, 1953, entitled, "Historical Reconstruction as Interpretive Aids."

#### IV. CONTENT OF INFORMATION AND INTERPRETIVE PROGRAMS

##### Cooperative Research Projects

Though certain research needs of the Service can be handled only by the staff of the Service itself, greater consideration should be given to utilizing to the full the facilities and staffs of learned institutions and other Government agencies, or even the services of qualified individuals for other research, in view of the vast amount that needs to be undertaken.

##### Permits for Scientific Collecting

It is recommended that desirable biological research be facilitated by revising the current requirement of collaborator status for scientists who wish to collect animal life in the National Park System so that collecting of other invertebrates may be permitted on the same basis as is currently provided for the collecting of insects and spiders.

## Visitor Impact

Visitor impact has become a problem of staggering proportions affecting the interpretive and preservation responsibilities of the Service. We believe that an important and immediate task of the Service is to prepare the public to accept a better balance between use and preservation.

### V. IN-SERVICE TRAINING PROGRAMS

#### Regional Training Programs for Supervisory Interpretive and Protection Personnel

1. It is recommended that means be sought to supplement Regional training instruction by providing qualified training officers to plan and conduct the programs, and to secure and utilize such pertinent training aids and devices, especially in the audio-visual field, as will help in achieving the desired objectives.

2. It is further recommended that consideration be given to the desirability of holding at least the initial Regional training programs for supervisory interpretive and protection personnel in a suitable park area in order to better determine the nature, content and extent of training necessary. It is further recommended that these training programs be scheduled at times of light visitor use when both park facilities and personnel may be available.

#### Area Training Programs for Park Personnel

1. The Washington Office is requested to explore methods of coordinating and unifying existing manuals and other training devices and methods now in use in individual areas, since these at present appear to be lacking in uniformity, and are in some instances both obsolete and inaccurate.

2. It is recommended that, as an aid in training interpretive and protection personnel the Service explore the possibility of producing a film or films to demonstrate approved methods and techniques of welcoming and working with visitors.

3. It is further recommended that provision be made to enable selected permanent supervisory interpretive and protection personnel, as part of their training program, to observe interpretive presentations and methods of conducting interpretive programs in other park areas during the season of heaviest visitor use.

## Area Training Programs for Concessioner Personnel

1. We believe that the Washington Office should assume the responsibility of preparing general statements and the outline of contents for training leaflets, suitable for the joint use of concessioner and Service personnel, thus assuring uniformity and accuracy, with the field responsible for providing data covering local variations and situations.

2. We urge the Washington Office to explore the possibilities of cooperation between concessioners and the Service in improving training and orientation of all employees in order to attain a better understanding and appreciation of each group's functions, responsibilities, and problems in rendering service to the visitors.

### Museum Training Course

We recommend that, when insufficient appropriated funds are available for the purpose, cooperating societies be encouraged to assist in financing the expense of attendance by interpretive personnel at the Service's Museum Training Course.

## VI. RECRUITMENT, ORGANIZATION AND CLASSIFICATION OF PROTECTION AND INTERPRETIVE PERSONNEL

1. Reluctantly recognizing that there appears to be no alternative to acceptance of the Board of Examiners system in recruitment of seasonal protection and interpretive personnel, and noting certain important advantages therein, we believe that the Regional Offices are the level at which it must be handled. Provision will have to be made for carrying out this heavy additional responsibility without serious curtailment of other essential duties.

2. Recruitment of permanent personnel from among qualified men with previous experience in positions of lower grade is considered highly desirable. In such recruitment, no distinction should be drawn between protective and interpretive positions.

3. Re-examination of the organization of information and interpretive services, particularly in smaller areas, is recommended.

4. We recommend that present efforts to improve the quality of interpretive service through reappraisal of sub-professional interpretive positions and the recruitment of qualified interpretive personnel be encouraged and continued.

5. Park superintendents should be urged to seek the

establishment of more seasonal interpretive positions in grade GS-5 or higher for employees who are required to supervise other seasonal personnel or whose many seasons of experience have increased their usefulness sufficiently to justify such higher grades.



OPENING EVENTS OF THE CONFERENCE

REMARKS BY ASSISTANT DIRECTOR LEE, SUPERINTENDENT EDWARDS  
AND REGIONAL DIRECTOR COX

Assistant Director Ronald F. Lee opened the meeting at 8:45 a. m., October 5, 1953, and introduced Superintendent Guy D. Edwards of Shenandoah National Park, who greeted and welcomed the visitors to Shenandoah. He then called upon Regional Director Elbert Cox, who welcomed the group to Region One, and briefly discussed the theme of the conference. Mr. Lee responded with brief comments, and then introduced Director Conrad L. Wirth.

KEYNOTE TALK BY DIRECTOR CONRAD L. WIRTH  
OCTOBER 5, 1953

It is a real pleasure to extend a greeting and a welcome to this Visitor Services Conference of the National Park Service. You have a mighty full program that is going to keep you busy all week, I am sure, and I look for some very concrete results from your discussions.

I had prepared a statement for this occasion, but I decided to discard that and speak "off the cuff," as events which have taken place since I prepared it seemed to indicate the need of a different sort of message.

The Departmental Study Group which has been making a survey of the organization of the National Park Service during the past several months had completed its study and a preliminary draft of its report. Last week I spent the better part of three or four days in the Secretary's office in consultation with various members of the Secretary's staff and with the study group, going over their report. The full extent of the findings of the study group cannot be disclosed as yet; however, the entire report will be out before long. I can say this, however; as far as the National Park Service is concerned, it is all to the good.

Of special significance to this meeting is the fact that the study group went pretty deeply into the interpretive program of the Service. It is very gratifying to me that they emphasized its importance, and the need of further attention to it and of building it up into a much stronger position than it now occupies. So this meeting, directed so importantly to strengthening our interpretive activities, comes at a very opportune time.

I look to this group to come up with some definite and

constructive recommendations that will better equip me in my efforts to put the interpretive program on a sounder and more effective basis. Last spring I made a statement to the Sierra Club that we need to give more attention to this program; that we must improve it both by expanding it and by making it more effective. I propose to take the suggestions that this conference will make as a basis for molding a first-class public contact and public service program. In the interpretive program we have the real means of making the parks available and useful to the public.

In the revised organization of the Service which will grow out of the recommendations of the Study Group there will be far more authority passed out to the field areas. The term "interpretive program" will also be recognized as belonging in the highest echelon of our responsibilities. Therefore, I would like to see this meeting formulate, at least in outline form, a pretty complete method of organizing that idea from the following standpoints:

1. Research
2. Putting that research to use in interpretation
3. Training personnel to put that interpretation over to the public.

I want from you some definite expressions on those three particular points.

There are three main elements in the task of the National Park Service as I see it. In the order of their priority, they are: protection of the areas; interpretation; and development. In working up the necessary tools for an interpretive program it is important to provide the basic materials. We must know what we are presenting. In some places we do not realize fully what we have; we need more research. As one of our basic tools, research comes first. Proper presentation of material and training of personnel are also vital. These go hand in hand with basic materials. It is hard to separate these two, and there must be proper organization of material we present to the public.

A pleasing personality and a nice manner of dealing with the public are important, but they are not substitutes for accurate knowledge. I listened to a temporary naturalist in one of the parks this summer and in all respects but one he did a nice job; but I was astounded by some of the statements he made about the national parks and the National Park Service. It would have been far better if he had said nothing at all. He hadn't been trained, and that is a rugged problem.

In our effort to make sure that we have the proper tools to work with--the proper facts, the most effective methods, and men

properly equipped for the job we expect them to do--let us ask, and try to find the answers for, three fundamental questions:

1. What research do we require, and how are we going to get it accomplished?
2. How are we properly to arrange and present our material?
3. How can we improve and extend our training of personnel to assure the effective presentation of our program?

Now, what should the interpretive program of an area include? I believe that when you consider an interpretive program you have to tie a lot of things together. There is no question that research is basic to it; there is no question of the necessity of proper organization of our interpretive material; better training is essential. We need to explore and decide upon the most effective methods of presentation, not only by means which utilize personal services, but by well-thought-out signs and markers, exhibits, audio-visual equipment, and anything else that will help us carry over to the public the information and the ideas that we want them to get. I consider signs extremely important; the interpretive staff must join with the superintendent in working them out. They cannot be too long, or people won't read them; and we don't want them to resemble billboards.

I very much like the signs which Guy Edwards and his staff have worked out here in Shenandoah; they are among the best in the National Park System. All of them have to do with the interpretive program. People who come here know from the signs what the park is for and what it is about. Paul Favour, the park naturalist, is especially to be complimented on the way he has directed and carried on the interpretive work here.

I want to say a good word too for Herb Evison and his staff on the publications program. At least a part of the interpretive program can be worked into the publications program, and that has been done; but I believe the publications can give more of the interpretive aspects of the parks than they now do.

The concessioners have also helped greatly with the interpretive program. We have used a lot of their buildings and we appreciate that. However, we must look to the day when we shall have our own adequate facilities and will not need to rely on commercial facilities. I certainly do not mean to belittle, or show any lack of appreciation of, the way the concessioners have helped us, but I do feel that it is important to avoid creating the impression that the interpretive program is a part of the concessioner set-up.

You are lucky enough to have our friend Freeman Tilden with you to participate in this conference. I want to take this opportunity to pay tribute to him and to the very strong and very valuable interest

he has taken in the interpretive program. He has done a fine job of getting our story across; he has become enthusiastic (and that is putting it mildly) about interpretation and eager to be of any possible help to us in our effort to get our story to the public effectively. He is here to learn as well as to express his own thoughts, and we are getting his advice for a song. Take him into your discussions and into your hearts, for he is one of us.

Ronnie Lee is by training and experience a historian, but he has taken a tremendous and impartial interest in every phase of the interpretive program; I want him to know, and I want to tell you, that I appreciate the impetus and the guidance he has given to the whole program and to this conference.

I have tried, in this very informal talk, to show where I believe we are headed, and what is expected of us. I hope your days of thought and discussion will produce concrete results; I am very confident that they will.

## Topic I

### INFORMATION SERVICES FOR VISITORS

#### PAPERS

#### SUGGESTED MINIMUM STANDARDS FOR INFORMATION STATION EQUIPMENT AND OPERATION

Ralph H. Anderson  
Information Specialist  
Information Division

The prime importance of a properly manned and equipped information station in every area administered by the National Park Service goes without saying. Here is often the only contact the visitor has with a man in uniform, and it is paramount that the meeting be pleasant and helpful, free from any sense of hurrying, courteous, friendly, and well informed.

In many areas the entrance station functions as an information station. In all cases, perhaps, the entrance station serves as an information station to greater or lesser degree. For this reason, it behooves every ranger on duty at an entrance to be posted on answers to the most common questions, to know road conditions throughout the Park, and know the current weather forecast as a rule. It should be standard procedure to have all entrance rangers informed on these things every morning.

It was pointed out recently in a memorandum from Mr. Lee that information stations located a short distance inside the Park may be impractical. A test at West Yellowstone revealed only 13% of the visitors stopped at an experimental information station there. It is my observation that people don't want to stop more often than necessary, and I doubt if most visitors have many questions to ask before they reach a principal point of interest.

Too much of our planning may be based on peak travel conditions such as July 4 or Memorial Day, when there are sometimes long waiting lines. Ordinarily the rangers can handle even heavy traffic without waiting lines by opening additional lanes of traffic. It can be a problem for additional personnel and equipment rather than expensive new buildings.

The dispensing of information is never a steady process. Demands vary from hour to hour, hence any information station should be tied in with other functions such as a checking station or park headquarters. It should never be a point of interest in itself.

The proposed new headquarters of Grand Teton National Park seems ideal for combining checking station with information station and park headquarters, all at a strategic point within view of the mountains but not obstructing any major view of them.

First and most important facility for an information station is an adequate parking area. Next in importance, I believe without question, are large well-equipped rest rooms in the same building. Even with this wise provision, and good signs, the most common question will always be "Where is the rest room?"

Rangers at information stations have an unusually good opportunity to increase the visitor's enjoyment of the area. This in itself should be a constant stimulus to renew the ranger's enthusiasm to give the visitor every consideration. In addition, the ranger should not overlook the opportunity to shape the visitor's actions, through gracious suggestions that will help him, his attitude toward wildlife, care with fire, use of the park folder, use of garbage cans, friendliness among his neighbors. The ranger can talk up these points. Often he can conveniently remind the visitor that the particular area is one of 175 in the National Park System.

The well-equipped information station should have certain minimum equipment, a suitable counter or table with good maps inked in color for easier reading under a glass top. A topographic map of the area as well as a good map of the State, and the Recreational Areas Map of the United States should be shown. A tabulation of distances from that point to every other stopping point in the area, as well as principal tourist destinations should be on display. If all roads in the Park are not the same type, it is good to have photos of typical sections of different roads exhibited under the glass along with the maps. In areas subject to cold rains or snows, a cheery fireplace with a warming fire going is worth the effort that goes into maintaining it. It is a morale booster for rangers and visitors alike.

The physical arrangement of information stations varies with the area's needs. Perhaps this is why there is such a variety of treatment in various areas, each working out

its own special problem. A few years ago a great improvement was made in the Yosemite information office when a long counter was built into the foyer of the Administration Building. This adjoined the ranger's office but could be screened off by sliding doors to get away from the sound of typewriters, conversation between rangers coming on and going off duty, and the routine work of the office. This did away with the "rangers' club room" atmosphere that previously existed.

An ample supply of folders of the particular area is imperative. A convenient file of folders of all areas in the Service should be readily available for reference in order to answer questions of visitors contemplating trips. It is wise to keep a small supply of folders of the nearest areas, national forests, and State parks.

Park maps should tie in closely with the sign program. Designations on maps should correspond with designations on signs, just as the wording in the text of a folder should correspond with the terminology on the map. Every ranger should be thoroughly familiar with the National Park Service sign policy and be able to explain it to visitors. It will head off many an argument over why a certain place is not mentioned on a particular sign.

The ideal information station from the viewpoint of the visitor (and within reason shouldn't that be our viewpoint?) would have some seating arrangements for comfort, and racks of photographs or other display material, folders and maps, to look over while waiting to talk to the ranger. During peak travel periods such as July and August in the western parks, there are too few rangers to adequately serve the visitors. Bulletin boards have been suggested, but under present conditions of limited space and personnel it is doubtful that many superintendents would favor anything that tends to keep the visitor around the information office longer than necessary.

The ranger manning an information station must be prepared to answer a host of inquiries. High on the list are those in connection with accommodations, hence a supply of concessioner folders should be available and close liason maintained with the hotels and camps. A good up-to-date file should be readily available giving data on railway schedules, airline time tables, nearby facilities in national forests and state parks, reclamation projects, camping areas over a wide area, and information on trailer parks. Information should be available on nearby resorts outside the park, winter sports and dude ranch facilities, auto club information on principally used highways, current information on opening and closing dates

of mountain roads in that and nearby areas, fish and game laws for all sections of the state in which the area is located, autumn color and spring wildflowers in season.

While the type of personnel will be discussed later in the Conference I would like to plug for an outstanding type of ranger we have been fortunate to get in Yosemite. He is the mature teacher, or high school principal, thoroughly accustomed to dealing with the public with infinite patience and understanding. He is often available for the summer vacation period, and once indoctrinated in the National Park Service and familiar with an area, can be relied upon to work day in and day out without worrying too much about overtime or being late for lunch. Being a professional man to start with, he is likely to be more than neat and clean in appearance. He is old enough to inspire confidence and respect from visitors of all ages, and does a fine job of pinch-hitting whenever he is needed at a campfire program.

A COMPARATIVE ANALYSIS OF CURRENT PRACTICES IN PROVIDING  
INFORMATION TO VISITORS AT ENTRANCE STATIONS IN NATURAL  
HISTORY AREAS

Dorr G. Yeager  
Regional Naturalist  
Region Four

In gathering material on this subject information was secured from the Region One and Region Three offices as well as from all areas in Region Four. Because of the illness of Dr. Swartzlow no information was received from Region Two. In reviewing data submitted one point stands out - namely, that the information being given out at the entrance stations varies inversely with amount of traffic passing through the station. This is an entirely normal situation and was recognized by the Committee on a Uniform Park Entrance Procedure when it recommended operating adjacent information stations when traffic exceeded 500 cars a day.

It appears that most entrance stations give out information as time permits. In many of the national monuments when travel is light the ranger at the entrance station has ample opportunity to answer all questions to the satisfaction of the visitor. This situation finds its antithesis in an area such as Grand Canyon when 500 - 600 cars per day may come in through one entrance station and drivers are requested to "stop at the first building on the right where there is an



information desk." There are situations between these two extremes. For example, at White Sands, New Mexico, if traffic is heavy the visitor with questions is asked to park his car and come into the building to have his questions answered at the ranger's first slack moment. Other areas limit the type of information dispensed at the entrance stations to mileage, directions, facilities, etc., and refer all other questions to the information desk further on.

Although not specifically requested in this paper the proposal to establish information stations adjacent to entrance stations has a definite bearing on the problem under discussion. No such stations as yet exist in Region Four but there has been much speculation as to just how successful they will be. Some park naturalists have expressed the belief that interpretive rather than protective personnel should man such stations, a point with which the writer is not fully in accord. Neither is he in complete agreement with the following paragraph written on the subject by Superintendent Eivind Scoyen:

"With reference to Topic I(a) (Entrance Stations) it seems that the Service should carefully study each individual case as to the locations of Information Stations. Where conditions permit, it seems that the closer these information stations can be located to the initial important destination within any park, the better. People like to feel that they have 'arrived somewhere' before they are psychologically conditioned to the idea of stopping and getting out of their cars for information."

There seems to be no special advantage to a naturalist giving information on rates or on regulations. There is a definite advantage, however, in whoever dispenses such information "feeding the visitor" to the naturalists by calling attention to interpretive services.

There is considerable merit to Mr. Scoyen's statement regarding people desiring to feel they have "arrived somewhere" before seeking information. But someone must tell them how to arrive. On the other hand his suggestion to place the information stations as near as possible to "the initial important destination" would seem to place the museum and information station in direct competition. There is, it seems to me, a happy medium. Where conditions prevail whereby traffic is heavy and the entrance station is located a considerable distance from information facilities (such as a museum) then an information station adjacent to the entrance would serve a definite purpose. Examples would be Crater Lake and the east entrance of Yellowstone. The opposite of this is

found where well functioning information counters are already operating within a short distance from the entrance stations such as the Manzanita Lake entrance of Lassen and the south entrance of Zion. In such cases an information station at the entrance would seem unnecessary.

In summation, with present practices the amount of information a visitor now receives at an entrance station depends upon the amount of time available to answer his questions. Proposed information stations are needed in certain situations but seem superfluous in others - that is, in those where the entrance is located near an already operating source of information.

#### COMPARATIVE ANALYSIS OF CURRENT PRACTICES IN PROVIDING INFORMATION TO VISITORS IN HISTORICAL AREAS

James W. Holland  
Regional Historian  
Region One

For the purposes of this small-scale survey, 33 of the historical areas in Region One reported on present practices in providing information to visitors. Although only about half the historical areas in Region One, the group reporting is representative including, as it does, major historical parks such as Colonial, Independence and Morristown; historic house museums as Adams and Home of Franklin D. Roosevelt; the only historical parkway, Natchez Trace; areas such as Manassas which have museums and such as Moores Creek and Fort Donelson which do not; and the Statue of Liberty with major problems arising from visitor impact.

In consideration of the widely diverse character of the reporting units, it is impossible to arrive at any valid generalizations by statistical method. It may be of some significance that 16 areas supply information service in the museum, 11 in the administration building, and 4 at entrance stations. Only one (Independence) has a full-fledged reception center. Some areas, lacking even the most basic of facilities, report that information is given on "parking lot and ground" (Fort Frederica), "flag pole area" (DeSoto), "contacts made on field" (Fort Donelson) and "on grounds" (Chalmette).

It seems rather obvious that the best facility for providing information is at Independence NHP where a full-time

reception center is maintained in the West Wing of Independence Hall, an Information-Receptionist in attendance. This is supplemented by a sales and information service in the East Wing where one full-time and one part-time Clerk-Receptionist, employed by the Eastern National Park and Monument Association, are stationed.

As it seems extremely unlikely that many areas can reasonably hope to acquire personnel and physical facilities necessary to attain that ideal, it probably is better to dwell upon what can be done with facilities common to most areas. That is perhaps best exemplified at Shiloh National Military Park. The information desk there is located in the lobby of the administration building. The attendant on duty is identified by a desk sign with removable name strips and another sign over the registration desk calls attention to availability of free information and literature. A visitor-operated electric map, designed and constructed by Superintendent Lykes, features folder covers and shows location, by synchronized lights on map and folders, of all other Civil War areas administered by the National Park Service. A display to the right of the electric map shows the cover and selected pages of the Shiloh historical handbook and tells that it may be bought from the concessioner. A sign on the wall of the stairway landing, to right of the lobby entrance, identifies the administrative offices on the second floor.

A wide range of type of personnel assigned to information duties was shown on the survey with tour leaders, seasonal ranger-historians, clerks and rangers leading, in that order. Four areas -- Abraham Lincoln NHP, Fort Raleigh NHS, Mound City Group NM (seasonal) and Independence NHP reported having Information-Receptionists; such a position has been proposed for Shiloh NMP. At Castillo de San Marcos NM, Fort McHenry NM, and Fort Pulaski NM most of the information service is performed by Clerk-Cashiers. Again it is obvious that a specialist in dispensing information, stationed at a fixed point, is the ideal.

There was such wide deviation in the estimates of proportion of park visitors who use information service as compared with interpretive service as to make the figures valueless for statistical purposes. One Superintendent reported: "Not Known." That seems to be the correct answer.

The historical areas have lagged far behind the national parks in issuance of information publications, bulletins and announcements. A promising trend, however, is seen in the release at Home of Franklin D. Roosevelt NHS, with financial assistance from the Hyde Park Historical Association,

of two information leaflets: "F. D. R.'s Hyde Park and Schools" and "The National Park Service and American History." These were widely disseminated to schools throughout New York and New Jersey. San Juan NHS has accomplished somewhat the same thing by issuing a circular letter to the schools in Puerto Rico. Plans are underway for the production of leaflets similar to the Hyde Park sheets for Fort Sumter NM and Statue of Liberty-Federal Hall Memorial-Castle Clinton.

The most encouraging "sign of the times" is an increasing awareness on the part of field officials of the great importance and desirability of an adequate information service. As one Superintendent recently wrote: "I am happy to see that this type of informational service is receiving some consideration. I believe that this service is just about as important as our interpretive service . . ."

#### PLANNING A PUBLICATIONS PROGRAM

Herbert Evison  
Chief of Information

Before World War II, appropriations provided very adequately for the production of publications needed to give visitors necessary information about the parks and monuments, and to pay for a considerable number of specialized sales publications. Printing funds were approximately the same in 1941 as they are today; yet today's dollars, worth about half as much in terms of the amount of printed matter they can buy, have to provide it for more than twice as many visitors.

During the same period, there has been a very great growth in the variety and number of publications produced by cooperating societies and concessioners. I do not have figures, but I suspect their investment in publications each year comes near to being as great as the amount appropriated for official publications--possibly more; and I expect this volume to be constantly greater and that the societies will steadily take over publishing material which we would produce with government funds, if we had them.

The close relationship between government and cooperating society publishing programs indicates that today there is real need of joint programming our production (1) to assure, so far as possible, that the most needed publications are produced first, (2) to make certain that the many individual programs dovetail without either overlap or avoidable gaps, and

(3) to give the Service at least a chance to offer suggestions as to society programs or individual items in them during the planning stages, rather than later, after commitments have been made from which it is impossible to withdraw.

With respect to the Service's own publications program, our primary task is to consider the requests of the various field areas for informational publications, as screened by the Regional Offices, and then to resolve any differences between those recommendations and our conclusions. I feel that our procedure has been a pretty successful one; anyway, if there are superintendents who disagree with the final decisions they are awfully good natured about it.

When this program of free publications has been tentatively set, we try to figure out as well as we can, what, if any, is going to be available for sales publications. Since there are few things so unpredictable as the final cost of any publication produced by the Government Printing Office, what we come up with is purely tentative; our purported balances change every time we get a GPO estimate and every time we get a final bill. As for sales publications, we are committed for several years to come to continue to produce items in the Historical Handbook Series, the Natural History Handbook Series (of which the Olympic Natural History Handbook should soon be off the press), and another series which has not been officially named yet but which will deal with the various phases of the Service's work. Unless and until we have a lot more printing money than we have now, we do not contemplate any further publications of the type of "Plants of Big Bend" or "Plants of Rocky Mountain" -- expensive to produce, and serving a very limited audience.

These limitations on funds and this rather long range determination of the scope of our sales publication production leaves a wide field for the cooperating societies. It is even possible that, if the allocation for official printing continues restricted, we shall want to suggest that cooperating societies carry forward segments of the publications program I have outlined; even that they pool resources to produce some valuable or necessary item for which it appears likely that we shall not have production funds.

In any case, I want to offer these suggestions for the consideration of this group and, ultimately, for the consideration of all those concerned with the publications programs of cooperating societies:

1. That each society be asked to submit, annually, information as to what publications they propose to produce --

titles, author, scope, size and format, and method of production (letter-press, offset, multilith, etc.)

2. That they give the Director's staff an opportunity to review manuscript and dummy before submission to the printer.

3. That, upon review of programs, the Director -- acting on staff recommendations -- be given the opportunity to suggest changes, or publications not on any program, or, possibly, joint production of needed publications by two or more societies.

I would supplement these suggestions by suggesting that informational publications produced locally at government expense (such as the back country or high country publications produced by a number of areas, or such as Lassen's "Yes, Ma'm,") be also submitted to the Director's Office for review before being produced. Ultimately we see these, and we read and review them with a great deal of interest, but if we have any suggestions to offer, either for editorial changes, or a different manner of approach-- or what have you--its a nice exercise, but nothing can be done about it until another edition is produced. We are limited as to staff, and could not, in the Information Division at any rate, give them as much attention as we would like; but I venture to believe that we could offer suggestions that would result in better quality products. After all, these are Service products, and we are justified in wanting them to be the best that our means permit us to produce, both in appearance and content.

What all this is aimed at is an overall program that hangs together and has balance; and individual items that are as good looking and as well written as we can make them.

A COMPARATIVE ANALYSIS OF AVAILABLE SPECIAL INFORMATION  
PUBLICATIONS CURRENTLY IN USE, INCLUDING THOSE ON FISHING,  
CAMPING, PARK REGULATIONS, HIGH COUNTRY USE, MOUNTAIN CLIMBING, ETC.

Natt N. Dodge  
Regional Naturalist  
Region Three

In reviewing the various available special information publications such as Yellowstone's "Wilderness Enjoyment," Glacier's "Mountain Climbing Guide," and Organ Pipe Cactus' "Camping Regulations and Back-Country Practices and Manners," the first thing that impressed me was the considerable variation

in size, appearance, and type of "presswork." In size, they vary from Rocky Mountain's little  $4\frac{1}{4}$  x  $5\frac{1}{2}$  inch "Primeval" to "What To Do in Mesa Verde" which is a full legal-size sheet, unfolded. Two favorite sizes are the 8 x  $5\frac{1}{4}$  inch and 8 x 7 inch (one-folds respectively of the standard correspondence size and legal-size mimeograph paper sheets). In thickness, the leaflets range from two pages to the 37 pages of Glacier's compilation of guide sheets for help in climbing the various peaks in the park. The majority of the leaflets are mimeographed, several are multilithed, and two are printed.

A few of the leaflets contain no illustrations whatever, the majority have "cover" pictures, and several are fairly profusely illustrated. Some contain decorative sketches of scenery, figures of wild animals, pack horses, fishermen, etc., while others use cartoon-type illustrations to supplement the text or drive home a point. Surprisingly, only a few made use of the National Park Service insignia -- something that might be expected to appear somewhere on every official publication. However, many of these special informational leaflets are in their first issue compiled in a hurry during the heavy travel season, and it is to be expected that future issues will be modified and improved.

Nearly all of the leaflets are brief, contain concise statements, carefully worded in a friendly, helpful tone with enough humor to make "good reading," yet with sufficient dignity and positiveness of expression to assure that the contents will be taken seriously. Rules and regulations are introduced, not as "the law," but as guides to the essential protection of the natural and historic features and the persons using and enjoying them.

Basic information makes up the contents of all leaflets, and there is a noticeable absence of extraneous material. Several contain helpful suggestions that might be considered for possible inclusion in others when they are revised. Big Bend's "Back Country" has a page devoted to "Tips for Camera Toters," warns against the use of new shoes for long hikes, and gives a concise first-aid treatment for snakebite. The Isle Royale "Trails and Waterways" contains a "Checklist of Equipment" for the camper, including a list of basic food items. A table of contents, even in a small leaflet, is helpful. Since the majority of the leaflets contain numerous titled paragraphs, indexing is not difficult and should prove useful to the reader who desires to refer promptly to specific topics.

Several leaflets request, in their last paragraphs, suggestions from the reader for improvement. This practice adds

to the readers' feeling of "belonging" and of participating in the protection and care of the park or monument. It furthers desirable understanding and appreciation on the part of the public that the people own the parks and that they may share and take pride in promoting their welfare and proper use.

Several of the leaflets contain excellent maps of the park or monument, a few contain poor maps either small or so roughly drawn or weakly rendered that they are more confusing than helpful. The majority have no maps at all. Although it is to be assumed that all visitors are provided with one of the park's standard GPO informational leaflets which presumably contains a map of the area showing roads and trails, if the special information publication is to contain a map or maps, they should be of sufficient size and sufficiently well executed to be accurate and useable. Otherwise they waste the space they occupy in the leaflet and may so confuse the user as to be actually misleading, hence a possible cause of the hiker getting lost.

In general, I feel that the special informational publications which I have seen may well be a distinct help to the small segment of park visitors who wish to get away from the main roads and trails; that these little publications convey the spirit of the "national park idea"; that they identify the National Park Service with the conservation ideal and with the basic principle of unhampered but non-injurious use of the "back country"; and that they are a sound expression of a service to the visitor and an aid in the over-all program of protecting the Service-administered areas and their valuable and significant features.

#### SUMMARY

#### INFORMATION SERVICES FOR VISITORS

Committee: Tobin, Mattes, and Stagner

Mattes  
Summarizer

What is the most effective way of providing the general park information that visitors require? Ideally, this would be made available at the entrance gate where trained and courteous uniformed employees, equipped with all kinds of data, could handle the situation. Unfortunately, few entrance stations are suitable for this purpose because of inadequate design, space, or personnel. The normal situation at present will allow only the briefest answers



to questions while the visitor is directed elsewhere for detailed information. This problem might be remedied by redesigning entrance stations, providing more lanes and more employees; however, there are many practical obstacles to this approach.

Alternative suggestions include the location of separate information stations near checking stations; expansion of information facilities at existing museums or other interest points within the park; and construction of visitor use centers to include both informational and interpretive facilities.

Experiments with these varied types of information facilities should be undertaken. It is recognized that the situation is not identical in any two of the parks and that there will be no standard solution.

The principle is becoming recognized that it is arbitrary, if not impossible, to separate "information" from "interpretation". Hence, both types of information must to some degree be the responsibility of both protection and interpretive forces. Generally speaking, the first man in uniform encountered by the visitor is expected to be a source of all Park knowledge.

Service to the public can be greatly improved and expedited to the extent that the protection force becomes versed in elementary aspects of the interpretive story, and also to the extent that interpreters are able to assist in park protection.

The common experience is that the value of information services to the public at the entrance gate is in inverse ratio to the number of cars waiting in line; accordingly, the solution of the problem seems to lie with the alternative measures. For the present, the best alternative is to direct the traveler to the interpretive features within the park. The best hope for the future lies in visitor use centers, which will require new and flexible design.

The variety of impersonal devices available to us -- signs, markers, literature, displays, etc. -- can be improved to take the load off inadequate staffs.

A study should be made of field experience in methods used to disseminate information, indicating what types of information are most often required, how these requests are handled at present, and what improvements are needed to make these methods more efficient.

Regardless of methods employed or limitations of time and help, it is important that the first uniformed man seen by

the visitor, normally the one at the entrance gate, offer a smile and extend a courteous, warm welcome, directing the visitor to other sources of information if he cannot spare the time.

In the field of publications, accomplishments have been impressive, but there is room for improvement in analyzing the types of information most needed, and in utilizing literature to the best advantage.

There is need for better coordination of publishing plans between cooperating associations and the Service. The Information Division is not adequately informed on what publications are planned by the associations or what the general publishing needs are for the area.

In disseminating summaries of regulations and prohibitions, bluntness should be avoided; the first person singular is also to be avoided. The use of humor can be extended in our bulletins and in publications.

Excellent work has been done in the field of special publications relating to high country conduct, mountain climbing, fishing, etc. Imagination has been shown by the parks and cooperating associations in meeting special needs and no particular improvement here is apparently needed.

## Topic II

### INTERPRETIVE SERVICES FOR VISITORS

#### PAPERS

##### CURRENT PRACTICES IN PROVIDING ORIENTATION IN HISTORICAL AREAS OF NATIONAL CAPITAL PARKS

Murray Nelligan  
Historian  
National Capital Parks

Many visitors to Washington, particularly out-of-town school groups, now receive what may be termed their basic orientation to National Capital Parks historical areas at the Lincoln Museum, located in downtown Washington, by means of a 15-minute color movie, "Invitation to the Nation." This begins with a welcome to the national capital, gives a brief general explanation of its establishment and development, and tells something about the major historical areas in and about Washington with a view to arousing interest and anticipation in seeing them. At its conclusion, a member of the Park Service staff answers questions, distributes pertinent literature, and escorts the group to the museum proper. At present, the number of visitors who can avail themselves of the service is severely limited by the small size of the auditorium in which the movie is shown and its location on the third floor of the building; also, the lack of parking space. Consequently, in order to provide a more adequate orientation service to the more than 4,000,000 persons who visit National Capital Parks historical areas each year, steps are being taken to ultimately acquire a larger, better-located building with adequate parking space.

Depending upon the particular situation, orientation and interpretation are combined in varying proportions at other major National Capital Parks historic sites. At the Lincoln Museum, a 17-minute slide talk (Selectroslide and a tape recording) tells the story of Lincoln's life and his assassination, shows visitors what they may expect to see in the museum, and closes with an inspiring view of the Lincoln Memorial and a tribute to his greatness. At Fort Washington, an interesting historic, scenic, scientific, and recreational area sixteen miles down the Potomac River from Washington, a small museum and brief talks by a tour leader serve to orient visitors to the salient features of the area. In the planning stage is an orientation or reception center to be located in a centrally located existing structure; also on-the-site exhibits, site

markers, and self-guide material. At Great Falls, Maryland, about the same distance up the Potomac from the city, the story of the Chesapeake & Ohio Canal is told by means of a comprehensive museum and trailside exhibits. On Theodore Roosevelt Island, a natural, living memorial to the great conservationist, a park naturalist briefs visitors on the important features of the Island, after which they view the small museum and then explore the Island on their own. At the Lee Mansion National Memorial, a young lady in period costume gives a brief account of the Mansion's history and significance, then shows visitors through it. To tell the story of the Mansion more adequately than is possible in a house which is restored and exhibited as a home, a museum is to be installed in a nearby non-historic dependency. No orientation is given at either the Lincoln or the Jefferson Memorials other than brief talks, but at the Washington Monument visitors using the elevator (and most do, of course) hear a short recorded talk on the significance of the Monument and the details of its construction - half on the way up and the balance on the trip down. This brief talk has been an unqualified success ever since its establishment.

From this brief summary, it is apparent that the basic problem of providing orientation services for visitors in National Capital Parks historic areas is much the same as elsewhere in the Park Service, despite its somewhat unique size and complexity, and the variety of areas embraced in it. Substantial progress has been made in meeting the need for orientation services, and a more adequate service may be expected as present plans are accomplished over the next few years.

#### RECORDED PROGRAMS IN NATURAL HISTORY AREAS

Howard R. Stagner  
Chief, Interpretive Branch  
Natural History Division

Recorded orientation or interpretive programs are reported in five natural history areas, using three types of equipment:

1. Standard tape recorder synchronized with automatic slide projection.
2. Standard tape recorder used alone.
3. Mohawk Message Repeater, using a 2-minute continuous tape.

Tape recordings synchronized with slide projection are used in Crater Lake, Acadia, and Wind Cave National Parks. The programs are essentially orientation, dealing with the individual park as a whole at Crater Lake and Acadia, and with the Black Hills areas at Wind Cave. These programs are held in a corner of a museum room at Acadia and Crater Lake and in what is essentially a lobby room at Wind Cave. These are arrangements of expediency, and the rooms are not particularly suited to this type of program. Public reaction is reported as very favorable, but mechanical breakdowns were a serious problem, particularly at Acadia. A full report on this experimental use is contained in F.O. 27-53, dated March 17, 1953.

A Mohawk Message Repeater was experimented with briefly in the museum at Dinosaur National Monument. The equipment was placed in the information - exhibit room, and was started at appropriate times by the man on duty. At other times, a small sign invited the visitors to "push the button" to hear the talk. The two-minute talk was strictly an orientation, extending a welcome to the monument, and providing information about the museum and the quarry.

A standard tape recorder without slides is used to present a geological interpretation at Moraine Park Museum in Rocky Mountain National Park. The program is given in a room overlooking, through large view windows, a fine panorama of rugged mountain and park country. The talk is an interpretation of the actual view. All equipment is concealed and is operated by remote control from the information desk in another part of the building. Visitors are invited to attend by personal contact at the desk and by a small sign in the room where the talk is given. The situation is excellent from the standpoint of the physical setup, conditioning of the visitors, non-interference with the normal activities in the museum, the coordination of the talk and the actual scene, and the content and presentation of the talk itself. All of these factors combine to minimize the cold impersonality commonly associated with a recorded program.

The primary advantage of this type of program is the possibility afforded to extend service to more people than is otherwise possible with limited personnel. Thus, orientation or interpretive talks may be given, and people may be kept interested while waiting for a guided trip, leaving the attendant, once he has started the program, free to deal with new arrivals or to handle other duties at a museum or information station.

The chief objection to this type of program, other than mechanical difficulties of operation, is the loss of the

personal contact between the visitor and service personnel. This objection is not entirely valid for, as presently offered, these programs supplement rather than replace the man in uniform. The machine adds a service without necessarily diminishing the personal service already rendered. But, perhaps, two men could do a better job than one man and a machine.

Where recorded talks are to be used, the cold, formal, mechanical aspect can be softened by proper attention to the physical setup, the conditioning of the visitor, and the makeup of the program. Toward this end, the following standards are suggested:

1. A suitable room or alcove for this purpose, convenient to the visitor focal point, darkened where pictures are used, and provided with adequate, comfortable seating, and good ventilation.

2. A room or alcove sufficiently apart from exhibit rooms and the like so that other visitor activities are not distracted by and do not themselves distract from the program.

3. Complete concealment of the equipment.

4. Suitable preparation of the visitor, by personal invitation at the information desk or by signs, so that he knows what to expect and himself chooses to participate.

5. Further preparation of the visitors by a prelude of appropriate music - this to condition the audience to a loud speaker before the voice itself is heard.

6. Use longer talks in situations where the visitor is first met and welcomed by uniformed personnel. The objective is to have the visitor associate the talk with a live person by whom he was greeted and with whom he may visit later, rather than with an empty, unattended museum.

7. Use shorter talks in situations where no ranger or naturalist is present. Several short messages might be possible in some situations. Perhaps a part of the introductory statement should explain why no attendant is present.

Without suggesting that tape recorders be substituted for present activities, the following are mentioned as types of situations where such devices might be used:

1. Carlsbad Caverns elevators.
2. Petrified Forest museum.
3. Yavapai Observation Station.
4. Yakima Park Museum overlooking Emmons Glacier.
5. Cone of Old Faithful geyser.
6. A multiple channel recorder to provide a progressive commentary along the route through a small cave.
7. Any museum or information station which must be left unattended part of the time.
8. At information stations when left unattended, to provide current information about camping, accommodations, roads, interpretive programs, etc.

RECORDED TALKS IN THE INTERPRETIVE PROGRAMS OF  
NATIONAL HISTORICAL AND ARCHEOLOGICAL AREAS

Rogers W. Young  
Chief, Public Use Branch  
History Division

I. Selective Analysis of Recorded Talks Regularly Presented in Historical and Archeological Areas

<u>Name of Area</u>	<u>Subject Matter</u>	<u>Type of Audio-Visual Equipment Used</u>	<u>Where Given</u>	<u>Length of Presentation and How Often Given</u>
	(Indicate whether general orientation; or explanation of specific historic site, object or feature)	(Indicate type of recording - wire, tape, record; type of projector - selectroslide or other)	(Museum, Auditorium, Office, etc.)	(e.g., 20 min. length, given every hour, or occasionally as visitors gather)



<u>Name of Area</u>	<u>Subject Matter</u>	<u>Type of Audio-Visual Equipment Used</u>	<u>Where Given</u>	<u>Length of Presentation and How Often Given</u>
<u>Existing</u>				
<u>Region One</u>				
Gettysburg National Military Park, Gettysburg, Pa.	Explanation of battle and cyclorama. The recording includes a background account of the Gettysburg Campaign and battle, and leads up to Pickett's Charge (the subject of the painting) which includes approximately 70 per cent of the recorded time.	Tape Recording	In the Cyclorama building.	20 minute recording. Given as people gather, which means nearly continuously during the summer season.
Petersburg National Military Park	Battle of the Crater - explanation	Amplifier system. Operated manually from museum by attendant.  Bogen model - H50 - 50 watt power amplifier.  Type of Recording - Record (Disc)	Presented at the Crater	6 minutes. Given as visitors gather.

<u>Name of Area</u>	<u>Subject Matter</u>	<u>Type of Audio-Visual Equipment Used</u>	<u>Where Given</u>	<u>Length of Presentation and How Often Given</u>
Statue of Liberty	Brief orientation and directional information	Mohawk Message Repeater - tape recorder and projector combination	In elevator	45 sec. each way; given during each elevator trip.*
				*(Reported data, exact data not available)
Vicksburg National Military Park	Combination orientation to Park and explanation of battle action within Park, in connection with horizontal relief map, with a concluding explanation of Park tour.	Push-button activated record (disc) player, synchronized with automatic electrically lighted relief map of battlefield and Park area.	Museum	5 min. talk; visitor activated as desired; operation is fairly continuous.
Vicksburg National Military Park	Explanation of campaign and Siege of Vicksburg with brief account of battle action in Park, in connection with horizontal wall maps.	Push-button activated record (disc) player, used with two horizontal wall maps of Campaign and Siege of Vicksburg	Museum	12 min. talk; used occasionally after hours for casual visitors and tour groups

<u>Name of Area</u>	<u>Subject Matter</u>	<u>Type of Audio-Visual Equipment Used</u>	<u>Where Given</u>	<u>Length of Presentation and How Often Given</u>
<u>Region Two</u>				
Mount Rushmore National Memorial	General orientation and specific explanation of significance and construction of Mount Rushmore	GE magnetic recorder and reproducer (wire) model 51	By PA system throughout visitor areas of Memorial	5 min. given occasionally throughout day and at times floodlights are turned on
<u>Region Three</u>				
Bandelier National Monument	General orientation (We are currently planning on additional talk that will be specifically about the ruins and will be used in connection with a self-guiding trail.)	Brush tape recorder synchronized with selectroslide	Museum lobby	20 min. length. Given prior to each of six tours of ruins. Also at other times when visitors gather.
<u>National Capital Parks</u>				
Lincoln Museum	Combination explanation of immediate events leading to and story of Assassination, with brief orientation to museum exhibits.	Tape recorder synchronized with selectroslide	Museum	15 min. talk; given occasionally as visitors or groups gather, about 100 times per month.

<u>Name of Area</u>	<u>Subject Matter</u>	<u>Type of Audio-Visual Equipment Used</u>	<u>Where Given</u>	<u>Length of Presentation and How Often Given</u>
Washington Monument	Combination orientation and explanation of construction of monument on up trip, with explanation of interpretive significance of memorial to Washington on down trip	Mohawk Message Repeater - tape recorder and projector combination	In elevator	1 min. talk each way; given during each elevator trip, at intervals of 10 minutes

Experimental

Region One

*Colonial National Historical Park (Yorktown)	Brief orientation on Park in combination with explanation of battlefield through use of relief model and map	Mohawk Message Repeater - tape recorder and projector combination	Swan Tavern Information Center	2 min. talk; given occasionally as visitors gather
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\*(Data under this entry matter of report exact data not available)

Region Two

Mount Rushmore National Memorial	Specific explanation of significance of Memorial	Experimental use of Mohawk Message Repeater (tape)	Museum	2 minutes occasionally as required
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<u>Name of Area</u>	<u>Subject Matter</u>	<u>Type of Audio-Visual Equipment Used</u>	<u>Where Given</u>	<u>Length of Presentation and How Often Given</u>
<u>National Capital Parks</u>				
Lincoln Museum	Explanation of specific events of Assassination within Ford Theater, as shown in diorama	Mohawk Message Repeater - tape recorder and projector combination	At Ford Theater Diorama	2 min. talk; activated when desired by visitors; operation nearly continuous
Lee Mansion	Explanation of historic importance of second floor rooms in the Mansion	Mohawk Message Repeater - tape recorder and projector combination	Second floor, Lee Mansion	2 min. talk; given when visitor activated.
<u>Proposed</u>				
Morristown National Historical Park	General orientation to park historical narrative and historic feature.	Leitz Selectroslide projector, Model VIII-S, using drum carrying 48 slides (48 pictures), synchronized with Brush Soundmirror tape recorder	Historical Museum Auditorium	15 min. presentation, given any-time at visitor request. Descriptive poster on easel in Museum entrance hall calls attention to availability of this feature
Shiloh National Military Park	Combination orientation to Park area and Service objectives, and explanation of Battle of Shiloh, with musical interludes	Tape recording and manually operated slide projector	Museum	17 min. talk; given when desired by visitors or groups

## II. Evaluation of Recorded Talks in Historical and Archeological Areas

### 1. Summary of the General Character of 9 Existing Recorded Talks

- A. One area presents a general orientation talk: Bandelier.
- B. Three areas present interpretive explanations regarding the significance of the area or a feature thereof: Gettysburg (cyclorama), Petersburg (The Crater), and Vicksburg (12 min. wall map talk).
- C. Five areas present a combination orientation and interpretive explanation: Mount Rushmore, Lincoln Museum, Washington Monument, Statue of Liberty, Vicksburg (5 min. electric map talk).

### 2. A Summary of the Reported Values and Limitations of Existing Recorded Talks

- A. They are recognized as useful and necessary supplements to personal interpretive service, but can never entirely replace the human approach.
- B. They extend the usefulness of interpretive and administrative staffs by assuming a crucial part of the interpretive presentation, thus freeing the staff for other duties in the interpretive program or in the area.
- C. They fill a definite interpretive need in reaching and serving large groups of visitors.
- D. They are limited, in serving large groups, to presenting a set, general statement and provide no opportunity for explaining the general statement to visitors who do not understand it, or who wish to ask additional questions.
- E. They provide clear messages in competent voices that never tire with repetition, thus providing a fresh introduction and explanation for each visitor.
- F. They are favorably received by the public and are effective in securing and holding visitor attention.
- G. They provide for ease and rapidity in the visitor's general understanding and appreciation of area values; particularly because of their appeal to the auditory sense.
- H. They afford a desirable field for interpretive and educational experimentation, an activity important in maintaining the content of the interpretive program in a live, flexible, and progressive manner.

- I. They find acceptance on the part of many visitors, since there is usually no compulsion in their presentation, and there is individual freedom of choice as to whether they will be listened to or not.
- J. They provide an opportunity for visitor participation, such as in the case of the visitor-activated talk; an opportunity which is so important to individual interest and understanding.
- K. They are, in many cases, difficult to present regularly because of mechanical failure and maintenance problems in the interpretive equipment used.
- L. They should not be stigmatized and dismissed as "canned" talks completely inferior to live presentation, for it must be recognized that the world's finest music and dramatic presentations are commonly available today in recorded form through the effective medium of the radio and television.

3. Selected Comments by Area Staffs on Effectiveness of Recorded Talks

Mount Rushmore

Through the media of wire recorder and public address system interpretive talks have proved highly effective at Mount Rushmore in presenting large groups of visitors with clear and concise explanations of the significance, history, and construction of the Memorial. Effectiveness in this case is measured by visitor attentiveness. Attentiveness to an interpretive talk, of course, varies with the number and magnitude of extraneous interests present at the moment the talk is presented. The general theme of interest at Mount Rushmore is the colossal sculpture; this theme appears sufficient to hold the majority of visitors for the five minutes necessary to present the recording. It has been our practice to present the interpretive talk at the moment the floodlights are turned on. The floodlights, sculpture, and interpretive talk combine to give an audio-visual force sufficient to induce a sense of unity analogous to reverence into the visitor audience. There is scarcely a sound or movement for the five-minute duration of the talk.

The recorded interpretive talk fills a very definite use in a small area lacking a formal interpretive program. With our present staff it would be impossible to reach effectively an equivalent number of visitors by staff-presented interpretive programs. Other duties demand the major share of ranger time.

Though the recorded talk appears to be the answer to Mount Rushmore's interpretive program, it must be remembered that such talks have definite limitations. Of necessity the talks are based on the mean of visitor interest and understanding. The needs of the individual are sacrificed for the broader needs of the group. By this means the non-elasticity of the talk leaves unanswered the questions of those who either do not understand the significance of the talk or who wish to explore the detail beyond the framework of the recorded talk.

The success of any interpretive program should be a measure of the sum total of individual experience and understanding derived from that program. These are exceedingly difficult qualities to measure; however, from observations of visitor reaction, we feel that our recorded talks have achieved a fairly high degree of success.

#### Petersburg

My appraisal of the recording method of interpretive service, from observation here, is that it is well received by the public and enables the historian on duty to render service at two points simultaneously. Anything that I might say would be in favor of this type of service for our area as a supplement to personal contact activities. In fact, I would like very much to be able to provide the necessary installation whereby visitors might turn the record on for their own enlightenment by remote control after the museum is closed.

#### Statue of Liberty

We bought a Mohawk Message Repeater for the Statue elevator and will send the bill to the Association shortly. The total cost was \$155.25. Everyone is very much pleased with the results. Even visitors comment on how effective the gadget is. By visitors, I mean a lot of them. Gardner recorded the message and did a very good job of it. There is something about the message being delivered by the machine in a strong clear voice that causes visitors to stop talking and really absorb what is being said. The results are much better than when the same message was given by a weary employee who had already said the same thing a thousand times before. I think you, Mr. Kahler and all concerned will be pleased with the operation.

#### Bandelier

The selectroslide and tape recorder is certainly a valuable addition to information and interpretive services and we sometimes wonder how we ever got along without it.



## Vicksburg

I have found an acceptance of the recorded talk on part of the visitor, the comment being that it can be taken or left alone, also that they would rather listen to a good recording than a speaker who cannot express himself well or speak with interest. To me the feeling of independence on the part of the visitor is worth catering to. From our observations very few leave the map before the talk is completed even though they could do so without embarrassing either themselves or a speaker.

It is not fully sufficient to afford static self-guide displays. They are worth so much more if a button can be pushed and something happens.

### III. A Suggested List of Areas Which Should Undertake Recorded Interpretive Programs on an Experimental Basis

#### 1. Region One

Castillo de San Marcos	Guilford Courthouse
Fort Matanzas	Perry's Victory
Chickamauga-Chattanooga	Independence (several)
Fort Pulaski	Fort Sumter
Ocmulgee	Kings Mountain
Fort McHenry	Appomattox
Salem	Colonial (both areas)
Home of F. D. R.	Fredericksburg
Saratoga	Manassas
Statue of Liberty (Boat talk)	

#### 2. Region Two

Jefferson National Expansion Memorial  
Custer  
Homestead  
Scotts Bluff  
Fort Laramie

#### 3. Region Three

Casa Grande  
Montezuma Castle  
Walnut Canyon  
Mesa Verde  
El Morro

4. Region Four

Cabrillo  
Fort Vancouver  
Whitman

CURRENT TRENDS IN CAMPFIRE PRESENTATIONS

John E. Doerr  
Chief Naturalist

In presenting material introductory to discussion on campfire and other evening programs, I want to mention briefly five things in relation to current trends in campfire presentations as I have observed them during the past two years.

1. Extending campfire program opportunities -- The efforts to provide more than one National Park Service campfire program in Yosemite Valley need not be reviewed in this discussion. Suffice it to say that there were those who sincerely believed that any campfire programs in the Valley, additional to the one at Camp 14, would not be successful. In the summer of 1952 a campfire circle was built and put in operation at Camp 7. From reports and my observations during the past two summers, Camp 7 programs have been a success. Apparently they have not drawn off an appreciable number of people from the Camp 14 programs, but rather have extended evening program opportunities to people who did not want to go to Camp 14 or who did not want to fight the traffic and parking problems associated with that camp. I believe that a third campfire program should be provided in Yosemite Valley just as quickly as physical facilities and manpower can be made available. I'll risk predicting that there will come a time when we'll need to have more than one campfire program at Cedar Grove in Kings Canyon.

I should like to suggest as another aspect of extending campfire programs that we be alert to the opportunities of providing programs at campgrounds where we have no facilities for seating and projection. I believe we are passing up some opportunities to serve an appreciable number of people and to provide them with a real campfire program experience. I believe the informality and the companionship that can be engendered in such situations will more than compensate for the lack of seating and projection facilities. Do not Crater Lake, Rocky Mountain, Grand Teton, Yosemite, and other areas present opportunities for at least an occasional campfire program in some campgrounds not served at present?

2. Accommodating the audience -- Should there be a maximum seating capacity for our campfire circles? The larger the audience the more we lose of the real spirit of the campfire, of informality and intercommunication between audience and speaker. We still debate the question of whether there should be backs on seats. In some parks, the staff insist on backs; in other parks it is not a problem. Can not this conference make some general recommendation to guide our thinking in regard to backs on seats?

I observed for the first time this summer a situation involving children at campfire programs. Children occupying the first few rows of benches became restless and threw pebbles at the screen. In situations where seating provided little or no slope from the back of the circle to the front, children scattered through the audience could not see unless they were held by a parent or got on their knees or stood. In doing so they usually blocked the vision of some behind them. Where adequate slope cannot be provided, I would suggest we elevate the screen. Speaking of screens, too frequently they are not large enough to accommodate both vertical and horizontal slides. The verticals go off at the top and the bottom. Plan on larger screens. As for quality of slides, my experience has been that they are generally good to excellent, except for the song slides. There are ways of making song slides so that the words can be easily distinguished. All parks need more projection equipment. What I have seen in the past two years is generally good if kept in proper adjustment. While slide projection equipment is generally better than movie projection equipment, some parks have made exceptional progress in providing the very best of the latter. Some parks do a superior job of projecting; others have problems of variation of voltage. There is wide variation in the quality of voice amplification equipment. Some speakers become so engrossed in their subject that they forget to stay by the "mike," and one realizes, even in the darkness, that the speaker has turned from the audience to the slide.

3. Rehabilitation of campfire circles -- You will be interested to know that on September 11, in a memorandum to the Regional Directors, Director Wirth emphasized the importance of rehabilitating campfire circles just as rapidly as possible. His memorandum has been followed up by a memorandum of September 24 from Assistant Director Lee to Chief of Design and Construction urging immediate attention to the programming of rehabilitation of 20 campfire circles. The Regional Offices have initiated action in the programming of rehabilitation of campfire circles.

4. Musical preludes -- I have experienced recorded musical preludes to campfire programs only in Yosemite and Grand Teton. My observations indicate that audience reactions to good

music as a prelude are generally very good. It provides an enjoyable interim between the supper dishes and the campfire talk. I have observed some visitors who seemed quite disturbed in having their musical meditations accompanied by shrieks of children playing tag at the edge of the campfire circle or the bass voice of the man in the row behind telling his neighbor about the fish he caught that day.

5. Pitching the program to embrace all age groups --

The more experienced campfire program speakers are fully aware of the importance of pitching their programs to embrace and hold the interest of all age groups. I have great sympathy for the inexperienced naturalist on the campfire program, striving to do his very best and at the same time aware that he is not holding the interest of all of his audience. Some subjects are easier to pitch so as to embrace wide variation in age levels. With exceptions, depending upon the background of the speaker, geology seems to be the hardest to present with an all-embracing interest pitch. I am sure our park naturalists are aware of the fact that some programs get a better general reception at campfire, others at the lodge, and that there is a relationship between the subjects and age level variations in the audience. Realizing this, park naturalists have, within limitations, made selective assignments of talks for presentation at campfire programs. It is my observation that the campfire audience presents the widest variation in age level.

I wish we could, to use a slang expression, pick the brains of all the park naturalists on the subject of campfire programs and then digest all that knowledge and make it available as a manual on the subject. I believe it would be a very worthwhile effort in providing a valuable training aid for the years to come.

In closing this presentation based largely on my recent observations, I believe campfire programs represent our very best efforts in serving large numbers of people. While there is room for improvement along lines herein suggested, I am very proud of the service that the programs are giving.

CURRENT TRENDS IN GUIDED TRIPS

M. E. Beatty  
Park Naturalist  
Glacier National Park

Present practice in most park areas is toward fewer trips of long duration in favor of more trips of short duration.

This accomplishes several objectives: it provides a greater number of guided trips for visitor participation, it serves a greater number of visitors, and in the case of the more popular trips, it serves to reduce the average attendance per trip, thus enabling the interpreter to handle the group more effectively.

However, this trend appears to have been dictated more by necessity than by the desire of the interpreter. Such factors as rising material and labor costs; increased rates of rental and amortization of automotive equipment; complications of the 40-hour week, overtime, night differential and over-time regulations; together with the need to absorb in-grade promotions and pay raises have had considerable influence in determining present trends. With spiralling growth in park visitation along with little or no increase in interpretive appropriations, the naturalist has been plagued with the necessity of serving an ever greater number of people with inadequate funds and personnel. This has been met in part by increasing the number and extent of non-attended interpretive devices such as self-guiding nature trails, road and trailside exhibits, and orientation devices. These are admittedly a poor substitute for personal attention.

In order to offer a full interpretive program in an area the interpreter has had to devote the greater portion of his maintenance and operational funds for maintaining and equipping a full staff of interpretive personnel. This accounts for the run down condition of certain facilities and the absence of others - there were just no funds left to be used. Most areas have cut their expenditures, for other than personal services, to the bone and now face the prospect of cutting their staffs to keep within their budget. So while current statistics indicate a gradual increase in both the number of guided trips and attendance during the last few years, it appears safe to predict that the saturation point has been reached and that a decline can be expected, based upon staff reductions necessitated by inadequate funds.

With present stop-gap methods necessitating a trend away from guided trips, it might be well to give some thought to the future and, in particular, to the objectives of the interpretive program of the National Park Service. Is it not our goal to assist each visitor in attaining a supreme and lasting beneficial experience through his visit to a superlative park area? How can this best be accomplished? Can we expect this visitor to develop complete understanding and appreciation through use of non-attended or self-guiding interpretive devices? Is there any real substitute for personal service and the inspiration that can be supplied by a qualified interpreter using the great park out-of-doors as his laboratory and textbook? Has not

our Service gained its splendid reputation and public approval through the visitors' contacts with that friendly, helpful, devoted public servant - "the man in uniform"?

Granted that we can no longer offer personal service to each and every park visitor, but we should use care not to go to the other extreme. We should recall that some of the most loyal and enthusiastic friends and supporters of the National Park Service and its policies are those individuals who developed their love for the parks, and what they represent, through participation in naturalist conducted seven day hikes in Yosemite or by taking overnight hikes and saddle trips in company with a qualified park interpreter. At the risk of being considered set in my ways or a proverbial "die-hard" over abandoning old techniques, the writer still feels that no satisfactory substitute for guided trips has yet been found to replace the possibilities for developing in the visitor that feeling of understanding and appreciation that is so essential if we are to continue to preserve these areas in their natural unspoiled state for the benefit and enjoyment of future generations.

#### HOW SCHOOL GROUPS ARE HANDLED IN NATIONAL CAPITAL PARKS

T. Sutton Jett  
Chief, Public Use Branch  
National Capital Parks

About 4,000 organized school groups totaling approximately 200,000 students visit one or more of the six major memorials in the National Capital Park system each year. These parties, averaging 40 children each, are largely senior high school classes who tour the Nation's Capital in April, May and early June. Their stay in Washington is from 3 to 5 days, and they travel on limited budgets from funds often raised in part by class activities during their 4 years of high school. In 1952, the records of all memorials show that these groups were handled 10,477 times with 435,034 students involved.

In 1948 the National Capital Parks inaugurated an "out-of-town" school program as a service to his special category of springtime visitors. A modest reception center has been established at the Lincoln Museum where groups are invited to see an orientation film on Washington, and receive information on all the principal centers of interest in the city with emphasis upon the special program arranged for them by the National

Park Service at the areas under its control. Informational literature on all National Park Service areas in Washington is available at this location for the individual members of the parties and for school libraries. A conducted tour of the Museum and House Where Lincoln Died is arranged for groups desiring this service.

The most popular service provided through this program is the arrangement of special hours for school groups to visit the Washington Monument and the Lincoln and Jefferson Memorials. Each of these areas is open exclusively for school parties from 8:00 a.m. to 9:00 a.m. during the period April 1 - June 15, and by appointment students may visit the Washington Monument after 7:00 p.m. for an evening trip to the top. School age visitors in organized groups are also admitted to the Lincoln and Jefferson Memorials after the 10:00 p.m. closing hour. When possible, a tour leader is assigned to handle the parties visiting the Washington Monument during the evening hours, and a five-minute talk on the Lincoln Memorial is available to groups wishing this service. When the limited personnel available for these interpretive services is not on duty, the groups are handled by the memorial guards. If their time schedule permits, school parties visiting the Lee Mansion may hear an orientation talk before seeing the interior of the Mansion.

A mailing list of schools visiting the national memorials, museums and historic houses in the National Capital Parks has been established. The attached announcement is forwarded to new graduating classes of these schools in January of each year. The folders are in great demand from Members of Congress who mail them to the schools in their home states planning trips to Washington.

#### DEMONSTRATIONS

Herbert E. Kahler  
Chief Historian

Demonstrations have been an effective means of helping visitors understand various manufacturing processes, folk art, and changes in technical skills. For example, Mabry's Mill on the Blue Ridge Parkway, Pierce Mill in Rock Creek Park in Washington, and Johnny Cable Mill in the Great Smoky Mountains, help the visitor understand the milling operations of the pioneers.

The Cone Manor on the Blue Ridge Parkway, with its demonstrations of weaving and basket-making; the C. & O Canal

boat trips; the Indian dances at Mesa Verde and Grand Canyon; the pageants at Fort Raleigh, Great Smokies, and elsewhere, are useful media in the interpretive program. Many non-governmental institutions have capitalized on this phase of interpretation. Williamsburg, with its extensive presentation of arts and crafts; the Corning Glass Works, with its demonstrations of glass blowing; the Farmers Museum at Cooperstown, New York, with its scheduled demonstrations of flax breaking, weaving, and candle making, are excellent examples. The making of pottery at San Ildefonso by Maria and Julio in 1939 was one of the highlights of the trip planned by the American Planning and Civic Association and the National Park Service.

There are many opportunities in the areas administered by the National Park Service to expand this program of demonstrations. For example, many people are curious to know how early types of firearms were loaded and fired. Further work in this field should be rewarding.

#### WHAT CAN BE DONE TO PROVIDE MORE OPPORTUNITIES FOR VISITORS TO SEE WILDLIFE?

John E. Doerr  
Chief Naturalist

I approach this subject with no thought that we will embark upon a program of zoo presentations or of encouraging unnatural concentrations of wildlife. We all know that seeing wildlife in its natural environment, unimpaired by the impacts of hunting and grazing, is one of the outstanding experiences of visitors in the national parks.

At present, except for a few housed live reptile exhibits which are mainly for purposes of identification and informal talks with a safety angle, we have only four situations in which wildlife is presented within the confines of fences. They are the wildlife range in Grand Teton National Park, in Wind Cave National Park, in Platt National Park, and in Colorado National Monument. Except for the situation in Grand Teton, all others are situations of confining fences on area boundaries. Without these boundary fences it would be impossible to maintain the large mammals in the natural location. There is no aspect of exhibition inherent in the situations of boundary fencing. From my observations at the Grand Teton wildlife range, few visitors in their enjoyment of the bison and the elk reflect awareness or any displeasure over the fact that the animals are confined by fences to a few



acres. This apparent lack of public awareness or displeasure should not lull us into an attitude of acquiescence in regard to any basic concept of presentation of national park values.

Coming back to the subject question, some things have been done, well within the limits of good park practices, to provide more opportunities for visitors to see wildlife. In short, some things have and are being done to take people to the wildlife. The development of the Anhinga Trail in Everglades National Park is a good example. In that Park as well as in some others, boat trips have been arranged with the major objective of providing opportunities to see wildlife. Some areas schedule evening game stalk hikes and caravans. Some roadside and trailside exhibits featuring wildlife have been erected. In our information activities and interpretive programs visitors are very frequently advised of places to go to see wildlife. Turn-outs along roads have been constructed at places favorable for wildlife observations. There are other examples of taking people to the wildlife which do not involve any aspect of unnatural wildlife concentrations and zoo presentation.

In furthering a program of providing more opportunities for visitors to see wildlife, I suggest that wherever feasible we should expand the services and facilities already mentioned. There may be other places of natural concentrations of wildlife, at licks, for example, where some facilities for public access might be provided without disturbing the wildlife. Methods may have to be devised to control visitation. There has been some thought given to planning an extension of the road system in Wind Cave National Park for the purpose of providing more opportunities to observe wildlife. This may suggest other places where similar facilities could be provided. The facilities and services of interpretation could be expanded. In interpretive programs we might not only advise where and when wildlife may be seen, but also advise as to patterns of behavior that wildlife observers should follow to attain maximum enjoyment with the least disturbance to the animals. There are places where roadside and trailside exhibits featuring wildlife could be installed.

I believe that a thorough survey of areas would disclose a surprising number of places where, through additional services and facilities, we could provide more opportunities for visitors to see wildlife under natural conditions.

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

In reply refer to:  
KL815 WASO-LE

March 26, 1952

Memorandum

To: Director

From: Assistant Director Lee

Subject: Funds for Guide and Visitor Services in National Park System

In the 1953 estimates the item for Management of Park and Other Areas is broken down as follows, for the first time:

<u>Function</u>	<u>1951 Actual</u>	<u>1952 Estimate</u>	<u>1953 Estimate</u>	<u>Increase</u>
(a) Management	\$2,204,622	\$2,232,464	\$2,375,180	\$ 142,716
(b) Guide and Visitor Services	\$1,068,475	\$1,099,642	\$1,181,691	\$ 82,049
(c) Protection	\$2,770,414	\$2,754,999	\$3,001,215	\$ 246,216
	<u>\$6,043,511</u>	<u>\$6,087,105</u>	<u>\$6,558,086</u>	<u>\$ 470,981</u>

There is attached to this memorandum a statement showing what is included under each item (a), (b), and (c).

This breakdown makes possible a better analysis than previously of the cost of each of these elements in the management and protection program. This memorandum takes a look at (b) Guide and Visitor Services with a view to appraising our strengths and weaknesses in this field, particularly with a view to the 1954 estimates. As may be seen above, this guide and visitor program called for \$1,181,691 in the 1953 estimates, slightly more than one sixth of the total amount for management and protection.

There is attached to this memorandum a detailed breakdown of funds for guide and visitor services by areas. The scenic-scientific areas are treated in one list, prepared by the Natural History Division; and the historical areas in a second list, prepared by the History Division. It is interesting to note that the totals for the two main types of areas are not a great distance

apart, the scenic-scientific areas totaling about \$601,000 and the historical areas about \$470,000. The fund for printing and binding, about \$100,000, is the principal remaining item in the over-all total of \$1,181,000.

It is difficult to judge whether a proportion of roughly one sixth for guide and visitor services, out of the total for management and protection, is about right, or is too large, or too small. There is, of course, no sharp line between guide and visitor services and protection. The rangers give a great deal of extremely important service to visitors; and on the other hand, the ranger-naturalists, and the ranger-historians contribute a good deal to protection, and in historical-archeological areas may do most of the protecting. At first glance, the amount for management, over 1/3 of the total, looks large by comparison both with the protection item and the guide and visitor service items. This may or may not be borne out by more detailed analysis. However, some study of these proportions appears to me to be in order.

Within the guide and visitor services item comparison is easier, though conditions vary so widely among areas that there is no simple formula to determine what the appropriation ought to be for such purposes. The Fiscal Division, with aid from Natural History and History Divisions, is working on staffing standards for seasonal employees assigned to guide and visitor services. These standards are expected to be of great help in establishing the basis for appropriations for this work. Later on it is hoped to develop staffing standards for permanent employees in this field.

A few general observations may be of interest. Dividing \$1,181,000 by 36,000,000 gives 3.3 cents average expenditure per visitor for these services. If we get less money in 1953 than estimated and have more visitors, this average expenditure per visitor will be even less. The expenditure per visitor for guide and visitor services varies widely among our areas, ranging for example from 2/10 of a cent on the Blue Ridge Parkway; to 1-7/10 cents at Acadia; 4-4/10 cents at Yellowstone; 2-5/10 cents at Colonial. Naturally we do not assume that each one of the 36 million visitors utilized guide and visitor service. On the other hand, the figure 36 million does not include the several hundred thousand school students, club and organization members reached by these services outside Service Areas. It is worthy of note that in scenic-scientific areas during the fiscal year 1951, 12,811,203 interpretive contacts were made. In the first six months of the fiscal year 1951 interpretive contacts totalled 9,073,161 as compared with 9,805,400 for the same period during the fiscal year 1952.

### Scenic-Scientific Areas

Among the scenic-scientific areas it is interesting to note that two areas, Carlsbad (95,935) and Mammoth Cave (91,776) together total \$187,000 or almost one-third of the entire amount of \$601,000 for guide and visitor services in this type of area. Certain scenic-scientific areas, some of considerable importance, apparently had no appropriation for guide and visitor services included in the 1953 estimates as they went to the Bureau of the Budget. A list of these is given below. There are, of course, various circumstances involved in each case, including the very important contributions the rangers make in these as in all other areas. The situation is nevertheless serious.

Hot Springs National Park  
Muir Woods National Monument  
Badlands National Monument  
Coulees Dam National Recreational Area  
Joshua Tree National Monument  
Katmai National Monument  
Oregon Caves National Monument  
Craters of the Moon National Monument  
Colorado National Monument  
Capital Reef National Monument  
Black Canyon of the Gunnison National Monument

Areas with obviously under-financed guide and visitor programs considering the number of visitors and the features on display include:

<u>Name</u>	<u>1953 Estimates</u>	<u>1951 Visitation</u>
Blue Ridge	\$ 5,100	2,454,924
Great Smokies	13,572	1,979,208
Shenandoah	7,480	1,349,256
Olympic	8,500	414,999
Lake Mead	11,928	2,052,786
Rocky Mountain	15,600	1,201,745
Platt	2,462	951,559
Death Valley	8,583	205,519

Areas with neglected opportunities for truly unusual interpretive programs include:

Dinosaur -	the fossil reliefs
Channel Islands -	the marine story undersea
Muir Woods -	the big trees

### Historical Areas

Generally speaking the historical areas in Region One seem to be better placed to finance guide and visitor services than the similar areas in Regions Two, Three, and Four. While there are many more areas in Region One than elsewhere, these figures which show total amounts for guide and visitor services for the historical areas in each region, are interesting:

Region One	\$ 386,569
Region Two	18,094
Region Three	51,565
Region Four	5,860
National Cap. Parks	<u>21,350</u>
	\$ 469,988

Certain historical areas, some of considerable importance, apparently had no appropriation for guide and visitor services included in the 1953 estimates as they went to the Bureau of the Budget. There are, of course, various circumstances involved in each case, but the lack in the first three areas is particularly serious:

<u>Name</u>	<u>Visitation</u>
Mount Rushmore	731,211
Cabrillo	630,217
Fort Frederica	73,095
Fort Donelson	45,036
Pipestone	90,183
Scotts Bluff	60,027
Pipe Spring	2,113
Stones River	14,369

Historical areas with obviously under-financed guide and visitor programs considering the interest of their features and the number of their visitors include:

<u>Name</u>	<u>1953 Estimate</u>	<u>Visitation</u>
Castillo de San Marcos	\$ 13,199	416,663
Fort McHenry	8,290	664,665
Appomattox	2,036	43,650
Statue of Liberty	20,558	591,587
Salem	1,425	25,525
Fort Laramie	1,094	22,162
Whitman	710	12,336
Richmond	550	48,380
Antietam	900	46,608

These areas with important new museums particularly need interpretive help:

Ocmulgee  
Custer  
Manassas

Historical areas with exceptional opportunities for truly unusual interpretive programs include:

Kill Devil Hill - the story of the first airplane flight  
Hopewell - the iron-making story

This analysis is an attempt at an over-all look at the present status of funds for guide and visitor services in the National Park System, and is based on the views of Chief Naturalist Doerr, and Chief Historian Kahler, as well as my own estimate of the situation.

In preparing the 1954 estimates for management and protection, I recommend that the Service consider the over-all situation in regard to guide and visitor services with a view to strengthening as many of the weak programs as practicable. In order to accomplish this, I recommend that copies of this memorandum be transmitted to the Regional Directors, under a covering memorandum from you, urging very careful consideration of the needs of this program as estimates are reviewed.

/s/ Ronald F. Lee

Assistant Director

Attachments 3

EXCERPT FROM JUSTIFICATION

Management and Protection, National Park Service - Page 3.

(a) "Management" provides for the salaries and expenses of the superintendents in immediate charge of the areas and their staffs, including assistant superintendents (in some instances), clerks, typists, stenographers, bookkeepers, and others performing general "housekeeping" functions at the area level.

(b) "Guide and visitor services" provides for the salaries and expenses of guides, historians, naturalists, ranger-naturalists, and others engaged in providing guidance, information, and interpretive services to visitors. These employees serve the same purposes as "protection" personnel in many areas, particularly in "cave" areas, or in the historic areas (most of which are located in the East). In many instances, the "historian" in the East is the counterpart of the "ranger" in the Western parks, except that he must also have an educational background which will enable him to provide accurate information to the visitor. Also included is provision for the printing of informational literature, most of which is provided free to visitors.

(c) "Protection" provides for the salaries and expenses of rangers, wardens, patrolmen, guards, special police, watchmen, U. S. Park Police, and others engaged primarily in the enforcement of law and regulations. The permanent rangers also serve as the nucleus fire protection organizations of the areas.

Summary of Costs of Interpretive (Visitor and Guide) Services in Scenic-Scientific Areas.

<u>Region &amp; Area</u>	<u>Actual 1951</u>	<u>Estimate 1952</u>	<u>Estimate 1953</u>	<u>Increase or Decrease</u>
<u>*National Cap. Parks</u>	\$22,800.50	\$20,575	\$21,350	/ \$ 775
<u>Region One</u>				
Acadia	7,210	8,505	8,695	/ 190
Blue Ridge	--	5,100	5,100	--
Everglades	10,780	10,800	13,500	/ 2,700
Gr. Smoky Mountains	13,146	13,572	13,922	/ 350
Mammoth Cave	85,942	89,767	91,776	/ 2,009
Shenandoah	8,211	6,880	7,480	/ 600
<u>Subtotal</u>	<u>\$125,289</u>	<u>\$134,624</u>	<u>\$140,473</u>	<u>/ \$5,849</u>
<u>Region Two</u>				
<u>Black Hills Areas</u> (less Mt. Rushmore)	(--)	** (5,060)?	** (5,060)?	
Dinosaur	769	800	800	--
Glacier	19,950	20,400	22,000	/ 1,600
Grand Teton	10,204	12,152	13,055	/ 903
Isle Royale	--	--	3,825	/ 3,825
Rocky Mountain	13,782	14,200	15,600	/ 1,400
Yellowstone	48,388	48,704	51,995	/ 3,291
<u>Subtotal</u>	<u>\$93,093</u>	<u>\$96,256</u>	<u>\$107,275</u>	<u>/ \$11,019</u>
<u>Region Three</u>				
Big Bend	--	--	4,713	/ 4,713
Carlsbad Caverns	96,201	96,223	95,935	- 288
Cedar Breaks	946	850	950	/ 100
Grand Canyon	25,647	24,800	26,150	/ 1,350
Lake Mead	12,954	11,200	11,928	/ 728
Lehman Caves	973	710	1,030	/ 320
Petrified Forest	11,217	12,471	12,671	/ 200
Platt	1,618	1,600	2,462	/ 862
***Southwestern				
Nat'l. Mons.	12,449	13,250	13,450	/ 200
Timpanogos Cave	4,290	2,186	3,271	/ 1,085
Zion-Bryce Canyon	16,972	17,322	18,699	/ 1,377
<u>Subtotal</u>	<u>\$183,267</u>	<u>\$180,612</u>	<u>\$191,259</u>	<u>/ \$10,935</u>



<u>Region &amp; Area</u>	<u>Actual 1951</u>	<u>Estimate 1952</u>	<u>Estimate 1953</u>	<u>Increase or Decrease</u>
<u>Region Four</u>				
Crater Lake	\$14,213	\$14,438	\$14,938	✓ \$ 500
Death Valley	6,800	7,741	8,583	✓ 842
Hawaii	10,770	11,749	11,749	--
Lassen Volcanic	9,025	8,990	9,665	✓ 675
Lava Beds	850	849	849	--
Mt. McKinley	6,953	9,912	5,812	- 4,100
Mt. Rainier	17,792	18,000	18,857	✓ 857
Olympic	8,003	8,500	8,500	--
Seq. & Kings Canyon	21,875	22,018	22,018	--
Yosemite	36,447	39,980	40,170	✓ 210
<b>Subtotal</b>	<b>\$132,728</b>	<b>\$142,177</b>	<b>\$141,111</b>	<b>- \$1,016</b>
<b>Grand Total</b>	<b>\$557,177.50</b>	<b>\$574,244</b>	<b>\$601,498</b>	<b>✓ 27,562</b>

\* Figures represent half of total, on the basis of arbitrary 50-50 division of National Capital Parks Interpretation funds between History and Natural History, for purposes of this report.

\*\* Figures not reflected in the records, but GS-9 position in existence.

\*\*\* Figures represent half of total, on the basis of arbitrary 50-50 division of Southwestern National Monuments Interpretation funds between History and Natural History, for purposes of this report.

Analysis of Management and Protection - By Functions - Showing  
 Cost of Interpretation Only in Historical and Archeological Areas

<u>Region &amp; Area</u>	<u>1951</u>	<u>1952</u>	<u>1953</u>	<u>Increase or Decrease</u>
<u>Region One</u>				
Abraham Lincoln	\$ 3,245	\$ 2,989	\$ 3,189	✓ \$ 200
Adams Mansion (Est.)	5,941	4,125	2,475	- 1,650
Andrew Johnson	4,665	4,665	4,665	
Antietam	1,372	925	900	- 25
Appomattox Court House	1,265	1,436	2,036	✓ 600
Castillo de San Marcos (Est.)	11,010	11,350	13,199	✓ 1,849
Castle Clinton		5,000	5,000	
Chalmette	999	1,400	2,750	✓ 1,350
Chickamauga & Chattanooga (Est.)	11,140	12,000	12,000	
Colonial & Yorktown	20,797	20,797	20,797	
Cowpens				
Cumberland Gap			7,235	✓ 7,235
De Soto (Est.)	125	600	600	
Fort Donelson				
Fort Frederica	25			
Fort Jefferson (Est.)	241	300	200	- 100
Fort McHenry	8,081	8,090	8,290	✓ 200
Fort Necessity	1,300	1,414	2,058	✓ 644
Fort Pulaski (Est.)	3,300	3,300	3,531	✓ 231
Fort Raleigh	5,730	5,529	5,708	✓ 179
Fort Sumter (Est.)	7,200	7,998	8,298	✓ 300
Fredericksburg	10,334	10,230	10,400	✓ 170
Geo. Wash. Birthplace	7,692	7,692	7,892	✓ 200
Gettysburg	11,343	12,090	12,190	✓ 100
Guilford Courthouse	3,460	3,068	3,673	✓ 605
Hopewell Village				
Independence	38,726	53,700	60,950	✓ 7,250
Kennesaw Mountain (EST)	3,920	4,000	4,500	✓ 500
Kill Devil Hill		2,989	3,071	✓ 82
Kings Mountain	451	3,225	3,550	✓ 325
Manassas	3,564	3,635	6,735	✓ 3,100
Meriwether Lewis				
Moore's Creek	46	46	833	✓ 787
Morristown	17,282	17,500	19,750	✓ 2,250
Mound City Group	752	697	697	
Natchez Trace	17,203	17,500	17,675	✓ 175
Ocmulgee (Est.)	2,225	6,166	9,541	✓ 3,375

<u>Region &amp; Area</u>	<u>1951</u>	<u>1952</u>	<u>1953</u>	<u>Increase or Decrease</u>
<u>Region One (Continued)</u>				
Perry's Victory	\$ 1,568	\$ 2,081	\$ 2,087	/ \$ 6
Petersburg & Poplar Grove	8,054	8,321	8,521	/ 200
Richmond	774	550	550	
Roosevelt-Vanderbilt	44,435	45,600	45,600	
Saint Croix			2,840	/ 2,840
Salem Maritime (EST.)	1,762	1,425	1,425	
San Juan	21,062	19,900	20,360	/ 460
Saratoga	4,984	5,500	5,720	/ 220
Shiloh	6,823	6,955	7,480	/ 525
Statue of Liberty (Est.)	20,405	20,558	20,558	
Stones River				
Vicksburg (Est.)	5,593	7,040	7,040	
<b>Region One Total</b>	<b>\$318,894</b>	<b>\$352,386</b>	<b>\$386,569</b>	<b>/ \$34,183</b>
<u>Region Two</u>				
Mount Rushmore Rapid City Office		575	575	
<b>Black Hills Areas Total</b>		<b>\$ 575</b>	<b>\$ 575</b>	
Big Hole Battlefield				
Custer Battlefield				
Effigy Mounds	294	3,300	3,425	/ 125
Fort Laramie			1,094	/ 1,094
George Washington Carver				
Homestead		750	1,500	/ 750
JNEM	9,007	7,025	6,825	- 200
Pipestone				
Scotts Bluff				
Theodore Roosevelt	2,584	4,000	4,100	/ 100
<b>Region Two Total</b>	<b>\$11,885</b>	<b>\$16,225</b>	<b>\$18,094</b>	<b>/ \$1,869</b>

<u>Region &amp; Area</u>	<u>1951</u>	<u>1952</u>	<u>1953</u>	<u>Increase or Decrease</u>
<u>Region Three</u>				
Hovenweep				
Mesa Verde	\$22,424	\$22,665	\$24,665	/ \$ 2,000
Pipe Spring				
Southwestern (Est.)	24,898	26,500	26,900	/ 400
Region Three Total	\$47,322	\$49,165	\$51,565	/ \$2,400
<u>Region Four</u>				
Cabrillo				
Fort Vancouver	70	1,000	5,150	/ 4,150
Sitka				
Whitman		710	710	
Region Four Total	\$ 70	\$ 1,710	\$ 5,860	/ \$ 4,150
GRAND TOTAL	\$365,722	\$406,236	\$448,638	\$43,177
Plus $\frac{1}{2}$ NCP Costs	22,800	20,575	21,350	
	\$388,522	\$426,811	\$469,988	

## SUMMARY

### INTERPRETIVE SERVICES FOR VISITORS

Committee: McLaughlin, Evison, and Gregg

Evison  
Summarizer

#### In the National Capital Parks

Murray Nelligan's discussion of the services to visitors furnished in the National Capital Parks must have been a revelation to many in this group; so, too, the wide variety of challenges presented by such diverse areas as are found in the National Capital Park system. It is evident that they have not hesitated to experiment; almost every kind of audio-visual method is employed, and to good effect, even under handicapping conditions.

Its need of a better facility for orienting visiting groups, especially school groups, simply shows that its problems are in many ways like those of other field areas.

Most of us noted, I am sure, his remark that everybody, even the gardener at the Lee Mansion and the Park police, lends a hand in providing information and interpretive services.

Sutton Jett later supplemented Mr. Nelligan's account with a description of the task of providing service to some 400,000 school children each year who visit the Capital in organized groups, and the special arrangements - such as before-and-after hours trips - made for them.

#### In Other Areas of the System

Howard Stagner and Rogers Young revealed the considerable extent to which both historical and natural history areas are already using audio-visual methods to supplement personal services. Mr. Stagner provided this list of standards for recorded talks and the conditions under which, if possible, they should be given:

Give them a room designed for the program; provide comfortable seats and good ventilation; conceal equipment; see that the program doesn't interfere with or detract from other activities; keep it short or break it up. Make the presentation prepare the visitor for the kind of experience he is going to get.

Mr. Young emphasized the point, - "Be constantly willing to experiment." Also, he revealed the common and frequent experience of equipment failure, due to the false but apparently unavoidable economy of trying to make second-rate equipment do a job that

requires first-rate equipment. Another important point he stressed was the necessity of training personnel who were to operate audio visual equipment in methods of maintaining it and correcting failures.

### Campfire Programs

John Doerr made seven principal points in his analysis of what is required for good campfire programs in maximum number. He advocated:

1. Extending campfire programs into more places, to provide better service to smaller groups.
2. Alerting naturalists (and rangers?) to the opportunities offered by informal campfires of the kind given at Tuolumne Meadows in Yosemite (later described by R. F. Lee).
3. Avoidance, where possible, of too large audiences; giving particular attention, during talks, to the children in the audience; larger screens and better projectors to provide larger and brighter pictures.
4. High priority for rehabilitation of campfire circles.
5. Musical preludes.
6. Recognition of various age levels in planning programs and talks.
7. Coordination between concessioner and NPS programs, particularly in the direction of greater participation by NPS personnel in concessioner programs.

Mr. Doerr's points were directed to programs in scenic-scientific areas. Mr. Young declared that there was need for this same sort of program in historical areas.

Mr. Lee told of the favorable impression made on him by an evening program at Tuolumne Meadows, - around a campfire, completely informal, with no projection.

Mr. Yeager emphasized the need of better use of interpretive personnel in giving campfire programs, telling of one instance in which the services of four men were used. Drew Chick called attention to the fact that, using a 48-slide selectroslide, a single person could give a program and still speak from in front of his audience. Dan Tobin told of highly successful programs given by Ernie Schultz in Lassen without assistance from anybody.

Mr. McLaughlin's statement that Yellowstone had suggested the building of shelters for campfire programs that would seat from 1500 to 3000 persons, roused considerable comment, particularly in connection with the possibility that such shelters would be used

by conventions. Mr. Miller asserted his conviction that outdoor programs should accept weather hazards. Mr. Gregg made the point that campers will meet outdoors even under adverse weather conditions; these programs are an institution especially associated with campgrounds. On the question of National Park Service and concessioner responsibility for providing facilities for evening programs, Mr. Miller raised the question of whether or not the National Park Service should control facilities and programs.

#### Conducted Trips

Ed Beatty observed that the present tendency is toward fewer long trips, more short ones; that auto caravans are decreasing; all-day trips are nearly a thing of the past; that with more short trips more people are reached, and in smaller groups; that guided trips have, in many places, reached the saturation point, but that self-guiding nature trails are not an adequate substitute; that if the object is to help the visitor attain a lasting and supreme experience, personal contact is necessary. "We must give attention to the masses of the people but we must not overlook the value of longer trips and the more intimate relationship with interested persons that they offer." He stated that the consensus seemed to be that there should not be more than 40 persons on a guided trip.

Mr. Kahler asked, "Are we throwing up our hands, or should we encourage superintendents to provide more service with existing staffs?" Mr. Yeager declared that we are to blame by encouraging alternatives to guided trips; and by placing too much emphasis on numbers. With respect to all day hikes, Mr. Beatty pointed to the value of the noon stop as an opportunity for informal discussions.

Mr. Lee threw into the hopper the idea of possible charges for guided trips, and the possibility of cooperating societies providing the services in connection with trips for which charges were made. Mr. Evison suggested that there might be both free, short trips and longer trips for which fees would be charged. The general opinion seemed to be in favor of experiment.

Mr. Kahler made a brief plea for the use of demonstrations, - such as handicrafts on the Cone Estate, and grinding corn at Mabry Mill, on Blue Ridge Parkway. He declared there must be opportunities for demonstrations in national parks. Ray Gregg cited ranger demonstrations at Rocky Mountain. Mr. Harrington declared that big industry help is essential for such demonstrations as that of glassmaking, planned for Jamestown. Mr. Doerr cited fire lookout demonstrations as valuable and interesting to the visitor.

Mr. Doerr, citing public interest in seeing wildlife, advocated consideration of means of providing opportunities without creating artificial concentrations of wildlife. He declared his belief that it could be done by such means as properly planned roads and trails, construction of towers, and organization of trips to places where wildlife is likely to be in evidence.



### Topic III

#### INTERPRETIVE AIDS TO VISITORS

##### PAPERS

#### CURRENT TRENDS IN SELF-GUIDED TRAILS

Erik K. Reed  
Regional Archeologist  
Region Three

The major trend in connection with self-guided trails is, obviously, toward having more of them — and toward using them as a standard method for interpretation of the major exhibit features of an area, instead of in supplementation of the main interpretive activity. Developed originally as mere adjuncts, perhaps to provide a worthwhile and interesting way for visitors to pass the time while waiting for a regularly scheduled conducted tour, the self-guiding trip is now tending to replace the guided one. This has been largely forced on us by increasing visitation with staffs remaining at best the same.

Possibly an undesirable trend, a development which can easily be overdone as the easy solution to our problem, it is undoubtedly here to stay. Certainly it does provide a solution. For example, at Bandelier last month, after the seasonal men had all departed, the Superintendent found his force suddenly cut down to himself and the clerk, with one of his rangers on a forest fire in California and the other in hospital. The central feature of the interpretive program at Bandelier has consisted of a guided tour, an hour to an hour and a half long, six regularly scheduled trips a day. This has been supplemented by a small self-guiding trail. We have previously discussed the possibility of making the tour of the main Frijoles Canyon ruins a self-guiding trail — as a last resort to which we might be forced by increasing shortage of personnel relative to visitation. To handle the emergency situation this September, the Superintendent wrote up a text for a leaflet, consisting of approximately what is said at each normal stop on the guided tour, got it mimeographed, placed the numbered stakes, and had a self-guiding trail operating within three days. Having installed it, we'll probably keep it — with improvements as we go along — for self-guiding use whenever the pressure is on, but with guided tours provided as far as possible.

Therein lies one of the several advantages of the numbered-stake-leaflet system, that it does not interfere seriously with guided tours over the same line, while easel exhibits or any extensive labels may distract from the oral presentation. In reviewing the self-guiding literature from various areas, I note that use of this method certainly seems to be a trend. Ease of revision — either minor corrections or

extensive rearrangement is an obvious advantage. And, what really matters, the customers appear to be pleased.

There is a danger, however, of making it a little too much a children's game in effect. In a leaflet from an area outside Region Three, and in a proposed text for one of our historical areas which I objected to, neither of them designed specifically for small children, the opening "I am your little book. Read me and look at the numbers on the stakes and let's see what I can teach you" is too much. In this, as in other interpretive materials and methods, we may perhaps have to write or talk down to a 13-year-old level, say, but I do not believe in aiming our general interpretive material at first-graders. The opposite pitfall, of course, is the perhaps more widespread failing of being too detailed and too technical, or simply too lengthy.

These both apply to any other interpretive device, and do not constitute objections to the number-and-leaflet system. About the only important drawback, so far as I know, is the probability that no matter how carefully the numbered posts are placed, a few of them are likely to intrude in somebody's photographs if they are to be visible for people following the trail. Actually, however, I do not know that we have received any complaints on this point.

A variation of the number-and-leaflet system is its adaptation to a loop drive, as at Saguaro where 29 stakes are grouped at six stops (two of them only one stake each) on a six-mile one-way road. This idea could probably be applied in some of the larger historical areas as well as other scenic-scientific areas.

In most of the Southwestern Monuments Association trail leaflets, generally less so in others, a general section on the area and its significance is added to the numbered paragraphs on the individual items at the trail stations. I believe this is very desirable, even though it may include overlap with or virtual duplication of portions of the two-fold or other general information leaflet. I suspect that more people will read the trail guide more thoroughly than the other material, and the information is reaching them on the spot as in talking with a guide on a conducted tour.

In general, the self-guiding trail materials probably should approximate as closely as possible the essentials of what would be given on a conducted tour. And in general I think they do. The self-guiding trail is rapidly becoming a substitute for the conducted tour instead of a supplement, and can well be so utilized except in areas with fragile historic or archeological or natural features where constant protection -- often, protection of the visitors as well as of the remains -- is necessary.

At least a minimum of direct personal contact should always be retained, meeting and greeting the visitors if only to collect a two-bit fee (with tax) and hand out leaflets. A little orientation is

highly desirable whenever individual conversation is possible. And, especially in the case of historical and archeological areas, it is desirable — almost essential — to have a man in uniform around the main exhibits, or particularly fragile remains, at least occasionally, both to deter possible vandalism and to provide a little direct interpretation. Such an arrangement can sometimes combine the great advantage of self-guiding (the visitor's freedom as to time and pace) with the benefit of direct public contact as in guided tours.

## THE WRITING AND PLACING OF INTERPRETIVE MARKERS

Rogers W. Young  
Chief, Public Use Branch  
History Division

### I. Principles for the Writing of Interpretive Marker Texts

#### 1. Introduction: Text Writing as an Art

The writing of a good interpretive marker text is an art. Each separate text is, moreover, an exacting literary exercise, easier to speak of than to produce with clarity of thought, felicity of style, and inspirational appeal. A good text is the product of long study and careful thought. For most people, it is not easily produced, but must be prayerfully sought, and occasionally achieved. It is not usually composed, or "struck off", in a few minutes or even hours. There are, however, those rare individuals with a gift for the pungent thought, appealing phrase, and conciseness of expression, who may produce a gem of a text in a flash of inspiration. In fact, it has been the writer's personal experience that the best texts are produced under the spur of happy inspiration following long study of the theme to be presented. Creative thought at its best should be reflected in the good marker text.

#### 2. Qualities of a Good Text

What are the qualities of a good marker text for a site, house, object or feature? From the writer's experience, the following qualities are suggested as worthy of consideration:

##### A. Clarity and Adequacy of Meaning

Texts should be both informative and interpretive in character. They should state facts accurately and clearly and should also explain carefully what these facts mean or represent. Historic periods should be identified (with key dates given, if pertinent) and time sequence presented logically without confusion. Texts for scenic-scientific sites or features should identify, describe, and make clear

in laymen's language the unusual scientific relationships and significance of the particular feature. For the most part, the subject of an interpretive text should cover thoroughly, but in condensed form, only one particular object or feature. Texts covering a broad historical movement or a major scientific phenomena could be prepared, however, if they meet a positive interpretive need in the area. Such general interpretation is usually best left to the park museum.

### B. Inspirational Character

The tone and character of the text should be more than merely factual. Within the practical limitations of its scope and length, the marker text should also be inspiring. It should uplift the reader's spirit and raise him above his usual level of daily knowledge and experience. It should open his mind to new understandings and broaden his spiritual horizon. The text should provide the reader with appreciation for the historic event or scientific manifestation which makes the site marked memorable to him as an American. It should be recognized that the appeal of scenic-scientific features is, in most instances, universal. The inspirational aspect of an interpretive marker, situated, for example, on the rim of the Grand Canyon or at the base of the General Sherman Tree, should produce an understanding of man's place in nature's grand scheme and in a changing physical world. In the case of the marker at a historic site, the text should make clear the fact that it is located at an actual, historic spot, where the reader may experience ". . . a personal sense of identification with past generations, an understanding and appreciation for the continuity of history, and a thrilling sense of intimate reliving of past historic events on the sites of their occurrence."

### C. Simplicity of Style

A distinctive literary style in the writing of a marker text is an intangible and elusive quality much to be desired but difficult to achieve. Style is the basis of the text's appeal. Without it, the reader's attention may lag with the text's opening words and lapse after the first sentence. Style is produced through the happy combination of right word choice and graceful expression. Simplicity and readability should be the keynote of the text's style, not the pretentious, the flowery, or the technical effect. Short sentences, with words of few syllables, uncomplicated by prefixes and suffixes, go far to insure readability. Through the use of the right word, the simple word, and the short word may be captured the original flavor and color of the region or the atmosphere and feeling of the site. This is especially true when examples of the local vernacular, if appropriate, or excerpts from original sources, are employed in the text. Academic phrases should be avoided, or carefully explained in laymen's terms. Many successful markers have legitimately used the journalistic style, with eye-catching words, unstudied touches of humor, and human interest stories, to secure reader appeal and understanding. In many cases, it is how the text is written, not its length, that determines whether it will be completely read and fully understood.

#### D. Brevity

Brevity is a good primary rule for the length of the marker text. This may be modified with discretion to meet the interpretive need of different site and feature situations, especially in parks, where the visitor may have more time and need more information than the highway traveler. It is the short text with distinctive style that is usually read and appreciated by the majority of readers. This does not mean that a text should be "crammed" into short space by "telegraphic" omission of articles or the use of incomplete sentences. Fewer sentences, but complete thoughts, briefly expressed, should form the backbone of the good text. It may be recalled that Thomas Jefferson summed up the achievements of his versatile life in the statement that he was the "Author of the Declaration of American Independence of the Statute of Virginia for Religious Freedom and Father of the University of Virginia."

#### 3. Selected Examples of Interpretive Marker Texts (See Appendix)

- A. Highway Markers
- B. Markers at Historic Sites Privately Administered
- C. Markers in National Historical Areas
- D. Markers in National Historic Sites

#### II. A Program to Improve the Writing and Placing of Interpretive Markers

1. Undertake this proposed program within the framework of the existing instructions in Chapter 1, p. 3, General Instructions; Chapter 2, pp. 1-2, Sign Program; Chapter 7, Signs and Markers for Historical Areas; and Chapter 8, Historic Site Markers, Volume 18, Signs and Markers, Administrative Manual. It should include the following steps:
  - A. Complete an area-wide review and inventory of the interpretive marker situation to determine:
    - a. Is the area oversigned or undersigned from an interpretive marker standpoint?
    - b. Do existing markers serve a useful interpretive or informational purpose?
    - c. Are existing interpretive markers properly located in relation to the spot where a historic event occurred or a scientific feature is situated?

- d. Are the markers physically placed to insure ease and comfort in visitor use?
  - e. Do the texts of the existing markers meet the standards or qualities suggested under I (2) above?
- B. Formulate and execute a new or revised Sign System Plan as the basic step in making needed changes in the interpretive marker program of the area.
- a. The urgent Service-wide need for this basic step is shown by the fact that between January 1952 and August 1953 only 4 sets of area Sign Program Drawings were received in the Washington Office.
  - b. In connection with its current active project to improve signs generally in its areas, Region One has moved ahead to expedite the solving of interpretive marker problems. In one memorandum dated January 30, subject: "Sign Program," the Regional Director called upon all Superintendents to complete a Sign Program in the form and detail required by Amendment No. 2, Volume 18; while another memorandum of the same date, subject: "The Importance of Signs," invited the Superintendents to review their local sign situation to see if improvements were possible, and offered Regional Office assistance with practical operating problems involving questions of design, colors, legend and placement.
2. Recommend the adoption of a uniform Service policy establishing general standards to guide the writing of interpretive marker texts and a general procedure governing the placement of interpretive markers.

## APPENDIX

### Selected Examples of Interpretive Marker Texts

#### A. Highway Markers

(Montana)

55. (U. S. 310, 2 miles South of Bridger)

#### JIM BRIDGER, MOUNTAIN MAN

Jim Bridger arrived in Montana in 1822 as a member of a Rocky Mountain Fur Co. brigade. For years he had no more permanent home than a poker chip. He roamed the entire Rocky Mountain region and often came through this part of the country. A keen observer, a natural geographer and with years of experience amongst the Indians, he became invaluable as a guide and scout for wagon trains and Federal troops following the opening of the Oregon Trail.

He shares honors with John Colter for first discoveries in the Yellowstone Park country. He was prone to elaborate a trifle for the benefit of pilgrims and it was Jim who embroidered his story of the petrified forest by asserting that he had seen "a petrified bird sitting in a petrified tree, singing a petrified song".

The Clark Fork of the Yellowstone was named for Capt. William Clark of the Lewis and Clark Expedition. Chief Joseph led his band of Nez Perce Indians down this river when he made his famous retreat in the summer of 1877.

(Tennessee)

(U. S. 70 N) Davidson Co., at entrance to estate, 12 mi. from  
Nashville

3 A 13

#### The Hermitage

Home of Andrew Jackson (1767-1845), Major General in the Army, hero of the Battle of New Orleans, and seventh president of the United States. It was originally built in 1819; partially burned in 1834, during Jackson's second term, replaced by the present building in 1835. He died here and is buried in the garden.

(Pennsylvania)

NATIONAL ROAD

(U. S. 40 west of Farmington and southeast of Brier Hill)

Our first national road; fathered by Albert Gallatin. Begun in 1811 at Cumberland, Md.; completed to Wheeling in 1818. Toll road under State control, 1835-1905. Rebuilt, it is present U. S. Route 40.

(North Carolina)

On N. C. Highway 345 at entrance to Fort Raleigh, Roanoke Island, Dare County.

B-1 First English Colonies

Site of first English settlements in New World, 1585-7. Birthplace of Virginia Dare, first child born of English parents in America, August 18, 1587.

B. Markers at Historic Sites Privately Administered

(New York)

TABLET UNDER ARCHWAY AT FORT TICONDEROGA COMMEMORATING FAMOUS MEN  
Erected by A. Stanley Miller, 1928

"Through this entrance to the Place d'Armes of the Fort have passed: George Washington, Benjamin Franklin, Benedict Arnold, Horatio Gates, Anthony Wayne, Arthur St. Clair, Henry Knox, Philip Schuyler, Richard Montgomery, Ethan Allen, Seth Warner, Major Robert Rogers, the Marquis de Montcalm, the Duc de Levis, Sir Jeffery Amherst, Sir Guy Carleton, Major John Andre, Sir John Burgoyne, Thaddeus Kosciusko, and a host of other great men of our history. You who have tread in their footsteps, remember their glory."

(Pennsylvania)

The Old Braddock Road

This tablet marks a well preserved scar of the Old Braddock Trail, one of the most historic pioneer highways in all America. Here, Nemaquin and his associates blazed the trail that became a national highway.

Here, passed the laden pack horse train that carried the Gist settlers to the first Anglo-Saxon settlement west of the Allegheny Mountains.



Here, George Washington, the youthful Ambassador, with his escort passed on his way with a message to the French Forts. Over this route marched Captain William Trent with his Virginia soldiers equipped to build the Fort at the "Forks of the Ohio," now Pittsburgh.

After being driven off by the French, the same soldiers, under Ensign Ward, retreated by this road.

Over this ground, on that dark and rainy night, marched Colonel George Washington with his Virginia troops to attack Jumonville in his hidden camp four miles north of here.

That march ended in the first clash of arms which opened the French and Indian War that ended in driving France from America. Over this route came the French and Indians to attack Washington at Fort Necessity, one mile east of here.

Here, passed in proud array the ill fated Braddock Army and by this route returned its bleeding remnant after the disastrous defeat.

By this frontier road, under General Daniel Morgan, came the southern wing of the U. S. Army that quelled the Whiskey Insurrection.

Here, for more than seventy years through this converging point flowed the frontier travel that prepared a western haven for civilization. This wheel worn chasm is a venerable monument to a past age, the last span through a mountain fastness that linked the East with the West.

-----  
Erected by the Fort Necessity Chapter  
Sons of the American Revolution  
1931

C. Markers in National Historical Areas

(GEORGE WASHINGTON BIRTHPLACE NATIONAL MONUMENT)

George Washington was born in a house on these grounds, February 22, 1732, and spent the first three years of his life here at his father's plantation on Pope's Creek. According to tradition, the birthplace house, the appearance of which is unknown, was burned on Christmas Day, 1779. The present memorial house was built by the Wakefield National Memorial Association under

authority of an Act of Congress approved in 1926. Here one may feel, and catch the spirit of, the Colonial Virginia that moulded Washington, the boy and the man.

#### THE OLD NATCHEZ TRACE

From the trails of wild animals and Indians grew the Natchez Trace, a road through the wilderness. It was marked by the tread of Indian traders, soldiers and adventurers, of "Kaintuck" boatmen returning to the Ohio. The horses of postriders, outlaws and circuit riding preachers trampled it. The depression was deepened by the wagons of men and women moving to build new homes and new lives.

Here is the Natchez Trace: a bond that held the Southwest to the rest of the nation, a channel for the flow of people and ideas, a memorial to the thousands whose footsteps stamped it into the American land.

#### D. Markers in National Historic Sites

##### GRAND PORTAGE

About 1785, the British Northwest Company built a stockade here - a noted rendezvous for the fur traders of this area who used the famed 9-mile Grand Portage between Lake Superior and Pigeon River. Over this trail have passed thousands - Indians, explorers, fur traders, soldiers, missionaries - opening the interior of the Continent. In 1842, Grand Portage was made an international trail by the Webster-Ashburton Treaty. Through the cooperation of the Minnesota Chippewa Tribal Council and Grand Portage Band of Indians, this national historic site was dedicated August 9, 1951.

## FEDERAL HALL MEMORIAL

Site of Old Federal Hall,  
First American Capitol  
Under the Constitution.  
Here met the Stamp Act Congress,  
The Provincial Assembly and  
The Congress of the Confederation.  
Here was adopted  
The Northwest Ordinance.  
On this site, in 1789,  
Washington was inaugurated and  
The Congress, the Cabinet and  
The Supreme Court were organized.  
Here Congress adopted  
The Bill of Rights.

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On May 23, 1939, this site and  
The building now standing upon it  
Were established in perpetuity  
As a national historic shrine.

### EVALUATION OF THE NATIONAL PARK SERVICE INFORMATION PUBLICATIONS FOR HISTORICAL AREAS

John A. Hussey  
Regional Historian  
Region Four

This study has been confined to the free informational leaflets. These publications are the only ones which come into the hands of practically every visitor to a historical area. Hence they are the only ones which are really useful as on-the-spot interpretive aids.

Generally speaking, an object may be evaluated in two principal ways: One, it may be compared with other objects of a like nature; or, two, it may be judged on the basis of its own intrinsic merits from the standpoint of how well it fills specific needs.

On a comparative basis, National Park Service interpretive literature stands head and shoulders above the free publications available at State, local, or privately operated historic sites. In fact, at relatively few State-owned areas is any free literature available at all. In most states, publications relating to State-owned historical sites are confined to broadsides or pamphlets listing all areas in the state park system. Each historical area is fortunate if it receives a few lines or paragraphs of type.

New York and California are among the states which provide pamphlets or leaflets for free distribution at historic sites. In size and type of illustration the leaflets issued by these two states are similar to those published by this Service; and in readability and human interest, as graded by the tests devised by Dr. Rudolph Flesch, there is little to choose between the two classes of publications. The state-issued leaflets, however, are actually 8-page booklets with separate leaves, in contrast to this Service's two and three-fold leaflets. One of the California leaflets is printed in a sepia ink, thus possessing a certain glamour unusual in its field. Despite the good qualities of these publications, it is the opinion of this reviewer that the National Park Service literature is superior, particularly from the standpoint of general attractiveness, type quality, maps, and the character of the interpretive message.

Free literature issued at privately owned historic sites is almost universally in the form of the folded broadside. Some of these broadsides, such as those distributed at Williamsburg, Old Sturbridge Village, and Woodlawn Plantation, are extremely attractive, often featuring colored photographs, fine typography, colored inks, and elaborate art work. However, the printed messages in this type of free literature are generally promotional in character, and the interpretive material is usually meager.

When judged solely from the standpoint of their own intrinsic qualities, the free leaflets issued by this Service also make a good showing. A canvas of a half-dozen personal friends who have recently visited a number of Service-administered parks and monuments throughout the country brought forth only complimentary remarks concerning the free folders. "They do the job," said one man, "yet they are not so elaborate as to raise the taxpayer's blood pressure!"

In respect to eye-appeal, a comparison between older pamphlets and recent revisions shows that constant improvement is being made. In several instances, as in the cases of the Jefferson Memorial, Chaco Canyon, and Lincoln Museum leaflets, colored ink is being used to good effect. Type size is generally adequate, and the two-column format makes for easy reading. In several instances, however, such as the Kings Mountain and Adams Site folders, the type is rather small; and in the latter case, it is so crowded as to be difficult to read.

Illustrations, likewise, are showing improvement. Photographs, both present-day and historical, seem to be the most pleasing and effective type of illustration. High quality photography has been responsible for dramatic and eye-catching covers in such cases as the Fort Laramie, C & O Canal, Independence, and Lee Mansion folders. It must be admitted, however, that certain other photographic covers are far from inspiring. Vicksburg, Vanderbilt Mansion, and Chalmette are examples in point.

Of course, there are many areas and many subjects which do not lend themselves to illustration by present-day photographs. In such cases, copies of historic portraits, paintings, engravings, etc., have been used to good advantage. The folder of the De Soto National Memorial is an example of the effective employment of such material. On the other hand, the old pictures reproduced on the covers of the Homestead and Richmond folders are not successful as eye-catchers, though they might serve well on inside pages.

In many instances, present-day drawings have been used effectively as illustrations. The Cabrillo and Effigy Mound folders are greatly improved by such art work. On the other hand, the drawings which illustrate the covers of many of the leaflets are not of top quality; in fact, some are definitely amateurish in appearance. The leaflets for Chalmette, Colonial, Chickamauga, Fort Raleigh, and Kings Mountain are examples of those which are rendered less effective because of uninspired art work.

The maps on the historical folders are generally satisfactory, although some of them lack vicinity maps. The lettering on several maps is somewhat difficult to read; and in the case of the Adams Site leaflet, the map does not clearly indicate that the area is in Quincy. However, such matters are mere details, and it does not appear that the maps could be generally improved without the use of color.

The size of the leaflets and the folded page format appear to give general satisfaction, although, if practicable from a cost standpoint, the bound leaflet (such as that for Mesa Verde) might be more convenient for the visitor.

The greatest room for improvement appears to be in relation to the readability and human interest value of the text. The general content of the reading matter and the order in which the various topics are presented appear to be satisfactory, but the writing itself seems to be too complex for ready comprehension by the average visitor.

According to census figures, the average American has completed the 9th grade. He seldom reads any written material more complicated than that found in the digest magazines and in the mass non-fiction periodicals such as Time. This reading matter is described as "standard" by experts on readability and has a reading ease score of from 60 to 70 (out of a possible 100) according to the formula devised by Dr. Rudolph Flesch and presented in his book, How to Test Readability. To put it more simply, the average American can best be reached by written material in which the average sentence does not exceed 17 words in length and the average word does not contain more than 1.47 syllables.

Periodical literature appealing to the average reader is classified as "interesting" according to the human interest rating scale devised by Dr. Flesch. It scores between 20 and 40 (out of a possible 100) on his scale, which grades writing on the basis of the number of

personal names, pronouns, quotations, questions, commands, and exclamations it contains.

National Park Service leaflets, on the basis of ten examples selected at random, have an average reading ease score of 47 and a human interest score of 22. In regard to readability, this means that our leaflets are classed as "difficult," on a par with academic and scholarly periodicals. Since the score is near the top of the range for "difficult" (30 to 50), however, they approach the "fairly difficult" category (50 to 60), into which fall Harper's and the Atlantic Monthly. The highest readability score received by any folder tested was 57, three points below the minimum limit of the "standard" category.

The average score of 22 for human interest falls near the bottom of the "interesting" category (20 to 40), in which are Time and Reader's Digest, and thus approaches the "fairly interesting" class (10 to 20) to which trade journals are relegated. One folder scored as low as 11, and the highest score found was only 28.

According to Dr. Flesch's formula, our leaflets are written on the level of periodicals designed to appeal to persons who have completed high school or who have had some college education. If we want to reach the average American, we are going to have to increase our readability score. We must use shorter sentences and shorter words. And, if we want to reach young children, we probably should prepare a special series of leaflets.

#### EVALUATION OF NATIONAL PARK SERVICE PUBLICATIONS FOR NATURAL HISTORY AREAS

H. Raymond Gregg  
Assistant Chief Naturalist

Any evaluation, to be meaningful, must be in the light of the function of the thing evaluated. This raises the question of audience, and the method and place of distribution of the so-called free information publications. We have these questions to resolve:

1. Is the publication for those planning a park trip, or for the visitor within the park?
2. Is there a significant difference in what these two groups of readers, or the same readers at different times, want to know?
3. Can we more economically and in greater volume service both groups with the same publication, or should we produce in modest quantity a brief leaflet of selected facts, possibly even on a postal card, to answer previsit inquiries, and

correspondingly reduce and adapt to evaluated needs the information publication for the visitor in the park?

4. Granting the difficulty of distinguishing information and interpretation, in the principal information publication for an area, should we not try to limit subject matter to information necessary to establish the significance of the area, and to tell what the visitor must know to use it enjoyably and intelligently, leaving more expansive discussion of natural history subjects for sales publications available either through the publications program of the Service or that of cooperating societies?

An analysis of the natural history area publications is presented in Tables I, II, and III. Tables I and II show the physical character of publications being offered for parks and monuments respectively. Table III deals with publications of national parks, presenting the categories of information included and the approximate column inches of space devoted to each. Some very interesting comparisons and contrasts are apparent, and possibly are significant according to answers to the four questions which have been posed here.

For example, if the major use of the publication is by the visitor after he reaches the park, the relatively large space devoted to "How to reach" the area is largely wasted. Vicinity maps would be largely of academic interest, and as an aside it might be said that most vicinity maps are of such scale that they are all but 'useless, since most motorists have good road maps which present the picture far better. By the time the visitor enters the park, usually he will have made arrangements for intra-park transportation and for accommodations, or he will expect to use government campgrounds. If current proposals for better information service at entrance stations are realized, the rare or occasional visitor desiring information on transportation and accommodations could be supplied with a sheet, possibly paid for by the concessioners.

First impressions are important. A review of the introductory paragraphs or opening statements of natural history area publications indicates a wide difference of opinion among the writers of these publications as to what constitutes an appropriate beginning for the text. Each publication might best begin with a statement which clearly establishes the significance of the area and sets the tone of the publication in terms of what the visitor may expect to receive and experience through a visit to it. This does not mean that the publication must launch with gusto into purple prose, which is better saved for lectures where its music has greater effect, or for interpretive publications ostensibly of esthetic appeal. A good example of clear

factual writing, which carries with it a fine statement of significance, is the opening paragraph of the Craters of the Moon 2-fold leaflet:

"Craters of the Moon National Monument, located in the central part of southern Idaho, is so named because the general appearance of the area is suggestive of the surface of the moon as seen through a telescope. The monument displays within its comparatively small area of 48,003.86 acres of Federal lands an extraordinary variety of the phenomena associated with volcanic activity. Moreover, these interesting natural features are quite uniformly scaled down in size and so closely grouped together that one might easily imagine nature had definitely planned this miniature laboratory of volcanism for the enjoyment, education, and scientific study of men, without their having to make extended trips to distant portions of the earth for such observation."

Allowing for improvement that could be made by shortening sentences, this statement effectively gives a concise introduction to the area and presents a convincing appraisal of its features which sets them apart as significant examples of nature's works. At the same time, it establishes a tone, in that the reader would not be stimulated to come here merely to engage in conventional recreational pursuits, but rather to see, understand, and enjoy an unusual bit of nature's handiwork. This is a distinct departure from the tone of promotion or "Chamber of Commerce-itis" which, through the enthusiasms of the writer, so easily can creep into the content of a publication, and stimulate even more casual visitation to an already overcrowded area.

Among the publications for national parks, the broadside for Sequoia and Kings Canyon has one of the better opening statements. The first two paragraphs clearly establish the significance of the area, and in interesting, straightforward prose outline its essential features and attractions in such a way that the reader knows what to expect, and can appraise his interest accordingly. This is a logical introduction for the following factual matter needed by the visitor in completing his detailed plans.

The first two paragraphs of the broadside for Everglades constitute a considerable assembly of facts and data, but other than the word "unique" in line 9 of the first paragraph, lack definite indication that the things described have significance justifying inclusion within the National Park System. In other words, the statement falls short in this respect: it merely states that the area is unique, instead of presenting the peculiar quality or character of the things that make it unique, and leading the reader to the conclusion that the area is, therefore, a place of great significance, worthy of preservation as a national park. This is especially important in the case of Everglades, the appreciation of which depends so largely upon preconditioning of the visitor to its tremendous biological interest, and upon effective on-site interpretation of its features. This statement is not intended as



criticism of those who prepared the Everglades broadside under extreme pressure to provide something for the large number of visitors who were crowding into this practically undeveloped park.

The rather heavy emphasis upon details of park history and natural sciences in some of the information publications is of questionable value. If it is assumed that the publication will be used after the arrival in the park, most leisurely travelers will obtain more knowledge of these subjects than the free leaflet could offer, from museums, outdoor exhibits, lectures, and other personal services, or from available subject field publications. The hurried or only casually interested visitor probably will not read the publication anyhow, except for road directions and highlight features.

There is room for great improvement by boiling down of rules and regulations and other admonitory material. There appears to be considerable repetition in the summary statements of rules and regulations and the special appeals and warnings boxed into or integrated with the text or plastered upon the covers of a number of the publications. Perhaps there should be a statement pointing up that everyday good conduct and good citizenship should guide the visitor, but that special conditions make it necessary that in the interest of preservation, as well as the enjoyable use of the areas, certain special regulations be observed. With such a basic statement, categorical listing of rules, regulations, and guides for conduct could be greatly abbreviated, with items being retained according to the frequency with which infractions occur.

Most people drive the highways of the Country in reasonable conformance to law without having to read the legal codes of the various States they enter — they expect signs to supply their information needs in this respect. Possibly many park rules and regulations would be presented to better effect by dispensing or posting them at such places as campgrounds, comfort stations, museums, or adjacent to features which require special protection.

For example, the average visitor will learn speed limits from roadside signs; and in almost every park with which I am familiar there is adequate warning by conspicuous signs dealing with the subject of fire, not to mention the preconditioning of the public by national publicity on the subject. Three or four things not commonly applicable to public conduct, such as restraints upon pets, picking of wildflowers, and feeding or molesting animals, may need bold presentation in the publication. They would thus stand a much better chance of being read than when buried in two whole columns of regulations. It probably is the rare visitor who reads the rules and regulations as they now appear in most of the publications.

Assuming that these publications are primarily for use within the park, it is surprising that only eight of them contain tables of road and trail points and distances. The "Motorists' Guides" of some

years ago probably were the most useful visitor aids ever issued by the Service. Most of them also contained tables of trails data. The provision of these types of information tables in free publications would not conflict with the more comprehensive interpretive guidebooks, such as those sold by cooperating societies for use on the Lassen Peak and Going-to-the-Sun Highways, and Skyline Drive, and might be more widely employed.

Only four of the information publications give space to available sales publications. One might not expect a hamburger stand to advertise restaurants which serve full-course meals. But since there is no profit motive in the free publications, the burden of content could be lightened, and it could lead the visitor to purchase information commensurate with his interests or needs, by including a carefully selected list of subject publications available from the Superintendent of Documents and cooperating societies.

Several other questions might be asked to stimulate further thinking concerning the information publications of the Service:

1. Is a table of contents desirable?
2. Are visitors aware that the broadside handed to them contains a map? (Yellowstone has found it advisable to print "Map of the Park Inside" upon the face of the folder.)
3. How far should details of railway, bus, airline, concessioner, or other nongovernment services, for which specific information is available upon request from the source, be retained in Service publications?
4. Is the face of the map in a publication an appropriate or effective place for such things as fire warnings and bear feeding admonitions?
5. Should the vicinity map be retained? (Vicinity and area maps do not always cue to common points. For instance, in the Pinnacles leaflet, the area map directs the reader to Soledad. He would search in vain to find Soledad on the vicinity map.)
6. Are the importance and effect of patchwork messages on the covers of publications sufficient to justify the degree to which this practice impairs the package quality of the folder?

In summary, there are some basic and important considerations which call for more thought.

Can we reduce the content of the information publications to basic essentials and prepare separate editions or publications in proper quantities to serve (1) the previsit inquirer; (2) the visitor in the park; and perhaps (3) school students, who comprise a third big segment of users; and thus serve these separate needs with greater total volume made possible through reduced size?

If it is determined that there should be separate publications for outside and intra-park distribution, it is believed that these criteria are valid: for outside distribution, probably we should issue a brief information sheet, possibly containing a vicinity map. For the visitor already in the park our greatest informational need is a simple but useful park map, with accessory intra-park information essential to proper and comfortable enjoyment of the area. These are reasonable demands of the public and the visitor upon the Service -- beyond this, the user should assume the burden of his desires by purchasing available sales publications and special maps.

In conclusion, it is suggested that each office responsible for original preparation of information publications for natural history areas might find Tables I, II, and III useful guides in analyzing the balance and efficacy of a particular publication by comparison with averages or with those for areas having comparable information needs. One may well ask how far the present crop of publications represent custom composition to meet soundly determined area needs, and how far they have been put together in the format set out in the publications manual. This is not a proposal to substitute chaos for orderly organization, but an appeal for such changes as may be required in manual requirements, and in flexibility in preparation of contents at the area level to produce a more economical, quantitatively adequate, and specifically useful set of "free" information publications which meet, but do not exceed, the reasonable needs of the public.

AREA	Type of Publication				Area Map			Vici- nity Map	Photographs		Graphics		Distance Tables		NPS Emb- lem
	2- Fold	3- Fold	16- Page	Broad- side	Size	Position	Evaluation		No.	Evalu- ation	No.	Evalu- ation	Rds.	Trails	
Acadia				(6c)	Spread	Inside	Good	Yes	3	Fair	1	Good	No	No	Cover
Big Bend		x			Page	Back	Too Small	No	5	Fair	0		No	No	Mast
Carlsbad		x			Page	Back	Fair	No	3	Good	0		No	No	Cover
Bryce-C.B.			x		Page	Center	Too Small	No	6	Good	1	Good	No	No	Mast
Crater Lake			x		Page	Back	Fair	No	5	Excel.	0		No	No	Cover
Everglades				(4c)	1/2 Spread	Inside	Good	Comb.	7	Fair	0		No	No	No
Glacier				(6c)	2/3 Spr.	Inside	Good	No	8	Good	0		No	No	Cover
Grand Can.			x		2-page	Center	Too Small	Yes	4	Excel.	1	Good	No	No	Mast
Grand Teton			x		2-page	Center	Good	No	7	Excel.	0		No	No	Mast
Great Smoky				(4c)	1/2 Spread	Inside	Cluttered	Yes	4	Good	0		Yes	Yes	No
Hawaii				(4c)	3 p. size	Inside	Good	Yes	6	Excel.	0		No	No	Mast
Hot Springs			x		2-page	Center	Good	Spec.	7	Good	2	Good	No	No	No
Isle Royale				(4c)	1/2 Spread	Inside	Good	Yes	6	Good	0		No	Yes	Cover
Lassen Vol.				(4c)	1/2 Spread	Inside	Excellent	No	6	Good	1	Good	Yes	No	Cover
Mammoth Cave				(6c)	Spread	Inside	Excellent	No	10	Good	1	Good	No	No	No
Mt. McKinley			x		2-page	Center	Fair	Yes	8	Excel.	0		No	No	No
Mt. Rainier			x		2-page	Center	Good	Spec.	4	Good	0		No	No	Mast
Olympic				(6c)	3/4 Spr.	Inside	Fair	Yes	6	Good	0		No	No	No
Platt	x				Page	Back	Too Small	Yes	3	Good	1	Good	No	No	No
Rocky Mtn.				(6c)	5/6 Spr.	Inside	Excellent	Yes	8	Good	0		No	Yes	Mast
Sequoia-K.C.				(6c)	2/3 Spr.	Inside	Good	Yes	4	Fair	0		No	No	Mast
Shenandoah				(4c)	1/2 Spread	Inside	Crowded	Yes	5	Good	0		Yes	No	Map
Wind Cave		x			2-page	Backfold	Good	Yes	4	Good	0		No	No	Map
Yellowstone				(6c)	2/3 Spr.	Inside	Good	No	7	Excel.	0		No	No	Map
Yosemite				(6c)	Spread	Inside	Excellent	Yes	4	Excel.	1	Good	Yes	No	Cover
Zion			x		Page	Center	Too Small	Spec.	7	Excel.	2	Good	No	Yes	Mast
TOTALS	1	3	8	14	26			17	26		9		4	4	19

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MAKE-UP OF INFORMATION PUBLICATIONS  
1. National Parks

TABLE I

AREA (COLOR INK)	Type of Publication						Area Map			Vicinity Map	Photos		Graphics		Distance Tables		NPS Emblem
	1-Fold	2-Fold	V.2-Fold	3-Fold	16-Page	Broad-side	Size	Position	Evaluation		No.	Evaluation	No.	Evaluation	Rls	Trls.	
ARCHES		x					Page	Back	Fair	Yes	4	Excel.	0		No	No	Cover
BADLANDS		x					Page	Back	Good	No	3	Excel.	1	Good	No	No	Mast
BLACK CANYON		x					Page	Back	Meagre	Yes	3	Fair	0		No	No	Mast
BLUE RIDGE (Blue)						(5c)	Full Strip	Ins. Bot. 1/2	Good	Yes	17	Good	1	Good	Yes	No	Cover
CAPITOL REEF		x					Page	Back	Fair	No	3	Good	0		No	No	No
CAPULIN MTN.		x					Page	Back	Fair	Yes	5	Good	0		No	No	No
CHIRICAHUA		x					Page	Back	Good	No	4	Good	0		No	No	Mast
COLORADO		x					Page	Back	Good	Yes	6	Fair	0		No	No	Map
CRATERS OF MOON		x					Page	Back	Good	Yes	3	Excel.	0		No	No	Cover
DEATH VALLEY					x		2-Page	Center	Good	Yes	7	Excel.	0		No	No	Mast
DEVIL POSTPILE			x				1/2-Page	Ver. Back	Fair	No	2	Excel.	0		No	No	Mast
DEVIL'S TOWER		x					Page	Back	Fair	Yes	4	Good	0		No	No	Cover
DINOSAUR		x					Page	Back	Poor	Yes	5	Excel.	1	Good	No	No	No
GLACIER BAY (Blue)				x			Page	Back	Cluttered	No	7	Excel.	0		No	No	No
GREAT SAND DUNES		x					Page	Back	Meagre	Yes	4	Excel.	0		No	No	Cover
JEWEL CAVE	x						Page	Back	Meagre	Yes	0		1	Fair	No	No	Cover
JOSHUA TREE		x					Page	Back	Too Small	Yes	3	Good	1	Good	No	No	Cover
KATMAI (Brown)				x			Page	Back	Cluttered	Yes	8	Fair	1	Fair	No	No	Mast
LAKE MEAD						(6c)	4/5 Full	Inside	Good	No	8	Excel.	1	Fair	No	No	Cover
LAVA BEDS				x			2 Pages	p. 7 & Back	Good	Yes	6	Fair	1	Good	No	No	No
LEHMAN CAVES		x					Page	Back	Vicinity Only	Yes	5	Excel.	0		No	No	Cover
MUIR WOODS		x					2 Pages	Bot. p. 3-4 and Back	Good	Yes	3	Good	1	Good	No	No	No
NATURAL BRIDGES		x					Page	Back	Good	No	4	Good	0		No	No	No
OREGON CAVES	x						2-Page	Inside	Fair	Yes	1	Fair	0		No	No	Cover
ORGAN PIPE CACTUS		x					Page	Back	Fair	Yes	3	Good	0		No	No	Cover
PETRIFIED FOREST					x		2-Page	Center	Good	Yes	11	Excel.	1	Good	No	No	No
PINNACLES		x					Page	Back	Fair	Yes	5	Good	1	Excel.	No	No	Mast
SAGUARO		x					Page	Back	Too Small	No	5	Good	0		No	No	Cover
SUNSET CRATER		x					Page	Back	Meagre	Yes	6	Fair	0		No	No	No
TIMPANOGOS CAVE		x					Page	Back	Fair	Yes	4	Good	0		No	No	Mast
WHITE SANDS		x					Page	Back	Meagre	Yes	5	Excel.	0		No	No	No

TOTALS                    2    21    1    3    2    2            31                                    23   30                    11                    1   0    21

NAME OF PARK	Gen. Description of area-features	Park and local history	Botany	Animal Life	Geology	Indians and Archaeology	Climate	How to reach	Accommodations	Transportation	Horses, boats, etc. Miscellaneous Services	Roads, Trails Trips	Mtn. Climbing	Winter Use Wilderness Activities	Photography	Fishing	Camping	Administration Naturalist Services - Museums	Prot. Services	Rules and Regulations	Park Conservation Statement	Special Wildlife Warning	Outdoor Practices - Topics	Spec. Fire History	Message on Private Lands	Park Season	What to Wear	Fees	Publications Properties and Uses of Waters	TOTAL TEXT	
ACADIA	7	19	3		9			3	3			5				1	1	2	6	1	7	2			1				70		
BIG BEND	6	9	7	5	9			2	5			3					1	1	2		10				3				63		
CARLSBAD	3	8	1	6	13			2	3			7						1		8						2	1		55		
BRYCE (C.Br.)	8	11			41			7	4	3	5	5					3	2	4		13	2							108		
CRATER LAKE	5	8	10	15	30			6	5	4	4	13	5		3	4	2	4		15									133		
EVERGLADES	18	3		15			3	3	2			2			2	9		1	3	1	5					3			70		
GLACIER	7	6	3	4	9	2		5	6	4	1	6			2	3	1	6	1	7		2	5	1	5		3		89		
GR. CANYON	16		2	2	19	3		13	19	16	17	24					3	2	8	11	3	1			1				160		
GR. TETON	8	21	5	6	10			10	1	4	2	14	6			2	3	1	4	1	14	2			3	2			119		
GR. SM. MTNS	4	8	4	1		2		4	3	1		23				3	3	1	2	6	1	1							67		
HAWAII	20		4	4			3	2	2		3	2					1	2	4	7	1								50		
HCT SPRINGS	4	7	2	1	7			9	24		9	3					1	2	2	11	2							26	110		
ISLE ROYALE	6	6	7	4	5	3	3	3	3		3	9				3	3	3		2	8	1				2			74		
LASSEN VOL.	3		3	3	10			2	8			9	4			2	5	2	3		8				1				63		
MAMMOTH C.	3	4	4	4	8			1	2		2	8				1	1	1	1	4							4		48		
MT. MCKINLEY	7	7	16	41	7		4	2	1	4		7	2			3	1	2		11									115		
MT. RAINIER	9	11	17	8	31		4	2	6	2		4	3			2	2	4		14	2	3	9						140		
OLYMPIC	8		8	3	4		3	4	9	2		9	1			3	3	2	1	1	14	2			1				78		
PLATT	4	3		1				3			3	3					2	1	1	4					1			10	36		
ROCKY MTN.	6		4	6	2			5	5		5	16	2				3	1	3	2	11	1	3			2			77		
SEQ.-KINGS C.	27		8	6				5	8	2	4	9	3	8		3	5	2	1	8	1		2						102		
SHENANDOAH	4	5	8	4	3			3	4		1	25	1		1	1	2	2	1	7	1				1				74		
WIND CAVE	7	5	7	4				4	2			4						1		9	2				1		2		48		
YELLOWSTONE	15		1	5				6	6			2				1	1	1	3	2	11		2	2	3	2	1		64		
YOSEMITE	11		2	3	3			4	7	2	3	6	5			1	5	2	6		7	1	2		3	2	1		71		
ZION	3	9		6	22			6	3	4	4	17				1	1	4		13	2				4		2		101		
AVERAGE	8	8	6	6	13	2	3	5	6	3	4	9	4	3	8	1	3	3	2	3	1	10	2	2	4	5	1	2	2	18	84

## HISTORICAL RECONSTRUCTIONS AS INTERPRETIVE AIDS

J. C. Harrington  
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Region One

Discussion to be confined to reconstruction; will not consider restoration of standing structure.

Whereas restoration may have as its objective both preservation and interpretation, the sole reason for reconstruction is its use as an interpretive aid. ("Preservation" here used in narrower sense; i. e., preservation of physical remains.)

Confronted with the problem of interpretive development at a historic site where the original structures are no longer standing, or are in a definitely ruinous state, the following methods of interpretive development can be considered.

- (a) Memorial treatment (Monument, flag pole, statue, etc.).
- (b) Historical markers on the site (with, or without, supplementary aids, such as museum, literature, guides, etc.).
- (c) Trailside exhibits (with or without supplements).
- (d) Marking location of structures on the surface of ground by foreign materials, such as posts, logs, planting, gravel, concrete, etc. (with any combination of "a", "b", and "c").
- (e) Exposing buried remains (all or portion), if any exist, or if they are susceptible of exposure (supplemented by any combination of "a", "b", and "c").
- (f) Accentuating surface evidence of original structures; i. e., restoring surface evidences to the way they may have looked at an earlier date (particularly applicable to military earthworks; related to "g").
- (g) Reconstruction of original only so far as available original materials will permit; e.g., Maya ruins in Yucatan.
- (h) Full reconstruction of a segment of the original structure; e.g., portion of a road, canal, or earthwork (Fort Frederica proposal).
- (i) Full reconstruction of a single structure; e.g., earthwork at Fort Raleigh.
- (j) Full reconstruction of all structures and features at the site, without attempting to recreate the

original setting and atmosphere; e.g., Appomattox Court House; Hopewell Village (supplemented by "a" and/or "b").

- (k) Full reconstruction on original site of structures and the setting; e.g., Colonial Williamsburg.
- (l) Full, or partial, reconstruction of structures and setting, but not on original site; e.g., original plan for Plymouth; period houses at Jamestown.

Factors that will influence the choice of development are: cost, climate, accessibility, visitation, etc. Basically, the decision should be made on the answer to the question: "What is the least we can do to the original site and the original physical remains to provide adequate interpretation?"

"Adequate" does not mean "the least you can get by with". Nor does it necessarily require the maximum conceivable development.

"Interpretation" does not mean just factual explanation, but includes such intangibles as "atmosphere" and "feeling", an important part of what we call the "meaning" of the site in the broadest sense. Reconstruction, partial or complete, may be the best treatment for factual interpretation, but may destroy other values which contribute to the visitor's understanding and appreciation, and to the retention of the things the visitor has gained by his visit. (Live oaks at Fort Frederica; pine trees on Richmond Battlefield earthworks.)

The decision as to the type and extent of interpretive development must be governed by careful consideration of all related factors and by explicit criteria; not by precedent. There is precedent for almost every conceivable type of development.

There may be situations which call for reconstruction as the most desirable method of interpretation, but each situation must be considered on its own merits and on its own complex of controlling factors.

#### THE MESSAGE REPEATER

W. Drew Chick, Jr.  
Chief Park Naturalist  
National Capital Parks

For the past eight months, a Message Repeater unit has been in constant operation in the Washington Monument. Another unit has been tried out in the Lincoln Museum and at the Lee Mansion National Memorial.



The Message Repeater is manufactured by the Mohawk Business Machines Corp., 47 West Street, New York. It consists of a compact tape recorder, amplifier, and speaker. The endless tape is contained in a small cartridge and is available in different lengths which will present messages of 15, 20, 30, 60, 90 seconds, and 2 minutes duration, and other tapes are available on special order. The operation is completely automatic once the cartridge is inserted and the switch turned on. The Message Repeater is housed in a gray metal case, 6-1/2" x 5-3/4" x 5-1/2", and it weighs less than six pounds. For our installations, an external speaker has been found necessary. The built-in speaker has poor fidelity and insufficient volume.

The microphone which comes with the unit is used for recording new tapes the same as in any other tape recorder. However, unless the recording is made in a sound-proof room, the background noises are very disturbing to the listener.

The Message Repeater costs \$159.50, the microphone is \$10.00 extra, and three-minute cartridges are sold at \$10.00 each. Cartridges of shorter time intervals are less expensive.

In the Washington Monument, a special 2-minute cartridge is used which is separated into a double-stop operation of equal duration. By the flick of a switch the elevator operator activates the unit for the up-trip and it automatically cuts off when the cage has reached the top of the shaft. On the down trip, the operator again flicks the switch, with the message terminating at the bottom of the shaft. In the Lincoln Museum and at the Lee Mansion, the recorded message is activated by a push button, pressed by visitors.

Two 60-second tapes in the Washington Monument, one for the up trip and one for the down trip, have served satisfactorily, but the elevator operator finds it awkward to change the cartridge for each trip. The recording of the assassination story installed at the diorama in the Lincoln Museum operated trouble-free for two months.

However, the tape at Lee Mansion and the 120-second tape at the Washington Monument have a useful life of about three weeks and then they bind in the cartridge. The manufacturer has attempted to remedy this condition without success. Because of the time and expense involved for making new cartridges so frequently, National Capital Parks cannot recommend the Message Repeater for use in comparable situations.

## NATUREVAN

W. Drew Chick, Jr.  
Chief Park Naturalist  
National Capital Parks

In the Spring of 1952, National Capital Parks naturalists developed the Naturevan, which is a self-propelled vehicle containing amplifying, projection and recording equipment. It was designed to serve as a mobile contact center (exhibits), to provide voice and musical amplification (stationary and in transit), to carry projectors which could be set up adjacent to the vehicle and used for evening programs, and equipment for the purpose of making high-fidelity recordings of conducted trips, animal sounds and the like for use on radio programs or background for sound motion pictures.

National Capital Parks has used the Naturevan effectively as a mobile contact center, as a public address system at caravan stops, and for informal evening (campfire) programs. Its full potentiality has not been utilized for lack of personnel. After two full seasons of use by several naturalists, there is no recommendation for alteration of the vehicle as first developed, or suggestion of additional equipment to be included. The unit has proved successful in all respects.

### Detailed Description

The Naturevan is a Chevrolet Carryall, 1/2 ton, with side opening panel doors at the rear. The two rear seats were removed, leaving approximately a 90-inch long deck behind the driver's seat in which was arranged, with careful consideration of weight balance, the equipment referred to above. Four exhibit cases were built adjacent to the side windows. On top of the vehicle was placed a wooden platform, supported by suction cup steel carriers, on which were mounted four horn-type speakers and four sealed-beam flood lights. The electrical connections for these were made through small junction boxes mounted on the outside of the truck body under the roof gutter. Thus only two small holes were made in the outer shell of the truck.

Looking forward through the rear doors there are racks on each side above the wheels which were compartmented to fit the projectors, recorder, tool box, projection table, films, and other odds and ends. At window level a shelf was built, on which was supported the aluminum exhibit cases, fitted to match the contour of the windows. A fluorescent bulb was installed in each window for night illumination. A channel in the shelf anchors the base of the exhibit panels and the top is held tight with hooks. Three

of the exhibit panels may be replaced with fitted aluminum cages for displaying small animals.

Immediately inside the rear doors in the location of greatest accessibility for stationary operation, are the extension cords, light control switches, amplifier, and turntable. On the right side, mounted on a reel is 250 feet of #10, twin-conductor, stranded, 600 volt, rubber insulated cable. This may be connected to any domestic power service, or to a portable generator transported in the truck but wheeled away when in use to reduce noise. The reel is loaded by hand.

On the left is a self-loading reel containing 125 feet of #14, twin-conductor, stranded rubber insulated cable, which serves as an extension cord for the projectors.

Also on the left, on a shelf, is mounted an amplifier with three-speed record player attached. The amplifier may be plugged into an outside power source (domestic or generator), or operated off the car battery through an inverter (mounted on floor behind front seat). Adjacent to the amplifier is a 125-foot microphone extension cable, rolled on to a 1,200-foot, 16 mm. take up reel. Just ahead of the amplifier, the microphone is mounted on its metal stand, which is held in place by a snap lock against the edge of the shelf.

The generator came mounted upon a metal skid. In order to expedite handling, four ball-bearing, rubber-tired wheels were mounted under the skid and a short tongue attached, so that the unit could be pulled easily over rough ground. A ramp for loading and unloading is stored on the floor of the center aisle and serves to assist in holding the generator in place while the vehicle is in transit.

#### Setting Up for an Evening Program

The Naturevan is placed in the position, relative to the audience, normally occupied by a stage. When possible, a sloping site is selected and the Naturevan is parked at the foot of the slope. If this is impossible, a position where the Naturevan can be higher than its surroundings is selected. These positions are preferred for if an audience is large, it can view better the 5 x 5 foot projection screen which is hung along the side of the truck from extension bars attached to the top platform. The screen may be levelled by dropping one or more links of the chain by which it is suspended.

The power cable is then pulled out and connected. (It is advisable to extend all of the cable to avoid build-up of heat in the coil if left on the reel.) The plug attached to the dis-

tribution panel of the truck is then connected to the end of the power cable. The screen is fitted on its supports. Next the projection stand is set up, the projector positioned thereon, and extension cable run out. The microphone stand is positioned and connected.

The setting-up operation requires about twenty minutes work for one man.

### List of Equipment

There follows a generalized list of the equipment used in the Naturevan, together with the cost, rounded out to the nearest \$10.00:

Vehicle:		
Unit, delivered price	\$1,460	
Modification: purchase or manufacture and installation of racks, electric wiring, power cables on reels, speaker platform, flood lights, exhibit cases and animal cages, and generator loading ramp		
	<u>1,380</u>	
Subtotal		\$2,840
Amplifying Equipment:		
Amplifier-record player combination	180	
Speakers, horn-type, 4	240	
Microphone, with stand and extension cable	60	
Inverter (converts 6 V D.C. to 110 V A.C., 150 W)	80	
Recordings, Library of, 33-1/3 rpm	<u>120</u>	
Subtotal		680
Projection Equipment:		
Slide, automatic, with extra drum and supplemental lens	570	
Movie, 16 mm., sound	480	
Stand, demountable, with adjustable legs	20	
Screen, 5' x 5'	30	
Film splicer and rewinds	40	
Film library (two films)	<u>300</u>	
Subtotal		1,440

Recording Equipment:		
Recorder, tape, with amplifier and storage battery	690	
Tape, recording, 1,200-ft. reels, 12	<u>30</u>	
Subtotal		720
Auxiliary Power:		
Generator, 2,500 W, 115V, A.C., shielded and filtered, light-tight	500	
Modification: wheel mounting	10	
Voltmeter	<u>10</u>	
Subtotal		520
Exhibits:		
Panels, in windows, with labeled photographs, 4	200	
Subtotal		<u>200</u>
GRAND TOTAL		\$6,400

#### SUMMARY

#### INTERPRETIVE AIDS TO VISITORS

Committee: Maier, Jett and Holland

Jett  
Summarizer

Museums

The Chairman requested a report from each Region on the number and effectiveness of temporary exhibits prepared and installed in park areas since World War II. All Regions reported the use of one form or another of this type exhibit prepared in most instances by park personnel; in others with the assistance of the Washington Museum Laboratory. Region One cited the most extensive use of this medium with 31 temporary installations. Colorado National Monument, Montezuma Castle, Southwestern Monuments, Lava Beds, Fort Vancouver, Lassen, Hawaii, and Mount McKinley were among the other areas mentioned which had made use of temporary exhibits.

The museum training program conducted by the Washington Museum Laboratory was highly praised for its effectiveness and help in field museum preparation.

The Conference generally accepted the necessity and effectiveness of temporary exhibits when funds are not available for permanent, professionally prepared installations. Several instances were noted where private funds had been donated for the development of large permanent museums, and the group felt that all possibilities for such public-spirited support of the National Park Service should be actively pursued.

It was pointed out that the Museum Branch recognizes the necessity of temporary exhibits, but caution was expressed that poor standards reflect upon the entire Service museum program. The Museum Laboratory has endeavored to assist in every possible way, particularly by offering technical assistance in preparing layouts and through the museum training course. Special short term exhibitions were advocated in lieu of stop gap installations.

### Selfguiding Facilities

Selfguiding trails are proving to be a satisfactory supplement to, but not a substitute for, the interpretive conducted tour. To retain the valuable "personal touch" it is desirable that a man in uniform, if at all possible, greet the visitors before they start on the trail and after they have completed the tour. Leadership, in the form of a well-written leaflet, is as important to the selfguiding tour as is leadership in the form of a capable interpreter on the conducted tour. Selfguiding tours have been developed to provide an interpretive service otherwise impossible because of lack of personnel to conduct tours. They have an advantage in that the user may set his own time and pace. Although, in some places, subject to vandalism, the numbered-stake and leaflet trail is less susceptible than the label-type trail and it also requires much less maintenance, hence is becoming more widely used in Service-administered areas. Selfguiding trails seem to be here to stay but should not be adopted in lieu of conducted trips unless lack of personnel makes this absolutely necessary.

### Audio-Visual Aids

The Conference viewed with interest the demonstration of the National Capital Parks Naturevan designed to provide mobile equipment for sound amplification, slide and motion picture projection, and sound recording. The usefulness of this facility as a mobile contact and interpretive center for evening programs, caravan stops, and other varied park activities and programs was discussed by Chief Park Naturalist Drew Chick.

## Interpretive Markers and Signs

It was the consensus of the group that Mr. Rogers Young had prepared and presented an excellent statement on the writing and placing of markers. The suggestion that the recommendation contained in his report for "a uniform Service policy establishing general standards to guide the writing of interpretive marker texts and a general procedure governing the placement of interpretive markers" be prepared, was accepted without opposition.

The great need for programming and carrying through a sign program following the procedures and instructions in the Administrative Manual was emphasized. It was the opinion of the group that all Regional Offices should follow through on a project already initiated to formulate and execute a new or revised Sign Program and Sign System Plan. Progress on this program already made in Region One was brought to the attention of the Conference.

## Interpretive Publications

Regional Historian John A. Hussey of Region Four presented an evaluation of free informational leaflets for the Service historical-archeological areas, and Assistant Chief Naturalist H. R. Gregg of the Washington Office, covered similar publications for the scenic-scientific areas.

Dr. Hussey found National Park Service leaflets well above average in attractiveness and content in a comparison with similar free publications for State, local and privately operated historic sites. His study indicated that greatest improvement may be made in the readability and human interest of the narrative texts.

Based on the formula presented in Dr. Rudolf Flesch's book, How to Test Readability, texts for National Park Service leaflets would be classed from fairly difficult to difficult on a par with Harper's, the Atlantic Monthly, and academic and scholarly periodicals. Dr. Hussey pointed out that according to Dr. Flesch's formula National Park Service leaflet texts are written at the level of periodicals designed to appeal to persons who have completed high school, or have some college education, while census figures show that the average American has completed the ninth grade.

Mr. Gregg analyzed natural history publications for makeup and content. He stressed the point that perhaps 90 percent of Service publications are distributed within the park and 10 percent elsewhere. Yet a large portion of the text as now prepared would be most useful to visitors before their arrival in the park. An analysis of the contents in terms of purpose to determine the types of information best suited for prospective visitors to the

parks; data most useful to the park patron after his arrival, and the best means of presentation and distribution was proposed.

The need for improved readability of the booklet narratives, especially the opening paragraph, was illustrated by the use of several sample publications.

The proper reading level of park publications as determined by the Flesch or other testing methods was discussed at some length. Mr. Freeman Tilden expressed the view that National Park Service objectives are distinctive and cultured in concept, and park publications should be above the average national educational level. He expressed a personal desire to study this matter with a committee of moderate size. Assistant Director Lee contemplates the establishment of such a group.

#### Historical Reconstruction as Interpretive Aids

The Conference generally accepted the recommendations presented in the statement prepared by Regional Archeologist J. C. Harrington of Region One for the utilization of historical reconstruction in various degrees as aids to interpretation. The principle recited by Mr. Harrington "that the least we can do to the original site and original physical remains to provide adequate interpretation" was favored as a basic criteria in determining the value and extent of proposed reconstruction.

There was a discussion with varying opinions on the wisdom of the expenditure of large sums of money for initial reconstructions and the high maintenance costs involved. Fort Vancouver, Whitman Mission, Fort Raleigh, and the McLean House were among the special proposed and accomplished projects mentioned. It was the opinion of the group that each proposal must be considered on its own merit, and that the Service should recognize the value of reconstruction for interpretive purposes, however, as in the case of the McLean House and others, such reconstructions are essential to a clear understanding and appreciation of the area.

It was pointed out that patriotic and civic organizations often give enthusiastic support to proposals for the reconstruction of historic structures. Private funds for such projects are sometimes available through these sources, and should be actively sought.



## Topic IV

### CONTENT OF INFORMATION AND INTERPRETIVE PROGRAMS FOR VISITORS

#### PAPERS

##### SECURING PROTECTION AND CONSERVATION OBJECTIVES

Howard R. Stagner  
Chief, Interpretive Branch  
Natural History Division

This is a preliminary review of the comments from the field on the Director's Field Order 54-53, issued April 23, 1953. This field order, discussing interpretation as a means of furthering park protection and conservation, was a follow-up of Area Recommendation No. 95.

Comments have been received from two Regional Offices and 79 areas. Two Regional Directors, 76 Area Superintendents, 4 Assistant Superintendents, 26 Park Naturalists, 16 Historians and Archeologists, 22 Chief Rangers, 16 Assistant Chief Rangers, 129 Rangers, and 20 Ranger-Naturalists, tour leaders or others have commented on this matter to date. Over half the areas have not yet reported, but the nearly 400 comments on hand comprise more than a fair sampling.

The following summary, based on a preliminary review, appears to be valid, but it will be recognized that some modification of these thoughts may follow a complete and more critical study.

In general, FO-54-53 was given wide circulation among all field personnel who have public contact responsibilities. The follow-up Field Order No. 74-53 of July 23 was principally responsible for achieving this wide distribution, although a few areas, Southwestern National Monuments in particular, considered the matter of such importance that independent action was taken to secure study and response from field superintendents even before receipt of the July 23 memorandum.

Reaction to the original memorandum is, in general, highly favorable, and many comments express to varying degrees the value of this approach to protection and conservation. At the same time, some fear is expressed of making the interpretive program a "propaganda" device. Certainly this was not the intent of FO-54-53.

While some areas protested that the follow-up memorandum caught them at their busiest time, it should be pointed out that many of the replies were much more extensive and detailed than contemplated or called for by FO-74-53.

Most areas called attention to the fact that the principles and practices described in FO-54-53 have been in operation for many years. Most recognized, however, that the field order gave organization and direction to these ideas and new impetus to thinking. The possibilities of even greater use of this approach to protection was quite generally recognized. Some saw in this memorandum definite authority and support in this matter which previously they had considered forbidden territory.

It is very apparent that fresh thinking on a very wide basis resulted from the two memoranda. This thinking, in brief, gave particular and rather prevalent emphasis to the following ideas.

1. Interpretive means, while slow and not capable of measurement, are an effective means, if not the most effective means, of accomplishing the long-range protection and conservation objectives of the National Park Service.

2. Interpretation of natural history and history per se builds understanding and appreciation, and is probably the most effective influence toward preservation and conservation.

3. All employees are interpreters. The formal interpretive program is normally handled by a naturalist or historian, but everyone who meets the public is an interpreter of National Park Service objectives and policies.

4. Much of the program outlined in FO-54-53 has been in effect in various degrees for many years, but planning and direction can increase its effectiveness.

5. Word of mouth and personal contact at entrance stations, campgrounds, along trails, etc., are very important opportunities for accomplishing protection through interpretive means.

6. In order to take best advantage of such opportunities, a "protection consciousness" and a "conservation consciousness" must characterize the personnel.

7. Park area neighbors enter heavily into the protection picture, especially in the east. A good neighbor policy, opening a way to better understanding, and contacts with schools near an area are important also.

8. Outside contacts with clubs and schools are important. Many comments urged greater effort in working with schools.

9. The National Park Service is one organization. What affects one area adversely, weakens the Service as a whole and all its parts. Any threat to the integrity of the System is a concern of each and every area.

10. The degree of application of FO-54-53 must be adjusted to the local situation. Opportunity, time, and personnel vary. In general, any area should be concerned with (a) Immediate local protection problems, and (b) NPS objectives and policies in general, and as opportunity is presented, with (c) threats to integrity of the System as a whole.

11. In many areas, interpretive personnel and facilities fall far short of needs. The regular interpretive program can be effective in protection and conservation only insofar as it contacts the visitor. Interpretive personnel and facilities need expansion.

12. Interpretation can do much, but there will always be a need for direct action, too. The two should not be confused, and where direct action is needed it should be firm and positive.

13. Good housekeeping, good appearance, and good attitude, as they determine the impression gained by the visitors, influence the effectiveness of conservation and protection interpretation.

14. The memorandum is assurance that protection and conservation are an approved function of interpretation.

Situations were identified in which the interpretive approach can and has aided park protection. These will be reviewed and summarized at a later date. Much of the comment on this point, however, was in broad general terms.

On the basis of our study and from comments from the field, a follow-up of this program appears to be indicated.

By the Director's Office

1. Continue to provide field personnel with specific data on over-all problems and threats to integrity, and with suggestions for the use of this type of material in informal contacts as well as in regular interpretive programs.

2. Review and analyze the field comments and report back to all field areas.

3. Request from the field next year some typical case histories, preferably brief, and prepared by the men who had the experience. This should perhaps be on a volunteer basis.

4. Investigate means by which more Park Service materials may be incorporated in textbooks and school curricula. Contact with publishers, school administrator and teacher organizations are suggested. Also, encourage the work with local schools now being done by the areas.

#### By the Field Areas

1. Further study of FO-54-53 for the purpose of pin-pointing a few local problems for emphasis in the interpretive program next year and to disclose ways in which general Park Service objectives and policy material may be more effectively used.

2. Continued close surveillance of all aspects of this program toward the end that it remain factual, fair, and in good taste and balance, avoiding any impression of "propaganda."

In conclusion, this program, this approach to protection and conservation may be extended a great deal and doubtless will be. The one very evident result up to this point is that the two memoranda focused attention upon and stimulated fresh thinking among a very large segment of field personnel. Such individual review on so wide a basis can only result in strengthening "conservation and protection consciousness."

#### RECENT DEVELOPMENTS IN COOPERATIVE RESEARCH PROJECTS IN HISTORY

Merrill J. Mattes  
Regional Historian  
Region Two

Performance in the research department falls short of the ideal for a variety of reasons--mainly lack of competent personnel or lack of time by competent personnel. Although many research objectives might be classified as "refinements" of data which are not urgent, we do have some research problems, the solution of which is definitely urgent, even critical. They hold the key to important interpretive or developmental planning. To break this research bottle-neck the History

Division has promoted the idea of getting outside help. We have received such help in some instances, mostly gratis of course, and we will need a lot more.

Region Two has had some experience in this line, enough to determine that it can be done. The Missouri River project precipitated the problem. In Missouri River Basin archeology, the field survey and excavation work, that is the "archeological research," was taken over by the Smithsonian Institution and several state museums and universities. The one historian on this program, however, found himself overwhelmed with projects made urgent by early dam construction. The then Chief Historian, R. F. Lee, led an expedition to Columbus, Ohio, where in 1947 the Mississippi Valley Historical Association was holding forth, and maneuvered the formation of a "Committee to Cooperate with the National Park Service." After seven years this Committee is still functioning. Several cooperative research projects have resulted; and at the 1953 meeting at Lexington, Kentucky, the scope of this Committee was broadened to include cooperative projects on all historic sites studies irrespective of reservoirs. This Committee contains the seeds of still greater possibilities.

In connection with established areas, several fine projects have been promoted. A definitive history of the Mount Rushmore National Memorial has resulted from efforts on our part to interest the Mount Rushmore National Memorial Association in this type of investment. An excellent treatise on the explorations of the French explorers, the Verendryes, essential to recommend intelligently as to the future status of Verendrye National Monument, was turned out by a cooperative research project financed with Missouri River Basin funds. The University of Chicago has long been interested in developing research subjects relating to National Park topics. There are many urgent needs for cooperative research at Jefferson National Expansion Memorial, Fort Laramie National Monument, and Homestead National Monument, where our (or somebody's) ambitions have far out-run our capacity to perform basic research functions.

Outside of Region Two there is a lot going on also. In fact, if I may quote Park Historian Edward Riley, the research program at Independence National Historical Park project is "the most comprehensive ever undertaken in any National Park Service area." The "marines" Dr. Riley has called in to help him out are graduate students at the nearby University of Pennsylvania and Bryn Mawr College. In addition to his modest staff there are around forty students concerning themselves with the program and it is estimated that, when their studies are completed, they will have contributed a total of about 64 man-years of work!

Cooperative research projects are worth investigating further during these times of financial stress and strain. Most supervisors of graduate students are happy to receive constructive suggestions.

If we make suggestions, we must make them thoughtfully and then be prepared to offer guidance and review. We should also ensure that the Service receives one or more copies of the final report.

Not much money has been available for historical research contracts. The Verendrye report is an exception. However, we should not overlook the possibility of applying our limited funds in this way. It might sometimes be more efficient to invest \$3,000 of our meager funds for a contract on stated terms rather than to establish a position or maintain a position at \$5,000 per year for one or two years to perform the same service.

#### RECENT DEVELOPMENTS IN COOPERATIVE RESEARCH PROJECTS IN NATURAL HISTORY AREAS

Bennett T. Gale  
Chief, Geology Branch  
Natural History Division

Under the leadership of Assistant Director Lee a diligent effort has been and is being made to analyze and catalog the research needs in the natural history areas, to produce a program of research projects, to accomplish cooperative research investigations, and to evaluate the results of such studies. The formulation of a procedure for programming and reporting natural history research, simplification in handling applications for collecting permits, the establishment of a key area within each Region for coordinated research activity, and an intensified endeavor to secure the cooperation of Governmental and of private agencies or individuals are recent developments.

Research investigations in natural history must be performed, in the main, by other than National Park Service staff members. This is due to the responsibilities of field men in the many and varied interpretive and administrative details of their work, which leaves them little time for research. It is also recognized that lack of funds precludes the utilization of contractual services in the accomplishment of needed research. Accordingly, major emphasis has been to plan for and to set up cooperative research projects; enlisting the aid of agencies of the Federal Government and the States, and of universities and other private institutions, organizations, and individuals in the program.

To better plan and evaluate the participation of collaborators, cooperating Governmental agencies, other types of outside organizations, and, to the extent possible, of regularly employed National Park Service personnel in research activity, a new method of scheduling and reporting

research needs and accomplishments in natural history areas has been formulated. Basically, this consists of an annual calendar year report, summarizing, in priority, needed research projects with detailed information concerning the scope and the status of each and the progress made during the previous year. The Regional Offices and selected field areas have been asked to review and comment on this new procedure and comments received indicate the report is warranted and will prove of assistance in the furtherance of research activity. An important advantage of this system is the opportunity presented to appraise research considered vital to the proper administration, protection, interpretation, or development of the various national parks, monuments, and other areas, and the possibility of interesting prospective cooperating organizations or individuals in the contemplated studies.

One difficulty experienced in enlisting cooperative research activity has been the necessary but rather stringent requirements governing scientific collection within the areas administered by the National Park Service. This is especially true in the case of proposed faunal investigations. The recent administrative determinations by the Director that differing degrees of protective control may be established for various animal species and that insects and spiders do not require special protection has led to the amendments of the Delegations of Authority that now permit otherwise qualified applicants to collect insects and spiders without the requirement of Federal employment. Since the majority of requests for invertebrate collecting concern these two classes of animals, simplification in granting collecting permits has been made and, it is hoped, studies in this field have been stimulated. Distribution of a memorandum outlining the criteria for collaborator appointment, the scope of the collaborator's authority, and the mechanics of appointment and termination has aided in clarifying questions raised in regard to collaboratorship and indirectly, in assisting individuals in cooperative research. The authorization permitting local appointment of collaborators for a period not to exceed 90 days on receipt of memorandum approval of the Director should also be of advantage in promoting cooperation.

During the past year one area in each Region was designated to receive particular emphasis in the establishment of coordinated research programs. The areas selected were: Cape Hatteras National Seashore, Dinosaur National Monument, Big Bend National Park, and Katmai National Monument. Appraisals of the geological, natural history, and historical needs of the areas were made, the programming of projects accomplished, the interest of cooperating agencies secured, and in several instances, notably at Katmai, progress made in inaugurating and conducting coordinated cooperative studies.

Among the agencies of the Federal Government, the U. S. Geological Survey and the U. S. Fish and Wildlife Service have been of greatest assistance in cooperative research. Constant liaison is maintained with the two organizations and every opportunity is taken, under the terms of existing agreements, to obtain their full cooperation in establishing and promoting research projects. Recent significant cooperation of the Survey includes its contribution of personnel and funds to the investigations conducted in Katmai this summer, the near completion of comprehensive field work and the start in manuscript preparation at Great Smoky Mountains, the continuation of hydrological and geological studies at Mammoth Cave after financial support provided by the National Park Service was no longer available, establishment of a long-range investigation in Grand Teton, the areal mapping at Carlsbad Caverns, and the assistance in formulating research needs at Cape Hatteras. The Fish and Wildlife Service has also made large contribution to the Cape Hatteras planning, the Katmai project, and recently has increased the scope of its cooperative studies of the fisheries resources of Yellowstone Lake. One of the best examples of recent coordinated endeavor in research is the cooperative plan of the National Park Service and the Fish and Wildlife Service to set up, with the additional help of the Agricultural and Mechanical College of Texas, the Texas Game and Fish Commission, the Wildlife Management Institute, and the Boone and Crockett Club, a thorough ecological survey within Big Bend National Park.

To a somewhat less degree, assistance is rendered to and extended by other Federal organizations in research in natural history areas. Liaison is maintained with the Smithsonian Institution, the Atomic Energy Commission, the National Science Foundation, and the Department of Defense, especially the Office of Naval Research. The accomplished and planned activities of the Atomic Energy Commission in several areas may bring findings of value for the interpretation of these parks and monuments, and will certainly prove of importance in their administration and development. The Office of Naval Research is intensely interested in certain proposed investigations. If ways and means can be found to permit assistance, the Office of Naval Research will be glad to help financially in the consummation of the projects.

Various State agencies have materially aided in developing research activities. The proposed cooperation of the Texas Game and Fish Commission in the ecological studies of Big Bend is an example. In North Carolina two agencies of that State are cooperating in widely different spheres; one in wildlife research at Cape Hatteras and the other in geological investigations along the Blue Ridge Parkway. In practically every State in which natural history areas are situated similar cooperation exists for research planning and achievement.

Cooperation with universities and private organizations is the kind of activity that should be more fully explored, for it has to date received the least attention. This should be a promising



field and it is believed that the use of the newly formulated research reports will provide sufficient information so that a more realistic and efficient approach can be made to these sources of assistance. The proposed geological mapping in the Never Summer Range, under the auspices of the University of Colorado, and the recently completed studies of the Blue Ridge greenstones here in Shenandoah, sponsored by Johns Hopkins University, are excellent projects and the type that should be encouraged.

## VISITOR IMPACT IN THE HISTORICAL AREAS

by

Dr. Charles W. Porter, III

Each succeeding year since 1946 there has been a steady increase in the number of visitors to the areas included in the National Park System. In fact the number of visitors for the Service to handle has doubled in the last six years. In 1952, the 92 historical areas for which a visitor count was made had over 16 million visitors. If these had been evenly spread over the 92 areas at all times of the year, there would have been about 165,000 visitors a year for each area, or quite a crowd. Actually, they customarily come in waves to certain places at certain seasons and sometimes in such numbers as to pose a simply staggering problem with respect to preservation and interpretation. In the seven years that the Home of Franklin D. Roosevelt has been open, 3,000,000 people have crowded their way through the Home which was designed and constructed as a family residence and not intended to be a Grand Central Station. A number of historical areas annually receive over a million visitors. This is true of the Washington Monument, Mount Rushmore, Independence Hall, and Colonial, while the Lincoln Memorial has close to 2,000,000. The Lincoln Memorial can take it, physically; and since it is a memorial, its interpretation largely speaks for itself, but when in the course of one visitor season about half a million people jam their way through the Lee Mansion, damage results to the structure and interpretation on the rush days must be reduced to the vanishing point. In the case of the White House, the waiting lines have been so long at times - extending half-way around the fenced enclosure - that the White House staff has refused to hand out a printed leaflet by way of interpretation on the ground that they could not afford to slow up the line to the extent of the one second per person that such a courtesy would require.

In an effort to maintain its interpretive program, the Service, faced with increasing numbers of visitors, far out-running the size of the interpretive staff, has experimented along the following lines:

1. Spreading the load by the addition of new attractions through development.
2. Better free literature with a higher quality of interpretive content, and special source books and interpretive handbooks for sale at reasonable prices.
3. Use of mechanical devices (with or without slides) to give orientation talks to groups or to captive audiences.
4. Self-guiding literature and self-guiding devices.
5. More and better signs and markers.

Everyone agrees that the last four devices mentioned involve a diminution of direct contact with the public that is unfortunate both for the staff and the public. One of the best things the Service had to offer, the personally conducted tour, with its close rapport between the visitor and the Service, is rapidly going into the discard. The good old private tutoring of the visitor has given way not only to the classroom lecture method, but is coming dangerously close to being degraded to the correspondence school type of instruction or even to the kind of a classroom course that you may some day be able to get on your television set.

To save what we can of what we regard as the old and the best method of receiving the visitors, some areas still give the personally guided tour in the dull season when the small number of visitors makes the continuation of the old methods possible. This is as it should be. One area which has many visitors at all seasons and therefore cannot hope to achieve the old perfection, does the next best thing, it varies the length and contents of its signs and markers to accord with the requirements of the rush season and the less busy season. Short markers are used for the busy season, longer markers for the less busy season - a shrewd and thought-provoking measure.

Other schemes are possible and have been tried.

1. At Montezuma Castle the climb up into the ruin was abolished in favor of looking at it from below, thus preserving the ruins from destruction but involving a loss of visitor interest - a drastic device to hit upon.

2. The most extreme remedy is that practiced at the new \$25,000,000 Winterthur House Museum of Mr. Henry F. DuPont in Delaware. Visitors to this enormous establishment are rigidly limited to 20 persons a day. The tour lasts all day long - from 9:30 A.M. to 4:00 P.M.

with an hour out for lunch - and the lucky 20 go through the rooms in groups of four persons each, under the immediate supervision of a very learned guide or instructor. Entrance is gained by making an appointment months in advance by letter and the cost is \$2.50, which provides the \$10.00 a day salary of the guides. There is no use dreaming the National Park Service could ever get away with anything like that!

This brings us back to self-guided tours, museum aids and audio-visual aids. The thoughtful superintendent of one of the very busy historical areas is apt to be discouraged. He reflects that he has had a million visitors a year. It was a wonderful opportunity to anoint or baptize these spiritually hungry and benighted creatures with our best brands of scholarly and inspirational interpretive ointments. If the crowd could have been made to stand still long enough, he could have literally poured it on, instilling knowledge and building patriotism. His show was a flop, he muses, because visitors came so fast that no one got more than a glimpse. It was sticky, hot, and uncomfortable.

But in reality, has all been lost? I doubt it. The visitors didn't mind the discomforts of crowding. They went away happy. If there hadn't been a stupendous crowd, they would have been disappointed. People are not only by nature gregarious, but they hold cheaply any attraction that doesn't summon a big crowd. If they should discover only a few people at the Statue of Liberty, they would reason that any world wonder that couldn't attract more people than that must not be very important and is perhaps not worth seeing. The crowd confirms them in their faith that they are undergoing the experience of a lifetime, and they are content.

Ah, you say, but the loss of knowledge! What they didn't learn doesn't bother them. This was their day to see things perhaps their only day in years to see things. They had no idea of going to school on that great holiday of holidays. When people are in this mood, mind you, knowledge can be pumped into their heads only by some kind of sly trickery. In the heavily visited areas, visitors already have a knowledge of the subject - that is why they are there. As I say this, I think back to my visit to the Vatican Palace in 1929 before I worked for the National Park Service, and when ignorant of interpretive programs. Rome is full of monuments and I had only one day for the Vatican. If on entering I had been offered a free 30-minute orientation talk, I probably would have declined it. If anyone had tried to tell me the names of all of the Popes or to explain in detail the history of the Papacy, I wouldn't have stopped to listen. I had heard all of this before or I wouldn't have gone to the Vatican. I wanted to spend that day in just looking, and to see all I could. I knew that in later life I would read, study, and hear about the Papacy and the Vatican and that full appreciation of these future studies and conversations would depend upon a thoroughly good job of

sightseeing. As Aesop would say, the sightseer's time is a valuable commodity, and the best interpretive program is one that uses up the least possible amount of it.

It is indefensible to make the visitor stand in line for half an hour or an hour to get into the historic building. Why not give him a numbered ticket like the butchers do in the Safeway stores so that he can go off and look at other attractions (possibly provided through development) until his turn comes?

Finally, we are too Spartan in the way we receive visitors in many of our museums and heavily visited areas. There should be places where the visitors can sit down while they let their own thoughts and reflections go through their heads. It is tempting in a heavily visited area to hurry them on, but if this is done unnecessarily, the imaginative and dreamy visitor misses the most important experience of all.

#### COMPARATIVE ANALYSIS OF VISITOR IMPACT ON SPECIAL FEATURES IN NATURAL HISTORY AREAS

John E. Doerr  
Chief Naturalist

From a review of the information received from areas in Region One and Regional Offices Two, Three, and Four on visitor impact, two conclusions may be drawn: one, serious impacts on special features in natural history areas are common, but they are limited to relatively few types of situations; and two, the impacts described fall into two categories: (a) those resulting from inadequate policing and/or public disregard of regulations, namely, vandalism; and (b) those resulting from concentrations of visitors.

While I shall mention impacts of vandalism, I want to give the most emphasis to impacts resulting from concentrations of visitors.

Four areas described vandalism of biological features, the digging of plants, the unauthorized collecting of tree snails and sea anemones, and the marring of algal growths by name writing. The delicate formations of cave areas of the National Park System and likewise other delicate and even some not so fragile geological formations are subject to vandalism and unauthorized collecting. Name writing on signs and other structures is widespread throughout natural history areas, signs are destroyed, and areas report utilization of signs, hitching racks and trail shelters for firewood. It is not surprising that a number of areas listed the impact of litter along roads, along trails, at overlooks, and at places of high inspirational

value. Littering the landscape is an act of vandalism in a broad sense in that it is an unnecessary defacement of the things we are trying to preserve. Some visitors do consider places of great beauty and delicate natural processes as depositories for cans of all sizes and descriptions, washtubs, barrels, underwear and other cast-off items of clothing, logs, rocks, and money. These are a few examples of vandalism as an aspect of visitor impact.

Can it be reduced? I think you will agree that it can. The trash bag program has helped. I have observed that in a park where people stay several days and travel around from place to place in the area, some people would like to get another trash bag. They soon fill up and dispose of the one they received at the entrance. More personnel in uniform, improved signs, shelters, and other facilities, the supplying of firewood at critical places and a conscientious effort in our interpretive programs to attain greater protection through appreciation and understanding will help in reducing the impact of vandalism.

Turning now to the second category of impact, referred to as those resulting from concentrations of visitors. In some situations it may involve large numbers of people coming regularly to a single feature such as the General Sherman Tree or to a relatively small area such as a part of Yosemite Valley, or it may involve small groups of people that regularly utilize an area at trail junctions or in meadows in the high country.

From the reports submitted one can group situations of impact resulting from concentrations of visitors. In one group are the problems of impact at campgrounds. I shall not attempt to enumerate all of them. In some campgrounds, campsites are too close together. Some campgrounds get no relief from the year-after-year compaction of soil and the destruction of duff. Small and even some large campgrounds overflow with the result peripheral areas not developed for camping are utilized and impaired. I have often wondered why so many people camp in Yosemite Valley. There are many opportunities for less crowded camping in other parts of the Park. The answer may be just the nature of people in wanting to be close together. Perhaps for some families with children there is safety in a crowded campground, and father and mother may feel they will not have to keep quite as close watch of the children. Perhaps some campers prefer the Valley campgrounds because of the easy accessibility of concessioner facilities. No doubt some concentration of people in some campgrounds results from the fact that evening programs are available, whereas programs are not provided at smaller, less crowded camping places. I believe some student of social science of psychology might find in a summer's study of people in Yosemite campgrounds the material for a thesis that would throw some light on our problem of visitor impact in campgrounds.

Some aspects of visitor impact at campgrounds are also applicable to picnic areas. Picnicking just anywhere along the roads

in natural history areas is not uncommon. Promiscuous picnicking with its off-the-road driving and the litter could be a serious impact to the aesthetic qualities of our roadsides. I noticed with pleasure last summer that there are signs along the rim drive road in Grand Canyon indicating the distance to the next picnic place. Perhaps other parks use similar signs suggesting designated picnic places. Can someone tell me whether the signs have reduced promiscuous picnicking?

Several areas listed impacts which I have grouped under the heading, off-trail and off-road impacts. Those familiar with Paradise Valley in Mount Rainier National Park know the seriousness of off-trail impact and water erosion. In part this is a snow removal problem. In early summer people go around snow banks covering the trail. Off-trail impact has for years been serious at the summit of Scotts Bluff. Wind erosion of the thin, light soil worsens the situation. Trail cutting at switchbacks is a common off-trail impact. In Yellowstone the off-trail and off-road impact on the delicate thermal deposits is serious. One needs but to visit Mammoth Terraces to see the seriousness of this aspect of visitor use. It is also evident in other places in the Park. Good progress has been made in alleviating this impact. Duck-walks have been constructed, blacktop has been removed from trails, and roadside barricades erected. More of these things as well as some relocation of roads must be done if outstanding thermal features are to be saved. Around Bear Lake in Rocky Mountain National Park and Mirror Lake in Yosemite there is distinct evidence of the impact of off-trail use. I have not visited an area, with the exception of Craters of the Moon National Monument, that does not have the problem of off-road driving. In some places it has reached the stage of unauthorized development of distinct turn-outs or parking areas.

In close relationship to off-trail impacts we can consider the compacting of soil, destruction of duff, and erosion--to say nothing of the distribution of litter--around such important features as the General Sherman Tree and the Wawona Tunnel Tree. In the vicinity of the former, seedlings planted a few years ago are now tall enough to begin to obstruct views to the extent that people leave the trail to find photographic vantage points. One might ask in relation to the Wawona Tunnel Tree, how much does the presence of the concessioner photographer contribute to the visitor impact? Maybe it would be worse if he did not operate there. Do we want to deprive the visitor of the pleasure of driving through the tree?

Areas having heavy saddle and pack horse use have listed as serious the visitor and horse impact at trail junctions, at lakes and in meadows in the high country. This problem has commanded considerable attention of National Park Service personnel as well as of the Sierra Club and other organizations that make frequent use of the high country.

I know that members of the staff in Yellowstone are concerned about the impact of fishermen along some of the streams. This involves some off-road driving, the development of unsightly trails along the streams and man's usurping of wildlife habitats.

In a discussion of visitor impact we certainly should consider the broad aspects of concentration of visitors in Yosemite Valley, Old Faithful, Giant Forest, the village area on the south rim of Grand Canyon, Canyon in Yellowstone, and in other similar situations. Planning and some recent developments have definitely pointed toward reducing the impact of concentrations of visitors. This summer in discussing fisheries policy, someone expressed the thought that the easily accessible streams in Yellowstone should be stocked to attract the majority of fishermen, thereby saving back country waters from the impact of heavy use. Basically, this suggests creating and maintaining a type of buffer area as a means of protecting other parts of the Park. This same thought might be applicable to parts of Yosemite Valley in relation to the rest of the Park. What is the answer?

I believe it would be almost impossible and not desirable to eliminate concentrations of visitors. People want to see and enjoy the major physical and inspirational features of areas. Many factors limit the locations of concession facilities, roads, campgrounds, etc., all of which invite concentrations of visitors. Accepting the reality of these concentrations, our facilities should be planned, constructed, and maintained so as to minimize the impacts. Facilities, programs, and services that tend to concentrate people, and which are not essential to public benefit and enjoyment of the area should be eliminated.

In closing this comparative analysis of visitor impact on special features in natural history areas, I make one conclusion. The problem is serious. In one form or another it exists or is a potential in almost all natural history areas. I should like to recommend that each Regional Office be asked to make a thorough survey of places of existing and potential visitor concentration impact on natural features and to recommend to the Director methods for alleviating or preventing destruction or impairment of them.

#### SUMMARY

#### CONTENT OF INFORMATION AND INTERPRETIVE PROGRAMS FOR VISITORS

Committee: Yeager, Nelligan, and Porter

Nelligan  
Summarizer

In his introductory remarks, Dorr Yeager emphasized that there appears to be a definite need for all park personnel, protective and interpretive, to coordinate their efforts in protecting the visitors from injury in the parks, and the parks from the visitors.

It was brought out that, first of all, the staff itself must be well indoctrinated on conservation, and that if that is accomplished, the staff will find a variety of ways and means for getting the conservation message across to the public. A number of different methods of accomplishing this were discussed, but it was emphasized that one of the best was teaching by example. The program should also be aimed at the local people to enlist their cooperation in preserving park values.

The presentation and discussion of the topic on conservation policies centered on the implementation of results obtained from FO-54-53, issued July 23, 1953.

Howard Stagner observed that, generally speaking, the field order was received most enthusiastically by the park ranger forces. Analyzing the reports received to date from the field, he reported that:

- (1) Almost all stated that interpretation as such develops appreciation for park values, and thus for park conservation and protection.
- (2) That all park personnel in contact with the public are in effect interpreters.
- (3) That the field order was an effective reminder that many opportunities for putting across the conservation message are overlooked by over-emphasis on a single aspect of conservation; for example, fire protection.
- (4) That local people, as well as the general run of visitors, must be "sold" on conservation, and that this may best be accomplished by working closely with the local school and by being genuine "good neighbors" of the local people.
- (5) That there is a place for direct, positive, police protection.

In short, it was generally agreed that conservation is quite properly a subject for interpretation, and that the field orders cited above have stimulated many areas to make conservation a more important part of the interpretive program.



Mr. Mattes presented recent developments in cooperative research projects in history. Though the need for research by Park Service personnel is well recognized, practical considerations suggest that efforts be made to have as much of it as possible accomplished by collaboration with other government agencies, learned associations, and educational institutions. Although much has been done in this way already, it was generally agreed that not enough has been done to interest such institutions in research projects of value to the Park Service. It was also agreed that in some instances, contract research might be preferable to either of the above approaches.

Mr. Gale presented recent developments in cooperative research projects in natural history. The situation in regard to natural history research is generally the same as that for history. Recognizing the need for cooperative research with universities and other private institutions the Washington Office has prepared a program of needed research projects. At the same time, several areas such as Cape Hatteras, were selected to establish a basic research program.

Since relaxation of requirements for collaborators has been put into effect in the past year, but security still requires strict control over such collaborators. Too often requests by the area for collaborators do not give an adequate statement of the applicant's qualifications, the object of his research, and its prospective benefit to the Park Service.

Cooperation with other government agencies is well developed, such as the Geological Survey, various Defense agencies, and the Fish and Wildlife Service. Efforts are also being made to secure the cooperation of State agencies and private associations.

Visitor impact on special features in historical areas was discussed by Dr. Porter. The great increase in visitation to historical areas since World War II has had a serious effect on some historical structures, which were never intended for such use. Sheer numbers not only affect or weaken the structure, but in many cases prevent adequate interpretation, though this condition has been ameliorated in some places by improving the impersonal interpretive aids, such as literature and audio-visual aids. It was observed, however, that large numbers of visitors are not entirely harmful, if only because it confirms the visitation value of the site in the minds of many visitors. It should also be remembered that orientation and interpretation should not interfere unduly with the visitor's experience in visiting the historic site or take up more than a minimum of his time.

Visitor impact on special features in natural history areas was discussed by Mr. Doerr. An analysis of reports received from the field indicates two main classes of impact - that resulting from

concentration of numbers and that resulting from vandalism. The latter can be lessened considerably by increased protection, more adequate facilities and interpretation, and educational measures. The impact of concentration can also be lessened much the same way. The situation is admittedly serious in many areas; however, measures taken in recent years have given very substantial results. One suggestion has been to establish "buffer areas" to absorb the heaviest impact, and minimize that on other, wilder areas. A comprehensive survey of the situation is needed to serve as a basis for planning to alleviate visitor impact. It was agreed that much can be done by eliminating all nonessential services to visitors, and careful planning.

Hopeful indications are the development of State and local recreational areas which can be expected to lessen over-use of national parks, measures taken to restrict concession facilities, and careful planning toward the end of conserving park values.

## Topic V

### IN-SERVICE TRAINING PROGRAMS TO IMPROVE VISITOR SERVICES

#### PAPERS

##### IN-SERVICE TRAINING PROGRAM IN HISTORICAL AREAS

Herbert E. Kahler  
Chief Historian

With more visitors and less funds it is especially important for us to consider measures that will increase the effectiveness of interpretive personnel. In-Service training has been regarded as a short cut in helping employees do a better job. Industry has long recognized the value of in-service training programs and a number of organizations now engaged in the exhibition of historic sites and buildings are likewise giving their employees such training. For example, the Henry F. Du Pont Winterthur Museum in Wilmington, Delaware, has arranged with the University of Delaware for training students, not only in the identification and arrangement of furniture and furnishings, but is also conducting classes on how to present historic objects and rooms to the public. Through Rockefeller grants, a series of fellowships for graduate students is offered at the University of Delaware in this field. The Henry Ford Museum and Greenfield Village have arranged with Wayne University in Detroit, Michigan, for a training program for students who wish to serve as guides and curators in these establishments. The old seaport of Mystic, Connecticut, and the Farmers Museum at Cooperstown, New York, have been especially successful in training their employees in giving demonstrations in rope and sail making, the breaking of flax, weaving, spinning, and related crafts.

To find out what the field areas are doing in training programs, we sent out questionnaires, and on the basis of the answers received, the following observations are made:

Most of the areas are conducting training programs for new permanent or seasonal personnel. The length of this training program varies from a few hours to the entire period that a person is employed by the Park Service in interpretive work. The nature of the training program likewise varies. Lectures are given to new employees at 14 areas. Conferences and observing the work of other employees are generally accepted methods of introducing the new employee to his assignment.

The nature of the materials used in acquainting the new employee with his job varies greatly. In some cases, the employee is handed the folder for the area and the interpretive outline of the master plan, if there is one. Others refer to "YOU START", the volumes in the Administrative Manual, and the standard historical works on the particular area.

In addition to pertinent reading matter, several areas stressed the need for training in the art of presentation.

We asked for suggestions on how to improve the training program, and a number suggested a good training manual and a training program for new employees. Some suggested an opportunity to visit and observe the interpretive activities of other field areas. Others suggested periodic conferences of personnel stationed at related areas, such as the Civil War and the American Revolution. In these instances, I believe the emphasis was more on comparing notes on subject matter rather than on the art of presenting the story in an effective manner to the public.

We asked for suggestions as to how the Regional and the Washington Offices might help in a training program and received the following replies:

1. A training manual.
2. Have periodic training programs.
3. Employ an interpretive specialist in each region who could visit areas for the purpose of improving the programs.
4. Use the "Freeman Tilden" method of participating in the program.

#### A COMPARATIVE ANALYSIS OF TRAINING PROGRAMS IN NATURAL HISTORY AREAS

Natt N. Dodge  
Regional Naturalist  
Region Three

Investigation points up the fact that there is a great deal more personnel training being carried on in national parks and monuments than casual observation would indicate. First aid classes, fire control training, training in police methods, concessioner employee instruction, in-service training, and several other types of indoctrination and instruction programs are early season projects, and some are being carried on much of the time during the entire year. In addition, field people are called in to the regional offices for occasional "conferences" or discussion meetings, which is an effective type of training in itself.

For the purposes of this Conference on Visitor Services, it is assumed that the discussion should be limited to training programs for seasonal ranger-naturalist personnel in natural history areas. An

analysis of reports from the field on this subject indicates that park naturalists with many years of experience theoretically follow similar patterns in training their seasonal people, but that conditions and factors vary considerably in different areas, and from season to season in the same area. Thus, there is a wide variation in the scope and thoroughness of the training which is actually provided. Some of the factors which affect the training program are:

1. The number of seasonal employee positions. This varies from a single seasonal at some of the monuments to as many as 20 or 30 seasonal rangers and ranger-naturalists at the heavily-traveled parks (more at Yellowstone, etc.).

2. Time available. Seasonal employees usually arrive at different intervals and are put to work as soon as possible. Lack of funds for seasonal employment coupled with the lengthening of the travel season makes it imperative that seasonals go "on the line" almost immediately upon arrival in the park. Group training, therefore, must wait until the entire seasonal staff has gone on duty.

3. Staggered shifts, evening campfire talks, and the 40-hour week make it difficult to get the entire seasonal staff together for group training sessions. This is further complicated by the fact that, in several areas, group training in certain subjects such as N.P.S. policies and fire control, include seasonal laborers, blister-rust crews, and fire lookouts and fire control aids in addition to the seasonal rangers and ranger-naturalists.

Comparison of the training programs carried out in the various natural history areas from which reports were received indicates that the scope and weighting of the training subjects vary with local and seasonal conditions rather than according to the importance accorded the project by various superintendents. For instance, fire control training for all seasonal personnel is given much more time and effort at Glacier than at White Sands or Petrified Forest. At Petrified Forest, on the other hand, methods of preventing and controlling vandalism (visitors carrying off petrified wood as souvenirs) is the major problem which is continuous and which requires careful handling and thorough training. Therefore, it seems desirable in this discussion to outline an average, well-rounded program of training seasonal rangers and ranger-naturalists while impressing on the reader the fact that variations, ranging from no training program at all to one even more extensive than the one outlined, may be found in Service-administered areas depending upon various factors and conditions, including those previously listed.

Superintendents, park naturalists, and chief rangers assume a certain amount of basic training and essential knowledge in the possession of seasonal personnel as a prerequisite to employment. Careful scrutiny of Form 57 and investigation of the applicant's background provide a basis for selection. Training of seasonals starts at the average level of the new employees' reservoir of knowledge and understanding of

the job and its requirements. For seasonals who have had previous experience, or graduates of the Yosemite Field School, a certain amount of training therefore is refresher material.

Training of seasonal personnel may be broken down into two major categories: (1) A concentrated pre-season indoctrination and orientation course; and (2) on-the-job training carried on throughout the entire season. Following is an outline covering the usual summer program at Grand Canyon:

A. Pre-Season Training Course for Seasonal Rangers and Ranger-Naturalists

1. Two days of classroom lectures covering national park policies, aims and objectives, organization of the National Park Service, police procedure, public-relations methods and requirements, concessioner relations, community facilities, organization of the ranger and naturalist departments and the functions of each. Questions and answers.
2. One day devoted to an orientation trip showing personnel the locations of various key buildings, introducing them to department heads of the Service and the concessions, and familiarizing them on the ground with the operations of the various divisions and facilities. This provides seasonal personnel with the background to answer visitor requests for information on "where" and "when."
3. Three days of intensive training on fire prevention and suppression, including a visit to the nearest lookout and the dispatcher's office. Use of radio and fire-line techniques.

B. On-the-Job Training for Ranger-Naturalists During the Entire Season

1. Informal discussion groups whenever possible and appropriate.
2. Training and practice in the use of a tape recorder in practicing and improving campfire talks and other public lectures.
3. Instruction on the use and maintenance of mechanical aids such as projectors, tape recorders, public-address systems, slide files, and others. Instructions on binding slides, emergency repair of movie film, and on organizing and presenting an illustrated talk to include mention of Service policy, injection of conservation and protection of natural resources data, and other Service requirements.

4. Individual training in taxidermy, making and recording observations in the field, operation of the various interpretive stations, handling natural history association publications, reading weather-recording instruments, operation and maintenance of nature trails, library cataloging and use of the library, collecting, recording and preserving specimens of plants, insects, rocks, and minerals; and other techniques of the profession.
5. Assignment of outside reading including portions of the Administrative Manual, Steve Mather of the National Parks, and other selected publications containing general and local information.
6. Assignment to each seasonal of a specific research project geared to the training, interest, and ability of the ranger-naturalist and supervised carefully by the park naturalist. Includes preparation of a report on the project which must be completed and submitted prior to the separation of the ranger-naturalist to whom it is assigned.
7. Instruction on the use of the various naturalist department files, collections, and other facilities and devices.
8. Instruction on basic museum preparation techniques, label writing and lettering, maintenance and improvement of exhibits.
9. Thorough instruction on "How To Answer Questions" pleasantly and completely to furnish the desired information, prevent antagonism, develop good will for the Service (yet not waste time) for the following classes of questioners:
  - a - Fundamentalists
  - b - Scientists
  - c - Genuinely-interested laymen
  - d - Children
  - e - Exhibitionists and egotists
  - f - Hecklers

Handling a large seasonal staff in a manner to maintain a high level of morale, interest, and performance without the late-season letdown, retain continuing ability to absorb advanced knowledge, and to prevent degeneration in the essential pleasant, friendly, and respectful attitude toward all visitors including maintenance of a high level of personal appearance and proper care and wearing of the uniform requires a high level of ability on the part of the park naturalist. This is accomplished through a rotation of personnel so that one operation does not become routine or boring, to provide periodic relief from the annoyance of constant contact with the visiting public, and to permit

stimulation of interest by providing opportunities for accomplished ranger-naturalists to use their special abilities and talents to forward the continuous projects of the Natural History Division. Initiative and ability are encouraged rather than stifled, yet wise counsel and thorough discussion prevent the eager seasonal from undertaking too extensive projects or from riding a hobby whose product is either outside the scope of the over-all interpretive program or a contribution of insufficient importance to be worth the time and effort essential to its completion.

In general, the high quality of interpretive programs which have been presented year in and year out in units of the National Park System indicates that programs for training seasonal personnel have been successful in attaining the objective sought. Undoubtedly these programs can and must be improved. By discussions such as this, park naturalists may learn of training methods used in other areas and adopt them, if they fit, as a means of improving their training programs in seasons yet to come.

#### TRAINING PROGRAMS FOR CONCESSIONER PERSONNEL

M. E. Beatty  
Park Naturalist  
Glacier National Park

Current practices in training programs for concessioner employees, either by the concessioner or by the Government, vary considerably throughout areas administered by the National Park Service. In a very few instances, this training is quite sufficient and of very high caliber, but for concessioner groups on the whole there appears to be considerable room for improvement.

A better training program for personnel seems to be the rule in parks where concessioners operate the year round, as there is a larger nucleus of permanent supervisory personnel to train new employees. In contrast, where the operation is entirely of a seasonal nature employees are not brought in until the last possible moment and the concessioner is loath to allot much time to training other than that required for the performance of the employee's particular job.

Training methods used by concessioners usually fall into one or more of the following categories.

1. Booklets or manuals prepared especially for new employees. The outstanding example of this type is the elaborate Bus Driver's Manual produced by the Glacier Park Transport Company, which is still considered a classic in park information and interpretation. A most attractive printed booklet entitled "Working in Yosemite" is issued by the Yosemite Park and Curry Company for their new employees. Both these publications



adequately cover functions of the National Park Service and their respective park areas. Although practically no other informational material issued by concessioners for their employees is available at this time for inspection, it is believed that it deals, for the most part, with concessioner operations with little or no mention of Park Service operations and objectives.

2. Tours of the park or to principal features. These are usually given as part of the employees trip from the railhead to the area where the employee is to work or, in some cases, it is a special trip of one day or less, where the concessioner has his own facilities for transportation of employees. As a rule, these tours do not provide sufficient time for proper interpretation, but do permit identification of natural and man-made features along the way. More emphasis on interpretation is usually given employees who will act as drivers or lecture escorts for sightseeing trips around the park.

3. On-the-job and voluntary free time training. Concessioner unit managers frequently conduct on-the-job training sessions covering not only their own operations but relationship with the Government, park rules and regulations, safety, etc. More frequently, however, the employee is expected to acquire this information on his own free time through visits to museums, joining naturalist guided trips, or through attendance at lecture programs. Interested employees thus attain a good working knowledge of their immediate area during the course of the season and may, even, through visits to other areas of the park, gain familiarity with the entire park. However, the new employee seldom acquires this knowledge early enough in the season to be beneficial in contacts with the park visitor. Relatively few of these seasonal employees return the next year, hence little cumulative benefit is derived from this off-duty type orientation except to the employee.

Government cooperation in the training of concessioner personnel may be summarized as follows:

1. Tours of park conducted by park rangers or naturalists. Here, again, the time allotted is seldom sufficient to do more than hit the highlights, but there is a better opportunity to present the park story from standpoint of the National Park Service. Unfortunately, very few park areas are asked to provide this type of training.

2. Training sessions with speakers provided by both Government and concessioner. This type of training is coming into greater use through the years and is practiced to some extent in most park areas. Due to difficulty in getting more than a small group of employees together at one time, actual participation by a representative of the National Park Service is often limited to the area ranger or ranger naturalist. When it is possible to get the majority of concessioner employees together at one session, the park superintendent, or one of his staff members, is usually invited to be present. In this way, it is

possible to present both concession and Government functions and responsibilities in a coordinated fashion.

3. Training aid leaflets, either prepared by park staff or reviewed by them for accuracy. Grand Canyon, Rocky Mountain and Glacier National Parks, during the summer just past, produced mimeographed booklets designed for use by employees of both the concessioner and the National Park Service. Other park areas produced booklets for their own employees that could easily be adapted for use of concessioner employees as well. A number of concessioners either submitted informal material to the park staff for review, prior to publication, or requested the park men to contribute sections pertaining to Government functions for inclusion in leaflets of their own designed for employee use.

4. Use of interpretive facilities of the National Park Service by concessioner employees. All seasonal employees in park areas are urged to visit the museums, libraries, and information offices and to participate in any of the interpretive activities offered for the park visitor. This not only enables the employee to better serve the park visitor, but enables him to benefit more from the summer's experience than he would otherwise. The new Student Ministry leaders have utilized this type of activity in connection with their social program, even to inviting the naturalists to show pictures and give talks at employee recreational meetings.

Some possibilities for improving concessioner employee training.

1. Encourage the concessioner to schedule short meetings of small groups of his employees on a rotating basis and assign a Park Service man to meet with each group. This would avoid disrupting routine operations and service to the visitor. Discussion topics could be planned carefully in advance and would be the same for each employee group.

2. Cooperate with the concessioner in the preparation and publication of a question and answer type booklet designed to provide all new employees of the park with basic factual information about all phases of park and concessioner operations.

3. Offer special orientation trips and lectures for concession employees at time suitable to their work schedules, particularly at the start of the season when visitation has not reached a high peak.

4. Ask the concessioner to follow the training sessions with a written examination, or quiz, based upon information each employee should know, and, as an incentive, offer cash prizes, merchandise, or promotion to the winners. As most of the seasonal employees of the concessioners are college students, they would likely be receptive to such an activity. The Glacier Park Transport Company has used this method very effectively in training their bus driver employees.

## SUMMARY

### IN-SERVICE TRAINING PROGRAMS TO IMPROVE VISITOR SERVICES

Committee: Miller, Hussey, and Beatty

Hussey  
Summarizer

The purpose of this discussion is to evaluate existing training programs and to make recommendations regarding future training programs.

In general, so much has been said and is constantly being said within the Service about training that we are likely to get the impression that little training is done by the National Park Service. As a matter of fact, a great deal of training is constantly going on, and it is training of the most effective type--on-the-job training by efficient supervisors. Nothing in this present discussion is intended to imply that the supervisor should be relieved of this responsibility. Also, this necessary type of personnel training is only effective if conducted by able teachers. Therefore, teaching ability should be one of the primary qualifications considered in selecting men for supervisory positions.

(a) Regional training program for supervisory interpretive and protection personnel

As a result of the need for an improved training program brought out by the discussions at the present Conference, the regional training programs for supervisory interpretive and protection personnel proposed by the Director appear to be more than ever important. Those training classes are an essential part of the intensified training program proposed by this Conference. It appears advisable that at least the initial regional training course be conducted at a field area.

It is realized, however, that funds for such meetings may not be immediately available and that there is a certain lack of experience by Service personnel in conducting such classes.

It is suggested that should it not be possible to carry out this program this year, that each region not having a full-scale training course should conduct a similar program, but on a lesser scale, in a single park. Such courses would provide the experience necessary for organizing the regional courses. Emphasis in such park courses would be on the necessity of ranger and interpretive personnel each being able to perform the functions of the other.

It is recommended that both Washington and regional office personnel conduct these training courses in the parks. Competent instructors are vital to the success of the program.

(b) Area training programs for park personnel

A survey of historical areas reveals that most such areas have training programs for new personnel but that there is a great variance in the length and nature of such programs. Observing the work of other employees is the most accepted method of training. However, there appears to be more emphasis on the content of interpretive talks than on methods of presentation.

A survey of natural history areas reveals a similar variation in the scope, type, and thoroughness of training programs for new personnel, particularly seasonal personnel. The principal obstacle to proper training of seasonal personnel is the necessity of putting them to work almost immediately upon arrival in the park.

The high quality of interpretive programs presented year in and year out indicates that present training methods are generally successful, but improvements can be made.

Leadership in improving training should come from the Washington Office. Much progress is being made in this direction through new training manuals, a "Question and Answer" book, and special printed training aids. The value of this program is being felt, and it should be expanded. The production of more printed training aids, providing of training films, and the employment of training experts in the regions are methods by which the program profitably can be extended.

It is felt that the present training manuals are too bulky for training purposes. The manuals might better be retained for reference use, and smaller publications issued to cover special topics needed during training. In particular, the Washington Office could issue printed training aids on such topics as concern all areas. Then special area training publications could be reduced in size and scope.

The fact that the reading of training aids does not constitute a complete training course should be kept in mind. Periodic review of performance, by tape recorder and other means, and a final examination or analysis of a season's performance are other essentials of a good training program. But above all, it should be remembered that the best training is observing the performance of other interpreters. Therefore, the program of teaching by example should be expanded, if possible to the extent of sending permanent employees to other areas to observe interpretive techniques. A check list for rating employee performance would also be useful. Individuality in presentation should be retained, provided that the basic principles of good interpretation are observed.

It is believed that the most important field for training is in the individual area. The promotion to a higher grade of seasonal personnel responsible for training others would be a large step in improving field training.

(c) Area training programs for concession personnel

Present training programs for concession employees vary considerably in type, scope, and quality. In general, these courses can stand considerable improvement.

Since concession employees are perforce involved in both the dispensing of information and in interpretation, their training is of importance to this Service. It is also realized that concession employees often become prominent in later life and that there is a splendid opportunity to instill in them conservation ideals.

It is felt that Government-issued training literature for use by both Service and concession employees should be reviewed by our Training Division in order to obtain uniformity. It is also felt that Service assistance could be rendered to the concessioner in a number of ways in the training of his employees regarding the area. It should be made easy for the concessioner to accept this aid by scheduling training programs at times convenient to the concessioner and his employees.

It is recognized that better relations with concession employees are desirable, and means should be explored for achieving this end. It is suggested that the matter be discussed with the concessioners at the forthcoming Western Concessioners Conference.

(d) Museum Training Course

It is agreed that the present course is very useful and should be continued. More attendance by personnel from western areas is needed, but the cost of such attendance frequently is prohibitive. It is recommended that natural history associations be encouraged to finance the attendance of outstanding Service employees.

(e) Field Schools

The discussion was confined to the Yosemite Field School and, particularly, to the feeling expressed by Yosemite personnel that the school should be financed on a wider basis. It is felt that an educational institution such as the University of California should be invited to cooperate in the operation of the field school.

## TOPIC VI

### RECRUITMENT, ORGANIZATION, AND CLASSIFICATION OF PARK PERSONNEL PROVIDING INFORMATION AND INTERPRETIVE SERVICES FOR VISITORS

#### SUMMARY

Committee: Ramsdell, Chick, and Reed

Chick  
Summarizer

This subject was discussed under four topics, as indicated below:

a. Recruitment of Seasonal Personnel (Grade GS-4)

Mr. Ramsdell stated that the procedure for 1954 was now being worked out between the National Park Service and the Civil Service Commission. This has become necessary because the CSC rescinded, in December 1952, its letter of authority authorizing this Service to hire seasonal rangers, etc., without reference to standard Civil Service procedure. The Commission has also been unwilling to extend Schedule "A" authority.

The present state of thinking is that each region and National Capital Parks will set up a Civil Service Board of Examiners to rate applicants on an unassembled examination basis. A nation-wide announcement will be made by the Commission. A rating schedule will be devised by the National Park Service with approval by the Commission. It is suggested that the Board of Examiners composed of five members, such as the Administrative Officer, the forester, naturalist, historian, and archeologist, so that three functioning members may operate at all times since it will be an open examination.

It is hoped that there will be separate lists and qualification standards for rangers, naturalists, historians, and archeologists, and that permission to make selective certification will be granted.

It is recognized that considerable burden will be placed on the Regional Offices, particularly in correspondence. The advantages to the Service, however, are great:

1. Better control of placement
2. Better coordination of appointments between areas

### 3. Greater facility of operation

If it is felt that this load in the regions will be unbearable, letters to this effect should be sent to the Washington Office to present to the Commission and to help with budget estimates. Mr. Miller thought that the Regional Board of Examiners procedure should be tried for one year.

The new procedure will permit indefinite appointments with furloughs at the end of the season. In special instances, furloughs may be extended for an additional year. Thus good employees may be available for seasonal appointment year after year.

By a series of seasonal appointments, employees may build up a year of experience and thus be eligible for promotion. This procedure is not generally recommended for filling permanent vacancies. In these instances, probational appointment from the ranger register should be made.

#### b. Recruitment of Permanent Personnel

At present the only source of permanent interpretive personnel is through the park ranger register.

A memorandum was read wherein an official called attention to various inequities of this practice, i. e. rangers interested in interpretation are holding up certification of men who expect to be career rangers. Tour leaders are promoted to rangers. Messrs. Doerr and Reed pointed out that there was definite advantage to the Service to have men trained in protection and interpretation. Probably a ranger serves an average of five years before becoming a naturalist. Mr. Miller remarked that fully qualified tour leaders had been promoted as rangers to open up a dead-end job, and stated further that it was of the utmost advantage to the Service that there be as many promotion opportunities as possible.

Mr. Ramsdell queried the group on the possibility of having a naturalist and an archeologist option to the next park ranger examination with the understanding that an individual's name might appear on more than one register. No one objected to this proposal.

#### c. Regional Review of Classification of Interpretive Personnel

At Mr. Ramsdell's request, Mr. Mattes reviewed the attempt in Region Two to evaluate by statistical means the performance of their areas. Since the numerical ratings were based on subjective judgment, the results were not conclusive. Through this means an attempt was

made to establish the grade of the interpreter in charge of an area's program. Mr. Ramsdell indicated that lack of definition of terms made it difficult for the Washington Office to evaluate the results, but that it was useful as a guide in developing class specifications.

Mr. Miller indicated that in Region Three's study, some of the elements were evaluated quantitatively, and that a definition of terms had been submitted. He admitted that it was most difficult to reduce an interpreter's job to statistics.

In the absence of Mr. R. F. Lee, Mr. Kahler introduced the thought that the Service should strive to raise its standards for sub-professional interpretive personnel by requiring more training and by selecting more personable employees. The latter could best be achieved by oral examination. Mr. Ramsdell observed that this was desirable, but it was a problem based partly on funds and partly on classifications.

d. Organization of Information and Interpretive Services in Park Areas

It was Mr. Ramsdell's opinion that it was not feasible, in general, to merge protection and interpretive personnel in most areas, but cited Carlsbad Caverns as an exception.

Mr. Mattes brought to our attention that administrative decision had to be made at Theodore Roosevelt National Memorial Park as to whether a naturalist or historian could best handle the interpretation. At Scotts Bluff there is no interpretive personnel whatsoever. In Yellowstone, there are 33 seasonal naturalists but no historian. He stated that it was desirable to re-examine questionable areas to determine whether the job is being done best by the existing classified position.



## CLOSING EVENTS OF THE CONFERENCE

### CONCLUDING REMARKS

John E. Doerr  
Chief Naturalist

Mr. C. A. Lakey of the Virginia Sky-Line Company just called and expressed his pleasure in having this group meet at Big Meadows Lodge. He extended an invitation to return.

Before concluding, I propose that the chairman, Hugh Miller, draft a resolution expressing our appreciation for the fine contributions and efforts that Herbert Kahler and Herbert Evison have made toward the success of this conference.

This week's association of administrative, research, and interpretive personnel, conferring on visitor services in national parks and monuments, has been very worthwhile. We have clarified our thinking on many aspects of our responsibilities in serving visitors, and have committed ourselves to better and more effective interpretive services. There have been suggestions for extending visitor services, extensions which I'm sure we are all most willing to undertake within the limits of our energies.

In view of the very discouraging news that has just come to us about our good friend and associate Ned Burns, perhaps it might be appropriate at this time to suggest that each in his own way give some thought to the conservation of manpower. Personnel is certainly one of the great assets of the National Park Service. The responsibilities have and can make a tremendous impact on the health and effectiveness of our personnel.

In conclusion, our responsibilities may be summed up in the phrase "Serving the Public," serving through efforts to preserve the values of the national parks and monuments and to interpret them. This conference has crystalized ideas for better service to all visitors.

Those of us on the job today will not solve all the problems and perfect all the techniques of serving the public. I do believe the things we are doing are very important in the development of a public philosophy, a deep sense of national pride, understanding, appreciation, and ownership of the natural and historical heritage in the national parks and monuments. The further development or growth of this public attitude will be invaluable in going forward with the basic objective which embraces both public use and preservation of the areas of the National Park System.

APPENDIX

LIST OF MEMBERS OF CONFERENCE ON VISITOR SERVICES

Washington Office

Conrad L. Wirth  
Ronald F. Lee  
Freeman Tilden  
John E. Doerr  
Herbert Evison  
Herbert E. Kahler  
Leland F. Ramsdell  
Donald E. Lee  
Kathryn Thomas  
H. Raymond Gregg  
Howard R. Stagner

Bennett T. Gale  
Ralph H. Lewis  
Ralph H. Anderson  
Charles W. Porter  
Rogers W. Young  
John M. Corbett  
Harold L. Peterson  
Frank F. Kowski  
Louise Murray  
Florence Duncan

Region One

Elbert Cox  
Daniel J. Tobin  
James W. Holland  
Jean C. Harrington

Region Two

John S. McLaughlin  
Merrill J. Mattes  
Matthew E. Beatty

Region Three

Hugh M. Miller  
Erik K. Reed  
Natt N. Dodge

Region Four

Herbert Maier  
John A. Hussey  
Dorr G. Yeager

Shenandoah National Park

Superintendent Guy D. Edwards  
Park Naturalist Paul G. Favour, Jr.  
Chief Ranger Duane Jacobs

National Capital Parks

T. Sutton Jett  
W. Drew Chick  
Murray H. Nelligan

## GENERAL RESOLUTIONS

RESOLVED, by the members of the 1953 Visitor Services Conference that they express their deepest appreciation to Director Conrad L. Wirth for his foresight and consideration in approving and arranging this meeting; for his inspiring participation in which he set the keynote for the meeting and established the high purposes and principles to guide its deliberations; and for his wholehearted support of the Service-wide program of protection, research, and interpretation - the study and improvement of which were the basic objectives of this meeting.

RESOLVED, by the participants in the 1953 Visitor Services Conference that they extend to Assistant Director R. F. Lee their sincere appreciation and gratitude for the perceptive inquiry and deliberation he has directed to problems concerned with better service to the visitor, for his leadership in envisioning and directing and contributing largely to development of the excellent program formulated, and for the inspired and energetic manner in which he has directed the conduct of the conference.

RESOLVED, that the 1953 Visitor Services Conference, held at the Shenandoah National Park, is deeply indebted to Superintendent Guy Edwards, Chief Ranger Duane Jacobs, Park Naturalist Paul Favour, others of the Park staff, and the gracious ladies of Shenandoah National Park for their warm hospitality; for their thoughtful and careful planning of arrangements; and for their outstanding participation in the deliberations and social activities of this meeting - all of which contributed so materially to the success and enjoyment of the conference.

RESOLVED, by the 1953 Visitor Services Conference that it wishes to impart to Chief Naturalist John E. Doerr its warmest appreciation and thanks for the monumental task he has assumed in relation to the development and organization of program and supporting materials, and the physical arrangements and logistics for its conduct and for the excellence of this contribution to the success of the conference, over and above the consistent high quality of his contributions to the deliberations of the conference.

RESOLVED, that the 1953 Visitor Services Conference expresses its special appreciation to Freeman Tilden, our friend and valued Service Collaborator, for his trenchant observations, sage advice, and witty side remarks which did so much to help the conference maintain its balance and perspective by retaining its good humor in the midst of serious deliberation and extended technical discussion.

RESOLVED, that the Conference expresses to Herbert E. Kahler and S. Herbert Evison its deep appreciation of their practical assistance, warm sympathy, and wholehearted cooperation in preparation for

and during the conduct of the Conference, which contributed notably to its success.

RESOLVED, by the 1953 Visitor Services Conference, that it expresses its deepest gratitude to Misses Kathryn Thomas, Florence Duncan, and Louise Murray for the faithful, efficient, and cheerful manner in which they have carried out the difficult and demanding duties so essential to the progress of the work of the conference, and to its ultimate success, and for the atmosphere of grace and charm loaned to the conference by their presence.

RESOLVED, that the personnel attending the 1953 Visitor Services Conference of the National Park Service wishes to express its heartfelt thanks to the Virginia Skyline Company for the generous manner in which it has made its facilities available; for the excellent service given to the members of the conference, and in particular to Messrs. Bemis, Lakey, and Beam for their personal interest and efforts in our behalf; and it is the unanimous wish to express our warmest thanks for the gracious hospitality extended at the social hour on the afternoon of October 8, 1953.



