

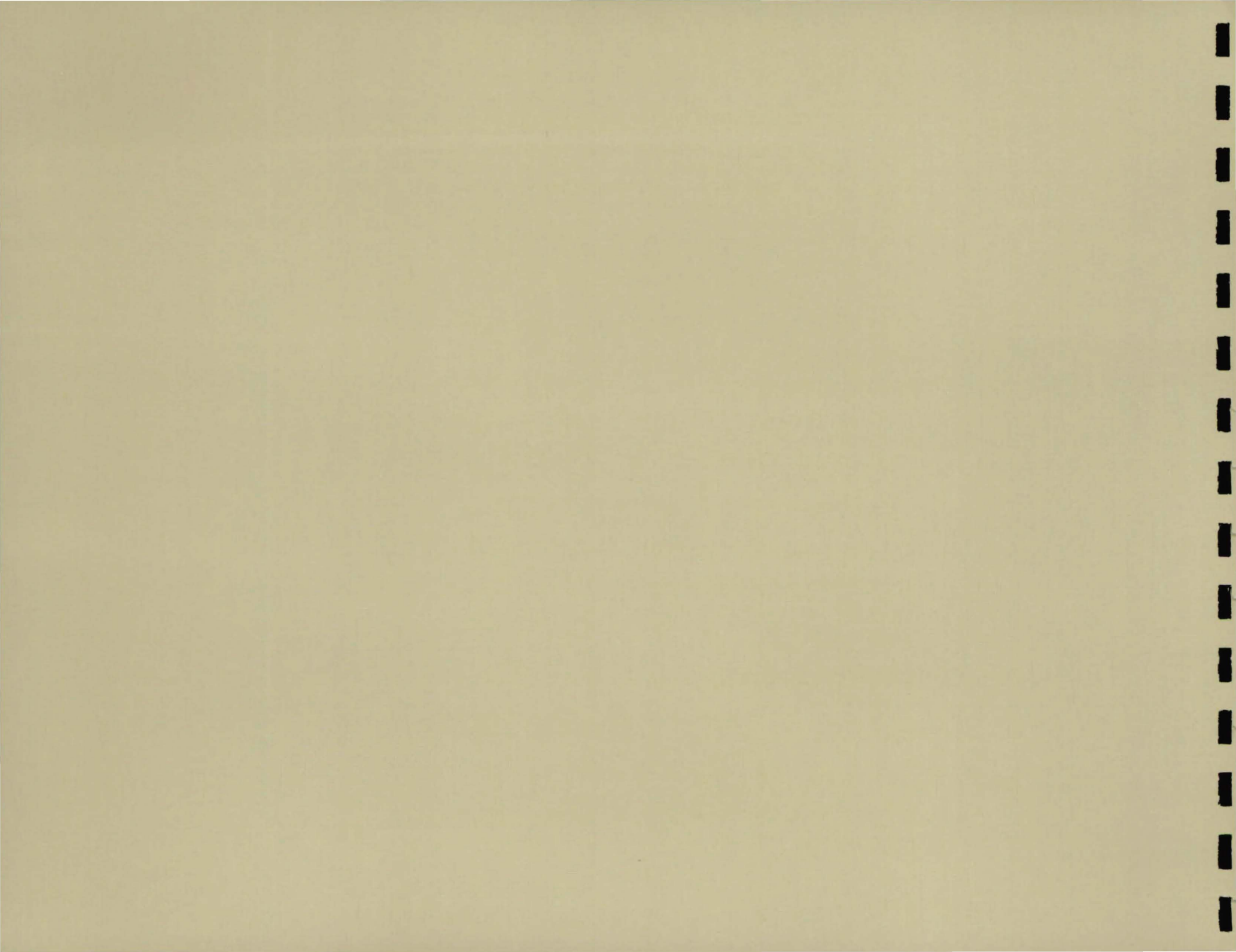
The MUSEUM of the
NATIONAL PARK RANGER

A Grant Prospectus



A Joint Venture of the

U.S. National Park Service
and
The Association of National Park Rangers





Overview

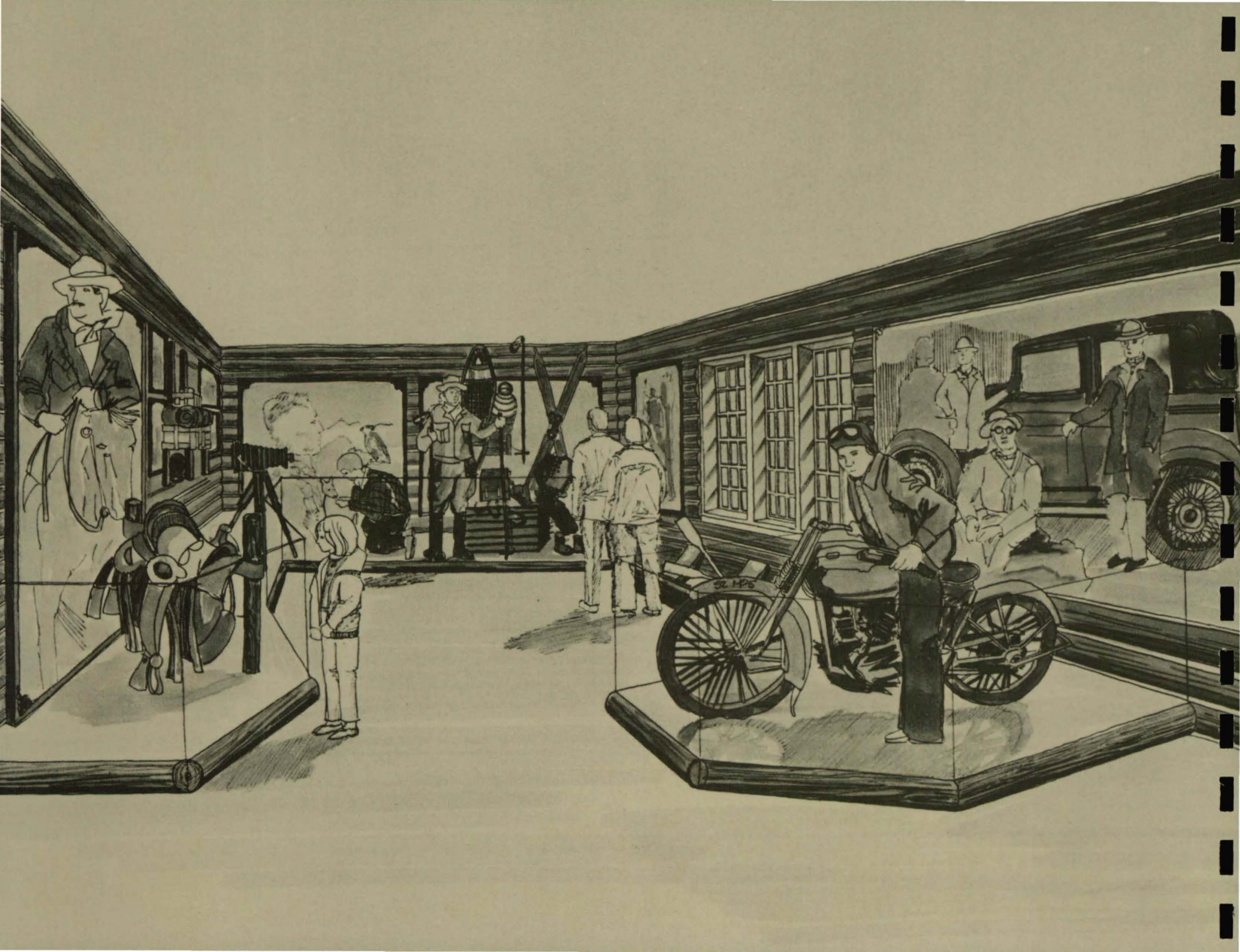
The U.S. National Park Service in cooperation with the Association of National Park Rangers (ANPR) proposes to create a *Museum of the National Park Ranger* in Yellowstone National Park. The chosen location of the future Ranger Museum is Yellowstone's historic Norris Soldier Station.

Here would be told the history of the park ranger from the occupation's earliest origins as frontier scout and cavalry soldier to today's professional ranger who is apt to specialize in many technical skills. The exhibits will examine the contributions of the U.S. Army toward the development of traditional ranger skills and park management practices. From the early days of the backcountry Jack-of-all-trades to the present-day specialist, the evolution of the park ranger profession will be fully explored with a special emphasis on the contribution of rangers to the preservation of our natural and cultural legacy and the personal enrichment of the lives of countless Americans.

The Park Service and ANPR are seeking financial support for the Museum. It is estimated that \$635,800 is needed to complete the project. The goal is to have all building renovations and exhibitry completed in time for the 75th anniversary of the National Park Service on August 25, 1991.

We are confident that once you have examined the Ranger Museum prospectus in detail, you'll appreciate the project's value and become an active supporter of the *Museum of the National Park Ranger*.

TECHNICAL INFORMATION CENTER
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Rangers Through the Years

For many years, the federal agency that has been consistently named as the most popular and respected by our citizenry is the U.S. National Park Service. The employees of the National Park Service, entrusted with the care of our natural and cultural heritage, are recognized by the public as dedicated and capable, with a real love for their work and the places in their charge. Today, these employees have many different jobs and duties, often involving specialized, technical skills, but to the American public, the caretakers of our National Park System will always be known as *park rangers*.

The park ranger, like the Canadian Mounty, has become something of a folk hero— someone adults respect and whom children admire. The image of the stalwart ranger, spending his days in the saddle patrolling the parks to protect their wildlife and natural features, is strongly tinged with a lingering romance for the simple values of the American frontier. In reality, rangers today are just as likely to know their way around a computer as the business end of a horse, but even in this age of cynicism and tarnished images, rangers are still out there covering the boundaries of our parks, controlling poaching, and serving the park visitor with a smile.

* * *

In the Beginning

When Congress established Yellowstone National Park on March 1, 1872, it created the first national park but not the first park rangers. The law provided only for a civilian superintendent, and the first, Nathaniel Langford, worked without pay. With little authority and inadequate resources, the early civilian superintendents could not control the wanton destruction of wildlife and vandalism of thermal features that characterized the park's earliest years. Yellowstone's first gamekeeper, Harry Yount, resigned in 1881 with the suggestion that "officers [be] stationed at different points of the park with authority to enforce the observance of the laws of the park."

As a consequence, the U.S. Cavalry was called in to help protect Yellowstone, and they were to stay in that role until 1918. As other parks were created, the Army assumed responsibility for them as well. The Army established many management practices that survive today as traditional "ranger" duties including controlling poaching, patrolling the park's backcountry, stopping vandalism, building trails, and assisting park visitors. Answering park visitors' questions and sharing information on the park were identified as important duties as early as 1887 when soldiers begin giving "cone talks" at Old Faithful Geysers.

The first civilian employees called park rangers were employed at Yosemite in 1905 when four employees of the Department of Interior's national forest reserves were hired to work in the park. While their pay slips identified them

as "park rangers," they continued to call themselves "forest rangers."

It was some years before a real ranger force evolved. In the Yellowstone Superintendent's Annual Report for 1907, General S.B.M. Young suggested the creation of a "civilian guard" to administer the parks. Young wrote:

I am convinced that with a properly organized civil guard the administration of this park could be brought to a higher and better standard...

Young thought his ideal park ranger should:

be by natural inclination interested in the park and its purposes. In addition, every man should be an experienced woodsman, a speedy traveler on skis, and expert trailer, a good packer who with his horse and pack animal could carry supplies to subsist by himself for a month alone in the mountains and forests, and besides he should with his rifle and pistol to enable him (sic) to find and overcome the wily trapper and and the ugly large game head and teeth hunter. He should be well informed on the history of the park and thoroughly cognizant with all the curiosities (sic) and points of interest therein; he should also be qualified to pass a reasonable examination in zoology and ornithology. A visiting tourist should always be favored by an intelligent and courteous answer on any subject pertaining to the park from any guard interrogated. Inattention or discourtesy should subject the guard to proper discipline or dismissal from the park when in the judgement of the superintendent the discipline of the park service would thereby be promoted.

Early Rangers

Even before the establishment of the National Park Service in 1916, an attempt was made to bring uniformity to ranger activities. Mark Daniels, then General Superintendent of National Parks, wrote and issued "Regulations Governing Rangers in National Parks." This document set policies for uniform standards, ranger activities, hiring policies, and education requirements.

After Stephen Mather became the first Director of the National Park Service, he continued to develop standards of professionalism for rangers. Mather wanted rangers to be career employees with Civil Service protection. He established a policy of transferring rangers from park to park. Most importantly, Mather worked hard to establish a ranger "esprit de corps"—an intense pride and camaraderie within the ranger profession that has long marked rangers as distinct from many other government employees.

Early on, the Park Service relied heavily on its seasonal work force to meet the demands of the growing numbers of park visitors. College students were recruited to work in the parks as "ninety-day wonders." To dispel any notions about soft government jobs, Yellowstone's Superintendent Horace Albright wrote to applicants in 1923:

The duties are exacting and require the utmost patience and tact at all times. A ranger's job is no place for a nervous, quick-tempered man, nor for the laggard, nor for one who is unaccustomed to hard work. If

you cannot work hard for ten or twelve hours a day, and always with patience and a smile on your face, don't fill out the attached blank.

New Rangers

Long before there were park rangers, early park administrators recognized the need for educational efforts aimed at helping park visitors better appreciate the natural wonders of the parks. Soldiers, stage drivers, and hotel employees provided lectures and informal talks to visitors in the parks' infancy, although the quality of these efforts was uneven, at best.

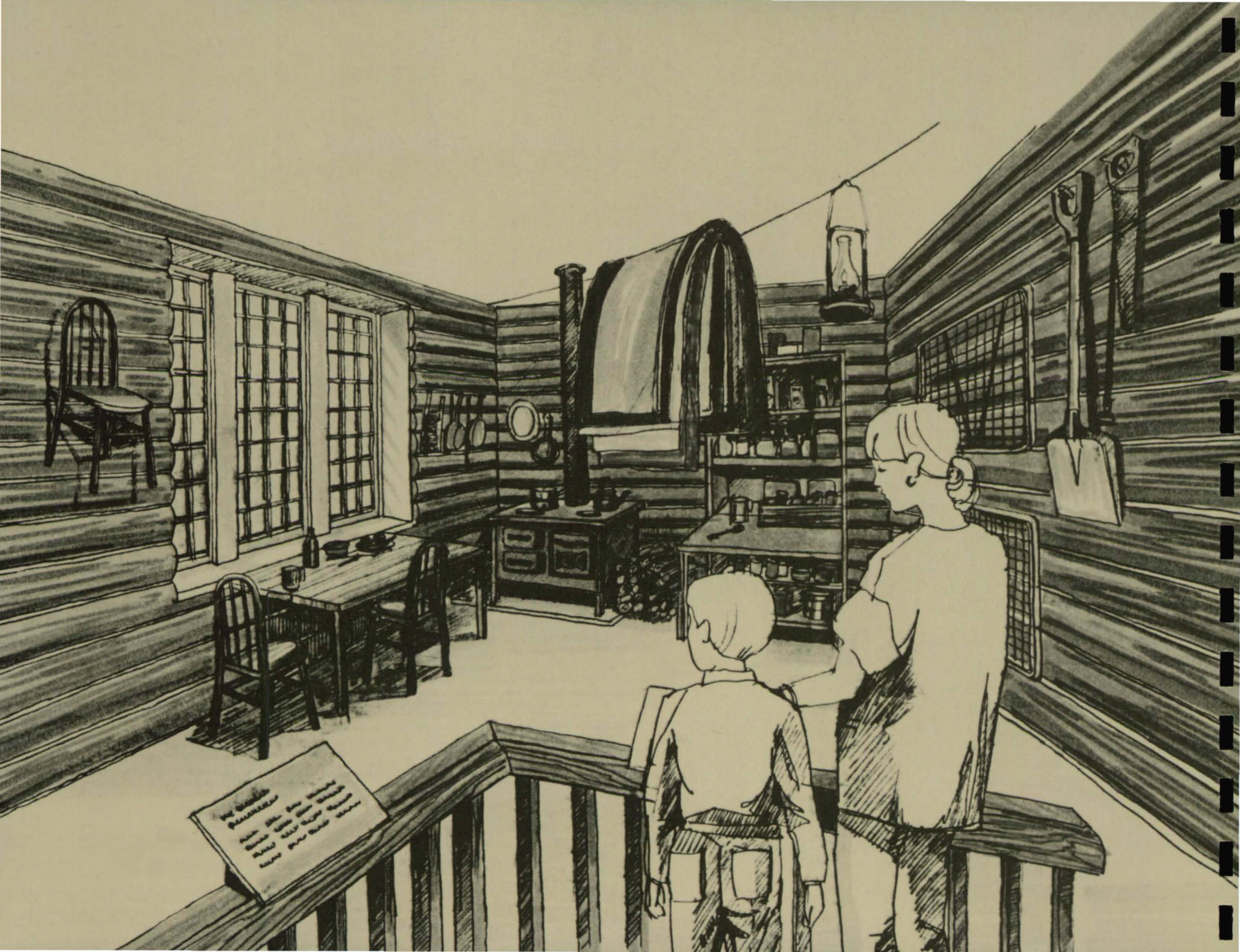
Early park naturalist programs were established at Yosemite and Yellowstone in 1920. The first park naturalists conducted nature walks and campfire programs that were an immediate success with the visiting public. Park museums were built in the 1920's to serve as the focus of these educational efforts which came to be called *interpretation*.

While many park visitors were curious and interested in their surroundings, most did not have the knowledge needed to capitalize on their curiosity. The ranger-naturalist, or interpreter, served as a catalyst for the visitors' interest. The idea was not to lecture, but to stimulate the process of self-discovery by visitors that would hopefully lead to greater appreciation for the parks and their resources.

With the addition of many historical parks in the 1930's, the need for interpretation grew even greater. Making artifacts and scenes of past historical events come alive presented a special challenge to park interpreters.

While this early specialization of ranger duties led to confusion and some friendly competition between the "fern-feeblers" and the "tree cops," the public has always seen one ranger uniform and rightfully assumed that all rangers were capable of assisting them regardless of their particular duties. In fact, whether specialized in protection or interpretation, rangers have prided themselves on their ability to do many things well. This tradition survives today in spite of tremendous pressures to specialize even further.

Partly because of its military and wilderness origins, the work of the ranger was initially regarded as suitable mainly for men. Both Stephen Mather and Horace Albright, nonetheless, brought capable women into the Park Service in its early years. In 1920, Isabelle Watson was hired in Yellowstone to perform both interpretive and protection duties. Marguerite Lindsley Arnold became Yellowstone's first permanent woman ranger a year later. Initially, women were relegated to work they were considered suited for such as interpretation, entrance station duties, and clerical work. Over the years, however, aggressive affirmative action efforts have fully integrated women into all levels and specialties of the ranger work force so that women are increasingly well represented in both field and managerial positions throughout the National Park Service.



Changing Times

As with the growth of women in the work force, social developments in the United States have often been mirrored in the national parks. Responding to these changes have posed some of the greatest challenges to rangers.

The Great Depression of the 1930's led to unprecedented federal work projects like the Civilian Conservation Corps. Massive public works projects were completed in the parks, many of which still survive as monuments to our country's industry and initiative during difficult economic times.

The Second World War saw Park Service budgets slashed by 75%, and two-thirds of the ranger work force was put out of work. Many parks were closed to the public and great pressures were exerted to open parklands to mining, grazing, and other consumptive uses. Park managers needed to be especially creative at balancing support for the war effort with the mission to protect the parks.

Following World War II, rangers were little prepared for the subsequent baby boom and explosion of visitation to the parks. Director Conrad Wirth met this challenge with a proposal for a massive program to build and upgrade park facilities called Mission 66. Designed to be completed in time for the Park Service's 50th anniversary in 1966, hotels, roads, campgrounds, visitor centers, and park housing were all constructed to provide modern facilities for the increasingly mobile American public.

With tremendous increases in visitation, social problems previously unknown in the parks began to demand the attention of park rangers. Felony offenses including robbery, drug trafficking, and violent crimes began to grow at alarming rates. Congressional action in 1976 provided for clearly defined law enforcement authority for rangers. This also led to increased levels of law enforcement training and professionalism as making arrests and investigating crimes became common activities in many of the larger parks.

With the growing consciousness of Americans towards environmental issues and wilderness protection, park rangers began to come under fire for the lack of attention and funding given to the protection of park resources. Rangers were often the first to admit that more needed to be done in these areas, but coping with the hundreds of millions of visitors to the parks usually occupied most of their time and energy. Research and resource management activities, while recognized as vital to the Service's mission, were frequently given low priority when it came to funding.

Gradually, this situation began to change. An ambitious resource management trainee program was established in the early 1980's to provide the parks with the expertise and personnel to better meet the responsibilities for the protection of park resources. These became highly sought after positions within the ranger ranks. Rangers began to reach out more and more beyond the park boundaries to form working relationships with researchers and resource managers from

other agencies and academia. This was necessary when it became apparent that many of the park's problems originated outside park boundaries and could be solved only through cooperative efforts.

Recent Congressional legislation authorizing higher park entrance fees has brought hope that more can be done to improve research, resource protection efforts, and public education about the parks. As in the past, rangers are responding to these new challenges with their customary enthusiasm.

* * *

Park interpreters often use a theme of continuity and change to express the workings of the natural world. It has been much the same for rangers over the years. Certainly, the uniform has changed, the ways people see and use the park are dramatically different, values within American society have gone through several phases of evolution, and technology has made our lives easier and more complex at the same time.

In the parks, however, rangers still do many of the things they have been doing since rangers first came on the job. Aircraft, snowmobiles, and power boats are more prevalent today, but horses, dogsleds, and skis are still commonly used in many wilderness parks. More rangers live today in local communities and urban areas than in park housing, but rangers also live in isolated log cabins without electricity or running water, miles from other human beings.

Much like the visiting public, rangers are a more diverse group of people than they used to be and are more highly educated and trained, but, as in the past, they still grouse about the low pay and lack of resources to do the job. For all the changes, today's rangers share with their predecessors one very important trait. Rangers still speak with pride and passion of their love for the parks and the importance of their work.

National parks and the values they preserve are said to be the one constant in American life, an enduring continuity, a natural and cultural baseline for our society as it grows and changes. As keepers of this treasured heritage, rangers, too, still preserve the values of selfless public service.

Horace Albright wrote to National Park Service employees in 1933:

We have been compared to the military forces because of our dedication and esprit de corps. In a sense, this is true. We do act as guardians of our country's land. Our National Park Service uniform which we wear with pride does command the respect of our fellow citizens. We have the spirit of fighters, not as a destructive force, but as a power for good. With this spirit each of us is an integral part of the preservation of this magnificent heritage we have been given, so that centuries from now people of our world, or perhaps of other worlds, may see and understand what is unique to our earth, never changing, eternal.



A Museum About Park Rangers

In 1977, a group of park rangers gathered at Grand Teton National Park, and, as usual at any gathering of park rangers, most of the talk centered on their profession. The idea was advanced that an organization made up of park rangers should be formed for the purpose of fostering greater communication and fellowship among rangers, furthering professionalism among rangers, and improving working conditions within the ranger ranks.

The organization was called the Association of National Park Rangers (ANPR), and its members emphasized that they intended to operate as a professional organization, not as an employee union. An important activity of the group was the annual Ranger Rendezvous held in a different location around the country each October.

Acadia National Park in Bar Harbor, Maine, hosted the 1984 Rendezvous, and it was here that the idea for a museum about park rangers was first advanced. The idea was to tell the story of the important contributions that rangers have made to American society and to the conservation of natural resources, not only in the United States, but also worldwide. Superintendent Robert Barbee of Yellowstone National Park offered the historic Norris Soldier Station in Yellowstone as the site of the museum. Because of the U.S. Army's important role in the early history of park management, this proposal was quickly accepted.

A Memorandum of Agreement between the National Park Service and ANPR was signed early in 1985 for the purpose of pursuing the development of the Ranger Museum. Museum specialists at the Park Service's Harpers Ferry Center were given the task of preparing an exhibit plan, and ANPR began fund raising efforts among its members.

It soon became apparent that the scope and expense of the project were beyond the Association's limited resources, and it was decided to seek outside financial support. It is our hope that when you have examined these materials you'll appreciate the contributions rangers have made to American culture and will choose to help make the Museum of the National Park Ranger a reality.

How Will My Donation Be Acknowledged?

Besides receiving a significant tax deduction for the full value of your donation, you will also be appropriately acknowledged by Yellowstone in numerous ways in accordance with your generosity.

All donors, regardless of the size of their contribution, will receive a letter of thanks signed by the Director of the National Park Service, William Penn Mott. In addition, each donor will have his or her name placed in a Patron's Registry that will be located at each Visitor Center throughout Yellowstone.

Donors of **\$5,000** or more will have their names or corporate logos inscribed on a plaque that will go on permanent display here at Yellowstone.

You will also receive, based on the magnitude of your gift, a token of esteem from the National Park Service.

For a donation of...	You will receive...
\$25,000 or more	A signed, framed, matted limited edition print by a renowned nature artist
\$10,000 or more	A signed, limited edition print by a renowned nature artist
\$5,000 or more	Your choice of a signed and matted print of either a watercolor, color photograph, or pen-and-ink drawing by a local Yellowstone artist
\$1,000 or more	An attractive book about Yellowstone

What else will you receive? You will enjoy the satisfaction of knowing that your *gift of infinite value* will directly improve the experience of each of Yellowstone's more than 2 1/2 million annual visitors. It will also help us to reclaim our rightful position as leaders in the area of environmental interpretation, and even more importantly, it will allow us to more effectively promote the value of the National Park Idea and its value to American culture and world civilization.

How Will My Donation Be Handled?

All contributions to Yellowstone National Park and its interpretive development projects will be handled with the utmost propriety. Donations will be placed in an escrow account to be held until such time as contracts for the actual planning, design, and construction will be awarded. The National Park Service will serve as the contracting agency for the private companies to be employed in the completion of the various projects.

We plan to have all major projects completed by August 25, 1991. Any donated funds that have not been spent on completed projects or obligated to contracting companies will be returned **with interest** to the donor no later than January 1, 1992.

Checks for donations should be made out to The Yellowstone Association. The Yellowstone Association is a Congressionally authorized non-profit organization founded to assist Yellowstone National Park. The Association does this primarily by their sales of books and other publications in Yellowstone's visitor centers. The Association also operates the Yellowstone Institute, a special summer school offering both credit and non-credit courses in the human and natural history of Yellowstone National Park as well as classes in wilderness skills and the artistic appreciation of Yellowstone and its resources. In addition, Association personnel provide valuable assistance to thousands of park visitors each year in Yellowstone's visitor centers. All profits from the Association's activities are donated directly to the support of many different park operations.

Your contribution will be placed in a separate account set up specifically for the funding of the projects described in this prospectus. Since the Yellowstone Association is a (501) (3) (c) non-profit organization, all contributions are fully tax deductible. The donation account will be supervised by the Association's business manager, a certified public account.

Projected Cost

The Museum of the National Park Ranger

Structural Modifications

1. Project Planning	\$25,000
2. Site Work	8,000
3. Site Utilities	40,000
4. Exterior Restoration Work	70,000
5. Interior	60,000
6. Adaptative Restoration of Rear Portion for Quarters	23,000
7. Interior Utilities	29,000
8. 10% Contingency	25,500

Sub-Total \$280,500

Exhibit Work

1. Exhibit Planning and Design	\$53,800
2. Exhibit Production	269,200
3. 10% Contingency	32,300

Sub-Total \$355,300

Total \$635,800

