



COURIER

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Director Mott testifies

Statement of William Penn Mott, Director, National Park Service, U.S. Department of the Interior, before the Senate Subcommittee on Appropriations for the Department of the Interior and related agencies, considering the fiscal 1987 budget request for the National Park Service, March 11, 1986.

Mr. Chairman,

It is my pleasure to appear before this Subcommittee to discuss the fiscal year 1987 budget request of the National Park Service. Since I was named Director of the National Park Service almost 1 year ago, I have had the opportunity to visit many of the diverse natural, cultural and recreational resources of the National Park System. These sites are a justifiable source of pride for all Americans, and are managed by a highly competent and dedicated group of employees who understand the mission of the Service which is to provide public use of 337 units of the System while protecting the resource so that it can be passed on to future generations unimpaired.

The National Park idea is now more than 100 years old, and continues to grow stronger even as the challenges associated with managing and protecting parks become more complex. One of the first actions I took as Director of the National Park Service was to assemble my senior staff to forge a management plan that focuses our collective efforts towards meeting these challenges. The resulting 12-Point Plan was completed last summer and has already had the positive effect of strengthening public trust and understanding and stimulating creativity and enthusiasm within the Service.



Briefly stated, the 12 points are:

1. Develop a long-range strategy to protect our natural, cultural, and recreational resources.
2. Pursue a creative, expanded land protection initiative.
3. Stimulate and increase our interpretive and visitor service activities for greater public impact.
4. Share effectively with the public our understanding of critical resource issues.
5. Increase public understanding of the role and function of the National Park Service.
6. Expand the role and involvement of citizens and citizen groups at all levels in the National Park Service.
7. Seek a better balance between visitor use and resource management.
8. Enhance our ability to meet the diverse uses that the public expects in national parks.
9. Expand career opportunities for our employees.
10. Plan, design, and maintain appropriate park facilities.
11. Develop a team relationship between concessioners and the National Park Service.
12. Foster and encourage more creativity, efficiency, and effectiveness in the management and administration of the National Park Service.

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We are putting the finishing touches on a plan of action that will identify approximately 30 specific objectives we intend to accomplish over the next several years to implement these 12 points. The 10 Regional Directors and each park manager will also develop their action plans, so that together the Service will have a short- and long-range program of accomplishments under the umbrella of the 12-Point Plan.

Mr. Chairman, our 12-Point Plan is, ideally, the first step in a process of change that will carry the National Park System into the future. Implementation of the plan requires, most of all, innovative leadership and the energy and creativity of the Service's employees. It does not require immense new budgetary resources, but does demand the efficient use of existing resources. That is the general thrust of our budget request for fiscal year 1987. I should mention, Mr. Chairman, that we have over the past several years through more efficient operations, been able to handle the required across-the-board reductions to our base budget and still maintain a quality service to the public. However, we now have reached that point when additional cuts will necessitate substantial reductions in services.

As you know, the Service's budget request includes funding increases that assume increasing entrance fees and using those fee revenues to support our operations budget. Assistant Secretary Horn has outlined the major components of the proposed legislation on recreation fees. I would like to add a word of support for this proposal. My experience as Director of the California State Parks during a period of severe fiscal constraint was that those individuals who use parks do not object to reasonable entrance and user fees provided those fees are retained by the park to help finance the operation of parks. Fees are presently charged at 60 units of the National Park System. The proposed plan envisions collecting entrance fees at approximately 198 units of the System. In the past, there was no overall rationale for charging at those particular sites or for the fee amount. We have worked hard to develop a sound equitable proposal for charging reasonable entrance fees and at what parks the fees should be collected. I believe this proposal benefits everyone by making it possible for us to do a better job of education and interpretation, resource management, and improved maintenance.

I would like to take a moment to

highlight the major components of the 1987 budget request.

Operation of the National Park System

For the "Operation of the National Park System" appropriation, we are requesting \$596.5 million. This amount, when considered with the \$59 million in revenues from recreation fees under the proposed legislation, would permit several significant increases in park programs including:

- An allocation of \$3.6 million to begin a full level of maintenance and visitor services at Ellis Island National Monument and at Castle Clinton National Monument. The latter will serve as a staging area for all visits to Ellis Island and the Statue of Liberty.
- An allocation of \$510 thousand for information publications to ensure that every visitor has access to a map and interpretive information about the park he or she is visiting.
- An increase of \$500 thousand for the Volunteers-in-Parks program to the level authorized by Congress so that we can adequately reimburse for personal expense the thousands of individuals who contribute their time and talent to improving the National Park System. This past fiscal year volunteers contributed 764 workyears of time valued at \$10 million.

—An additional \$14.2 million to enhance education, interpretation, research and resource management and maintenance in units that collect fees and those units that do not collect fees.

I am proposing increased appropriations to help ensure the effective implementation of regulations governing mining and minerals activities in Alaska parks, and the protection of natural water flows in western parks.

National Recreation and Preservation

The request for National Recreation and Preservation Programs is \$9.5 million. Funding for National Register Programs reflects no change from the amount appropriated in 1986. We are proposing reductions in recreation assistance and rivers and trails programs which reflect overall budget priorities, declining workload, and our belief that State and local organizations can function effectively without direct Federal support.

Construction

The budget request for Construction, \$29.1 million, includes 8 projects in 7 parks to correct deficiencies in utility and support systems and protect park resources. (These projects are listed in Table 1.)

Table 1. National Park Service construction projects for fiscal year 1987.

Bryce Canyon National Park Rehabilitate Bryce Canyon Lodge	\$1,800,000
Chicksaw National Recreational Area Rehabilitate Sewage System, Travertine District (Phase II)	870,000
Death Valley National Monument Replace Motel Building, Concessioner Storage Building, and Employee Trailer Court	900,000
Fort McHenry National Monument Rehabilitate Historic Seawall	860,000
Grand Canyon National Park Reconstruct Water Distribution System, Village Area (Phase III)	4,181,000
Yellowstone National Park Rehabilitate Purchased Concessions Facilities (Phase II)	3,357,000
Yosemite National Park Rehabilitate Electrical System (Phase II)	3,740,000
Yosemite National Park Construct Employee Housing, El Portal	3,610,000

Land Acquisition

We are proposing \$15.3 million for Land Acquisition in fiscal year 1987. Within this amount we will focus our efforts and land exchanges on other alternatives to full fee acquisition and continue to acquire tracts where there is a willing seller or an emergency or hardship situation requiring prompt action.

John F. Kennedy Center for the Performing Arts

Finally, funding for the John F. Kennedy Center will be maintained at the base level of \$4.77 million in 1987.

This concludes my prepared statement. I will be happy to answer any questions you or the other members of the Subcommittee may have.

NPS and the cherry blossoms

Cherry blossoms, those mystical wonders of nature from Japan, have made their appearance in the nation's capital once again this year. In preparation, National Park Service rangers, volunteers and maintenance crews in the National Capital Region have braced themselves for the nearly half-a-million visitors flocking to Washington to see the pink and white blossoms.

Each year, it takes the horticulture expertise and dedicated efforts of hard-working men and women in the maintenance divisions of National Capital Region to preserve the splendor of the thousands of blossoming cherry trees throughout the city.

Don Mace, Maintenance General Foreman, at NCP-Central, and his 20-member tree crew have spent hundreds of hours nurturing the trees in NCR. Don, who has been on the tree crew for over 29 years, says that the work never stops. His men do most of the work by hand. This includes a "root feeding" program that calls for holes to be drilled around the base of all the trees and then refilled with fertilizer. Dead branches must be pruned one at a time by hand, and all of the trees must be periodically inspected and spot sprayed for scale. Even with close attention, one or two trees die and have to be replaced with trees from nurseries in Virginia and New Jersey.

Since the first shipment of trees from Tokyo was planted in 1912, the cherry trees have developed into a majestic exhibit of approximately 4,200 single white blossoming "Yoshino" trees and 600 double flowering pink "Kwanzan" trees. A third variety, known as the "weeping cherry", also flourishes throughout the Washington area.

Every year as early as January, thousands of visitors call Park Service officials to ask the same question, "When will the cherry blossoms be in full bloom?"

Ranger Margaret Chandler says, "Most callers want to know the exact day and time the cherry blossoms will be blooming. Some are really serious because they want to plan their vacations to D.C. based on the predicted day they will bloom."

Dr. Bill Anderson, Chief Scientist at the Center for Urban Ecology (CUE), and his staff of scientists in NCR have been making predictions for the last few years. They examine the degree of expansion of the bud, and the exposure of color in the center of the flower, then consider the location and size of the tree and the condition of the soil, as well as the weather pattern for the next few weeks—warm weather will rush blossoms along and cold will slow down their progress. This method has made the prediction process 85 percent successful.

Over the past 64 years, the white Yoshino cherry trees have been in full bloom as early as March 20 and as late as April 18. In the last 15 years, the blossoms have appeared for the Cherry Blossom Pageant—held the first full week of April—nearly 50% of the time.

During the peak, there are so many visitors in Potomac Park and around the Tidal Basin that it is almost impossible to walk or drive. Ranger Terri Barbort says, "To try driving from the Lincoln Memorial to the Washington Monument (less than a mile) takes every bit of 45 minutes. People will stop anywhere to take a picture, even in traffic on Kutz Bridge. But, most of the visitors are very enjoyable people and are here to enjoy the wonderful sites."

The city was not always graced with this colorful floral display. At the turn of the century, Potomac Park was virtually an urban swamp. Tall grass, untrimmed trees and an assortment of wildlife gave the area an aura of uncharted wilderness.

In 1910, a Japanese chemist, Johichi Takimine, sent a total of 2,000 cherry

trees here of behalf of the city of Tokyo. After the long ocean voyage from Japan to Seattle and the train ride across the country to Washington, these trees became infected, and had to be burned. When the mayor of Tokyo, Yukio Ozaki, heard of the destruction of the trees he quipped, "The destruction of the cherry trees is an Old American custom. It goes back to George Washington."

By 1912, 3,000 cherry trees in a dozen varieties were shipped to America to replace the infected trees that were destroyed.

On March 27, 1912, First Lady, Helen Taft, and the wife of the Japanese ambassador, Vice Countess Iwa Chinda, each planted a tree near the Tidal Basin at 17th and Independence Avenue to symbolically begin the planting of the cherry trees that made Washington famous.

Today, these trees are thriving under the perpetual care of the National Park Service. However, their parent trees in Japan are not doing as well. Pollution and infestation have taken a heavy toll. Since 1952, the Park Service has periodically sent cuttings to Japan in order to replenish the parent stock.

This year's Cherry Blossom Festival was held April 6 through April 12. It officially opened, Sunday, April 6, with the lighting of a more than 300-year-old Japanese ceremonial lantern near the Tidal Basin that was donated to the city of Washington by the mayor of Tokyo in 1954, and, of course, lots of beautiful pink and white Japanese cherry blossoms.

—Bill Clark

(Photo Coverage on Back Page)

On the road to Morocco

Priscilla R. Baker
Special Assistant to the Director
(Tourism)
National Park Service

One of the provisions of last year's bipartite, U.S.-Moroccan agreement on the development and facilitation of tourism was that the two countries would exchange information and encourage technical cooperation "... in the planning, preservation and management of national parks and protected natural, historical, archeological and recreational sites ...".

Very shortly after the agreement was signed, the Ministry of Tourism of the Kingdom of Morocco requested the National Park Service to dispatch a team to Morocco to study sites where national parks could appropriately be established to protect resources and provide new attractions for tourists.

On January 4, 1986, three WASO employees departed for Rabat: myself, Ron Cooks of our Office of International Affairs, and Warren Brown of our Division of Park Planning and Special Studies.

Following a round of preliminary meetings with officials of the Moroccan Ministries of Tourism, the Interior and Agriculture and U.S. officials representing the American Embassy's economic section, the Agency for International Development and the U.S. Peace Corps,

our team set off for three weeks of travel in 12 provinces.

We traveled, met with local officials, collected data and inspected sites seven days a week. We traveled by 20-passenger Mercedes bus, car, Land Rover, mule and on foot. More than once, we were called upon to help push Land Rovers out of snow and mud. We spoke mostly French, for few Moroccans can communicate in English and none of us knew enough Arabic to be able to conduct business in that language.

We saw cave systems described by some as being the most extensive in Africa and including Africa's deepest cave, incredible forests of cork oaks and 800-year old cedar trees, the highest mountain in northern Africa, the ruins of ancient Roman cities and fortresses, oases in arid areas and the incredible beauty of Morocco's Mediterranean and Atlantic coasts. We observed monkeys in the wild snow-covered forests, partook of the traditional mechouie (feast) of barbequed sheep eaten only with the hands, bargained intensively for the best possible prices as we purchased souvenirs, and photographed everything in sight.

Morocco proved to be a country whose people are favorably disposed toward the United States. Topographically and geographically, Morocco is almost as varied a country as is our own. Highway and communications systems are somewhat

primitive by American standards.

The government of Morocco is faced with very serious problems currently—problems related to its diminishing supplies of topsoil and its net loss of 20,000 hectares of forest each year. Because Moroccan law now guarantees to indigeneous populations the right to use the resources within national parks (and almost everywhere else), much of the country has been overgrazed, overfished, denuded of brush and improperly plowed.

Our team observed that solutions to these problems had important implications, not only for the development of national parks and a strong tourism industry, but also for the ability of the country to feed her growing population in the years to come.

The National Park Service team made an oral report to Moroccan authorities on February 3, recommending several sites that warrant special protection and development for the benefit of future visitors.

When the Moroccan government has selected one of the sites to be the locus of a pilot project, the National Park Service may well be called upon to provide planning and management expertise in order to develop a national park. Although two natural areas in Morocco now carry the designation "national park", neither has been developed to the point where resources are protected and



A city of great importance to Morocco's Muslim population, Moulay Idriss Zerhoun was founded by and named for the man who introduced Islam to Morocco.



The Moroccan mechouie (feast) begins when each guest has washed his/her hands

interpreted for the benefit of future generations of visitors.

Although Moroccan officials requested our study as a prelude to new and enhanced efforts to increase inbound tourism, our team also held serious, intensive discussions on the importance of national and international efforts to

protect unique natural resources.

There is no doubt but that the addition of natural areas and recreation opportunities to the existing, urban-oriented sightseeing and shopping opportunities will lend variety and add quality to the travel experience within Morocco. But there also is an

opportunity for Moroccans and others to study and take pride in the extraordinary flora and fauna, geological features and scenic values that are to be found in that country.

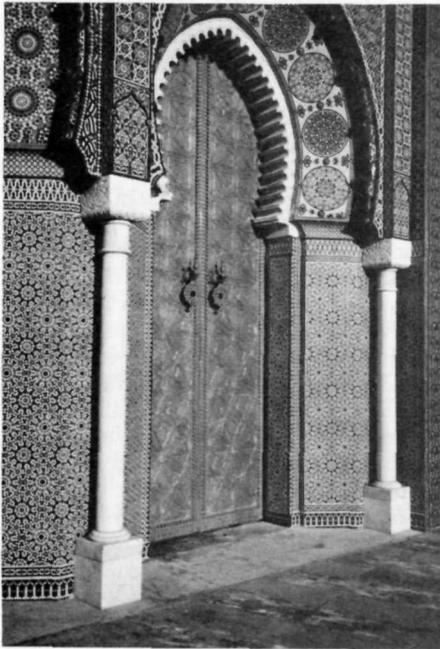
Hopefully, the work that we have begun will, in the near future, make a reality of that opportunity.



Biblical in appearance, Morocco's people wear long robes called djellabahs. Men and women commonly cover their heads. Many women cover their faces as well.



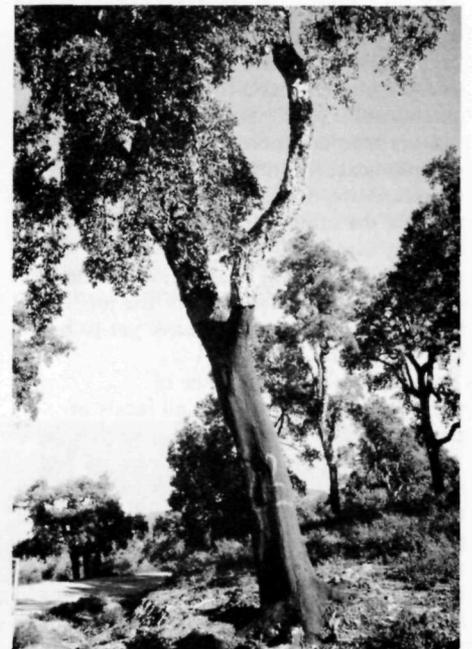
Tiny lakes in the Province of Ifrane are stocked for recreational fishing.



Gates to the royal palace in Fez are made of mosaic tiles and gold. Morocco's king maintains palaces in several provinces.



Fifty percent of Morocco's population is under the age of 20.



Morocco is a major producer of cork. A cork oak tree yields a new harvest at intervals of approximately 12 years.

(photos by Priscilla Baker)

Backing up the storytellers: cultural resource interpretation

Some of them fire salutes from the cannons of yesteryear. Others lead the public along rocky paths up mountainous slopes. Still others climb the polished stairs of authentically furnished nineteenth-century houses. They are National Park Service interpreters. They tell the park story around campfires, in empty buildings, on ships, at prehistoric archeological sites, and in midst of battlefields—anywhere and everywhere there are national parks and significant sites from coast to coast of the United States.

Backing them up are a host of curators, architects, archeologists, and other cultural resource professionals. In the long run, it is the success of the working relationships between these two groups that helps to determine the success of interpretive programs nationwide.

According to Art Allen, Assistant Superintendent, Resource Management and Visitor Services, Blue Ridge Parkway, interpretive activities fulfill a dual function. First, they give visitors a deeper understanding of a site than their own solitary efforts can. Secondly, they help National Park Service (NPS) managers achieve the Park Service mission: the successful balancing of preservation and use. At their best, interpreters serve as a link between the caretakers of park resources and the visitors who use those resources. They communicate information about the object or site, sometimes attempting to recreate the atmosphere associated with it. They also pass on a preservation message. According to Allen, this is one of the most powerful parts of the job. However, its implications have yet to be fully explored.

To instill the importance of preservation in the visitor, all facets of park management must work together. "Cultural resources personnel care for old things; natural resources for growing things; maintenance cleans up after the public; and interpreters explain the whole network to park visitors. But interpretation can devolve into playacting if the interpreters don't work as part of a team," says Allen.

At Blue Ridge, this merging of energies has allowed interpreters to "pull the cover off of buildings" in order to explain preservation as a step-by-step process. Most visitors lack an understanding of various architectural styles. This and other kinds of information can be given to them in direct, demonstrable ways. A building being re-roofed allows interpreters to illustrate the preservation process. Even the management decision to



Interpreter at work

mow along the parkway has allowed interpreters to incorporate park maintenance into their presentations.

"The public appreciates being brought into the preservation picture by being given the facts," says Allen.

In many instances, being given the facts has made the difference in a visitor's appreciation of a site. Chaco Culture National Historical Park has received several letters to this effect. One individual writes:

Three years ago I picked up these pottery shards at Pueblo Alto, which is where they rightfully belong. I returned to Chaco this spring and saw your display of letters that had accompanied other returned pieces. I was impressed that so many others who could not resist the temptation to "own" a piece of the past had in the long run realized it simply didn't feel right. Please accept my apology and return these pieces to Pueblo Alto. Thank you for your commitment to the preservation of Chaco. It would not be the same without the experience of finding (and leaving) a shard lying in the sand. Discoveries such as these make it all so much more believable and I would hope that visitors in the future would not be deprived of these experiences.

An interpretive display of letters on the park bulletin board prompted such heightened awareness. Thus, effective

interpretation promotes understanding; understanding promotes appreciation; and appreciation ultimately results in protection.

Despite this beneficial chain of events, there is an irony inherent in the process. The best protection often entails the least use, even though the interpretation of anything requires that it be used to some extent. When Grant Kohrs operated as a commercial ranch, the greatest ranch house activity occurred in the kitchen. The importance of food preparation necessitated a lot of travelling in and out. However, once the ranch was opened to visitors, most of the wear occurred around the front door, a stress the house was not originally built to take. Likewise, the Lincoln Home had greater stress on its entry and hallways once visitation and interpretive activities increased.

Compromises worked out through clear communication between interpreters and cultural resource professionals resolve some of the problems. At Mesa Verde National Park, the curator removed historic 1891 photographs of the archeological sites in order to protect them. Since these photographs represented a portion of the interpreter's program, the two of them compromised. The original photographs remained in the curator's care. However, they were replaced with copies so as not to interrupt the sharing of information with the public.

"There is always compromise, whether in the preserving of a prehistoric basket

or the preparation of a site for visitation. You alter the integrity by making trails for visitors and using modern materials that will hold up," says Allen Bohnert, Museum Curator, Mesa Verde National Park.

According to Ed Jahns, NPS Regional Curator, Rocky Mountain Region, "curators and interpreters have different sets of goals, and the real trick is for both professions to compromise to achieve good object care as well as good interpretation."

Pam West, NPS Regional Curator, National Capital Region (NCR), cites the interpretive film made at the Frederick Douglass Home as an example of effective compromise. "It was worth using the objects a small amount to make the house and story come to life," she said. At one point the actor playing Frederick Douglass had to sit down in the leather chair belonging to the famous man. "As a curator, I went 'oooh' everything, but it brings the story alive to the public." She hastened to add that this was a specialized use, and not something every visitor should expect to do. Otherwise, as she said, there would be no chair.

Like compromise, education seems to be crucial to friendly relations between interpreters and cultural resources personnel. The more each discipline understands about the other, the better informed its members are. And the better informed they are, the more they are able to help each other.

According to Pam West, the flow of information strengthens working relations at NCR. Data on projects are funneled to all professionals who are involved, whether they be interpreters, planners, or cultural resources personnel. "Almost everything I do I share with the regional curators," she says. "One thing starts another and before you know it there's a real exchange of information going on."

Ann Hitchcock, Chief Curator, National Park Service, takes much the same stand. "Communication must be nurtured," she says.

At Chaco Culture National Historical Park, this nurturing took the form of a summer seminar for interpreters led by archeologists who had intensively researched the Chaco ruins. "It exposed researchers to the questions interpreters get asked and vice versa," says Park Superintendent Tom Vaughan. "Such opportunities help interpreters to reflect the known evidence while condensing it in a form they can present to the public." Vaughan continues: "Preserving the fabric and manner of workmanship, and communicating it to the public enables us to ask new questions. This keeps the resource alive since it keeps it vibrant.

Materials from the past have current implications and help to encourage cross-cultural awareness."

Allen Bohnert's comments echo this view. He stresses the importance of cultural resource management and interpretation seen in the light of their relationships to ethnic groups. "Interpreters have to be sensitive to the fact that they frequently interpret the resources or cultural heritage of others, especially when it comes to the preservation of sacred sites and objects."

Most cultural resource professionals see the need for a greater preservation message in the interpretive programs. They want more discussion of *how* something is preserved as well as *why* it is preserved. "Most people need to become more sensitive to the details of preservation," says Bohnert. "They don't realize that when they brush against fragile prehistoric plaster on a wall, it's gone forever."

Arnold Schofield, Chief of Interpretation, Fort Scott National Historic Site, describes interpretation and preservation as "the two major threads which . . . perpetuate our cultural heritage. If they exist separately, then we will fail in our mission to preserve the parks for future generations."

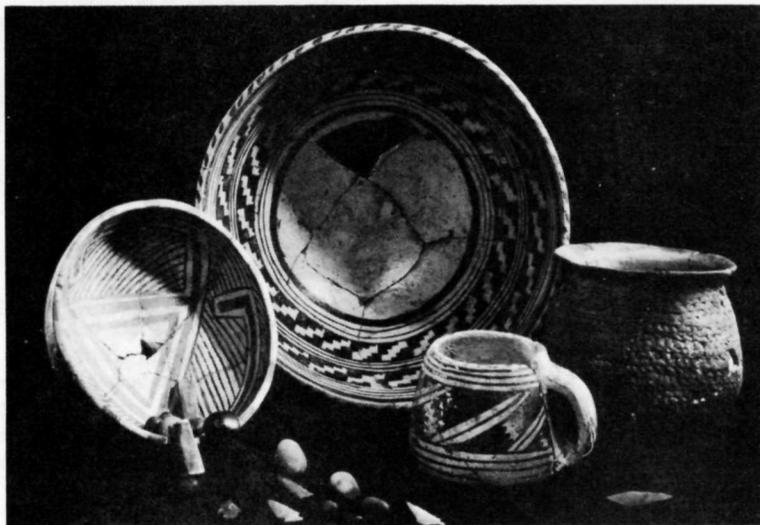
Schofield, who has worked in a variety of interpretive positions, tends to involve other disciplines as directly as possible in the interpretive process. As district historian for the grist mill along Blue Ridge Parkway, he noticed that the Maintenance Division supplied all park structures with shake roofs. He discussed the possibility with the Chief of Maintenance of making the shakes as part of an interpretive demonstration. This was approved. As a result, the public got new insight into roofing practices while the maintenance crew got the shakes ready-made for them.

At Fort Scott, interpretation acts as the eyes and ears of preservation. The site brochure and the slide presentation both indicate which buildings are restorations and which reconstructions. The park's consciousness-raising efforts have encouraged visitors to ask questions, and to perceive the past in new and vital ways.

Schofield attributes the teamwork between interpretation and cultural resources management to the small size of the park. Communication becomes easier to maintain when the curator sits beside the interpreter rather than two floors up. Even the security guard lends the cultural resource people a hand. Written into his performance standards is the responsibility for viewing the site as if he were a resource specialist. His sharp eyes have turned up dragoon buttons dating to the 1840s as well as weak handrails which maintenance crews repaired before greater damage could occur.

"I think we're all interpreters at some level," says Ann Hitchcock, NPS Chief Curator. "It's just that interpretation deals more directly with the public. The archeologist preparing a research design or the historian writing an administrative history are also interpreters. All efforts go toward the increase and diffusion of knowledge."

With growing numbers of people visiting the parks, the need for cooperation between resource managers and interpreters becomes increasingly important. Knowledge that is shared needs to be the most up-to-date knowledge available. However, only a close working relationship between the professions can ensure that. Pam West seems to sum it up: "We have so much opportunity now to do the right thing."



Fearing the parks

James Carroll
Social Scientist
Office of the Chief Scientist

Suppose, for a moment, these scenarios for visits to national parks:

• *You are one of a group of blacks visiting Bunker Hill in Boston and waiting for the tour bus. Suddenly a gang of local toughs from the surrounding community appears and begins brutally beating your friends and associates.*

• *You are in the sixth grade of Brooklyn's Public School 130 celebrating graduation with a picnic at a Staten Island section of Gateway National Recreation Area. The class is racially mixed. Suddenly you are told to "go back where you belong" by 15 angry white youths. Racial epithets are hurled, then rocks and bottles that break the windows of your school bus.*

Admittedly these are not the images, or experiences, that most of us have regarding the national parks. Yet both of these regrettable scenarios actually happened . . . at Bunker Hill in 1979 and at Gateway in 1983.

They reveal a phenomenon of growing interest to social scientists, who call it "neighborhood turf defense." The police call them "confirmed bias incidents"—violence inspired by bigotry.

In a national park system grown more urban, neighborhood turf defense has an actual or potential impact at many sites. The impact can be measured directly when a major incident winds up in a police report. Racial taunts and other minor harassments usually leave no public record. The extent to which people perceive the possibility of turf trouble at some sites, and whether they stay away for fear of it, is unknown.

To gather insight into the nature and magnitude of the problem, the Office of the Chief Scientist commissioned two universities (the City University of New York and Morehouse College in Atlanta) to conduct studies of neighborhood turf defense at two park sites—the Bunker Hill Monument in Boston National Historical Park and the Martin Luther King, Jr. National Historic Site in Atlanta.

Bunker Hill, in a predominantly white ethnic neighborhood, attracts some black visitation. Many whites visit the King site in the black area of Atlanta once commonly known as "Sweet Auburn." A two-block portion of Auburn Avenue houses new and rehabilitated structures

associated with the birth, life, and death of King, but nearby the avenue is characterized by physical deterioration, poverty, prostitution, and other features common to inner cities.

Charlestown, the community surrounding the Boston site, is settled mostly by working class families of Irish descent who have traditionally resisted newcomers of different ethnic, racial, or class characteristics. It is noted by the researchers that when the Irish first settled in Charlestown, an area separated by water from the rest of Boston, they often were greeted by signs reading "No Irish Need Apply," posted by the dominant "Yankees." A sense of physical and psychological isolation set in among the Irish.

Rising property values and a recent influx of young professional couples into the area may have exacerbated the fears of Charlestown's less affluent residents and contributed to incidents of racial hostility, the researchers conclude. The same kinds of racial friction have not been noted around the King site.

The researchers believe that these incidents have prevented black Bostonians from visiting Bunker Hill in representative numbers. The same fears are not expressed by white visitors to MLK, who are perhaps a third of all visitation, but they appear to be a self-selected group who appreciate the King legacy and are unafraid of black neighborhoods. Nevertheless, most of them visit only the crypt and do not circulate in the area. They usually come in organized groups.

In interviews with 150 visitors to MLK, only 6 referred to neighborhood conditions, and none expressed apprehension about visiting the site. A young black man from Memphis, Tennessee noted that the area needed to be revitalized, but was afraid that current residents might be displaced without assistance or a plan for their relocation.

In both case studies the authors recommend steps to improve ease and equality of access to these important historic sites, and both parks have implemented programs in line with these objectives.

The Boston NHP, of which Bunker Hill is a part, last summer began a community outreach program that involved a number of activities, among them personal contact with Charlestown residents explaining the significance of the park. Blacks have been hired as summer seasonals in the interpretive training program.

Charlestown youths are given special encouragement to participate in Youth Conservation Corps programs. Last year, according to Deputy Superintendent Wendell Simpson, about 5,000 fourth and fifth grade youngsters from the Boston area visited Bunker Hill as part of the "People in Places" program.

To facilitate visitation, the guard house at the nearby Navy Yard has been converted into a visitor contact point where literature can be obtained and questions answered. The Freedom Trail has been extended to Bunker Hill, and in the summer, a ranger leads walking tours to the site twice daily.

"We hope these efforts, and others, will encourage black visitation in the future," says Simpson. "We think attitudes are changing for the better in Charlestown," he says. "In fact, we have had no reported racial incidents here for a couple years."

A lack of crime also is reported by MLK Superintendent Randolph Scott, and Clark Moore, Chief of Interpretation and Visitor Services.

MLK continues to upgrade the site—a lighted community plaza with visitor kiosk has just been completed—and to encourage visitation, which jumped about 100,000 last year, to a record 400,000. Old homes in the area have been restored, and the original residents encouraged to return without higher rents.

"We believe there is a growing respect for this area now," says Superintendent Scott. Moore stresses that law enforcement is "very low key."

These comments, and those of Boston's Simpson, point to one of the ironies of the problem of neighborhood turf defense and a lesson in social science—that as a neighborhood upgrades and gains respect, as it becomes worth defending, so to speak, the occasions of "confirmed bias incidents" recede to near oblivion.

Further information on the research described in this article, conducted by Paul Sturm of the Massachusetts Institute of Technology under the supervision of Bill Kornblum of the City University of New York, and by Isaac Low under the supervision of Anna Grant of Morehouse College, is available from the Office of the Chief Scientist, NPS Washington Office.

Noise alert: Grand Canyon aircraft management

The National Park Service is currently addressing the environmental impact of aircraft in Grand Canyon National Park. According to Superintendent Dick Marks, "Grand Canyon National Park is studying noise and safety concerns associated with aircraft use over the park. The public review process, including five meetings held throughout the west, officially ended last December. The public review process was very successful. An estimated 645 persons attended the meetings with 216 individuals making formal statements." In addition, written comments have been received from over 500 persons. Copies of

petitions with approximately 4,300 signatures and copies of approximately 3,600 form letters have also been received.

Marks continued, "We are currently analyzing the input. Based on this analysis, we have begun to focus on solutions and alternatives as presented by the public to the park. In spring 1986, we will have another public review period to consider detailed alternatives for addressing the concern about aircraft overflights. Final recommendations to Director Mott and the Secretary of the Interior are scheduled for fall 1986."

The park is also very conscious of its

own aircraft use. An Internal Aviation Management Plan has been adopted to guide in-house flight activity. This includes a committee which reviews every routine flight request for possible reduction in the amount of park helicopter use. Also, in order to provide better public service through easier recognition, as well as to differentiate it from other similarly painted helicopters in the area, the park's contract ship was painted the standard NPS white with green trim. This \$4,000 paint job was donated by the park's contractor, Grand Canyon Helicopters, Inc.



Heliport manager Lynn Bawden, left, with park pilot Tom Caldwell

New technology for old problem

Robert J. "Cy" Hentges
Public Information Officer
Mount Rainier NP

Paradise! We all have a vision of what it must be like, but how many actually believe it exists?

Well, there *is* a Paradise, and it nests in an idyllic setting a third of the way up a 14,410-foot high glacier-clad mountain in Mount Rainier National Park, WA. Trails fan out through meadows of wildflowers. Sites with names like Alta Vista, Panorama Point, and Paradise Ice Caves beckon.

But there is also a price to be paid for Paradise, and it comes in the form of maintaining trails for large numbers of visitors across an extremely fragile subalpine environment.

Because of this, the park decided that reconstruction work on the higher trails should be done with natural materials,

and that the most feasible method of transporting this material was via helicopter. In this way, it decided, it could solve the age old problem of trail maintenance by using modern technology.

Thus, crushed rock was purchased on the open market, square rock acquired from a park quarry, and over 1,500 cedar water bars cut from trees provided by the U.S. Forest Service from the Mount St. Helens National Volcanic Monument, WA.

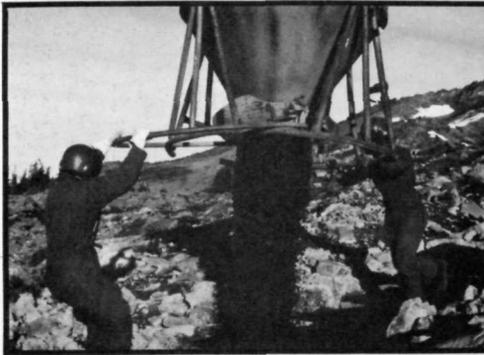
Safety was a prime factor in the operation. In preparation, new or inexperienced trail crew employees had the opportunity to handle smaller helicopter operations earlier in the year, and thus learn the ropes. With over 18 years of experience working with rotary aircraft, park Trail Foreman Mike Carney had everything well planned.

A Bell 205, somewhat larger and safer

than the Army Huey, with more capability and horsepower, was contracted to handle transporting and dropping material, some from elevations of 7,200 feet.

The total operation took six days, with sling loads averaging between 2,600 and 3,000 pounds. Overall, there was a total of 629 round trips and nearly 1½ million pounds of materials airlifted in the Pebble Creek project.

This summer, park trail crews will once again return to the slopes of Mount Rainier. With the aid of skills learned over many years in the high country, they will continue the Pebble Creek project. They will take the materials stockpiled the fall before and mold them into a safe, durable, environmentally acceptable travelway for those coming great distances to seek out their Paradise.



Unloading



Pebble Creek helicopter operation

New Supervisory Grade Evaluation Guide

The Office of Personnel Management soon will be issuing a draft of the Executive, Managerial and Supervisory Grade Evaluation Guide (EMSGEG) for agency review and comment. This will replace the current Supervisory Grade Evaluation Guide (SGEG) used to evaluate such positions. The new Guide will cover grades GS-5 through Senior Executive Service positions and will be issued in a seven-factor evaluation format.

Factors 1 and 2 measure workload and scope of program, or organization managed and its level in managerial hierarchy.

Factors 3 and 4 assess delegated authority and responsibility of the

position, and the level and purpose of contracts (these factors together are assigned over half of the total weight).

Factors 5, 6 and 7 relate to the difficulty of management and/or supervision.

The new guide is a significant departure from current methods of evaluating and classifying executive, managerial, and supervisory work. It is intended to provide a more effective tool for delegating, organizing, and classifying managerial and supervisory authorities and responsibilities. It deemphasizes the importance of the number and grade level of positions supervised, which will give us an opportunity to address many of the current issues of interest in relation to

supervision, e.g., indirect supervision of A-76 functions, supervision of temporary employees and volunteers, leaner and more efficient management structures, and guidance on evaluating superintendencies.

OPM has also informed us that a Federal Wage System supervisory standard is being studied and will be issued as a separate draft for review and comment.

As the new guides are officially released, we will ask the regions to fully test them among a good cross-section of supervisory and managerial positions.

—Mario R. Fraire
Chief Personnel Officer

Lake Mead's 50th anniversary highlighted

1986 is the golden anniversary year for Lake Mead National Recreation Area, NV—America's first and largest national recreation area.

Lake Mead's 50th anniversary "season" will be introduced with broadcast public service announcements (PSAs), both TV and radio. The spots are scheduled for release in April.

The PSAs are being produced by WASO's Office of Public Affairs. In past seasons, it has assisted with various broadcast spots, among them spots on the Blue Ridge Parkway and Natchez Trace Parkway.

Making use of recently fine-tuned video technology, the Lake Mead PSA employs color transparencies, along with a variety of video "moves" to capture the feel and appeal of this "scenic and activity oasis" in Nevada and Arizona.

Relying on 35mm slides, the PSA can be made for a fraction of the cost of motion picture work. Most of the slides are taken from Lake Mead's own files (as were those for the Blue Ridge and Natchez Trace PSAs). Incidental



photography is provided by WASO's Leo Willette, who also narrates, writes, and produces the TV 30-second and 60-second spots.

The broadcast PSAs will be provided to TV and radio stations on a regional release basis, primarily to stations in Nevada, Arizona, California, and Utah.



America's National Parks are Special Places.

PLEASE... Help Keep These Scenic Wonders Litter-Free!

Facelift for Valley Forge industrial site

Arthur Miller
Public Affairs Officer

When the National Park Service began administration of Valley Forge National Historical Park in 1977, after 84 years of management by the Commonwealth of Pennsylvania, new Superintendent H. Gilbert Lusk was faced with an expansive factory/mining complex in the heart of the park.

For nearly a century, dolomite had been mined and processed into insulation and other products at the site.

By the time Congress authorized Valley Forge as a part of the National Park System, the Keene Corporation's quarrying and manufacturing operations had ceased and the buildings stood vacant.

What to do with the site? The quarrying operation had not only disrupted the landscape and intruded on the historic scene, it had also produced huge piles of spoil material that included hazardous asbestos wastes.

The solution—demolish the plant, fill the quarries, remove the hazardous materials and restore the site to a more natural appearance. While the solution was logical, implementing it was a different matter entirely. Where would the money for this expensive project come from? What would be done with the rubble from the buildings? How would the hazardous materials be handled? Could the underground water supply be protected?

Park and Mid-Atlantic Regional Office staffs consulted with the Environmental Protection Agency and Pennsylvania's Department of Environmental Resources to develop a plan. The solution they agreed upon: "Seal" the spring-fed quarry with tons of clean earth fill. Bury the waste piles of asbestos material and building rubble deep in the dry quarry. Move barrels of chemicals and other contaminated material to approved landfills outside the park.

Demolishing the reinforced concrete buildings was no easy job. Chief Ranger Jack Fewlass remembers when the demolition contractor tried to bring down one of the buildings.

"He placed a string of dynamite charges around the base of the building," Fewlass recalls. "Boom! The charges exploded. But instead of the building dissolving into a pile of rubble, only the first floor disintegrated. The upper floors simply settled atop the rubble. The contractor had to set off a second series of charges to demolish the rest."



A contrast with the log huts of Washington's soldiers, the Keene Corporation's abandoned industrial plant awaits demolition.



Work in progress—the industrial buildings formerly stood at the left rear. Superintendent Wallace Elms expects the 44-acre site to be re-landscaped.

Contaminants, including the waste piles with asbestos materials, had to be handled carefully. Workers wore masks as they buried the material in the dry quarry.

Even dumping tons of concrete from the demolished buildings failed to fill the gaping quarries. Through special funding and operating funds the park has dumped several hundred thousand cubic yards of

fill material in the quarries. Mark Ash, Roads and Trails Foreman for Valley Forge, came up with an efficient solution for acquiring yet more fill material. The area surrounding the park is undergoing intense development. New hotels, office buildings, and housing developments are creating excess dirt from construction excavations. Mark Ash arranged for the contractors to deliver the excess to the park rather than transport it many miles further to approved dump sites. He also arranged for inspection of each truck load to insure that the fill was clean and met the guidelines set by the Department of Environmental Resources.

"So far they have brought us 38,900 cubic yards of fill material," Superintendent Wallace B. Elms states. "That's enough to cover a football field to the depth of a six-story building. If we had had to buy it, it would have cost us \$300,000." As a result of the work by Ash and Elms, the park reports a big item each month in the park's management efficiency report.

Today, trucks, bulldozers and earthmoving machines growl around the site. "If fill dirt continues to come in at the present rate," Elms estimates, "the entire 44-acre site should be relandscaped in the very near future."

Once this phase of the project is complete a 170-unit family and group picnic area will be developed with restrooms and a 100-car, 10-bus parking area, as envisioned in the park's general management plan. "Once we have this new picnic area, we will phase out three other picnic spots that are located in prime historic areas of the park," Elms said.

What was once a major industrial facility in the middle of Valley Forge National Historical Park will become a facility for visitor use. A former environmental problem will have been converted to an environmental asset.

Intake Program II introduces new talent

Five outstanding students, selected from among 200 applicants from 15 Southern California universities, participated in the second Western Regional Intake Training Program at Santa Monica Mountains National Recreation Area, CA.

The uniformed intakes began the program with two days of intensive orientation to National Park Service history, mission, organizations and goals. They also participated in activities such as interpretative talks and horse training. Shadowing the superintendent and assistant superintendents for a day was an important part of the program.

"Shadowing is a fresh approach and offers the opportunity to view the daily functions of management. The trainees were eager to participate, attend meetings, meet officials and offer constructive comments. It was a cooperative learning experience for all of us," said Daniel R. Kuehn, superintendent of the national recreation area.

The class graduated from the Santa Monica Mountains National Recreation Area phase of their training in December, then reported back to their respective schools. In June 1986, they will report to other park areas in the Western Region for another six months of field training prior to their permanent assignments in a park.

Mo Khan stated, "I am extremely pleased to have been associated with the Intake Training Program. As coordinator, I look forward to following the career achievements of each of the trainees whom we have watched expand with knowledge of the National Park Service mission, objectives and goals. As they complete this phase of their training, I would simply like to remind them . . . Remember to emphasize integrity in your pursuit of excellence."

Gus Martinez

My first exposure to the National Park Service (NPS) was through the media. I knew that Yosemite and other places existed, but I had only seen them in pictures and movies. Working for the NPS was something I wanted to do. It wasn't until my first year of college that I visited my first National Park. Even then, I knew that a career with the Park Service was not the easiest to attain. I learned of this situation in high school when actively involved with an ecology club for students interested in nature and a career in outdoor education or any career in the outdoors. I entered UC Santa Barbara (UCSB) hoping to become a teacher, bypassing my concern and love for nature. At UCSB I was selected to participate in a seminar in the Environmental Studies Department, taught by Roderick Nash, on the Grand Canyon and Canyonlands National Parks. At the same time, I waited for word on my status for the Cooperative Education Intake Program. I received word of my selection before I left on a field trip to Grand Canyon and Canyonlands. I spoke with employees in the other parks, the best advice I got was to be flexible. Thus, I hope to continue a career in the National Park Service in the Law Enforcement/SAR field and would also like to do interpretive work.

Josephine Gonzalez

Growing up as an inner city resident, I had little exposure to the National Parks. However, I have always had a strong respect for wilderness. I am particularly interested in the marine environment. I am currently enrolled at California State University at Long Beach studying for a Bachelor of Science degree in marine biology.

My first experience as a park service employee was as a seasonal at Channel Island National Park. That is a summer I will never forget. I took away with me a feeling of having accomplished something worthwhile. It's a good feeling to work with people who feel the same way you do about the environment.

The park service is going to be facing many new and different challenges in the coming years, some old problems may require new solutions. I hope that by initiating the "Intake" program the park service is inviting people with new perspectives, but who still hold the park service ideals in mind.

SAMO woos flicks biz



Using the catch phrase "Shoot out at Paramount Ranch," Santa Monica Mountains National Recreation Area, CA recently joined representatives of 40 communities in an exposition to promote filming throughout the state of California. The two-day event was sponsored by the newly formed California Film Office, and was linked with the state's "Discover the Californias" promotion. Participants in the event were members of city, county or regional economic development associations or Chambers of Commerce. The National Park Service (NPS) joined the California Highway Patrol, the City of Los Angeles and Los Angeles County as permit issuing agencies.

For two days the participants, dubbed film commissioners, attended workshops.

Each evening the commissioners staffed their booths at by-invitation-only receptions. Governor George Deukmajian hosted the first night's reception. In his

welcome remarks, the Governor stressed the importance of the entertainment industry for the whole state, not just one region. He noted that the presence of film commissioners from all regions of the state underscored his belief.

The second night's reception was hosted by the California Film Office. The 400 invited guests included art directors, location managers, advertising producers and independent directors. In contrast to the social atmosphere of the previous night's activities, this was a work session, with guests asking specific questions relative to current or upcoming projects.

"We want them to use National Park Service lands in the Santa Monica Mountains whenever it is appropriate," explained Film Permit Coordinator Alice Allen. "We can accommodate them without interfering with other visitors, and are set up to handle permitting and monitoring. More importantly, filming

BELONGS in the Santa Monica Mountains." She cited Paramount Ranch as an example. Given its name when owned by Paramount Studios, its use as a filming location has intermittently continued after the Studio sold it in the late 1940s.

In an effort to interpret the site's movie history, NPS has begun restoration of the site's thirty-year-old Western Town set. Allen displayed photos and slides of the completed portions of the set. "This is a working set," explained Allen. "We expect it to change. Each production company will have its own ideas of how they want it to look. Some changes will be temporary, while others will be allowed to remain permanently. We have designs for the parts of the town that have not been rehabilitated and if a production company has ideas that fit in, they will leave their mark on the town."

Initial rehabilitation of the set was

accomplished by NPS crews who removed safety hazards and stabilized the buildings. Painting the set required set painters to make the town appear old and weathered. That portion of the project was underwritten and facilitated by one of the NPS commercial use licensees. Any future work will have to be funded by private sources. For that reason, Allen told industry representatives, "We are always on the lookout for donations toward the rehabilitation effort."

California Film Office director, Lisa Rawlins, applauded NPS participation in the exposition. She noted that the attitude of the local NPS staff was a major factor in establishing the National Recreation Area's good reputation with the industry. "If they don't have what you need or can't allow you to do what you want on their land, they will refer you to someone else. They may not always say yes, but they will always help." Rawlins said that NPS participation in the two-day exposition would help her get more areas

open to filming. "If a national park can figure out how to cut through the red tape, keep them (production companies) off the grass, and still say 'yes' the next time, then anyone can." Rawlins also predicted better communications between parks and their local communities. "Many of our commissioners never thought of involving their local national park or state park in their efforts. After meeting the NPS people here, they may want to work more closely with NPS rangers in their community or region."

Your National Park Service reminds you . . . Take pride in America

Last autumn, Secretary of the Interior Don Hodel announced the creation of a new campaign to foster public awareness of citizen responsibility towards America's public lands.

Scheduled to officially kick off in early summer of this year, Take Pride in America is intended to educate and inspire citizens and organizations to positive action. A nationwide program to promote public perception of the finite and fragile qualities of America's natural, historic, and public land resources, Take Pride will also encourage private-sector initiatives in volunteerism, conservation, education and funding.

In order to give recognition to outstanding or particularly imaginative projects, a multi-faceted awards program will be implemented.

The benefits of this program for NPS employees and facilities are obvious. While the campaign is intended to stimulate creativity and increased citizen involvement in national parks and lands, its primary and most immediate effect will be seen in public education. For instance, by educating the populace, thereby fostering a greater sense of responsibility, Secretary Hodel expects that the chronic littering, theft and vandalism which plague the national lands and historical sites will be significantly reduced due to the implementation of citizen self-policing, park watch programs, and other innovative solutions.

NPS Director William Penn Mott also has expressed a particular interest in the problem of litter (noncontainerized trash) in the National Park System. Mott strongly believes that, using the Take Pride in America program as a launching pad, the public can be inspired to



voluntarily help alleviate this resource threat and major drain on NPS funds, which amounts to approximately \$180,000 per year in Yellowstone alone.

NPS employees at every level should be prepared for an influx of volunteers, heightened public interest, and private-sector initiatives. The challenge is for all employees, from the Director's office to summer hires, to greet this new enthusiasm and interest with encouragement and imagination.

The NPS already has in place a number of innovative and successful projects at the park level. For example, Director Mott intends to enhance future Boy Scouts of America involvement with NPS by combining this long-term and mutually satisfying partnership with the Take Pride initiative. Another appropriate use of the Take Pride incentive will be for those with successful programs or ideas for programs to share them with others who must deal with similar problems. While the public is being educated by Take Pride, the NPS should increase its in-house awareness of common goals and needs, working together to share production sources and cost-effective solutions. This "community" attitude will help sustain a climate conducive to allowing NPS to take full advantage of the Take Pride campaign.

Additionally, all NPS employees should be on the alert for programs which particularly reflect the Take Pride in America spirit. Those which are believed to deserve special recognition should be brought to the attention of the NPS liaison with the Take Pride campaign.

The NPS full-time interface with Take Pride in America is Special Assistant to the Director Trudy Harlow. Ms. Harlow expects to serve not only as liaison for NPS with the Interior-based Take Pride campaign, but also will actively participate in the promotion of Take Pride in America-oriented projects and ideas within the NPS.

In keeping with the NPS's long association with the Keep America Beautiful effort, Harlow is particularly seeking clean-up and reclamation efforts which could be included as pilot projects for the 1986 Public Lands Day to be held in September. Proposed projects will be submitted to KAB at its May 1 task force meeting. It should be noted that while KAB participation in proposed projects is encouraged, it is by no means necessary for inclusion as a pilot project. Additionally, there is every expectation of the development of a joint Take Pride-Keep America Beautiful awards program, which will be of interest to all NPS employees.

All inquiries, suggestions and requests for assistance concerning the Take Pride in America campaign should be directed to Ms. Harlow at (202) 343-4010 in Washington, D.C.



The Director's Report

By William Penn Mott, Jr.

A World Class Host With Class

The National Park System is today host to peoples from all over the world and to Americans from every walk of life. It is not unusual today to see among park visitors those wearing turbans and saris, or hear visitors speaking Arabic or Japanese, or families communicating in sign language. Diversity and differences characterize National Park System visitors more today than at any time in history. These changes are likely to increase in the future.

The diversity of park visitors means that National Park Service employees will have increasing occasion to come in contact with and, perhaps, experience other cultures and lifestyles, some of which may seem very "foreign." Religion, food preferences, dress, family structure, and many customs and lifestyle elements may be very different from what we have experienced in the past. We also see those cultural differences in domestic visitation, generally reflecting the highly pluralistic character of American society. We will similarly experience these same influences in our own career ranks as we come closer to our goals for equal employment opportunity. There are important consequences of this reality:

- The National Park Service must prepare for and be able to meaningfully provide services for and communication with these diverse clienteles, and
- NPS must consciously seek to respect and accommodate wide ranging differences among visitors and professional colleagues in lifestyles and values with sympathy, dignity, and tolerance.

Many employees do much of this now and many parks today provide special services for foreign visitors, such as foreign language brochures and interpretation in a language other than English. Some food services accommodate vegetarian preferences. A growing number of Rangers and other employees can sign. All these activities and



opportunities are important and bring large measures of appreciation from those who benefit.

But we have need for more. Some of our foreign language materials suffer from being too literal or too much the product of well-meant amateurs. An "A" for effort, but only "B-minus" for effect. As the number of visitors increases, the range of alternatives needs to similarly expand. Because we do as much as we do, it is easy to believe we have done enough.

I believe that parks have a special meaning in our national life—a meaning that suggests parks are a place where the human spirit is more free, more capable of permitting people to be themselves, closer to a oneness with universal truths about humankind and about our relationship to nature and the sacred truths by which we live.

For me, parks do, indeed, touch values as eternal as we can measure.

And for that reason, I think we need to do all we can as park managers to facilitate the understanding of those values by people from other cultures and circumstances. We have in our trust a chalice of values to be shared. To that end, we should within the limits of our

preservation mandate welcome the customs and lifestyle choices of others with whom we come in contact, with respect and sympathy and dignity.

I believe it is too easy for government employees—all of us—to think there is only one way to enjoy and use the parks and that when the visitor enters "our parks" they must "do it our way." Though I know this feeling is motivated by our own devotion and commitment, it fails to extend to others the freedom of which I speak.

These matters are not something about which policy can be written, because it really reflects attitudes and values more than rules. Whether we learn to sign or learn a foreign language, or whether a new employee from another cultural background who joins our ranks is made to feel a member of the Park Service family is not something that can be ordered or sanctioned. It is however, something toward which we can all strive—because it is right.

NPS employees will inevitably express their own personal philosophies through daily professional actions. The finest park organization as host to the finest parks in the world cannot do otherwise.

A Man Ruled by Modesty: Park Chief Brushes Off Compliments

Frank Ahigren, Jr.

He is low-key and doesn't like to take credit. But if it weren't for Frank Smith there is a chance El Paso might not have the El Siglo de Oro drama festival, the Folk and Jazz Festivals, and all the other special forms of entertainment that come to the Chamizal National Memorial.

Smith, superintendent of the Chamizal, has been with it from the first. To many people in El Paso's entertainment world, he is Mr. Chamizal personified.

But he won't admit it. "All I do is coordinate things. I don't do anything that a few hundred people in our outfit (the U.S. Park Service) wouldn't have done as well or better than me.

"And we've got about 30 people around here doing jobs more interesting than mine: they're the most efficient gang in town," Smith said, naming off Park Service personnel who maintain the Chamizal theater, grounds and other facilities, who are in charge of entertainment bookings, cultural events, security and all the myriad aspects of running a national monument.

Smith is a big, humorous, soft-spoken man, whose present job is the result of long years of preparation and no little talent.

A native of Pueblo, CO., he is the son of a salt company salesman. ("He was very successful in convincing the world that one salt is better than another.")

But Smith "grew up in a world of music. My father had an incredible baritone voice" that he exercised in local amateur opera productions. "I started with a bent toward classical music. I played the French horn for lots of years, growing up."

In the Army, however, he traded the horn for a guitar, which he still plays. "Not very well," he said with typical modesty. "That was during the Kingston Trio folk music days, and the sort of guitar you learned in an Army barracks then wouldn't be considered good style now."

However, the experience led Smith to a unique avocation: for years he has been collecting military folk songs. He is probably one of the few people in the world who know the words to "The Garry Owen," the 18th century Irish rebel song that became the U.S. 7th Cavalry's trademark. "If you get into something that not many people do, that makes you one of the world's few authorities," he quipped.

He obtained a college degree in electrical engineering while in the military, and following his discharge took a degree in music from Pueblo Junior College, now the University of Southern Colorado. Not satisfied, he got a bachelor of arts in anthropology and did graduate work in that field at the University of Arizona.

He worked a summer with the Arizona Highway Department. "I was not looking forward to returning to that survey crew, and then a vacancy came up to do seasonal archaeology work at Mesa Verde National Park, the summer of 1948. It took maybe two weeks for me to decide that was what I wanted to do the rest of my life."

Smith's career with the Park Service took him to a variety of places, among them Tumacacori National Monument, Carlsbad Caverns, the office of the Service's chief archaeologist in Washington, D.C., curator of the regional museum in Santa Fe, Fort Davis National Historic Site and Grand Canyon National Park. It was at the Grand Canyon that he met "a nice looking tourist gal" from North Dakota. They got to be friends, corresponded and were married at Grand Canyon.

"She goes by Mary Pauline. When we were married, she declared she wouldn't be Mary Smith." They have a son, Frank B. Smith II, who manages an El Paso restaurant, and a daughter, Alison who is finishing her master's degree in political science and government at Texas Tech University.

Smith is a historian. For example, he knows much about frontier firearms, and decries the belief that the 1873 Winchester 44-40 and the six-shooter were "the guns that won the West."

"It was the 12-pound mountain howitzer," he maintains. "That was what destroyed the Indian military might. That, and the Army's single-shot, breech-loading 45-70 Springfield—a heck of a better gun than Model '73. But no one ever saw a movie with John Wayne carrying a mountain howitzer of a Springfield on his hip."

Smith insists on crediting the Park Service, not his own personal abilities, for the success of the Chamizal or any other national park. "Most of us started out as seasonals, part-time work mostly in summer. We fell in love with it. It takes a special outfit to put up with a modest income and bureaucracy and all the other problems and frustrations involved in what we try to do. Park Service people forego more lucrative work to save our natural and cultural resources and present them to the public. Everybody I know is proud of the job they do, immensely proud."

Smith says the Park Service traditions, pride, and attitude of public service are not going to change "at least for another generation. Every year we're getting top people . . . 200 applications just for seasonal work. Statistics prove the best and the brightest want to work for us."

However, he said, the Service sees its future as a time when "we are going to have to resolve some things. We must find ways to live with encroaching civilization."

EL PASO HERALD-POST
El Paso, Texas

Park Briefs

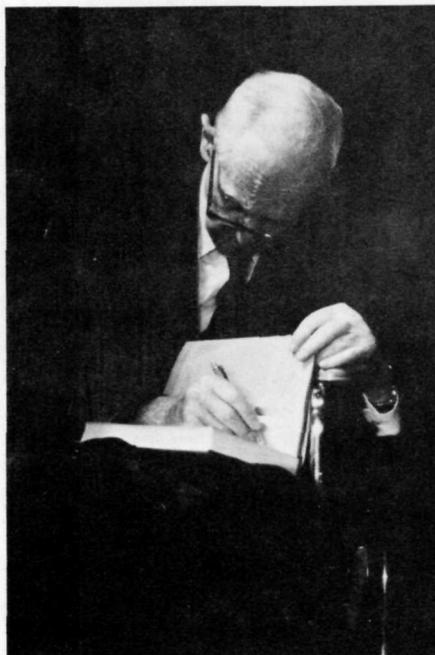


FREDERICKSBURG and SPOTSYLVANIA NMP, VA—During 1985 the park awarded construction and service contracts designed to improve visitor services, protect the historic resources, and assist the local economy. One of these projects includes Chatham Manor, where garden restoration began three years ago. Plantings, 60 years old or more, had grown unsightly. Upon consulting Historical Architect Reed Engle of the Mid-Atlantic Region, a three-phase program was initiated to repair walls, walks, and statuary. Phase One completed the planting of trees, roses, bulbs, and the installation of 48 parterres. Local groups such as the rose and the iris society became actively involved. A public service organization also started a program for the retarded, allowing them to grow, plant, and weed gardens.

ROCKY MOUNTAIN REGION, CO—Nathaniel P. Langford, Lt. Gustavus Doane, William Henry Jackson, Dr. Ferdinand V. Hayden—these men seem larger than life to us now as we read of their exploration of the Yellowstone region and the forming of the national park idea. But what were they really like? Did they start their expeditions with an altruistic, philanthropic attitude, or were they motivated by selfishness and their own interests?

Playwright Frank X. Hogan examines what the character of the Yellowstone expedition members might have been in his play, "Pleasuring Ground", which premiered in Denver in January. At the intimate Source Theater where the audience enjoyed a close affiliation with the actors, the explorers displayed their humanness in Yellowstone's inspirational setting. Their individuality shows forth as greed, power, personal grief, professional pride; closest secrets and similar emotions are overcome in the realization that the marvels of Yellowstone should be preserved "as a public park or pleasuring ground for the benefit and enjoyment of the people."

SANTA MONICA MOUNTAINS NRA, CA—Horace Albright needed no introduction as he entered a roomful of family and friends, recently gathered in the Santa Monica Mountains to celebrate the publication of his book, *The Birth of the National Park Service: The Founding Years, 1913-1933*, as told to Robert Cahn. After a few short speeches by co-author Cahn and others, Mr. Albright regaled the gathering with stories of the past—personal experiences that still express his deep concern for the country, the land, and its people. Many original copies of *Oh, Ranger* surfaced, extended by young rangers for Mr. Albright to autograph.



Horace M. Albright

WIND CAVE, NP, SD—An Elk and Bison Management Plan, which resulted in the presentation of a unit citation award, continues to be successfully carried out in Wind Cave National Park. Approximately 260 bison have been rounded up for testing of brucellosis. The elk population was reduced to stay within the vegetative range capacity. The 130 elk tested for brucellosis proved negative. They were culled from the park's herd and made available for live transport to five Indian tribes in South Dakota. Currently, these tribes are either enhancing the herds or starting new ones.

Principal employees involved in the program include Chief Ranger Steve Bone, Supervisory Park Ranger Paul Broyles, Park Ranger Joe Allen, Research Biologist Rich Klukas, and Chief of Maintenance Lowell Butts.

OZARK NSR, MO—Arthur L. Sullivan, Superintendent of the Ozark National Scenic Riverways, was named the Water Conservationist of the Year by the Conservation Federation of Missouri during the Federation's annual banquet on March 8. The Federation, with more than 30,000 members, is the largest conservation organization in Missouri.

VOYAGERS, NP, MN.—Ground was finally broken on the shores of Rainy Lake for the park's first major visitor center. Superintendent Russ Berry described the tortuous path leading to this event. "It was only through the efforts of the state's congressional delegation, the state-created Citizens' Council on Voyageurs National Park and other interested parties, that the visitor center is now a reality. There were difficulties in choosing the most appropriate sites, in acquiring funding, and in securing wetlands permits from state and federal agencies . . . The construction has marked a turning point in relations with the local communities. In the last decade, those communities were reluctant to host a national park; now they are actively demonstrating their support and enthusiasm."

WASHINGTON OFFICE, DC—The National Park Service Office of International Park Affairs asked the Student Conservation Association, Inc. to handle an exchange of American high school students with students from the Federal Republic of Germany. The exchange was proposed under the President's International Youth Exchange Initiative. As a result, 14 U.S. participants traveled to Bayerischer Wald National Park, an agency of the Bavarian Ministry of Agriculture that manages the Republic's two national parks, and 12 German students with 2 German supervisors came to America.

The U.S. participants spent two weeks on projects that included trail reconstruction at the Bayerischer Wald. They lived with the families of staff members and hiked in the Bavarian Alps. The German participants were divided into two groups that carried out three-week-long projects in Rocky Mountain National Park and North Cascades National Park. The groups lived in tent spike camps and shared in the backcountry wilderness experience.



Faneuil Hall wheelchair lift being operated the first time.

BOSTON NHP, MA—The National Park Service joined with Senator Edward Kennedy's office and the city of Boston to dedicate the wheelchair lift at Faneuil Hall. Historically significant as a forum for free speech, the second-floor meeting hall had been inaccessible to mobility-impaired persons for over 200 years. Installation of equipment which overcomes the barriers to accessibility marked a new era for the hall, still in active use today.

Commenting on the project, Superintendent John Burchill stated, "This is another example of the community cooperating together to successfully

achieve preservation and access goals." He cited the contributions of the city of Boston, Senator Kennedy and his staff, and Adaptive Environments, a private non-profit group.

CARLSBAD CAVERNS, NP, NM—The Amoco Foundation, Inc., headquartered in Chicago, recently approved a \$45,000 donation to produce a cave geology film/exhibit for the park visitor center. The grant will enable the park to provide increasingly informative presentations for university and industry geologists as well as the general public.

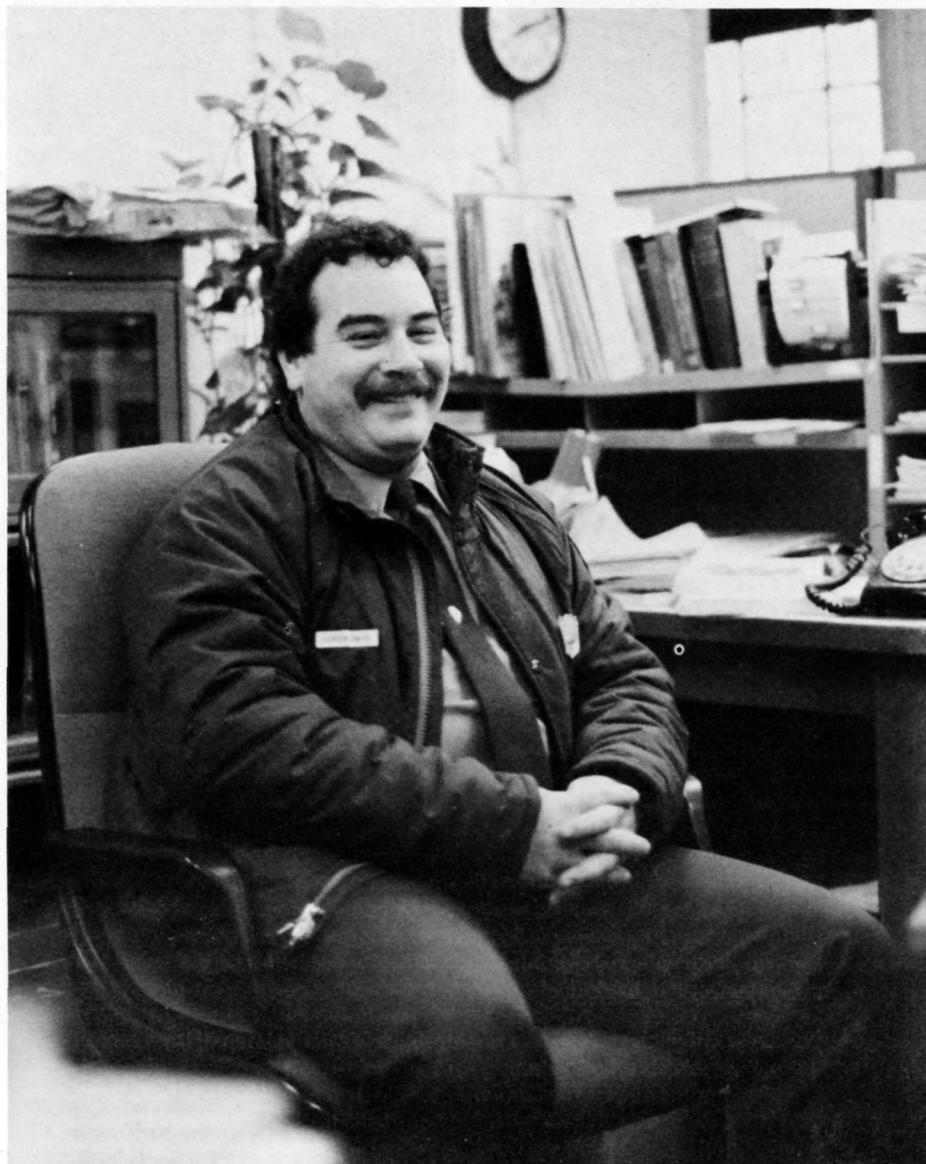


CANYON DE CHELLY NM, AZ—Herbert Yazhe has been appointed the new assistant superintendent for the monument. His responsibilities include helping Navajo people living in the canyon to handle problems that range from erosion to illegal entry. He knows the area well, having worked as a Navajo tribal ranger for 14 years, writing plans of operations for park management for other tribes, and serving in several positions within the Navajo Nation division of resources prior to this position. Of the canyon he says, "The whole background of the history of the Navajo people derives from the canyon. It holds stories about the traditional Navajo life style." His interest in the outdoors first drew him to the park, he concludes. "I never did like sitting inside."

GLACIER NP, MT—Wolves are back in Glacier National Park. Previous known sightings occurred in the early 1950s when several small packs of animals were reported. Up until recently, only a few isolated singles have been seen. Acting Superintendent Alan O'Neill and other officials met recently at the park with residents and various local agencies representing the North Fork of the Flathead River, where there have been numerous wolf sightings in the recent past. The group signed an agreement to coordinate activities and to work to resolve any problems, particularly as they affect land use planning. Landowners so far have withheld judgment on what the park is referring to as a "natural recovery" program. In addition to some 15 wolves known to be on the west side of the park, at least two wolves have been sighted in the Cut Bank and St. Mary Valleys of the east side.

SLEEPING BEAR DUNES, NL, MI—A fire triggered by an acetylene torch during installation of a compressed air pipe destroyed the lakeshore's maintenance building. Within five minutes, the north end of the 90-foot by 125-foot leased building was ablaze, and

within 10 minutes the entire building was involved. Four volunteer fire departments helped battle the flames. There were no fire-related personal injuries. The estimated NPS losses totaled more than \$650,000 in equipment and replacement shop space.



INDIANA DUNES, NL, IN—Gordon Zwick was off duty when he and his brother saw a ten-year-old boy swimming off shore. Zwick remembered thinking, "He's too far out," just as the child went under.

Immediately, the two men plunged into the Lake Michigan waters. Robert Zwick reached the boy first, but was exhausted by the effort. Gordon Zwick

retrieved the child and brought him in, keeping an eye out for his brother's safety also.

Once ashore, Gordon alerted Park Protection and the emergency medical system. He calmed the boy's mother and a young onlooker overwrought by the event. Asked how it feels to have saved a child's life, Zwick replied simply, "I'm just glad I was there at the right time."

FORD'S THEATRE, NHS, DC—If it hadn't been for Kenneth Parker, a mason and 18-year NPS veteran, the Park Service might have lost some valuable clues to life in 19th century Washington. Parker had been replacing rotten boards at the Petersen House when he noticed bones and bits of ceramic in the dirt. He immediately contacted Joe Geary, the site manager.

"We've got bones," Joe Geary told the regional archeologist, Stephen Potter.

And indeed, he did . . . over 1,500 animal bones, the remains of many a meal tossed out the back door of the Petersen House between 1850 and 1865. Mingled with the bones were marbles, pins, children's toys, microscope slides—anything and everything that might have been used in a busy boarding house circa the Civil War. Over 6,000 artifacts were recovered. Throughout the next year, these will be analyzed. Their secrets will be probed in order to piece together an accurate picture of mid-century Washington.

Said Joe Geary, "We forgot how fast the city was changing back then. Louisa May Alcott said she was never sick before she came to Washington and never well after that. Once we understand the total scene we can understand a lot of the factors that have to do with murders and other crimes. It was just part of the picture of the times. You didn't have to be a mystic to know you could be done in."

"For me," he continued, "the great story here is the value of having employees who know what's going on. If it had been someone in off the street, he might not have been as sensitive. Ken Parker had even saved out pieces he had found and put them on the window sill. I think it serves the public well to see we have this kind of person working for the NPS."

Some of the artifacts removed from the site have been put on view in display cases so that visitors can get a better feel both for the process of archeology and for the historic period. And visitors have responded well, coming in large numbers weekly to see the dig.

"You don't have to find the holy grail every minute to get the public's interest," said Geary. "We don't have King Tut's tomb here. But what we do have is some insight into how each of us might have lived over 100 years ago."

NPS People on the move

Richard B. Smith to Carlsbad Caverns and Guadalupe Mountains National Parks

Richard B. "Rick" Smith, 47, a native of Grand Rapids, MI, has been named superintendent of Carlsbad Caverns and Guadalupe Mountains National Parks. Associate Director for park operations in the National Park Service's Mid-Atlantic Region in Philadelphia since 1984, Smith

assumed his new duties March 30, succeeding William Dunmire who retired in August 1985.

"Rick Smith is a dynamic professional whose skills are well suited to the responsibilities of simultaneous management of one of the nation's best-

known, most popular parks and one that is still relatively unknown and undeveloped," said National Park Service Director William Penn Mott, Jr. "I am confident that his management skills and commitment to excellence will serve him well in this new post."

Special People

Portrait of a volunteer

Terry Baldino
Park Ranger
Carlsbad Caverns National Park

In these days of restricted budgets, volunteers are becoming more common throughout the national park system. They work under the Volunteer-in-Parks Program, authorized by Congress in 1970. Many provide park visitors with information on what to do and see during their visit. They help them understand safety precautions, resource protection, and the natural and cultural history of the park area. Some do research in history, archeology, and natural sciences. Others help in resource management activities such as wildlife surveys and erosion control, while others volunteer for maintenance activities.

Wherever there are tasks to be done, there are volunteers helping to do them. One such volunteer is Nelda "Nel" McCoy of Sault Sainte Marie, MI. Nel willingly traveled 2,000 miles to work at Carlsbad Caverns National Park without pay. A recent graduate of Northern Michigan University with a degree in conservation and a minor in photography, Nel hopes her efforts eventually help her secure a park ranger position. Her desire to obtain park experience was only one of the key reasons she applied as a volunteer.

The park has benefitted as much as Nel from her dedication. She and others have supplemented limited staff in a time



Nelda McCoy

of tight budgets in order to keep cave operations running smoothly. Nel roves the main corridor and Big Room of the cave, providing information to visitors about cave formations, the cave's discovery, and its present development.

How did a woman born and raised in Michigan hear about volunteer opportunities at Carlsbad Caverns in New Mexico? A magazine advertising outdoor learning and recreational

opportunities ran an ad. "Do you like people?" it queried. "Are you concerned about the environment? Do you have skills or talents you'd like to share with others?" To each question, Nel answered "yes."

Nel has given up a great deal of her own time to be a volunteer at Carlsbad Caverns. Has her stay been worthwhile? According to Nel as well as the park staff, the answer is another definite *yes*.

Innovative program helps handicapped and the park

Larry Waldron
Chief Interpreter
Indiana Dunes National Lakeshore

When Rick Vinson says, "I'm a good worker," Harry Tice would agree with him.

Vinson cleans office buildings and visitor centers at Indiana Dunes National Lakeshore. Harry Tice is the park's contracting officer. Together, they are part of an arrangement that benefits both the Federal Government and a group of handicapped citizens.

In 1984, Tice attended a services contract class where he learned that the Department of Defense contracted with a sheltered workshop to provide the Pentagon with janitorial services. The concept excited Tice, who presented it to Superintendent Dale Engquist. With the superintendent's approval, Tice then visited Michiana Industries, a sheltered workshop in Michigan City where clients assembled pallets and packaged manufactured items.

Tice explained his plan to hire shelter clients, and the staff enthusiastically agreed to help. As one staffer said, "It will be exciting for us. There is no question about that. This is the real world."

No similar arrangement for janitorial services existed in the National Park Service, however, so the burden fell on Tice to research and draw up a contract. Both the park and Michiana Industries waited anxiously while the proposal was reviewed. When final approval came from the National Institute for the Severely Handicapped, the last hurdle was cleared. Tice briefed all park divisions on the new contract, in order to assure good working relations with the handicapped clients.

"There was no need to worry," Tice said. "The staff accepted them wholeheartedly. Everybody has learned a lot from working with these folks, not to mention the fine work we are getting for our money. It's a good deal for everybody."



Rick Vinson, a client at Michiana Industries Sheltered Workshop, enjoys the outside work at Indiana Dunes NL.

Awards

Kausch and Rogers receive length of service pins

Paul Kausch of the Midwest Regional Office recently received his 30-year service pin. Joining the Army Corps of Engineers in 1955 as a cartographic draftsman, he remained with them until 1967 when he transferred to the National Park Service at Fire Island National Seashore, NY. Later assignments took him to Indiana Dunes National Lakeshore and to Billings, MT, where he worked at Glacier and Grand Teton National Parks. His current duties include coordination of the Midwest Region's Historic Property Leasing Program.

Darwin E. Rogers, a cartographic technician in the Midwest Regional Office, recently celebrated 40 years of Federal service.

Commenting on his NPS career, Rogers said, "I had contacts with many, many people in various lines of work and always found it very uplifting to work with all of them."



Paul Kausch



Darwin E. Rogers (right) with Midwest Regional Director Charles Odegaard

Other Honorees

- **Shirley Payne**, an archives technician at Carl Sandburg Home National Historic Site, NC, received an Exemplary Performance Award from Superintendent Benjamin Davis in recognition of her work in developing a nationwide program for cataloging museum objects.
- **David R. Kangas**, Chief of the maintenance division at Guadalupe Mountains National Park, NM, has received the Regional Director's 1985 Safety Award for the Southwest Region. During his service as Guadalupe Mountains safety officer, significant improvements have been made in the area's safety program.
- **Charles A. Glanville**, Director of Development of the Children's Hospital staff, accepted a donation of \$2,663 from U.S. Park Police Chief Lynn H. Herring on behalf of the National Park Service and the U.S. Park Police for the Children's Hospital Fund. Herring was accompanied by Officer Robin S. Heckathorn, Terry Carlstrom, Associate Regional Director, Professional Services, Lieutenant Samuel N. Fontaine, and Officer Daniel W. Calloway.
- **Mildred Saylor**, Tammie Hugs, and Levetta Gordon were recently recognized for outstanding work performance at Bighorn Canyon National Recreation Area, MT. Vacant positions created additional work which they assumed in addition to their regular duties.

A NOTE OF THANKS

Following a serious auto accident which involved his son, Machine Shop Foreman Larry Gaches participated in the boy's therapy, thanks to some very cooperative people at Golden Gate National Recreation Area.

They arranged for one of their mechanics to temporarily exchange positions with Larry at Lassen Volcanic National Park, while he took over at Golden Gate in order to be near his son.

Sincere thanks are due to the Golden Gate staff, whose cooperation made the temporary personnel exchange possible. And a very special thanks to Bill Bassett, Heavy Mobile Equipment Mechanic, who disrupted his routine to accept a three-month assignment to Lassen Volcanic, allowing Larry to be with his son during an extremely critical time.

Upon leaving Lassen Volcanic and receiving the thanks of his co-workers, Bassett commented: "Well, that's what it's all about, isn't it?"

—Bob Lake

Murr celebrates 40 years

Chickamauga and Chattanooga National Military Park Superintendent Ann Belkov presents 40-year government service pin and letter to Facility Manager Emerson Murr.





E&AA news and notes

E&AA and the "French Connection"

During World War II, Colin Ritter, a NPS Alumnus, served with the 35th Field Artillery Group in Bruyeres, France. Here, he became acquainted with Madame Jean Bexon, her husband, the late Monsieur Jean Bexon, and their five sons. This "international" friendship has continued for more than 40 years and spanned four generations of Bexons.

Colin wishes to inquire whether any E&AA members would be willing to temporarily alter their lifestyles in order to accommodate the Bexons' grandchildren—Jean-Brice, 17, and his sisters Patricia, 21, and Anne, 19. Very responsive, family-oriented, and extremely self-reliant, they are interested in spending several months in the United States.

Colin felt that our members either might be willing to host these visitors or know of NPS teenagers who would like to exchange visits with them. He felt that rather than have one, two, or three of the children spend the entire summer with just one family, it would be nice to give them the opportunity to visit throughout the country and see some of the National Park System. Depending on the number of interested families, they could stay a few days with each.

The Bexon grandchildren would be covered by their own insurance programs, and handle all their transportation costs to and within the U.S. They prefer to be considered as working members of their American host-families, fitting quietly into the normal

daily routine without being pampered as special guests.

This is a great opportunity to add tremendous sparkle to the Bexon's visit, as well as open up mutual windows of understanding. Anyone interested in becoming an American host, please write to Colin at One South Lakeside Drive, Apartment D-1 Lake Worth, FL 33460 or telephone him 'collect' on 305/586-5578 for further information. The Bexons can be contacted directly at the following address: Gerard and Helene Bexon, "Les Cedres," 74000 Rue de la Barallaz, Annecy la Vieux, France.

E&AA Bulletin Board

- John Cook, E&AA Chair, held a mini-meeting of the E&AA Board while in the Rocky Mountain Regional Office/Denver Service Center, March 20 through 23.
- The Shenandoah Reunion was held April 9 and 10.
- Book sales for the 40% discount purchase offered to E&AA members has passed all expectations. Orders have been received for over 200 autographed copies, with numerous orders being received each week. Please allow 8 to 10 weeks for delivery because of possible delay in signing the books by Mr. Albright. Total price is \$13.50. Send check to Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041.
- Howard W. Baker, along with Jim Ryan, Ray and Helen Rundell, and the Joe Beers all traveled from Omaha to Shenandoah for the E&AA Reunion on April 9 and 10 at Skyland.
- Howard also plans to travel to Tuscon and visit with "Spud" and Jane Bill, and "Tiny" and Flora Semingsen. While in the SW, Howard also hopes to see the Ben Thompsons and some of the NPSers in Phoenix as well.

Please check your May 1986 COURIER for a fantastic raffle of two round trip tickets on World Airways from Baltimore/Washington to San Francisco, or vice versa.

Raffle tickets are \$2 or 3 for \$5. Offer due to the courtesy and generosity of World Airways, Inc., and Priscilla Baker, assistant to the director for tourism. Raffle benefits the Education Trust fund of the E&AA.

E&AA membership exceeds 2,000

The Employees and Alumni Association of the National Park Service (E&AA) announces membership growth to over 2,000. E&AA thanks its members for their interest and support, and urges non-members to take advantage of the many membership benefits. For particulars contact Terry Wood, Executive Director, E&AA, P.O. Box 1490, Falls Church, VA 22041; or your respective representative.

Anyone wishing to join the E&AA, or current members wishing to upgrade their memberships, should complete the form and send it to the Treasurer, Maureen M. Hoffman, P.O. Box 1490, Falls Church, VA 22041.

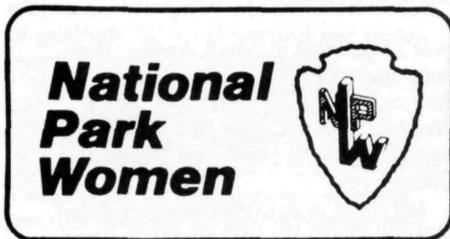
() I wish to join the E&AA, or () I wish to upgrade my membership in the E&AA. I am () new member or () renewal. I am also an Employee () or Alumnus (). Enclosed is \$__ for my E&AA membership. Also enclosed is \$__ as an additional gift to the E&AA.

NAME _____

ADDRESS _____

CITY & STATE _____ ZIP _____

MEMBERSHIP RATE: year-\$10. SPECIAL MEMBERSHIP: LIFE-\$100. (Pay in full, 4 annual payments of \$25 or 5 annual payments of \$20). SECOND CENTURY-\$200. SUPPORTING DONOR-\$500. FOUNDER-\$1,000.



Death Valley NPW to the rescue

When 15,000 people come to Death Valley for the annual November Forty-nine Encampment weekend, one of the attractions is an art show held in the visitor center. Nevertheless, when hunger sets in among the artists who show their work, and the campers who are away from their rigs or the festivities, finding convenient food is hard. The local park women, always on the lookout for ways to earn money for the E&AA Educational Loan Fund, decided to provide a service by setting up a nearby food tent.

Planning ahead to get the job done took several sessions. By thinking through the project and delegating the jobs, many people got into the act. Besides pricing and buying food, handling worker enlistment, scheduling, equipment needs, procurement, and set-up were a few of the tasks.

Gas grills were used to cook the hamburgers and hot dogs. Drinks of iced tea, lemonade and coffee, plus brownies, rounded out the menu. Over 35 volunteers of men, women, and children signed up to run the booth.



By Friday when the food was running out, the project was considered a successful money-maker, and more supplies were approved in order to remain open, even though the trip to town was 180 miles round trip.

The Glass family came to the rescue and did the special run.

Still, by noon on Saturday, the buns had run out. So hotdog bun-burgers, then bread-burgers were served. A raid on local freezers helped save the day. The customers were "delighted" to pay for even the "unusual" burgers that resulted. The Federal Sanitation Inspector put in a surprise visit, too. Some changes will be included in next year's planning.

For raising money the women had discussed a Christmas Craft Fair, bake sales and quilt raffle. The food booth idea had come from a newcomer with experience while at Crater Lake. With the sale of 1,000 hamburgers (about 250 pounds of ground beef), 1,450 drinks and a net profit of \$1,588.80, the food booth proved to be a winning idea, one that will no doubt find the women gearing up again next fall.

—Marge Rothfuss, Death Valley NM, CA

Send NPW contributions and pictures for this column to: *Thelma Warnock, P.O. Box 1602, Crescent City, CA 95531*

Retired

McAllister moves on



David F. McAllister

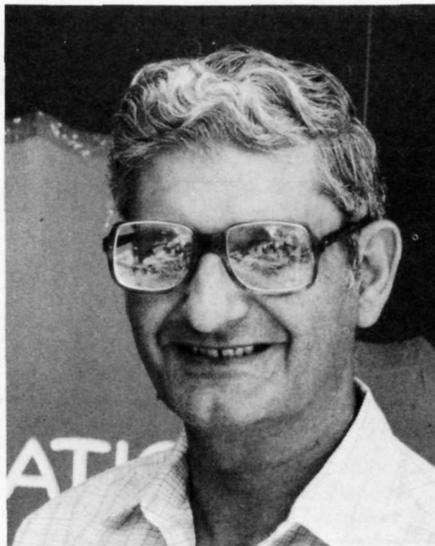
Concluding a 23-year career with the U.S. Park Police, **Major David F. McAllister** retired January 4, as Commander of the agency's San Francisco Field Office.

He and his family returned to Colorado where Dave has accepted an executive staff position with the Sheriff's Department of Jefferson County (suburban Denver).

McAllister began his Park Police career as a patrolman in Washington, DC in 1963, following four years with the Federal Bureau of Investigation. He later became a detective in criminal investigation, advancing to captain in 1976 and reassigned to Denver, where he served as Law Enforcement Specialist for the Rocky Mountain Region. He gained the rank of major in 1984, when he was reassigned to the San Francisco Field Office.

"It has been enormously satisfying to be part of the National Park Service family and to be involved in developing policies that strengthened the Park Service law enforcement program," McAllister said.

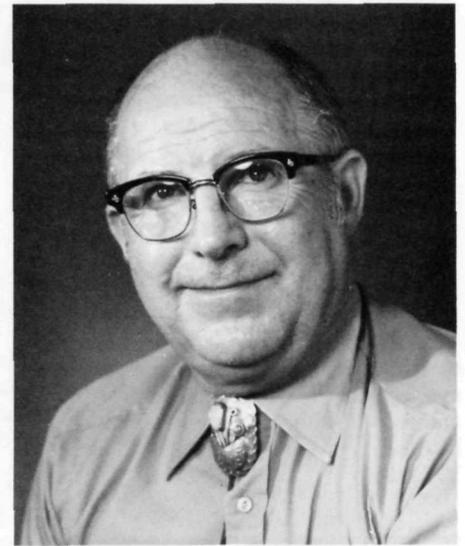
Dustin Aughenbaugh and Jay Sahn Retire



Jay Sahn

Two recently-retired Southwest Regional Office employees combine more than a half century of Federal service between them. **Dustin "Dusty" Aughenbaugh**, Cultural Resources Engineer, retired with a 28-year Federal service career, and Management Analyst **Jay Sahn** followed close behind with 26 years.

Aughenbaugh, a native of Akron, Ohio, joined the National Park Service in 1961 as a project supervisor at Olympic National Park, WA and Joshua Tree National Monument, CA. For the next two years he held positions at Death Valley National Monument, CA, and Timpanogas Cave National Monument and Golden Spike National Historic Site in Utah. From 1965 to 1969, Aughenbaugh served with the U.S. Navy in San Francisco as a supervisory civil engineer. He followed this with a one-



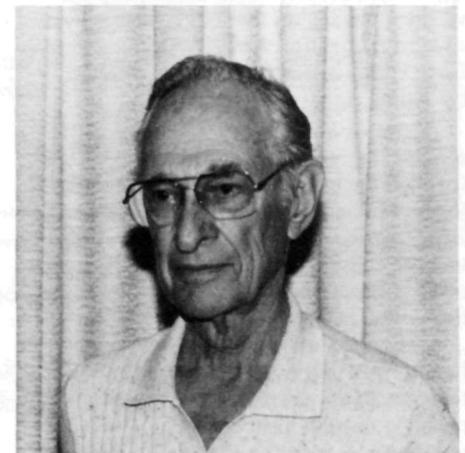
Dustin Aughenbaugh

year assignment in Saudi Arabia. Back once again with the National Park Service in 1970, he worked at the Western Service Center before being reassigned to the Southwest Regional Office.

Jay Sahn, a native of northern New Mexico, joined the National Park Service in 1961 as an administrative assistant at Walnut Canyon National Monument, AZ, transferring to Bandelier National Monument, NM the next year and then to Bryce Canyon National Park, UT. Following these assignments, Sahn's career took him to the Western Service Center, the Denver Service Center, and finally to Washington, DC where he was the National Park Service Budget Director for nine years before coming to the Southwest Regional Office in 1983 as management analyst, a position he held until his retirement.

Agate Fossil Beds snakebite "expert"

Good-naturedly named Agate Fossil Beds' "Official Living Fossil," **William W. "Bill" Taylor** has officially retired, after 18 years of service. An educator with the Gering, Nebraska school system before becoming a Career Seasonal at Scotts Bluff and Agate Fossil Beds National Monuments, Taylor is well known locally for his commitment to the area and for his excellent interpretive presentations. Superintendent Jerry Banta is fond of telling visitors, "Bill has been bitten by rattlesnakes two times. Bill is here. Both snakes are dead. Enjoy the park as you wish, but we suggest you don't bite Bill."



William W. Taylor

ROBERT JACOBSEN honored

At his retirement dinner on February 8, 1986, Robert R. Jacobsen, Superintendent of Shenandoah National Park for the last thirteen years and National Park Service employee since 1953, received high praise for his many accomplishments during his career. Several speakers noted, in particular, his outstanding work on park air pollution problems.

Molly N. Ross, Assistant Chief of the Service's Air Quality Division (WASO), presented Jacobsen with a Letter of Commendation. She told the approximately 150 well-wishers gathered for the occasion that Superintendent Jacobsen "recognized early the dangers posed by air pollution to the very values and purposes for which parks have been established. . . . The Service in general, and the Air Quality Division in particular, owe 'Jake' a tremendous debt of gratitude for his thoughtful and tireless commitment to air quality issues."

Ross characterized Jacobsen's accomplishments as "impressive." For example, she said "through his initiative, Shenandoah National Park is the home of a substantial air quality monitoring and research program of national significance. With his involvement, the Service has reviewed more than forty permit applications for new industrial facilities around the park, more than any other park. . . . Largely through his skill and diplomacy, the Service obtained critical restrictions in a permit issued for a potentially large facility very close to the park's boundary: the final permit specified a smaller, better-controlled, better-operated facility. Because of his activities, the State, the Environmental Protection Agency, and the general public are aware of the serious air pollution concerns at Shenandoah National Park."

Ross described the office's frustration in trying to locate a photograph of the magnificent scenery from Shenandoah's "elevated viewing platform" that would be suitable for presentation to Jacobson as part of his award. The Air Quality Division searched its files of visibility monitoring photographs, taken three times daily over many years. Even the best photographs were disappointing. Ross said that this sad predicament was nonetheless not surprising, given the Environmental Protection Agency's recently published findings the current median visibility in the eastern United States ranges from 8 to 25 miles, and only 6 to 16 miles in the summer, whereas natural background visibility for the Appalachians is estimated to range from 30 to 50 miles. On most days, especially during the summer, pollution makes the "Blue Ridge" an unnatural

white, gray, or brown. On the bright side, however, Ross stressed that devoted and thoughtful people like Jacobsen will bring more clear days and good views back to Shenandoah National Park.

Another highlight of the evening was Regional Director Jim Coleman's presentation to Jacobsen of the Department of the Interior's Meritorious Service Award. The award recognized Jacobson's extraordinary efforts and accomplishments in producing a "unique" General Management Plan for Shenandoah National Park and his personal role in securing wilderness designation for a major portion of the park, as well as his air quality achievements.

In a recent interview, a well-rested Jacobsen summarized his involvement in air quality matters. "When I joined the Service, I never expected to work on air pollution. It certainly was not the reason I signed up. But my career has gone from bison, bears, and boars, to baghouses,

boiler plants and board rooms. Trying to understand air pollution, with all its technical, legal, and political complexities, is difficult and often frustrating for a superintendent. But many of my colleagues and I realize that air pollution is one of the greatest threats to parks, both today and in the future. Our efforts in this area will bear much fruit in the long run."

John Christiano, Chief of the Service's Air Quality Division, remarked recently on Jacobsen's contributions and retirement: "We now have several superintendents actively involved in air quality issues affecting their parks. The Congressional hearing held before Congressman Vento's subcommittee last May gave several of the superintendents the opportunity to make the nation aware of the air pollution concerns affecting our priceless resources. Superintendent Jacobsen's contribution was unsurpassed. We shall sorely miss his leadership, support and insight."

Deaths

Dan Saults—former employee in the Washington Office of the U.S. Fish and Wildlife Service, passed away in his sleep on September 23, 1985, at Skaggs Memorial Hospital in Branson, MO. He was born in Knob Noster and educated at Central Missouri University and the University of Missouri. Saults became editor and publisher of the Knob Noster Gem in 1935. He served in the U.S. Army, rising to the rank of captain and commanding his own infantry company in the Italian Campaign of World War II, then receiving a honorable discharge in 1946.

After a year of freelance writing in Brownsville, TX, where he lived along the Mexican border, he accepted the job of Information Officer in the Missouri Department of Conservation. In 1957 he was appointed Assistant Director and served with the Conservation Department until 1964 when he accepted the post of Information Chief for the Bureau of Land Management in Washington, DC. He later transferred to the same position with the U.S. Fish and Wildlife Service, serving there until his retirement to Branson in 1973.

In the years that followed, Dan continued to write and lecture on conservation, contributing regularly to the Ozarks Mountaineer magazine and the Springfield, MO, News & Leader. He lectured regularly at the School of the Ozarks, and served as county chairman during the drive to pass the conservation sales tax, which broadened funding for

the Department of Conservation. He was serving on the Board of Directors of the Conservation Federation of Missouri at the time of his death.

His widow, Helen Cooper Saults of Star Route 4, Box 2089, Branson, MO 65616, is remembered as one of former Director George B. Hartzog's secretaries. Helen also served as the manager of the National Park System Advisory Board.

Elizabeth Clark Dale—former wife of C. Kenny Dale, died on December 17, 1985 after an extensive illness. She was buried in the family plot in Littleton, NC. Elizabeth will be fondly remembered by her many Park Service friends. She is survived by her former husband, C. Kenny Dale of General Delivery, Moon, VA 23119, two sons, two grandchildren, and two brothers. The family requests that donations in Elizabeth's memory be made to Alzheimer's Disease and Related Disorders Association, 70 East Lake Street, Chicago, IL 60601.

Balfour Baum—74, a district ranger at Cape Hatteras National Seashore for 20-plus years before his disability retirement June 1975, died January 1. He is survived by his wife, Helen, of 203 Ananias Street, Manteo, NC 27954, and two daughters. The family requests that donations in lieu of flowers be sent in his memory to the donor's favorite charity or to the Mount Olivet Methodist Church Scholarship Fund, Manteo, NC 27954.

Perry Bryan—Ozark Riverways lost a friend when Perry Bryan, longtime seasonal blacksmith at the Powder Mill area of the park, died December 19, 1985. He was 78.

Perry had been a blacksmith-farmer for over 60 years in both California and Missouri. He spoke many times of the movie stars' horses he shod in the 30s and 40s, including (he alleged) Ronald Reagan's horse. Perry also rodeoed, broke and trained horses, and ran a ranch in Montana.

After moving to Missouri, he and his wife Ruth opened a small country store. He also traveled around the area shoeing horses and mules.

In April, 1973, Perry started working for Ozark Riverways as a seasonal cultural demonstrator. Before starting, he

and another seasonal built the blacksmith shop. For nine seasons he worked at the shop where he demonstrated blacksmithing techniques; made horseshoes, branding irons and numerous other metal objects; and demonstrated the art of wagon wheel making. Visitors to his demonstrations often lingered afterwards, chatting with him about old times in the area.

Perry was a tireless worker, very energetic, and devoted to his job. He received many favorable comments from visitors every year concerning his excellent presentations. Besides being remembered for his fine interpretation, he was a painter of both Ozark and Western scenes.

Perry leaves a wife, two sons, a daughter, and two grandchildren.

Saul Schiffman—Thanksgiving was a sad day for friends of Saul Schiffman, age 55, who lost his fight with cancer. Saul worked his way through the Park Service from Everglades as a seasonal naturalist to Senior Exhibit Planner at the Interpretive Design Center at Harpers Ferry. During his several assignments, Saul made many friends.

Saul was an advocate of the founding principles of the National Park Service. And he was compassionate—always ready to help others. Saul was a hugger, an encourager, and a supporter of the people with whom he worked. His passion for the natural world led him to write and write well of the joy and wonder he sensed there. His own eloquence is the best tribute to his skill.

My friendship with the mountain is a one-sided affair. She'll neither mourn my departure nor withhold her beauty. Buds will swell next March and trailing arbutus will grin soon after. She'll bear the fawn and pip the pheasant. Flame azalea and laurel will greet the June as they've done for countless years. Gentians will defy the frost without my coaxing, and fall will descend her slopes later as it always has. I said goodbye to an old friend this week. She's dormant now, but she'd not have answered anyhow. Her answer came through the ever present raven that soared above—it came with the rhododendron leaves that curled in the morning cold—and the rime ice that frosted the bare birch. It came with a wish that someday our paths would cross again.

Saul's interests were many and varied—folk singer, rabbit breeder, horseman, potter, and rose and vegetable gardener. Saul's pride was his family. He is survived by his wife Sybil, son Danny, age 17, and daughter Laura, age 15, at the following address: Route 3, Box 330, Kearneysville, WV 25430.

The Manager of the Interpretive Design Center has embraced the suggestion of a Saul Schiffman Memorial Rose Garden. Many a summer morning Saul's blossoms have greeted the office staff. With the help of Saul's family and friends, the roses will continue to remind us of a friend who shared the beauty of his garden.



Eunice B. Carroll—73, died at her Santa Fe home February 7. She joined the Park Service in 1935 when the Southwest Regional Office was located in Oklahoma City, OK, then transferred with the office in 1938 to Santa Fe, where she served as secretary, then Budget Officer until her retirement in 1972. She is survived by two brothers, three sisters, three grandchildren, and many nieces and nephews.

In lieu of flowers the family requests that memorial contributions be made to St. John's United Methodist Church in Santa Fe or to the E&AA Education Trust Fund, P.O. Box 1490, Falls Church, VA 22041. Messages of condolence may be sent to the family at Country Club Gardens, Space 3, Santa Fe, NM 87501

Carl F. Jones—died on December 11, 1985, in Falls Church, VA. He is survived by his wife, Gazella, of the Washington Office and his daughter, Patricia Jones Furr, two brothers, a mother-in-law, and two grandchildren. If desired, donations may be made to the Our Saviour Lutheran Church, 9th and S. Taylor St., Arlington, VA 22204, or to your favorite charity.

Sture T. Carlson—80, died January 8 in Port Angeles, WA. Carlson began his Park Service career as a staff forester at Yosemite National Park in 1933. Later, he served as regional forester in the old Region Three office in Santa Fe, NM, where he organized the first Indian crews to fight forest fires. In 1959, Carlson became the first Chief Forester in the Washington Office, and in that position administered policy for all the national parks and monuments. He transferred to Olympic National Park, WA, serving first as assistant superintendent, then as superintendent, before retiring from the Service in 1970.

Carlson is survived by his wife, Otilie, of 207 W. 12th St., Port Angeles, WA 98362, three sons, Stuart Lee, Edward R. (Pinnacles National Monument, CA), and Robert J. (Mount Rainier National Park, WA). He is also survived by two sisters, a brother, and seven grandchildren. The family requests that in lieu of flowers, memorial contributions be sent to the Education Trust Fund, c/o Treasurer, Employees and Alumni Association (E&AA), NPS, P.O. Box 1490, Falls Church, VA 22041.

Carol S. Watson—54, a prominent artist of the Washington, DC area, died January 19, of cancer. She originally worked for the National Park Service at the old Eastern Service Center on Wisconsin Avenue prior to its move to Denver.

Mrs. Watson illustrated historical scenes. Her slide show depicting the history of Harpers Ferry, WV is shown daily at the park visitor center. She was also a muralist, an illustrator of children's

books, and a court room artist. Besides her husband David, she is survived by one daughter, two sons, two sisters, and four brothers. Expressions of sympathy may be made to the American Cancer Society, 11323 Amherst Avenue, Silver Spring, MD 20902, or the Washington Cathedral, Mount Saint Alban, Attn: Annual Fund Memorial, C.S.W., Washington, DC 20016. The address of the family is 1251 Derbyshire Road, Rockville, MD 20854.

TRIVIA

1. The movie Charlie Chaplin wished to be remembered by is a 1925 film he starred in, wrote, directed, and produced. Its subject is the theme of a National Park Service unit which shows the movie every weekend. Name either the film or the park.
—Ruth Scott, Klondike Gold Rush NHP
2. How many directors has the National Park Service had?
—Karlota Koester, WASO
3. How many directors have been park rangers?
—Jim Reid, Denver, CO
4. Who did the first master plan for a National Park Service area?
—Stephen Potter, NCR
5. "Under the spreading chestnut tree" begins one of Longfellow's most famous poems. What physical connection does this poem have to the site?
—Richard Tourangeau, NARO
6. Name the only prison camp from the Civil War to become part of the National Park Service.
—Bethany Hooker, Castillo de San Marcos NM
7. Most people know that Yellowstone is the first national park, but what NPS area is the newest?
—Jim Harpster, RMRO
8. What film used Devils Tower NM as a backdrop?
—James Carroll, WASO
9. Who is the "man ruled by modesty?" (See NPS News Digest.)

(Answers on Page 35).

Letter

To the Editor

Director Mott stated in the COURIER that the National Park Service uniform "has been a symbol of the Service since its establishment. It is a proudly worn uniform, a uniform with tradition, the symbol of a caring, informed person." I agree. Yet two of three superintendents pictured in that issue are not wearing it.

In other recent issues the same is true; the majority of superintendents pictured are not wearing the National Park Service uniform. Is it trendy for superintendents not to wear it? If it is, I for one think the trend should be reversed. Perhaps superintendents, like rangers, should be required to wear the uniform unless there is some overwhelming good reason not to. Such occasions should be few.

Director Mott has also stated that urban areas in particular can do a great deal to "market" the National Park System and the National Park Service. Wearing the uniform in an urban environment is a step forward in that regard. I have suffered no ill effects from wearing the uniform in downtown Los Angeles. From the questions I received, I can say my experience has been positive.

I urge all superintendents who do not wear the uniform on a regular basis to reconsider. Try it, you may like it! The uniform can relieve you of daily wardrobe decisions.

Daniel R. Kuehn
Superintendent
Santa Monica Mountains NRA

Message From The Director



Successful organizations strive to provide environments which encourage employee initiative, satisfaction, loyalty, and increased productivity. At the heart of their success is a firm belief that people are the organization's most critical resource.

Today's Park Service workforce, like workers everywhere, feel entitled to a closer partnership with management. (See book review on *Gold Collar Workers*.) As managers, we need to constantly hone our skills to make this partnership real.

Genuine concern and belief in the value of people can't be faked. Staff are constantly reading the attitudes and actions of their managers. Only when

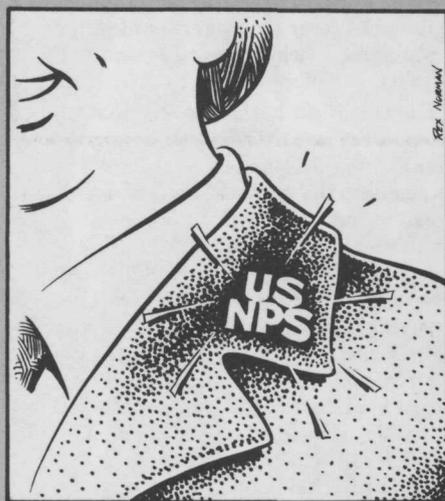
we provide the right environment, will people contribute their very best.

This section of *Courier* is an experiment, to test readers' interest in management ideas and techniques. If you like it or if you don't, let us know, and we will decide whether to keep it, drop it, change it, or whatever depending on the responses we receive. Use the coupon or write me a letter and let me know. And if there are subjects you would like to see included or if you have ideas you would like to promote, let us know that, too.

The success of this insert will depend on your contributions and feedback. We hope you will readily share your ideas and experiences with us.

BOOK REVIEW

The Gold Collar Worker



Robert E. Kelley
Addison-Wesley Publishing Company
188 pp. \$16.95

Reviewed by Marti Leicester, Chief of Interpretation, Golden Gate NRA

Are managers paid to provide an environment where employees can use their creativity to achieve the goals of an organization? In *The Gold Collar Worker: Harnessing the Brainpower of*

the New Workforce, author Robert E. Kelley provides compelling reasons why all of us would profit by answering a resounding "YES!" to this question.

A new kind of employee is evolving in the American workforce. Kelley calls these people "brainpower employees" or "gold collar workers" and identifies some distinguishing characteristics:

"... the most significant difference pertains to the nature of their work and the freedom and flexibility with which they conduct it. They engage in complex problem solving, not bureaucratic drudgery or mechanical routine. They are imaginative and original, not docile and obedient. Their work is challenging, not repetitious, and occurs in an uncertain environment in which results are rarely predictable or quantifiable."

What these independent workers want most is a job that offers responsibility and a chance for personal growth. The implication for managers is that the traditional approach to management no longer works.

Kelly emphasizes that managers today must learn to rely on participation instead of intimidation. Issuing orders from above no longer works. Instead,

decisions are pushed down to the lowest level. Gold collar workers expect to set their own priorities, and control their own tasks and the pace they will keep at work. In short, gold collar workers insist on a more active role in the management, and ultimately, the success of their organization.

Kelley offers practical advice on planning, delegating, time management, recruiting, and dealing with ego and performance problems. He gives useful suggestions on how to cultivate brainpower, and encourage employee self-management that results in creativity, innovation, and increased productivity.

Putting CATs To Work in Yosemite

A year ago, Yosemite's Wawona District Ranger Jim Loach jotted down some notes about work—future project, current weaknesses in the operation, and training needs. When Jim was spurred on by discussions with Wawona Buildings and Utilities Foreman Milt Galloway, a new mode of operation, later dubbed Community Action Teams (CAT) emerged.

Beginning with a "roundtable," all Wawona divisions met together to ask themselves: "How can we help each other?" "Where are we interfering with each other?" "Where can we extend coverage or accomplish specific tasks by cooperating?" Very quickly Wawona staff saw the potential to clear up a backlog of health and safety projects by regulating pooling talent, muscle and equipment.

CAT projects have included a wagon shop clean-up, ballfield, playground and horse camp improvements, and roadside flagging assistance for the short-handed forestry crew. Projects are selected if the job:

- can be done in 8 hours or less, or can be broken into 8 hour blocks
- can be done with existing resources
- requires only minimal clearance and coordination with headquarters
- offers a worthwhile work experience
- results in a visible accomplishment

Each project involves a total intermix of operations—"Everyone helps load the dump truck." Staff from specialized functions like fire management provide their advice and energy. Milt and Jim have been known to kick in out of their own pockets to provide refreshments—"It's got to be fun." Typically, 12 to 15 individuals participate.

What are the advantages of CAT? First, projects that would normally take one week get done in one day. Work is speeded up and everyone gets a sense of accomplishment and a morale boost. Everyone learns to better understand each other's job and as a result, interdivisional barriers fall. Jim, who has moved to Yosemite's Valley District, now faces the challenge of transferring the idea to a bigger and more complex operation.

Recognizing Top Performance

Top performance comes within an employee, but even top performers need recognition.

Flo Six, Training Officer, in the Midwest Regional Office, reported on the newly created *Regional Director's Award* which was presented to the region's number one employee in each of the following categories:

- Fiscal Resources
- Human Resources
- Environmental Resources

The planning committee for the fall 1985 superintendent's conference came up with this prestigious award idea. A

criteria and rating sheet were quickly established and a review committee enlisted.

The recipient's of this year's awards—John Pattie, Land Acquisition Office, Lower St. Croix (environmental category), Harry Tice, Contract Specialist, Indiana Dunes (human resource category), and Richard Lusardi, Maintenance Foreman, Lincoln Home (fiscal category)—were presented their plaques at the regional superintendent's conference by Director Mott.

The names of these outstanding employees will be inscribed on a perpetual plaque that will hang in the Hall of Fame outside the regional director's office. Total cost of the plaques for this recognition program—\$250.

KEEP IN TOUCH!

SHARE YOUR MANAGEMENT IDEAS, EXPERIENCES AND KNOWLEDGE WITH OTHERS. THE EXCHANGE IS LOOKING FOR:

- Ideas that work.
- Personal experiences (both good and not so good) and lessons learned.
- Resources worth sharing (book and film reviews, training opportunities.)
- Topics to report on and short articles.

Write or call the Park and Recreation Technical Services Division

Give Us Your View On The Manager's Exchange

- Yes, the *Manager's Exchange* will be of real interest and value.
- No, it will not be of interest.

Do You Supervise Others? Yes No (circle one)

Please clip and send this form today to: COURIER, U.S. Department of the Interior, National Park Service, Office of Public Affairs, P.O. Box 37127, Washington, DC 20013-7127.

Ventures in Yellowstone: the story of the Haynes photo shops

Naomi L. Hunt

On a May morning in 1886, a Northern Pacific passenger train pulled into the station at LaMoure, Dakota Territory. The Northern Pacific, after years of heartbreaking struggle, was now a "transcontinental" road from St. Paul and Duluth to Puget Sound.

An interesting thing about this particular train was the specially outfitted Pullman with the fine lettering: HAYNES PALACE STUDIO. And along its sides were further announcements: "Artistic Photography In All Its Branches, F. Jay Haynes, Official Photographer, Northern Pacific and National Park Views."

The Palace Studio was shunted off on the siding, and soon people from around the area came to have family portraits made by Professor Haynes, the traveling photographer from St. Paul, Minnesota. Not only was he accepted as an artist, but there was even a touch of the magical about his profession. Many years were to pass before the general public could go about snapping pictures. To the person who "sat" for a portrait, the camera, the black cloth, the background of painted scenes constituted an awesome experience.

The Professor already had a studio in Fargo of the Dakota Territory; then he had moved to St. Paul. He was a man of vision, with an astute business sense. He believed there was money in photographing the frontier. Further, he was bold in taking risks. He had already established a studio in Yellowstone National Park.

In a hotel in Bismarck, early in June of 1877, Jay Haynes had met a man named Norris, recently appointed superintendent of Yellowstone National Park. It was one of those chance encounters, so far as the photographer was concerned, that determine the direction of a man's life. P.W. Norris succeeded in transmitting to Haynes some of his own newly acquired enthusiasm for the wonders of Yellowstone.

F. Jay was hooked, though his rapidly expanding business kept him on the move elsewhere. However, early in 1881, he applied to the Department of the Interior for an appointment as "official photographer of Yellowstone." Sam J. Kirkwood, Secretary of the Interior at the time, wrote to Haynes, "... referring to your application, I have to state that there is

no authority of law for such an appointment, or for the granting to anyone of exclusive privileges in this matter. The Department will, however, grant you a lease of a small tract of land in the park upon which to erect a building for the prosecution of the work, and extend to you such facilities as may properly be given."

On August 29, F. Jay wrote to thank the Secretary: "I shall endeavor to illustrate the wonderland to the satisfaction of all. I leave here (Fargo) for the park tomorrow for a month's work."

In 1881, a wagon could not use the primitive trail from Old Faithful in West Thumb Bay by way of Shoshone Lake. Instead, Haynes reached Yellowstone Lake from the north, from Hayden Valley. So on his return trip he went back to the Lower Geyser Basin and across Mary Mountain, then south to the Grand Canyon and out to the Pleasant Valley over the top of the Overhanging Cliff. From there a road lead to Mammoth across the lower reaches of Mount Everts.

In the Professor's usual methodical manner, the photographic fruits of the arduous journey were set down in the "Fall of 1881" catalogue. He had 120 fine views, all on 5x8 wet plates. The greatest number were stereoscopic; and all over the country, people gazed at these pictures and exclaimed: "Who would have thought there was such a place? We should go there."

The Haynes photography and word-of-mouth advertising brought an ever increasing flow of people into Yellowstone National Park, so much so that transportation facilities had to be provided, as well as shelter for those who came long distances. In 1886, Professor Haynes branched out. He formed a partnership with George W. Wakefield to run the Yellowstone Park Stage Company from the nearest railway station to Cinnabar to the park and through it.

The big Haynes transportation venture did not come until 1898, however. In that year, F. Jay joined with an experienced stage manager named Humphreys, who had been with the Huntley line of the Northern Pacific operating out of Cinnabar into the park. The new company entered from the western side of Yellowstone National Park.

The time came, however, when F. Jay Haynes no longer drove his pair of horses on park roads. By then, in 1916, his son



Thanks to Montana Historical Society.

Park outfit at Cottage Hotel, 1890; photo by F. Jay Haynes's.



Thanks to Montana Historical Society.

Bicyclists at Mammoth Hotel, 1896; photo by F. Jay Haynes.

Jack had become head of the most important concession in Yellowstone, which was known as the "House of Haynes." When F. Jay died in 1921, Horace Marden Albright, then superintendent at the park, suggested that a great peak in Madison Canyon on the western entrance route be named Mount Haynes. This was done. That same year a huge boulder was taken from the Golden Gate in Yellowstone and shipped to St. Paul to be placed on the resting place of F. Jay Haynes.

It may never happen again that a concessioner of a national park will be so honored, but Haynes had done much more than develop profitable park enterprises. Horace Albright said of him, "He always had a keen sense of obligation toward the park and its development as the property of the public. His splendid photographs of the park scenery have been widely distributed all over the world for many years, and their influence in bringing the National Park Service into present prominence is beyond estimate."

And so, the House of Haynes continued on. Jack Haynes, often called the "dean of national park concessioners," as well as "Mr. Yellowstone," furnished travel facilities, accommodations, and services in the park for nearly a half century. The high regard in which he was held was naturally the right of a man who placed public service above personal interests, profit, and prestige. Of his long and successful life, Jack Haynes spent 75 of his 77 years in the park. His love of Yellowstone was part of him from earliest childhood.

Horace Albright said of Jack Haynes, "No man in business in a national park was ever more cooperative, more generous, and more unselfish."

Following the trail his father blazed for him, Jack continued the collection of books, pamphlets, souvenirs, artifacts, and other memorabilia of Yellowstone National Park, and the pioneer days of the surrounding country. No item was too small or too insignificant for Jack's attention if it had historical, archeological, or anthropological value.

A few years before his death in 1962, Jack Haynes began a history of Yellowstone as co-author with his friend Aubrey L. Haines. Just as the work was fairly launched, Jack died. Haines continued on alone and the two-volume history, *The Yellowstone Story*, was finally published in 1977 by the Yellowstone Library and Museum Association. The history is dedicated "To Jack Ellis Haynes, known to his friends as 'Mr. Yellowstone' from his long and helpful association with our first National Park."

In spite of all Jack's other interests, the Haynes picture shops remained outstanding for the variety and quality of the objects offered for sale, and for the superb taste with which Jack and his wife Isabel planned them.

Isabel Haynes was at Jack's side in business affairs and in his many other ventures. A graduate of the University of Iowa with a degree in history, she came to work for the Yellowstone Park Camps Company and later became manager of the Roosevelt Lodge. She and Jack were married in 1930. Together, they operated the Haynes Photo Shops in Yellowstone until his death in 1962. Isabel sold the business in 1968 to Hamilton Stores, Inc. Nevertheless, she still carries on the Haynes tradition, devoting herself to the work of the Haynes Foundation, created in 1961, which directs its philanthropic efforts to art, history, and education.

Through her efforts and the efforts of the organizations preserving Haynes photographs and memorabilia, truly thousands hold the memory of the name "Haynes" in admiration and affection.



Isabell Haynes



Horace M. Albright (left) with Jack Haynes, circa 1919

From the Editor

Time—we run out of it; we waste it; now and then we kill it. It's the one commodity we never have enough of, no matter how many time management courses we take. In fact, as everyone who has ever missed a deadline knows, it regulates even our ability to communicate effectively with each other.

So, let me say that, as the new editor of the COURIER, I expect, on quite a

few occasions, to run up against the clock. For the last few years, I've been editing the CRM BULLETIN, a technical publication of the Associate Director, Cultural Resources, and since this comes out half as often as the COURIER, adjusting to a new timetable will be a challenge.

Nevertheless, I'm committed to getting out the news as it happens. This, of

course, is the *goal*. The *reality* is the clock that keeps ticking away the time. In order to "beat the clock," I need everyone's help. If you know of something that's about to happen write up the story while the news is hot. And if other activities make writing impossible, send me a note summarizing the details, or give me a call. I'll do the rest.

Bear in mind that the deadline for each issue is the first day of the previous month, so that material for the June issue must be in my hands by May 1. If you know that your news will simply be too old by the time it reaches me, be selective. Keep in mind that July is coming up, and gear your material for that issue.

As always, the COURIER is looking for human interest stories, articles with a twist, problems faced and solved by parks, celebrations, even profiles of regions or programs, and budget issues—anything and everything that can further strengthen the bonds already felt by all the parks in the system. Each issue contains approximately 20 pages of news representing 337 park areas. To determine what you most want to read about, I need you to fill out the Reader Interest Survey in this issue. It's a powerful way to let me know the kinds of things that you like or don't like. Also, if you're filling out the survey when a story idea comes to you, don't hesitate to jot it down and send it in as well. This month, we range from a piece on the ties between cultural resources and interpretation, to Valley Forge's efforts at turning an industrial area into a picnic ground. Also, travel with Priscilla Baker to Morocco, and enjoy the sights and sounds of this foreign land. Finally, consider James Carroll's article on "Fearing the Parks," and read about the steps being taken to turn attitudes around.

Although we can never really "beat time," communication helps make it passing a little easier for everyone. Through communication, we have a way of marking time's departure, of recording our accomplishments in order to show that we have spent our hours well. As COURIER editor, I want to do everything I can to further communications between the regions, parks, and Washington. So, in the words of one of the early television hosts, "keep those cards and letters coming, folks." Let's keep talking to each other.

(Address your submissions to Mary Maruca, COURIER Editor, National Park Service, P.O. Box 37127, Washington, DC 20013-7127, or phone 202/343-7394.)

HOW DO WE RATE? Reader Interest Survey

We would like to know just how interesting readers find the regular newsletter departments in the COURIER. Please circle the number in the column to the right of each title that best describes your reaction. Include additional comments and suggestions in the space provided. Mail to Editor, COURIER, National Park Service, P.O. Box 37127, Washington, D.C. 20013-7127

	Very Interesting	Somewhat Interesting	Not Interesting
Features	1	2	3
The Director's Report	1	2	3
NPS News Digest	1	2	3
Park Briefs	1	2	3
People On The Move	1	2	3
Awards	1	2	3
E&AA News & Notes	1	2	3
National Park Women	1	2	3
Letters To The Editor	1	2	3
Trivia	1	2	3
Book Reviews	1	2	3

Suggestions for new departments _____

Other Comments _____

Submitted by: (Region/Park) _____

Books

Theodore Roosevelt: The Making of a Conservationist. By Paul Russell Cutright. University of Illinois Press (1985); Hardback with dust cover; Indexed; Illustrated; 285 pp., \$27.50.

Theodore Roosevelt, next to George Washington and Abraham Lincoln, is the best known of all of the men who have served this country as president.

However, Americans are more familiar with T.R. the Roughrider, T.R. of the big stick and the great white fleet, T.R. of the Bull Moose Party, than with T.R. the conservationist.

This book certainly fills that gap. Well written and full of acknowledged facts, it outlines the life of T.R. the conservationist from the day he caught his first bird to his last letter, written the night before his death.

This book is a must for the naturalist, ornithologist, conservationist, and just anyone interested in the natural aspects of this great country. How much of what is with us today, both natural and habitat, would not be with us had it not been for a great conservationist who just happened to become president of the United States at the right time.

The currently existing population of the United States should be forever grateful that in 1901 a man came to Washington as chief executive, who, by instinct, training, and practical knowledge, was a conservationist. No other president—before or since—has been so well prepared for the task of inaugurating and implementing a comprehensive, aggressive, nationwide conservation program. His preparation, comprising some 35 years, had begun in the fields of the Hudson River Valley, in the woods of Long Island, in the forests of the Adirondacks, and in the arid lands of Egypt and Syria. The book traces through those early points of his life and continues into the classrooms and laboratories of Harvard, in the northern woods of Maine, in the broken Badlands of Dakota Territory, and in the wilderness areas of the Rocky Mountains. It follows him as a member of the Boone and Crockett Club, and governor of the State of New York.

His active outdoor life, as boy and man, had made him thoroughly alive to the value of timberland and its essential relation to soil, flood control, and water conservation. His years in the west had provided abundant opportunities to observe firsthand the rapid destruction of the buffalo, elk, and other large game animals, and in the more arid lands he

had become more deeply aware of the effects of perennial, unchecked erosion and the urgent need of reclamation through irrigation. His association with members of the Boone and Crockett Club had brought him into close association with men, who like him, were becoming more and more concerned about the appalling decrease in our natural resources. His period as governor of New York taught him about the infighting necessary to the passage of constructive conservation legislation.

Roosevelt's conservation program was threefold: (1) reclaiming arid lands through irrigation; (2) setting aside additional timberlands as forest reserves, and (3) creating wildlife refuges. We are enjoying yet today the results of his conservation program, namely, national parks and forests, wildlife refuges, and national, state and local conservation commissions.

Paul Russell Cutright was educated at Davis and Elkins College, West Virginia University, and the University of Pittsburgh. He served on the faculties of the University of Pittsburgh, Geneva College, and Beaver College, and is presently professor emeritus of the biology department of Beaver College, PA

—John Frye
The Herald Mail

New Publication

Copies of a new report entitled: "Field Survey of *Giardia* in Streams and Wildlife of the Glacier Gorge and Loch Vale Basins, Rocky Mountain National Park" are available from the Washington Office of Natural Resources. The Water Resources Division of NPS prepared the report in cooperation with Rocky Mountain National Park and Colorado State University.

The report presents the results of a survey for *Giardia* and indicator bacteria in two popular, high-elevation watersheds in Rocky Mountain National Park. The report also presents the results of a hiker survey that attempted to determine what proportion of visitors to the areas drink water from natural sources and whether those who do suffer ill effects.

You can obtain a copy of the report by sending your request to:

Natural Resources Report Series,
Office of Natural Resources MS-470,
Attn: Karen Simpson, National Park Service, P.O. Box 37127, Washington, D.C. 20013-7127.

Two other reports are available from this series. "Using Vegetation Biomonitors

to Assess Air Pollution Injury in National Parks: Milkweed Survey" is a manual that park staff can use to evaluate conditions on milkweed plants that indicate the presence or absence of air pollutants. "Permit Application Guidance for New Air Pollution Sources" provides guidance to persons intending to submit a Prevention of Significant Deterioration (PSD) permit application for a major source that has the potential to affect a class I area.

Trivia Answers (From pg.29).

1. "The Gold Rush," shown at Klondike Gold Rush NHP, Seattle, WA.
2. Twelve.
3. One—Russell Dickenson.
4. Fredrick Law Olmstead for Rock Creek Park.
5. In 1879, the school children of Cambridge gave Longfellow a chair made from the wood of the chestnut tree, cut down when the road was widened. The chair is now in the study of the house.
6. Andersonville Prison at Andersonville National Historic Site, Georgia.
7. Harry S Truman NHS in Missouri.
8. Close Encounters of the Third Kind.
9. Frank Smith, superintendent of Chamizal NM.

COURIER

The National Park Service Newsletter

WILLIAM PENN MOTT, Jr. Director
National Park Service
U.S. Department of the Interior
P.O. Box 37127
Washington, DC 20013-7127

Editorial Advisors

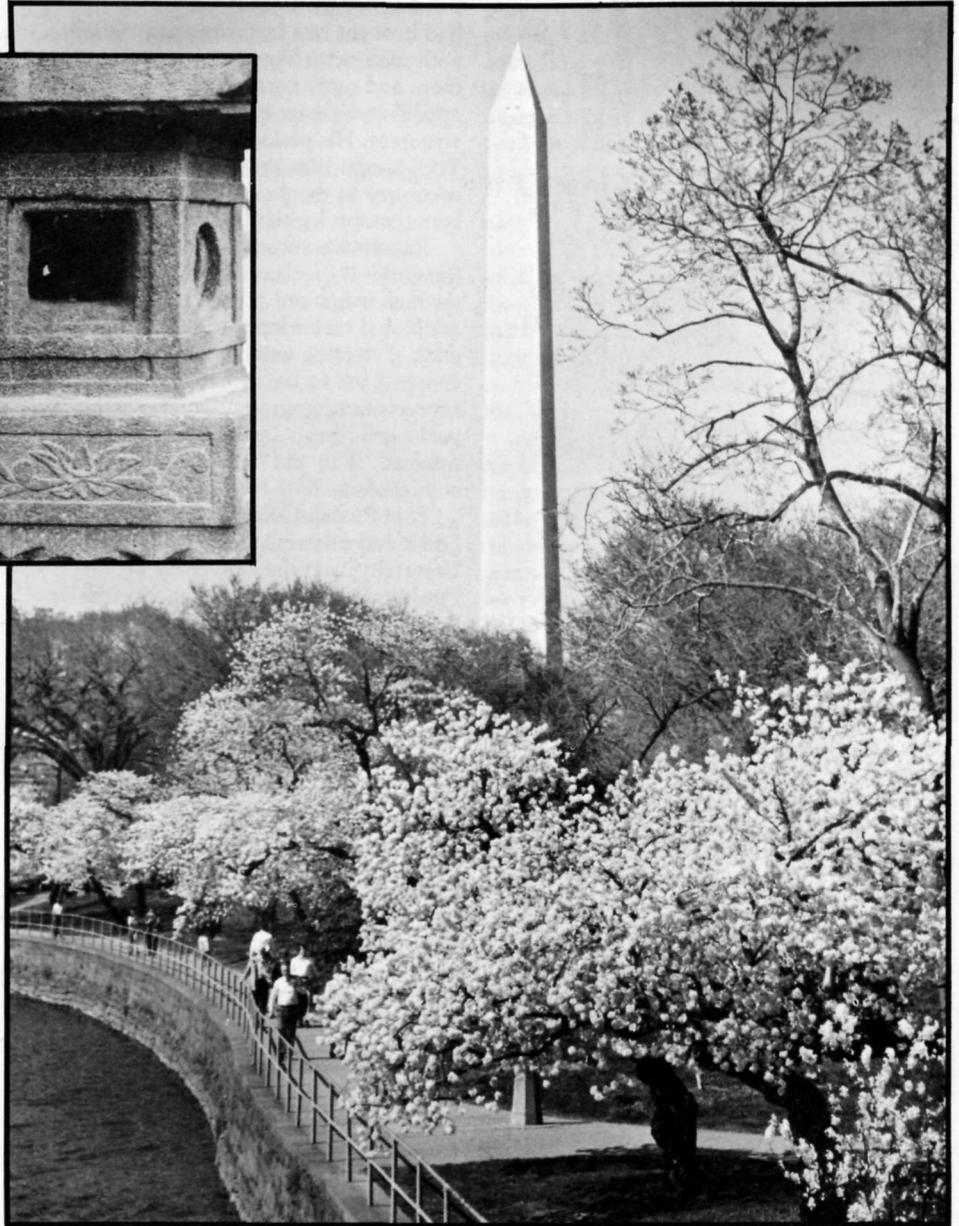
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Mary Maruca—*Editor*
Ricardo Lewis—*Graphics Artist*

NPS and the cherry blossoms



Spencer Douglas, an electrician with NCP-Central, lights the lantern for the last time. Douglas will be retiring this year.



A view of the blossoms

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