



COURIER

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Cooperating Associations in the mid-80s: a turning point

James Murfin

Special to the Courier

Five million dollars may be but a drop in the National Park Service budget, but in these days of Gramm-Rudman, it may well be *that kind* of donation from NPS cooperating associations that will save park interpretative programs this year.

With no fanfare, and with the knowledge of only a handful of people, a projected five-million-dollar donation to interpretation by cooperating associations in 1986 will enable a surprising number of parks to keep going during one of the most critical periods in Service history. Visitation is up by as much as 10% this summer, while individual park budgets have been slashed.

Without the unstinting support of organizations such as the Grand Canyon Natural History Association, and 63 others of various sizes just like it, there is little question in anyone's mind that some visitor centers would have closed their doors this summer. This incredible state of affairs is one of those realities brought about by Gramm-Rudman despite the seemingly boundless energies of William Penn Mott.

To state that cooperating associations have been preparing for this eventuality would be an understatement. Perhaps more accurately, they are always ready to fill the breach, and have been doing so in one form or another for more than sixty years. It seems, however, that the past ten or twelve years have been but a rehearsal for the main event. The game is on and it's hard-ball time. The true test of the associations' ability to come through in a crunch is here.

By any critical analysis, cooperating association support will be the backbone of interpretation, the only National Park Service program the majority of visitors see, recognize and appreciate. Potholes will go unfilled, signs will chip away in the heat and snow, and gates will be



Mike LaBaire lecturing to 1986 Cooperating Association Management and Operations Seminar, Albright Training Center.

locked at odd hours; this the public will come to expect, grumble about, and eventually accept. Historians will continue to write, archeologists will still dig, and architects will still plan. But without maps and guides, exhibits and waysides, folders and books of all sizes and shapes on hundreds of subjects, and warm bodies to usher visitors through strange and wonderful worlds, national parks in the United States will become meaningless for millions of people at home and from abroad; and, as a result, the fragile environment will continue to wear away.

Cooperating associations' primary function has always been "service to the visitor," and they have consistently and

consummately met that goal with unwavering support in all three-hundred-and-some park sites. The challenge for the future, however, is a broader, and at the same time, more defined approach to fulfilling visitors' needs. Demands will increase as we approach the twenty-first century; more sophisticated means of travel will most certainly bring visitation pressures, and new, high-tech modes of communications will tax the human capability to compete. There is one thing, however, that will not change—the visitors' need for knowledge and the understanding of what they see and hear and touch and smell.

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This is where cooperating associations excel—the capability, in a most professional manner, to send a person home with a sense of having been some place special, a place like no other, a place so serenely peaceful, or so innately attuned to the past or future, or a place so alive with the very essence of time, that their lives will have been altered forever. A simple paragraph in a trail guide, a label on an exhibit, a small photograph or drawing in a book . . . a subliminal touch by someone who cares enough to make a difference.

Perhaps that's all a bit heady, but not to the people who work in and with NPS cooperating associations—from business managers and sales clerks to the designers and printers who handle their publications. That's the way they all talk. Seldom is there a pessimist; more often than not, to paraphrase Mr. Reagan's favorite story, these people always have their shovels in the manure pile looking for the pony. "Someone who cares enough to make a difference," is how we see ourselves," they say. "And that difference is what cooperating associations are all about."

New Directions

In the early '70s the associations began a search for excellence; in the mid-80s they have achieved it and are now beginning to face-off squarely, with welcomed determination, the challenge of the future. The leadership is here and seems to be ready . . . in the form of two of the best and brightest.

Three months ago, Bob Huggins, chief naturalist at Big Bend National Park, was selected as the new Private Sector Coordinator, a remake of the old Cooperating Association Coordinator's position. While the job has been broadened to include a variety of non-Park Service-related interpretive activities, this is still the key link between the Service and the cooperating associations, now, more than ever before, one of the most essential positions in the entire national park system.

By any measure of the task at hand, Huggins faces an enormous responsibility. He is the one person in the Service who must continually seek support at virtually every NPS level for what cooperating associations do. Already he has proven up to the job.

Bob Huggins is a unique individual. The associations, understandably concerned about the Service's position on their affairs, have been blessed with one whose agenda places them first. "The 'Private Sector' job covers a lot of ground," Huggins says, "and I can appreciate the speculation that associations will suffer for lack of attention, but the

position has not been abolished, as we all feared. It's been beefed up, yes, and perhaps fragmented somewhat, but if it requires 100% of my time to meet my obligations to the associations, then I'll have to give 200% to the position." It's been a long time since those kind of sentiments were expressed around the Washington office.

That work ethic is not new to Huggins. His unusual climb through the ranks demonstrates an intensity the associations will do well to note. He was born and raised in Los Angeles and attended UCLA, Valley State College, Humboldt State College, and got a law degree from LaSalle University; he later went back to school and picked up a degree in biology at College of the Redwoods in Northern California, and then a degree in environmental ecology at Humboldt.

On practical experience, he's no slouch either, although at first blush one might question what a 20th Century Fox publicist is doing in the National Park Service. In fact, it is just that kind of background that makes Huggins uniquely qualified for this job. In the mid-60s, while a theater arts major at Valley State, he dropped out and joined the American Repertory Theater and toured the United States, Canada and Mexico, playing a

variety of roles in productions from *The Devil and Daniel Webster* to *Cry The Beloved Country*.

After two years on the road, Huggins went back to California and, under the guidance of an agent, tried to break into television and films, and eventually got on the 20th Century Fox lot as a mail boy. Here he seemed to find his niche and began to carve out a position in publicity and public affairs. Before long he was escorting "stars" on publicity junkets, taking care of their needs and watching over the studio's valuable property, and handling publicity on major films. This led to some television script writing and patching assignments. "I had an opportunity to submit some pilots," Bob said. "None of them ever got on the air . . . at least not as I presented them, except one. It was called *Ranger*. Of course, I didn't know anything about rangers or parks then. In fact, mine was a forest ranger. He lived in a fire tower and . . . well, anyway, I had a good laugh when *Sierra* hit as a TV series a few years later."

In 1967, shortly after getting married, and after several years of the pressures of running here and there for the studio, Huggins chucked it all, much to the shock of his agent and everyone else at



1986 Cooperating Association Management and Operations Seminar. Standing (left to right): Norman Parsons, Wind Cave/Jewel Cave Natural History Assoc.; David Fenske, Fenske Printing Co, Rapid City, SD; Claudia Rector, Business Manager, Colorado National Monument Assoc.; J.R. Madsen, Ex. Dir. Zion NHA; Georgene Parsons, Bus. Mgr., Wind Cave/Jewel Cave NHA; Tom Fenske, Fenske Printing Co.; Linda Appanaitis, Bus. Mgr., Redwood NHA; Albright Training Center Flagpole (did not attend class); Elizabeth Denery, Office of Concession Management, NPS, WASO; Bob Vogel, Assoc. Coord., Fort Frederica NM; Marion Guthery-Kennedy, Assoc. Coord., Santa Monica Mountains NRA; Joan Graham, Bus. Mgr., Crater Lake NHA; Katherine Otts, Adm. Assist., Parks and History Assoc.; Bob Huggins, instructor; bottom row in various positions (left to right): Jim Murfin, instructor; Paul Zaenger, Assoc. Coord., Glen Canyon NHA; Evelyn Bettencourt, Grand Canyon NHA; Mavis Madsen, Zion NHA; B.J. Eardley, Ass't. Bus. Mgr., Canyonlands NHA; Karen O'Donnell, Hawaii NHA; Mike LaBaire, instructor.

Fox, and made one of those "bend-in-the-road" decisions. "I decided to become one of those rangers I had written about in the script."

"I wrote to Washington and got the patent letter back about suitable college degrees and so on. But one night while walking the beach with Judy, I said, 'Suppose I went back to school and shot for a degree in forestry or something that would qualify me for work in parks or forests.' I still didn't know the difference between them. Judy said, 'I think it's a great idea.' That was it."

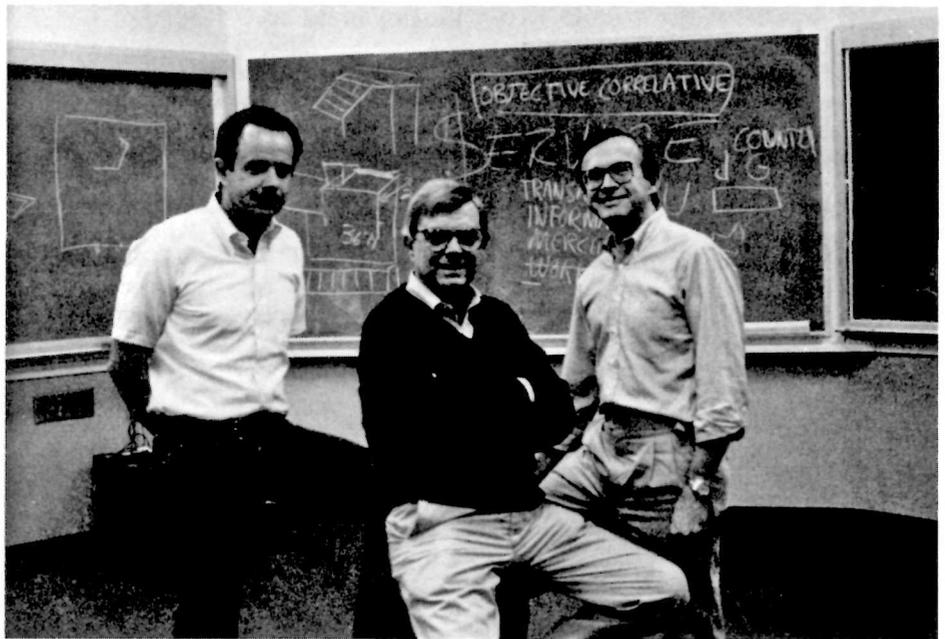
The day he resigned from the studio, his agent called and told him to fly off to New York to audition for a role in a new television series, a soap opera called "The Young Doctors." "There's a great part in it just for you," she said. When I told her what I was going to do, she hung up on me. And that was the end of my theatrical career."

A few days later Huggins enrolled in college, and before the week was out, he was on the staff at nearby Grizzly Creek State Park, "collecting fees, picking up trash, cleaning restrooms . . . just about everything. It was a stroke of extraordinary good luck. My classmates were really envious; they had been trying and trying for jobs like this, and I just walked in off the street and said 'I want to work here.' The superintendent barely took his feet off the desk long enough to say, 'Can you start this Saturday?'"

Ranger duties and classwork went hand in hand, and, while to some this may have meant nirvana, it was only a step for Huggins. He blanketed the national parks with letters. "About two years later, around May 15, 1969, I was cleaning the men's room when a voice came over the radio. 'Huggins, can you come in the office. There's a call here from Grand Tetons National Park.' It was Chuck McCurdy asking if I would like to be an interpreter for the summer, and could I be there by June 1. I had absolutely no idea what an interpreter was, but, hell, I had just finished cleaning a commode. I'd do anything. I put my hand over the phone and said, 'Jake, I just got an offer from Grand Teton. Can I quit?' He paused, and then said, 'Yeah, sure. Go ahead.'" Huggins accepted McCurdy's offer and off he went.

If this sounds like a Hollywood plot so far, the reader is pardoned. If one didn't know it to be true, it would be tempting to track down one of Huggins' old TV scripts. But that's just about how his pre-NPS career stacks up. Extraordinary to say the least.

Huggins worked as a seasonal interpreter for four seasons at Teton and hung on long enough to land the environmental specialist position—subject to furlough. The first permanent/full time



Left to right: Bob Huggins, NPS Private Sector Coordinator, WASO; Jim Murfin, former NPS Servicewide Cooperating Association Coordinator; Mike LaBaire, Executive Director, Conference of National Park Cooperating Associations.

position offered was at Lake Mead. From there Huggins went to Isle Royale and then Big Bend, where he served as chief naturalist for five years before coming to Washington.

"I love cooperating associations, and have worked with them throughout my NPS career . . . with Chuck McCurdy and Vic Jackson at Teton, at Isle Royale as executive secretary, and then at Big Bend as the coordinator. I believe in them, and I'll do anything I can to support them. I'm hoping to get the regional coordinators more and more involved with day-to-day association affairs, but still I'm here to stand behind them."

The Conference of National Park Cooperating Associations

Huggins' counterpart in the outside world is a phenomenon that nearly defies description—in more ways than one. The odd couple the two of them are not; rather, they exude a sense of intellect and confidence that at once amuses and reassures.

Michael LaBaire rushed upon the association scene in 1983 to fill a need for professional bookstore-design expertise. He hasn't left since. As a book consultant who knew nothing about cooperating associations and who was able to differentiate Old Faithful from the break in his garden hose only because "he turned his off at night, and Yellowstone didn't," LaBaire shocked everyone with an astounding ability to very quickly adapt the basic principles of good merchandising to the association concept.

"It was a destined relationship with his first presentation," said an observer. "We had to have a piece of that mind. Mike was the missing link between the stage that had been set and the perfect performance we so eagerly sought."

When the Conference of National Park Cooperating Associations, the umbrella organization now representing all associations to the Service, looked for a director for its affairs, Mike LaBaire, who was already assisting in designing VC sales areas and training association and NPS personnel, was the logical choice.

Mike came to the book business by way of teaching—language arts, writing, public speaking—for eight years, all the while dabbling in merchandising by managing a furniture store. Giving up the classroom "because teachers and the administrations had lost touch with their students," he accepted the challenge of setting up a chain of retail bookstores. After successfully managing seven stores for eleven years, Mike turned to bookstore design and merchandising as a consultant; and that led to his memorable meeting at Harpers Ferry with Bob Johnson's exhibit designers. "This was when Mike established his credentials with the National Park Service," said one who attended that seminar in 1983. "It was our first exposure to a professional merchandising designer, and it set us on a whole new way of thinking. A lot of old ideas about counters and display racks went by the board, and we haven't turned back since."

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Within a few months LaBaire was asked to fill in a canceled slot at the annual "Cooperating Association Management and Operations Seminar" at Grand Canyon, and, as they say, the rest is history. Associations began to hire him to redesign their sale displays; superintendents asked his advice on VC layouts; and before long his merchandising philosophies were being adapted to "marketing National Parks" courses in interpretation seminars.

Mike's broad experience has served the Conference well. Hired at first on a limited basis, he was appointed part-time Executive Director at the 1984 annual meeting of the board of directors in Philadelphia, and full-time in January 1986. He has been whipping around the country virtually ever since, demonstrating an amazing capacity to deal with a knotty board problem here, a misinterpretation of policy there, and tilting shelves, accounting quirks, and storage capacities almost everywhere, sometimes all in the same day.

But there's far more to the Conference than just assisting association sales.

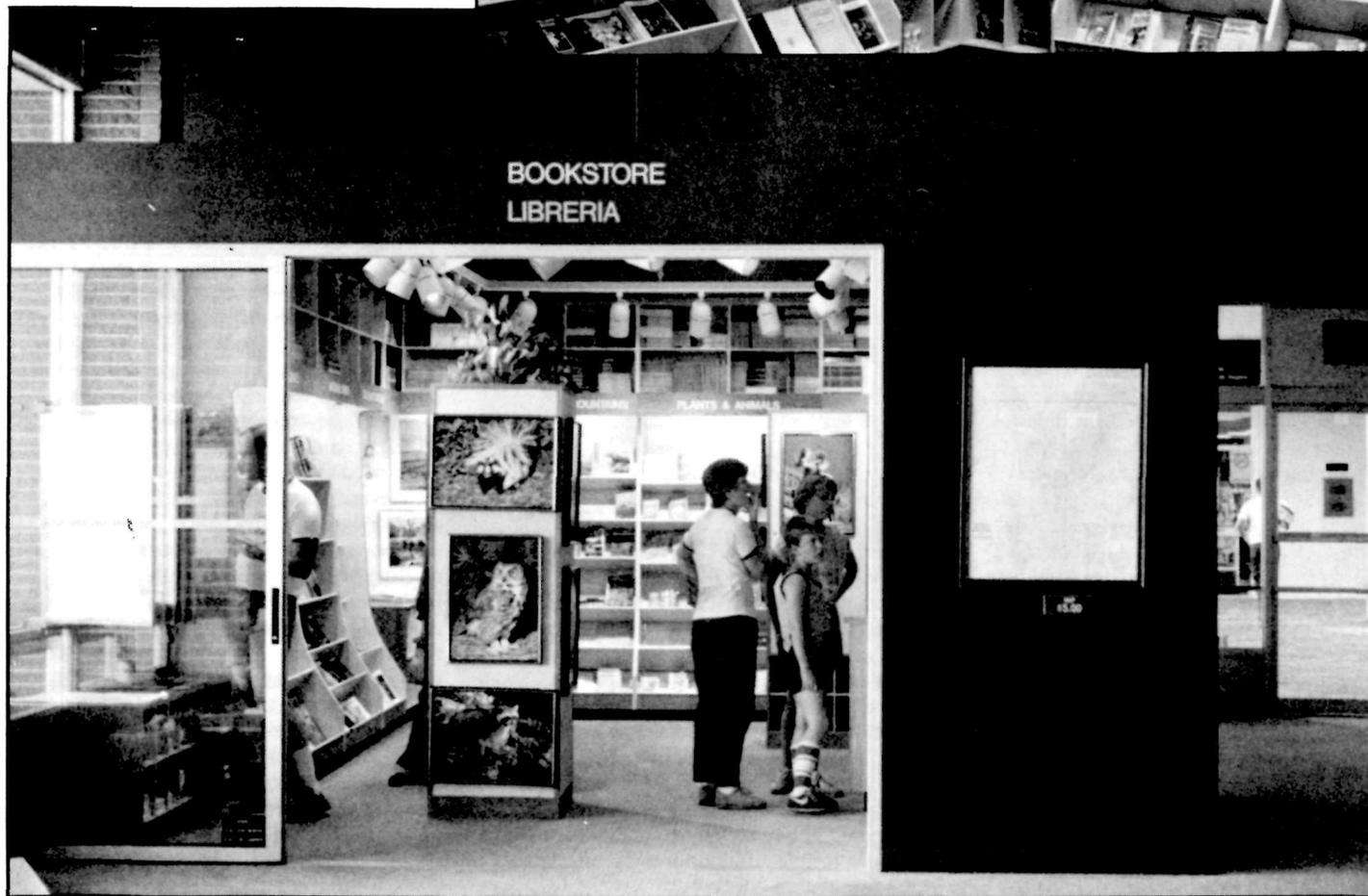
Remodeled sales area (LaBaire design), Carlsbad Caverns NP visitor center, Carlsbad Caverns Natural History Association.

Heading for the '90s

The 1986 annual report is several months away, but already some associations are reporting thirty to fifty percent increases in income. This quite obviously means a greater ability to meet park interpretive needs next season, "perhaps by as much as between five and six million dollars in donations to interpretive programs throughout the service," says LaBaire. "This is based on an estimated income of twenty-six million dollars.

That's more than 20% of the gross income being donated back to the Service." Association publishing programs, which in many cases have been taxed to the limit and most certainly will be under greater strain in the future, may have a shot in the arm.

While this is certainly important to the Service, LaBaire sees other responsibilities and priorities for the Conference. "The Conference exists to support the cooperating associations," he says, "just as the associations exist to support the



National Park Service. The Conference's agenda, therefore, must be aimed at improving the associations' own capabilities of functioning so that they can in turn do a better job for the Service. I see the Conference in three major roles: *representation, education, and coordination*—representing the associations in business and legal matters, educating/training association personnel, and coordinating association activities with government and outside business organizations. The ideal goal is to raise the competence and professional level of all association matters.

"One way of doing this is by reaching out to association boards of directors, helping them to understand their role in the overall scheme of things. There's the *Exchange*, our monthly newsletter, and, of course, the traditional Biennial Meeting of Cooperating Associations, which takes place this year in San Diego the week of November 17, hosted by the Cabrillo Historical Association."

Bob Huggins and Mike LaBaire performed as a team for the first time at a recent "association management and operations seminar" at Albright Training Academy. The class evaluations called it "professional." There seemed to be no doubt in the students' minds that both the Service and the associations had a firm grip on the future of interpretation. To save it from budget cuts had top priority; to preserve its integrity was essential. "We can rehab all the historic structures we want, and we can dig in the ruins until hell freezes over," said one student, "but if we don't have the time, manpower, and bucks to communicate the park story to the visitor, we're in a lot of trouble. Might as well close the gates."

Director Mott might articulate that a little differently, but, much to the satisfaction of the associations, he has come out solidly in support of interpretation, and, consequently, in support of the associations themselves. "I've been in his office a couple of times since coming on the job," says Bob Huggins, "and I'm amazed at the questions he asks and his interest in the associations. He's solidly behind them."

Huggins has "friends" groups, concessioners involved in interpretation, media interpretation, and other private sector involvement in interpretive programs, and while he sees all of this dovetailing, cooperating associations are his top

priority. Not the least of his responsibilities will be to see that the Service itself—from regional directors and superintendents down to all park staffs—gets acquainted with the associations' activities. "Wouldn't it be great if all of us had the same enthusiasm as Director Mott," says Huggins.

"That sense of pride in the association concept must and will filter down through the ranks," says Mike. And that's just what LaBaire and Huggins are challenged to do. "Resting on our laurels and the progress made during Jim Murfin's term as Cooperating Association Coordinator is not enough," LaBaire told the seminar. "He pointed us in the right direction and set the stage. Now with Huggins' fresh approach, Director Mott's support, and the Conference to guide, cooperating associations have a tremendous opportunity to serve the visitor. Interpretation was once one of the Service's highest priorities, I am told. It must be that again. If it is left to the cooperating associations to be the keeper of the flame, fine. We will not let it drop. Service to the visitor is our function and responsibility; all of our activities are to that end. The more NPS personnel of all persuasions, and those others who meet the public in the parks recognize this, the more efficient and professional job we can do.

"It's not so important that the visitor know who the cooperating associations are; that is incidental. It is important that

the National Park Service itself recognizes this unique concept. There is nothing quite like it anywhere. Other government agencies emulate, and some successfully, but no one in the business of communicating with their fellow man has quite the same goals and responsibilities. Museum shops stand in awe; the publishing industry looks on in amazement. Visitors blithely go their way along the rim and through the battlefields, with book and guides in hand, vastly more informed and in greater appreciation of the park. The National Park Service should be proud. My job, and Bob's job, is to see that it continues. It will."

Amen!

Editor's note: If this article takes on the unrestrained enthusiasm of a staunch supporter and promoter of cooperating associations, the writer should be forgiven. From January 1974 until September 1984, Jim Murfin served as Servicewide Cooperating Association Coordinator, and he writes from a perspective that few can claim. Now a free-lance writer, he is the author of 14 books, including an award-winning history and five books on national parks, and more than a dozen magazine articles. He is presently completing his first novel.



Remodeled sales area, Jefferson Memorial; Rick Strand (HFC)/Mike LaBaire design for Parks and History Association.

By the wayside

David Guiney
Wayside Exhibit Planner
Harpers Ferry Center

At Carlsbad Caverns

This year visitors to Carlsbad Caverns National Park will see the same magnificent cavern rooms and decorations that visitors saw when the park was established in 1930. But now they can better recognize, understand, and appreciate the park's natural features through a new series of wayside exhibits, planned and produced by the Harpers Ferry Center Division of Wayside Exhibits, in cooperation with the park staff and the Southwest Regional Office.

Most of the eighty-nine new wayside units are located underground in the Main Corridor and the Big Room, the sections of the cavern open to visitors. The exhibits identify and interpret cavern features along a self-guiding trail system three miles long.

Exhibit panels in the cave are lighted from behind and feature full-color graphics. Concise text is presented in a three-part format for ease of reading. A dark panel background helps to focus attention on the illuminated text and graphics, and away from the exhibit hardware. Spanish translations, prepared by Carlos Chavez of Chamizal National Memorial, are provided for foreign visitors.

Backlighting panels in the cave also use a new technique involving dye-transfer imaging onto a film ordinarily used for black-and-white processing. Philip Myerly, Chief of the Branch of Wayside Exhibit Design and Production, supervised the development of this new panel medium, working closely with technicians at Color Corporation of America in Tampa, Florida.

Exhibit bases are welded of heavy-gauge aluminum and finished with dark-brown, textured epoxy paint, the standard finish for NPS waysides. A round post- and collar base design permitted the exhibit panels to be "aimed" properly before being locked into position.

Graphic panels are secured in frames by concealed fasteners and may be easily removed by the park staff for cleaning or bulb replacement. In case of damage or vandalism, the park receives a duplicate set of panels, a standard procedure with all Harpers Ferry wayside exhibit projects.



Coordinating signs above and below ground provide trail directions. Common typefaces, colors, symbols, and other design elements give the wayside series a unified look.



Avelina Childress of the park's interpretive division examines a new backlit wayside exhibit.

For the installation, Cave Specialist Ron Kerbo and Roads and Trails Foreman Jimmy Sillas helped develop special mounting techniques using concealed metal braces and cosmetic stone masonry. This required no digging or drilling into the cavern floor. In the future, exhibits may be removed without damage to the fabric of the cavern.

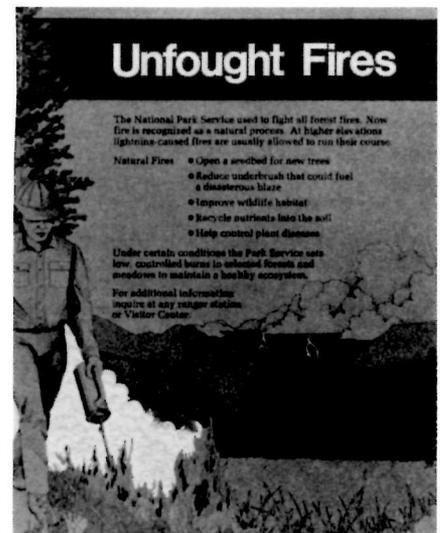
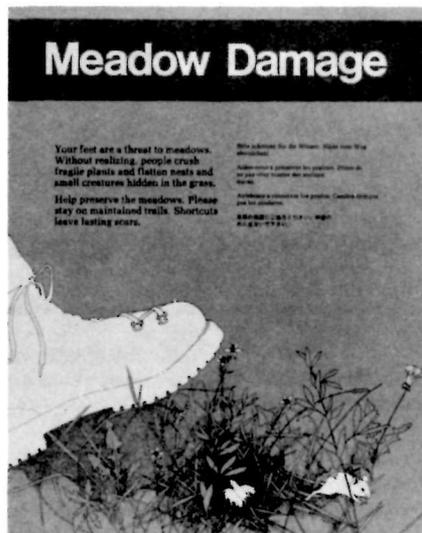
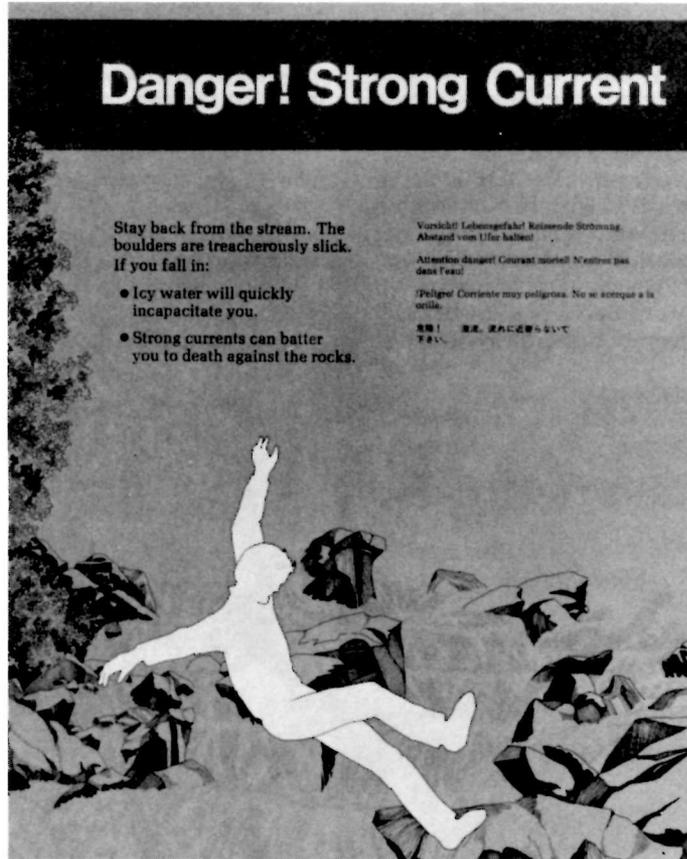
In addition to the backlit inter-pretive exhibits, the new parkwide wayside series includes vertically-mounted orientation exhibits and signs in the cave, plus additional exhibits on the surface.

At Yosemite

The challenge: to keep people from trampling fragile meadows, tumbling over 600-foot waterfalls, or misunderstanding NPS fire management policies. In an ideal world parks would have interpreters on the spot to explain dangers and management concerns; however, faced with limited manpower and staggering visitation, Yosemite National Park will be relying on wayside (outdoor) exhibits—24" × 28" panels with a combination of text and graphic images—to help save lives and park resources.

Between 1976 and 1985 Yosemite NP recorded 32 water-related deaths; encounters between bears and people also increased as did wildflower meadows deeply scarred by "shortcut trails." To address these and other urgent issues, Harpers Ferry Center exhibit planner Dick Hoffman worked closely with Yosemite Chief Naturalist Len McKenzie to develop a wayside exhibit plan that included safety and management issues as well as standard interpretative subjects.

Safety exhibits have to be attention-grabbers. So using white letters in a red title band, and highlighting art images in paper-white, HFC designer Judith Wagner Everett designed the panels for instant comprehension at considerable distances. Text appears in French, Spanish, German, and Japanese in response to increasing international visitation. Under the direction of Chief, Branch of Wayside Exhibit Design and Production Philip Myerly, contractors Scribing Services in Frederick, Maryland, and General Graphics in Cumberland, Maryland, produced Yosemite's new exhibits.



Safety panels

Stay tuned to Chamizal

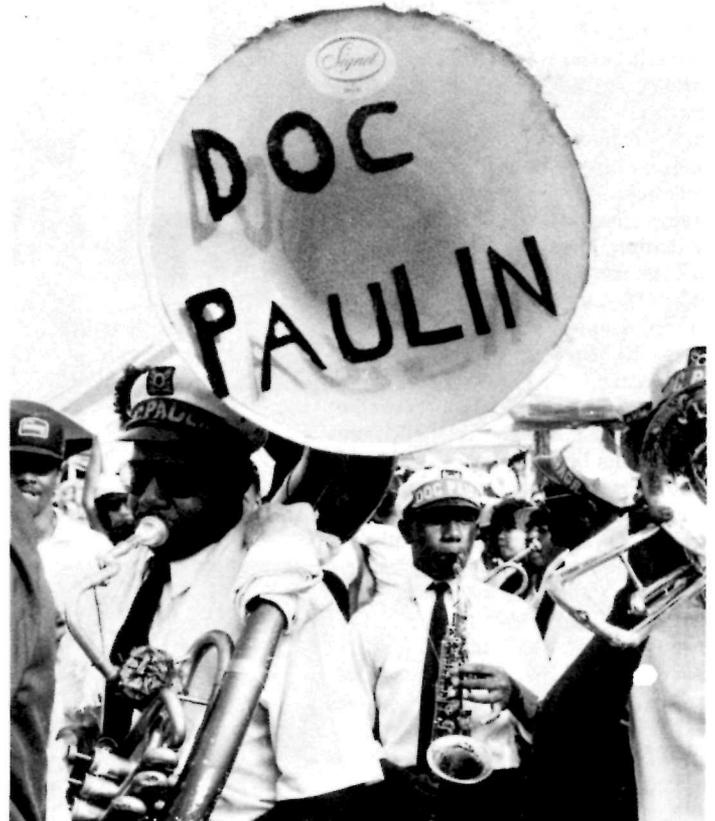
On the evening of October 4, 1986, Chamizal National Memorial will be taking action on one of the Director's twelve points—and if you have ever wondered what goes on in an urban historical area in El Paso, Texas, listen to your nearest National Public Radio (NPR) outlet.

On that evening, from 7:00 to 10:30 Mountain Daylight Time, the Fourteenth Border Folk Festival will be made available to all NPR stations. It will feature what Chamizal describes as an eclectic mixture of the finest of traditional music. Featured will be Los Coyotes del

Chamizal—nortena music, Doc Paulin's New Orleans Jazz Band, the Cajun music of the Louisiana Aces, Rumanian gypsy music from San Francisco, and a performance by the Irish Tradition, one of America's finest groups of expatriates. There will be blues galore, from the Piedmont of Holloway and Holeman to the basics of Harmonica Phil Wiggins and Bowling Green John Cephas and the great piano styles of Big Joe Duskin—plus a Veracruz style jarocho ensemble, and the cowboy poetry of Wally MacRae.

Co-sponsored by the National Council

for the Traditional Arts, the Border Folk Festival has grown in the last years to be one of America's finest and most honored traditional preservation events. The broadcast is being made possible by donations from local supporters. Being here is best—but if you have to work Saturday, save Saturday evening, contact your local NPR station, and pretend you are down in the comfortable fall climate of the great Southwest!



Science seeks answers in the national parks

Duncan Morrow
Public Affairs, WASO

At Colorado State University, where the sports teams are called Rams and the hottest controversy is the new "Ram Tough" poster depicting four cheerleaders in leotards, the National Park Service convened its first national science conference in four years. Co-sponsored with the George Wright Society, conference programming examined the state of scientific inquiry in the parks.

In his opening remarks, Director William Penn Mott welcomed the par-

ticipants by renewing his commitment to an effective science program within the Service. His call for a dual commitment to research and action on short-term concerns, such as the protection of endangered species, and long-term objectives, like defining where elements of the Service's program should be a century or more in the future, was welcomed by an enthusiastic audience.

Director Mott also announced his determination to establish a blue-ribbon committee to reconsider the Leopold Report of 1962, the central focus of natural systems management in the parks

over the last two decades. Further evidence of his support for park-related scientific research came later when the Director stressed his desire to hold the next such conference within two years.

Other full-session speakers at the conference included retired NPS archeologist Jim Judge, speaking on cultural resources management and interpretation; Yale professor Joseph Berry on computer-assisted map analysis; Professor John R. Kelly, University of Illinois, on visitor profiles and expectations; and the World Wildlife Fund's Thomas Lovejoy, on efforts to determine minimum size requirements for self-sustaining natural preserves in Brazilian forests.

The conference, under the co-chairmanship of Raymond Herrmann and Calvin Cummings, attempted to encompass the full range of scientific inquiry on the parks from international issues of preservation and management; through cultural resource questions, such as preservation of materials; to the problems associated with maintaining long-term research and monitoring projects through the vagaries of annual funding and staffing; and finally through sociological findings and their implications for park management.

Individual symposia examined timely, broad issues, such as recreation user fees (techniques, management uses, and public receptivity). Others focused on diverse topics such as the revitalization of urban ecosystems and specialized approaches to maintaining historic landscapes. Still more looked at such specific topics as volcano hazards research in Yellowstone and the ecology of Wind Cave—each contributing most directly to understanding a particular park unit, but also contributing to information that may be applied in the management of other park areas.

The interplay of academic, government, and industry research work was an underlying theme of all group discussions throughout the week. The conference was attended by a diverse group of NPS employees, including a surprising number who invested personal financing and leave to attend from sites as distant as Alaska and Florida.

So even while the "Ram Tough" poster was stirring up controversy in the community, conference attendees were working together to share scientific research being done throughout the parks. They might not have had a poster heralding their activities, but the results were visible nevertheless, not only in the proceedings of the conference to be published later this year, but in the results of their research efforts throughout the national park system. "Ram Tough" in green-and-gray, not leotards.

The search for Marla: an exercise in mantracking

Diane Smolenyak
Joshua Tree National Monument
NPS Technical Advice by Tom Patterson

On May 4, 1986, attention focused on Joshua Tree National Monument, and on a missing child who had disappeared from a campground bathroom. Over a year before, three-year-old Laura Bradbury had likewise disappeared, and after an intensive four-day search, still remains missing. So with the details of that loss still fresh, those of us who responded to the call for help increased our determination to prevent a recurrence of that mystery.

At approximately 7:00 a.m., nine-year-old Marla Woods left her family campsite and walked a few hundred yards to a nearby bathroom. When she failed to return, her parents searched the surrounding area, then notified park officials that their daughter was missing.

District Ranger Craig Patterson responded. "Not again, this will not be another Bradbury incident," he said. Within fifteen minutes, all park roads leaving the area were blocked by NPS and Bureau of Land Management rangers. Available Park Service employees were called for assistance, along with volunteers of the Joshua Tree Search and Rescue (JOSAR) Team. Within four hours from first notice, a total of 110 personnel from a variety of organizations responded to Cottonwood Campground.

My husband Dale and I felt both excited and intimidated by our first major search operation. We had only been members of the JOSAR team for six months, and only a month before had participated in a Mantracking Seminar sponsored by the China Lake Mountain Rescue Group where we learned how to preserve evidence and follow a track. We first became interested in mantracking after viewing a film about a little boy safely recovered by the Sierra Madre search and rescue team; if mantracking could return one child safely to his parents, all the time involved was well worth it, we decided.

Unlike my husband who had extensive background in rescue, I had never been strong enough for the physical demands nor interested enough to pursue the strenuous techniques of technical rescue. By contrast, mantracking requires specialized training, and the simple techniques of patience, common sense, the ability to hike, and some regular practice.

When we arrived at search base—Craig Patterson's living room—we were briefed on the subject's description and

other relevant facts, then assigned to search a little-used dirt road in the primary area. Results from the initial hasty search located a single set of tracks heading in a northwest direction from the bathroom. Our detail would take us in a northeast direction for the purpose of sign cutting.

While en route to the departure point we stopped to study the tracks preserved by JOSAR tracker, Robin Patterson, who had also attended the China Lake seminar.

As Dale and I began our assignment we noted so many tracks in the road that it would be impossible for us, as novices, to find Marla's particular tracks. Therefore, being cautious not to destroy clues, we walked along the perimeters of the road in order to cut the berm for sign. About 1½ hours into the search we monitored a radio transmission: "JOSAR 1 to search base, we are following definite tracks in a northwest direction from the bathroom." The team calling consisted of Robin Patterson (JOSAR), Joe Erikson and Dr. Bill Blascho (both of Riverside Mountain Rescue Unit) who were approximately one mile behind us.

If the child had decided to change directions, we decided, then she might head into our road from the left. We began checking all incoming wash areas for signs of tracks or "noise." The first few investigations produced nothing, but one particular wash had what appeared to be fresh noise and I suggested we investigate, being careful not to disturb what we might find. The tracks did measure 8½" in length, and by using a technique where you shade the track with a hat and focus the sunlight off a mirror onto the track, we exposed the pattern of the shoe, the running WW pattern we sought. We found more than one track and circled several to show direction and stride. Our minds raced! We noted all we could about our location, the track description, and distance from search base. Dale radioed for assistance to have an expert confirm or deny the tracks we found. A few minutes later a helicopter delivered Joe from the JOSAR 1 team. We explained what we had found and showed him the tracks. A moment later he was on the radio: "these tracks are confirmed, they are hot, get Robin and Bill up here." Our hearts leaped!

We patiently waited while Joe did some perimeter cutting. The helicopter returned carrying Robin and Bill. We protected the tracks to prevent their destruction by the helo prop wash.

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After we briefed Robin and Bill on recent events, Joe and Bill continued to perimeter cut while Robin, Dale, and I proceeded with the step-by-step tracking method. We'd been tracking about twenty minutes when suddenly I looked up and saw a young girl running toward us. I called out "Marla!" At this point, Bill thought I was just generally calling out her name; Robin thought it was a bad time for a practical joke. I repeated: "You are Marla Woods, aren't you?" A second later, the others looked up and saw that we had discovered the missing girl.

Mere words are inadequate for the joy all five of us felt. We approached Marla slowly so as not to scare her. She said "This is the first time my family has visited the desert and my parents are lost." We laughed, offered her a drink, and Robin notified search base: "The child is found and is all right!"

Joe escorted Marla to the helicopter and accompanied her to search base. The rest of us shrieked with excitement,

hugged each other, and recounted the amazing events of the last thirty minutes. Marla was found approximately 2:00 p.m., two miles from the site where she was last seen, 5½ hours after the search was initiated.

The search ended with a debriefing where it was discovered that Marla followed a wash into the desert, believing it to be the trail returning to her campsite. Rapid confinement of the search area, meticulous preservation of evidence at the point last seen, and immediate deployment of resources were identified as contributing factors to the success of the mission. To quote Joe Erikson "Tracking definitely found this girl."

The effective strategy and tactics of the search enabled us to use essential skills all field personnel should be competent with. Now Joshua Tree National Monument is no longer referred to as the place where Laura Bradbury disappeared . . . it's where Marla Woods was found!



Marla with Park Ranger Tom Patterson

The evolution of Alcatraz

Jean R. Dorsey
Bay District
Golden Gate NRA

Last year stands out as one that produced significant changes in the evolution of Alcatraz Island's thirteen-year history. This twelve-acre island in San Francisco Bay has evolved dramatically, the result of many creative and enthusiastic rangers, and flexible management by the Golden Gate National Recreation Area (GGNRA).

Interpretation expanded ten-fold in all directions in recent years. Once restricted areas of the cellhouse are now open.

Visitors no longer must attend a 1½ hour ranger program and then depart the island promptly after completion of the program. The new flexible "Open Island" concept permits today's visitors to plan their own schedule and attend programs of interest. They can now return to the San Francisco mainland on any of the hourly ferry departures.

Many structural improvements on Alcatraz have occurred as well. Major restoration and renovation projects completed by contractors, the San Francisco Conservation Corps (SFCC), and the Volunteer in Parks (VIP) staff have improved the stability and appearance of

many of the old, decaying buildings. Continual improvements of the remaining buildings and closed areas are examples of GGNRA's on-going projects.

The high quality of interpretation provided by the Alcatraz rangers known as "Alcatroopers" has remained consistent throughout this period of change and has received high praise from visitors throughout the world.

The Alcatroopers' flexibility has made the growth and transition an easier one. In order to cover all historical eras thoroughly, different forms of interpretation have been developed and refined. A slide show, new interpretive programs,



Alcatroopers

and a self-guided trail are some of the new useful tools of interpretation on Alcatraz Island.

The introductory slide show demonstrates the key functions and historical eras of Alcatraz since its discovery in 1775. Included in the slide show are the discovery of San Francisco Bay, the use of Alcatraz as a military prison and Federal penitentiary, the occupation by Native Americans, and the transfer of Alcatraz to the National Park Service on October 12, 1972.

After visitors view the Alcatraz slide show, they have various options available to them. The Cellhouse Program, offered hourly, focuses on the twenty-nine year prison history as a maximum security Federal penitentiary for the incorrigible. Other interpretive programs available to visitors include natural history walks, "escape" and "famous inmate" talks, military history walks, correctional officer/family life, and scenic bay walks. Lastly, the more independent individual can follow the self-guided trail. Wayside exhibits will soon be added to complete the "Open Island" concept. Hence, the National Park Service on Alcatraz now gives the visitor more choices to explore the historical island than ever before.

This new format also allows for a greater "carrying capacity" of island visitors. Monthly visitation is consistently increasing with this new format, and by the year's end, it is estimated that nearly three quarters of a million people will visit the island. This means that fewer visitors are turned away and that more visitors receive exceptional interpretation of Alcatraz.

Rangers benefit too. The Alcatraz rangers now have a more diverse schedule which may help alleviate interpretation "burn out." The rangers' daily duties now include Cellhouse and other interpretive programs, patrolling closed areas, slide show introduction, dock duty, and some project time.

Alcatraz Island is still evolving. The Alcatraz and Bay Districts of GGNRA have recently combined to create the new Bay District.

Rangers now have an opportunity to rotate to various work sites within the Bay District and perform an even wider range of duties.

The combination of the Alcatraz and Bay districts at GGNRA, and the evolution of the new "Open Island" concept have opened many doors for the "Alcatraz rangers." The recent changes in interpretation are beneficial for both the visitor and the ranger at Alcatraz and the other Bay District areas. Further evolution is expected in the future.

Wagons ho!

Cathy Rudy,
Park Ranger
Guadalupe Mountains NP

An hour after dawn, a ranger watched closely as the wagons hitched up and started toward the Pass. It could have been 1858, but it wasn't. It was April 2, 1986. It was the Texas Sesquicentennial (everyone in Texas had to learn to say "sesquicentennial" this year—it means 150th anniversary). And the wagon train coming to Guadalupe Mountains National Park was part of the biggest event of that anniversary celebration: a 3000+ mile, 6-month trip to "Circle Texas for the Past and Future."

Beginning its journey on January 2 in Sulphur Springs, and completing the trek at Ft. Worth in July, the wagon train stopped at the park on its 109th day out, marking mile 1789. There was some worry as the caravan of participants made its way across Guadalupe Pass, which, at 5,695 feet, marked the highest point of the trip. In less than 6 miles the horse- or mule-drawn wagons would have to climb over 1000 feet, a climb difficult even for motorized vehicles. But as it turned out, none of the animals experienced any problems, and within 3 hours all 37 wagons and approximately 50 horseback riders had reached the top.

The wagons parked near the ruins of the Pinery Stage Station, a stop on the old Butterfield Overland Route, where 128 years ago cross-country travelers

stepped down from the rocking stages for food and water. But most of the travellers this time were not living out of their wagons; it was more comfortable to spend the night in one of the dozens of support vehicles. Also traveling with the train were food and souvenir concession stands, a one-room schoolhouse for children making the entire trip, water trucks, a veterinarian, nurse, massage therapist, paramedics, ferriers, feed suppliers, and 30 portapotties. In just a few hours a town of 250 people sprang up.

For three days Guadalupe's visitors enjoyed the park. They took advantage of the horse trails; the park issued 49 permits for 215 horses or mules during their stay. And many of the wagoneers also visited nearby Carlsbad Caverns National Park, New Mexico.

Then on the cool, clear morning of April 23, the Wagonmaster sang out "WAGONS HO!" The wagons slowly began to move, their destination a ranch 21 miles away. It took 7 hours including lunch and water breaks to arrive. I made the day trip with the train on a wagon pulled by mules "Cindy" and "Sam," and driven by Bill Tooley, a retired state trooper from Arizona who now cowboys. As the mules plodded along, Bill told me about the wagon train, and I told him about the park. He said he will remember the park for a long time. I said everyone at the park would remember the wagons coming up the road, just like the old days.



Wagons on route

What's in a name?

Have you ever wondered: How do park areas get their names? What's the significance or meaning behind park titles? What, for example, is the difference between a national park and a national monument?

Briefly put, units of the national park system have been created in two principal ways: by acts of Congress and by presidential proclamations. When Congress creates an addition to the system, it may spell out the name to be given each area or site, and also make reference to the general terms under which the new area will be managed. Under the Antiquities Act of 1906, the President is authorized ". . . to declare by public proclamation historic landmarks, historic and prehistoric structures, and other objects of historic or scientific interest that are situated upon the lands owned or controlled by the Government of the United States to be national monuments. . . ." In addition, the Secretary of the Interior has the authority to designate national historic sites.

Determining the differences between the various titles used for areas within the System is in some instances more easily said than done. "National Park" has a special meaning to many people, conjuring up images of Old Faithful, Yosemite Falls, and the massive grandeur of the Grand Canyon. "National Monument" may not immediately bring to mind such clear and obvious images, and reference to a "national historic site" may only suggest that the feature must be some way important in the history of the United States. While names may not always be perfectly descriptive, they are important, however, and much attention has been given since creation of the first national park in 1872 to the titles given to succeeding units of the national park system. Today, its 337 units share about 20 separate titles, not counting some combined titles and special areas.

The initial concept of a national park was defined by Congress in 1872 in establishing Yellowstone as a "public park or pleasuring ground for the benefit and enjoyment of the people." In practice, however, "national park" has generally been assigned to the greatest natural attractions of the national park system and for that reason it comes closer than many other titles to having its own "image" and meaning.

National monuments initially were areas proclaimed by presidents through the authority of the Antiquities Act. Under this authority, President Theodore Roosevelt proclaimed and reserved the first national monument, Devils Tower in

Wyoming, in 1906. Although the Antiquities Act was mainly focused on prehistoric Indian remains and other cultural features, Devils Tower and the majority of national monuments proclaimed subsequently were predominantly natural areas. It should be noted that not all national monuments were created under this legislation. Congress has also created numerous national monuments, both natural and historical. The term national monument conveys little information about the nature of the resource or its size or how it might be managed or experienced by the public. In recent decades other labels have been used for historical areas, and so in modern times the title "national monument" has been confined largely to natural areas that do not appear to qualify for one of the more descriptive designations. In general, they are smaller than national parks and lack their diversity or range of attractions.

Whether an area within the national park system is identified as a national park, national monument, national historic site, or some other designation, the National Park Service has a responsibility to treat all park system units with the same high measure of concern and to give attention to all resources in all parks, regardless of labels and of the way in which they became part of the system.

You may very well have known about some of these issues; however, many park visitors often do not. Year after year, puzzled not only by the meaning and reasoning for park titles but also by how parks come "into being" and how

they are managed, visitors ask a variety of questions on such subjects. In order to dispel confusion, a publication entitled "National Parks, Monuments, and Other Places—The Significance of Their Names and How they are Managed" has recently been completed and should soon be available through your park or regional office. If you are interested in learning about these issues in depth, get a copy of the publication. You won't be sorry you did.

Titles of units of the National Park System

National Park
National Monument
National Preserve
National Lakeshore
National River
National Seashore
National Historic Site
National Memorial
National Military Park
National Battlefield Park
National Battlefield
National Battlefield Site
National Cemetery
National Historical Park
National Recreation Area
National Parkway
National Scenic Trail
National Capital Parks
White House
National Mall
Parks

—Tracy Fortmann

Seized smuggler's property transferred to Washington state parks

A ceremony in Seattle on May 30 marked the transfer of a 1.9 acre portion of Echo Bay Island from the National Park Service to the Washington State Parks and Recreation Commission. The 3-acre island, an undeveloped and beautiful area located in the San Juan Island complex, is home to a pair of nesting bald eagles and to harbor seals that give birth to their pups on the island.

The island was purchased in the early 1980s by a drug smuggler as home for a massive marijuana smuggling operation. The operation backfired when, after buying up two-thirds of the property, the smuggler found it was located directly across from a marine park swarming with people.

"He found a flotilla of boats," said Eugene Corr, U.S. Marshal in Seattle. "Obviously it wasn't conducive to a marijuana and drug smuggling operation."

The operation totally unraveled and \$1.5 million in assets were seized by the Department of Justice, which has authority under recently passed legislation to seize assets of felons convicted of drug trafficking.

Working with the General Services Administration, under the provisions of the Surplus Property and Administrative Services Act of 1949, the property was evaluated by the National Park Service and determined to be of recreational value. With its close proximity to Sucia Island State Park, it was a natural for transfer to the Washington State Park System.

On hand for the ceremony was Senator Slade Gorton, who accepted the deed from Acting Regional Director Bill Briggles and in turn, presented it to Governor Booth Gardner. In his remarks, Senator Gorton noted the significant amount of cooperation exhibited between

the U.S. Marshal's Office, GSA, National Park Service and Washington State Parks.

Although, with the inclusion of this property, public park and recreation agencies in the state of Washington have received 10,809 acres of surplus Federal land, this is the first time property confiscated due to a felony conviction has been turned over to a recreational land managing agency in the State.

—Candyce Moger

Making the most of the Federal purse

One by one, even the smallest actions can accumulate; and if enough mount up, they can put a hole in even the best managed budget. In these days of creative financing, of doing the most with the least, how well the Federal government manages is on everybody's mind.

In 1981 the Office of Management and Budget issued Circular A-123, "Internal Control Systems." A few months later, Congress passed PL 97-255, the Federal Managers' Financial Integrity Act (FMFIA). The impetus for these documents grew out of repeated reports of fraud, waste, and abuse of government resources. Such a flurry of Federal activity only begins to show how closely good government has become linked to good management.

Controls are checks and balances which assure that desired actions take place and that undesirable ones do not. They are omnipresent, an integral part of our lives whether we are managers or not. Of course, the system of checks and balances used by managers has very specific, agency-oriented goals, chiefly operational efficiency and effectiveness; compliance with laws, regulations, and policies; safeguarding resources; and distribution of accurate, reliable information.

The Director emphasized at a recent staff meeting that the internal controls program must help the Park Service determine if it is spending its money in the most efficient way. He also charged the program with responsibility for identifying ways to save money. The objectives of Internal Control and Operations Evaluation should provide the basis for responding to the Director's objectives.

The basic principles and concepts of internal control have been an accepted part of good management theory for years. Specifically they consist of four basic steps: 1) planning (every manager must plan), 2) organization (matching

resources to plan), 3) direction (developing actions to achieve what has been planned), and 4) control (insuring that appropriate actions take place and that objectives are met—in short, effective carry-through). Internal control falls mainly within this fourth step. It is not a new concept; what is new, however, is the rigorous emphasis now being placed on its proper observance.

Recently, a task force created by the President's Council on Management Improvement (PCMI) examined paperwork levels and staffing requirements of the Internal Control program. It concluded that the program generated a lot of paper, much of it never used. Recommendations included instituting a three-year planning cycle rather than a two-year one, preparing management evaluation plans, and using alternative internal control reviews.

In support of the principles of internal control, Director Mott designated deputy regional directors, service center managers and WASO division chiefs as the officials responsible for the NPS system of internal controls. Together with NPS Internal Control Coordinator, Russell K. Olsen, and his alternate William H. Honore, these individuals are expected to help establish and operate internal control systems within the Service and determine how well these systems fulfill prescribed standards. Responsibility, however, rests with each employee in order to ensure an effective and efficient system. Each member of the directorate and field directorate signs a statement attesting to the fact that a system of internal controls is in existence in their program area and that the controls are working, or that they have identified weaknesses which must be addressed. On the basis of these statements, the Director signs a similar statement which he sends to the Assistant Secretary for Fish and Wildlife and Parks as required by the Federal Managers' Financial Integrity Act (FMFIA).

The program begins in the fall each year with a meeting of the directorate to evaluate the three-year management evaluation plan and to specify the reviews and activities for the year. Detailed internal control reviews are conducted on selected high risk components. Other components receive alternative reviews as deemed necessary by the appropriate responsible officials. Offices, regions and parks participate in reviews as designated. It is the responsibility of each supervisor to conduct the reviews designated as well as to complete actions they feel appropriate in order to allow them to sign the annual FMFIA Statement in good conscience. The program ends each year with the directorate meeting to evaluate the year's effort, agree on material weaknesses, and convince the

Director that he too can sign the FMFIA Statement with confidence that managers and staff have done their job.

In the National Park Service, 88 components have been identified and incorporated into a three-year management evaluation plan (MEP). To date, 42 reviews have been completed. The following 12 components are scheduled for evaluation during FY 1986: OMB circular A-76 implementation; debt collection; acquisition management; safety & environmental health; personnel management evaluation; cash management; computer service center; personal property management evaluation in regions; training management; and complaint processing. Seven additional components will be reviewed in Fy 1987 and three in FY 1988.

In addition, some components, more vulnerable to fraud, waste and abuse, may be re-reviewed in those years. The NPS also tracks identified weaknesses on a quarterly basis in order to review progress made toward accomplishing identified corrective actions. Because internal controls do not require a separate system within an organization, but should rather be integral to the basic system, the internal controls program has been combined with Operations Evaluations. The objectives of these two programs are basically the same, and their combination should help reduce duplication of effort.

We must keep in mind that no matter how strong and effective internal controls are in the Service, they are by no means absolute. Internal controls can not preclude all inefficiencies. If NPS employees are careless, or if they are determined to commit wrongful acts, abuses can occur. At best, internal controls should make wrongful acts extremely difficult, discourage abuses, and guard against carelessness. Good internal controls should also detect abuses or careless acts shortly after they occur, and trigger corrective actions.

A series of training sessions was recently conducted in WASO, the regions, and the service centers to explain all facets of the program discussed above. Spin-off training will be conducted in many offices throughout the Service to encourage better understanding of the program and make better use of it. Questions should be directed to your supervisor or those identified earlier in this article.

Any NPS employee who encounters incidents of fraud, waste or abuse, should report them to their supervisor or on the employees hotline (toll free) 800-429-5081 or FTS 343-2424. With Federal resources so limited, pulling together to prevent waste helps stretch those resources further for everyone.



The Director's Report

By William Penn Mott, Jr.

The 12-Point Plan: Accepting the challenge

Over a year ago, when I first considered taking on the position of Director of the National Park Service, I knew accepting such a monumental responsibility hinged on whether I felt I could make a real contribution. I knew I wanted to do more than just come on board and "manage" the Service. I wanted to make an impact—to effect change—both from within and without to dramatically improve the national park system, a system very important to the people of this country. To do so would require not only reaching you, the NPS employee, but also reaching the American people, for without such cooperation and support very little could be accomplished.

Change would be needed to improve the "running" of the Service by encouraging greater creativity, efficiency, and effectiveness within management, by enhancing old and developing new career opportunities for employees, and by listening to your concerns and ideas. Change would also be needed to cultivate a newer, more vibrant commitment from the American people for protecting, preserving, and perpetuating all units of the national park system unimpaired for future generations.

There was no question that, by attempting to reach so many, I had given myself quite a weighty assignment. . . . I soon realized, however, that this was only the beginning. Other "changes" of similar magnitude became apparent to me which also needed to be addressed and, somehow, ultimately resolved. From those early concerns, the 12-Point Plan began to emerge.

Since then, the 12-Point Plan has undergone many transformations by being examined, reexamined, and redefined until finally reaching its current state. Although the initial 12 points are still intact, the general terms of the 12-Point

Plan have been translated into 32 action elements. For each of these, I have made a lead person responsible for determining a time table, a plan of action, and a work program for its implementation.

The need for these action elements is crucial, for they now provide special focus and direction for accomplishing the more broadly scaled 12 points. For example, Point 6 primarily highlights the need to expand the role and involvement of citizens and citizen groups at all levels in the National Park Service. Accomplishment of this goal will be achieved by the three recently identified action elements:

- enhance the protection of parks as part of the U.S. public lands system through the "Take Pride in America" program;
- establish a blue-ribbon panel to examine NPS policies about natural and cultural resources and to recommend how these policies may be improved; and
- establish a citizen's friends group for each unit of the National Park System.

As another example, Point 9 focuses on expanding career opportunities for NPS employees. The following three action elements should assist in accomplishing that goal:

- encourage and support the development of the Horace Albright Fund;
- establish a reassignment mobility program; and
- stimulate career opportunities and employee growth.

Within a short time, I believe you will see ample evidence of the implementation of the 12-Point Plan through the 32 action elements in essentially every program

in every park in every region. In addition, the Plan will be further complemented by those actions currently being developed by regions and parks. However, we aren't necessarily stopping there. In case you wondered, there is no special significance behind the number 32, and as the need arises, new elements will be added to further supplement the nationwide plan. For the present, however, I am more concerned with seeing existing action elements actually implemented than with tacking on new ones. In order to monitor our progress, I am in the process of determining what systems we can use, such as the Management By Objectives (MBO) or other possible forms of tracking.

To date, the 12-Point Plan has received considerable support, although I have heard tell that there are those saying, "It's a grand idea, but will it work?" Obviously, not only do I think it will, it is! Support, which ultimately will "make" this effort work, is already coming from the media, the Secretary, and the Administration. Moreover, *your* support has been there from the beginning not only through the letters, comments and advice I have received, but also in the renewed vigor I have sensed throughout the Service. Thank you for that support, it has been greatly appreciated.

If you still haven't for some reason had the opportunity to study the 12-Point Plan, I encourage you to get a copy and look it over. After doing so, if you find you have any thoughts or comments you'd like to share with me, please send them in! With *your* help in implementing the 12-Point Plan, we can shape an improved national park system for the future—a challenge that only the dedication and family spirit of the National Park Service can accomplish.

Focus . . .

On Mather Training Center

It's time to do away with training

Bill Wade
Superintendent
Mather Training Center

These days there is significant concern about job dissatisfaction among NPS employees, a major focal point being the supervisor-employee relationship. Specifically, many supervisors have done a somewhat inadequate job explicitly communicating to employees what is expected of them, and providing frequent, meaningful feedback regarding job performances and career counseling.

Everywhere you turn, references to these inadequacies arise. The NPS conducted an employee survey several years ago that referred specifically to these problems. Every recent Association of National Park Rangers' Rendezvous had included general discussion and even business agenda items concerning them. My own informal research has pointed out a gap between how well supervisors think they are doing and how their employees rate them in this area. Too often, the actions of supervisors are guided by their self-perceptions of effectiveness, when their true effectiveness only can be evaluated by how well their staff performs.

A recent tendency to frequently "change the system" may also have encouraged poor supervisory performance. A number of recent changes in the way supervisors are expected to put together personal performance standards and evaluate employee performance has resulted in supervisors inadequately carrying out these critical requirements. A prime example is the fact that the majority of employees receive supervisory ratings above "fully successful." This causes problems of inequity for employees accurately evaluated as "fully successful" by their supervisors. Such deviations from normal distribution curves also cause performance management policy-makers to compare ratings among agencies and then set "quotas" for each performance level . . . thus more changes.

Here's The Point

An important aspect related to all of this is how we go about improving the knowledge, skills and abilities (KSAs) of our employees. Unfortunately, when most supervisors (and employees) think about needed improvements in KSAs, they think about training—specifically, they look for a training course.

The most frequent "employee development" scenario in the NPS goes something like this: during the annual performance evaluation process, the Individual Development Plan (IDP) is completed, often by the employee after little in-depth discussion about real needs with the supervisor. If this IDP is referred to again at all during the year, it might be when a specific training course is announced. Then, more often than not, the interested employee initiates the nomination form (often completing even the supervisor's section) and submits it for approval.

The crux of the issue is the scant effort exerted by the supervisor to determine explicitly what performance deficiencies actually exist, and how, or even if, the training course will overcome them.

Most of us realize that training courses, as they are traditionally presented, are relatively ineffective catalysts for generating job-related changes. In other words, the cost-benefit of the majority of training courses is relatively low when compared to other possible means of overcoming performance deficiencies, such as temporary details, shadow assignments, and special projects/work groups. Further complicating these circumstances and reducing the cost-benefits of training (and a number of developmental experiences in general), is another supervisory frailty.

Supervisors often do very little to follow-up completion of a developmental experience by a subordinate. Several things need to happen that usually do not: 1) The supervisor needs to discuss, in depth, with the employee, what they both expect to come out of the developmental experience. This must be done prior to attendance in order to set the stage for follow-up. 2) The supervisor should inquire *during* the developmental experience, both of the employee and the course coordinator, about how things are going. This shows an "interest" in the employee, and reinforces the potential effectiveness of follow-up. 3) After the developmental experience is over, the supervisor must assure (insist) that the employee applies the learning *on the job*. If the supervisor has no intention of doing this, he/she has no business encourag-

ing or allowing the employee to attend the session.

My own (again, informal) research shows that few supervisors *insist* that learning from a developmental experience be applied on the job, and in some cases they actually do not even allow it. Employees are often left on their own, to apply learning or not, depending on their own level of interest in the outcome.

Another Change In the System?

The National Park Service will be implementing another systemic change during the next year to try to overcome some of the aforementioned problems.

We will be attempting to design a system that will focus on performance and career development needs as the basis for determining necessary developmental experiences. This means doing away with the "training course-based" approach to developing employees that we currently use. For the most part, it will involve an attitudinal change—thinking "needs" rather than "training courses."

A Recipe for Improvement

I am not really advocating doing away with training, per se, or even reducing it, necessarily. I think it can be made significantly more effective, in many instances. Most importantly, supervisors need to exert their authority *and responsibility* to assure that the right people are going to the right kinds of "training." Supervisors can start becoming more effective in the area of employee development by doing the following:

1. Think "employee development" rather than "training."

2. Think "performance and career development needs" rather than "training courses." That is, for each employee: identify explicitly those KSAs that the employee needs in the current job; identify explicitly those deficient KSAs that might be keeping the employee from progressing to the next logical career position, if a change is desired.

3. Look for the most cost-effective developmental experience that can be expected to overcome the deficiency(ies).

4. Follow-up on an employee's developmental experience to assure on-the-job application of learning.

The most important result of implementing these changes or improvements will be that employees at all levels will gain an improved perception of the Service's (and supervisors') levels of concern about performance results and career development.

Gettysburg National Military Park: A valhalla for vultures

Boris Weintraub
National Geographic News Service

The world will little note nor long remember what many visitors to Gettysburg National Park say when they see rows of big black birds sitting on a fence. What many of them are saying boils down to this:

"What are those big black birds, anyway?"

Folks, those aren't crows, or blackbirds, or anything else you'd like to visit the feeder in your back yard. They're vultures, and there are lots and lots of them.

Local legend holds that vultures first showed up at Gettysburg after the awful carnage that took place here in July 1863. The 10,000 to 12,000 Union and Confederate soldiers who died in the battle were quickly buried. But carcasses of many of the slain animals—historians estimate that between 10,000 and 15,000 horses were killed—were not removed, providing a rip-roaring feast for the birds known as "nature's garbage men." Thus, says local lore, the vultures arrived and have stayed ever since.

Unique Natural Resource

Scientists have come around lately to study the situation, and they have concluded that local legend is wrong. But along the way, they have learned much about the birds that the National Park Service's Hal Greenlee calls "a unique natural resource."

Greenlee is the park's first natural-resource manager. When he arrived eight years ago, he saw the birds—two species, black and turkey vultures, hang out here—and began hearing the legends. He determined to get to the bottom of the situation, and inspired scientists at Pennsylvania State University and Virginia Polytechnic Institute to undertake research projects.

First to arrive was Anthony Wright, a graduate student at Penn State, who busied himself primarily with finding out just how many vultures there were at Gettysburg, and where they were located.

Wright discovered that the vultures' major roost was on Big Round Top, near the south end of the park. The vultures, he learned, bedded down for the night in white pines on the north-west-facing slope, even though white pines make up only 6 percent of the trees on the hill. Nearby conifers provided the birds with shelter from high winds, Wright found, and the widespread pine branches enabled the vultures, which have wingspans of up to six feet, to get in and out easily.

The heaviest concentration of birds is found in the winter, when as many as 800 spend the night in Big Round Top's pines, Wright learned. This makes Gettysburg one of the largest vulture-roosting areas in the East. Most disperse as the weather begins to warm up; but even in the summer months, about 200 make their home here.

Shortly before sunrise, the birds begin to leave their roosts and head for one of two "staging areas" nearby, where they sun themselves and wait for the breezes and air currents that they will ride in search of food. Virginia Tech's James Fraser explains that vultures are not power fliers, but soarers that depend on the wind.

Early-Morning Stretch

Early one late-winter morning, Greenlee and a visitor drove out to the staging areas, one near Houcks Ridge and the other on the park's living-history farm. Although the number of birds had declined from its midwinter peak, between two and three dozen vultures could be seen at each site, in trees, on fences, or on the ground, occasionally spreading their wings as if to have the sun dry out the morning dampness.

As the visitor walked across a field toward them, a vulture would periodically soar into the air and circle around his head. Ungainly and unappealing on the ground, vultures in the air are beautiful, graceful fliers.

The researchers have come to like the birds enough to feel comfortable around them. Despite their reputation and appearance, vultures are not aggressive toward humans, and "the more I watched them, the more I decided they were pretty smart," says John Coleman, a Virginia Tech graduate student.

Coleman and Fraser captured 191 birds with a net, affixed identification tags to their wings, and fitted 21 of them with solar-powered radio transmitters.

What they learned surprised them, Coleman says: the birds are usually homebodies. Their daily foraging flights rarely took them more than nine miles from their roost, and 90 percent stayed within six miles.

The vultures nest in the spring, laying their eggs in cavelike crevices amid the boulders in a field near the Big Round Top roost. There is nothing elaborate about the nests; the female just crawls in and lays two eggs on top of whatever is already there.

Black vultures nest earlier in the year than turkey vultures, perhaps one reason their numbers have been growing to the point that they now make up a third of Gettysburg's vulture population—and they've only been around since about the mid-1950s.

Bountiful Food Supply

In talking about vultures, however, the question of food always recurs. The area surrounding the roost contains large numbers of livestock: in 1983, Adams County, in which Gettysburg is located, included 34,500 cattle, 10,100 dairy cows, 2,400 sheep, and 24,000 hogs. There also is a substantial number of white-tail deer; 1,242 were legally shot and 347 were killed on the highway in 1983.

The large quantities of livestock, deer and other wild animals provide an enormous food supply for the vultures. Coleman and Fraser found that the two species varied in their food-hunting strategy.

Black vultures prefer large carcasses, often of domestic livestock, and return to them day after day until they are picked clean. Turkey vultures prefer smaller wild-animal remains and treat each day as a new adventure, rarely returning to the same source.

The combination of ample food sources, a perfect roosting area, and ideal nesting conditions makes Gettysburg National Military Park a virtual vulture paradise. And, say Coleman and

Fraser, this, and not the 1863 battle, is what brought the birds here in the first place.

"I feel confident that turkey vultures have been around since people have farmed the area," says Coleman. "Some may have come that year just because of the battle, but birds don't hang

around just to be there; the food and resources also have to be there. They were there after the battle, and they probably were there before it, too," he says.

So much for local legend.

Park Briefs

YELLOWSTONE NP, WY—Visitors to Yellowstone NP can now view Castle Geyser from a newly reconstructed boardwalk, thanks to the National Park Enhancement Fund, created by Post Natural Raisin Bran of General Foods in cooperation with the National Park Service to channel resources from individual citizens, citizen groups, and industry to support the Service's mission to protect, preserve, and perpetuate the national park system. A contribution from the Enhancement Fund will help offset the reconstruction costs of 6,000 square feet of boardwalk, which extends from Castle Geyser to the Firehole River. Castle Geyser is located in Yellowstone's Upper Geyser Basin, and is believed to be the oldest geyser in the park.

BIG BEND NP, TX—"Bocas Grandes" seemed the logical name for a park toastmistress club on the Mexican border—*bocas grandes*, Spanish for big mouths, epitomizes the club's purpose, to improve communication skills. At the meeting held to charter the club, Bocas Grandes officially became the sixth club in Council 1 of the Rio Grande Region of ITC (formerly International Toastmistress Clubs; now International Training in Communication). A total of 29 members have benefited from ITC membership since the club's inception. In addition to improving public speaking, ITC offers the opportunity to develop leadership skills, increase listening and evaluation abilities, learn organizational techniques, and become involved in club and community activities.



Cecilia L. Matic and the Law

SWRO—Cecilia L. Matic, Public Affairs Specialist, was arrested at the Southwest Regional Office by Santa Fe County Deputy Sheriff as part of the Santa Fe American Cancer Society's Jail/Bait Fund-raiser. After going before Judge Tom Ela, NPS retiree and former supervisor, Cecilia's bond was set at \$150. Dressed in a black-and-white bib with cap to match, she sat in a mock jail located in the plaza in Santa Fe, and along with fellow prisoners (local city council members,

state officials, etc.), began calling family, friends, and co-workers for pledges. Within an hour's time, she had received \$240 worth of pledges and was released and returned to her office. Co-workers who bailed her out of jail included Ben Moffett, Dan Steed, Tom Lubbert, Linda Dansby, Jan Schmitt, Jim Donoghue, Dan Murphy, Trish Fresquez, Imogene Anaya, Ellen Lange, Carol Vigil, and her husband, Emil Matic.

FIRE ISLAND, NY—A new, unique vessel was added to the fleet at Fire Island National Seashore not long ago, with the christening of the dock and piling work barge, the "S. Henry." Named in honor of the late Shelley Henry, the barge was officially christened at a ceremony at park headquarters on the Patchogue River in conjunction with National Safe Boating Week. Shelley Henry Jr. broke the traditional bottle of champagne over the bow as Mrs. Henry, relatives, friends, and park employees applauded.

The barge is the brainchild of Grounds and Trails Foreman Steve Singler, who, along with Marine Machinery Repairer

Mark Trippi, designed it from the ground up. Most recently seen at the Sailors Haven facility working on new bulkheads in the marina, the Henry's crew is unanimous in their praise of the vessel's stability and ease of operation. They especially appreciate a square cutout in the bow that makes it possible for three workers to simultaneously handle the heavy CCA-treated yellow pine logs that are being placed as pilings for boat moorings. It seems certain that the distinctive gray-painted profile of the S. Henry will be a familiar sight on Long Island's Great South Bay for years to come.



KUTV Anchor Michelle King interviews a retired railroad telegrapher during a live 6:00 telecast.

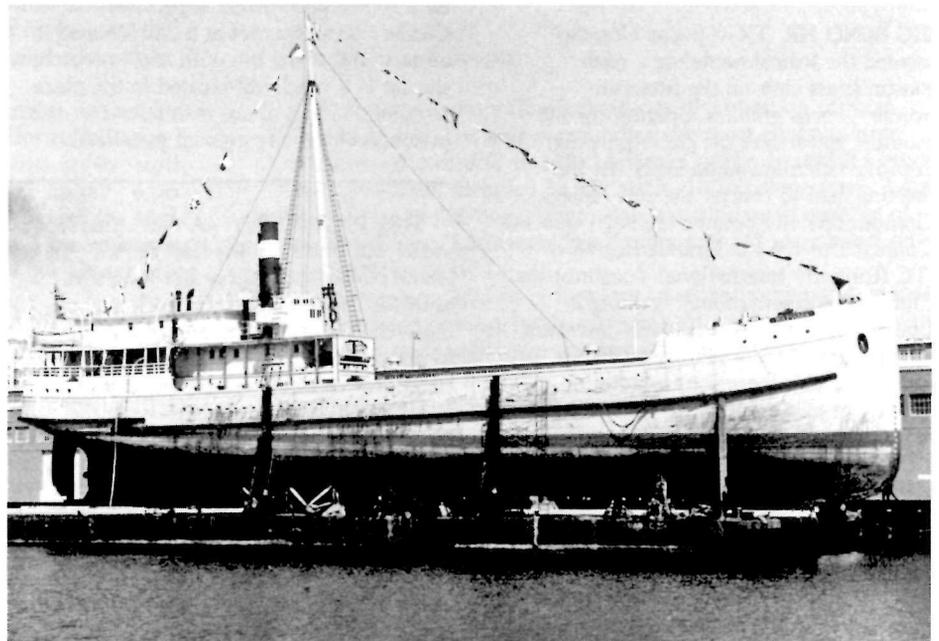
GOLDEN SPIKE NHS, UT—Utah has the distinction of having more national parks than most other states in the Union—five in all. It also contains a total of 13 NPS areas, only one of which is a national historic site—Golden Spike. So, it's no surprise that tourism is a big factor in the State's economy and that the parks get a lot of media attention. So when the local NBC television affiliate KUTV decided to "Celebrate Utah" in order to inaugurate its new satellite capabilities, it

launched an ambitious schedule to originate its 4:30 and 6:00 p.m. news casts from a different location each week-night. KUTV crews spent an entire day at Golden Spike taping segments about the park and visitor activities. Partly because of this media attention, the park had one of its largest crowds the next day, for the 117th anniversary of the driving of the last railroad spike at Promontory. Nearly 4,000 visitors attended.

WHITMAN MISSION NHS, WA—An Indian pow-wow was held at the park in celebration of the Cayuse Indian culture during this Whitman Sesquicentennial year. Members of the Confederated Umatilla Tribes shared the traditional songs and dances that continue to be a part of most social celebrations. Dances included the honor dance, chicken dance, circle dance, and rabbit dance, many of which date back to the 1830s when Marcus Whitman came to the Walla Walla Valley. The songs are passed down from one generation to another through word of mouth and learned through repeated practice. As with any song, variations in the tone, rhythm, and tempo are significant.

MARO—NPS historic preservation specialists from four regions gathered in Philadelphia to iron out the latest wrinkles in the administration of the Economic Recovery Tax Act of 1981. The Tax Act has been a big incentive to developers to save and rehabilitate older buildings in the U.S. Last year (FY85), for example, NPS Tax Act specialists approved 3,117 projects nationwide that totalled no less than \$2.4 billion in development costs. As a result, vacant buildings and decaying neighborhoods have been restored to full activity. NPS administers the historic preservation aspects of the program jointly with state historic preservation offices in what many consider a model of State-Federal cooperation.

NATIONAL MARITIME MUSEUM, CA—There's a special admiration we all have for everything that floats, whether it be a tall ship or a small graceful canoe. Because such vessels are important to us, their preservation effort is also important. As a result of a special Federal interagency cooperative preservation effort, the National Park Service's vessel WAPAMA was moved to the United States Army Corps of Engineers dock at the Bay Model in Sausalito. According to Golden Gate NRA General Superintendent Brian O'Neill, "This agreement will allow us to moor WAPAMA in an accessible and attractive setting while moving forward with preservation planning and treatment. We are very excited about working with the staff of the Bay Model to offer better public access and interpretation of, not only the vessel's history, but of our ongoing efforts to stabilize and preserve this National Historic Landmark."



Wapama



MOUNT RAINIER NP, WA—Ancient skills can sometimes solve a problem when modern technology fails. Clearing washouts along the Stevens Canyon Road was made possible by adapting Inca masonry techniques used in the Andes to an 80-degree slope. Rough granite blocks blasted from the canyon quarry were trucked to the work site where they were cut to work leader Mike Carney's specifications, then fitted into place on the slope below. Rock footings were cut into the bank, then walls stepped back to blend with the natural slope of the hill. A crane lowered and placed 1-3 ton blocks, with some occasional fine tuning being administered by Mike and his small sledge. Total weight of rock material used was 2,000 tons and involved over 200 individual blocks.

Lowering rock

GULF ISLANDS NS, FL—After an absence of more than 40 years, bald eagles once again soar over the wilderness barrier islands of Gulf Islands NS. In recent years, their populations had declined to about 25% of historic levels due to pesticides, habitat loss, and illegal poaching. The reintroduction program, under the direction of research biologist Ted Simons, employs the ancient falconer's technique known as hacking. In the first phase, eggs are removed from a healthy eagle population. Research over the last two years has demonstrated that if eggs are removed from eagle nests early in incubation, breeding eagles will "recycle" and lay a second clutch, thus doubling the productivity of the Florida birds. In the second phase, the eggs are taken to the Sutton Center in Oklahoma, hatched in the laboratory, and hand-reared for two months, being careful to keep the birds from imprinting on their foster parents. The final phase involves bird distribution to release sites in Georgia, Alabama, Oklahoma, and Gulf Islands. The young eagles are placed on an artificial nest atop a 30-foot-high hacktower, and allowed to fledge naturally at about 12 weeks of age. Representatives from all of the hacking projects, the State of Florida, the Sutton Center, the U.S. Fish and Wildlife Service, and private and corporate sponsors have determined, after seeing the results of the two-year experimental phase, that the methods will work. They hope to continue the program for another five or six years. If that goal can be accomplished, southern bald eagle populations should be well on their way to recovery.



A free-flying eagle returns to the hack tower to feed.

JEWEL CAVE NM, SD—Neighbors helping neighbors has long been an American tradition. Quilting bees, threshing, and putting up hay are only a few examples of friends and neighbors pulling together to tackle a project too large for any one of them. And so when Jewel Cave hosted a shed-raising, this tradition was revived in order to complete a maintenance storage area. Invitations to the event went to nearby NPS areas, as well as the U.S. Forest Service and State park units. To combine work and play, a

chili potluck was also included. Work began at 6:00 a.m. and by midmorning more than 30 people were on the job. Volunteers arrived from Wind Cave NP, Devil's Tower NM, and the Custer Ranger District of the Black Hills National Forest, as well as the Jewel Cave staff. The Forest Service and Mount Rushmore NMem also provided equipment. As a result, the entire project was completed by 4:00 p.m. Neighbors helping neighbors—Jewel Cave couldn't have done it without them.

GEORGE WASHINGTON MEMORIAL PARKWAY, VA—The use of fibers is as old as mankind, but this is the 20th century. How and what fibers are used today? Glen Echo Gallery opens "3-D Fiber" September 5. Artists have been selected over a five-state area who are working in 3-dimensional fiber forms using various found and manufactured materials.



Dale Engquist opening the conference

INDIANA DUNES NL, IN—The first Indiana Dunes Research Conference didn't cover every issue of interest to scientists, resource managers, superintendents, and interpreters—but it came close. For three days in May, 162 dune lovers formally and informally shared their common interests over coffee and doughnuts, in hallways, at lunch and barbeques, everywhere and anywhere there was room for two or more. Appropriately entitled "Indiana Dunes: A Century of Scientific Inquiry," the conference reminded participants that 100 years ago University of Chicago ecologist Dr. Henry Cowles began his pioneering studies in the Indiana Dunes. Cowles was the first to demonstrate the dynamics of plant succession, the gradual evolution of plant communities over time. Commemorating this, researchers gave some 50 papers describing on-going dunes research. Lakeshore Superintendent Dale Engquist said of the gathering: "It brought together people from broadly diverse fields. In and out of the sessions I heard researchers talking to managers, and sociologists talking to plant ecologists. This conference makes a strong statement about National Park Service support for research and resource management."



Edison at Glenmont

EDISON NHS, NJ—In the spring of 1886, Thomas Edison moved to West Orange, New Jersey. On June 1, Edison NHS noted the 100th anniversary of that arrival with a Victorian Tea celebrated on the grounds of his home, Glenmont. The event, sponsored by the Friends of Edison, was the first in an 18-month celebration marking the centennial of Edison's West Orange laboratory. The emphasis at the historic site during this year's centennial celebration is on activities that will help preserve and interpret the site and its collection to visitors. An exhibit, "Edison and the Art of Inven-

tion," is being developed jointly by NPS and Rutgers University, and will travel through museums in both this country and Europe. A study of Edison's work on the electric light has been published, while a history of the West Orange laboratory will be in print in the fall of 1987. In addition, a room in the laboratory complex is being renovated as a visitor area where Edison inventions can be demonstrated. Also, a major stabilization and restoration effort at Glenmont, begun in 1984, will be complete by the end of the year.

JOHN MUIR NHS, CA—John Muir NHS is a small urban park using its human resources to host some big annual events. The newest special day, called the Victorian Fair, recreates life on a California fruit ranch in the 1880s, complete with turn-of-the-century handicrafts like lace and quilt making, stained glass art, chair caning, china painting, and smocking. All the living history demonstrations, handicraft exhibits and performing arts activities were done by volunteers from the communities surrounding the Muir Site. Park Ranger Betty Zarn, charged with the task of coordinating this first fair, was amazed at the response she received to her calls for outside help. "Almost everyone I talked to was glad to help the Park Service make the Victorian Fair a reality," Zarn said. Over 35 volunteers were recruited for the four-hour event.

One enthusiastic volunteer, a collector of old-fashioned Victor Bicycles, arrived unannounced to participate after reading a pre-event article in the newspaper.

GEORGE WASHINGTON CARVER NM, MI—At the annual observance of "Carver Day," area dignitaries paid tribute to Carver's many achievements through a variety of speeches and musical presentations. Park staff provided special tours, interpretive programs and refreshments for the 500 guests, visitors and VIPs who attended. Guest speaker Gary Nodler, aide to 7th District Congressman Gene Taylor, pointed out that George Washington Carver's life style and philosophy of self-reliance and perseverance serves as a good example for contemporary Americans.

NPS People



Gene Cox

Ronald N. Wrye, who since 1981 has been Superintendent of Acadia NP, has been selected to be Superintendent of Shenandoah NP, replacing Robert R. Jacobsen, who retired last January. Before going to Acadia, Wrye served as Assistant Superintendent of Yellowstone NP and as Acting Superintendent of Harpers Ferry NHP. "In Ron Wrye we are getting someone with a long record of experience in park maintenance and strong credentials in management and staff leadership," said Mid-Atlantic Regional Director James W. Coleman, who announced the appointment.

William E. Cox didn't waste time getting acclimated to his new duties as Chief of Interpretation for the Midwest Region. During his first month on the job he reviewed interpretation operations in six parks and made arrangements to visit several more. Cox came to Omaha in late June from New River Gorge National River, where he was Chief of Interpretation since 1980. He brought with him an impressive background in interpretive activities and achievements. Between 1974 and 1982 he was the recipient of four NPS Special Achievement Awards. "I will continue to emphasize personal service in interpretation," he said. "I'm very interested in seeing the park visitor greeted by an NPS ranger because we need to keep the NPS presence in our parks."

John E. Cook is returning as Southwest Regional Director after an absence of seven years. The selection was made by Director William Penn Mott, Jr.



John E. Cook

Mott said "John Cook is an outstanding career employee who will return to a job where he previously served with distinction." Cook remarked: "I'm looking forward to returning to the Southwest, and to carrying out the challenge and the opportunity to direct the management of some of our country's most treasured natural and historical resources. I was born with red sand in my veins and it will be great to be back home."

Anthony L. Anderson, Superintendent at Grand Portage NM in Minnesota since 1981, has been named Superintendent of the Saint Croix National Scenic Riverway in Wisconsin and Minnesota. He succeeds Hugh Beattie, who retired in April after more than 30 years of Federal service. "I'm looking forward to the challenge," Anderson said. "This will be a new kind of assignment for me, different from others I've had."

AWARDS

Hobart G. Cawood, Superintendent of Independence NHP, received the 1986 Gold Medal Award of the Philadelphia Public Relations Association (PPRA) in May, and at the same luncheon in his honor was presented a gold medallion by the City of Philadelphia. The invitation to the PPRA Gold Medal Award ceremony read, in part "All of us honor this man for his belief in Philadelphia . . . and in America . . . his dedication to the American Dream and his appreciation of

the efforts that other great men and women have put into developing that dream."

Michael Smithson has been nominated as the Outstanding Handicapped Federal Employee of the Year on behalf of Department of the Interior agencies throughout the nation. Smithson is a supervisory park ranger and North District naturalist at Rocky Mountain NP, where he has served since 1978. The 33-year-old ranger also is the author of a fully illustrated book, "Rocky Mountain—The Story Behind the Scenery."

Leroy Hawkins, Maintenance Worker Leader in the Grounds Maintenance Division of National Capital Parks-East was presented the Department of the Interior Superior Service Award by Regional Director Jack Fish on May 30, the day of his retirement after 39½ years of Federal service. Leroy has spent all 36 of his NPS years in National Capital Parks-East where he served as laborer, caretaker, tractor operator, gardener, and ultimately as Maintenance Worker Leader.

William E. "Gene" Cox, until recently Chief of Interpretation at the New River Gorge NR, WV, has been chosen as "Interpreter of the Year" for the Mid-Atlantic Region. Cox conceived and carried out an innovative travel commentary for train travelers. For the last two summers, NPS interpreters have boarded Amtrak trains passing through the national river area to give the passengers a discourse on the history and significance of the gorge. The New River interpreters are the only ones in the national park system who currently tell a park's story to off-site train passengers.

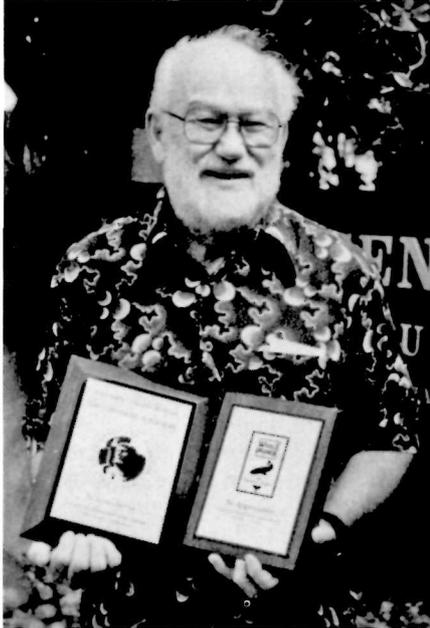
The employees of the Boise Interagency Fire Center have been honored with the Department of Agriculture's highest honor, the Distinguished Service Award, granted for their outstanding performance during last year's extremely severe fire season, the busiest fire season in BIFC's 20-year history.

A large group of Lake Meade NRA employees were recipients of performance awards presented at a special ceremony by Superintendent Jerry D. Wagers: Ronnie Christ, Cathy Keen, Mary Alice West, Reta Daugherty, Katie Elgan, Dena Doyle, Dave Bush, Bob Patterson, Jerry McHugh, Larry Hanneman, Susan Warner, Steve Drolet, Keith Eland, Karen Lear, Dutch Ackart, Bill Burke, Bill Sherman, Jim Vanderford, John Mohlhenrich, Chuck Henry, Dave Carhart, Steve Schwarz, John Katzenback, Rosemary Fernald, George Ruffin, George Ikuma, Dick Corderman, Dave Hoover, Jesus Oliveros, Ralph Patterson, Jerry Pyatt,

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Mark Richey, Jim Riley, Roy Sneed, Jesus Velasquez, Ray Waber, Bill Briggs, Steve Cottrell, Donna Curry, Bud Inman, Bruce Martinez, Jim O'Brien, Dan Oltrogge, Paul Patrick, Paul Rafalski, Holly Rohrback, Harold Scoble, Leroy Smith, Bob Smith, Arlyn Trauernicht, Tom Comish, John King, Gary Bunney, Hal Spencer, Newton Sikes, Everett Robertson, and Superintendent Jerry Wagers.



Dr. Theodore White

Dr. Theodore White, author of the best selling "Whale Primer," stopped into Cabrillo NM to autograph books in the visitor center on July 1. Cabrillo Historical Association board members and the park superintendent presented a surprised Dr. White with appreciation plaques for the favorite book and a lifetime membership in the Association. (Dr. White spent the winter living off the Alaskan land and will be featured in a National Geographic special.)

The following WASO employees were recognized via the Incentive Award Program from January to May, 1986. Special achievement awards: **Frank W. Buono**, Energy, Mining & Minerals Division; **Harry H. Butowsky**, History Division; **Keith M. Carr**, Information & Data Systems Division; **Donna M. Compton**, Engineering & Safety Services Division; **Marshall Flug**, Water Resources Division; **Sheila E. Jordan**, Legislative Division; **Doris R. Lowery**, Congressional Liaison Division; **Janice E. Phillips**, WASO Science Support Staff; **Gary A. Thompson**, Engineering & Safety Services Division; **Dorothy J. Whitehead**, Legislative Division; **Beverly L. Worthington**,

Engineering & Safety Services Division; **Wanda J. Rummel**, Land Resources Division; **Ingrid Stevenson**, Office of the Assoc. Dir., Natural Resources; **Gerri R. Duffield**, International Affairs Branch. Quality increases: **Bernadette DeSarno**,

Office of the Assoc. Dir., Natural Resources; **Anne F. Frondorf**, WASO Science Support Staff; **Deborah E. Peck**, Air Quality Division; **Avanell R. Sinnett**, Appalachian Trail Land Acquisition Field Office.

"America's Paradise" welcomes Director Mott

Marianne M. Mills, Park Ranger
Christiansted National Historic Site

Director Mott had never been to the Virgin Islands. That is, he hadn't been there until Christiansted National Historic Site on the island of St. Croix rolled out its best red carpet to welcome him to its seven acres of Danish-American past.

The Director's weekend visit to St. Croix, the largest of the three U.S. Virgin Islands, was packed with events. First was his presentation of the Entrepreneur of the Year award to minority contractor Carlos Zenon, president of Zenon Construction. This ceremony was held in the courtyard of Fort Christiansvaern, Zenon's first project with the NPS. His company had done the replastering and painting of four of the six major historic structures included in the site to restore them to their appearance during the mid-1800s, when Christiansted served as capital of the Danish West Indies.

In a matter of minutes, and a few miles, Director Mott was taken even further back in time to 1493 when he visited Salt River Bay on St. Croix's northern shore. This large inlet was the site of Columbus' first landing on what was to become American territory. Currently administered by the Government of the Virgin Islands, it is hoped by many Virgin Islanders that this landmark can be added to the System's "crown jewels" by 1993, the 500th anniversary of the landing of Columbus.

Next on the agenda was a trip to Buck Island Reef National Monument, situated 1½ miles off St. Croix. The Director bravely donned mask, snorkel, and fins to navigate Buck Island's nature trail, a quarter mile of submerged beauty. Underwater interpretive signs guided him through a coral reef rich with a variety of tropical fish. Both Buck Island Reef and Christiansted operate under the direction of Superintendent Tom Bradley.



Director Mott presents special achievement awards to maintenance worker Paul Roebuck and carpenter Ivan Phillip.

Back on the "Big Island" of St. Croix, Director Mott met with the joint parks' staff to present special achievement awards to nine employees, which included the entire maintenance division. Chris-

tiansted National Historic Site is being accurately restored through the efforts of master craftsmen, all native West Indians, who painstakingly reproduce the doors, shutters, and intricate moldings typical of

the Danish Colonial style. Director Mott explored the site from its carpenter shop to its collection of prehistoric artifacts, numbering over 10,000 objects.



Exhibit restoration specialist Philbert Baptiste discusses the use of hand-crafted planes.



Facility manager Phil Springer describes restoration work in progress

Business and Economic Development Program success

Luther Burnett
WASO

On May 2, 1985, Director Mott presented the Service's 1985 *Minority Entrepreneur of the Year Award* to the Zenon Construction Company of St. Croix, U.S. Virgin Islands, after competition with four other regional nominees. Zenon's accomplishments include construction of the Christiansted Wharf Bulkhead, renovation of the Christiansted Scalehouse, and application of a special pigmented lime wash to refinish Fort Christiansvaern.

The other four nominees (Roane Construction Company, Inc., Mid-Atlantic Region; the Campos Construction Company, Midwest Region; Apollo Eleven, National Capital Region; and the Metro Boston Construction Company, North-Atlantic Region) were cited at the regional directors' meeting in Fort Collins, Colorado, when Director Mott presented the four sponsoring regional directors with NPS Citation of Merit plaques for presentation to their respective nominees.

Then on June 2, the National Park Service received two Departmental Awards, a *Unit Citation for Program Excellence* and the *Minority Business Enterprise Award*. This marked the second consecutive year the Service received the Minority Business Enterprise Award. In presenting these awards, Assistant

Secretary for Policy, Budget and Administration, Gerald Riso, pointed out that NPS awarded 24.5% of its contract dollars to minority business enterprises, which was 8% above the FY 1985 goal. In addition, it was noted that 50% of the dollar awards to Minority Business Enterprise were made through competitive bids.

Two individual citations also were presented, one to Deputy Director Galvin who received the *NPS Business and Economic Development Program Merit Citation* for his continuing support and unconditional commitment to greater economic opportunities for small and disadvantaged businesses; the other to Grant Cadwallader, likewise awarded the Program Merit Citation in recognition of exceptional programmatic contributions to the Harpers Ferry Center's business and economic development program, not only in FY 1985, but for the past five years.

Finally, earlier this year, the Service's *Minority Business Enterprise Program* was retitled *Business and Economic Development* to more accurately reflect the full scope of the program. Program responsibilities include the design, implementation and administration of Service activities on behalf of small businesses, minority businesses, businesses owned and controlled by disadvantaged persons, women-owned businesses, and labor surplus area firms.

RETIREES



Bruce Gregory

Bruce Gregory, the first Chief of Maintenance at the Big South Fork National River and Recreation Area, retired in July after 30 years with the NPS. During his career, Bruce has been involved with planning and design at Natchez Trace Parkway, Blue Ridge Parkway, Everglades, and National Capital areas in Washington, DC. Said Superintendent Vial, "Bruce's creativity, caring, and challenge are the three c's for which he will best be remembered." Most recently, Secretary of the Interior Don Hodel presented Bruce with a Superior Service Award honoring his 30 years of outstanding work with the NPS.



Gene Peluso

Gene Peluso, who was responsible for inspecting one-half of the nation's designated national historic landmarks, retired from the NPS in June. A Heritage Resource Specialist in the Mid-Atlantic Region, Gene told of the unscheduled hazards of landmark inspection at a farewell luncheon, not forgetting to include the time he wrapped rags around his pant legs to ward off snakes in the tall grass and another time when he faced an owner armed with a shotgun who wanted to keep Gene from inspecting his home. In addition to inspecting historic properties, Peluso also has testified before local zoning boards, helped landowners obtain technical assistance, and arranged ceremonies and dedications of newly designated landmarks. An avid fisherman, he now looks forward to fishing in Canada and Florida with a new rod given him by his MARO colleagues . . . and to no more fear of shotguns or snakes.

Floyd Klang, recently retired from the NPS, began his summer seasonal work in

Yellowstone NP in 1961. He served the first summer at the Snake River Station, and the following summer as an Assistant to the Law Enforcement Specialist at Yellowstone Park Headquarters, Mammoth, in which office he spent his entire career as a seasonal ranger. "I would like to extend a special thanks to all the people in the NPS for making the summers such a pleasant experience for me and my family," Klang says. He and his wife are presently living at Route 3, Box 216, Liberty, Missouri.

John Bryce's career with the NPS began in 1955 and ended with his retirement May 30, after 31 years of Federal Service. John began as a laborer in National Capital Parks and advanced through the ranks as tractor operator, motor vehicle operator, heavy duty truck driver and engineering equipment operator. One of the highlights of John's career involved assisting in the preparations for Tricia Nixon's White House wedding in 1971.



Dwight F. Rettie retired on August 1st after 30 years of government service, 11 of which were with the National Park Service. Most recently his responsibilities in the Service as Special Assistant for Policy Development have included developing Servicewide policies, handling sensitive and controversial policy issues for the Director and Deputy Director, and managing and providing staff support on special task forces appointed by the Director. Before joining the National Park Service in 1975, Dwight's career including working with the Forest Service; holding various positions within the Department of the Interior such as an assistant to both Secretary Stewart Udall and Under Secretary John Carver; heading the Open Space and Historic Preservation Programs at the Department of Housing and Urban Development; and serving 4 years as the Executive Director of the National Recreation & Park Association (NRPA).

Marc Sagan retires as Manager of Harpers Ferry Center

Alan E. Kent and Edward D. Zahniser
Harpers Ferry Center

"Marc Sagan may not be 'the Father of the Harpers Ferry Center.' I'll save that title for myself, but he has been its driving force for more than 13 years. Clearly, he is 'the Father of Interpretive Planning' and 'the Father of' scores of innovative programs and ideas that have emerged from HFC's Artists-in-the-Parks, Craftsmen-in-the-Parks, and traveling exhibits, as well as its Major Rehab Program and many more. He is a force to be reckoned with and one that will be very hard to replace."

Thus spoke Bill Everhart, founding manager of the Harpers Ferry Center, at Marc's retirement party held at the Center in June. Everhart emceed the evening, which included presentation of the Department's Meritorious Service Award to Marc by Director William Penn Mott, Jr.

Marc began his career with the National Park Service as a seasonal Park Naturalist in the early 1950s.

"My seasonal career was rudely interrupted for two years by the Korean War," Marc recalled. "I spent that time in the Army veterinary section in Baltimore, MD."

Marc turned down the Army's offer—that he could keep his overcoat if he would re-up—and returned to seasonal work with the Park Service.

"My seasonal training was more brief and to the point than that of most seasonals today," Marc recounted to

those gathered to say farewell to him. "Raymond Gregg, the Chief of Interpretation, drove me to Catoctin from Washington, D.C. On the way he said, 'You know that you'll be the only man that those girl scout leaders will see for several weeks, don't you?' I told him I did. 'Well, don't get in trouble with the girls! Do you understand what I'm saying?' I told him I did."

Then Gregg gave Marc the other half of his training by asking him if he had enough money to get through four weeks, until he would get paid. At Catoctin he was issued "a revolver, a box of softnose .38 ammunition, a book of tickets and a slap on the back—'Go get 'em.' No training in law enforcement," Marc told the group. "Times have changed."

But Marc was not quite ready to father Interpretive Planning then. He spent two years at Grand Canyon and then moved to the Museum Lab on the Mall in Washington, D.C., where he was responsible for many Mission 66 visitor center exhibits. After a short tour as a park planner in the Southeast Regional Office in Richmond, VA, he began a five-year stint in the Washington office.

There he created a planning methodology that had a profound effect on park planning in the national park system.

"In retrospect it seems like an easy progression, but I had a hard time selling my vision of a better way to approach interpretation," Marc recalls. "When I got into the field the National Park Service

had a fixation on exhibits as the principal means of interpretation in every park. After serving as an exhibit planner I realized there were limits to what that medium could do."

Marc devised an approach to use media in a coordinated way—letting each medium do what it does best.

"This was a very difficult concept to sell because most park interpreters had had no experience with exhibits and they did not recognize the limits of the medium. I reached the point of feeling like I was trying to steer a battleship, but it would not turn," he said. "One day I was sitting in the Interior Library scratching my head over this when Myron Sutton walked in. He could tell I was agitated, and asked me what was up."

Sutton counseled Marc that he had to put it in writing if people were to take his vision seriously.

The result was the *Interpretive Planning Handbook*, which caught the eyes of Bob Barrel and Pete Shedd. They joined Marc in his campaign to apply these ideas in their regions, the Southeast and Southwest.

"Without their interest," Marc speculates, "I'd still be fighting the same inertia."

The next great leap forward for interpretive planning came through the aegis of the Long Range Requirements Task Force headed by George Hartzog, who had been superintendent at Jefferson National Expansion Memorial. On that team were Everhart, Sutton, Shedd and others. Hartzog soon became Director and Everhart Chief of Interpretation. Interpretive Planning had the backing it needed and the road to Harpers Ferry Center was under construction.

Since the introduction of the Interpretive Planning system, interpretive planning has spread from the National Park Service to other Federal and State agencies and has become part of the planning process for park systems in many nations. Marc has been a consultant in park interpretation in Japan, Saudi Arabia, Spain, Denmark, Ireland, Scotland, England, Canada, Grenada and Dominica.

And a steady stream of international visitors have pilgrimaged to Harpers Ferry Center for inspiration, advice and education in the arts of interpretation.

"One day an Irish Lord walked into the Center unannounced," Marc recalls. "He introduced himself as Lord Jocelyn. He worked for Lloyds of London, but he had decided to get out of the insurance business and to set up an interpretive center in Ireland on Galway Bay."



Marc Sagan at a regional workshop on interpretation

Marc later visited Lord Jocelyn in Ireland, spending several days in Galway.

"I advised him not to build a center just then, but to begin by setting up programs that could be conducted without a central facility. He did that and the programs are still going strong. Maybe he will get that center built one day. Connemara National Park is nearby."

A recent issue of *Scan*, international magazine of the U.S. Information Agency, features an article about Harpers Ferry Center and its international role in park interpretation.

"This place is seen as a professional interpreter's Mecca," said Rob Milne, who heads the Office of International Park Affairs. "This has become the place in the world that you go to find the highest level of professionalism and quality of work in our business."

During the American Revolutionary War Bicentennial, Marc—as Center Manager—undertook for HFC a \$15 million program to provide special presentations throughout the Service. He presented two traveling performing arts shows for the parks, plus a mobile exhibit unit of Native Americans. In addition, special exhibits, publications, motion pictures, sets of slides, sound tapes, and educational materials for use by schools were distributed nationwide.

During Marc's tenure as manager, the Center has provided over 3,000 museum exhibits to visitor centers in the parks,

more than 5,000 wayside exhibits, over 100 motion pictures and 200 slide presentations, and publications well into the millions. In that time span, the Center has received over 50 national and international film awards. Center exhibits, covering a decade of work, won one of the first-stage Federal Design Achievement Awards in January, 1985. Also in January, 1985, President Ronald Reagan recognized the Center's Unigrid Design Program as one of 13 recipients of the First Presidential Awards for Design Excellence—a competition embracing all aspects of Government Design between 1974 and 1984.

And now that Marc is "at liberty," so to speak, he plans to serve as a consultant to state park systems and foreign governments on—what else?—park interpretation.



Tom DuRant on the status of NPS photographs

Editor's Note: Stephen Mather recognized the power of photographic representation when he distributed park scenics to members of Congress. He knew that to see the parks was to love them, to work for them, to protect them . . . but that before he could coax influential Congressmen into the wilds he had to bring the wilds to them. And so began the NPS love affair between the cameras and the parks. Tom DuRant, librarian, historian, and curator of the NPS photographic collection (Harpers Ferry Center, Office of Graphics Research, Springfield, VA) spoke recently of his own respect for these Park Service images. Caring for between 500,000 and 700,000 pictures, he takes seriously the protection of the photographic image for what it can tell the Service about many facets of its past.

Q: Your experience was not originally in photography, was it? How did you get involved in this field?

A: I was working for the Navy as a librarian when I got a phone call from Marilyn Wandrus about a job as a photographic librarian in Springfield. Would I be interested? I was, of course. I did not think that cataloging books which is what I had been doing and which is rather an involved process could be that much different. They say one photograph is worth a thousand words, so I thought the job might even be a bit easier than the Navy position.

Q: And was it?

A: It was a lot different. If you have a book, you have 400 or 500 pages; it's something tangible you can sit and read. With a photograph you have one little thin sheet of paper with an image and more often than not no other information. You have to identify—if you can identify—people or places so that this information will be accessible for future reference. For example a photograph of Half Dome in Yosemite requires only minimal identification. But take the photograph, "Ranger Force with Director Albright and Supt. Nusbaum, Mesa Verde, 1929," which shows 18 members of the Mesa Verde staff, and you increase your cross reference information, so that whenever any one of the names is requested it should always lead back to at least this one photograph.



Mesa Verde NP office force with Horace Albright

Q: In the few years you've been working for the Park Service, you seem to have acquired a tremendous amount of knowledge about its personalities and events. How has this happened?

A: In a very round-about way. Basically, what they call OJT—on-the-job training. Dick Russell, whose father was Carl P. Russell, came down from Harpers Ferry Center once or twice a week just before he retired. He identified people and places that were either very important or, like some buildings, no longer existed . . . visitor centers that were pulled down during Mission 66 and replaced, for example. Then after Dick retired, I just started looking at the photographs . . . you see certain people over and over again. And I tried to match them up with something already identified. I also tried to find people who might recognize some of the faces in these pictures. Recently we received a request from George Cattanach at the Western Archeological and Conservation Center. There's a large number of retirees in the Tucson/Phoenix area, and whenever they get together somebody will have a picture that brings back memories. So I sent George xeroxes of group meetings held in the Southwest so

that the retirees could take a look at them. . . . In addition to this kind of thing, I have also learned a lot by working on various books about the Service. For example, we supplied photos for Lon Garrison's book as well as Horace Albright's recent book. I try to read as many of the various administrative histories as possible also, and these tell me a great deal.

Q: So I imagine you use historical research in order to fit names and faces together?

A: From reading NPS histories, I know a bit about events and when they took place, so if I come across a photograph with little more than a date to identify it, I may call Ruth Ann Heriot (Library Archives, Harpers Ferry History Collection), and we see what kind of connection can be made between the date and the photograph. I've identified some people this way.

Q: Why so much concern for all these images?

A: This collection, due to its provenance, is unique in the National Park Service. It was begun under Horace M.

Albright in 1929 to supply the director and his staff with photographs of the parks, visitors, employees, surveys and events up until about 1980-81. With no more images being sent in and the collections transferred to this office, its emergence as a photo documentary history of the NPS became evident. These images are now being viewed not only for their content as scenics, landscapes, etc., but in some cases as the only images of certain people, events, and natural and man-made features that exist in NPS collections today.

Q: How much of the Park Service do you think knows about what you do?

A: As I get in touch with parks, I try to let them know. Parks are very cooperative. We get letters from time to time asking about the collection. One specifically came from the site manager at Pipe Springs who was looking for a picture of Stephen Mather at the park. Well I had a picture in the files I'd never connected with the park until the site manager's request came through. From 1929 to 1986 this picture has been in the file. It just sat there waiting for someone to identify it. So it made me feel great, helping the park find the picture it needed.

Q: If you had to choose, who would you say is your favorite NPS photographer?

A: I guess I prefer those who worked in black-and-white. George Grant, the first chief photographer, 1929-1954, is my personal favorite. In his day, he had the time to take good shots. He also had the advantage of recording areas prior to the problems of pollution, overcrowding, and "modern conveniences."

Q: What would it have been like for someone like George Grant to have gone on those early expeditions?

A: First of all he'd have had to be pretty fit. Photography hadn't advanced very far; you didn't have the 35mm cameras of today. What you had were large format cameras. George basically started photographing in a 6½" × 8½" format, which meant a large camera. Also remember that back in the 20s and 30s helicopters or four-wheel drive jeeps had not been invented. There weren't that many roads in the United States. You had the main roads going to a park. Once you got into the park, there might—might—be trails.

George had a Chevy or a Dodge truck equipped so that he could develop his negatives in the field. Today, it would be called a van. He would take his equipment, go to a park, load his film plates, then take his camera and go out on horseback. More often than not, he

would then have to get off the horse, and walk in order to photograph, afterwards returning to his truck lab and developing his negative. Prints were made after returning to whatever headquarters he was working out of. I think HABS

photographer, Jack Boucher, even now carries as much as 600-900 pounds of equipment. So I can imagine that Grant also carried a lot with him under less than ideal conditions.

(continued)



L to R: Heber J. Grant, Stephen Mather, Carl Gray, U.S. Senator William King of Utah, Harry Chandler of the Los Angeles Times, and Mr. Heaton, Caretaker, Pipe Springs NM



Rangers at Glacier NP, August 17, 1932

(continued)

Q: Do you have the majority of his work here in your files?

A: From the records that came with the collection it appears that, in light of the material originally sent to the files, about 90% can still be located right here. You have to remember that over the last 50 years these and other images have been used in reports, publications, exhibits, and loaned to other organizations, so a small loss is understandable. There may be Grant photographs in the parks but there is no comprehensive listing of images held in the various areas. Another problem is that not all photographs are located centrally in the various areas. A few years ago there was an effort to locate all nitrate (ca. 1890s to 1950s) film. It was discovered at that time that the park librarian or curator did not always have all the photographs for his or her area. Rather, many were located in other offices such as interpretation, natural resources, archeology, public affairs, and even maintenance, the latter because of the need to monitor or repair damaged features or structures in a particular park. These various offices have done excellent jobs in preserving the images in their care, but it shows that one must look beyond the traditional locations to find historic images in any given park.

Also the NPS owes a debt of gratitude in this regard to the Office of Public Information who, for many years, collected the images that make up this collection. The most recent head of this Branch, Fred Bell, arranged for a large donation of turn-of-the-century photographs and negatives by E. B. Thompson, which documents life on the C&O Canal, as well as many other scenes of Washington, DC, and vicinity.

The photographic collection here and those throughout the Service constitute an invaluable cultural resource. They document various aspects of the NPS mission to preserve the parks for future generations, and should themselves be preserved in turn.

Recognize these faces? If you do, contact Tom DuRant, National Park Service, 5508 Port Royal Road, Springfield, VA 22151-2393



Yosemite winter



Fire school for rangers at Tower Falls



E&AA news and notes

E&AA 1986 Fall Election:

We ask that you as a member of the Employees and Alumni Association of the National Park Service vote in the month of September 1986 to fill the expired terms of the following Board members. The ballot is at the end of this special insert. Please mail your ballot to Theresa G. Wood, Executive Director, E&AA, P.O. Box 1490, Falls Church, VA 22041. Circle your choice for *your representative in your region and category ONLY.*

Employee Representatives:

Mo Khan, Western Region*
Norm Reigle, Midwest Region**
Margaret Davis, National Capital Region*
Herb Olsen, North Atlantic Region*
Bob Deskins, Southeast Region*
David H. Wallace, Harpers Ferry Center**

Alumni Representatives:

Karl Gilbert, Rocky Mountain Region
Bob McIntyre, Pacific Northwest Region
Les Arnberger, Southwest Region
Bob Steenhagen, Denver Service Center

One asterik (*) indicates that the Western, National Capital, North Atlantic and Southeast Regions and the Harpers Ferry Center chose to submit a one-name certificate for their representative. Mo Kahn, Margaret Davis, Herb Olsen and Bob Deskins will continue to serve as employee representatives for their regions until the August election in 1990.

Two asteriks (**) indicates Midwest has named Ken Apschnikat to serve Norm Reigle's unexpired term. Norm has some health problems and his region, the Midwest, chose to certify Ken Apschnikat as their employee representative. Ken's term began in June 1986. He will continue as representative until the August election in 1990. Harpers Ferry Center submitted a one-name certificate naming David H. Wallace as a replacement for Dave Nathanson. Mr. Wallace will also serve until the August 1990 election.

Biographies of the election candidates follows:

WESTERN REGION: (one-name ballot)

Mohammed A. Khan: Born in Peshwar, Pakistan; became a naturalized citizen in 1959. Served in the U.S. Army and was a United States Peace Corps volunteer as an Agricultural Extension Specialist in Morocco, Africa from 1962-64. Joined the Park Service with the Job Corps Civilian Conservation Project in 1967. Participated in the Intake Ranger Program at the Albright Training Center, Grand Canyon, later assigned as an Urban Projects Coordinator for NCP, East. From 1969-72 coordinated the Summer in the Parks program in Environmental, Recreational and Educational Programs in the DC area. Selected as an Equal Employment Specialist and was appointed the Coordinator for the President's Sixteen Point Program for the Spanish speaking of the NPS. In 1972 participated in the NPS Mid-Level Management Program and selected as the Outstanding Member of the bilingual assistance group at the Second World Conference on

National Parks at Yellowstone and Grand Teton National Parks. In 1974 was appointed as the first Area Manager for the development of the Staten Island Unit of Gateway NRA. In 1977 chosen as the first superintendent of Springfield Armory NHS; in 1978-79 served as the Center Director of the Harpers Ferry Job Corps Civilian Conservation Center. In January 1980, selected by the Department to serve as the first U.S. park superintendent in the development of Asir National Park, Abha, Saudi Arabia. Currently serves as Community Relations and Urban Affairs Manager at Santa Monica Mountains NRA. Married to a former Peace Corps volunteer, Garnett K. Samples. The Khans have two sons, Mohammed, Jr., and Marcus. Mo came to the U.S. via Ellis Island in 1954 and hopes one day to be assigned to Ellis Island to complete his cycle. He attended Sind Muslim College in Pakistan, Western Kentucky University, and American University, as well as took evening courses at the Department of Agriculture Graduate School. During the academic phase of his Peace Corps training he attended Utah State University and California Polytechnic. Life Member of E&AA.

MIDWEST REGION: (one-name ballot)

Kenneth Apschnikat: Born in Malden, Massachusetts in 1945, moving to Franklin, Kentucky, at an early age and attending school there. Earned his Bachelor of Arts degree from Western Kentucky University in 1967, majoring in history, with geography and biology as minor subjects leading to a teaching certificate. Taught geography in Virginia Beach, Virginia city schools and biology at Hart County High School in Munfordville, Kentucky, before joining the NPS in 1970. Served as a Cave Guide at Mammoth Cave NP, Park Historian at Appomattox Court House, and a District Naturalist at Shenandoah NP. In 1975 was assigned to Richmond NBP, serving as Chief of Interpretation until 1981. Currently serves as Park Manager at Mound City Group with collateral duties as State Coordinator for the National Parks in Ohio. Is active in the Chillicothe Ross Chamber of Commerce as Chairman of the Area Attractions Committee. Also serves on the Board of Trustees of the Chillicothe Ross Convention and Visitors Bureau and is the Board's representative for the National American Pow-Wow at the Annual Feast of the Flowering Moon in Chillicothe. Resides with his wife and two teenage daughters in the park residence at Mound City. His off duty hours will find him gardening, wood-working, traveling and involved with family events. Life Member of E&AA.

NATIONAL CAPITAL REGION: (one-name ballot)

Margaret Davis: Began her National Park Service career in 1965 as a secretary on the Secretary's Potomac River Task force, NCR, and continued as a secretary on Lady Bird Johnson's Beautification Task Force. In 1967 she worked as a secretary in Division of Management Analysis, WASO, and from 1971-79 served as Administrative Officer for the National Park Foundation. Served as Administrative Officer in NCP-East since January 1979. Is currently on special assignment in the headquarters of NCR. Life Member of E&AA.

(continued)

NORTH ATLANTIC REGION: (one-name ballot)

Herb Olsen: A 31-year veteran of the NPS, serving currently as Superintendent of Cape Cod NS, a position he has held since 1974. Other NPS assignments have included superintendencies at Russell Cave, Shiloh and the Boston Group; Deputy Superintendent at Gateway and assignments in WASO and seven other park areas in the East.

SOUTHEAST REGION: (one-name ballot)

Robert Deskins: Served as Superintendent of Mammoth Cave NP before being assigned as Associate Regional Director for Operations. Has 22 years of Federal service. Life Member of E&AA.

HARPERS FERRY CENTER: (one-name ballot)

David H. Wallace: Grew up in Annville, PA; currently resides in Frederick, MD. Received B/A in 1950 from Lebanon Valley College, M/A in 1954 and Ph.D. in 1961 from Columbia University. Post-graduate study in 1951-52 at Edinburgh University, Scotland. Assistant Editor of the New York Historical Society in 1952-56; 1957-58 served as Historian at Independence; 1958-68 as Curator, Independence; 1968-71 as Assistant Chief, Branch of Museum Operations, HFC; 1971 was a visiting lecturer at the School of Museum Studies, Leicester University, England; 1971-74 Chief, Branch of Museum Operations, HFC; 1974-80 served as Chief, Division of Reference Services, HFC, where he initiated the establishment of NPS History Collection and HFC Library. Retired from 1980-84, and from 1984 to the present time he serves as Staff Curator, Division of Historic Furnishings, HFC where he is currently writing historic furnishings reports on Carl Sandburg Home, Faraway Ranch, Sagamore Hill, etc. He was the author of "John Rogers, The People's Sculptor" in 1967 and co-author of Groce and Wallace, "N.Y.H.S. Dictionary of Artists in America, 1564-1860" in 1957. Life Member of the E&AA.

Candidates for alumni representatives spots (in alphabetical order):

ROCKY MOUNTAIN REGION:

Kenneth R. Ashley: Born and reared in Oak Park, Illinois. 1943 Forestry Graduate from Colorado State A&M (now CSU). Served in the U.S. Marine Corps in the South Pacific 1943 through 1945. Married Ethel Rayner in December 1945. National Park Service career began in Yosemite NP in January 1947. He subsequently served at Mount Rainier, Yellowstone, Blue Ridge Parkway, Midwest and Rocky Mountain Regional Offices. Two children. Retired in Fort Collins in 1981 where he and Ethel raise bees, grow trees, operate rentals, do volunteer work and serve on several county boards. Feels E&AA should (1) maintain and strengthen the Education Trust Fund, (2) vigorously pursue the Alumni Directory production with the goal of locating every retiree and surviving spouse, (3) prepare frequent brief articles for the *Courier* on retired employees who are involved in unique or outstanding activities, and (4) seek input from retirees on National Park issues, policy matters, not operations.

James W. Godbolt: Began his National Park Service career as a seasonal ranger at Lassen, followed by assignments at Blue Ridge as Park Ranger; Badlands as Chief Ranger; Glacier as District Manager; Rocky Mountain as Assistant Chief Ranger; Yellowstone as Management Assistant; Bandelier as Superintendent; Mid Atlantic Regional Office as Chief of Resources Management and Visitor Protection; Fire Island as Superintendent; and Rocky Mountain as Assistant Superintendent. Retired in Estes Park in 1984 after a government career that spanned 39

years. Jim and his wife, Barbara, enjoy retirement and travelling, including visits with their children in Colorado, Wyoming, and Norway. Life Member of E&AA.

Frances M. Reynolds: Began her National Park Service career in March 1953 at Rocky Mountain National Park; occupied positions in personnel, payroll, and secretary to Assistant Superintendent John Rutter and Superintendents Jimmy Lloyd, Allyn Hanks and Granny Liles. Transferred to WASO in 1964 as secretary to Howard W. Baker, Associate Director, Operations; and later served as secretary to Associate Directors Spud Bill and Ed Hummel, Deputy Director Bill and Director George Hartzog. Joined the staff of the Colorado State Office in 1973 and the Rocky Mountain Regional Office in 1974. After over 33 years with the Park Service, retired August 2, 1986, from position of Employee Relations Specialist in the Rocky Mountain Region. A native of Montrose, Colorado, graduating from Western State College of Colorado in 1952. Previously served on E&AA Board as employee representative for Rocky Mountain Region in 1979-84. Life Member of E&AA.

PACIFIC NORTHWEST REGION:

John V. Craig: Retired in 1980 as Personnel Officer, Pacific Northwest Region. Life Member of E&AA.

Wayne R. Howe: Retired in 1976 as Associate Regional Director, Pacific Northwest Region. Life Member of E&AA.

David Mishler: Retired in 1982 as Finance Officer for Pacific Northwest Region. Life Member of E&AA.

SOUTHWEST REGION:

David H. Thompson: Retired in 1980 as Superintendent, Sequoia-Kings Canyon National Parks. Current Director of the Kowski Memorial Golf Tournaments held throughout the national park system for the benefit of the Education Trust Fund. Life Member of E&AA.

George Von der Lippe: Retired in July 1982 as Superintendent, Death Valley National Monument. Began National Park Service career in Yosemite National Park in 1951 and worked in four areas of the Southwest Region including Grand Canyon National Park. Graduated in 1951 with a degree in Forestry (Park Management) from Michigan State University. Lives with his wife, Virginia, in San Marcos, Texas, the heart of the Texas Hill Country.

DENVER SERVICE CENTER:

S. Lebrun Hutchison: Retired in April 1980 from serving as A/E Manager for the Western Team. Employed at the Denver Service Center from November 1972 until April 1980. Currently involved in property management and maintenance in Littleton and Englewood, Colorado, and active in the Lions Club.

Nan Ketter: Graduated from Purdue University in Industrial Psychology and Engineering. Taught at the college level at Willimantic State Teachers College, Connecticut, and obtained an adult counseling certificate. Started with the Park Service in 1972 in the Planning Division of DSC and worked in various jobs in DSC retiring as Information Assistant, Professional Support Division. Also served as the first president of the DSC/RM Toastmistress Club for two years. Has been active in the local chapter of Federally Employed Women (FEW) having served as an officer a couple of times and represented the chapter on the Denver Federal Executive Board Women's Committee for three years.

Donald S. Marley: Began his professional career as an engineer with the Army Corps of Engineers, transferring to the Park Service in 1956, to the outset of Mission 66. Assigned to WODC where he served in various capacities as project supervisor, coordinating project supervisor and contract administrator. When DSC was established in late 1971 he relocated to become a member of the original DSC staff. Served as branch chief in

Contract Administration and Chief of Construction for the Southeast/Southwest Team until he retired in April 1983. His career spanned 34 years and he takes great pride in his 27 years as a veteran NPS professional. He keeps busy in his retirement with travel, volunteer tasks (several of these for DSC), hobbies, an occasional stint as a consulting engineer, and all the joys—and perils—of grandparenthood.

BALLOT FOR E&AA ELECTION:

(Executive Director's note: Please circle your choice for your representative in your region and category only, and send your ballot by October 15, 1986, to: Theresa G. Wood, Executive Director, E&AA, P.O. Box 1490, Falls Church, VA 22041).

WESTERN REGION

Employee nominee:

Mo Khan, Santa Monica Mountains National Recreation Area

MIDWEST REGION

Employee nominee:

Kenneth Apschnikat, Mound City Group National Monument

NATIONAL CAPITAL REGION

Employee nominee:

Margaret T. Davis, National Capital Region—Headquarters

NORTH ATLANTIC REGION

Employee nominee:

Herb Olsen, Cape Cod National Seashore

SOUTHEAST REGION

Employee nominee:

Robert Deskins, Associate Regional Director, Operations, Regional Office

HARPERS FERRY CENTER

Employee nominee:

David H. Wallace, Reemployed Annuitant, Harpers Ferry Center

ROCKY MOUNTAIN REGION

Alumni nominees:

Kenneth R. Ashley
James W. Godbolt
Frances M. Reynolds

PACIFIC NORTHWEST REGION

Alumni nominees:

John V. Craig
Wayne R. Howe
David Mishler

SOUTHWEST REGION

Alumni nominees:

David H. Thompson
George Von der Lippe

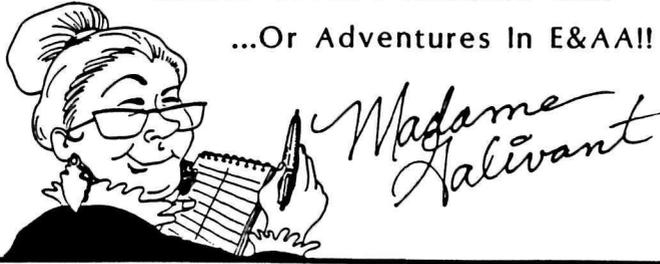
DENVER SERVICE CENTER

Alumni nominees:

S. Lebrun Hutchison
Nan Ketter
Donald S. Marley

Chats With Madame G...

...Or Adventures In E&AA!!



In case you haven't noticed, it's the end of summer, darlings. Time to get on with the serious post-Labor Day grind. And no more of those silly wine coolers, either. They *were* a thrill while the mercury was on the rise. But it's time to be *sensible* again. Time to put away those white shoes and get on with the serious business of fall.

Remember how simply *thrilling* these back-to-school days *used* to be? You wrote out your little lists for crayolas and notebooks. Necessary supplies they were, darlings, necessary supplies. Well, before Madame recounts how unsensible we have all been this summer, how chock *full* of joie de vivre and unabashed frivolity, let her just say she hopes every one of you has continued that delightful custom of spending money on yourselves. Madame can think of a few irreplaceable items you just *must* have as fall gets underway: sensible shoes (brown or taupe) for starters, and at least seven pounds of wool (to be divided among your choice of garments)—either that or an aggressive sheep dog for cold winter nights—and don't forget a hardy supply of those comforting amber liquids so perfectly blended for sipping (they do wonders for the fainting spells Madame is prone to). Truly, there is nothing so luxurious as easing one's eyelids open in the morning and sweeping out one's arm (gracefully, of course) from under twelve layers of goose down to reach for a steaming cup of coffee and one of those tasty little sweet rolls . . . Ah darlings, it's a dream, simply a dream.

And while we're discussing dreams, let me share with you the dream vacation **George and Helen Fry** enjoyed "down under." Thirty-four days and 29,363 miles of Tahiti, Australia, New Zealand and Fiji . . . Wouldn't Madame have *loved* to be the stickers on their luggage. Imagine traveling through a gold mining town of the 1860s, seeing the rare "Takehe" bird, watching seals cavort, and touring Maori country, with stops at Waitomo Glow Worm Grotto, Whakarewarewa Thermal Reserve, Agrodome, and Rainbow Springs. Oh darlings, Madame could have been persuaded to trade her sweet rolls for such a trip.

But the Frys aren't the only ones who've been exploring Australia. **Don Erskine** almost calls it home, and his son Jim definitely hangs his hat in that marvelous country. So Don and wife Angie enjoy a long-standing invitation to drop in "whenever they're in the neighborhood," and they frequently do. These globetrotters also took a jaunt to England via the QEII, returning on British Air's Concorde. Now that's the life—floating out and flying back, although I might have done it the other way. There's always something more intriguing, more, how shall I say it, delightful-to-rush-to about *other* people's home towns.

. . . Oh do let's keep this under our hats, darlings . . . a brave woman I'm not, and a brave woman I would *have* to be if I travelled with **Terry Wood**. Tsk, tsk, you should see that wild woman on the road—or should I say that someone certainly see *for* her on the road. When she and **Maureen Hoffman** go traveling at night—let's say they're visiting friends who live on McKinley—well, the two of them sit in the front of the car squinting at street signs. "There's a big letter," Maureen sings from the navigator's side. "Then a little letter and a big letter," Terry calls out. "Turn, turn," Maureen instructs. "No, you silly, that was *McArthur*," as Terry makes a U-turn in the road and heads back out the way she came, still looking for McKinley. So if any of you see a comfortable blue Mercury stopped along the road, do Terry a favor; pull over to see if she needs directions.

Fortunately (or unfortunately) for **Joyce Maeder**, wife of the Superintendent at Colonial, Terry *did* find her way to the train station to meet Joyce, who was coming into town for the day. In fact she was even there *early*. As the crowds thinned, Terry, squinting (you could have guessed *that*) spied the attractive Mrs. Maeder in the distance. That is, the woman Terry *saw* had Joyce's build; she had Joyce's hair; she even dressed like Joyce. The only discrepancy was the man walking beside her. He definitely was *not* Dick.

"Did you pick him up on the train?"

Terry asked innocently, after the gentleman left.

"Are you kidding?" Joyce responded gleefully. "I picked him up in Williamsburg." (The Madame has it on good authority that Joyce wore her squash blossom necklace especially for the occasion. Food for thought. Would that a squash blossom necklace could perform the same kind of magic for Madame G!)

One more little tidbit for you, my dears: Naomi Hunt wants to contact Theresa F. Nichols, Ranger Intake assigned to MOCI from 1978 to 1979. Theresa, if you're out there somewhere, call or write Naomi: Mound City Group National Monument, Chillicothe, Ohio 45601; (W) 614/774-1125, (H) 614/947-4462. If you're not out there, maybe one of your friends will be kind enough to let Naomi know where you are.

As for little old me, I know where I'm going to be. I have to busy myself *immediately*. It's time to feed all those nasty wine coolers to the rhododendrons.

Trivia Questions

Happy Trails to You!

Given the names of these trails and/or points of interest, in which of our 48 national parks are you hiking? (*Editor's note:* This month's trivia was concocted by Richard "Dixie" Tourangeau of NAR PA Office, who has visited all of these parks and hiked to most of these spots.)

1. Little Stony Man Cliffs, Hawksbill Gap, Dark Hollow Falls and Signal Knob.
2. Tundra Trail, Bear Lake, Bierstadt Lake and Alpine Visitor Center.
3. Bubble Rock, Otter Point, Jordan Pond and Thunder Hole.
4. Horseshoe Lake Trail, Wonder Lake, Polychrome Pass and Eielson Visitor Center.
5. The Window Trail, Panther Junction, Boquillas Canyon Trail and Juniper Canyon Trail.
6. Two Medicine Lake, Trail of the Cedars, Logan Pass Visitor Center and Hidden Lake Trail.
7. Hermitage Point Trail, Jenny Lake, Indian Paintbrush Canyon and Cascade Canyon.

8. Mrazek Pond, Anhinga Trail, Shark Valley and Mahogany Hammock Trail.
9. The Narrows, Angel's Landing, Hidden Canyon and Walters Wiggles.
10. Annie Spring Canyon Trail, Cleetwood Cove, The Watchman and Wizard Island.
11. Expert Teaser/Tester. What do these three specific spots have in common (park related):
 - (a) Temple of the Sun,
 - (b) Fat Man's Misery and
 - (c) the Blue Grotto?

Trivia extra →

For extra "credit," identify the muscular hunk on the left.

(Trivia answers on pg. 34)



The lucky winner



L to R: Theresa Wood, Director Mott, Priscilla Baker

Guess who was the surprised winner of E&AA's raffle for the two round-trip tickets on World Airways? The pictures tell the complete story. When the Director pulled the name of the lucky winner, no one was more surprised than Theresa Wood, whose name showed up on the winning slip of paper. After fending off everyone who wanted to accompany her on the World Airways flight, she has made plans to take Maureen Hoffman, E&AA's treasurer, with her.

Employee Benefits Statement

A recommendation of the employee survey proposed reissuing the employee benefits statement last produced in 1982. This statement gives a personalized picture of the fringe benefits available to each employee, such as retirement and disability benefits, health care, life insurance and workers' compensation. NPS was one of several bureaus that contracted through the Department to again produce these statements. All permanent fulltime, permanent part-time and career seasonal employees will receive a benefits statement, forwarded to their home addresses this October. Any questions on the contents should be directed to your servicing Personnel Office.

Trivia Answers

(From pg. 32)

1. Shenandoah
2. Rocky Mountain
3. Acadia
4. Denali
5. Big Bend
6. Glacier
7. Grand Teton
8. Everglades
9. Zion.
10. Crater Lake
11. A new pair of hiking boots and a warm jacket to those who guessed that all these spots were in National Park CAVES.
 - (a) Carlsbad Caverns
 - (b) Mammoth Cave and
 - (c) Wind Cave

Extra

Denis P. Galvin, NPS deputy director, in his beachcombing days



Life after retirement

Dennis E. McGinnis

The trouble with suspenders

A cursory screening of men's fashions displays the Tom Sellecks of the world proudly modeling suspenders to support their Levis at the proper elevation. Suspenders are a practical men's accessory, and have been in use for some time. Ancient Egyptian art reveals suspenders being worn by the nobility of the day.

Twenty-five pounds or so of my physique that I used to carry around my chest I've detected in recent years has slipped down to about my navel. If you've noticed, none of the latest Fifth Avenue form-fitting trousers take into account my problem of a bulging abdomen. But wearing a belt to hold my trousers has its drawbacks. Pants are never just where I would like them to be. If I cinch my belt to where there is a reasonable chance that the garb covering my lower anatomy will remain in place, I find I have difficulty talking. (Senior citizen's latent voice change, one observer called it.) If I don't uncomfortably snug the girdle, my trouser legs sweep the sidewalk, and my pot belly gives the impression of leading me down the street.

"One of these days, I'm going to get myself a pair of suspenders," I boasted to my wife as she busily prepared a coconut cream pie.

"I think that's a good idea."

Three days later, she surprised me with a pair of red suspenders attached to my trousers as I emerged from the shower. Dressing, I waltzed in front of the mirror to admire my new apparel. The reflection registered self-consciousness.

"I can't wear these suspenders," I said. "Why, they make me look like an old man."

"Wear them under your shirt and no one will notice that you have them on," my wife said. "You've got lots of shirts designed to wear outside your trousers."

Following her suggestions, I discovered wearing suspenders in this fashion maintained a posture for my pants that was most comfortable. I was happy with my new change in dressing.

The next morning, we left at five o'clock for a trip to Charleston. Spotting a Holiday Inn two hours later, we interrupted our trek to pause for the first meal of the day. Afterwards, I responded to nature's demands and made a trip to the bathroom.

Suspenders posed a problem. I was forced to remove my shirt to slip the galluses off my shoulders. Being somewhat pressed for time, I hung my shirt on the door knob and hastily finished the necessary disrobing. Inaccurately judging the distance from my shoulders to the commode, I inadvertently baptized the tips of my suspenders in the water.

Immediately retrieving the pants supporters from the brink, I applied reams of toilet tissue in an effort to absorb the moisture. Busily engaged in the ritual, I glanced down to the base of the booth and my eyes fell on the angelic face of a very young boy peering at me.

"What are you doing, mister?"

"I'm drying my suspenders, son," I replied with as much dignity as I could muster under the circumstances.

"Oh!" he said, and vanished as quickly as he had appeared.

Completing my assignment in the Holiday Inn restroom, I strutted back to the dining room to join my wife. At the next table sat the little boy.

"Look ma," the little fellow bellowed, pointing his finger at me, "there's the man who was naked in the restroom washing his clothes in the toilet."

We departed the Holiday Inn promptly.

From the Editor

This issue marks my sixth as editor of the *Courier*, and although such an event is not the milestone that twelve issues may represent next April, it serves, nevertheless, as a starting point for evaluation. Last April, I asked you to fill out a readership survey, which many of you did, and mailed back to me. As I studied the responses, I noticed primarily that most of them fell into the "somewhat interesting" category—neither very interesting nor uninteresting, but somewhere in between.

Oh, what was selected as interesting differed from park to park and region to region. Some enjoyed the News Digest, some the trivia, some the features; of course, some liked everything about the *Courier* and some liked nothing. But what proved most informative to me was the middle ground that the newsletter seemed to occupy. I suppose my personal goal is to produce a newsletter that gives everyone at least one department they enjoy enough to feel strongly about. Certainly, the "New Faces, New Places, and Out of the Traces" column used to accomplish this, and I have been requested by many of you to reinsert this department. I am working on it.

If all goes well, a computer program may be able to keep track of all transfers, and enable me to take whatever information I need for publication from this list. At least such is my goal. So even though I am not yet in a position to reinstate the column, I haven't forgotten it either.

Another request you made was for more thought-provoking articles. Obtaining these can be difficult on occasion because the editor does not always know who to request to author them. Nevertheless, I am experimenting with a new department entitled "Focus." The first example of this appeared in the July *Courier*, authored by Don Goldman. The second appears this month under Bill Wade's byline. "Focus" features a particular park, region, or center manager with something to say about the job he or she does and the way it supports the mission of the Service. Although the column presents the manager's opinion of sometimes thorny issues, its intent is for the opinions it features to be constructive ones—to present ways of improving NPS management that can actually be accomplished, and possibly to provide steps for that accomplishment. Focus will not appear on a monthly basis, but hopefully enough material will be available to make it a bimonthly effort.

Another new department to look for is the Personnel Side. Written by Terrie Fajardo, this also appears bimonthly. Read it to answer some of your questions concerning the maze of personnel issues

that affect all NPS employees. Or contact Terrie, in care of the *Courier*, with issues that concern you and for which you have not yet found an answer.

E&AA is also an important part of the newsletter, although, depending on who answered the survey, this was considered either the least or the most interesting part of what the *Courier* had to offer. Alumni feel concerned that not enough material truly pertaining to them appears in this section. Well, again, I hope this changes over time. Naomi Hunt has agreed to serve as Alumni Editor, (414 Robin Road, Waverly, Ohio 45690), so her efforts should contribute to more complete coverage of alumni events. In addition, Dennis McGinnis has been taking a humorous look at the human condition of retirement. His column appears monthly, as does that of Madame G who never seems to run out of people to talk about. Both of these columns represents an attempt to keep employees and alumni

light-heartedly informed of the comings and goings of each other. Nevertheless, let me add that each of the alumni needs to consider himself or herself an important contributor to the *Courier*. In this way there should always be something interesting to read in the E&AA department.

Yet to come is a new look for the newsletter, which, like the other changes already mentioned, will be appearing in time. I hope that a new graphic appearance will make the *Courier* more readable and therefore more enjoyable.

Although these efforts do not answer all your survey responses, I hope that the *Courier* you receive in the upcoming months will satisfy some of your needs, provide you with some reading pleasure, and keep you more in touch with friends and colleagues throughout the national park system. At least this is my goal. Use the Letters to the Editor section to let me know how well I accomplish it.

OMISSION

The May *Courier* neglected to include the following in its list of regional natural resources contacts.

SOUTHEAST REGION

Regional Chief Scientist		
Dominic Dottavio	404-331-4916	FTS-242-4916
Air Quality Coord./EM&M Coord.		
Ken Hulick	404-331-4916	FTS-242-4916
Water Res. Coord./GIS Coord./MAB Contact/IPM Coord.		
Trish Patterson	404-331-4916	FTS-242-4916
Environmental Coordinator		
Wally Hibbard	404-331-5465	FTS 242-5465

SOUTHWEST REGION

Chief, Div. of Natural Res. Mgmt./Reg. Chief Scientist/MAB Contact		
Milford Fletcher	505-988-6412	FTS-476-6412
Air Quality Coord./Water Resources Coord.		
Keith Yarborough	505-988-6412	FTS-476-6412
EM&M Coord./Environmental Coordinator		
Tom Lubbert	505-988-1857	FTS-476-1857
Geographic Information Systems Coordinator		
Michael Warren	505-988-6412	FTS-476-6412
Integrated Pest Management Coordinator		
Gerald Hoddenbach	505-988-6412	FTS 476-6412

WESTERN REGION

Chief, Div. of Nat. Res. & Research/Reg. Chief Scientist		
Bruce Kilgore	415-556-4968	FTS-556-4968
Air Quality Coordinator/IPM Coord.		
Don Christensen	415-556-8373	FTS-556-8373
Water Resources Coordinator		
Milton Kolipinski	415-556-8373	FTS-556-8373
Energy, Mining, and Minerals Coordinator		
Joseph Scarborough	415-556-8340	FTS-556-8340
Geographic Information Systems Coordinator		
George Turnbull	415-556-6550	FTS-556-6550
Environmental Coordinator		
Jim Huddleston	415-556-8313	FTS-556-8313
MAB Contact		
Eugene Wehunt	415-556-4968	FTS-556-4968

Pick Your Perks

'Perks' or perquisites in the workplace are privileges or rights over and above regular salary and wages. Staff usually have their own views as to what they consider to be the perks associated with their job.

The idea of using perks to reward and reinforce good performers makes sense. The tricky thing is that what one person may put a premium on, another person might not value at all. The key is to know your staff and know what they consider to be perks. One way to do this is to let staff name and agree on what perks are possible and under what conditions they might be earned.

In a play on words, authors Mark J. Tager and Marjorie Blanchard, in their new book *Working Well*, describe perks 'as a set of five skills and support tools that maximize the people side of the productivity equation.' Here they are:

Participation: people perform best when they participate in the decisions that affect them

Environment: people do better when the environment offers opportunity and choices to perform well

Recognition: people do better when performance and progress are recognized

Knowledge: people do better when they know their job is important in the collective mission of the organization

Style: people do better when the management style fits their level of skill and commitment

Happy Clark-Miller, Associate Director of Health Enhancement, Central Branch of YMCA in San Francisco, is a highly successful people motivator. The perks that she uses with her staff of 25 volunteers are:

Play: people perform best when given an opportunity to play once in a while, shedding their serious side

Encouragement: people perform best when encouraged to perform beyond defined expectations or current level of expertise

Responsibility: people rise to the occasion when honored with more and more responsibility

Kinship: people perform best when treated as kinfolk rather than workers

Success: people perform best when they experience success, personally and collectively, on a regular basis

Perks don't fall like pennies from heaven. They spring from the partnership between employee (or volunteer) and manager. As a manager, it's a challenge to know what perks will motivate each individual and how to make full use of them. As Happy says, 'Our employees are very, very special people. As supervisors, we owe it to them to be special, too!'

General Rules For Leadership

In November 1985, General Bill Creech, recently retired chief of the U.S. Air Force's Tactical Air Command (TAC), spoke at the regional directors' meeting in Tucson about "Leadership From the Top." In the Air Force, General Creech earned a reputation as a people manager par excellence. Below are some of the organizational principles he published as he prepared to turn over TAC in 1984. In *A Passion For Excellence*, Tom Peters called these "Creech's Laws":

- Have a set of overarching principles and philosophies.
- Use achievable goals so most people end up as winners.
- Measure productivity, but don't strangle in paperwork.
- Create leaders at every level, not just at the top.
- Match responsibility with authority.
- Create a climate of pride, professionalism, and friendly competition.
- Educate, educate, educate . . . especially by regular feedback.
- Communicate, communicate, communicate.

- Instill organizational discipline and loyalty, but not to the point of stifling initiative.
- Provide everyone with a stake in the outcome—make each job meaningful.
- Reward good performance lavishly.
- Make it better, make it happen, make it last. "The leader is not just a scorekeeper and steward. He is responsible for creating something new and better."

General Creech led a remarkable turnaround at TAC. He reduced the average downtime on getting needed parts to a grounded plane from four hours to eight minutes. He improved the rate for putting planes in the air by more than 20 percent in a five-year period, even as the budget for spare parts decreased. How did he do this?

He motivated, celebrated, and virtually canonized the long-neglected support people in maintenance and supply. He made heroes out of those whose mundane chores are, in fact, key to productivity. In typically dramatic style, he instituted a semi-annual "drive-by" (takeoff of the aircraft fly-by) at TAC bases—a triumphant parade of pickup trucks, jeeps, parts trailers, and other support vehicles. He instilled pride and enthusiasm at every turn and gave workers, from maintenance crews to pilots, a true sense of "ownership" in the operation of those planes.

While Creech continually emphasized the importance of leadership, he also knows that leaders can't do it all. The turnaround he engineered at TAC was due, in large part, to his ability to turn every worker into a responsible contributor.

Skunkworks: Underground Problem-Solving

Looking for creativity and innovation? Look for *skunkworks*.

Skunkworks are small, turned-on groups of people who are quietly trying out their own good ideas. Skunkworking can be done by ad hoc teams or entire work units. It's done with or without the blessing of managers. But if innovation is a goal, says Tom Peters in *In Search of Excellence*, managers should encourage skunkworks because they usually out-produce other elements of the organization.

The term *skunkwork* was originally adopted, in the 1940's, from the *Lil Abner* comic strip by a small workgroup at Lockheed Aircraft. This group designed, built, and flew the first tactical jet fighter in just over 140 days. They begged, borrowed, and "stole" company resources to accomplish a feat that is still legendary in the aircraft industry.

- A skunkwork operation at Golden Gate NRA extended the reach of the park's one-person resource management shop. Staff throughout the park are given a chance to work up to 10 percent of their time on any of five resource management teams. These teams accomplished numerous major tasks enthusiastically and professionally.
- Two years before minicomputers were commercially available, Cal Calabrese, Bob Nickel, and others at the Midwest Archeological Center designed and built their own mini. Eventually word got back to the region and Washington. Eyebrows were raised. Investigation showed the home-made computer was saving huge amounts of time and labor.
- Four Western Regional Office clerical staff led by Andy Dorph hit on the idea of building up the computer literacy of the office. By grabbing time here and there, they produced and delivered an outstanding and well-attended ½-day training in a matter of weeks. They call themselves "Skunkwerke Productions."

Skunkworks concentrate on informal contacts and quick turn-around projects. They're ready to find solutions. They tend to pay little attention to organizational boundaries. They have an esprit you can sense when you walk through the door.

Try these ideas:

- Encourage people to get together with others anywhere in the park or region to solve problems.
- Team up key "champions" with others who could become excited about a project.
- Provide positive recognition for skunkworkers.
- People like to be outlaws, to beat the system. Join in the celebration when someone succeeds.
- Be sure skunkworkers feel it's their project, not yours.

Innovation and Entrepreneurship

Peter Drucker's newest book, *Innovation and Entrepreneurship: Practice and Principles*, examines how bright ideas are transformed into marketplace successes.

To Drucker, innovation is a purposeful activity rather than an innate talent limited to rare individuals. Innovation begins with a systematic search focused on 'seven sources of innovative opportunity,' each of which Drucker describes in detail. As Drucker says, 'successful entrepreneurs don't wait' but get to work monitoring and exploiting change. They are attuned to information that others miss and know how to make use of it.

Successful innovation also requires the 'right' internal policies and practices. This is how Drucker describes the entrepreneurial organization: It abandons the worn out. It faces up to product life cycles. It has a timetable and budget for innovation. In other words, it sets out to innovate. It focuses its managers on innovation, and creates the same spirit throughout the organization. Seniors listen to juniors. It builds in feedback mechanisms and incentives for innovating.

Finally, successful innovation requires a marketplace strategy.

Drucker defines four, each with its own limits and risks. One example is the 'ecological niche' strategy where the company aims for monopoly and anonymity in a small but crucial market area. Another relates to being 'first with the most,' creatively imitating or filling in gaps left by the prime provider, and having very specialized market knowledge. Whatever the strategy, it provides a way for the innovator to carve out a secure role vis a vis its competitors.

Throughout, *Innovation and Entrepreneurship* offers useful insights. Some examples:

- Managing value is what sets some organizations apart. Start with a real market need, not your product.
- Quality is always defined by the customer. Working extra hard to provide what is not of value is not quality.
- Innovation is often in response to social and economic factors rather than technological advances. When Cyrus McCormick offered installment buying, his reaper became a best seller.
- The entrepreneur's goal is not to be the biggest but to be the standard bearer, to be the leader.
- Innovating is less risky than standing still. Understand your existing successes -- they're a sure source of new opportunity.

In Drucker's view, building innovation into public institutions is this generation's greatest challenge. Just as the profit-motivated innovator must, so must the public sector innovator systematically look for opportunities, align itself internally to support innovation, and then focus outward on its marketplace role.

This is a book that makes you look at all organizations, products, and services around you, including your own job, a little differently. Are we in the National Park Service geared up to turn our best ideas into on-the-ground successes? There is much grist for our collective mill here.

Innovation and Entrepreneurship: Practice and Principles, Peter F. Drucker, Harper and Row, 10 East 53rd St., New York, NY, 10022, 1985, \$19.95.

U.S. Cavalry to the rescue



Machine gun squad at Fort Yellowstone

August 20, 1986, marked the hundredth anniversary of an important event in the history of national parks. When Captain Moses Harris, commander of Company M, First United States Cavalry, became Acting Superintendent of Yellowstone on that day in 1886 he began thirty-two years of military control. In later years the Army also protected Sequoia, Kings Canyon, and Yosemite National Parks. Under a succession of particularly able officers, policies and practices evolved in Yellowstone which still prevail in national parks today.

After its establishment in 1872, civilian superintendents failed to adequately protect and manage Yellowstone. Congress reacted by passing an 1883 bill allowing the Secretary of the Interior to call upon the War Department for assistance. Three years later, when Congress appropriated no funds for Yellowstone, Secretary Lamar asked for the Army's help. Officers such as General Philip Sheridan had long been interested in the park and concerned about its protection. Some had early suggested that managing Yellowstone was a suitable assignment for the Army, but probably few imagined

that the troops would remain in the park as long as they did.

As Captain Harris and his fifty men made camp at Mammoth Hot Springs, a large forest fire, probably set, was burning nearby. The Army's suppression of fires in Yellowstone and its campaign of prevention was the first time the government practiced fire control on wildlands. Other problems which the Army moved rapidly to solve were widespread poaching, vandalism of hot spring formations, the presence of squatters, and poor service and abusive practices by concessioners.

In 32 years of administering Yellowstone the army developed an effective method for policing the park, furthered interpretation by encouraging the provision of accurate information to the public, and initiated management policies which treated Yellowstone as a wildlife preserve. Especially significant among these was the successful effort to protect and restore the park's bison herd when it was the only wild bison population left in the United States. The urging of the military's Acting Superintendents finally helped bring effective legal sanctions against poachers with the passage of the Lacey Act in 1894.

Withdrawal of the troops in 1916 and return of full control to the Department of the Interior met great opposition both locally and in Congress. The cavalry returned until the final closing of the post in 1918 when a cadre of soldiers and scouts stayed on as park rangers. Today many national park policies and practices recall the 32 years when the United States Cavalry served in Yellowstone.

—Timothy Manns
North District Naturalist/
Park Historian
Yellowstone National
Park

Department of the Interior Secretary Don Hodel participated in a public ceremony in Mammoth Hot Springs on Sunday, September 14 to commemorate the U.S. Cavalry's arrival in Yellowstone. The staff of Yellowstone were assisted by uniformed field artillery from Fort Laramie National Historic Site, a bugler from Montana State University, and technical assistance from Custer Battlefield NM. Participants of the Yellowstone Alumni Reunion attended the ceremony which was held on the historic Parade Ground.

Letters

To the Editor:

In behalf of the Association to Save the Fort Sumter Flags, please accept our thanks for your interest in this important undertaking.

In our July article I failed to mention two outstanding organizations which have contributed greatly to the success of the Association's fund raising efforts: The National Park Foundation, and Roadway Express, Inc.

The National Park Foundation, in its continuing efforts to assist the Service, was instrumental last year in obtaining the largest single donation to date, of \$14,000 from Roadway Express, Inc. Through the auspices of the Foundation, the Roadway gift was part of a larger company campaign, "Give Liberty a Lift", which benefited no less than five National Monuments with a total contribution of over \$100,000.

We are extremely grateful for this dedicated partnership. It is a thoughtful expression of shared responsibility, public and private, for the preservation of our national heritage; and it rightly deserves wide recognition and appreciation.

R. Brien Varnado
Superintendent
Fort Sumter NM

To the Editor:

I recently read an article in the *Courier* entitled, "Rudyard Kipling Visits Yellowstone: Using Dramatic Interpretation for Park Management." Mr. Jack de Golia, Yellowstone National Park, presents a "living history performance" in which he portrays writer Rudyard Kipling during his visit to Yellowstone National Park in 1889. As an actor by education and trade, Mr. de Golia's "performances" are no doubt entertaining, enlightening and well-performed. My concern over such a program is whether it is professional interpretation.

Apparently, someone in the Washington office supports my view. Such "performances" are contrary to NPS-6, *Interpretation and Visitor Services Guidelines*, 1980. Chapter 7, page 10, number 8 states:

In a historical animated presentation, no major historic figure will be dramatically portrayed. Portrayals of past people must be of and must clearly be identified as "typical" people based on composite information about the lives of a variety of people. (emphasis added)

Additionally, the "Clarification of NPS Living History Guidelines," issued by Director Dickenson in 1983 states:

Costumed interpretation should be utilized *only* when it pertains to the *primary themes* of the area. (emphasis added)

The point of this writing is not whether Rudyard Kipling is or is not a major historic figure, not whether or not a program about 19th-century visitors to Yellowstone National Park is a primary theme, but that "dramatic performances" such as this, done in the name of interpretation, and done contrary to Service guidelines is detrimental to the professionalism of all Park Service interpreters.

In my view, a "professional" is a person who has many attributes, not the least of which is the ability and desire to comply with agency guidelines to the best of his or her ability. Such guidelines are written for a purpose, namely to ensure legal mandates are met and to establish standards by which employees are evaluated. When a law enforcement ranger fails to comply with standards in NPS-9, what happens? The law enforcement commission can be revoked, and if the indiscretion is serious enough, disciplinary action can be taken against the ranger. When a fee collection officer fails to comply with standards in NPS-22, what happens? The officer can be held personally liable for lost funds and the officer's performance appraisal will surely reflect the discrepancy. When an interpreter fails to comply with NPS-6, what happens? The "outlaw" program is presented to the Director and the interpreter gets his photograph and a write-up in the *Courier*! Who knows, he may even be given a Special Achievement Award?

What needs to be done? Several things. First, NPS-6 must set clear-cut standards for interpretation which will provide for best-quality programs. Second, NPS interpreters and interpretive program managers must be well-versed in the provisions of NPS-6 by including the guideline in interpretive training programs. Lastly, NPS interpreters and interpretive program managers must be evaluated on their performance appraisals in terms of their compliance with NPS-6 in their programs.

Only when interpretation is taken as seriously as other park management operations will interpreters be respected as park professionals.

—John Sutton
Chief Ranger
Fort Davis NHS

To the Editor:

On the interesting "Trivia" questions, I noted an error on the photographer W.H. Jackson reportedly with the Washburn-Langford-Doane party in Yellowstone in 1870 (June 1986 *Courier*). The Washburn party didn't have a photographer; however, the pictorial representations were made by Private Charles Moore who joined the party at Fort Ellis, Montana, as part of the military escort. Many of the pencil sketches were used by Langford in convincing members of Congress to establish the area as a national park. W. H. Jackson travelled with Professor Hayden, I believe with Hayden's exploration of Yellowstone in 1871.

I had the opportunity of guiding descendents of Washburn and Langford in retracing the route in Yellowstone during August of 1983. In the evenings around our campfires we discussed each member of the 1870 party and the contributions they made for the success of the expedition.

It is true W.H. Jackson was an important photographer with the Hayden party and he featured many of the important aspects of the area in his outstanding photographs.

I am a retired NPS employee, having served in Yellowstone, Glacier, Rocky Mountain, Wind Cave, Theodore Roosevelt, Devil's Tower, Death Valley and Lassen. I served in WASO from 1964 to 1968 in Visitor Protection and Resource Management. I enjoyed it all and am now retired, but still visit many areas as the back country remains very appealing.

—Robert J. Murphy

COURIER

The National Park Service Newsletter

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The Industrial Eye



Second largest double leaf bascule bridge in the world, one of a series of Historic American Engineering Record photographs documenting the Michigan Lake Superior Power Company Hydroelectric Plant and Power Canal at Sault St. Marie, Michigan. This photograph will appear in a book of Jet Lowe photographs, The Industrial Eye, being published by the National Trust for Historic Preservation in late fall of 1986.

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