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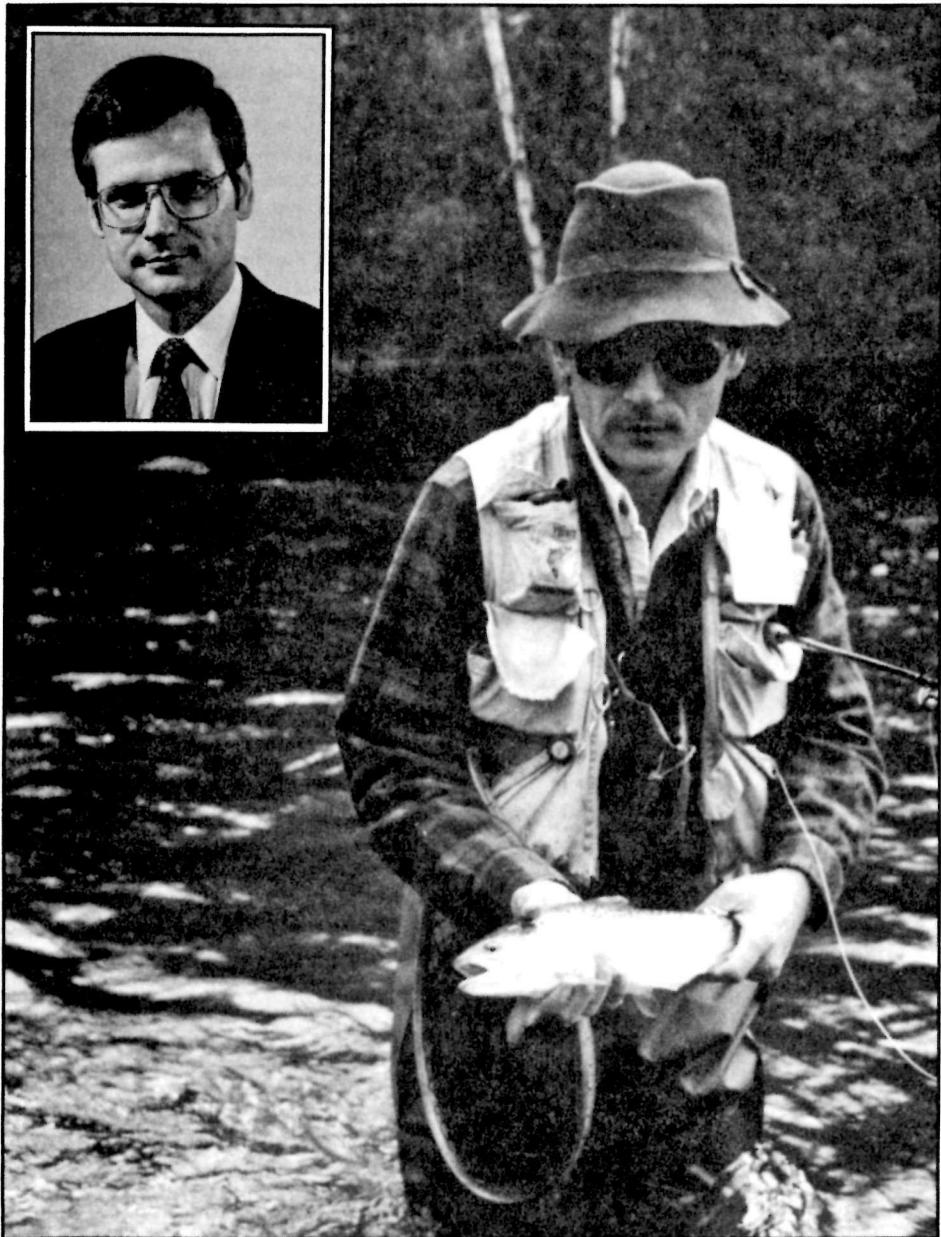
Washington, DC

Introducing William Horn, Assistant Secretary for Fish and Wildlife and Parks

(Editor's Note: This is the first time that an interview with Assistant Secretary Horn has appeared in these pages. Look for his column in future issues of the Courier. He hopes to keep readers informed of developments occurring at the Department level.)

Q: First, I understand that you have been very successful with land exchanges and transfers that have benefitted the National Parks and Wildlife Systems. What is the status of your proposal involving the BIA and Collier Industries? Give some background, and indicate how it may add significantly to and provide funds for purchasing Tall Grass Prairie areas.

A: We have been pursuing land exchanges aggressively on a range of fronts, the purpose being to acquire necessary areas without reliance on appropriated funds. For example, there has been a high degree of interest in the entire Everglades ecosystem—Everglades National Park, Big Cypress Preserve—and a desire to add land to these areas in order to provide a greater measure of protection for that entire ecological unit. We were approached well over a year ago by the Colliers, the major land owners adjacent to Big Cypress, about the prospects of an exchange. Based on their interest, we began reviewing potential Interior properties. However, it was the Colliers who first heard of congressional proposals to close the Phoenix Indian School, thereby making it available for disposition to the private sector. Normally, GSA land sales would handle such a process, with the proceeds going directly to the Treasury. In this case, however, we proposed to trade the Colliers the Phoenix property, worth roughly \$100 million, and they to give us 80,000 acres of land to be added to



Bill Horn doing what he likes to do best

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Big Cypress Preserve, plus approximately 15,000 acres of land to finish the Florida Panther Wildlife Refuge as well as another 20,000 acres to create Ten Thousand Island Wildlife Refuge, adjacent to the western boundary of Everglades National Park. That 115,000 acre block of park and refuge land is worth roughly \$50 million. The Colliers further agreed to equalize the arrangement by providing \$50 million in cash to the United States. Subject to congressional approval and departmental proposals, I intend that some portion of that money be earmarked for other important land acquisition projects elsewhere in the country. I'm optimistic about the prospects of making this exchange work, as well as others like it. The BIA shortly will issue a report concerning the status of the school. It's my hope that we will have a formal proposal to transmit to Congress sometime early this year and that we will get quick congressional action.

Q: Are there other areas you would like to see acquired in this way?

A: We have a number of areas, especially those associated with mineral rights retained within National Park Service units by private parties. Naturally, Congress upholds the validity of such existing rights. On the other hand, we don't want to support resource extraction activities deleterious to park values. So presently we are working with the Bureau of Land Management (BLM) to identify all coal inholdings, as well as other coal properties held by BLM outside of parks in order to trade owners out by providing compensatory federal property outside park boundaries. I hope we can use property exchanges such as these to demonstrate that lands can be acquired without Congress appropriating additional dollars.

Q: So land transfers are to be used as a management tool?

A: That's my hope. As I said, the standard approach has been to get congressional appropriations for such activities. We frankly cannot afford to do that anymore. Therefore, we have to be a lot more creative in managing all of the land assets held by the Department of the Interior so that we can undertake activities to help private sector development and at the same time add important lands to the conservation estate.

Q: From time to time, there have been discussions about eliminating the NPS regional office in Seattle. What is your position on realigning NPS regional boundaries? Should other regional offices be eliminated as economy measures?

A: I'm hoping that we will take a very hard look not only at the regional alignments but at what I call management overhead. We have a very large system—337 units, expanded dramatically over the past years—and we have spent a lot of money in the PRIP program to bring our units and facilities back up to good health and safety standards. Now I think we have to look at how we can reduce overhead costs in order to use some of those funds for the good of the resources . . . because in the final analysis, what we all are charged with is protecting those resources.

Q: That brings me to the Park Service mission and the apparent dichotomy between preservation and use. What is your position on that dichotomy, and what do you think the role of recreation and use is in the park system?

A: Our job—the Park Service's job, the Secretary's job, my job—is to conserve these resources *for* the benefit of the public, as opposed to protecting them *from* the public. This magnificent system exists to provide a great range of experiences for our citizens, so that they can enjoy and understand nature, and recreate themselves in some of these magnificent places. It's important to remember that this unparalleled system was established for the benefit of the citizen. So that has to be foremost. Our job is to provide those types of opportunities in such a way that the basic resource is not impaired. If we were merely a recreational agency, we would not worry so much about the impact of visitor use on the natural and cultural resources we manage. If we were just a resource preservation agency, we might decide to put up a 10-foot high fence around some of these places and leave the people out. Because we wear both hats, we have a very difficult charge—we have to protect the resources so that they remain for subsequent generations to enjoy while making them available to individuals who want to enjoy them today.

Q: How well do you think we have been doing?

A: I think we have been doing an excellent job. We offer a full range of experiences, from intense urban recreation at Gateway to solitary backcountry use at Gates of the Arctic. I think that range of opportunities is important and that it is effectively kept in balance. It is impor-

tant for us all to remember that because of differences among individual units we can't offer the same recreational opportunities or visitor experiences at each park. I spent some time in the backcountry this summer with the park people at Yellowstone, working with the grizzly bear team, and I saw that the Yellowstone ecosystem is extremely healthy—high productivity with the bears; the elk population at an all-time high; bighorn sheep showing dramatic increases in population; and the fishery in as good a condition as it has been in the last 50 or 60 years. And yet we still have millions of visitors staying at the developed recreation sites. I think Yellowstone shows that with proper management we can protect the basic resources while making phenomenal recreational opportunities available to our citizens.

Q: Speaking of recreational opportunities, I understand that The President's Commission on Americans Outdoors is developing a recreation program that seems to have a fairly high price tag associated with it. What are your thoughts?

A: Obviously, with a major recreation program, you have to examine what components should be federal, what should be state and local, and what should be private sector. It is clear, I think, that just as we must rely on other federal agencies, state and local government, and private citizens to protect the totality of the nation's natural and cultural resources so must we rely on these entities to provide for our national recreation needs. Then, of course, you have to consider the overall price tag and what types of contributions should be made by the parties involved. Keep in mind that no final figures have been submitted to date. Newspaper reporters keep claiming, "that's a million dollar program!" Well, different numbers have been discussed but I haven't seen any final proposal. We are waiting for Governor Alexander, who is the chairman, and the rest of the commissioners to come to their own conclusions. Then we expect to present to the president in early 1987. We will know more at that time.

Q: Recently, buffer zones around the parks have become a much discussed, highly significant issue, and likewise the threat that urbanization represents to the parks. What are your thoughts on this and the appropriate state/federal working relationship here?

A: I think a far more effective approach than trying to establish buffer zones is conflict resolution—finding out what the problems are, then working

out a way to solve them. Once we can identify an activity that may negatively affect the park and its resources, we can work with adjacent land managers—be it BLM, Forest Service, the State or private land owners—to take preventive measures. What we're after is to become fully aware of potential threats, then use management tactics to make sure they never have any impact. For example, water problems associated with Mammoth Cave required that we work with Congress and EPA to get money appropriated for the construction of nearby water treatment facilities. Indications are that this effort is going to eliminate the ground water pollution problem that has cropped up. Knowing about a problem in advance allows you to get ahead of the power curve, you meet with the people involved; then you set in motion the proper actions that will prevent the threat from becoming a reality.

Q: I also want to discuss the Blue Ribbon Panel that Director Mott and the Conservation Foundation hope to establish. Since the goal of the Panel is to look again at the Leopold Report, would you please comment on the need for such a re-evaluation and on whether the panel is an effective tool to accomplish it.

A: As you know, the panel is one of the proposals contained in the 12-Point Plan. I believe the Plan is a good one and it has my full support. I think it always helps to re-evaluate things. The Leopold Report is now roughly 20 years old and it's always worth taking a second look after such a period of time. Although, frankly, I feel the Report remains an excellent document in many ways.

Q: What would you like to see the Park Service and the Fish and Wildlife Service accomplish by the end of your tenure here?

A: On the Park Service side, we've been looking at three areas. Number one is to keep in mind the idea that our job is to conserve resources *for* people, not protect them *from* people. The former may be the more difficult, but I think it's the one that has to be undertaken. Secondly, I think that we have to work very hard to put the budget on a sound basis. We've got the interim fee program in place now. That, plus the President's budget request, gives us the largest operating budget in our history for this fiscal year. It will enable us to secure the gains made through the PRIP program, so that 20 years from now a future Secretary of the Interior will not be looking at proposals for "Mission '96" or "Mission 2,006" or "PRIP II." And third, I hope we can demonstrate the efficacy

of land exchange as a low-cost alternative to acquiring property for the conservation estate. These same three concepts are applicable to Fish and Wildlife also, only with some different twists.

Q: You spoke of the interim fee program. Would you state your view concerning the future of fee legislation for the Park Service? What is the best way to move forward?

A: We are half way there. The interim fee program authorized in our continuing resolution will generate approximately \$50 million. That, coupled with our appropriated funds, should help to obliterate the problems that faced us in FY '86. The important thing now is to get fee-authorizing legislation passed so we have a long-term fee program, not just a one-year arrangement. That should put us on the road to total financial health in terms of our operating budget. One of my primary goals is to leave this office knowing that we have a very sound operating budget.

Q: Would you briefly touch on your Alaska experiences and what you think has been achieved up there?

A: Considering what was a very difficult and bitter fight, the legislation turned out to be quite balanced in my opinion. We worked closely with the Service and the local citizens to set up an appropriate management system, and the level of its acceptance in Alaska is far above and beyond what I think anybody had any reason to expect. If you went back about 6½ years, you would find federal officials being hanged in effigy and Park Service planes being burned in certain areas. Such passions have cooled. We have worked very carefully to be good neighbors with the people who live in and around the parks. I think we have taken the appropriate long-term view toward management. We have an emerging success story on our hands.

Q: We've spoken about some of the natural resources programs. What do you think of the job the cultural resource programs is doing in the Park Service?

A: Issues that have a high profile and more problems associated with them have a tendency to float upstairs. You hear about them from a variety of people. The cultural resource programs run so smoothly that they rarely float up. They have a good management system in place. I look at what has happened in the historic preservation field as a result of the Administration's tax program in 1981 and the millions of dollars that have gone into historic preservation activities. We have a very successful,

across-the-board program going on in cultural resources. You know the old saying: "If it's not broken, don't fix it."

Q: Finally, I understand that you are quite the fisherman. Would you care to mention several of your favorite fishing holes?

A: The two best places are two national parks. The fishery resources in Yellowstone and in Katmai, Alaska, are probably unexcelled anywhere in the world. I mentioned that the Park Service provides for a range of recreational experiences. I'm glad it has something that provides for my experiences as well.

Heli-rappel: new tool for rangers



The program in action

Helen H. Larson
Grand Teton NP

Grand Teton climbing ranger Jim Woodmency wrapped the rope twice around his Figure 8, edged carefully onto the helicopter skid, received his signal, and smoothly rappelled 100 feet to the sagebrush flats. After unclipping from the rope, he tapped his helmet twice, signaling to the spotter above that he was clear of his line. His spotter, Yellowstone Helicopter Foreman Les Herman, continued his constant communication with the pilot as he checked the preparation of

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the next rappeller. Satisfied, Les gave the thumbs up go-ahead, and Teton climbing ranger Leo Larson moved out on the skid for his turn at the airy descent.

The three men were participating in Yellowstone's training program for the park's latest Search and Rescue (SAR) tool: helicopter rappelling. Approximately 20 trainees from Yellowstone, including several U.S. Forest Service smoke jumpers from West Yellowstone, Montana, spent two days at Mammoth Hot Springs in early July learning heli-rappel techniques under the supervision of Larry Young from the Office of Aircraft Services (OAS), a division of the Department of the Interior. The Yellowstone training also provided heli-rappel recertification for nine members of the Jenny Lake Rescue Team, Grand Teton National Park. Three additional Teton rescue team members trained at a subsequent two-day course held at Canyon Village in Yellowstone.

The 1985 Teton program became the fourth heli-rappel program in the National Park Service and the third one to use its capabilities primarily for SAR (Yosemite was the first). It began last September (1985) with a week-long course at Grand Teton, instructed by Lanny Allmaraas (OAS), Larry Young (OAS), and Robert Reece (Yosemite NP). That course marked the culmination of a year's planning, fund hunting and some dreaming for Jenny Lake Subdistrict Ranger Pete Armington. "I was aware of heli-rappel capabilities before coming to Grand Teton. Looking at the Teton Range, I could see that it would be even more suited to heli-rappels and short-hauls (fixed line fly-away with a live victim) than the vertical walls of Yosemite. In the past, when we've used a helicopter, we've had to land in a clearing or toe-in on a ledge and then hike or climb to the victim. With heli-rappel, we'll be able to get to places faster, and rescues will be safer for both us and the victims."

The Teton training represented a cooperative venture between Grand Teton and Yellowstone, which continues today, although the two programs are considered separate. The Teton and Yellowstone programs follow a similar pattern to maintain procedure standardization so trainees and ships can be interchangeable should the need arise.

Four members of the Yellowstone helitack crew trained at Grand Teton in 1985. Les Herman was one of those trainees and immediately recognized heli-rappel's benefit for Yellowstone SAR.



Yellowstone NP assistant helitack foreman Brooks Smith uncoils rope as it is fed into the stuff bag

"We have terrible rock in Yellowstone," Herman explained, "It's hard to set anchors. Our SAR group is largely inexperienced on rock, constituting a high risk factor. On a given rescue we may have two experienced people, two intermediates, and six beginners. Heli-rappel will expedite rescues by minimizing risk and increasing safety." Herman also foresees firefighting and backcountry law enforcement uses.

Just what is so safe about rappelling out of a helicopter? "Standard helicopter rescue operations have lots of uncontrollable factors: flight modes, landing conditions, ground resonance, blade strikes, dynamic roll overs, and mechanical failures," outlines Allmaraas. "Heli-rappel eliminates all of these except mechanical failure." Statistics tend to bear him out: since the 1960s, when government agencies first began to use heli-rappel, 15,000-20,000 rappels have been completed. So far, injuries consist of one twisted ankle.

Armington summarizes the essence of heli-rappel capabilities: "First, it allows us to access accident scenes much more quickly than in the past. Second, it eliminates tow-in and one-skid landings, allowing much safer delivery and pick up. Third, the short haul enables us to eliminate technical raising and lowering. We can get victims out without asking rescuers or victims to participate in dangerous evacuations for extended periods of time."

Jenny Lake Rescue Team members agree, having had their fill of one-skid landings on ledges smaller than most dining room tables. "With heli-rappel, we won't have to hear a pilot tell us we've got five seconds to get out of the ship before ground resonance vibrates it apart," says climbing ranger Larson. "Rappelling from a helicopter will be far safer than exiting in the tight space provided by many of our landing sites."

Heli-rappel personnel consists of a pilot; a spotter, who has the dual responsibility of checking the rappeller's safety preparation and equipment and keeping in constant communication with the pilot about conditions; and two rappellers. A rope bag is dropped from the helicopter; the rope, which has been carefully packed, uncoils, extending to the ground. The spotter checks the rappeller, making sure the Figure 8 is correctly set for the rappel. When satisfied, he sends the first rappeller out on the skid opposite the pilot; if all is in order, he then signals the rappeller to begin his descent. The procedure is repeated with the second rappeller. While Yellowstone uses the more powerful Aerospatiale SA 315B Lama helicopter, Grand Teton primarily uses the roomier Bell 206-L3 Long Ranger. Two rappellers are able to exit simultaneously from the larger Long Ranger. The Yellowstone Lama is on standby for the higher altitude work in either park.

Technique continues to evolve as heli-rappellers gain experience. "This year we

are using 'eared' Figure 8's rather than the Sky Genie developed by the military," explains Teton park ranger Dan Burgette, who helped design the Teton program. The Genie was impractical for rescuers because it became a useless piece of equipment on the rescue. The Figure 8 can be used in rescue systems as well as for the rappel."

Both Armington and Herman hope to expand their parks' heli-rappel programs, but funding continues to be a problem. Helicopter time is expensive; new equipment must be acquired; and rappellers must recertify by completing two rappels every 10 days. This year, both programs were largely financed by fire program monies since heli-rappel capabilities could be used in initial fire attack.

The heli-rappel program in the Grand Teton/Yellowstone area got its first test in both parks on July 14. At noon that day, Yellowstone National Park rangers learned that a climber had fallen about 40 feet on Mount Hornaday. Incident Commander (IC) Joe Fowler was unfamiliar with the parks' new heli-rappel/short haul capabilities. Realizing the accident scene was too small for the helicopter to land, he called for personnel and equipment for a traditional belay lowering and pack-out of the victim. Carrying a Stokes litter, the helitack and ranger crew took nearly two hours to hike and climb into the site. Assistant Helitack Foreman Brooks Smith recommended to the IC that a short haul would be a more safe and expedient means of extrication. The helicopter arrived in minutes. The litter and attendant, John Richardson of the helitack crew, were tied onto a fixed line lowered by spotter Les Herman. What would have been a several-hour pack-out, exposing both the victim and crew to dangerous rock fall and the rigors of difficult terrain, became a safe, smooth two-minute flight. The first short haul in the Grand Teton/Yellowstone area ended in a meadow 1/2 mile below the accident site, where the victim was loaded into the helicopter and flown directly to the Mammoth Clinic.

Later the same day, Teton rangers made their first use of heli-rappelling. At twilight, Jenny Lake climbing ranger Renny Jackson and Steve Rickert rappelled to a critically injured victim on Skillet Glacier, Mount Moran. While the last light faded from the peaks, the short haul was used to successfully transport the victim to an ambulance transfer point. The entire operation lasted about 1½ hours. Had traditional rescue procedure been used, personnel deployment and rescue operations would have required all night, severely reducing—if not eliminating—the victim's chances for survival.

Yellowstone made its first use of the heli-rappel to monitor a natural fire on July 22. Helitack crew members Andy Mitchell and Dave Williams rappelled into a small natural fire in the Crags area of the Gallatin Range. Yellowstone has a let-burn policy with respect to natural fires, but, since the Crags Fire was near the west boundary of the park, fire management required onsite monitoring of fuel loads and burning conditions. After completing their mission that after-

noon, the rappellers hiked out to a meadow where they were retrieved by the helicopter. Once again, heli-rappelling proved its effectiveness by providing access to difficult terrain and minimizing the exposure and cost of personnel.

As heli-rappelling continues to prove itself in the field, its supporters hope park management will recognize it as an essential technique for emergency, fire, and, perhaps, law enforcement response, and that subsequent funding will be secured.

Cleaning up hazardous waste

Marilyne V. Mabery

Everyone who has worked in an office or park probably has noticed, then quickly forgotten, the dark corners of closets, shops and boneyards where sit mysterious, often unmarked containers. What are they? How did they find their way to the darkest corner and back room? Why weren't they thrown away years ago? When and what were they ever used for?

All of these questions led the Southwest Regional Office to organize a Hazardous Waste Removal project during 1985 and 1986. The project was first envisioned as an assistance program to help individual parks dispose of hazardous materials banned either by EPA regulations, or by NPS policy, but the direction changed as the scope of the project became clear.

In the beginning, the Southwest Region asked Glenn Fulfer, chief ranger at Salinas National Monument, to survey the 34 parks and identify hazardous materials stored there. Decisions regarding unbanned substances were left up to individual superintendents. Ken Mabery, Regional Ranger Activities Coordinator, joined Glenn in the identification of chemical compounds; efforts then concentrated on removal of the hazardous compounds, which totaled 344 gallons and 550 pounds of waste materials. When "lab packed" for transportation, this equalled approximately 27 drums. Alternate disposal methods accounted for 58 gallons and 374 pounds of waste.

As the contracting stage approached, it became apparent that removal of banned hazardous wastes was not enough. A complete inventory of hazardous materials, cross-checking through the IPM approval system, and an increased field awareness of hazardous wastes was in order.

Almost immediately, after the first disposal was completed, five parks reported additional hazardous materials. In October of 1985, Phase II began for disposal of the new discoveries. This time

around, the parks were required to report *all* unnecessary materials and *all* hazardous substances. More complete instructions on what to look for and how to survey were also issued. Forty-eight percent of the parks and two offices within the regional office reported having more than 824 gallons and 275 pounds of surplus or unapproved materials. From November 1985 to March 1986, materials were researched, to determine proper disposal methods, and consolidated at four holding parks. During this time, the amount of material changed almost weekly as parks discovered other materials or alternate methods of disposal were found. Finally, bids were sought, and Why Wastewater?, Inc., received the contract.

The time that each team member and park staffer spent checking every nook and cranny of those dark cabinets, boneyards, and shops was rewarded with a total tally of 1,278 gallons and 888 pounds of hazardous materials plus 2 gas cylinders. When "lab packed" by the contractor, this filled approximately 67 drums. Alternate disposal methods accounted for 458 gallons and 4,120 pounds of waste materials. There is no estimate on the cost of staff time taken to coordinate this project, nor the cost required to search out and identify the materials for the two projects; but, the direct cost for contracted disposal efforts was \$58,050. As a result of this project, the Southwest Region has instituted guidelines designed to ensure that parks will neither accumulate surpluses nor stockpile hazardous substances in the future.

There is a moral to this story. Any unused chemical left in little-used corners of the park or office eventually may end up costing the Service more in terms of hours of staff time and licensed disposal contractor fees than the item was initially worth. By marking the containers and following new policy guidelines that allow the park only the amount necessary for a particular application, the Southwest Region hopes not to have to undertake this odious project again.

Miracle at Philadelphia

Roslyn H. Brewer
Public Affairs Specialist
Independence NHP

The Bicentennial of the Constitution was launched at Independence NHP on September 16, 1986, as Director William Penn Mott (just back from Alaska) and Supreme Court Chief Justice Warren E. Burger attended the opening of "Miracle at Philadelphia," a major exhibit in the Park celebrating the 200th anniversary of the signing of the Constitution of the United States in Independence Hall, September 17, 1787.

As Chief Justice Burger said several years ago, "Philadelphia will be a mecca for freedom-loving people throughout the world in 1987." He has since evidenced the importance he places on public awareness of the Constitution by resigning from the Supreme Court in order to concentrate on being Chairman of the Commission on the Bicentennial of the United States Constitution. During the preview tour of the exhibit, both he and Director Mott signed a copy of the Constitution, just as all visitors have the opportunity to do.

"Miracle at Philadelphia," is a multi-media chronology concentrating on the events leading up to the Constitutional Convention in 1787, the convention itself, and the ratification process. The exhibit title reflects a letter from George Washington to Lafayette assessing the work of the Constitution, "It appears to me then, little short of a miracle, that the delegates from so many different states . . . different in their manners, circumstances, and prejudices, should unite in forming a system of government . . .".

The first room of the exhibit in the Second Bank of the United States contains a free floating sculpture of the flag with its stripes dramatically separated to show the dis-unity of the states at the time.

The next room contains documents revealing the alarm the leaders of the American Revolution felt over the events of the 1780s. Congress had no steady source of income. Merchantmen flying the Stars and Stripes were being hijacked by Barbary pirates. The British limited and taxed trade and refused to yield its frontier forts. At home, in Massachusetts, Shays' Rebellion threatened civil war. These leaders, labeled Nationalists, thought only a new and strong national government could save American independence and local order. It was they who argued for a constitutional convention. Some of their letters have been preserved and are on display, encapsulated for protection and shown on vertical panels with explanatory text.



Chief Justice Warren E. Burger signs a copy of the Constitution

(photo Tom Davies)

Of particular interest is the main room, where double-sided panels with tops curved to echo the beautiful vaulted ceiling provide a haven for treasured documents. James Wilson's manuscript drafts for the Constitution, loaned by The Historical Society of Pennsylvania, and James Madison's notes of the secret proceedings, on special loan from the Library of Congress, blend with audiovisual programs and innovative exhibitory to portray the struggle of the nation's early leaders as they created an extraordinary new form of government—three branches, separated from each other and balanced in powers. In the exhibit the elements of this governmental form—the balancing of powers between the President and the Congress, the relationship between the states and the national government, and the lens of Constitutional law through which the judiciary may review cases originating in both state and nation—are demonstrated by a mechanism inspired by an 18th century orrery, an apparatus originally designed to represent the motion and phases of the planets.

The exhibit has been made possible through generous funding by the National Endowment for the Humanities and The J. Howard Pew Freedom Trust to The Friends of Independence National

Historical Park, in concert with The American Philosophical Society, the Library Company of Philadelphia, The Historical Society of Pennsylvania, and Independence National Historical Park that collectively own most of the exhibited documents and paintings. Not all of the historical items are from Philadelphia, however. England has loaned a letter written by George Washington to John Jay that is part of the Royal Library Collection at Windsor Castle.

As most Park Service people will understand, the mounting of an exhibit of such stature involved all of the divisions in the park, starting with the efforts of Superintendent Hobart G. Cawood who conceived the idea of a major exhibition on the 200th anniversary of the Constitution. Project Director for "Miracle at Philadelphia" from the start, and continuing in developing educational materials, is Margaret P. Duckett of the Friends of INHP, with the support of Chairman Thomas F. McCallum. Museums Division, under John Milley, not only arranged to loan or store the park's existing portrait collection, previously housed in the Second Bank, but assumed the responsibilities involved in borrowing treasures from nine institutions. Curator of Exhibits Jane Kolter supervised the in-

stallation. Naturally, the History Division under David Dutcher was involved from seeking out rare documents to furnishing text. Dave Kimball spent many hours developing biographies on the delegates, as did Museums Intern Karie Diethorn. With the display sequence established and the documents, sculpture, portraits and graphics installed, interpreters under Kathy Dilonardo studied the components

and learned the entire exhibit. Even though fabrication of the exhibit was contracted, staff of the Division of Maintenance under Solomon Myzel were committed from start to finish.

"Miracle at Philadelphia" will remain on display in the Second Bank of the United States throughout the 200th anniversary year of 1987.



Independence NHP Second Bank of the United States' main banking room with its vaulted ceiling echoed by display panels for "Miracle at Philadelphia"



"It's bad enough they try to tax our whiskey . . ."

Jeffrey E. Hammons
Park Ranger
Friendship Hill NHS

"It's bad enough that they try to tax our whiskey," a local farmer recently exclaimed at Friendship Hill NHS. "I hear tell that they want to tax property. What did we fight for in '76 anyway!" To which his neighbor replied, "Fayette County will never stand for that!"

Whiskey? Rebellion? Well, not quite, Actual characters? Could have been. Actually, it was the opening night of the drama "We the People," a play about southwestern Pennsylvanians and their reaction to the new U.S. Constitution.

The date was September 17, 1986, the 199th anniversary of the Constitution and the beginning of its bicentennial year. The drama would run four nights and play to good-sized audiences, who would see local characters cry out against the new Constitution and later elect officials to participate in a convention to draw up a Bill of Rights. The story of the play, however, started much earlier than that.

Back in the fall of 1985, the park staff received word of Director Mott's wish that every park celebrate the Constitution's Bicentennial by tying in their particular park's themes. That was all good enough, but it was known that Albert Gallatin, the original owner of Friendship Hill, had little influence on the framing of the Constitution. Undaunted by these facts, Mike Workman, a seasonal historian immediately started research on the subject and came up with some interesting "story lines."

Workman knew that Albert Gallatin, an anti-Federalist, got his political start because of the Constitution. Fearing any government with too much power, Gallatin had gone to the Harrisburg Convention in 1788 as one of Fayette County's representatives. From this state convention and those held in other states, came the Constitutional amendments—now known as the Bill of Rights. Gallatin had strong feelings about the Constitution, but were his sentiments the same as the people of the region? To answer that, it is not necessary to review the history books. One can look at the people of southwestern Pennsylvania today.

Friendship Hill NHS sits in the heart of the coal-mining region of southwestern Pennsylvania. In some ways, new staff members have discovered, the people of this area have changed little from their ancestors 200 years ago. Proud, rough,

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and independent describe them, as well as patriotic, friendly and helpful. After all, this was the same area where the first real test of the Constitution occurred in 1794. That was the year that southwestern Pennsylvanians rebelled against the federal government's taxation of their most precious commodity—whiskey distilled from grain. None other than President George Washington led an army to put the insurrection down. So, it came as no surprise to the park that many area citizens were against the Constitution 200 years ago; a too-powerful central government was something that they feared.

With that theme in mind, playwright Martha Oliver was contacted about writing the play. She was immediately enthusiastic. In January 1986, at a meeting with park officials and the park's support group, the Friendship Hill Association, Mrs. Oliver was commissioned by the Association to write the script. With guidance from the park staff, and from her own research, the script was finished and delivered later that summer. Then the work began in earnest.

Actors and actresses, a director, technical people and Friendship Hill Association members—all volunteers—joined together with park staff in late summer to start rehearsals and final planning. News releases were sent out; there were articles in several area papers. These, and radio interviews by park staff, notified the public.

"We the People," during its four days at Friendship Hill NHS, proved to be a successful way of dramatizing the Constitution. Next year, during the Constitution's 200th anniversary week, audiences again will gather to enjoy the drama. This time, the play will be longer and the character roles expanded. Superintendent William Fink, looking forward to next year, commented that the drama "provided a real flesh-and-blood interpretation to this important chapter of our history."

Dissension over the new Constitution: it's a story that was a part of the nation's history. Nothing great ever comes without effort, and such effort helped create the Bill of Rights. That was the story that evolved into "We the People," a story that may surprise visitors to Friendship Hill NHS, who will hear strong words such as "What ever happened to the spirit of the revolution?"

That spirit lives on today.

NPS gets its very own drydock—or Harry Dring finally prevails

Bill Thomas
Public Affairs
WRO

Some eight years ago, in the days before Director Mott urged employees to embark upon risk-taking and the Secretary of Interior called attention to the lessons which could be learned from private enterprise, Harry Dring had a problem.

All on his own the conservator of ships for the Golden Gate National Recreation Area had acquired from the surplus property lists a large floating drydock (known during its Navy days as HMB-1) that he needed for the repair of the eight historic ships of the National Park Service fleet.

As Harry saw it, when not being used for the National Maritime Museum fleet, the drydock could be rented out to private operators at a tidy profit. As the conservator of ships had already talked the park's general superintendent, Lynn Thompson, into acquiring another piece of property—5,000 tons of Liberty Ship Jeremiah O'Brien—it was understandable that he might feel he had pushed his luck to the limit.

In the case of the O'Brien, Conservator Dring had persuaded the general superintendent's aide, Bill Thomas, to break the ice, and he sought him out again. At the next meeting of the "squad," Thomas innocently inquired if the NPS arrowhead should be placed upon the HMB-1.

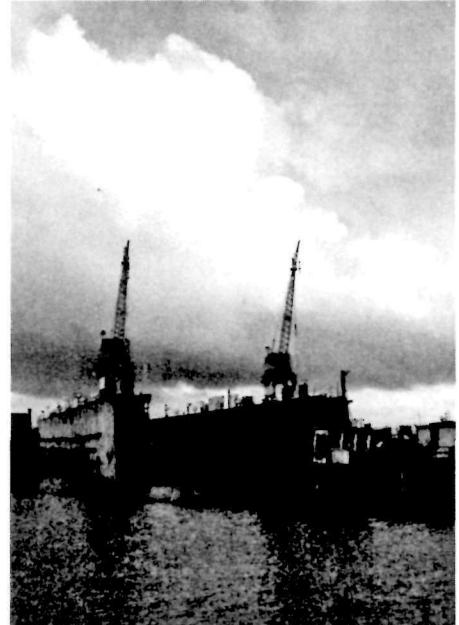
"What is the HMB-1?" asked Superintendent Thompson who as a former Navy officer already seemed to be grasping the truth.

"Our new drydock," said Thomas.

Thompson took the report quite well and finally joined in the laughter of his staff.

The reception by the administrative types at Western Region was not as warm. They had never dealt with a drydock before. Washington was consulted and decided the whole matter was highly irregular. All the rules and regs were consulted, and then the solicitors, and none of them had a word to say about drydocks.

The drydock continued to be used at a shipyard in Oakland but the proceeds disappeared into the United States Treasury—so much for Harry Dring's dream of a profit.



National Park Service's first drydock

(photo Bill Thomas)

It seemed only a matter of time before Harry would be told to give his drydock back. However the two U.S. senators from California introduced a bill which would have allowed, among other things, for the Park Service to keep the drydock and the profits.

Alas, the legislation did not make it through the Congress.

About then Conservator Dring, whose career began as a foremost hand on the last American square rigged sailing ship to go around Cape Horn, followed Superintendent Thompson into retirement.

The legislation that would save the drydock—and also permit admission fees to the historic ships—was again introduced, this time by Congresswoman Sala Burton in the House of Representatives. It again received the support of the two California senators as well as the Interior Secretary.

On August 27, 1986, President Reagan signed Public Law 99-395, and the drydock, known in park lore as "Dring's Dock," was the National Park Service's to keep along with the profits it makes, which must be used to help maintain the old ships.

You can bet Harry Dring smiled about that one.

Lassen Volcanic: then and now



Lassen Volcanic NP

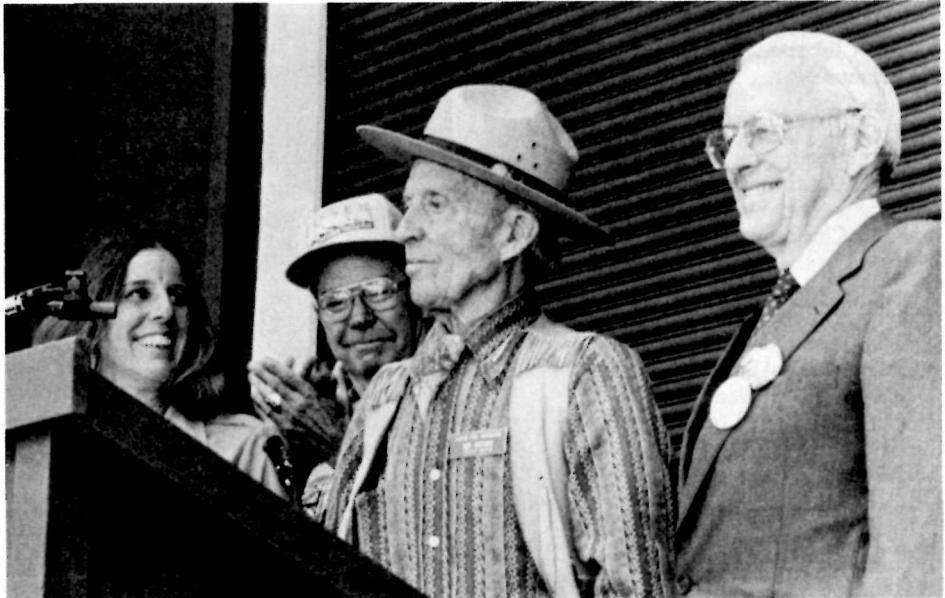
Richard L. Vance
Lassen Volcanic NP

Lassen Volcanic National Park marked its 70th anniversary on August 9, 1986. As the 13th national park, its establishment preceded the creation of the National Park Service by about a month. The idea of a national park for the Lassen area had been in the minds of many local residents since the turn of the century.

In 1905 President Theodore Roosevelt established the Lassen Peak Forest Preserve, a million-and-a-half acre slice of the public domain, surrounding and including Lassen Peak. The huge plug dome volcano was thought to be the largest in the world and was named for a mid-19th-century Danish immigrant who had large land holdings in the nearby Sacramento Valley and established an immigrant trail through the southern Cascade Mountain Range for westward bound "pioneers" during the post-goldrush era of the 1850s.

No sooner had the Forest Preserve come into being than pressure mounted for President Roosevelt to set aside a Lassen National Monument under recently acquired authorities granted by the Antiquities Act. Lassen Peak and Cinder Cone National Monuments were subsequently proclaimed by President Theodore Roosevelt on May 6, 1907.

The first park bill was introduced in 1912 by local Congressman John Raker. It was met with indifference. However, in May of 1914, Lassen Peak entered into an eruptive cycle. The following two years of repeated activity drew national attention to this most recently active volcano in the United States. A bill was introduced again in December of 1915 and enacted on August 9, 1916.



Roy D. Sifford receives NPS' highest civilian award, "Honorary Park Ranger," during Lassen Volcanic NP 70th anniversary celebration.

Perceptions have changed during the 70-year history of Lassen, from that of a simple curiosity to interest in its scientific diversity and cultural complexity. At the apex of its credits is its completeness as a volcanic laboratory. Few features in the lexicon of this discipline are missing, and probably equally important is their accessibility. Most of the more significant features can be reached either by roadways or relatively short trails. Lassen lies where the Cascades end and the Sierras begin; to the east the foothills blend into the Great Basin. All of these conditions produce a complex ecological mosaic.

Four Northern California Indian tribes hunted and established summer camps on the flanks of Lassen Peak. Two immigrant trails also transect the park. With the eruption of Mount St. Helens in 1980, the uniqueness of its status as the most recently active volcano in the conterminous United States was lost, but losing this mantle has allowed the true significance of the area to emerge.

On August 23, National Park Service Director William Penn Mott, Jr., joined some 500 visitors and guests to celebrate Lassen's past 70 years and wish it well for the future. Among the highlights was the presentation of the National Park Service's highest civilian award, "Honorary Park Ranger," to Roy D. Sifford. Roy's parents came to the Drakesbad region of what is now the

park in 1900, when he was six. He witnessed the entire evolution of the establishment of the park, and suggested to Congressman John Raker that a bill be introduced to designate Lassen as a national park. From 1956 through 1958, Roy made it possible for the National Park Service to purchase his several-hundred-acre holding for a fraction of its market value. Roy and his father, Alex, long wanted their lands to "pass quietly into the national park." Throughout his life, he has been among the strongest of National Park Service supporters; now he is one of us.

President of the California Historical Society Nancy Maushardt also was among the celebrants, and honored Lassen with a Certificate of Recognition for the park's 70 years of accomplishments in preserving its natural resources and providing for the understanding and enjoyment of its unique volcanic attributes.

The Lassen Volcanic National Park Foundation outlined the role that they hope to play in future park development. The foundation is actively raising funds to build a new visitor center at Manzanita Lake. Later in the day, they hosted a "Lassen-style" barbecue.

Lassen is an active volcano and, as it moves beyond this 70th anniversary, it will not need another eruption to draw attention to its many attributes.

(photo Carlo Silva)

Fort Bowie commemorates: remembering Geronimo

Chuck Milliken
Chief of Interpretation
Chiricahua NM

A century ago in September, the word went out from hilltop to hilltop across southern Arizona; mirrors flashed the message—Naiche, Geronimo, and a small band of Chiricahua Apaches had surrendered to the U.S. Army.

To the white settlers, this news meant the end of bloodshed and terror in the Arizona desert. To the historians, it signaled the final chapter in America's long history of Indian wars. To the Chiricahua Apache, however, the surrender was only the beginning—the beginning of a twenty-seven year trail of tears, and captivity that stretched across the nation. From Arizona, the Apaches were loaded into railroad cars and shipped to humid military posts, first in Florida, then in Alabama, and finally Fort Sill, Oklahoma.

Almost from the moment of their arrival in Florida, the Chiricahua men, women, and children started dying in alarming numbers from dysentery, pneumonia and tuberculosis. Apache children were taken from their parents, then sent to the Carlisle Indian School in Pennsylvania where they were forbidden to speak anything but English. Their parents, under the guidance of missionaries and social agencies, were "rehabilitated." Far from the warm, dry Arizona air, the Chiricahuas continued to die. "Simply appalling" was the way post surgeon Walter Reed described their lot.

Most of the Apaches, including Geronimo, never saw their beloved Arizona again. Some of their descendants, their children and grandchildren, did return, however, to gaze upon the mountains and valleys their ancestors once called home. Nearly 200 Chiricahua Apaches from Fort Sill, OK, and Mescalero, NM, spent an emotion-filled weekend in September that included a visit to Skeleton Canyon where Geronimo surrendered September 4, 1886, to General Nelson Miles. They came as part of Fort Bowie's commemoration of the 100th anniversary of the end of the Indian Wars. Many spoke candidly about what the visit to the canyon meant to them. Chiricahua Apache Berle Kanseah recounted his ancestors' response to the song of the coyote—how it symbolized freedom and loneliness and how the Apache warriors cried at hearing the song echo in the canyons.



Fort Sill Chiricahua Apache tribal chairperson, Mildred Cleghorn, with park VIP Rebecca Orozco

(photo C. Milliken)

Meanwhile, twenty miles away, in the Chiricahua mountains, a group of Cavalry riders was winding its way along the surrender route taken by the U.S. Cavalry and Geronimo's band exactly 100 years earlier. They too were part of the commemoration. They had been on the trail for one day already and would continue for two more days before reaching the end of the 65-mile dusty, sun-baked trail to Fort Bowie.

Saturday's stirring commemorative activities were highlighted by speeches from Major General Leo Childs, Deputy Commander, U.S. Army, Fort Huachuca; and Wendell Chino, Tribal President of the Mescalero Apache Reservation. General Childs recounted the difficulty of assigning a soldier to the Arizona territory: "While the soldiers were hand-picked

based on endurance for the campaign against Geronimo, there were very few, if any, that lasted throughout the campaign." Childs said the Army saw Geronimo as "a most worthy and formidable warrior to be respected." Wendell Chino followed, describing Geronimo as a man with a strong passion for his land, a passion which drove him to defend the land in the best way he knew.

The final day of the commemoration was spent at Fort Bowie National Historic Site in recognition of the fort's role in the history of Geronimo's campaign. The commemoration cavalry riders rode into the fort as had the cavalry 100 years before. The 38-star flag, which flew over the fort in 1886, was flown once again in a ceremonial raising witnessed by the

visiting Apaches and general public. Key-note speaker on this final day was Mildred Cleghorn, Fort Sill Chiricahua Apache Tribal Chairperson. Cleghorn spoke mostly about what the opportunity to return to her "ancestors' homeland" meant to her. At one point she suddenly stopped speaking. After a long pause, she explained that she couldn't help staring across the way at the mountains facing her. "I became emotional to think that my ancestors once enjoyed the same view," she said.

She told of the Apaches' long post-surrender journey from reservation to

reservation. She described how, upon arriving at Fort Sill, their final home, her ancestors cried, "we're home, we're home," hearing coyotes sing in the distance. "It had been many years since they had been in a land where coyotes sang," she said.

Born a prisoner of war at Fort Sill in 1910, Cleghorn remarked, "this visit is something I have waited 75 years for. One of the things told to me as a child was that they (Geronimo's band) surrendered in order for us to exist and not be wiped off the face of the earth. And so they surrendered and gave up this

beautiful land, this wonderful and beautiful place. My grandparents and my parents always wanted to come back to Arizona. They spoke of little else. I want to thank you for this opportunity to make a full circle for my people."

Geronimo! Even today, in an era of instant celebrity, the name still grabs us. Bigger than Elvis. Bigger than the Beatles. Listening to the winds whistle through the now abandoned ruins of old Fort Bowie, one can almost imagine the soldiers and post band playing "Auld Lang Syne" as they bid farewell to Geronimo and the Chiricahua Apaches, 100 years earlier.

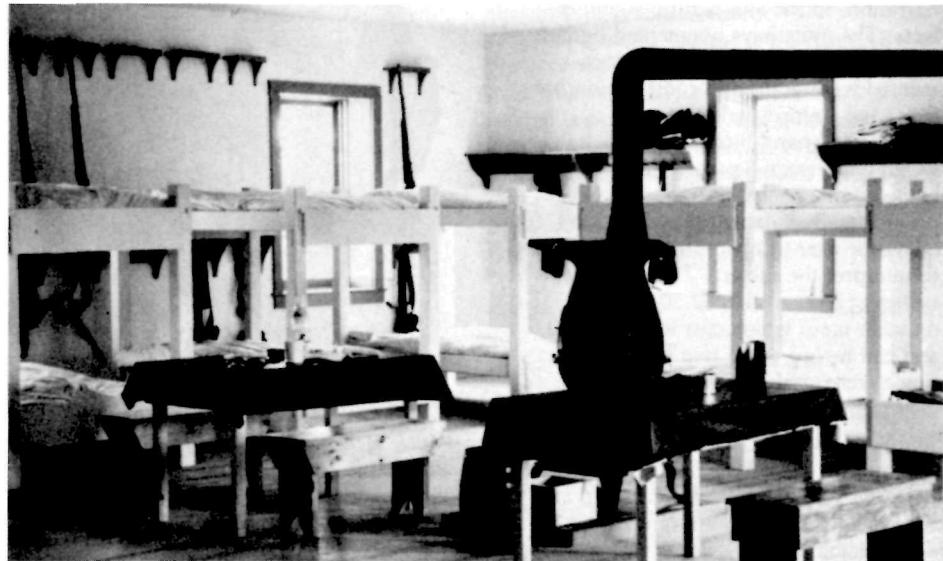
Doing more with less

T.J. Sperry
Park Ranger
Fort Larned NHS

Last winter, Fort Larned NHS had a problem. It was not unlike the budget-related problems common to all parks these days, but with a different twist. The interior restoration of an 1868 infantry barracks was nearing completion, but the funds to even begin the refurbishing were nowhere in sight. Aware of the positive image the project had locally, and not wanting to risk credibility by leaving the newly restored building closed, Superintendent Jack Arnold was faced with providing sufficient basic furnishings to be able to open the barracks in time for the summer visitor season.

The Fort Larned staff provided the answer. Noting that the furnishings used by the Army in 1868 were largely wooden and fabricated locally, Resources Management Specialist George Elmore determined that a quantity of old waste lumber, long stored at the site, was adequate to build half of the 16 bunks required for the squad sleeping room—enough to open the room for viewing. The amount of \$3,500 was used from the park's donation account to purchase lumber and other materials to fabricate furnishings. Surviving gun racks from the fort's historic period and a relic bunk displayed in the visitor center yielded patterns for much of the squad room. Bill Brown at Harpers Ferry Center also was well into preparing the furnishings plan for the building with the assistance of research by Elmore and Park Ranger T.J. Sperry. This work provided designs for the other items: bunks, desks, and shelves for the orderly room; tables, benches, and shelves for the mess room, kitchen, and storage room.

With only five months to go, it was apparent that maintenance worker/carpenter Mildon Yeager couldn't finish the task alone. VIP Charlie Vratil, a retired



On display

Larned, Kansas, carpenter, agreed to help make the eight four-man and two single, replica bunks. The going was slow as oversized 8- by 8-inch and 6- by 6-inch beams were milled into 4- by 4-inch posts, with joints and fittings meticulously crafted to match the 125-year-old example.

In the meantime, the staff at the Youth Center at Larned (YCAL), a Kansas facility for troubled youths, volunteered its charges to replicate the barracks gun racks, and mess hall tables and benches. Leo Weinhold, of nearby Garfield, built the six tables needed for the kitchen, squad, and orderly rooms.

Everything came together by mid-May. The next problem was to get all parts painted and installed in time for use by living history volunteer groups coming from Missouri, Colorado, and Wyoming as part of the park's 3-day Memorial Day "Remembering Our Heritage" program. The entire Visitor Services and Maintenance Divisions worked with volunteers from the community, including Elbert Smith, the site's first superintendent, YCAL workers, and local work-release

individuals. Although the final touches were applied as the first Colorado volunteers filed in with their gear, the results were something to behold. A hollow shell just one year ago, the structure had gained the appearance and aura of the frontier military barracks it once was. Hundreds of appreciative visitors during that weekend, and since, have voiced their approval.

There are more furnishings to be made and more gear to be purchased. When finished, the barracks will reflect the summertime occupancy in 1868 by 70 soldiers of the 3rd U.S. Infantry's Company C.

Arnold is proud of his staff's efforts. "The cooperation and teamwork displayed in this project have been just outstanding," he said. "Given the time and money available to us, there's no way this should have been possible."

"Doing more with less" is not a trite saying at Fort Larned. It has come to symbolize what can be accomplished during these changing times through the pooling of available resources and the power of positive thinking.

(photo J. Arnold)

Show and Tell: video taping at NCR

Bill Clark
Public Affairs, NCR

"Show and tell" has reached new heights in the National Capital Region with the creative use of fully automatic one-piece video recorders. Resource managers, archeologists, interpreters and others throughout the region have begun to utilize the compact VHS half-inch "camcorder" (camera-recorder) to collect and disseminate information quickly and accurately. Its use has given regional employees a new ability to show their audience almost any subject complete with narration, music and natural sound effects. The units have augmented budget reports, interpreted park sites, documented restoration and construction projects, and trained park personnel.

The small hand-held units, which weigh an average 5 pounds or less and have automatically controlled focus, exposure, white balance and audio level, allow the user to concentrate on how best to interpret the subject. These all-in-one systems cost less than \$2,500, have reusable tapes which cost less than \$10, and can record up to two hours on a single rechargeable battery.

Russell Davis, Chief of the Branch of Supplies and Services, has been the leader in acquiring these units for the region. He began his research several years ago and discovered the new 'mini' camcorders were suitable for park use. "Most park rangers are reluctant to carry heavy gear into the field and these small units are perfect in that they are so little," Davis said.

Park managers require complete, accurate and up-to-date information in order to make decisions about things happening in remote parks. To obtain this, NPS personnel have had to travel to these areas in the past, make notes there, take photographs and draw conclusions, then return to the office, rewrite their notes, process the photographs, and explain the situation to the park manager. The manager was then forced to assess the problem and plan a possible remedy based on the array of information he received. In all, the whole process has taken from several days to a week.

John Hoke, regional Urban Park Program Specialist, says, "The video camera offers a better way to communicate the facts of life about resource happenings to park administrators in just about the quickest and most objective manner possible. The park administrator is thus able to exercise more immediate and accurate judgment based on a more thorough understanding of the situation. For instance, a five-page memorandum would



Walter McDowney, NCP-East park ranger, demonstrating video recorder

probably not be nearly as effective as a video tape and would probably arrive too late anyway."

Dr. Steven Potter, Regional Archeologist, says, "The use of video is an incredible educational tool. It allows me to document the entire archeological process from site discovery to excavation and finally to laboratory working analysis. Furthermore, the chance of a manager being onsite to see a significant archeological discovery is almost nil. But if you keep the video camera handy, you can document the discovery and enhance his understanding of its importance. Also, you can use the video to recruit and train volunteers by showing them proper excavation techniques and proper lab techniques. And in cases where I might make a discovery and need an out-of-town colleague's assistance with the analysis, I can mail a duplicate video tape to him and we can then examine the facts of the site by phone, thus saving project down-time and travel funds."

Anne Hammett, Photographer/Administrative Technician with National Capital Parks-Central agrees: "The video camera was instrumental in assisting with obtaining additional funds for flood damage repairs throughout the National Capital Region. Working closely with

regional park divisions—who were also video-taping—we were able to cover numerous areas simultaneously. This enabled us to make a comprehensive report to the Director within 72 hours."

For more than a year, video-taping has significantly enhanced the rapid exchange of information in the National Capital Region and shows great promise for expanded use. Regional staffers have compiled an extensive library of video footage encompassing maintenance, interpretation, training, natural disasters and news events. Several regional superintendents enhanced their budget presentations with video excerpts that would have taken mountains of paperwork to present otherwise. In addition, Regional Director Jack Fish has been kept abreast of park activities with video tape footage of conferences, news programs and video memos.

With creative use and skilled determination, National Capital Region has carefully moved into the high-tech world of video. Its successful use has benefited all aspects of the region's work and promises to become an important resource management tool throughout the National Park Service.

Whale's tale

It was a whale of a project! What do you do after a 15-ton whale washes ashore and all the measurements and photographs have been taken from every conceivable angle? Even a mammal can begin to smell pretty 'fishy' after a couple days basking on a hot beach.

Superintendent Preston 'Mack' Riddel and his staff had to deal with just that question. In August, a 35' male sperm whale was found dead on the beach at Cape Lookout National Seashore by District Ranger John Cannon. After contacting the Smithsonian Institution and the National Marine Fisheries Service, a standard procedure in such events, park staff discovered that the North Carolina State University School of Veterinary Medicine in Raleigh had been awaiting such an opportunity for almost a year. The school wanted a large whale skeleton for display as an educational tool. Not to be caught unprepared, the school had drawn up a "beached-whale plan of attack" in December of last year. Volunteer professors and students were on call day and night. The North Carolina National Guard had been recruited to provide assistance with heavy equipment and

operators. So in August, when the school got the call that a whale carcass had washed ashore at Cape Lookout NS, they were ready . . . or so they thought.

The real challenge began when they realized the whale was beached on an island accessible only by boat or air. Disposing of the unwanted whale parts became a major obstacle. Originally the plan called for the removal and burial of the blubber, muscle, and soft tissue onsite. However, the combination of a high groundwater table and the beached whale's close proximity to a heavy visitor-use area made burial onsite impossible. Not only did the entire skeleton have to be boated off the island, but so did every piece of tissue and blubber. The project's budget hadn't counted on that. But people cooperated.

Park Ranger Pam Stuart acted as on-site project coordinator and over-all trouble shooter. Arrangements were made with ferry concession operator Don Morris to provide transportation to and from the island hauling personnel, equipment, and whale for a nominal cost. His fees did not even cover fuel. A private citizen on the mainland donated a section of

land where the unwanted whale parts were buried.

The job took nearly six days to complete. Four days were spent in cutting up the whale. The team of volunteers from the Veterinary School used special flensing knives (traditionally used by whale hunters) to remove the tough outer skin. Once the skeleton arrived in Raleigh, it was buried in a designated area within the school's jurisdiction where it is slowly being cleaned by meat-eating beetles. After about a year, the bones will be dug up and placed in a degreasing vat to remove all excess oil and prepare the skeleton for reconstruction.

What remains unclear is the cause of death of the young whale. Strandings of lone whales usually occur when the animal is sick or dying, and most strandings involve older whales. A broken whale vertebra found during the dissection may indicate a collision with a ship. But that part of the whale's tale probably will remain a mystery always.

—Pam Stuart



HAWAII VOLCANOES NP, HI—Participants came from five Hawaiian national parks as well as several other federal agencies to attend a federal women's training program for which they received 24 hours of Equal Opportunity credit. Western Regional Director Howard Chapman opened the program with a keynote address that discussed "Attitudes for Success," the training program's theme. Sessions were provided on teamwork, managing the boss, the art of supervision, power strategies for professional women, coping with stress, and using creativity to solve problems in the workplace. Two of the most successful sessions turned out to be the evening panel discussions, the first on "Jobs Without Gender," the second entitled "Coping in Dual Career Families."

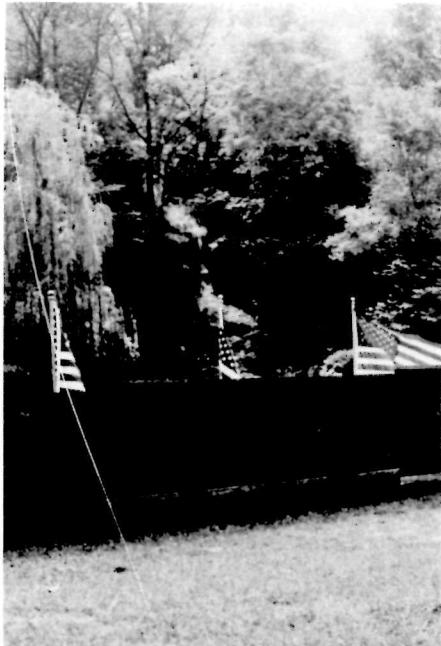
GREAT SMOKY MOUNTAINS NP, TN and NC—Bob Hockman, North District Facility Manager for the Maintenance Division, is the creative genius behind this cautionary sign. A real

seatbelt, attached to a bright red background, reminds maintenance personnel to buckle up each time they exit the yard. The same sign is posted in maintenance yards throughout the park.



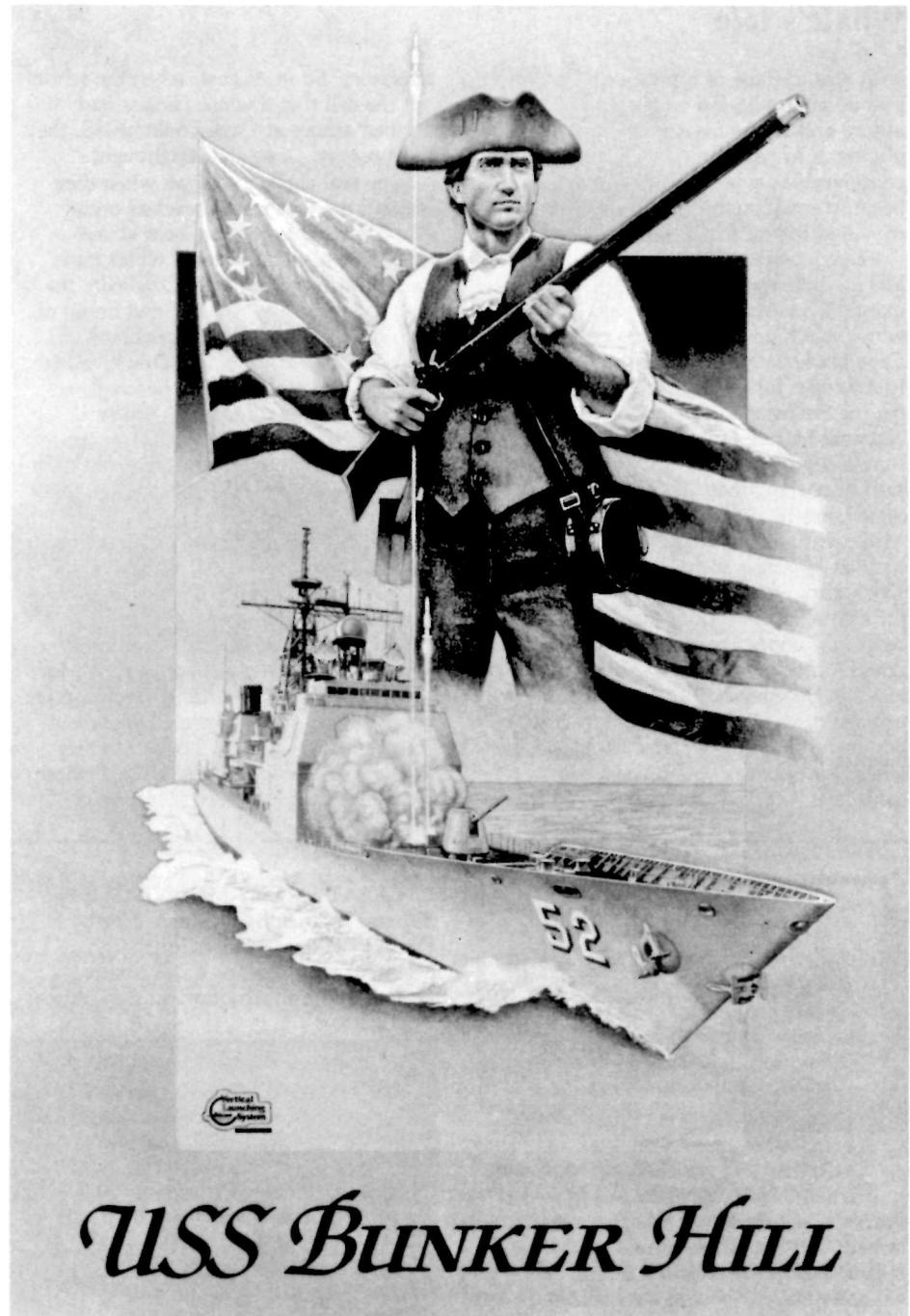
This sign speaks for itself

BOSTON NHP, MA—Charlestown Navy Yard recently provided a backdrop for the commissioning of the guided missile cruiser Bunker Hill (CG-52). The 567-foot Ticonderoga class cruiser entered Boston Harbor, saluted by aerial sprays of water from fire boats, as she proceeded toward her designated pier in the Charlestown Navy Yard within sight of the Bunker Hill Monument. The cruiser's name commemorates the fabled Revolutionary War battle fought in Charlestown, Massachusetts, on June 17, 1775, when New England troops, having been told not to fire until they saw the "whites of their eyes," stubbornly repelled two British frontal assaults.



Section of wall and display spring

HOT SPRINGS NP, AR—The one-half scale replica of the Vietnam Veterans Memorial stopped at Hot Spring NP, its only scheduled appearance in the state of Arkansas. It was sponsored by the Arkansas Vietnam Veterans Memorial Fund. Local volunteers set up the display, and were on hand 24 hours a day to assist with questions. People from Arkansas, Tennessee, Missouri, Oklahoma, Mississippi, and Texas visited the memorial. Organizers estimated the crowds at more than 10,000.



USS BUNKER HILL

GLACIER, NP, MT—This year the park offered a new program for children. "Hug-a-Tree," geared toward children from ages 5 to 12, teaches them how to survive if lost in the wilderness. Initially organized by a group of citizens from Southern California where a lost boy died in the woods, the program has as its organizing principle the concept that the woods need not be scary or dangerous; in fact, the program suggests that children hug a tree to discover its comfort. Program response has been good. During the 45-minute program, children learn about what they should take with them when-

ever they venture into the forest and what they should do if they become lost. They also had the chance to whistle, scream, and make foil impressions of their footprints. Although the children admit that most of them have been lost only in department stores, the park has been careful to provide that all important "ounce of prevention," just in case. For further information on the program, please contact: National Office HUG-A-TREE, 6465 Lance Way, San Diego, CA 92120.

—Terry Parsons



LOWELL NHP, MA—The American Folklife Center at the Library of Congress will begin a major study of Lowell's neighborhoods and ethnic heritage in January. A team of researchers, including a folklorist and a photographer, will spend a year interviewing residents on social and ethnic traditions and examine the historical roots of the city's various districts. The results of the study—pro-

jected to include 400 taped interviews, 10,000 photographs, and extensive field notes—will be housed in the Patrick J. Mogan Cultural Center and the Library of Congress. The Mogan Cultural Center, a restored 1835 boarding house, is a joint development project of the Lowell National Historical Park and the Lowell Historic Preservation Commission.

GOLDEN GATE NRA, CA—With a crowd of well-wishers aboard, the square-rigged sailing ship *Balclutha* crossed San Francisco Bay after a \$650,000 spruce-up for her 100th birthday party on December 9. The Cape Horn sailing ship had spent the summer at an Oakland shipyard getting new hull plates and a mast as well as a paint job. Two tugs brought her back to her berth at Fisherman's Wharf in San Francisco. Aboard for the one-hour voyage were members of cooperating associations assisting the Golden Gate National Recreation Area. They were guests of the National Maritime Museum Association which provided a continental breakfast for the Sunday morning one-hour voyage.

—Bill Thomas.

Coming home

CARLSBAD CAVERNS & GUADALUPE MOUNTAINS NPs, NM-TX—Funds have been programmed to complete full documentation of the Pine Springs store and cafe. The park staff will work closely with the Historic American Building Survey during this process. Included in the documentation will be drawings and detailed interior and exterior photographs. Previously recorded oral history relating to the store will also be transcribed. The project has gotten underway because of the property's eligibility for listing on the National Register of Historic Places and in order to meet requirements of the Historic Preservation Act of 1966.

HOMESTEAD NM, NE—One of the first projects to restore disturbed land to native tall grass prairie began at Homestead National Monument in 1938 on the Daniel Freeman homestead shortly after the area became a national monument. In the years since, public interest in native prairie and prairie restoration has increased. Nearly 1000 students visited Homestead to learn more about the tall grass prairie. The park staff presented a variety of interpretive programs including prairie walks, a hands-on "plant-a-prairie" program and a prairie puppet show for the younger visitors.

—Richard Williams

YOSEMITE NP, CA—Park Ranger Dan Card of Yosemite has joined in a major effort to send the Voyager aircraft on a record breaking non-stop, non-refueled flight around the world. During a leave-of-absence from his duties as Wawona District Interpreter, Dan is devoting 16-hour workdays as a volunteer with the Voyager effort.

As a key manager and coordinator of the Voyager effort, Dan Card has been working seven days a week at the Mojave Airport, California. Dan is a commercially rated instrument pilot. He became fascinated by the Voyager project when he met Dick Rutan and Jeanna Yeager a year ago. He quickly became involved in the project, using his time on lieu days to help in any way that he could. At one point, and with Dan's encouragement, pilots Rutan and Yeager went backpacking in Yosemite just to get away, momentarily, from the intense pressures of the Voyager development project.

Pilots Rutan and Yeager are committed to the achievement of one of the world's most elusive aviation goals. Short of space flight, no aircraft has ever flown around the world without landing and refueling. The Voyager represents state-of-the-art design technology, research, and development, and has been con-



Non-stop around the world (l to r) Dick Rutan, Jeanna Yeager, and Dan Card

structed specifically for the around-the-world attempt.

If the final test flights provide the green light and Voyager lifts off for its

journey around the world, Dan Card will be at the Mojave Control Center, helping to write a page in aviation history.

—Bob Binnewies

WILLIAM HOWARD TAFT NHS, OH—The first William Howard Taft Lecture on Constitutional Law was held in Cincinnati on Constitution Day. William Howard Taft NHS, the birthplace and boyhood home of the only person to have served both as President and as Chief Justice of the United States, is the focus of a fund-raising effort led by the Friends of the William Howard Taft Birthplace. The lecture commemorated Taft's birthday and launched this year's fund-raising campaign to acquire furnishings and exhibits for the interior of the house, co-sponsored by the Friends, the University of Cincinnati College of Law, and the Cincinnati Bar Association. It was delivered by Judge Carl McGowan of the Federal Circuit Court of Appeals in Washington, D.C. Judge McGowan, who was appointed to the court by President Kennedy, and served as Chief Judge in 1981, spoke on Taft's tenure as Chief Justice and its relevance to current issues. Taft dominated the court system in the 1920s and engineered major reforms in

organization, jurisdiction, and procedure that enabled the courts to expand their role in handling modern economic and social problems. Judge McGowan's speech

served as a fitting inaugural for what is expected to be an annual lecture on current constitutional issues.

—Steven Kesselman



Judge Carl McGowan



Paul H. Douglas Center for Environmental Education



Senator Douglas' daughter, Dr. Jean Taft Douglas Bandler, tries her hand at a learning center

INDIANA DUNES NL, IN—The verdict was unanimous, that this new Environmental Education Center is a fitting tribute to an outstanding man. NPS Director William P. Mott, Jr. said it for all 300 present at the September 14 dedication: "Paul Douglas would have been proud of the magnificent facility we are dedicating in his honor. He would have been especially pleased because the center is within easy access of hundreds of thousands of school children."

The verdict on Illinois Senator Douglas' work wasn't always unanimous—especially in Indiana. When Douglas first introduced his bill in 1958 to preserve the Indiana Dunes National Lakeshore, it was opposed by the entire Indiana congressional delegation. This opposition contrasted with the enthusiastic reception it had received from one of its first boosters: Stephen Mather.

Today the Douglas Center, nestled upon a wooded sand dune above an interdunal pond in Gary, Indiana, is the newest addition to the environmental education program at Indiana Dunes NL. Construction of the Center was mandated by the U.S. Congress in 1980, to recognize the leadership of Senator Paul H. Douglas "in the effort to protect, preserve, and enhance the natural, scientific, historic, and recreational value of the lakeshore." In the planning effort that followed, NPS professionals were joined by school children who helped design participatory learning centers. A two-year

public involvement program galvanized the enthusiasm and support of students and teachers throughout the Gary and Northwest Indiana area. Already, employees of area McDonald's restaurants have raised \$3,000 to help build additional exhibits.

As Mr. Mott observed, "The interpretive programs offered in this center, coupled with the superb natural laboratory that the national lakeshore provides, are sure to be a winning combination."

—Sam Vaughn



LINCOLN BOYHOOD NMem, IN—Two parks, Midwest Region's Lincoln Boyhood NMem and Southeast Region's Abraham Lincoln Birthplace NHS, share the story of Abraham Lincoln's early years. They also have shared interpretive staff through an annual employee exchange. For the first time, this year, the parks also exchanged division chiefs. Lincoln Boyhood's Acting

Chief of Operations, Gerald Sanders, along with seasonal ranger-interpreter Susie Dickens, journeyed to Hodgenville, Kentucky attired in early 19th-century pioneer costumes to demonstrate and interpret historical events in the early life of Abraham Lincoln. Later Abraham Lincoln Birthplace Chief of Interpretation Gary Talley journeyed to Lincoln City, Indiana, to provide similar services.

BLUE RIDGE PARKWAY, VA-NC—A Florida couple was among several recognized for making the symbolic 400-millionth visit to the Blue Ridge Parkway since the 470-mile scenic motor road opened to traffic in 1939. The Blue

Ridge Parkway Association, whose members operate concessions on and businesses adjacent to the parkway, selected visitors in each of nine districts, among them Irene Naumann and Claude Sutton of Winter Haven, FL, to represent

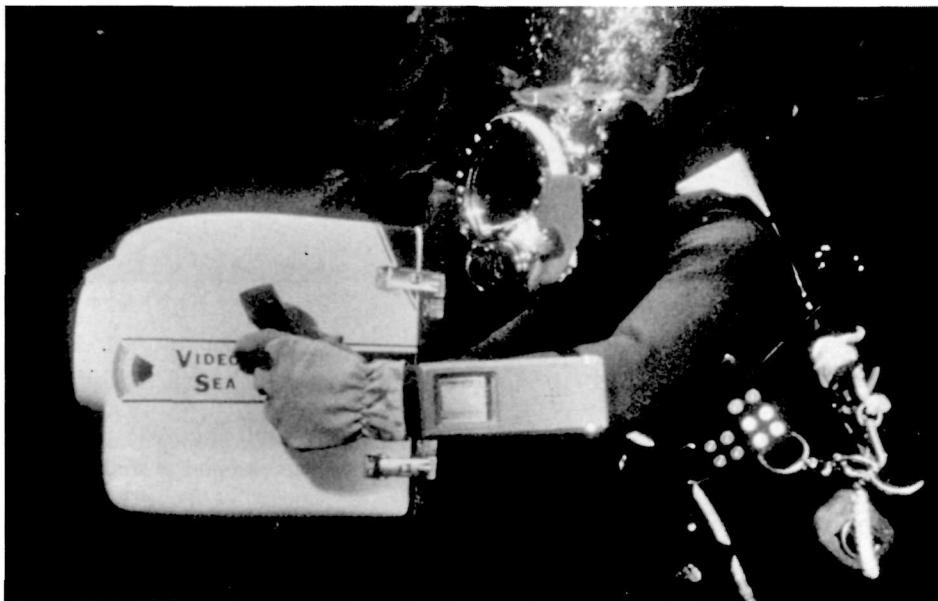
CHANNEL ISLANDS NP, CA—For the first time, several hundred visitors to Anacapa Island were able to follow a SCUBA diver via videocamera and ask him questions about his surroundings. "What the visitor sees on the video monitor is as close to an underwater nature walk as he can get without getting wet," said William H. Ehorn, superintendent. Ehorn explained that the concept simply involved one diver with a videocamera filming another diver underwater. The diver with the camera retains voice communication with the surface; his air supply, communications, and a link-up to the onshore video monitor are all connected by cable to the dock where park visitors are able to view the videotape as it is being filmed. Visitors can also address questions to the diver-naturalist examining features of the kelp forest and the ocean floor. The idea was a natural extension of underwater resource monitoring techniques established by the park's marine biologist, Gary Davis, whose census of kelp forest inhabitants relies heavily on photographic sample-taking. The week-to-week operation of the program is supervised by

island ranger Jack Fitzgerald, and usually involves maintenance worker Al Yarrow and park technician Leslie Patterson. The interpretive equipment was purchased

the 400-millionth visit. Those selected received a variety of gifts from Association members and a certificate from Superintendent Gary Everhardt.

with a donation to the Friends of Channel Islands NP by California Coastal Operators Group.

—Nicholas Whelan



Photographer-diver with underwater video camera

EUGENE O'NEILL NHS, CA—What does it take to preserve a national historic site? "A staff of dedicated professionals and community support," states Phyllis Shaw, Superintendent of Eugene O'Neill NHS. Part of that community support has come from the California Conservation Corps, whose work has included wildland fire prevention, landscape maintenance, and painting historic structures. Overall, the youth crew has donated work valued at more than \$10,000. In addition, the Diablo Valley College Horticultural class, Eagle Scouts, Community Food Coalition, Youth Conservation Corps, Eugene O'Neill Foundation-Tao House, and numerous individuals have devoted many hours and much labor to the park. Since 1980, when the Park Service gained title to the 13 historic structures and surrounding acreage, it has consistently accepted offers for volunteer support. "In the past five years, this historic site has gone from a dilapidated condition to one that we can all be proud of," states Shaw.



Eugene O'Neill NHS

Cliff Dwellers Might Have Built for Warfare Defense, Not Comfort

Mercer Cross

The prehistoric Indian cliff dwellers of the American Southwest might not have been as peaceable as has generally been thought since their ruins were discovered a century ago.

Anthropologist Jonathan Haas, director of programs and research at the School of American Research, talks enthusiastically about what he calls "a very new, different way of looking at things in the Southwest."

For the past four years, Haas has been exploring the mesas, valleys, and canyons around the Navajo National Monument in northeastern Arizona, testing his theories of conflict among the Kayenta Anasazi Indians 700 to 800 years ago.

Tsegi Canyon Settlements

This past summer, Haas and his research team, with support from the National Geographic Society, found two previously unknown settlements in the Tsegi Canyon system, in the heart of an area that has been intensively surveyed over the past 75 years.

One of these sites, accessible only by way of a naturally concealed crack in the precipitous sandstone of a 900-foot butte, was a 200-room pueblo, one of the largest ever found in the region and once home to a sizeable Kayenta population atop the mesa.

The other new find was a 30-room pueblo, unvisited for more than seven centuries, in a canyon rock shelter that could be reached only by an expedition member who is a skilled climber.

Both locations, Haas concludes, must have been selected for only one reason: defense against possible attackers.

Neither, he thinks, could have been chosen for the reasons customarily attributed to the Anasazi: nearby arable land, readily available water, and protection from the weather.

Access to both required a rugged climb. Water and food sources were a considerable distance away. The mesa-top pueblo offered scant protection from the often harsh elements; the rock-shelter pueblo was built on a relatively steep slant, its narrow ledge of front yard disappearing over a 140-foot cliff.

The combined discoveries helped "blow the whole hypothesis of people moving up to the headwaters of the canyon," Haas says. "No one has ever thought to look on top of that butte for a site."

Great Place to Live?

Some Anasazi Indians had dwelt in relative comfort in cliff houses for centuries. But, in support of his argument that this year's find and other late-settled Kayenta cliff dwellings were built for defense, Haas asks, "If they were such great places to live, why didn't anybody live there before 1250?"

Traditional wisdom has held that drought and other environmental pressures forced the Anasazi up the canyons, closer to dwindling water sources, in the late 13th century. By the beginning of the 14th century they were gone.

Haas takes exception to the conventional wisdom. "What happens when the entire region is in poor condition?" he asks. "It's at that point that warfare breaks out. And it's a raiding-type warfare."

To get away from the raiders and establish solid defensive positions, the Kayenta sought sites such as the inaccessible mesa

and rock shelter for their pueblos, Haas thinks. His major conclusion: "Warfare is a last resort for human populations."

Ancestors of the Kayenta Anasazi roamed the Southwest 10,000 years ago. By about 5,000 B.C., nomadic bands were formed. Not until about A.D. 500 did a distinctive Kayenta culture start to emerge. Starting about 700, the Kayenta lived in pueblos.

In the Long House Valley of Arizona, where Haas has done much of his research, small villages appeared between A.D. 1000 and 1150.

By 1250, apparently as a result of erosion, drought, and a sinking water table, villages on open sites were abandoned by the hundreds. The Kayenta started building hard-to-reach shelters on the buttes above the valley. Once-small villages consolidated in five distinct clusters. Pueblos of 75 to 400 rooms emerged.

Significantly, Haas notes, all five clusters were on high hilltops. All were strategically positioned to see each other. When a hill blocked the line of vision between two of the clusters, residents cut a notch in the hill. "The main thing you can infer from that pattern is that they were communicating with each other," Haas says.



Warfare Incentive

And one reason to communicate may have been warfare. Investigation of a nearby burial site disclosed only five males among 42 remains. This led Haas to think that most of the men in the settlement were away fighting battles. "It was tantalizing evidence," he says, "but not convincing."

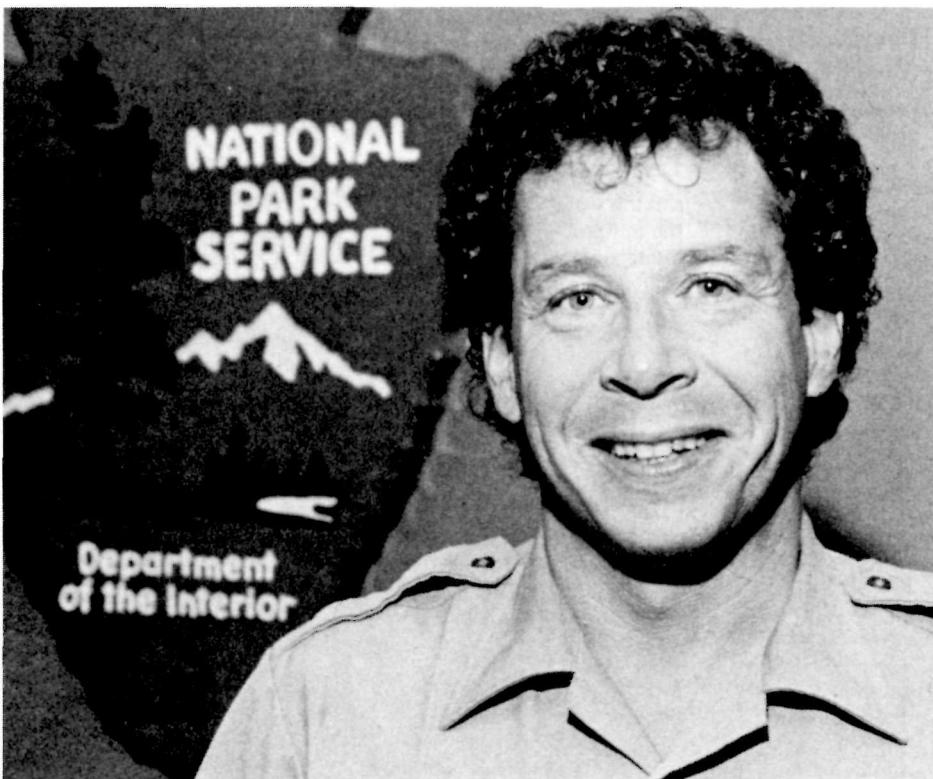
Searching for conclusive evidence, he used topographic maps and a computer to pinpoint defensive site locations above the region's canyons. Through the computer he then located the sites that were linked visually.

It all came together. Long House Valley, Klethla Valley, and Kayenta Valley had visually linked pueblos in defensive positions, and one pristine site had a six-foot stone wall. Only Tsegi Canyon, with its cliff dwellings, remained a question mark.

Haas considers this year's findings "all new stuff" that will shake a large limb on the tree of conventional anthropology. "People are beginning to look at patterns that have been staring them in the face for a long time, and recognize those patterns for what they are," he says.

—NATIONAL GEOGRAPHIC NEWS SERVICE

NPS People



Tony Bonanno

Coy Bruce Gibson has been selected as the new facility manager in charge of the maintenance division at Carlsbad Caverns NP. Gibson has had extensive training and experience in maintenance and supervision and will be responsible for overseeing the maintenance of all park buildings, roads, trails, elevators, and utility systems. He comes to Carlsbad Caverns from Delaware Water Gap NRA where he served as an electrical foreman since 1984.

Superintendent Herbert Olsen announced the appointment of Tony Bonanno as chief ranger of Cape Cod National Seashore. Bonanno comes to the Seashore from the Blue Ridge Parkway where he has been the assistant chief ranger for the North Carolina unit since 1984. One of the founding members of the Association of National Park Rangers, he served as an officer of that association for several years.

Albert J. Hendricks, 37, an employee of the National Park Service since 1970, was appointed superintendent of Great Basin National Park in eastern Nevada. The 120-square-mile park dominated by Wheeler Peak includes stands of ancient bristlecone pine, alpine glacial lakes,

dramatic deep valleys, and numerous caves including Lehman Caves.

"Superintendent Hendricks knows as much about this section of Great Basin as anyone in the service," Director Mott said. "He was of great assistance to our Congress people while the legislation was being considered to establish a representative portion of this unique area as a national park."

Fifteen years after joining the National Park Service as a seasonal ranger at Custer Battlefield NM, Dennis L. Ditmanson will return as superintendent of the historic area in southern Montana. Ditmanson, who has been unit manager of Jewel Cave NM in South Dakota since 1981, succeeds James V. Court, who is resigning to operate a travel agency in Hardin, MT. "Denny Ditmanson is a native Westerner whose entire career has been in Western park areas," Rocky Mountain Regional Director Mintzmyer said. "He knows the region well, and we are pleased to have a manager of his skills and orientation available for this assignment." A brother, Dale Ditmanson, is chief ranger at Fossil Butte National Monument in Wyoming.

Special People

Mr. Liberty

Manny Strumpf

Bob Kearney is a ruddy-complexioned construction worker who had been a heavy equipment operator for a New Jersey firm for 20 years until a massive heart attack sidelined him. When fully recovered in the spring of 1984, he was offered a job as exterior elevator operator on the Statue of Liberty restoration project. Every morning at 4 o'clock since then, Kearney has commuted to the island where he operates equipment used to put the finishing touches to the restoration.

Whenever he has a chance to speak with visitors he also passes out enamel pins imprinted with the head of the Statue of Liberty. He estimates he has distributed 30,000 pins in two years, all paid for out of his own income at \$70 to \$95 per hundred.

"I started giving out the pins when I had been on the job a few weeks," he said. "I read that school children from throughout the U.S. were raising money for the restoration. That's when I realized I was part of history. My wife thought I was nuts but I now give pins to everyone I meet, including toll collectors on the Jersey Turnpike, grocery store clerks and gas station attendants."

Not only does Kearney refuse to accept money for his pins but he also has made a substantial contribution to the Statue of Liberty/Ellis Island Centennial Foundation.

"I've met people I never could have met and I've seen something in them the average guy couldn't see—a gleam, a twinkle and a way of saying they're as proud as I am of the Statue of Liberty. In fact, a friend brought a few hundred of my pins to China where he gave them out to people he met and one person, a Red Army soldier, proudly put the pin on his lapel and walked away."

Awards



Theo D. Huggs



Paul Rose

Superintendent Jerry D. Wagers presented the Lake Mead NRA annual safety award to the **warehouse crew**. The annual safety award is presented to the area that has the best safety record during the year. The warehouse crew had improved their safety performance dramatically since the previous year.

In June a unique special achievement group award was approved by the Western Regional Office and Eugene O'Neill NHS. The award honored **Rebecca Stevens** (historic architect/WRO), **Jim Gilbert** (project supervisor, DSC), **John Axtell** (seasonal laborer, Eugene O'Neill NHS), and **Dolores Quinones** (maintenance worker trainee, Eugene O'Neill NHS). It recognized their involvement in two major rehabilitation projects at Eugene O'Neill NHS: the structural stabilization, reroofing and painting of a historic barn, and the removal of a non-historic, two-story addition from the most significant building on the site.

Theo D. Huggs, park ranger at Bighorn Canyon NRA, was chosen as "County Citizen of the Month" for September. The selection, made by the Hardin, MT, Chamber of Commerce, is intended to recognize citizens of Big Horn County for community and civic contributions. Theo, who is North District Interpreter at Bighorn Canyon, is an enrolled member of the Crow Tribe. Along with her other duties, she serves as Liaison Officer between the Crow Tribe and the Park Service. In this capacity she has been able to build bridges across cultural gaps; she has enabled the tribe to better understand the Service's role, and the Service to develop a greater awareness and sensitivity to tribal concerns.

Paul Rose, Natural Resource Management Specialist, Santa Monica Mountains NRA, received a special achievement award for initiating a computerized geographic information system (GIS). In early 1985, Rose learned of the availability of fully reconditioned Tektronix scientific computer equipment at a fraction of the original cost that would meet the needs to establish a GIS. He negotiated directly with Tektronix for the equipment



Warehouse crew

and also acquired the funds, a savings to the National Park Service of more than \$10,600 between the original new cost for FY85 and the cost for reconditioned equipment. Upon receipt of the computer and peripherals, Rose familiarized himself with the hardware and software. Within one month he created a usable product, a wildlife potential map of the Santa Monica Mountains produced in color for the first time. This attracted the Los Angeles County Fire Department, which requested 100 color xerox copies for their own use.

Staff interpreter **Phil Evans** of Fort Raleigh National Historic Site in North Carolina won this year's Freeman Tilden Award as the outstanding NPS interpreter. Director Mott cited Evans' innovative work rekindling interest in archaeological investigation of the 1587 settlement on Roanoke Island, his development of a special program in cooperation with the local Lions Club to help the visually impaired, and his creation of a living history program in Elizabethan English at the park. The Freeman Tilden Award is given each year by the National Parks and Conservation Association to the interpreter judged to have contributed the most to the interpreter's art. Evans was selected from among eight finalists nominated by the regions.

Speaking after lunch to the 300 participants at the annual meeting of the Association of Interpretive Naturalists, Mott challenged his listeners to try new ideas. "Some will work and some won't,"

he said. "But as Thomas Edison once said: 'Every time I fail, I'm closer to a solution'. . . The public is the absentee landlord of our parks. They need to understand the problems as they enjoy the park."

Recognized for its leadership role in land and parks preservation here and abroad, the **National Parks and Conservation Association** (NPCA) was awarded the Albert Schweitzer Prize in the Humanities at Johns Hopkins University in Baltimore. Paul C. Pritchard, president of the 67-year-old nonprofit organization, accepted the prize along with \$10,000 given by the Alexander Von Humboldt Foundation in New York. NPCA received world acclaim when it hosted an international park leadership conference in 1983 at the Luneburger Heide Nature Reserve in Germany. The heads of more than 50 public and private organizations were brought together to share their perspective on global conservation. Dialogue from this unprecedented occasion was captured in *Views of the Green*, a book edited by Pritchard and published by the association.

John Morehead, former superintendent of Everglades NP and now superintendent of Yosemite NP, is the 1986 national winner of the National Parks and Conservation Association's Stephen T. Mather Award. NPCA established the Mather Award to recognize public employees who have risked their careers for the

(continued, next page)

preservation of America's environmental and cultural integrity. Morehead was selected from four regional finalists, culminating the nationwide competition.

According to Paul C. Pritchard, "Supt. Morehead received the award for his valiant efforts in restoring and preserving the Everglades." These efforts include his successful opposition to attempts by the U.S. Army Corps of Engineers to cut off critical water sources.

Additionally, Morehead opposed the Federal Highway Administration's plans for improving U.S. 75 (Alligator Alley), which crosses the Big Cypress National Preserve, and forced FHWA to include underpasses for the endangered Florida panther. Morehead received a framed certificate and a check for \$1,000, presented to him at a ceremony at the Ranger Rendezvous at Grand Teton National Park in Wyoming.

Janet Wolf, Superintendent, Morristown National Historical Park, and **Frank Barszcz**, Project Director with the New Jersey Department of Correction, Division of Juvenile Services, accepted the Excellence in Government Award from the Northern New Jersey Chapter of the American Society for Public Administration. The award recognized a cooperative venture at Morristown NHP currently benefiting problem youth in the area, while providing substantial assistance to park operations. The Morris Day Program combines an alternative education site in a park environment with counseling and job training for students experiencing problems in the traditional school setting. Substance abuse counselors work with the students while other supervisors provide computer training or work with the enrollees on projects throughout the park. Enrollees have assisted in building a storage shed, reroofing a barn, converting a vacant garage to classroom space, and providing turf maintenance around park buildings. Recent federal budget cuts have emphasized the potential benefits of this arrangement, which has clearly demonstrated the possibilities for cooperative ventures between different levels of government.

Deaths

A tribute to Arthur Woodward

Buford Pickens, FAIA

Introduction—Familiarity, they say, breeds an insidious form of blindness. I did not know Arthur Woodward in his declining years, but I have read and carefully reread his little-known 1935 NPS report on the "Historical and Archaeological Aspects of the Missions of Northern Sonora." This report of an expedition to Sonora was written by Woodward at age 37, when he was at the peak of his productive research and writing career.

Because this work has never been published in English, and thus may be unknown to many of his friends, I have selected a few excerpts from this truly historic document, which I find significant but which may have been overlooked or forgotten by Woodward's latter day "old shoe" colleagues.

Woodward's observations at Mission San Pedro y San Pablo del Tubatama, October 24, 1935—In the entrance to the choir loft, which one reaches by three short flights of tiled stairs, the flooring is composed of flat triangular adobe bricks. These triangular bricks were found only at this place. Here, on the smooth plastered walls, and ceiling of these narrow arched stairways, the streaks of candle smoke have left their grimy marks.

In many respects Tubutama has more personal touches of the former inhabitants than some of the other missions. Caborca, ruined and used as a school, has a slight trace of such feeling; heavy stolid Pitiquito with the bat flight fluttering endlessly from the dark maw of the pulpit entrance to the domed ceiling and back in the approved style of a haunted edifice, lacks the human touch; San Ignacio perhaps most nearly approaches it, and even ruined San Valentin has the indefinable something which bespeaks the presence of its former occupants, but there in Tubutama, one senses the unseen aura shed by the builders.

From the roof, near the bell tower, one obtains a wonderful view of the surrounding terrain and the village. Sitting there in the quiet of the morning with the fields drowsing along the river and the desert wild life clutching at the irrigated green along the stream, with the small grey doves perched on the coping, and the low musical sounds of a work-a-day life of a backwoods Mexican pueblo rising as the pale threads of mesquite wood-smoke filters upward, the mountains

misty grey-blue on the horizon, one feels here the padres must have come to meditate and gaze out over the landscape.

In conclusion—As an architectural historian, I would like to point out that it is quite possible for today's mission specialists to nit-pick Woodward's 1935 report (as it is with any historical document) in order to cast doubt on the author's reliability, but in my opinion, Arthur Woodward stands up well under a fair and impartial reading; where needed, he provides his own disclaimers. His report, combined with its architectural counterpart written by DeLong/Miller, deserves far more attention than they have yet been given by both layman and specialist; Woodward is survived by his daughter, Ruth Duggan of Tucson, two brothers, a sister, and five grandchildren.

Ruth Richey, 79 passed away on August 17 from complications of pneumonia. As the wife of Charles A. Richey, who retired as Superintendent of Lake Mead NRA in January 1969 and passed away on July 26, 1970, she spent 37 years of their married life in various national parks, primarily in the West. She is survived by two sons and three grandchildren. Her son, Mark, his wife, Kathy, and their three children live at 644 Del Prado Drive, Boulder City, NV 89005. Her son, Charles, and his wife, Joan, live at 2842 Benito, Mojave, CA 93501. The family suggests those wishing may make a memorial donation to the American Cancer Society, 1325 East Harmon Avenue, Las Vegas, NV 89119.

A. Clark "Butch" Stratton, 45, died recently. He was a much beloved and highly respected second generation employee of the National Park Service who rose through the ranger ranks from a seasonal to Chief Ranger at Amistad Recreation Area. Butch also served at Cape Hatteras National Seashore and Great Smoky Mountains National Park as well as in the Ranger Activities Division in the Washington Office. He graduated from the Department of the Interior's Manager's Program before his disability retirement in 1974.

Butch's father, the late A. Clark Stratton, was one of the best known and best

loved alumni of the National Park Service. Mr. Stratton died on July 30, 1970, after suffering a heart attack. His Park Service career began with the CCC as a camp directory at Cape Hatteras. He also served as Chief of Concessions

Management, Assistant Director for Design and Construction, Associate Director and Deputy Director. A heart condition forced his retirement in 1967. Butch is survived by his mother Mrs. Dale E. (Alma Statton) Doty; a son,

Clarkie; a daughter, Pam; and a brother, Timothy J. Messages of condolence may be sent to Butch's mother, Mrs. Dale E. Doty, 3370 Lakeside, Water Edge, Falls Church, VA 22041.

FYI

Fees update

The final Continuing Resolution for 1987 includes language that greatly expands the authority of the National Park Service to collect recreation fees. The major components of the language include:

- authority to collect entrance fees at all units of the national park system except parks with a current, statutory exemption, and those units which provide significant outdoor recreation opportunities in urban environments and to which access is publicly available at multiple locations;
- a cap on entrance fees as follows: \$5.00 per vehicle or \$3.00 per person;
- an increase in the cost of the Golden Eagle annual pass to \$25;
- authority to sell park-specific annual passes for an amount not to exceed \$15;
- prohibition on charging entrance fees for persons under 12 years of age;
- a provision directing that all fee receipt be deposited in the General Fund;
- a provision that if permanent statutory language is passed during fiscal year 1987 the provisions of that legislation would supersede the language in the Continuing Resolution; and
- a provision describing how an additional \$15 million provided for enhanced interpretation, resources management, and research is to be distributed by park; 50% to all parks proportional on the basis of operating budget, and 50% to fee parks based on revenues collected.

Congress chose to appropriate funding for the program to the NPS, as well as operating enhancements that the President's budget had proposed to finance from recreation fees. During 1987, fee revenues—estimated at \$54 million—will be deposited in the General Fund instead of the Land and Water Conservation Fund and thus will offset the additional amounts provided by Congress.

The NPS was required to submit a final list of fee areas to the Congress by December 15, 1986, and is working to finalize this list and to develop an implementation plan for bringing in new fee areas as well as for expanding collection activities at current fee sites.

NPCA conference on Americans Outdoors

The National Parks and Conservation Association (NPCA) will sponsor a two-day national forum, "Beyond the President's Commission: Preparing for the Future of Parks and Conservation," on March 17-18, 1987 at the Hotel Washington in Washington, D.C. The conference will be the first major response within the conservation community to the final recommendations of the President's Commission on Americans Outdoors (PCAO), due to be published January 1987.

Established in 1985, PCAO heard from thousands of individuals nationwide on all aspects of the current state of outdoor recreation and priorities for the 21st century. The report will have far-reaching implications for recreation and parks in the United States for years to come.

The NPCA conference will afford participants a special opportunity for learning, networking, and contributing to the preservation of America's parks and recreational lands. The program will include: a presentation of the major recommendations and their impact; conservationists' perspective on the PCAO report; a session on likely Congressional action as a result of the report; workshops and discussion groups; and keynote addresses. For further information and registration material write NPCA, 1015 31st Street, NW, Washington, D.C. 20007, or call (202) 944-8530.

Ranger Rendezvous X says "hello" to Wyoming

Mention the Ranger Rendezvous and ears perk up. This annual gathering of Park Service rangers and their families appears to be somewhat mysterious to whose whose job classifications don't fall in the 025 series. "What do they do out there, anyway?" everyone feels compelled to ask.

Perhaps no one has answered this question more eloquently than Bill Supernaugh in a 1983 personal account written for the *Courier* when the Rendezvous was in its sixth season: "As the three days of Rendezvous VI wound to a close, I came away with a stronger appreciation for my fellow employees' depth of concern for the Service's welfare and their willingness to participate in steps leading to a strengthening of its foundations. I also sensed an undercurrent of change—a perception that the ideals, values, and expectations of Service employees are different than they were a mere 15 years ago . . . I, for one, left Fontana with answers to personal questions regarding who we are and where we're going—both as members of the Association and as employees of that larger association of National Park Rangers, the Service itself. ANPR is fulfilling its intent and its goals—a voice for today and for tomorrow."

Bill Supernaugh attended this year's Ranger Rendezvous, the tenth, as he did the sixth in 1983. In order to cover the last leg of the journey, he and several other Park Service colleagues took a 19-seat plane that gave them an unforgettable view of Grand Teton and brought them to Jackson Hole, Wyoming, where they joined approximately 450 other attendees, most of them members of the Association of National Park Rangers sponsoring the event.

These men and women gathered for a variety of reasons, both personal and professional—to renew old friendships; to be refreshed in the way that only conferences can refresh (through the insulating, inspiring contact of individuals who think similarly and who are joined in the same commitment to a heart-felt cause); and to find direct, honest words with which to express their desire for creative change in the National Park Service. At the Rendezvous, no one complained for the sake of complaining; the old words, the stock phrases, were put aside in favor of struggling to get at the true meaning of things—of problems, of procedures, of ways of thinking.



Grand Teton NP

Perhaps the most articulate spokesman for this struggle was the keynote speaker, Barry Lopez, author of *Arctic Dreams* (nominated for the National Book Award) and *Of Wolves and Men*. Lopez is a charismatic speaker whose association with Park Service groups has led individuals to think deeply about who they are and what they live for. Speaking on the topic of the "Rediscovery of North America," Lopez asked questions concerning the relationship of humankind to the landscape: "What is a polar bear, what is a violet, what is a black widow, what are these things; what is the shape, what is the desire, what is the future of this person we call the land?"

Questions such as these served to focus the central concept of Lopez' address: the importance of pattern to the world—how life interrelates with life and the questions of significance that arise from any such consideration. "What is important is the pattern," Lopez stressed. "The death of a wolf is not tragic. What is tragic is the loss of pattern . . . To be interested in natural history is more than knowing the names of birds. It is knowing the patterns, their preservation, and which ones we are going to bring into the 21st century."

Parks are supremely important in this regard because, according to Lopez, it is within their boundaries that a blueprint of the relationship of thing to thing is preserved. "A walk in Teton brings you face to face with what you have not manipulated."

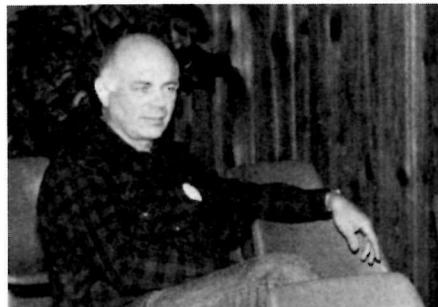
"Parks provide an atmosphere of retreat," he said, "a place where people

can find themselves again: what it is they dreamed about when they were eighteen, what they staked their lives on, what they want for their children."

In concluding, he charged his audience with three things: to take care of each other, to give attention to material that is well written "so as to know what it is to tell a story," and, most importantly, "to do that wordless thing which is to remind each other of the great dignity of your work." No speaker could have created a more electric atmosphere with which to begin the conference's intensive contemplation of the nature of the national park system and the rangers' role in it.

The conference also featured comments from Director Mott, who summarized current developments on fee legislation, budget issues, and new land acquisitions, and Deputy Director Galvin, who answered questions on similar concerns, and read a supportive letter from Horace Albright addressed to the gathering.

Said Galvin, with much the same conviction that marked Lopez' address, "I thought of talking to you about the mobility plan, the classification study, the other things that, while important, perhaps vitally important, don't really make that much difference. It is the ranger who is the ultimate symbol of the National Park Service . . . And so if the national park system is a collection of symbols and emotions and places . . . then the ranger is a keeper of the flame, the person that makes it go, who passes it on from generation to generation."



Clusters of old friends visiting were a common sight at the registration table.

In concluding, Galvin quoted Teddy Roosevelt: "Far and away the best prize that life offers is the chance to work hard at work worth doing," and that's what parks are—work worth doing."

Addressing the gathering later in the week, Terry Wood, Executive Director of E&AA, observed: "I would like to share with you my feelings about this Rendezvous and how it differs in very few respects from an E&AA gathering. First, this is your present and you are looking toward your future, while alumni members reminisce about their good old days . . . These are *your* good old days.

Second, ANPR has its baby strollers, E&AA its canes and wheelchairs. Finally, ANPR has its beer keg, E&AA has its martini pitcher. But for all of us, there are the same problems, the same compliments and complaints. We all share the same goals. We share love; we share respect. We are each of us an important part of the NPS family."

And in the spirit of family togetherness, there was much fun at the rendezvous—sufficient room provided in the scheduling of events to accommodate the group's desire to see neighboring Grand Teton and Yellowstone, also dances

scheduled for the evening hours, and a day's overlap with the Park Arts conference that allowed those inspired by the keynote speaker that first morning of Ranger Rendezvous X to make the evening's journey to Triangle X Ranch in order to join a discussion concerning the illusive nature of creativity.

There was also a chance to learn from one another. The conference covered topics as diverse and yet as compelling as marketing the parks, the couples directory, retirement planning, and training

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assessment. It included a heated *but* productive debate over ranger standards, a workshop with NPCA's Terri Martin on threats to the parks, and a thought-provoking session led by Bob Barbee and Jack Morehead on resource management. It probed and questioned and invited comment.

Already, planning for Ranger Rendezvous XI is underway. Next year's gather-

ing is scheduled for Great Gorge, New Jersey, October 30 to November 4.

For more information about the activities of Rendezvous X, see *Ranger* (Winter, 1986/1987). For more information about the Association of National Park Rangers, contact Executive Secretary Debra Trout, P.O. Box 118, Gatlinburg, TN 37738. And, finally, for those not already a member of ANPR, think twice. Membership in the association is the main way those of us who remain curious

about ranger rendezvous can ever truly answer the question: "What goes on out there, anyway?" . . . Or that we can ever be truly encouraged to ask the deeper kinds of questions, the kind that lead not only to self-examination but to an examination of the far far larger world around us.

From the Editor



This month's issue represents yet another effort on the part of the editor to wrestle with publication schedules and to discover an achievable way to get the *Courier* out on time. . . A challenge, I admit, and one which gives me heart palpitations each time I think about it, but something that nevertheless must be done. Distributing an issue at the end rather than the beginning of a month is not fun for anyone, but adjusting the schedule to alleviate this is also difficult. Nevertheless, the grand experiment is taking place this month. I have decided

to divide December's copy in half, then publish two issues almost simultaneously, one for December, one for January, both of them appearing on the street by the end of December. With a little luck and a lot of determination, this adjustment should help remedy the newsletter's problem with timeliness. There is one drawback to my scheme, however. Some of the regularly scheduled departments won't be appearing in the January issue, the Director's Report and the trivia column among them. But they will be back as usual in the

February issue. All else remains basically as before. The cut off date for copy is still the first day of any particular month. Remember, the *Courier* works approximately two months ahead of any publication date so that material for March publication needs to be in my hands by January 1 at the latest. Please bear with the newsletter and the editor during this time of adjustment as the *Courier* tries to grow into the kind of publication you will look forward to reading as well as contributing to.

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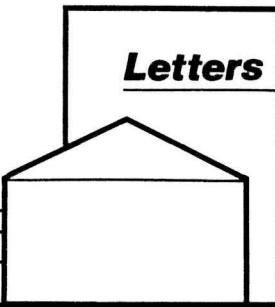
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Letters



To the Editor:

The Statistical Office is assigned the function of interpreting the definitions of types of public use being enumerated at the several areas administered by NPS. There are recreation visits, non-recreation visits, non-countable persons, etc. in the official rule book. For instance, it was determined that persons visiting gravesites at national cemeteries would, in all due respect, be classified recreational although the mourners would probably not consider their activity as such. On the other hand, Esquimaux playing a lively game of bounce-the-blanket on park land where they are subsistence dwellers were *not* considered as recreating although a park ranger insisted their game was a recreational activity.

Esquimaux and mourners were relatively easy calls compared to the challenge we found in the last issue of the *Courier*. It became clear that an interpretation of our definitions of the various types of use is called for to determine the category(ies) into which counts of spirit manifestations and/or nonmanifested spirits should be included.

To this end we embarked upon "Project Manifestation" which turned out to be a bugbear (Bugbear: imaginary goblin or specter used to create fear). We recommended discouraging bugbears; they're bad PR. It was first determined that such generic terms as ghost, shade and spirit would not be classified per se but further delineated into more specific terms. Souls or karmas are easy to classify when they are found in the standard embodiment called "persons" in the original definitions. It is the disembodied soul that we have been neglecting. Some of these disembodied souls show up as specters which can be considered the same as regular "persons" so the type of visit they represent depends on their activity in the park. If they are phantoms, however, it must be determined that these phantoms are not phantasms which are probably not real visitors. An apparition on the other hand, is okay to be treated the same as a specter. Poltergeists are able to trip the

automatic counters at roads, trails, doorways, etc. that are used in our data collection. One poltergeist is allowed one visit count per trip but, since they tend to cause the counters to malfunction, creating a too high or too low count, studies will have to be conducted in areas where poltergeists are known to be active to determine correction factors to be applied to the data from these automatic counters. Ghouls are more easily classified. They will be treated as any other subsistence persons on park lands. We must investigate activities at Jean Lafitte National Preserve to determine if Zombies are indeed being counted as visitors as some people suspect. If so, a further determination must be made as to whether the Zombie has a soul or if it is a "disensouled" body. If the latter is so, it is clearly a nonrecreation visit. Consideration of places like Jean Lafitte National Preserve which have swampland brings up another area requiring classification. Anomalous humanoid swamp creatures abound in such places. Are they to be treated as "subhuman animals" like deer and opossum? Maybe we can just treat them like subsistence people similar to the treatment of ghouls. Whatever we do, we must make sure that a reduction factor is included in places like Big Cypress National Preserve and Everglades National Park for the Ignis fatuus. We could not determine if Will-o'-the-wisp is countable; he seems to have substance and many have attributed a soul to Will. We saw no reference to Sasquatch in the *Courier* article so we must get a decision from WASO whether these denizens of Olympic National Park are officially recognized by the National Park Service. It appears that the writers of the *Courier* ghost articles think that some superstitions are good PR while some are not good for public relations. To that end we would like to add multiple counts for Santa Claus in our December data; December has such a depressingly low count in most places.

Albert A. Galipeau
Ghostly Statistician,
NPS Statistical Office, DSC

To the Editor:

While I appreciated Timothy Mann's article acknowledging the U.S. Cavalry's role in the protection of our national parks (U.S. Cavalry to the rescue; Sept. 86 *Courier*), I was extremely disappointed that he failed to mention the man most responsible for providing the protection. A Missouri senator, George G. Vest, more than any other man, was responsible for dragooning the cavalry into the park protection business. And while General Sheridan did approve of the action and lent support to HR7595 as it struggled through the House and Senate, he did not (in any stretch of the imagination) have a "long standing" interest in the cavalry's participation in protecting the national park. His interest came relatively late, following a trip to the Yellowstone region.

David Allen Smith
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COURIER

The National Park Service Newsletter

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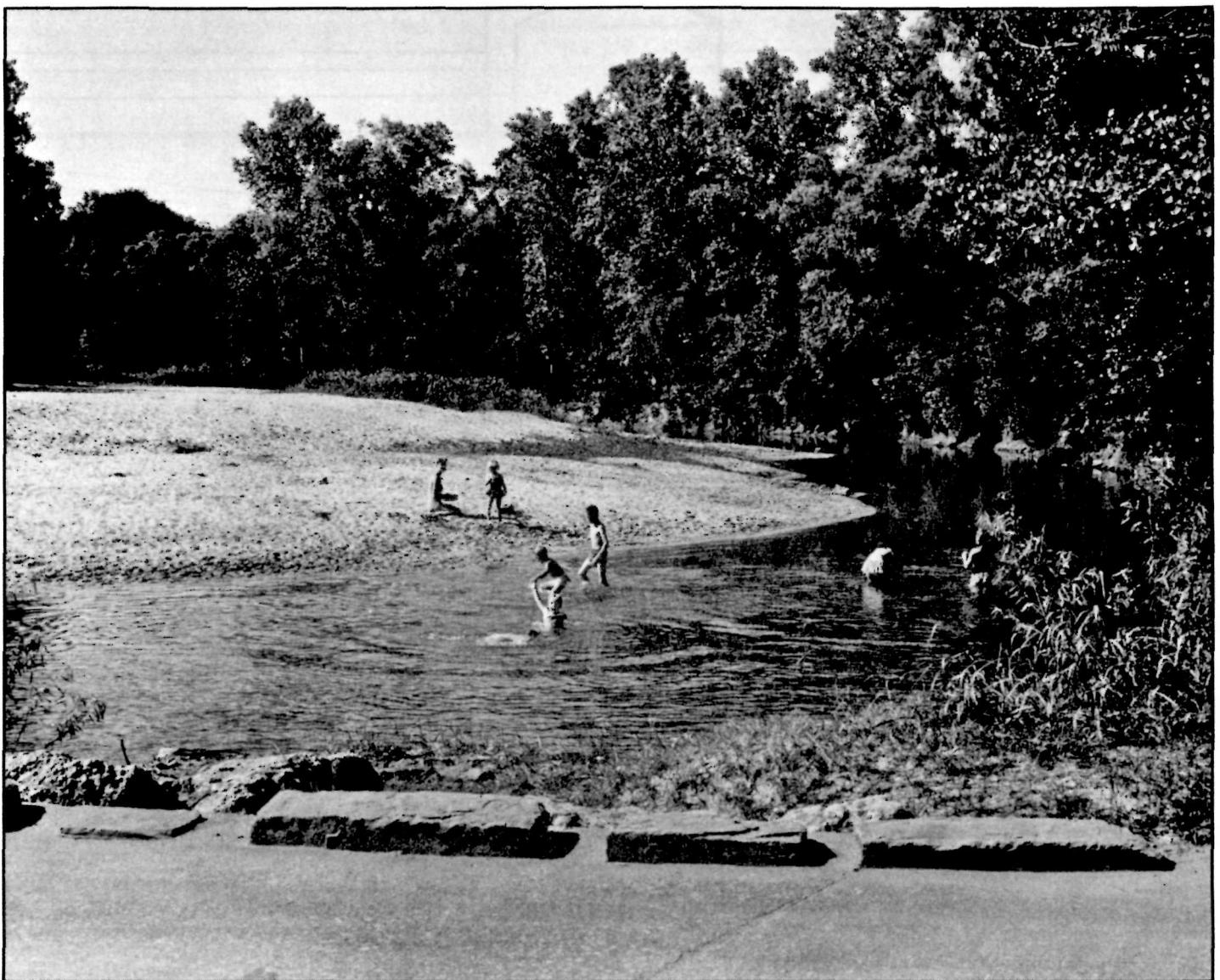
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Remember Summer?



Platt National Park - 1960
(Now Chickasaw National Recreation Area)

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