



## The Director's Report

By William Penn Mott, Jr.



Last June, I assigned a small scouting party to journey into the future and find out what lies ahead for national parks in the next century. This group, which I have named the 21st Century Task Force, is headed by Southeast Regional Director Bob Baker. He has put together a strategic planning campaign that will range far and wide, searching for answers to some very important questions.

The task force will be seeking ideas from Park Service employees, public officials, constituent groups, futurists, and other sources that might help the Service define directions for a future that is little more than a decade away.

The reason we need to be looking ahead is quite simple—change. Change is inevitable, unstoppable, constant. It affects our personal and professional lives, our nation, and the world.

One management consultant pointed out that “long-run organizational survival depends upon how well the organization adapts to the changing decision-making environment and satisfies the need of society. Organizations must adapt and adjust to environmental changes beyond their control by initiating change within their control.”

And this is what we want to accomplish in strategic planning—to initiate appropriate change within our control. The challenge for us is to implement policies and programs that meet this inexorable change head-on, while remaining loyal to our basic mission as defined in the 1916 act creating the National Park Service.

## The National Park Service In the 21st Century: What Should We Know?

Since you are all familiar with the 12-Point Plan, I want to differentiate between the concept of strategic planning and tactical planning. Most of the activities under the 12-Point Plan could be considered tactical planning. They relate to short-term, achievable objectives.

Strategic planning can: establish a common direction for the organization; identify resources required for organizational success; help articulate the formal/informal value system for the organization; provide a basis for evaluating unplanned deviations; help people break out of traditional thought patterns and encourage creativity; provide a foundation for tactical planning, e.g., management by objectives or budgets; encourage a coordinated effort among functional areas; improve internal/external public relations by helping employees and constituents interpret the organization's goals and achievements.

As we begin our strategic planning, some of the possible questions the 21st Century Task Force may want to consider are:

- How will our visitors be changing? What will the changing mix of visitors in terms of age composition mean to the parks and to our interpretive programs?
- What will be the driving force defining a national park in the year 2000?
- Can we expect the roles of concessioners and entrepreneurship in the parks to decrease or increase, and if so, in what areas?
- What are the long term mineral and energy needs for the United States, and how will these demands affect park resources and use?
- What are the most likely cultural resources in the next 100 years? What do we need to do now to prepare for their protection at that time?
- How will computers and satellite telemetry help us manage the parks?
- How will our employees change? Will husband/wife teams be the norm?
- What will the rising ocean levels mean to barrier island parks?
- Is the fight against the encroachment of exotic species (both plant

and animal) a futile one, or is it our most important fight?

- What types of skills and training will our National Park Service leaders need?
- Will volunteerism grow or has it already peaked? As the baby-boom generation begins retirement, will they become the mainstay of our volunteer efforts?
- What will be the importance of air, water, and soil conservation? What role will the Park Service play in these efforts?
- What are the long-term implications of tourism?
- What criteria will be used for establishing new units in the national park system, or is the system complete?
- Will the interpretive efforts of the NPS, as these are geared toward public education, be increased or decreased?
- How will new recreational activities and their associated equipment influence the use of recreational parks in the future?

Perhaps the most important question is not any one of these, but rather, the interrelationship among them. I hope that everyone of you will lend your ideas and talents to this effort. I am including a list of most of the 21st Century Task Force steering committee members. If you have suggestions or ideas, feel free to contact these individuals.

I realize a number of you already have voiced your interest and some of you even have volunteered to actively participate in this very important effort. I want you to know that you all will have that opportunity once the steering committee members have devised a framework for the way in which the Service will be looking at the future. You can be certain that you will be given the opportunity to offer your thoughts. I am grateful for your contributions—our collective future depends on it!

## 21st Century Task Force Steering Committee Members

**Martha Aikens,**  
Interpretive Specialist, Division of  
Interpretation, WASO

**Carol Aten,**  
Chief, Office of Policy, WASO

**Bob Baker,**  
Regional Director, SERO

**Bill Briggie,**  
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**Bill Brown,**  
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**John Byrne,**  
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**Walt Dabney,**  
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**Jerry Rogers,**  
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**Bill Wade,**  
Superintendent, Stephen T.  
Mather Training Center

## From the Editor

I am one of those fortunate city dwellers who live within walking distance of work. No stress due to rush-hour traffic for me. Instead, every morning and afternoon, I lace up my tennis shoes in order to cover comfortably the distance between the office and home. Along the way, I take an occasional detour, preferring a pleasantly tree-lined street to a shadeless city sidewalk.

I suppose it could be my association with the Park Service that makes the appeal of these areas so strong. Or it could be—what?—the spirit of Mother Earth reaching out, as some Native Americans might say. Or perhaps—considering that it is the month of October and fall does funny things to the spirit and mind—it could be imagination only. I'll grant that possibility.

But the comfort I take from natural things is real—or so I like to think. And so, too, I like to think that it is not extraordinarily different from the contentment 1,500 visitors to Chaco Canyon NHP felt when they gathered to usher in the Harmonic Convergence two months ago.

Oh, there was a lot of New Age-style rhetoric that went on at Chaco Canyon in August, a lot of looking to the sun and expressing hope for a new beginning; but, all in all, I suspect those celebrants were happy to find more of nature—rugged and demanding—than most Americans have an opportunity to experience in their daily jaunts between work and home.

I know I thought about what it would be like to stand facing a new dawn in Casa Rinconada, or nightfall even. Indeed, I have caught myself imagining a trip down the Snake River when Park Service acquaintances have described the delights of that experience. Natural settings help to loosen the crust that forms around us day to day, and, even when such wild loveliness is unavailable, a tree planted along a city sidewalk manages to ease the spirit somehow.

All of this is not new, of course, just new to me, as daily I experience more of what the National Park Service—at its core—seems to be. This past August, the same month that ushered in the Harmonic Convergence, also ushered in another Founders Day celebration—my second, and therefore, I suspect, more meaningful than my

first. As I drove along the tree-lined parkway that shaded my way, I thought about Mr. Albright, about the Park Service, and about how valuable, how irreplaceable, this thing at the core of the organization—this way of thinking that is the Service and those who work for it—truly is.

Surely, when we gathered this year to celebrate Founders Day, we gathered for the first time without the link to the past that was Horace Albright. But, although the solid, tangible reality that he represented is gone, what a legacy remains! Indeed, the contributions made by the organization in the past form part of the thinking of the 21st Century Task Force as it seeks to equip the Service for the future. It underlies the dedication of Park Service employees to preservation and visitor service. It becomes, in a metaphysical way, a part of our bones and muscle, a genetic code that finds its way as irrevocably into the first-time employee as it does the man or woman who has given many years to the Service.

The Founders Day festivities concluded this year with a quotation selected from Dostoevsky's *The Brothers Karamazov*: "Brothers...love God's creation, love every atom of it separately, and love it also as a whole; love every green leaf, every ray of God's light; love the animals and the plants and love every inanimate object. If you come to love all things, you will perceive God's mystery inherent in all things; once you have perceived it, you will understand it better and better every day. And finally you will love the whole world with a total universal love."

That seems to sum up a few of the intangibles that are the National Park Service. It speaks to the devotion of NPS men and women who come to work every morning, often for the sheer joy of contributing to the protection of resources they love, and of sharing that love with others. It speaks also to the passion that brought people to Chaco in August, attempting in a larger sense to find the best in themselves and the best in a planet that protects treasures such as Chaco. What a gift, what a legacy—and what a responsibility—Horace Albright has left us: to preserve forever the valuable things that encourage others to search for and find the best that is in themselves.

# American Rivers, Inc., and the National Park Service: A Working Partnership for Conservation

Kevin J. Coyle  
American Rivers, Inc.

Most people would nod politely if you told them the National Park Service plays a central role in protecting America's remaining outstanding free-flowing rivers. After all, the Park Service is responsible for guarding many of the nation's outstanding resources, so what's the fuss? Wouldn't a lot of Americans be surprised to learn that the Service is not just managing selected rivers in the National Wild and Scenic Rivers System, but is helping set the agenda for river conservation nationally and in the individual states? The Park Service's primary tool is the Nationwide Rivers Inventory, a catalogue of 61,700 river miles—some 1,524 river segments—just two percent of all the nation's rivers. Its main partner in riverine conservation is American Rivers, Inc., the nation's principal river-saving organization.

American Rivers, a non-profit, public interest organization begun in 1973, is the only group devoted exclusively to protecting the nation's outstanding rivers and their landscapes. For most of its life the organization was known as the American Rivers Conservation Council, or ARCC to its friends (but the name was shortened recently). Nationwide membership is 8,000 and growing. American Rivers is careful to return a measurable product to its benefactors—river miles preserved and streamside acres protected.

In its early days, American Rivers focused almost exclusively on the expansion of the National Wild and Scenic Rivers System. It played a key role in the inclusion of such rivers as the Delaware, the Tuolumne, and the Cache La Poudre. In the past 14 years, American Rivers and its conservation colleagues across the nation have helped save—permanently—9,912 river miles under federal and state laws. In addition, the group and its many cooperators have succeeded in limiting the development of 6,588,328 acres of riverside land, and have blocked the building of \$23 billion worth of unnecessary dams and water resource projects—a pretty good contribution toward diminishing the national deficit.

Despite this estimable record, the American Rivers board of directors decided two years ago to “up the ante” in river protection. Too many rivers were being lost to unneeded



Lehigh Rapids. Photo courtesy of American Rivers.

dams and diversions, and other forms of incompatible development. It was clear that more than a single-minded reliance on Wild and Scenic River designation was called for. The directors increased the budget, added staff, including a new president, and redefined the conservation program. Rather than protect one river at a time, they determined to identify “big levers” that, when pulled, would protect dozens, even hundreds, of rivers.

This effort, dubbed the “Great Leap Forward” by the American Rivers board, has already revitalized the river conservation movement, helping to decentralize it, as called for by the President's Commission on Americans Outdoors.

Using the National Park Service's official Nationwide Rivers Inventory as the baseline list of outstanding rivers deserving preservation, American Rivers, at the invitation of the Service,



Above Mist Falls. Photo courtesy of American Rivers.

a state, or a non-profit organization, has helped put together three-part coalitions in selected states. Usually consisting of professionals from the state department of natural resources, people from the volunteer sector, and Park Service specialists, the coalitions identify additional rivers to be preserved, which are not eligible for federal protection. Importantly, some working groups also identify rivers that can be developed, with the utilities industry participating fully in the deliberations. Such a broad-based rivers assessment is in now underway in South Carolina. "American Rivers plays a critical national leadership role in rivers conservation," says J. Glenn Eugster, resource planning chief for the NPS Mid-Atlantic Regional Office. "The organization advocates a comprehensive look at river conservation that goes well beyond Wild and Scenic River designation."

In Maine, where the Park Service worked closely with state officials, the Nationwide Inventory served as the basis of a rivers assessment developed into what American Rivers' Suzanne Wilkins calls "one of the strongest river protection laws in the country." Fully 1,100 miles of river have been put off-limits to development—three percent of all the river mileage in the state. While that percentage doesn't sound like much, it represents a preservation rate some fifteen times greater than the rate at which the Wild and Scenic Rivers system is being

fulfilled (since enactment of the federal law in 1968, only 2/10 percent of the nation's rivers have been designated under Wild and Scenic). The Maine law was carefully constructed to allow river developers more efficient application procedures for developing unprotected waters of lesser significance, evidence of a balanced policy.

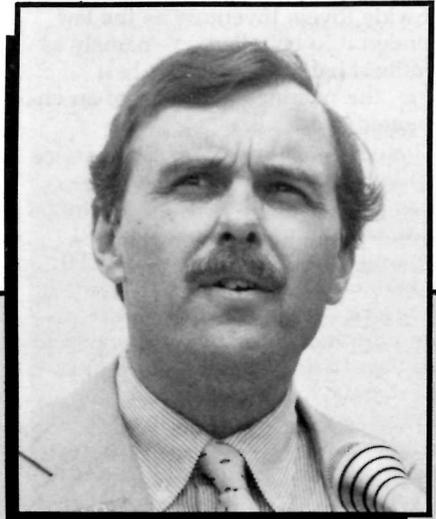
Vermont recently followed suit, with its landmark Outstanding Resource Waters Act, an outgrowth of the Vermont Rivers Study. The study was a joint undertaking of the state's Agency for Environmental Conservation, the National Park Service, and the volunteer Vermont Rivers Alliance. American Rivers helped garner the federal dollars for the study, participated in forming the alliance, and provided expert counsel in crafting the coalition's policies. Significantly, Vermont's is the first state rivers statute to take advantage of recent amendments to the Federal Power Act, by which a state can now forbid the issuance of federal subsidies for hydrodevelopment on any state-designated river. Says American Rivers General Counsel John D. Echeverria, "We hope that Vermont's rational approach to hydropower development will be emulated by other states that wish to have control over their own outstanding waters."

Outside the Park Service, the program is very visible, particularly with state agencies seeking to protect and manage rivers. Maine and Vermont are cases in point. Other work is less visible. The Chesapeake Bay Foundation, for example, received help from the NPS to assess important bay tributaries for their recreational and resource potential. A group in West

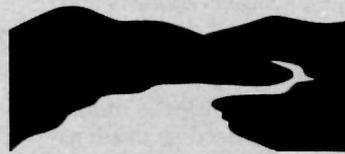
Virginia also was assisted as they formed a land conservancy to acquire critical lands along the Bluestone River. In Oregon, the Deschutes River was added to the state scenic rivers system with help from the Park Service; in Colorado, the North St. Vrain River is receiving consideration for Wild and Scenic legislation due to assistance provided to local groups under the aegis of the State and Local River Conservation Assistance Program.

Each year American Rivers and its cooperators push Congress not to cut or reduce the funding for NPS river planning. In recent years, the Congress appropriated about \$1 million per year to the Interior Department's budget so the Service can lend its expertise to state, local and private groups to protect outstanding rivers and their associated landscapes. The results from this program, called the State and Local River Conservation Assistance Program, authorized by the Wild and Scenic Rivers Act, include hundreds of locally-protected river miles, important groundwork for Congressionally authorized Wild and Scenic River studies, training seminars for resource professionals, and more.

As small as this budget item is in the



W. Kent Olson, President



*American Rivers*

### Officers of American Rivers

- W. Kent Olson, President
- Kevin J. Coyle, Vice President and Conservation Director
- John D. Echeverria, General Counsel
- Suzanne C. Wilkins, Director of River Protection
- Pat Munoz, Director, Foundation and Donor Relations
- Kate Brower, Membership Director
- Ron Vlaskamp, Editor & Director of Administration

Photo by Andrea Laubach, courtesy of American Rivers.

larger scheme of the Interior Department's budget, it receives a surprising amount of attention from members of Congress. This past year at least two dozen members of the House of Representatives testified on behalf of the program before the Interior Appropriations Subcommittee. Congressman Sidney Yates, the Subcommittee Chairman, received American Rivers' "River Conservationist of the Year" Award for his continued support of the program. The popularity of this small NPS program stems from the fact that state and local organizations, comprising the constituencies of these elected officials, are pleased with the help received. The program gives tangible results—river miles saved by the states themselves.

The NRI has also been useful as a tool for direct preservation. American Rivers and its legal counsel, the Sierra Club Legal Defense Fund, have succeeded in having the U.S. Forest Service reinvestigate hundreds of rivers within national forests for possible inclusion in the National Rivers System. Said American Rivers President Ken Olson, "We're pleased at how receptive the Forest Service has been to our requests for review of these otherwise forgotten rivers. A good reason for our success is that we relied on the Nationwide Rivers Inventory as the law intended it to be relied on—namely as an official list of the nation's best rivers, the riverine equivalent of an endangered species list."

The upshot is that the Forest Service handbook has been rewritten to specify a process by which every forest in the nation must evaluate its NRI rivers, of which there are nearly 500. And American Rivers recently signed an historic agreement binding the Forest Service in the Eastern Region to give five- to ten-year protection to its NRI rivers while the evaluations go on. The agreement covers roughly 100 rivers and 2,000 river miles. American Rivers is now working closely with the Bureau of Land Management to gain similar treatment for BLM's 70 NRI rivers.

When the Forest Service and the Bureau of Land Management have completed their plans, the best of the NRI rivers will likely be added to the National Rivers System. Pulling this particular "big lever" could significantly multiply the size of the National Rivers System, adding rivers with wonderful diversity and remarkable beauty.

The NRI was begun by the Bureau of Outdoor Recreation, completed by the Bureau's successor, the Heritage Conservation and Recreation Service, and finally published by the Park Service in 1982, after HCRS was absorbed into the Service at the beginning of the Reagan Administration. American Rivers believes the Inventory to be one of the most useful public documents the Park Service has ever published, and Olson has complimented Director William Penn Mott on the work of his staff.

"The NRI represents perfect execution of the first objective in the NPS's 12-point plan, namely the identification of critical natural resources needing protection. I hope Bill Mott and his professionals will feel encouraged to exploit the conservation and public policy potential of the Inventory. We'll, of course, continue our part of the partnership too."

American Rivers seeks to protect just a small portion of the natural landscape before it is transformed irrevocably. Its priority list of rivers deserving permanent protection comes not only from the NRI but also from statewide rivers assessments (only seven states currently have high-quality assessments), and state natural heritage programs, computerized data bases of vanishing species and special natural systems. An estimated two to five percent of all river miles in the United States are classified as globally, nationally, or regionally significant according to the inventories. That leaves available 95 percent of rivers for hydro and other development.

"Dams do not belong on NRI stretches," says Echeverria, "or on highly ranked rivers of statewide or regional significance as judged by state assessments and heritage data. The challenge to conservationists and developers is to get development away from outstanding rivers, not to stop hydro dead."

American Rivers tries to make sure the Inventory is used as much as possible in policy leaders' decisions about rivers. While the Park Service currently does not have a program to maintain and update the Inventory, the very fact that it was conducted and published has been one of the single most important factors in the enlistment of other agencies and levels of government in the protection of rivers in the United States.

With the 20th anniversary of the Wild and Scenic Rivers System coming in 1988, what has the future in store for the American Rivers/Park Service partnership? There are many oppor-

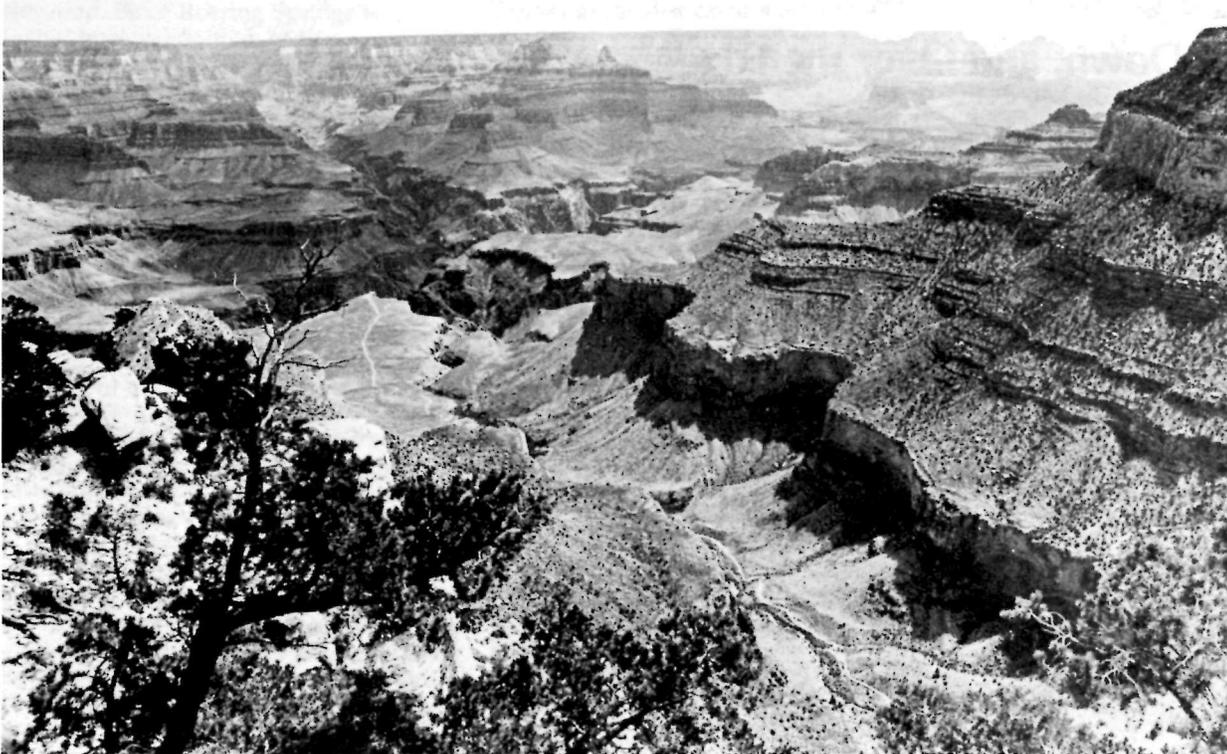
tunities. These include the possible expansion of the State and Local River Conservation Assistance Program (the House passed a 90 percent increase in appropriations for next fiscal year). There also may be a new set of additions to the NRI. Perhaps there is even an update of the Inventory in the offing. A modest number of Wild and Scenic River bills are in the works, in addition to a proposal to ban legislatively all new dams in national parks and monuments. And what of the President's Commission on Americans Outdoors? It recommended the protection of 2,000 rivers by the year 2000. Clearly, the prospects for river protection in the nation are numerous.

From now on, however, when the staff and directors of American Rivers note that it is the organization's goal to protect at least two percent of the remaining outstanding, free-flowing river miles in the nation, you will know this bold program grew, in part, from a productive and long-standing partnership with the Park Service. Whether using NRI to corroborate the value of a river proposed for designation into the national system, or as the basis of new state rivers assessments, or in dealing with land managing agencies responsible for the stewardship of the NRI, or in making a case to non-profit conservationist groups, American Rivers is committed to its partnership with the National Park Service.

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*Kevin J. Coyle is Vice President and Conservation Director of American Rivers Inc., in Washington D.C. An attorney, Mr. Coyle is co-founder and was the first president of the American Land Resource Association, publisher of the award-winning journal, American Land Forum. He also spent ten years with the Interior Department where, in his last position, he was Assistant Regional Director for the NPS Mid-Atlantic Regional Office, directing the former HCRS recreation and resource grants and planning programs for the Northeast region. During his tenure with Interior, he received more than ten agency and departmental citations, including, in 1980, the Meritorious Service Award.*

# Grand Canyon-Managing Over the Edge

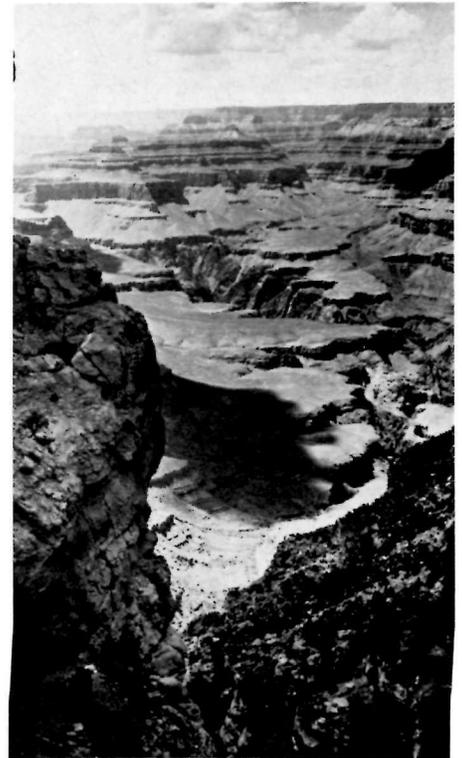


Bruce Wadlington  
Chief  
Concessions Management

Less than ten percent of the three-million-plus visitors to Grand Canyon National Park ever set foot within the natural wonder that they have journeyed great distances to see. Generally, they content themselves with traveling from viewpoint to viewpoint in an attempt to measure the canyon against their pre-arrival expectations. Most even are not aware of the environmental, biological, and geological diversity within the 6,000 feet of vertical elevation between the North Rim and the Colorado River. Yet however little knowledge they have of this area, their innate perceptual abilities and their intuition leave the correct impression—the landscape is harsh and exacting, lacking the amenities of their viewing platform at the rim. This same intuition informs them that human travel in the canyon relies on one's ability to cope with environmental extremes that include exposure, steep grades, temperatures,

and scarcity of water. National Park Service and concession employees who successfully perform daily management and operational duties in the canyon must adapt in unique ways to unique situations.

Like visitors to the canyon, most of the nearly 2,000 employees in the park work and live outside the canyon itself. Day-to-day operations in the developed areas are similar to those carried out in many of the major national parks, i.e., traffic control, facilities maintenance, provision of basic visitor needs, law enforcement, visitor center operations, and interpretive activities. To outline those activities, although substantial and critical, is not the objective of this article. The following information is offered from those employees in Grand Canyon National Park who work and/or live over the edge. This is a peek at some of the unique duties performed within the canyon itself.



*On the cover: ranger boat on patrol below the rim at Grand Canyon NP (photo by Tom Bean)*

*A significant paradox to life around the canyon is the production and delivery of potable water. All the water on either rim provided for human use is supplied from within the canyon, where the annual amount of precipitation qualifies the area as a desert.*

## Water—Up, Down, and Over the Edge

Larry Simkins  
Utility Systems Operator  
Indian Gardens

Ever since the first human occupation of the Grand Canyon thousands of years ago, lack of water has complicated all aspects of life there. The south rim of the canyon receives an average fifteen inches of precipitation annually, much of this in the form of winter snowfall, while the inner canyon receives a mere seven. Because of sparse rainfall and the lack of perennial springs, permanent sources of water are rare.

Early man's requirements were much simpler, however, than those of modern man. In the early 1900s, when visiting the Grand Canyon became a popular pastime, no water sources existed on either rim, and all water was hauled in overland. Facilities on the canyon rim began developing to accommodate these visitors. Hotels, curio shops, and restaurants were built; soon came the railroad, assuring a more dependable method of hauling water. In 1901 the first rail tanker car full of water arrived at the Grand Canyon, hauled from wells 60 to 120 miles away. Although this practice was

very costly, it continued for over 30 years.

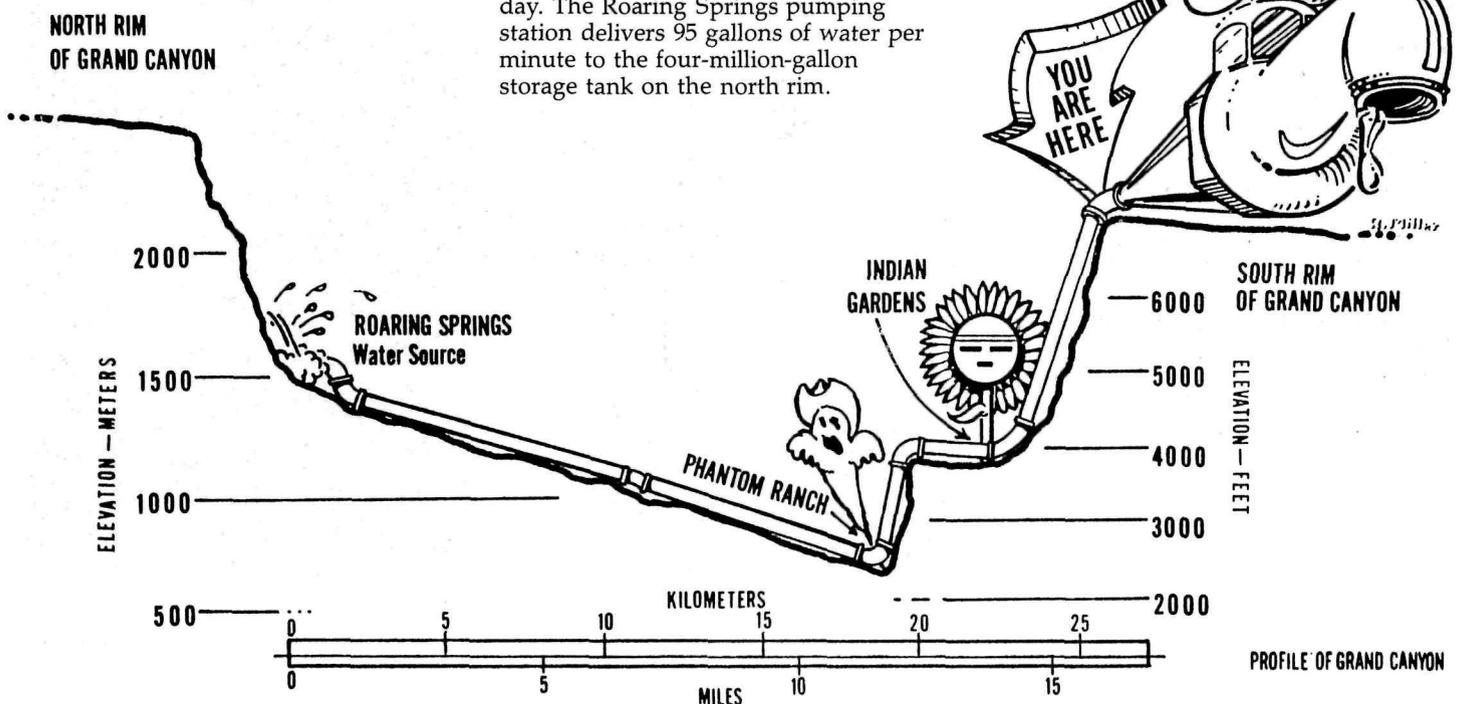
In 1931, a survey was conducted to determine the feasibility of lifting water to the 7,000-foot elevation of the south rim from Garden Creek, located 3,200 feet below the rim at Indian Gardens. The result of the survey was positive. Within a year, the construction of a pumping station began at Indian Gardens. More than two miles of six-inch steel pipe carried water up to the rim. Some of this pipe was suspended on the side of vertical cliffs several hundred feet high, connecting the pumping station with holding tanks on the rim. At the completion of the project, 120 gallons-a-minute of fresh spring water were delivered to the south rim of the Grand Canyon. In 1932 regular water hauling trains were discontinued.

The north rim had similar problems. In 1928, a pumping station started up at Roaring Springs, a dependable source of water located almost 3,900 feet below the rim. A four-inch steel waterline carried the water pumped from Roaring Springs to storage tanks on the rim. Although a new pump-house was constructed and higher capacity pumps installed in the 1970s, the original waterline is still in use today. The Roaring Springs pumping station delivers 95 gallons of water per minute to the four-million-gallon storage tank on the north rim.

This paradox of water delivery is compounded by the realization that water in the canyon originates from rain and snowfall percolating from the rims. So . . . water falls on the rims and travels down through rock layers for over 3,000 feet, where some of it contacts an impermeable layer, and flows out into the canyon. The National Park Service then pumps it back up to the top for human use—Whew!

By the late 1950s, visitation to the south rim had increased so much that the water supply delivered from the Indian Gardens pumping station was again inadequate. Once again water had to be brought to the canyon by railroad tanker car to supplement the south rim water supply. This practice continued until the mid-1960s when water from Roaring Springs reached the south rim via a transcanyon water line.

The waterline began at Roaring Springs at approximately a 5,000-foot elevation, went down Bright Angel Canyon, past Phantom Ranch, across



the Colorado River at approximately a 2,400-foot elevation on a suspension bridge, then traveled up to Indian Gardens at approximately a 3,500-foot elevation. Since Roaring Springs is higher in elevation than Indian Gardens, water travels the entire 12½ miles by gravity flow.

Construction of the transcanyon line began in 1965, and, by late 1966, was nearing completion when Mother Nature decided to take a more active part. In early December 1966, a disastrous flood struck the inner canyon area, destroying a major portion of the already-completed work. A contract for reconstruction had to be negotiated before work could be resumed. Finally, in July 1970, reconstruction was completed; the pumphouse was turned over to the Park Service; and water arrived at a rate of 450 gallons per minute in the south rim storage tanks.

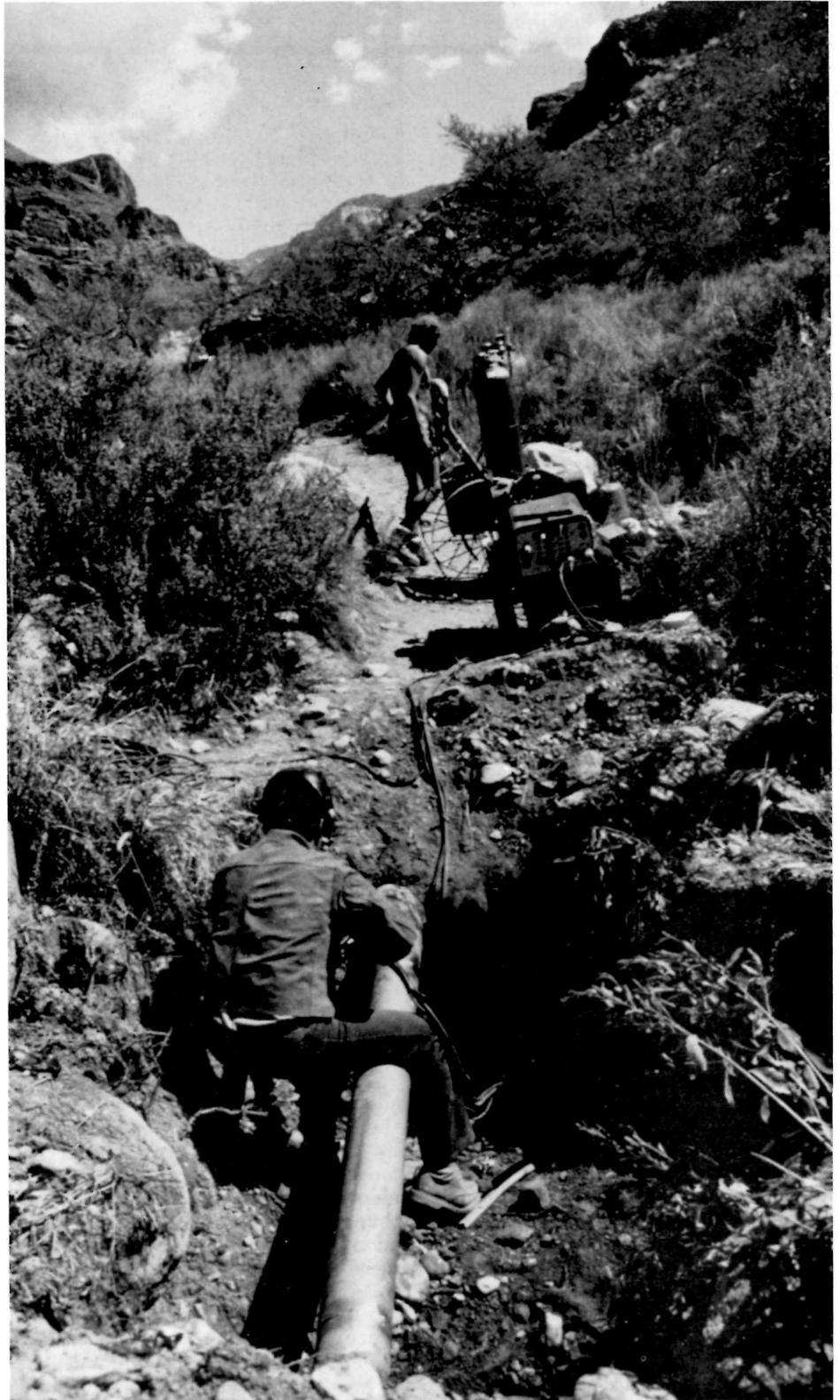
Through the years as water consumption increased, so too did the need for greater storage capacity on the rim. Present-day storage capacity on the south rim is 13,000,000 gallons. When a break occurs, the park's utility repair crew hustles to repair the waterline as quickly as possible. These repairs are never easy. Due to the inaccessibility of the inner canyon, all equipment needed for repairs must be flown in by helicopter.

In response to the frequency and expense of breaks, plus the hazardous repair conditions of the waterline from Indian Gardens to the South Rim, a project was started in 1985 to replace vertically exposed sections of pipe. A technique called directional drilling, borrowed from the oil-drilling industry, corrected the situation. A 16-inch directional hole was drilled on a radius 2,800 feet vertically and 3,750 feet horizontally through solid rock from the rim, and exited at the base of the redwall formation some 400 vertical feet above the Indian Gardens pumphouse. The hole was lined with 14-inch casing, and a new 8-inch waterline placed inside.

At present, the Park Service operates two inner canyon pump stations, at Roaring Springs (pumping 95 gallons of water per minute to the north rim) and at Indian Gardens (delivering 650 gallons per minute to the south rim).

The water that ends up in showers, iced tea, and radiators on the rims is a precious substance that has made a unique odyssey prior to its use. Thanks to the dedicated work of NPS employees over the past 50 years, the

delivery of this water, for whatever purposes and in whatever form, has made possible the enjoyment of one of nature's wonders for millions of visitors to one of the system's very special places.



Water line work. Photo by Larry Simkins.

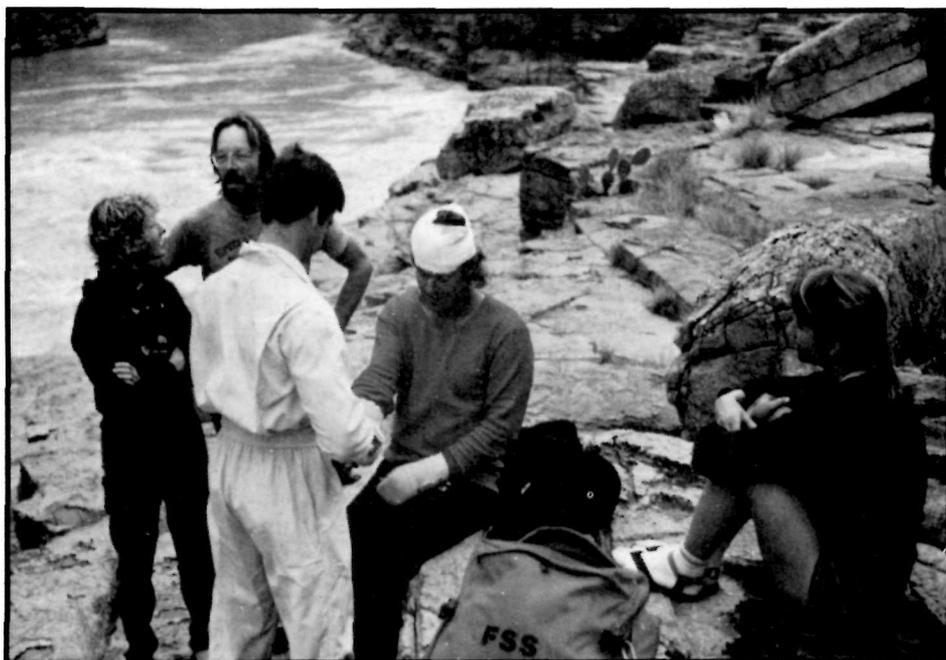
# "Yes, Virginia, There Is A Rim": Visitor Protection in the Inner Canyon

Bev Perry  
Park Ranger

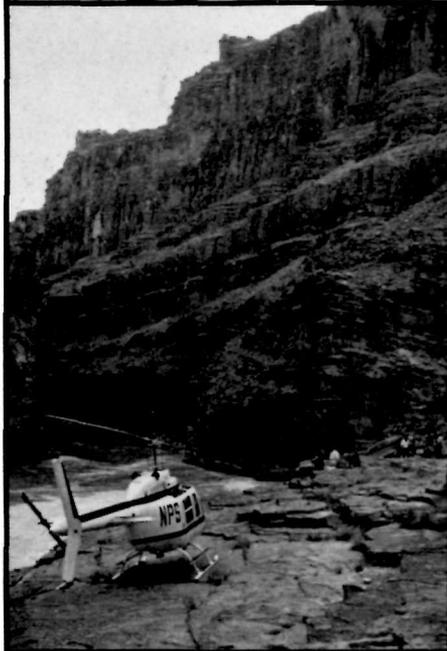
Imagine more than one million acres of undeveloped land. That's the area inner canyon rangers oversee in carrying out their visitor protection duties. The Grand Canyon backcountry is divided into 79 use areas, zoned as developed, threshold, primitive, or undeveloped, with use limits based upon the size of the area, the degree of human impact it can withstand, accessibility, and facilities available.

The inner canyon is a desert. Most experienced backpackers plan their hikes for the spring and fall seasons when temperatures are moderate and water is more available. Unfortunately, the inexperienced make their first Grand Canyon hike a jaunt from the rim to the Colorado River and back, all on one sunny June, July, or August day. These hikers generally travel the Bright Angel and Kaibab trails for a one-day, round-trip total of sixteen miles. Their route falls within the zone known as the corridor, along which the Service has established manned ranger stations at Indian Gardens, Phantom Ranch, and Cottonwood. The Colorado River at Phantom Ranch is nearly 4,500 feet below the south rim and 5,600 feet below the north rim. Many of these new enthusiasts are unprepared for what these differences mean in terms of terrain, temperature, oxygen, and drinking water.

Rangers working in the Backcountry Reservations Office (BRO) issue inner canyon camping permits. They make daily presentations on various backcountry topics to those hikers who have obtained permits. During summer months, these presentations focus on preventative search and rescue. The signs and symptoms of heat exhaustion and the importance of drinking, as well as carrying, adequate amounts of water are emphasized. BRO rangers also do Bright Angel Trail "roves" on the first three miles of trail below the rim. The purpose of this patrol is to discourage hikers descending without water, food, and/or equipment from continuing. Rovers also contact ascending hikers to provide emotional (Yes, Virginia, there is a rim) and medical support as needed. The majority of medical problems can be summarized as "heat, knees, and ankles," although frequently serious medical emergencies also occur. On any summer day within the canyon, an average of 35-40 visitors require



Medical evacuation along river. Photo by Dana Morris.



direct medical assistance from park rangers.

Inner canyon rangers working nine-day tours have unique problems to manage. They respond to trail emergencies, manage area campgrounds and resources, and monitor concession activities. A 24-hour emergency telephone system is available to hikers at various locations along the corridor (Bright Angel and Kaibab) trails. During the summer, calls from these phones soar to amazing numbers. Indian Gardens rangers commonly average 600-800 hikers through their area on any one summer

day. Medical responses are most often required for heat exhaustion, but careful assessment is necessary as calls are often complicated due to underlying illness. Trauma responses originate from falls, river accidents, and the infrequent injury involving visitors on a canyon mule ride.

Emergency medical responses vary according to the nature of the incident. The standard for inner canyon rangers is the Emergency Medical Technician-basic level. During Advanced Life Support (ALS) calls or in situations where the seriousness of a problem is unknown, then the highest level EMS provider available is dispatched to the scene. Grand Canyon has five rangers performing at ALS skill levels. The remoteness of the area requires helicopter use, and, less commonly, foot, mule, or technical rescue method responses in situations where greater than moderate medical distress exists. In 1986 there were 287 emergency evacuations from the inner canyon. Of these incidents, 152 resulted from illness and 121 from traumatic injury. Remaining evacuations were required to assist lost or stranded persons without significant medical problems.

Below the rim, it is a totally different world at the Grand Canyon. One of the responsibilities of the inner canyon ranger is to make sure that, for the visitor, it is also a safe one.

# From Rustic to Really-First-Class: Interpretation Over The Edge

Stew Fritts  
Interpreter

As recently as four years ago, the amphitheater at Phantom Ranch consisted of scrap lumber painted a dull silver grey and balanced between cottonwood rounds of a vintage beyond anyone's recall. One tiny kerosene lantern produced a feeble glow. It also belched forth huge volumes of smoke that endangered the pristine air of the inner canyon.

No government funding existed to upgrade the facility, but a grant from a private source came through, enabling us to purchase materials to upgrade the amphitheater. Interpreters and rangers provided the endless hours of labor.

We designed the facility to har-

monize with the existing architecture of Phantom Ranch—river boulders and massive wood. Designing, however, proved easier than construction—consider the remoteness of the site and heat intense enough to contort four-inch thick fir slabs into strange dimensions. Materials arrived by helicopter, but, as decreed of the laws of humility, the helispot had been located a mile from the construction site. So—yes, indeed—90-pound slabs of wood and endless 100-pound bags of cement mix had to be hauled by hand to the site.

We also had to scour the flood plain of Bright Angel Creek for wheelbarrow after wheelbarrow of just the right shape, size, and hue of polished river cobble. I have always wondered why an intelligent pharaoh did not plan his

pyramid nearer the quarry; 5,000 years of civilization later, we commit similar transgressions. . .

Once the amphitheater was built, we needed lighting. This involved digging a two-foot deep trench 100 yards long through a continuous boulder field cemented since some Pleistocene deluge.

Now, thanks to a lot of cooperation and dedication, Phantom Ranch has one of the more attractive amphitheaters in the Service. It is a pleasure to present programs during the spring and fall to audiences that have arrived after committing at least two days and miles of trail to the experience. Of course, during the summer, it's hard to compete with the air-conditioned sanctuary of the beer hall 100 yards away.

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## Archeology: Adding to the Information Base Over The Edge

Jan Balsom  
Park Archeologist

Archeologists at Grand Canyon spend a lot of time working with the resources of the inner canyon. Whether it be orchestrating archeological clearance for proposed projects, monitoring sites along the river or backcountry trails, stabilizing prehistoric and historic ruins, doing inventory surveys, or excavating endangered sites, they manage the cultural resources of the canyon.

Protection and preservation of these resources requires appropriate planning. Sites are rarely located in areas of easy access. Logistical support may mean a raft along the Colorado River; it also may mean pack mules; occasionally support comes in the form of a helicopter. With more than 2,300 known sites, based on a survey of approximately five percent of the park, it is not surprising to find new sites during each field excursion.

The earliest inhabitants in the Grand Canyon left artifacts called split-twig figurines in caves of the Redwall Limestone nearly 4,000 years ago. Many groups also left their art on rock walls in numerous areas within the canyon. These rock art sites provide additional information about early residents. People sporadically inhabited the canyon until Anasazi and Cohonina groups established themselves on both rims and the inner canyon between A.D. 600 and 1200. Around A.D. 1200, the canyon was abandoned. Re-occupation of portions



Archeologists at work.

of the canyon occurred around A.D. 1300 by the Pai and the Southern Paiute. Use of the canyon in modern times by the Hopi, Navajo, Hualapai, Havasupai and Southern Paiute has been documented.

Ongoing projects within the canyon are many. Periodic monitoring of sites along the Colorado River has been carried on since 1978, although the first trip down the river to look at ar-

cheological sites occurred in 1958. At that time, the location of only a few sites led archeologists to believe that prehistoric people did not use the river. Since then, over 150 sites have been found along the river, with many more located in the side canyons that drain into the Colorado. Through the monitoring program, recommendations have been made for the management of these sites. Recommendations

also have led to the stabilization of five sites along the river corridor and the test excavation of five others. Formalized trail work, revegetation, closure of fragile sites and aggressive monitoring have been outgrowths of the program.

Increased education is a key component to the preservation of fragile archeological resources. Seminars are given annually to commercial river guides on the various aspects of the Colorado River and its management. These seminars include a session on protection, preservation, and management.

Backcountry use of the canyon has required some problem-solving in order to protect important cultural resources. Rerouting trails, revegetating sensitive areas, and designing projects around known archeological resources are examples of effective resource management. Backcountry trails and modern campgrounds are often rich in archeological

sites (locations good for camping 1,000 years ago are equally good today). Because of this, conflicts do arise between protecting the resource and allowing use of an area. Consideration of these potential conflicts early in the planning process has been used to lessen or eliminate impacts to cultural resources.

Masonry ruins stabilization in heavily visited areas of the inner canyon is another ongoing project that allows an area to be used while preserving the resource. Currently, eight inner canyon sites, both prehistoric and historic, have received stabilization. These are inspected annually, and maintenance is done as needed.

The key to preservation, protection, and management of the resources is knowledge of the resource, based on solid information. Archeologists at Grand Canyon are continually in the canyon, adding to the information base through a variety of projects directed toward effectively managing the cultural resources of the park.



View from entrance of Luka Cave. Photo by D.C. Ochsner.

## Concession Operations Are Special Over The Edge

Linda McClure  
Manager  
Phantom Ranch

There is a special place in the world where the earth opens wide and lets us see within. That is, of course, the Grand Canyon. At the bottom of this abyss is another special place—retreat, oasis, and visitor mecca—Phantom Ranch.

Built in the 1920s by the Fred Harvey Company, Phantom Ranch gradually has evolved from a vacation spot for the well-to-do to an overnight resting place for visitors who are strong, brave, and curious enough to desire an experience within the canyon.

Our guests are special. The average visitor to the south rim spends a short time looking down, browsing the curio shops, and asking questions at the visitor center before departure. In contrast, anyone who comes to Phantom Ranch has usually spent days planning this adventure and hours on the trail. Long, exhausting hours are spent getting in and out of the canyon itself. Hopefully, quality rest time is spent at Phantom Ranch. Because we hike too (it's in our job description), the staff at Phantom Ranch has high regard for the efforts expended by our guests. No matter how you get to Phantom Ranch, it isn't easy. Most of our over-



1929 photo of mule riders at Phantom Ranch. Photo used in Nature Magazine in 1929.

night guests are hikers—about 70 percent. Mule riders, or “dudes,” account for up to 20 people per day. Folks from river trips add about five percent of the overnight crowd. The ranch can accommodate 92 overnight guests distributed among segregated dormitories and eleven cabins allowing a more private experience.

Meals are also sold, mostly through advance reservations. Two breakfasts and two dinners are served daily. One dinner is steak, the other stew. Forty-four people can fit into the dining hall,

so that is the cut-off. All meals are served at a set time, family style. Hot and cold drinks, beer and wine, sandwiches and snacks, sundries and tee shirts are also available at the ranch.

Many special and challenging problems must be overcome to accommodate such varied guests in such an extreme location. First, all supplies are brought to the ranch daily by two strings of pack mules. On the return trip they remove all garbage and take out baggage for hikers. Winter trails are dangerous with snow and packed

ice at the higher elevations. To combat extreme heat in summer mulepackers start out on a pitch-black trail at 3 a.m.

During water line breaks that require extended repair our packers and support services on the rim are called to special duty, since all laundry, normally done daily at the ranch, must be sent upstairs—up and down by mule. Love a mule? You bet! Love your packers? Always!

The weather around and at Phantom Ranch always poses potential problems. At this writing, it's mid-July, 110 degrees in the shade. People are showing various stages of heat exhaustion. Every guest requires special attention. These conditions continue through August. As a staff, we have hit upon a key word that keeps us centered during this difficult time of year—reassurance. "Of course, you'll make it out, everyone does," is our first response. Secondly, we advise "rest, drink water, soak in the creek to cool down. You've made it, you'll feel better soon."

The most inviting times to visit the ranch are spring and fall. The temperatures are mild (80s) and no unusual hardships must be overcome. In late April and early May, wildflowers burst with glorious bloom. Fall is like a mild summer with warm days and nights. And winter is beautiful, too. Phantom Ranch is a desert, much like Tucson. We rarely have snow (it takes a tough snowflake to make it down here). The ranch slows down a bit in January and February though we're extremely busy cleaning and preparing for the season. By March, the circle is completed, and we're sold out again.

The Phantom community consists of the Phantom Ranch staff and NPS rangers and maintenance personnel at Phantom Ranger Station, Indian Gardens, Cottonwood, and Roaring Springs. We work closely with all these people. Cooperative living and working within the close canyon walls is to everyone's advantage. The rangers are the medical experts within the canyon. They are simply wonderful, often wondrous, in their efforts and abilities to save lives.

After 2½ years at Phantom Ranch, I can surely say that time goes very quickly. We are so busy attending our guests that we have to stop to remember what day it is. That is aided by the fact that we work ten days on and have four days off with no TV or radio reception. We live very close to each other in a unique situation that requires extreme staff cooperation and genuine care for one another.



Phantom Ranch cabin. Fred Harvey Co. photo.

Workers at Phantom Ranch are special too, of course. Mostly we're here because we love the canyon. Currently the staff consists of a manager, a maintenance person, and 16 utility workers. The utility workers at Phantom Ranch do all jobs, often changing duties daily. One day a person might be a maid, then a waiter, finally a

kitchen cleaner, or a cook.

Once workers feel right at Phantom Ranch, they tend to stay awhile, often a few years. And why not? Just look at where we live. Even better, come see for yourself. We're waiting for you. And, yes, we're sure you'll make it out.

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## Resources Management: Following the Colorado River Below the Rim

Martha Hahn-O'Neill

The character of the Colorado River has changed dramatically since Major Powell and others journeyed down the riverways of the west during the 1800s. In 1956, Congress authorized the Colorado River Storage Project (CRSP), developing a plan for a series of six dams in the upper Colorado River basin. CRSP was intended to provide a water supply, flood control, and hydroelectric power. Glen Canyon Dam, forming Lake Powell and controlling water releases of the Colorado River through Grand Canyon National Park, became a reality in 1963. It significantly changed the natural river environment.

A primary effect of the Glen Canyon Dam construction was the reduction of river temperatures throughout Grand Canyon. This made the river less hospitable to native warm-water fish species. On May 25, 1978, the U.S. Fish and Wildlife Service (FWS) con-

cluded that construction and operation of the dam jeopardized the humpback chub. The FWS also concluded that dam operations limited the recovery potential of the chub, the Colorado squawfish, the bonytail chub, and the rare razor-back sucker.

The power plant at Glen Canyon Dam was designed to function as a "peaking power" facility. Rather than releasing water and generating electricity at a steady rate, such a facility varies water release on a daily, monthly, and seasonal basis to produce electricity when it is most needed and when its economic value is greatest. For example, flows may vary from 5,000 cubic feet per second (cfs) to 30,000 cfs in a day. This alters the river level by as much as 13 feet, depending upon location.

The pattern of fluctuating releases associated with peaking power operations concerned not only with the National Park Service but also river users and environmental groups. They wor-

ried about the negative effect of large, rapid changes in water level to the newly established riparian and aquatic habitats, to beach stability, and to recreation. Since the development of Glen Canyon Dam, the river now supports an unusual and important community of plants and animals. In the desert southwest, streamside (riparian) ecosystems are scarce and are decreasing in extent along most rivers. Populations of terrestrial wildlife within the canyon, especially nesting birds, have been expanding in response to this increase in riparian vegetation. The river also provides the opportunity for one of the world's finest white-water boating experiences year-round.

In December 1982, recognizing the concerns of the National Park Service, other federal agencies, and the public, the Secretary of the Interior directed the Bureau of Reclamation (BOR) to initiate the Glen Canyon Environmental Studies (GCES) as a cooperative study with the NPS and FWS.

Cooperation and contributions also came from the Arizona Department of Game and Fish, the U.S. Geological Survey, private consultants, universities, and private and commercial river runners and guides. The studies were formulated to answer two questions: 1) Are current dam operations, through control of Colorado River flows, adversely affecting the existing river-related environmental and recreational resources of Glen and Grand Canyons? and 2) Are there ways to operate the dam consistent with CRSP system requirements that would improve or better protect the environmental and recreational resources?

More than 100 researchers have been working for the past four years to report their findings within 27 technical studies and associated literature reviews. The GCES reports are currently being reviewed by the participating agencies for technical accuracy. Further, a review committee with representatives from these agencies, power users, commercial and private river recreation interests and environmental organizations will meet after July 1987 to consider policy implications of the studies. Recommendations to the Secretary of the Interior will be made some time in early 1988 regarding the technical adequacy of the reports and future actions that should be taken. If operational changes of the dam are recommended, an environmental impact analysis will be initiated to evaluate the identified action alternatives.

## At The Bottom: The River Subdistrict

Kim Crumbo  
River Patrol Supervisor

The Colorado River as it travels through Grand Canyon National Park comprises what many whitewater enthusiasts consider to be the premier river running experience in North America. Scores of major rapids, such as Crystal, Lava Falls, Dubendorff, Sockdolager, and Horn Creek, challenge even the most proficient whitewater boater. The Canyon's exquisite scenery, intriguing side canyons of falling water and quiet pools, and its enchanting grottos of polished limestone and somber dark schist, all combine to create one of the more challenging and rewarding environments available for visitors and Park Service employees who have the opportunity to work on the river.

Grand Canyon's River Subdistrict staff includes ranger/boatmen who row the 250 miles of river in 18-foot inflatable rafts. Qualifications for these specialized positions include law enforcement and EMT credentials, plus a minimum of ten trips (2,250 miles) as a Grand Canyon boatman. Many canyon river rangers were former commercial river guides with five to twenty-five thousand miles of Grand Canyon boating experience. Each patrol imposes demands comparable to wilderness excursions of 14 to 30 days. Food must be carefully planned and picked. Each participant must be prepared for summer's 115 degree temperatures and torrential thunderstorms; or winter's freezing

rains and severe windstorms. Days are long in the sweltering heat, and rowing thirty miles against strong, gusting winds detracts from the festive atmosphere. Winter's icy winds and driving sleet dampen any seasoned boater's enthusiasm for the big, wet, and sometimes upsetting rapids. Even on a balmy summer's day, some major rapids look as inviting as a weekend in Tehran.

Occasionally, as every boatman knows, a boat may overturn, sending its former thrill-seeking occupants into a frothing storm of whitewater, black depths, rolling boat rubber, and free-floating flipflops. The river's history abounds with such events, and thoughts of lost souls, broken spirits as well as oars, raging water, and formerly well-packed supplies and possessions floating in downstream eddies pass through the mind of the rangers as they prepare to run the rapid. Self-doubts prompted by a sore lower back, and regret for a questionable past are offset by the assurances of a good health policy and the prospect of applying for that entrance station job if they make it (interested applicants should contact the River Subdistrict directly).

Aside from the drawbacks briefly covered above, the River Subdistrict's tasks include the traditional ranger themes of law enforcement and interpretive activities. While regulations applying to river use are more demanding than those for most back-country areas, the river-running public are generally well-informed and sup-



Ranger raft in rapids. Photo by Mary Jensen.

portive of NPS objectives. Sanitation and resource protection regulations require human waste to be carried out of the canyon. Fires are restricted. Excellent compliance with these constraints have resulted in a vast improvement over conditions of fifteen years ago when the use was about the same as today. The condition of most of the beaches and other camping areas is generally very good. A recent dramatic increase in visitation by fishermen in the upper canyon, all seeking Marble Canyon's trophy trout, has created new problems for the Ranger Subdistrict, particularly in dealing with a substantial increase in illegal fires and mountains of trash left by inconsiderate visitors. It is this non-boating public that represents the greatest educational and law enforcement challenge to the River Subdistrict.

An important task assumed by the River Subdistrict is an educational and interpretive effort aimed at the private "do-it-yourself" river runners, and the professional guides who conduct their tours through the canyon. The privates are required to attend a 45-minute slide and talk orientation prior to launching their trip. Every participant hears the rationale behind the park's somewhat involved environmental and safety regulations before they enter the canyon. The River Subdistrict also conducts an annual River Guides Educational Seminar, a series of classroom lectures by noted experts in fields applicable to

interpreting the Grand Canyon, followed by a two-week river trip. The purpose of the seminar is to provide up-to-date information for river guides and NPS personnel as they develop their own interpretive abilities. Expenses for the trip are covered by participating river-running concessioners (20 companies with concessions contracts currently offer Grand Canyon river trips of varying lengths and character). Programs such as these have resulted in greater compliance with important regulations, as well as in closer cooperation between river runners, the scientific community, and the National Park Service.

While compliance with the sanitation and resource protection regulations is generally good, portions of the canyon are adversely impacted by some of the 18,000 visitors. A major emphasis of the River Subdistrict is the rehabilitation and revegetation of these affected areas. Multiple trailing is often a problem, and a routine patrol function requires blocking off and covering up with deadfall many of these unwanted trails. More extensive revegetation and restoration is accomplished during the winter resource rehabilitation and monitoring trips. The cool weather of fall and winter is ideal for the hard labor of revegetation and trail work. Through an active rehabilitation program, Grand Canyon has enlisted the help of expert resource and trail specialists, not only from within the park's own staff, but from other parks

and agencies as well. An excellent cooperative program is developing as experienced people with new ideas assist in Grand Canyon's rehabilitation efforts.

In addition to the regular activities conducted by the River Subdistrict, a review of the river management plan is currently occupying much of the staff's time. The plan requires a periodic (five to ten years) review and refinement. Some of the important issues concern river access, principally in the form of non-commercial and commercial use allocations. The River Subdistrict maintains a three to five year waiting list for the non-commercial sector, and the commercial river runners would like to see an increase in their allotment. Meanwhile, the NPS and environmentally concerned individuals and organizations are worried about the impacts generated by the current use.

What does all this mean for those fortunate employees who punch their time clock within the confines of the canyon's two-billion-year-old inner gorge? Those who follow in the path and share some of the adventures of Major John Wesley Powell do so in the finest NPS tradition. A unique experience in one of the national park system's most awe-inspiring areas reinforces a desire to fulfill the Park Service mission of protection, preservation, and visitor enjoyment. Besides... it's fun.

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## In Conclusion

Bruce Wadlington

The National Park Service in Grand Canyon is on the cutting edge of developing guidelines and techniques for management of river use, aircraft overflights, and backcountry. These efforts including those of us perched on the rim continue the work of previous employees at the canyon and serve as a base for those who in the future will maintain the natural canyon systems. As employees, we hope that our efforts here will continue to provide a familiar landscape to both inhabitants and visitors—those from the past, the present, and the future, including prehistoric condors and sloths, Anasazi and other Native American cultures, Horace M. Albright who honeymooned here in 1915 enroute to Washington, D.C., and the millions of visitors who have received genuine inspiration from the wonders to be found here.

The preceding vignettes, from the employees in Grand Canyon National Park who best know the temperament and the taste of the canyon, are a micro-look at a macro-area. Grand

Canyon offers lasting personal experiences to anyone who visits, whether for one hour on the rim or a lengthy visit over the edge.



# Oh Give Me A Home . . . Seeking Shelter in the National Park Service



There are pros and cons that go along with park housing, and nobody knows them better than those who've spent their careers in some of the most isolated, dramatic, spectacular parks in the system. But in spite of the pluses and minuses that any careerist could name, park housing is very important to the Service. The Park Service needs employees willing to do the myriad tasks required by resource and visitor protection, management and operations, and to do them on-site, sometimes 24 hours a day, in order to provide a safe, inspiring, memorable experience for all park visitors. Because park housing is critically important and because some exciting new directions are being developed, the following material represents the *Courier's* effort to begin to share with you what's going on.

In last month's issue, Director Mott expressed some of his views on the subject of housing. At that time, you were asked to mail extra copies of the *Courier* to seasonals in order to keep them informed of events as they develop. Please consider doing the same this month. In the range of opinions and experiences presented here they may see themselves. They may also find useful the slightly reformatted version of the employee housing brochure developed by the WASO Housing Office. This brochure contains a wealth of information concerning the basic housing issues and is backed up by a position paper containing further details. Any questions you may have after reading this material may be directed to the Housing Oversight Committee members whose names and phone numbers have been reprinted again for your convenience.

During a recent conversation, Pat Smith summarized some of the strides made in the area of housing over the past few years. As recently as 1982, no exact knowledge existed concerning the number of housing units in the Service, their condition, or their location. Since that time, thanks to an ex-

tensive inventory, we know that there are more than 5,000 units ranging from houseboats to tents, cabins, and A-frames. The Housing Office also initiated a system to track income from rentals, which had not been done before. OMB circular A-45, which established the criteria for setting rental rates, has been revised, as has NPS-36. Three Servicewide training sessions have informed management, as well as tenant/employees of the revision, and have encouraged employees to share their concerns with management. The Housing Office has worked with the Housing Oversight Committee, and has assisted them in soliciting comments on rental rates,

conditions, and employee needs. The committee came to Washington, DC, for their first meeting to listen to the Director as he shared his goals for the program, and to review the housing initiative and determine how to proceed. Said Pat Smith, "the Park Service has an obligation to protect the resource, but the employee is not expected to live in a cave. It's not fair to expect employees to deny themselves and their children."

And so the foundation has been laid for a dynamic housing initiative that could improve the living conditions of many NPS employees. What remains now is to build on it.

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## Government Housing—Seasonal Style

Sue Bertolino  
Warehouse Worker  
Isle Royale NP

My first encounter with Isle Royale National Park was in 1976, as a Student Conservation Association volunteer working in the visitor center. To say that I wasn't thrilled would have been an understatement. The place was too damp, too chilly and much too isolated. I couldn't wait to leave. Gradually, however, the place began to grow on me. Now, eleven years later as a WG-4 seasonal warehouse worker, I keep coming back for more. I must be crazy! I am crazy—about this island.

Throughout my seasons in this wilderness park, I have lived in government housing: on an island in the middle of Lake Superior there are few, if any, alternatives. The accommodations have run the gamut: primitive house, house trailer, apartment, and, finally, dormitory.

During my first season at Isle Royale, my supervisor baked pies to entice the trail crew to dig a much needed new hole and move the

outhouse—whew! The living area was no prize either: the pressboard walls were so water-stained and ugly that my roommate and I replaced the regular light bulb with a yellow bug-bulb, thinking the glow might improve the appearance of our room. From our window we could see the fuel-oil tank, so no relief there, and gaps around the frame insured that we had lots of company during the summer—mosquitos!

From that rustic beginning I graduated to house trailers. On a couple of occasions, smoking electrical outlets made me a most uneasy occupant. Once a tree fell on the kitchen as I was having lunch, buckling the ceiling and knocking down some shelves. Less dramatic, but a constant annoyance, were the squirrels that chewed at the trailer from underneath, carrying away wads of pink fiberglass insulation to line their nests.

Housing "musical chairs" moved the women's quarters into a pleasant apartment for a few years. One in a row of five, it had a great view of Lake Superior and was comparatively spacious. You always wish for more

sound-proofing between apartments or more kitchen counter and cabinet space, but the apartment had ample windows and a porch. I was content.

Later, a women's bathroom was added to a former men's dormitory, which enabled the park to move women there. And so, I have lived in a dorm room for the past half-dozen seasons. It is an older building that tends toward dim and dank due to a rather narrow hallway, concrete-pad floor, and humid climate. Asphalt tiles

placed in a checker-board pattern of red and gray provide a unique color-scheme that is hard to match. Fire extinguishers and alarm boxes jut out from the walls, threatening to bash pedestrians who pass too close. As a dwelling, it's certainly more homely than homey, although progress is being made: the men's bathroom is being remodeled and the hallway and lounge recently received a new coat of paint.

Even without these improvements I

wouldn't mind living in the dormitory. I am fortunate to have a room to myself, unlike other residents. Having a place to call my own (not counting a few spiders that happen by) is important to me, and though my room is not the Ritz, it's home. I believe that every adult should be entitled to some private space—especially so within the Park Service, an organization that continues to attract those who appreciate peace and solitude.

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## Living in an Urban Park

Christopher Stein  
Supervisory Park Ranger  
Boston NHP

Most people don't associate park rangers with the urban scene. Likewise, most park rangers don't associate living in a national park with city life. However, in several places across the country, the two phenomena occur together. Boston NHP is one such place.

The primary focus of Boston's national park is the Freedom Trail, a red line painted on the city's sidewalks that guides visitors past several of America's greatest historical treasures. The Freedom Trail begins on Boston Common (America's oldest public park, 1634) and winds its way through downtown Boston past such noted places as the Old South Meeting House, Old State House, Faneuil Hall, Paul Revere's House, and the Old North Church. From Old North, the trail crosses the Charles River and leads visitors to the Charlestown Navy Yard, home port of the U.S.S. Constitution. Also available in the Navy Yard is government housing for park employees, from seasonals to the superintendent.

For the most part, the Charlestown Navy Yard is an ideal place to live (that statement is not an easy one to make for a ranger who spent some of his best years living in the most beautiful, isolated state parks of southeastern Utah). First off, the Navy Yard is waterfront property. Is there anyone who doesn't like to live near the water, especially when the daily comings and goings of Boston Harbor are there to enjoy—tankers and tugs, sailboats and yachts, Navy and Coast Guard vessels, big and small?

Most children are lucky if they receive a model of the U.S.S. Con-

stitution while they are young. My boys have the real thing docked in their front yard. In addition, a large green space (former parade ground) that can be used for baseball, football, and frisbee, plus a nearby city park allow for outside activities.

But what about the actual living space? My family's apartment is located in the Marine Barracks of the Yard. Formerly officer's quarters, the space is not quite as luxurious as it may sound. Sufficient for a family's needs, the apartment contains three bedrooms, a dining room, kitchen, living room, and two bathrooms, plus places to store the unpacked boxes from the last move. The kids have

plenty of play area. But there are disadvantages, too. To live in a city, one must adapt to the noise (different from croaking ravens), the smells (different from flowering cliff rose) and the animal pests (very different from scorpions and black widows).

Of course the commute is an easy one. It's just a fifteen minute walk across the Charlestown Bridge to get to the main part of the city. Here there are all the amenities of city life to enjoy. There was a point in my career when I would have said "no way" to an urban park opportunity. Now, it would be an adjustment to think of life any other way.

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## The Park House

Marilyne V. Mabery  
Southwest Region

The pattern is familiar to all NPS personnel who have ever lived in government quarters. You, the station wagon, and the kids pull up in front of what you expected to be the Mission 66 three-bedroom home some fifty miles from park headquarters only to find that it has been transformed into a vintage 1952 trailer. You swallow, then cheerfully say to your wife, "I'm sure there is a mistake, honey. The AO assured me that we would have adequate housing."

The surprise "house" has baffled NPS families for years. However, it all was explained to me by the wise maintenance foreman, George Hawkins, on my arrival to Canyonlands NP back in 1973: "Government housing is the servants' quarters of a nation. After all, taking this job made you a public servant, didn't it?"

Such servant quarters have sparked humorous and not so humorous situations. One winter evening while I crocheted and my husband read in the

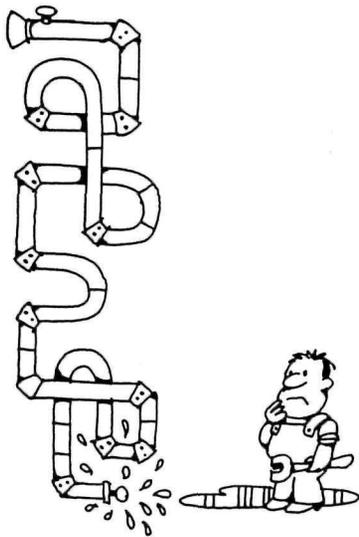
living room of our trailer we looked up to see three grasshopper mice sitting across the living room watching us like a television program. We felt like we had become the exotic animals in some type of reversed zoo. Then there was the afternoon I pulled open the bottom drawer of my kitchen cabinet to fetch a tea towel, only to find the drawer filled with dog food. I shook my head, shut my eyes, then looked again. Sure enough there were two pounds of dog food where my dish towels had been. Puzzled I searched the rest of the kitchen but found no trace of the missing cloths. That afternoon when the maintenance man came by to fix the dripping faucet I mentioned the disappearance. With the good humor of a man who knows the punch line, he turned off the gas to my kitchen stove and moved the gigantic appliance, revealing a circular hole in the trailer floor. He then used a flash light to illuminate the heater vent where a family of pack rats nestled cozily within my towels. If there is anything more heart warming I haven't come across it yet.

At Canyonlands, a particularly memorable adventure focused on our electricity generator. We were playing

volleyball one beautiful summer evening when all the lights went out. When it became pitch dark, we decided to find out what went wrong with the generator. Twelve of us piled into two park jeeps and went down to the generator shed. After much fumbling, we determined that the generator had run out of diesel. Half of us loaded up and went the shop for diesel. Alas, on arriving, we realized we couldn't get any gas because the gas pump was electric. With a hand pump we managed to take five gallons at a time until we had 150 gallons to prime the generator, and waited till morning to call for backup supplies from town. It was two full days before we had electricity again.

Perhaps one of the most humorous incidents I connect with phone service at a park happened at Canyonlands. In the seventies the only service was a single mobile phone stationed in the shop. We did not receive television or radio in those years, so the phone served as the only winter entertainment. One evening as some of the staff gathered to listen to the local ranchers and oil men call home a voice came over the speaker. "Good evening, loyal followers. Tonight I'm calling my girlfriend in Moab. She's been angry with me all week, so hold onto your hats."

Living in the parks, you can be sure that on the hottest day of the year the park water line will go down; on the coldest day of the year the furnaces will go out; on the darkest night the generator always runs out of diesel. If there is an emergency, you can guarantee the phones will be out of order. Such is the park life style. As a result, we learn how to patch a water line, mend a fence, and even catch a mouse without harming the critter. Some of us have even learned how to tell when an AO is telling the truth.



## Living in Paradise

Deborah O. Liggett  
Park Ranger  
Fort Jefferson NM

After visiting us at Fort Jefferson NM in the Dry Tortugas, my brother-in-law described it "as living in a National Geographic Special." While I wouldn't go quite that far...

There is no question that living in a 19th century fort, surrounded by a moat and the aqua-marine waters of the Gulf, is appealing. How many people have the opportunity to live on their "own" sub-tropical isle? In many ways living in the Tortugas is, indeed, paradise.

Not surprisingly, one of the flip sides to living in paradise is NPS housing. Living in a structure that is 140 years old and 80 statute miles offshore creates special problems.

Fort residents live in the historic brick fort and without exception the quarters leak. Although the masonry is lovely, residents contend daily with what is affectionately known as fall-out—the CONTINUAL flaking of mortar. There is nothing like a hunk of mortar falling onto the dinner table to remind you of the unique place in which you live (I am sure this doesn't happen in National Geographic Specials).

Fort Jeff is one of the few places in which permanent park service employees are required to live in government "furnished" quarters. Due

to the small size of these quarters and the difficulty transporting goods to the island, personal furniture is placed in storage on the mainland. New furniture has recently been ordered for all fort residences—but up until this time the furniture could not have been adequately described in a government document.

In many ways it is difficult to separate "housing" from "living" on an island. At Fort Jeff we are a community of about ten people—living and working on a 16-acre key. Our utilities are generator-powered and our toilets are salt-water flush. We receive our mail once a week and have no telephone. We travel to and from our home via boat or seaplane. To visitors we are as much a curiosity as the fort itself. Privacy can be scarce.

You could easily film a National Geographic Special at Fort Jefferson—underwater wrecks, colorful reef fish, and a mysterious fort. There are days when living in paradise is enough. There are days when paradise has a flip side.

*The author is half of a dual career couple, and has lived at Fort Jefferson for more than two years. She has recently accepted a promotion to Voyageurs NP. Previous permanent and seasonal assignments have included Great Sand Dunes NM, Grand Canyon NP, and Big Bend NP. She says of her recent transfer, "We may be trading the knowns of NPS housing for the unknowns of the renting/buying market. I guess it's all part of the adventure."*



Fort Jefferson NM

# In the Footsteps of Anasazi—Housing At Mesa Verde

Maureen Cavanaugh  
Seasonal Exhibit Specialist

At Mesa Verde, things have changed a lot since 1300 AD when the Anasazi left their snug houses tucked under the sheltering cliffs. Now the park is home to 70 seasonal employees who spend each summer in a variety of Park Service housing.

What do these employees think of Park Service housing? For many, living at the park is a positive experience. Housing located in a pinyon-juniper forest at the edge of a deep canyon provides beautiful views. Living close to work is certainly a plus, and, for those who enjoy walking, a system of trails connects many of the park areas. Often, deer can be seen browsing in the front yard or just strolling by. Bears have been spotted, and evidence of mountain lions found. Areas of concern expressed by seasonal employees focus on the number of roommates

assigned to each housing unit, rental rates, condition of quarters, availability of maintenance, and proximity to the duty station. At Mesa Verde, the park's commitment to provide housing for as many seasonals as possible results in quarters filled with numerous roommates.

Rangers spend their days interacting with hundreds of park visitors. Although many enjoy getting to know roommates, they also need space and privacy to recoup from each day's adventures. This can be a challenge in small houses occupied by two people, or in situations where there are more housemates than bedrooms.

The condition of quarters vary widely at the park. The new modular homes are in excellent condition, but some of the older trailers are not as well maintained. Lack of heaters, broken screens, and infestations of mice and squirrels are some complaints. There is also a perception that

quarters close to obsolete are low on the maintenance priority list, that their problems are not addressed as promptly as are those pertaining to permanent quarters. Rental rates relative to the condition of the quarters was also an area of concern, though the wooden bungalows and the older stone houses were generally in good condition.

In general, the housing experience at Mesa Verde is a positive one for seasonals. The most important issues seem to focus on informing employees of procedures for notifying maintenance about repairs, keeping employees aware of what happens when corrections on their leave and earnings statements seem to be in limbo, and helping them figure out who to talk to when they are having problems with housing.

These courtesies help seasonals feel they really are part of the Park Service.

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## Government Housing: The Worst of Times, The Best of Times

Karen Whitney

For me, the feelings evoked by moving into government quarters at my first park were akin to those I associate with leaving home for the first time. A host of questions haunted me as I prepared for the move. What would it be like? How would the movers find it? What about utilities—and a telephone? Who makes house calls if my washer explodes?

My first assignment was to Mesa Verde NP where home was a historic stone house of southwestern design with lovely beamed ceilings, a corner fireplace, and a bathroom that could be reached only by traveling through one of two bedrooms. Maintenance-wise, the building was in good shape, especially considering its age and its flat roof, continually challenged by winter snows. The stone construction kept the house cool in the heat of summer—and in the cold of winter. Beyond the windows there were pinyon and juniper trees. The night sky sparkled with the light of millions of stars, and trees and beasts cast moonshadows on the ground. Birds, deer, chipmunks and other critters entertained during the quiet times.

In the summer the house was often engulfed in diesel exhaust from the bus parking across the road. Visitors from the overflow parking area nearby sometimes paused to look in the windows of the house, thinking it was one of the public buildings. And, on occasion, the picnic table at my back door was filled with a family of visitors eating lunch.

Town was a 30-mile trip, 20 of which were along a narrow, winding road with views much like those one gets when flying in a small aircraft. Since I arrived at the park in winter, the superintendent's wife kindly suggested I pack a shovel and a sleeping bag in my car for emergencies: the shovel to dig through drifts that sometimes form in the road cuts, and the sleeping bag in case I got stranded. I never used the shovel, but I did use the sleeping bag on the floor of a ranger station when a whiteout made the last 15 miles home impossible.

Living in government quarters can be the worst of times and the best of times. They may be remote; they may be cold; they may be subject to public scrutiny. But my experiences at Mesa



Verde, Glacier, and now Glen Canyon suggest that these living areas are maintained at a much higher standard than privately owned facilities available for rent in surrounding areas, and that the rental rates are much more reasonable than those in similar condition outside the parks.

But perhaps the best thing about government quarters is living in the park itself and having great neighbors. The seasonals provide fresh new interests; the permanents offer the stability of friends in the off-season. The spirit of cooperation and good will in a park neighborhood would be hard to find in any town, large or small. And, of course, you can't beat the setting!

## Living on the Island . . .

Kathy Cavanaugh

What, you may ask yourself, is a mother, two children (ages two years and six months), a husband, and a live-in babysitter doing on a wilderness island in the middle of Lake Superior? Well, to be quite honest, it wasn't what I imagined my life would be five years ago, but here I am with my family, living in a "quaint" two-bedroom house trailer and working at Isle Royale NP for five months out of the year.

The initial move begins in early May. Everything a person could possibly need or want (household items, clothes for all seasons, medicines, food, and enough disposable diapers to qualify me as a major stockholder in the Pampers Corporation) is packed in cardboard boxes and shipped to the island aboard the Ranger III.

Our "humble" home on Mott Island, also known by a property number, is closed seven months out of the year. Imagine the musty odors, the spider webs, and those unexpected surprises—dead squirrels under the sofa and mice in the garbage can—that greet our arrival each year. After mentally adjusting and donning a pair of rubber gloves, the work is soon completed, and everything is in its place.

Because of the trailer size (imagine a master bedroom with two 6-drawer dressers, one 4-drawer dresser, a crib, and a double bed), organization is the only answer—everything has a place and everything must stay in it.

The size of the trailer is not the only drawback. Deterioration is another. Imagine going to bed watching the flash of lightning and listening to the loud clap of thunder, when suddenly, unexpectedly... your bed falls through the floor! To make matters worse, the next morning I opened the cupboard door and the plexiglass dropped out.

The park was very accommodating about all this. A new floor and carpeting were installed; the plexiglass in the cupboard door was replaced.

Moving and settling into our cozy, "comfy," crowded home has been accomplished in a few weeks' time. We are happy. After all, our family is able to stay together. My husband and I have the opportunity to bring our children up in an environment where the air is pure and beauty can be found everywhere. My sons will learn of the loveliness and danger surrounding the sea; they will learn about wildlife and be able to smell the fragrance of wilderness flowers. What a beautiful summer . . .

## A Thirty-Year Love Affair With Park Housing

Ruth Keller

It all started 30 years ago in Yosemite Valley, this love affair with park housing. My husband and I lived in four different houses in ten years in Yosemite. That is not counting my favorite place for seven summers—Tuolumne Meadows in a tent with a wood cook stove that also kept us warm during the summer thunder storms that piled up hail so deep it took a grader to clear the roads. Park housing in our tent at Tuolumne Meadows is one of our fondest memories, for the high Sierra has nothing with which to compare its blue waters, white granite mountains and green trees.

Next came five years at Lassen Volcanic in a Mission 66 house. Our daughter Susie and son Rob swam all summer and skied the winters away. When the snow piled so high that it covered our house, we made snow windows up through it so we could have light. The summers with their meadows full of flowers were so beautiful it took our breath away. Later, both children married and left park housing. We moved on.

Next there came Mt. McKinley, Alaska, where moose strolled through the yard and occasionally a grizzly

bear was seen in the housing area. Winter in Alaska is something you talk about all the rest of your life. How they kept the generators going all winter long with their life line of steam-heated utilidors (tunnels) going from house to house is a mystery to me—but thank god they did.

On to Olympic we traveled, where no park housing was available. We owned our own home there. This was nice, but I missed living inside the parks.

Now we are back in park housing at Crater Lake National Park. In the winter, snow piles to our second floor windows. Up the hill is one of nature's greatest wonders, Crater Lake, with more moods and colors than I can find words enough to describe. Summer is a gift of wildflowers, mountain streams and alpine high deserts meeting the sky. Just open your door and open your eyes—beauty beyond compare.

Yes, we have just about come to the end of park housing, and our heartfelt thanks goes out to the maintenance people in all the parks. You have taken great care of us in all our houses. You are the unsung heroes of the parks. My hat's off to you all, for I may have forgotten to say thank-you along the way.

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## What Park Housing Is Not

Rick Smith

Carlsbad Caverns & Guadalupe Mountains NP

I remember my first experience with park housing: a small cabin with a wood stove for cooking and heating in the West Thumb area in Yellowstone. From that moment, in those primitive conditions, I began to compile a list of all the things park housing is not.

- It's not a yuppie's dream home. Most park houses tend to be functional, not very luxurious. On the other hand, it's hard to beat the views.
- Park communities are typically not filled with the kinds of amenities found in more traditional neighborhoods. The public parks nearby, however, are usually better.
- Schooling for our children is many times more difficult than it would be in more conventional settings. Violence and drug and alcohol abuse problems aren't usually as pervasive in park schools, though.

- We're often a long way from the nearest 7-11. Yet what we lose in convenience we often make up in peace and quiet.
- Park housing isn't as inexpensive as it used to be, but then nothing else is either. The regional survey system now in use has eliminated the very low and very high anomalies. Most of us are still paying less than we would outside the park.

The Eagles had a good song about "life in the fast lane." I think most of us would agree that we don't live in that lane in park communities. Where we do live, though, are in the most beautiful or historically significant places in our nation. For most of us, that fact alone compensates for what park housing isn't.

*Rick Smith has lived in park housing in Yellowstone, Yosemite, Grand Canyon, and Carlsbad Caverns.*

# EMPLOYEE HOUSING

Developed by the National Park Service Housing Office - June 1987

*We must continue to deal equitably and forcefully with the needs and demands for staff housing, both from the employee's viewpoint and requirements of management. We must remember that although the employee is living in government housing, it is still his or her castle, and we as managers must be sensitive to the needs of the employees and requirements of the Service.*

William Penn Mott, Jr.

## Action Needed

The National Park Service faces a critical need to upgrade employee housing to ensure the continuation of essential services and protection to both park resources and visitors. It is necessary that action be taken without delay to provide special funding for rehabilitation of existing housing and construction of new housing. It is recommended that the best way to fund this housing rehabilitation and construction is through appropriated funds. Rental income will be used for maintenance only.

## Background

The national park system cannot function without employee housing. It is an essential management tool and an absolute necessity if the Service is to accomplish the goals and objectives as defined in the August 25, 1916, act establishing the National Park Service, "which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

Employee housing allows the Service to accommodate employees needed to protect the resources, provide visitor protection, and provide necessary services as required by law. The mission of the Service can only be accomplished by having safe, decent, and quality housing.

In addition to the employees of the National Park Service, housing must be provided in certain areas for school teachers, medical staff, magistrates, concession employees, etc. School

teachers are required because an educational facility must be provided on-site for children of Service employees, as well as employees of other essential organizations that are living in the park to provide necessary services.

The employee housing program of the National Park Service began with the management of military housing facilities that were located in the remote natural areas that became the national park system in 1916. Since that time, the park system has grown to include more than 300 areas, many with a need for housing and all with different requirements for employee housing. Today, the housing inventory totals 5,070 units, and ranges from standard-style family homes and apartments to houseboats, tents, cabins and trailers. In addition to year-round housing for essential permanent staff, many parks must also provide housing to accommodate seasonal employees during heavy visitation periods. In 1986, the Service housed approximately 28 percent of its permanent employees and 54 percent of its seasonal employees.

housing construction or rehabilitation since then due to other critical construction priorities (utilities, rehabilitation, and visitor facilities for new areas).

Public Law 88-459 requires federal employees to pay a fair and equitable rent that is based on the rents charged in the nearest established community. Because parks are not exactly like any community, administrative adjustments are made to the rental rate to compensate employees for factors such as isolation from community services, lack of privacy, and age or deteriorated condition of the housing. As the overall condition of the Service's substandard and aging housing stock continues to deteriorate, rental income will not be enough to pay for costly maintenance repairs, thus requiring an increased use of appropriated funds.

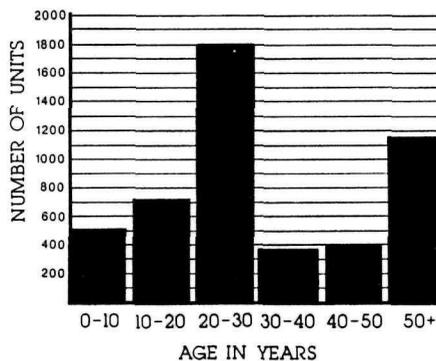
## Existing Conditions

Many NPS employees are living in housing that would be unacceptable to the majority of the American public. Basic safety, health, and sanitary code provisions are not being met in many park housing units.

The Service's concern with health and safety, increasing maintenance costs, and frequent employee/tenant complaints led to management's determination to review all housing and develop an effective management program. Each park has completed a housing management plan that identifies its housing requirements and the condition of its housing stock. There are many 20- to 30-year-old trailers still in use as permanent and seasonal employee housing that cannot feasibly be made safe or maintainable.

As a result of the housing inventory, all Service housing has been classified into condition groups according to the level of maintenance required on the interior and exterior of each unit. The five condition groups are as follows: excellent—like new; good—only requires routine preventive maintenance; fair—minor repairs required or equipment replaced; poor—major repairs required for continued habitation; obsolete—beyond economic rehabilitation.

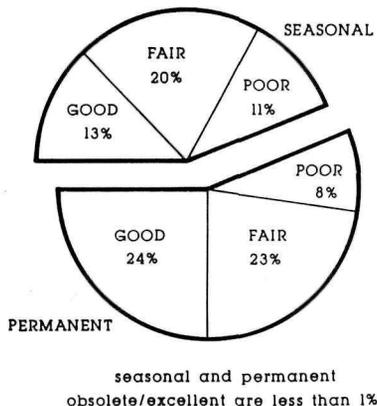
AGE OF HOUSING



The housing in the Service is old and rapidly deteriorating. The last major thrust for upgrading NPS housing was under the Mission 66 program. This was a 10-year capital investment program dedicated to park improvements that was completed in fiscal year 1966. There has been little

Maintenance and rehabilitation requirements are linked to the good, fair, and poor categories. Based on the 1986 inventory, the Service's housing was rated 37 percent good, 43 percent fair, and 19 percent poor.

CONDITION OF EXISTING HOUSING



## PROJECTED HOUSING NEEDS

	Present Inventory	No. to be Removed	No. to be Added	Proposed Inventory	Difference
<b>Permanent Housing</b>					
Houses (1-4 bdrms)	1,911	88	373	2,196	+285
Apts. (eff-3 bdrms)	434	14	244	664	+230
Cabins/Dorms	133	3	4	134	+1
Tents/Trailers/Pads	362	152	0	210	- 152
<b>Total</b>	<b>2,840</b>	<b>257</b>	<b>621</b>	<b>3,204</b>	<b>+364</b>
<b>Seasonal Housing</b>					
Houses (1-4 bdrms)	385	48	131	468	+83
Apts. (eff-3 bdrms)	610	58	571	1,123	+513
Cabins/Dorms	542	55	89	576	+34
Tents/Trailers/Pads	693	519	18	192	- 501
<b>Total</b>	<b>2,230</b>	<b>680</b>	<b>809</b>	<b>2,359</b>	<b>+129</b>

### New Housing Requirements

Based on completed housing management plans, some new housing must be constructed to support management of newly developed areas, to replace existing housing that has aged or deteriorated beyond economic rehabilitation, or to provide additional housing at existing areas.

Service-wide, there is a need for 621 additional permanent housing units and 809 seasonal housing units.

### Maintenance

Section 320 of Public Law 98-473, approved October 12, 1984, provides that rental income be applied directly for the funding of housing maintenance and operation.

The Service has spent much more on the maintenance of housing than it has received as rental income. Each year other appropriated funds have been used to maintain, improve, and/or upgrade housing.

Over \$13 million is spent annually for the maintenance and operation of the 5,070 housing units. Maintenance is costly because most of the funds are used to maintain substandard housing.

It is difficult and expensive to maintain housing in isolated areas and to maintain those units that are used on a short-term seasonal basis. The Mission 66 houses were a good investment, but they are now deteriorating and costly to maintain. Also, the 20- to

30-year-old trailers still used by permanent and seasonal employees are not cost-effective to operate and maintain (a policy was established in 1984 that no new trailers would be purchased for permanent or long-term seasonal housing).

The most cost-effective facility treatment is preventive maintenance. As long as a facility remains in good condition, it can be maintained in a nearly original condition. The objective is to prevent the structure's condition from deteriorating below the good category.

If the structure is considered in fair condition, it requires more than preventive maintenance. The most cost-effective treatment is restoration or rehabilitation. At this stage, costs are fairly up to 10 times greater than preventive maintenance costs.

Once the condition of the structure drops to the poor category, it generally requires more than restoration or rehabilitation. At this stage, complete restoration or replacement is required at a cost nearly equal to or sometimes greater than new replacement.

It is forecasted that future annual maintenance costs for park housing can be reduced by nearly \$8 million through a combination of rehabilitation of existing housing and replacement of obsolete, unsatisfactory housing with units built to an acceptable design standard.

### INCOME VS MAINTENANCE

PRESENT SITUATION	
income	\$8,314,146
expense \$13,877,400	
FORECAST SITUATION	
income	\$11,214,146
expense	\$5,772,700

### Gains/Payback

The costs for government housing can be reduced if the present housing is upgraded and improved and new quality housing is designed and constructed where needed.

Improvement costs would be returned to the government in the form of increased rental income and avoidance of the costly maintenance repairs and rehabilitation. In addition to the monetary returns, employees would have housing that would improve morale and production.

Future maintenance costs can be substantially avoided by the rehabilitation of present housing and by the

construction of required housing units to an acceptable design standard. Analysis shows that with this investment to rehabilitate and construct housing, annual rental income will increase by approximately \$2.9 million.

### Options and Recommendations

NPS housing is as essential as proper maintenance facilities, administrative officers, and visitor services to operate a park as required by law. Government housing allows the Service economically and efficiently to provide park visitors with necessary routine, emergency, and other services, as well as provide protection of natural and cultural resources, park visitors, and government property. Whenever employees are required to occupy government housing for resource protection, visitor services, or due to the unavailability of housing options outside the park, the Department and the Service have an obligation to provide decent, safe, and sanitary housing for all employees.

Based on a careful review of housing needs and current conditions, the Service recommends special funding to meet these critical housing needs. In summary, the following costs would be involved:

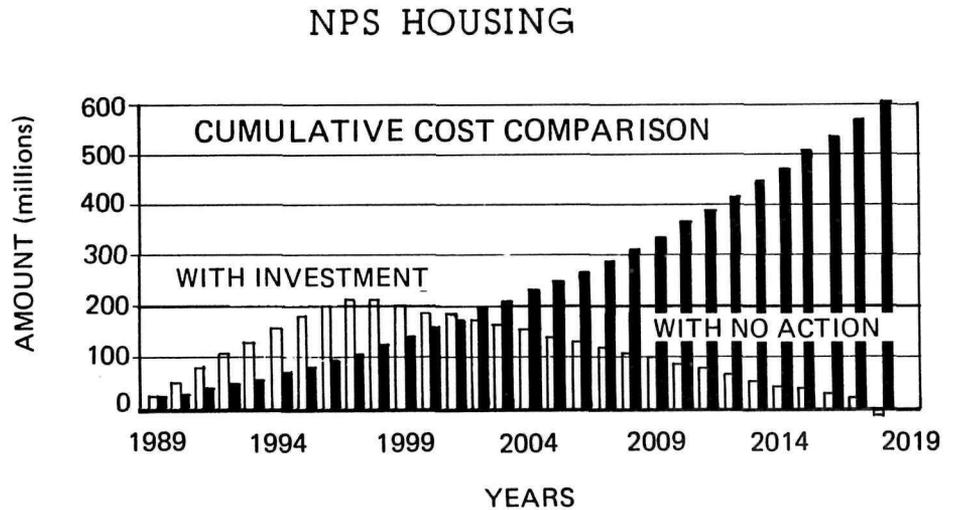
Rehabilitation— seasonal	\$43,646,266
New seasonal housing	\$89,280,954
Rehabilitation— permanent	\$46,058,342
New permanent housing	\$88,438,414
<b>Total Requirements</b>	<b>\$267,423,976</b>

These amounts include the funding for the necessary advance planning, project planning, construction supervision, and contingencies.

If employee housing is not improved, maintenance, operation, and related expenses will increase, and there will be an additional loss of rental income. Problems will continue in many areas, such as Grand Canyon and Yellowstone National Parks, where there is not sufficient housing for essential employees to conduct park business and provide necessary services and protection to the public.

### Housing Oversight Committee

This committee has been appointed to oversee this special program, and it will function throughout the life of the program to provide professional determinations and recommendations. Much of the following will be accomplished



in the first eighteen months: provide specific Servicewide priorities and recommendations for new housing; provide a review of existing structures and recommend which structures are worthy of being rehabilitated (on-site reviews will be made as determined to be necessary; this does not include trailers because all trailers are to be replaced); determine the correct design, site location, types of materials, and cost factors that are to be used for a specific location; develop base-guideline designs and specifications for new housing; assist when necessary in the selection and administration of contractors for design and construction services; assist parks in the preparation of program proposals and park-specific estimates to improve housing; ensure that all housing justifications, designs, cost estimates, and purchases are based on departmental/agency standards and regional considerations; investigate alternative methods, markets, and materials to improve housing quality and lower costs; share housing information throughout the Service.

### Design Considerations

Management policy requires the design of park housing to follow departmental design standards (Interior Property Management Regulations 114-51), minimize impacts on park values, comply with the requirements of quality design, and consider regional design and construction influences.

**Design Standards**—The Department's standards for the design of employee housing are based on the requirements established in OMB

Circular A-18 (1957) and House Conference Report 2049 (1962). Circular A-18 contains special design provisions to help ensure adequate and equitable employee housing. Of particular application to park housing are provisions such as the following: additional interior space in isolated areas lacking normal community facilities, or where weather conditions cause long periods of confinement; adjustments in the mix of two, three, and four bedroom units to reflect national trends in family size and the agency's experience or changes in staffing patterns; additional storage space to offset distant shopping opportunities; designs and costs to reflect comparable housing normally constructed in the local area.

Much of Circular A-18's adaptability for regional and park influences was stripped by the house conference report's limitation on design features and unit cost of housing. Maximum square footages were established for two- and three-bedroom units, precluding those special design considerations allowed in A-18. Also, nationwide unit cost ceilings were established without regard for location (e.g., Alaska, Hawaii, Virgin Islands) or for annual escalation factors for construction costs.

Park housing thus experienced reduction in size, shaving of quality, grouping into higher densities, and construction by various methods to effect cost savings. Stripping livability and life span out of park housing for the sake of low initial cost has proven false economy. Employee morale suffers and maintenance requirements increase.

In 1986, the congressional unit-cost

ceiling was lifted, allowing the opportunity to refocus housing design around special park considerations and to rebase cost accountability on realistic initial/life cycle costs. The Service and the Department have recommended that design limitations also be removed, and that Circular A-18 be used as originally written.

**Impacts on Park Values**—Park housing should be located in low-resource value areas, yet demonstrate the Service's professionalism in land use and sensitivity to the environment. Density, size, and materials should emphasize harmony rather than dominance of the site.

**Quality Design**—Quality design requires the resolution of owner and tenant needs as well as compliance with building code regulations.

As the owner, the Service requires designs that will produce durable, maintenance-free, energy-conservative, and cost-effective dwellings.

As the prime tenant of NPS housing, park employees are often faced with being too far from the "outside" world and too close to the "inside" world. Their needs center on offsetting the effects of "remoteness" and a "company town." The design of quality park housing must provide opportunities for social contact and privacy, equality and individuality, and personal and organized recreation.

The technical requirements of quality housing design are that the end product be safe, sanitary, affordable, and energy-efficient. Park housing designs also must be tailored to meet individual regional code regulations.

**Regional Design Influences**—Given the vast geographic and environmental extremes where park housing is required, one standard design cannot reflect the most practical use of local building strategies and materials for every region of the country. Instead, standard floor plans should provide a base guideline for equality and legislative compliance and then be modified to capitalize on the indigenous passive heating, cooling, and ventilation opportunities, local materials, and construction techniques of the area.

### Cost Considerations

Even though the congressionally imposed unit-cost ceiling of \$65,000 has been lifted, the Service still must justify why park housing costs more than the national average. Part of the increased cost can be attributed to the special design considerations that are included in park housing and not in

private sector housing. Other factors increasing costs are location and size of project, government contracting requirements, and park restrictions.

**Location and Size of Project**—A large percentage of park housing is required and justified on the basis of remoteness. Variations in wage rates, labor efficiency, union restrictions, and material prices will result in local fluctuations in construction costs. A remote location can increase construction costs 15-35 percent for parks in the con-

tiguous states and 50-100 percent for Alaska and Hawaii.

The average unit-cost of housing is also increased when only a few units are built at one time. Small-scale housing projects preclude volume discounts on materials and the efficient scheduling and rotation of skilled labor crews from one house to the next.

### Government Contracting

**Requirements**—Contractors figure approximately another 20 percent into their bid prices to cover the extra time



Cheap materials and equipment lack durability for use in rental housing or areas with extreme climatic conditions.



Isolated areas lack necessary community and recreational facilities.

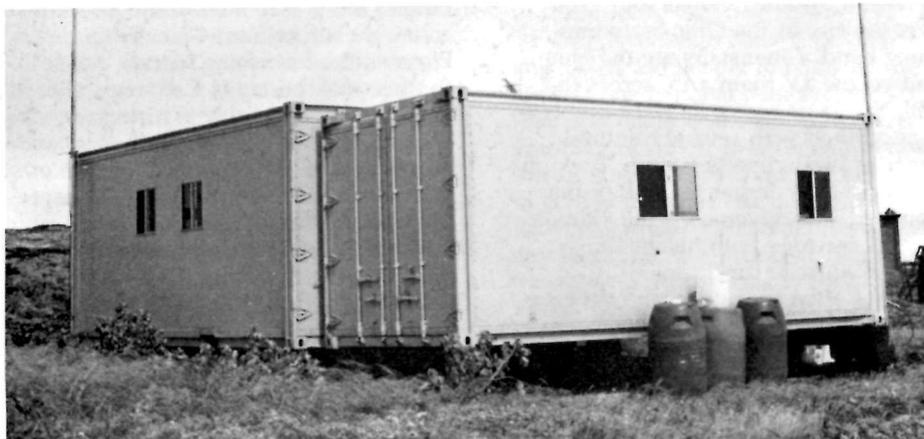
and/or money for complying with federal contracting laws, restrictions, and procedures. Some examples follow: the Davis-Bacon Act fixes the wage rates that must be paid on government projects (on private sector jobs, contractors are free to negotiate lower rates); the Buy American Act restricts a contractor's options for lower material costs; government specifications do not allow the government to negotiate with the contractor to lower prices, whereas a private

developer has this option.

**Park Restrictions**—Construction activities must minimize disturbance to the natural/cultural resources and must not interfere with park operations, visitor activities, or concessioner operations. Bid prices will be increased if a contractor foresees overtime or downtime to comply with operational or schedule restrictions.



Generic building style and poor site design detract from park setting.



Substandard accommodations typically provided to seasonal staff.

## Housing Oversight Committee Members

Ronald Bishop, SERO  
FTS-242-4290 or  
404/221-4290

Ginny Carrico, Big Bend NP  
915/477-2226

Walt Dabney, Ranger Activities,  
WASO  
FTS 343-4874 or  
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Irv Dunton, WRO  
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Hal Garland, SWRO  
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Richard Giamberdine, DSC  
FTS-327-2160 or  
303/327-2160

Denny Huffman, Dinosaur NM  
303/374-2216

Robert Lopenske, DSC  
FTS-327-2160 or  
303/327-2160

Bill Hart  
Department of the Interior  
FTS-343-2080 or  
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Pat Smith, WASO  
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202/343-1335

Richard Smith  
Carlsbad/Guadalupe NP  
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## Take a look at a different type of cultural property

# Going to Graceland

Richard West Sellars

On August 16, 1987, Elvis Presley had been dead for ten years. In death, as he was in life, Elvis is a phenomenon. The rock star who became the single most popular entertainer in American history has become an international cult figure. And the focal point for this posthumous adulation is Graceland, Elvis' home in Memphis, Tennessee.

With more than 500,000 visitors annually, Graceland is one of America's most popular historic homes. Although the White House and Mount Vernon are currently drawing just over a million visitors per year, other sites such as the Abraham Lincoln home, in Springfield, Illinois, and Thomas Jefferson's Monticello each receive about 500,000—approximately equal to Graceland. The dwellings of the presidential gods have a formidable rival in the home of the "Hillbilly Cat."

Elvis bought Graceland when he was only 22 and enjoying an early success that must have been especially sweet. A 1953 graduate of Memphis' blue collar Humes High School, he had been an ordinary student—not one of the popular class leaders—and had faced ridicule when he adopted his greasy duck tails and sideburns. But soon Elvis rocketed to cosmic fame and fortune as a rock-and-roll sex symbol: the wild one, Marlon Brando with a guitar, titillating millions of virginal squealers and striking terror in the hearts of mommies and daddies across the land.

Elvis moved from the brilliant spontaneity of his early recordings made while still a skinny kid, through his army years and a dreary movie career. He made his great on-stage comeback in 1968 as a leather-clad rock-and-roll stud knocking his fans stone cold dead. In his last years his shows drew record-breaking crowds in Las Vegas, and his satellite special from Hawaii in 1973 was viewed by an audience estimated at perhaps more than a billion people. But in 1977, obese and bloated from drug abuse and an unhealthy diet, Elvis died alone on his upstairs bathroom floor at Graceland.

Today, at peak periods, as many as 24 minibuses per hour disgorge tourists at Graceland's white-columned front porch. The public is not allowed upstairs; they see only four rooms on the main floor and two in the basement. (Elvis' Aunt Delta Mae still lives

in the house; the smell of a pot roast or some other kitchen delight often permeates the air, giving a pleasing sense of life to the place.)

People who visit Elvis' home pay for the experience. About 65 percent of the visitors buy the \$12.00 "combination" ticket that gets them into Graceland, Elvis' two airplanes, his tour bus, and a small museum. Others buy the \$7.00 ticket just to see the house and grounds, the centerpiece of this remarkable shrine.

Highlights of the house tour include the blue-curtained dining room with ornate white table and chairs beneath a large chandelier; the mirrored, all-white living room with a 15-foot sofa; and beyond that an alcove, its entryway framed by stained glass panels featuring brightly colored peacock figures. In the alcove is enshrined Elvis' gold-leafed grand piano.

Mirrors abound, intended to give the ordinary-sized rooms a larger appearance. The stairway to the basement has mirrors on both sides and overhead, making a small tour group look the size of the Ohio State marching band. Downstairs are the blue and yellow TV room and, across the hall, the game room, its walls and ceilings covered with several hundred yards of pleated paisley cloth. Back on the main floor and at the rear of the house is Elvis' green-carpeted "jungle room," crowded with heavy Polynesian-style furniture.

Critics often sniff dryly and delicately skirt the subject of Graceland's interior decor—or else salivate as they launch a slathering attack on its "vulgarity and tastelessness," exposing to the world what they believe Elvis (and rock-and-roll for that matter) really was—a Hound Dog: "Well they said you was high class, but that was just a lie."

Granted, the rooms do look somewhat like the interior of a full-sized Buick, but what should be expected of a rock-and-roll star? Hepplewhite or Chippendale?—the familiar, comforting pieces with delicate curves and pineapple finials? Those who crave the proper, conservative decor of the Newport mansions should wait until they are invited there, or else go to Williamsburg or any of a thousand other places and thrill to the predictable, high-style look-alikes.

Graceland was the home of Elvis Presley, whose familiar, rich, rhythmic

voice, exaggerated sexual posturing, and primitive ballet performed in white jump suits bejeweled with Aztec sun or American eagle designs with matching capes made him the premier rock-and-roll star of all time. Why should the place look "proper"? At best shouldn't it remind us of Elvis? Graceland was where the "King" lived—a young man who spent his money wildly and whose home reflected his desire to have a good time. Enjoy the place.

And don't fret about the changes Priscilla (Elvis' ex-wife and co-executor of his estate) has made to the interior. She returned it to the way it was when she lived there, replacing red curtains and red upholstered furniture with softer blues. The reds dated from the era of Linda Thompson, Elvis' live-in girlfriend after Priscilla.

Priscilla's changes may have reflected a desire to remove traces of Linda's involvement; but careful now—don't be cruel—there were other good justifications. Priscilla's replacement furnishings *are original*, the very pieces used most of the time Elvis occupied Graceland. She simply retrieved them from a warehouse. And a sampling of the red furniture from Linda's era is exhibited in the museum across the street from Graceland. Please note: furnishing historic houses to their peak period is a strategy employed at hundreds of historic places, from Mount Vernon to Monticello—to mention a couple of high-status sites. So just which side of the tracks is Graceland on anyway?

In back of the house one sees some of Elvis' cars, including his pink 1955 Cadillac and two sleek Italian-made Stutz Blackhawks. Next comes the trophy room, with a display of Elvis' 120 gold records, many of his favorite costumes, a replica of his six-tiered, five-foot-high wedding cake, his gun and badge collection, his huge red Harley-Davidson, and more.

Fittingly, the final stop on the Graceland tour is the gravesite, where Elvis, his parents and grandmother are buried. Hard-core Elvis fans find this to be the emotional peak of the tour. Accommodating public interest, Graceland's management allows direct access free of charge to the gravesite in the early morning. Mementos, notes, remembrances are often placed at Elvis' grave, at the head of which burns an eternal flame. Here one may contemplate the pain and pleasure of a lifestyle for which there was no preparation—and consequently little control.

Across the street from Graceland is a small shopping center where tickets

are purchased and minibuses loaded. Here also, after the tour, the buses are unloaded—at the far end of the shopping center. Only the most determined can make their way non-stop past the many Elvis shops and back to the parking lot the size of Rhode Island.

Those who don't stop may miss an extra treat. In a special alcove of the record shop sits Elvis' uncle, Vester Presley, in his 70s, wearing his good-old-boy cap, and ready to talk. A genetic link with the King himself, Uncle Vester passes the time answering questions and reminiscing about

the golden days of yesteryear—when the fabulous fame and fortune of his nephew must have been dizzying to those around him.

A visit to Graceland makes it apparent that, like Elvis himself, Graceland has become an institution and difficult to judge: only a passing fad?, only a bit of "popular culture" without real historical importance? In fact, there is nothing else quite like Graceland. It is a new and different kind of shrine in that it commemorates a different kind of public figure—not a revered politician or a celebrated

author, but a rock star whose music still threatens or offends segments of American society. Both Elvis and the enormous popularity of Graceland are important reflections of public values held during the last half of the 20th century—regarding our musical taste and what part of our past we choose to commemorate.

*Dick Sellars is Chief, Southwest Cultural Resources Center, Southwest Region. The above article first appeared in the Santa Fe Reporter and the Richmond Times-Dispatch.*

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## Marketing the National Park System: Oxymoron or Oxyopia?

*An address given at the Urban Superintendents' Conference, New York*

Alan K. Hogenauer  
President  
CHEKLIST

Ladies and gentlemen, oxymoron is not a 350-pound visitor who still can't find the rest room. . . It is a figure of speech in which opposite or contradictory terms are combined, like hateful love. Oxyopia, on the other hand, is defined as unusual acuteness of sight. So. . . what about the idea of marketing the national parks? Does that suggest perceptive oxyoptic vision, or are the terms marketing and national parks permanently oxymoronic?

By and large, the terms have been, I think, a world apart. There are exceptions, of course, where an effective partnership has occurred. But, for the most part, marketing is an alien concept for the national park system, and that's something long overdue for correction.

What, then, is marketing? I would say it is both a philosophy and a process. The process is most familiar to us. Advertising engulfs us; promotions entice us; public relations cajole us; sweepstakes lure us; sales induce us to purchase bargains we probably don't need. The philosophy of marketing, on the other hand, takes a disciplined approach to the whole business, incorporating the customers' point of view. Where selling is basically passive, marketing is by definition an active effort. What are the principal elements of the marketing philosophy? There are many, but here are nine key ones:

*Segmentation*—taking the often unwieldy whole and separating it into manageable parts (families, senior citizens, history buffs, political contacts);

*Target audience*—the segment (or segments) of the whole we most want to reach;

*Image*—how we are perceived by the target audience;

*Positioning*—the image we want to project to our target audience;

*Awareness*—the extent to which the target audience knows about us. . . Suppose we went down to Seventh Avenue in New York City and asked 100 people to name all the areas of the national park system that they could. . . If I agreed to give you ten dollars for every mention of one of your units, would you agree to give me a nickel for any other unit mentioned? I doubt I'd have any takers for this proposal. You're too smart. . . And if awareness of the units themselves is dismal, what about the rich diversity of resources within the units? Remember the teen panelist who said, "Sure I've heard of Grant's Tomb. That's where the Jazzmobile was!" I could just about hear Ulysses and Julia groan. Even more basic, who could find Bunker Hill, Hoosier Prairie, Alcatraz, or Fort Tilden, fascinating though they may be, given the current state of NPS information dissemination? Sadly, the vast majority of Americans either haven't or can't tell if they have visited an NPS unit; can't tell you where such units are, even if they pass them daily; know virtually nothing about what they have to offer;

*Trial*—the extent to which our target audience has actually sampled our product;

*Satisfaction*—the extent to which our target audience finds our product acceptable (most do, but I wish there

were a more substantive basis for most visitors' superficial satisfaction);

*Competition*—everything competing for our target audience's attention (there's only one national park system, but it can always be ignored);

*Purchase decision*—the fascinating process by which our target audience buys or selects from among the available choices (we know virtually nothing about this vital aspect of NPS marketing).

The elements of the marketing process are the activities we undertake to implement a marketing philosophy: advertising (essentially nil for the Park Service); promotion (essentially nil); public relations (publicity is the sole NPS marketing tool); marketing research (again, hardly any, in the practical sense); information delivery (really well done, for those who actually visit or inquire); results measurement (not applicable, since no marketing is done); product delivery (again, really well done); marketing management (again, not applicable as of now).

We may not want to use all of these at once, or some even at all, but they are the principal tools of a marketer. Let's look more closely at a basic question: what is our product?

Director Mott has frequently referred to the 337 crown jewels, although some folks would cite a somewhat lower number.

Do you know that if you consider all the NPS properties that are distinct from each other (not only the designated units—whose official nomenclature is totally irrelevant to the consumer for the most part—but

also the multiple parts, as at Gateway, Golden Gate, Richmond Battlefield, or even the Twin Sisters of Rocky Mountain), and then consider all the "significant portions" like Phantom Ranch, all the delisted units, all the affiliated units, and so forth, the 337 is less than half of the actual count of at least 782. To me, they're all crown jewels, even if a few are still more like rough stones than polished jewels.

782! And what incredible diversity this represents! Talk about an extended product line!

What are the main myths of marketing in relation to the national park system?

**1. Aggressive marketing isn't relevant or even appropriate for a government agency.** Oh? What about the Army? the Forest Service? Amtrak? These are all promoted like the businesses they are.

**2. But the NPS is a tradition, not an—ugh!—business!** Hogwash, or its bovine equivalent.

**3. The park units are already plagued with visitors, so marketing is unnecessary.** Hardly. There are vast gaps in the crowds everywhere. And an information vehicle like "Visiting a Lesser-Used Park" is an embarrassing cop-out.

**4. Marketing should be done independently by the various units; we should all strive to market our units individually, and may the best man or woman win.** Again, hogwash, or worse. The incredible, neglected resource, ripe for successful marketing, is the national park system, with all its superb diversity and potential for synergy.

What actions, then, do I recommend?

**1. Aggressive, active marketing, not passive selling or simple servicing.** Why is NPS selling passive? After all, we answer promptly those who inquire; we serve well those who come; we take pride in high levels of satisfaction. . . That's exactly the point. We ask ourselves, "what should we give the visitors to do when they come?" In other words, our control is limited, and largely internal. So, more importantly, what should the NPS do to make its marketing more active? Assess the products and services offered, and those that could be offered. Evaluate the various target audiences, on a segmented basis if necessary. Seek means of building awareness, trial, and satisfaction among the targets: advertise (succinctly and professionally); rather than simply permit-

ting access, encourage it; rather than merely answering requests, suggest possibilities; once there is trial, aim not just for satisfaction, but for retrieval, or at least recommendation to others. As a result we can ask ourselves, "what should we offer, and to whom, to get people to come, and how should we tell them about what we have?" In other words, our control is expanded, and external, as well as internal. At the moment, most visitor decision information comes from sources external to the NPS. That's hardly controlling your market!

**2. Marketing from the top down, by the National Park Service,** with invaluable local input and participa-

tion, but with central coordination and oversight. Can you imagine what the superb brochures would look like if everyone did their own thing?

**3. Serious marketing research.** Extensive use of surveys and other appropriate techniques should determine the proper image and positioning for each segment of the target audience.

**4. Realistic, but ambitious objectives:** more even visitation at the seasonally-crowded units; even more visitation at the forgotten, neglected units; vastly increased awareness of the NPS, its mission, and its products.

**5. All sorts of related ideas:** focus

## Visitor Extraordinaire

Manny Strumpf  
Public Affairs  
New York

Little did Alan Hogenauer realize when he was a teenager that some day he would be in Ripley's "Believe It or Not," and, of all things, for his love of the national parks.

How did a kid from the Bronx get involved with parks?

With a lot of effort, hard work, determination and, above all, enthusiasm, Hogenauer explains.

"Actually it began in 1959. My mother took my sister, my brother and me cross-country by railroad for a vacation. We went west to Chicago, and from there to Colorado Springs, California, and New Orleans, by way of Yellowstone, Grand Canyon, Bryce Canyon, Zion, San Jose Mission and many other wonderful sites."

That trip whetted his appetite, so in the '60s, when he was old enough to drive, he purchased a car and traveled virtually every summer weekend to visit park sites within driving distance from home.

"The more I saw of our park system the more I wanted to see, and although I revisited several sites many times, I'd drive a different route each trip so as to see more of the surrounding countryside. Every time I drove to a park site, I would see things I had never seen before," he recalls. Later, as an adult traveling for one organization or another, he "would detour wherever possible

to visit additional sites throughout the country."

One thing that never ceased to amaze him was the consistency of his park visits. The cleanliness, the courtesy shown by the rangers, and the rangers' knowledge and enthusiasm made a lasting impression.

Hogenauer, who earned his bachelor's degree from the City University of New York, and two masters and a Ph.D. from Columbia, admits that his love for the national parks has influenced his career. Since graduating from college, he has been, among other things, an air freight researcher in Australia; worldwide marketing research director for TWA; program chairman and professor at a New York graduate school; and an independent businessman and consultant. He also has gained a reputation as an expert on national park areas. In fact, in 1979, when he visited Big Cypress National Preserve, he was greeted by a large welcome cake and TV cameras, marking the fact that he had completed the circuit of every park site in the contiguous 48 states. Today he reflects on his visits to more than 700 Park Service sites and delisted areas with fondness and delight.

Hogenauer is considered a park expert in many ways. The New York native has been called on by Washington, by individual parks, and by the United Nations for advice. He has worked closely with the tourism industry on such matters as planning and marketing. All of this results, he claims, from his love affair with the national

on the NPS logo as a familiar symbol in advertising, in signage (the arrowhead should appear at every interstate exit closest to every NPS unit; next to the unit name, there should be a brief description, if this is not self-evident, and the linking mileage); establish a toll-free information number, 1-800-US PARKS (if Amtrak can blast USA RAIL all over network TV, what possible reason is there to avoid advertising the superb NPS system potentially serving all 240 million of us?; this toll-free service would provide callers with calendars of activities for any unit, abbreviated brochures, and—yes, folks—even outright sales pitches for units en route, or possible oppor-

parks, which began in high school.

By August of 1980, Hogenauer even had included delisted areas in his quest. Although his wife could not join him, he took their two children with him to Alaska. Traveling by bush plane, they visited sites as diverse as Aniakchak Crater NM and Katmai NP. This year, he and his son hope to visit the ten Ice Age affiliated sites in Wisconsin, Alagnak Wild River, and the national preserves brought into the Alaska park system after 1980. These accomplishments will bring the number of park sites he has visited to 782.

Not all park visits have been for pleasure, however. For instance, several years ago, Hogenauer was called on by Gateway NRA to assist in determining the types of visitors coming to the park. The study was developed as a training exercise for the graduate class in tourism management and marketing he was teaching. Additional surveys were done for the Park Service's Manhattan Sites and the Statue of Liberty.

Among Hogenauer's many goals is maintaining a keen interest in all aspects of the National Park system. He also is developing CHEKLIST, a travel itinerary planning system, which he hopes to introduce nationwide. CHEKLIST will use computers to provide custom routings for tourists traveling to national parks and other sites of interest.

For Alan Hogenauer, the national park system is not a pastime. It is a passion.

tunities in other areas); selective use of incentives (the Passport is a good idea, but it lacks an external incentive; revive the Park-A-Month Plan, but, this time, in terms of visitation); and finally, intensive effort to produce Congressional recognition that marketing dollars are an essential element of Park Service needs (without marketing clout behind each unit in their respective districts or states, units are only getting partial return for considerable investment; but with an adequate allocation—expended with the same professionalism that characterizes NPS interpretation, exhibits, facility standards, personnel, and brochures—they will see a far greater return).

If two things have amazed me during thirty years of reaching the 761 superb bits and pieces, they're simply these: Why is the NPS so excruciatingly modest about its incredible achievements? And why do we hide all this magnificence?

Don't stop doing what has been done so well for so long, namely servicing those who visit. But do aggressively seek to determine who might visit, for what reasons, by what methods, and respond to the discovered opportunities with an active marketing effort.

*The Courier editor would appreciate your thoughts on Mr. Hogenauer's address in the form of letters to the editor.*

## Developing a Reputation for Honesty, Or Ten Ways to Approach a Reporter

At the Urban Superintendent's Conference earlier this year, David Dunlop, urban reporter for the *New York Times*, shared a few thoughts on how to build a healthy relationship with the news media. His points are as follows:

1. Level with reporters: reporters come back again and again to someone who's leveled with them and been available in times of crisis. Don't be willing to pitch the good news, then be unavailable when more compromising issues arise.
2. Know what you mean when you say "off the record." Be clear on terms like "background" and what these mean to both you and the reporter. Keep in mind how incriminating "no comment" can be. If a reporter is just as eager as a manager to define terms, then both of you probably are out to get at the truth.
3. If you have a story to sell, test it yourself. Test it honestly. Ask yourself whether you would care to read the story if it happened in a park other than your own.
4. Limit your pitches. There are a lot of stories out there

competing with yours for the reporter's attention, so pitch only those that you feel are the important ones.

5. Think visually.
6. Think ahead. Reach out in advance of an event to alert the press. The more it appears that you're trying to slip one by, the worse it looks to the media.
7. Think constantly. For those events that happen spontaneously (saving a life, for example), the press often arrives after the rangers go home. Have available the information reporters need.
8. The less an event is staged for the benefit of the press, the more the press is interested. Reporters want to know about what's happening when they're not there to applaud and record it.
9. Get to know the reporter and the reporter's work. Get to know the people you're trying to sell to.
10. Understand the balance between good and bad. If you want good news all the time, you'll get no news. If you want real news and if you deal candidly with reporters, then you'll be rewarded with balanced media coverage of your park.

# That's What Friends Are For

Dolores Mescher  
MARO

Bursts of laughter, especially at a conference with a serious purpose, can open the mind to new possibilities. As many participants learned from the "Managing with Humor" session led by the Reverend William Pindar, himself a professional clown, "Humor engages curiosity, which gets us to move into new ideas." So it was when superintendents, park personnel, friends, session leaders and regional office staff willingly made fun of themselves by vividly enacting skits showing the potential nightmares that could be brought on by the need to have a Friends group in every NPS park. The skits let the audience know that their worst fears were recognized and that important issues would not be side-stepped.

The conference, "That's What Friends Are For," was jointly sponsored by the Mid-Atlantic Regional Office and the National Parks & Conservation Association. It brought together professionals from the private sector, 23 representatives from Friends and support groups with widely varied outlooks, and 65 park personnel—35 of them superintendents—from all the regions.

The isolated setting of the Xerox Training Center in Leesburg, VA, encouraged interaction, friendliness, and a new understanding of the challenges and problems that face the national parks and their supporters.

Participants chose from: nuts-and-bolts sessions to develop, redirect, and sustain support groups; ten skill development sessions including fundraising, marketing, board development and leadership; and ten case studies that discussed Friends groups of various size and purpose. There was a policy panel that provided a forum for parks and their supporters; there were opportunities for one-on-one problem-solving consultations with the experts who served as session leaders; and there was "Infomart" with 19 booths where parks and Friends could show and tell while making great contacts for the future. The displays offered videotapes, computerized information exchange, beautiful posters and technical informative friends materials, as well as some awesome T-shirts to add to family collections. The reason the conference worked so well, according to Dave Moffitt, superintendent at Colonial NHP, was the relatively good balance between repre-

sentatives of parks and Friends, which offered many opportunities to mix with and learn from each other.

Carolyn Möllers, the president of the Mount Rushmore National Memorial Society, came home "bubbling and babbling" about the conference and brought back "a broadened perspective

regarding the National Park Service and Friends organizations, and the ways they can understand and support each other."

For those in the process of forming a Friends group, "It was great to meet and talk to people who have already been down the road," said Roger



Carole Peterson, board member, Friendship Hill Association, and Jim Sanders, Biscayne NP, at Infomart.



Breaking loose at the barbecue.

Giddings, superintendent of Hot Springs NP. JoAnn Kyril, the superintendent at Fort Smith NHS, wished she had had all the information that was available at the conference three years ago when her Friends group was getting underway.

Enthusiasm and laughter resounded throughout the three-day event, but with greatest force when Dick Jackman, Chief of Corporate Communications for the Sun Company,

delivered "Every Cloud Has a Zip-Out Lining," an inspirational message that moved the enthralled audience to shouts and tears of laughter. He exhorted the participants to "make sure that our destinies, professional and personal, are always a matter of choice, never a matter of chance."

*Editor's Note: The August 1987 issue of the Courier, which focused on support groups for the parks, and the "That's What*

*Friends Are For" conference were the products of Mid-Atlantic Regional Director James W. Coleman, Jr.'s, assignment to fully explore, facilitate, and enhance Point 6 of the 12-Point Plan: to increase the role of citizens in the National Park Service. Those who have questions about the Courier articles or couldn't attend the conference and would like more specific information can telephone the Planning & Grants Assistance Division, MARO (215)597-7995.*

## How To Boost Morale and Spread the Word About What We Do: "Tell the Truth!"

Jack de Golia  
Yellowstone NP

Hundreds of visitors at the Grant Village Amphitheater in Yellowstone National Park had an opportunity to see an unusual evening program during the summer of 1986. Created by interpreter Ginny Cowan, the program didn't use slides; it used live NPS employees.

The format was similar to the old TV show, "To Tell the Truth." Each week a different NPS job was highlighted. Each of the three "contestants" claimed to perform the same job; only one really did.

Here's a list of materials used for the program: three chairs for contestant seating; microphone with extension cord; cardboard plaques (8-1/2 x 11 or larger) boldly marked 1, 2, and 3 for contestants to hold; list of job-related questions and suggested answers; taped game show musak.

The program began with an explanation of the game show and a discussion of the many jobs required to make a national park work.

After the three employees identified themselves as the same person (in response to the booming recorded voice of area ranger Doug Ridley asking, "What is your name, please?"), each contestant answered questions from the host, Ginny Cowan. (Copies of the questions were given to the three contestants ahead of time.) After the prepared questions had been asked, visitors in the audience had an opportunity to ask questions of their own.

Over the course of the summer, the show highlighted women in "non-traditional" roles and behind-the-scenes work such as garbage packing or plumbing. The three contestants always wore identical uniforms and covered their name tags with tape.

They avoided wearing dead giveaways like sidearms or badges.

When a park volunteer's role was featured, contestants came in "civies" and volunteer baseball caps. Likewise, when the park snowmobile mechanic was the star of the show, all contestants dressed in snowmobile suits and helmets.

After the questioning, the audience voted with applause for the employee they thought really held the job. Ginny then asked, "Will the real Josephine Garbagepacker please stand up." The contestants stumped the audience every time!

The other two contestants then introduced themselves. They explained

what they really did and answered audience questions about their jobs. The program ended with a restatement of the theme: it takes many jobs to make a national park work.

Visitors seemed to thoroughly enjoy learning about the different jobs performed by NPS employees. The employees enjoyed being recognized. There was always a contingent from Grant Village, excited to see a member of the family on stage and the center of visitor interest.

Additional tips for creating a game show atmosphere for your version of "To Tell the Truth":

- 1) use game show musak before and after the show;
- 2) give announcements and safety warnings in a TV commercial style;
- 3) use "To Tell the Truth" jargon like "What is your name, please?"

## Lincoln Trivia—Test Yourself!

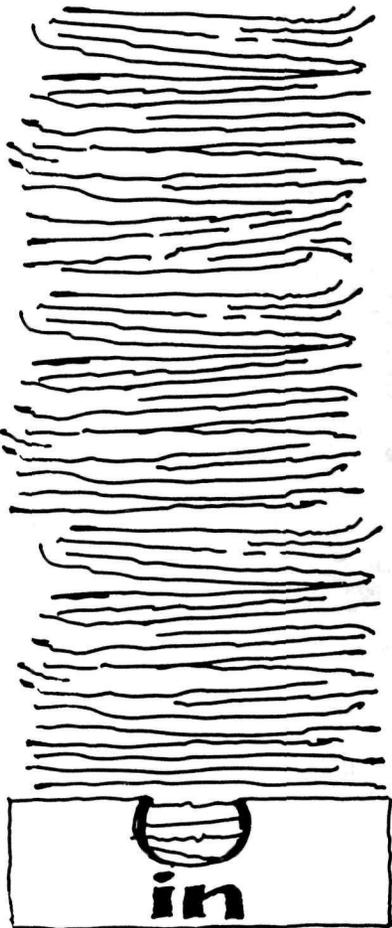
Jerry Sanders  
Chief of Operations

1. Name three midwestern national parks that commemorate the life of Abraham Lincoln.
2. True or false: Abraham Lincoln was the first American president to be assassinated.
3. Who were Abraham Lincoln's parents?
4. Abraham Lincoln had a brother and a sister. Name them.
5. Abraham's mother died October 5, 1818. What caused her death?
6. Where is she buried?
7. Name Lincoln's step-mother.
8. Name Lincoln's vice-presidents for the two terms he served.
9. In what year did he become a lawyer?
10. What national holiday did he proclaim in 1863?

(Answers on page 32)



# Commentary



## Five Feet High . . . And Risin'

R. "Dixie" Tourangeau  
NAR Public Affairs

Unlike strawberries, ice cream and baseball games, one can have too much PAPER. Is your desk a pyromaniac's dream? Do you rationalize those tilting parchment stacks by boasting that you can find any specific piece within 24 hours? How many items of personal correspondence, past-due bills perhaps, have burrowed their way to oblivion, only to be unearthed during a "red alert" hunt for something of dubious bureaucratic importance?

It's SOS time fellow-collectors—commence your selective shredding!

During a short bout with the winter doldrums, I attempted to cull our office files. Not as a noble gesture but as one forced by a lack of walking space and the constant "misplacement" of everything. I knew there would be yellowed Bicentennial stuff lurking, but I was outraged by the duplicated "fluff" pieces that were stuffed into every file. Five (different) newspaper accounts of Park X NHS having a special event in 1977 mix poorly with that facility's issue-oriented material. Not to be outdone, the issue-of-the-day stuff usually merited a dozen copies, so we could have forever what the *Boise Statesman* and the *New Orleans Times Picayune* thought about nude bathing at Cape Cod NS.

Having such ultra-complete files is

gallant for about a month. But time passes. These journalistic gems are not baseball cards, they do not increase in value with age. Unless you are keeping a park scrapbook, they only take up space in folders and cabinets. Our office already has a quaint warehouse motif; this unused paper we didn't need. Rip! Rip! Rip!

I sifted. Park histories flashed before me. The difference between ripped and kept was marginally objective—I'm sure a couple of important items didn't survive the final cut, but you'd never complete such a task under the committee system. The process lasted a few days, but was eventually put "on hold" because of more pressing business—the creation and copying of more "important" paper.

Newspaper clips, memos, briefs, drafts, releases, pamphlets and whatever: if you send me yours, I'll multicopy them, spread'em around, and then I'll send you back my own bunch. (We are all culprits here.) Does anyone read, know, remember or benefit from all this mandatory information trading? And the worst consequence of all is that bands of chainsaw-carrying whackos are felling trees so we can play this foolish game.

Three new file cabinets have just arrived to replace one cumbersome piece of junk. Reloading provides another opportunity. Maybe Fawn and Ollie could help, or should it be Stan and Ollie?

## Trivia Answers

(From Page 31)

1. Abraham Lincoln Birthplace NHS in Kentucky, Lincoln Boyhood NM in Indiana, Lincoln Home NHS in Illinois.
2. True. Four American presidents have been assassinated: Abraham Lincoln, James A. Garfield, William McKinley, and John F. Kennedy.
3. Thomas and Nancy Hanks Lincoln.
4. A younger brother named Thomas Jr. died sometime in 1814, and an older sister named Sarah died in childbirth on January 20, 1828.
5. White snakeroot poisoning, called milk sickness.
6. In the Nancy Hanks Lincoln Cemetery, located on the grounds of Lincoln Boyhood NM.

7. Sarah Bush Johnston.
8. Hannibal Hamlin and Andrew Johnson.

9. He became a lawyer in 1837, and practiced law for twenty years.
10. Thanksgiving.



Lincoln Living Historical Farm, Lincoln Boyhood NM



# Park Briefs

## SHENANDOAH NP, VA—

Approximately 500 to 600 black bears now appear to be official residents of Shenandoah NP in Virginia. Most of them live deep in the woods where they don't encounter humans. This is one of the conclusions reached by a three-year scientific study of black bears recently completed in the 100-mile-long ridgetop park.

Among the study's findings: the black bear population in the area has increased from only a few bears 50 years ago to some 600 today, largely because of their protection from hunters and as a result of a better food supply brought about by the regrowth of hardwood trees in the park; the park has more female than male bears because males wander farther afield and are more likely to be killed by hunters outside the park; males, which sometimes weigh as much as 600 pounds, usually don't climb trees like the lighter females, which climb in search of fruit; the park's bearproofing policy, instituted in the 1970s, has worked, as evidenced by the absence of bears foraging near campgrounds or other developed areas.

During the study, 115 bears were captured by researchers, using foot snares and culvert-type traps. Each bear was tagged on the ear and tattooed on the upper lip for future identification. Forty-seven bears were fitted with radio transmitter collars so their movements could be tracked from an airplane or by a directional antenna from the ground. Using this tracking system the investigators obtained some 4,000 different location readings as the bears roamed the Shenandoah Mountains. Male bears, they found, wandered well beyond the park boundaries. One male, recaptured two years later, was found near Baltimore, Maryland, 94 miles from where he had been tagged.

"This is the type of scientific information we need to make informed decisions on how to preserve our bear population while at the same time keeping the park safe for visitors," said Superintendent Ron Wrye.



Research assistants keep cubs warm while the female bear is being tagged.

**FREDERICKSBURG & SPOT-SYLVANIA NMP, VA—**Convictions for offenses relating to illegally searching for Civil War artifacts at the park have resulted in three 30-day jail sentences. Mark Pitts, 25, was sentenced for possession of a metal detector, as were Patricia Allbee, 31, and James Underwood, 32. Allbee was fined \$150 plus \$50 court assessment, while Underwood was fined \$300, plus \$75 court assessment.

**LIBERTY ISLAND, NY—**During the summer, the Nabisco Company arranged for artifacts from the park's museum collection to be loaned for a traveling exhibit. Initially planned as a small-scale display in the Nabisco headquarters in East Hanover, NJ, the concept expanded to include an extended loan of approximately 90 objects. Nabisco officials contacted other corporations in New Jersey and arranged for the exhibit to travel throughout the state. Museum technician Frank DePalo curated the objects that included pieces of the statue, models of its development, pieces from the main building at Ellis Island, and personal belongings brought to the U.S. by immigrants.

Manny Strumpf

**CHRISTIANSTED NHS, VI—**Stopping on the island of St. Croix for only five hours, Vice-President George Bush took time out to visit Christiansted NHS. Arriving at Fort Christiansvaern, the Vice-President was greeted by Superintendent Tom Bradley and Territorial/International Affairs Representative, Robert Bunn. The Vice President completed his visit to the historic 18th-century Danish fort by holding a press conference on the fort's gundeck.

**GRAND CANYON NP, AZ—**The Fountain Hills Lioness Braille Service has donated three sets of braille menus to the park for use in major dining facilities on the North and South Rims. On the South Rim, Fred Harvey Company facilities with braille menus include the El Tovar Hotel Dining Room, Bright Angel Family Restaurant, and Arizona Room Steak House. On the North Rim, braille menus are available at Grand Canyon Lodge Dining Room, which is operated by TW Recreational Services. Favorable visitor response to the braille menus will lead to efforts to make them available in the park's other food facilities.

Allen Keske

**LINCOLN BOYHOOD NM, IN**—What is today Lincoln Boyhood NM was once the Nancy Hanks Lincoln Park, operated by the state of Indiana. The original entrance was graced by a set of iron gates erected in 1908, but removed in 1933 when the park was expanded and the entrance relocated. Since that time, the main gates have received little attention. Recently, the park decided to place them in a more conspicuous location. Reaction has been positive. Among those who took notice was Hilda O. Taylor, a park neighbor and the daughter of one of

the property managers during the state's administration of the memorial. Here is her letter to Superintendent Norman Hellmers:

*In 1929, when my family moved to Lincoln City with four wagons and horses, through this iron gate we moved our belongings up the hill to the white house that stood in the park. I was 14 years old, left my friends that I had grown up with. To school and to church were the only places I really had been, and the heartbreak was I had to leave behind my old dog Dixie, because it was a "no no" to have a dog in the park. Through this gate we went*

*every time we left the park. Truthfully I hated that gate, it seemed to me then, like closing a prison gate, I was so homesick. The years went by; new friends and my school sweetheart, Owen Taylor, walked through the side gate up the hill to see me many times during our courting days. He of course walked, had no car. Today, in 1987, that old iron gate stands once again so proud and beautiful in its new location for all to see it seems almost a part of me. So many memories. Thank you Mr. Hellmers for a job well done.*

*Hilda O. Taylor*



Gates in early 1900s at what was then the Nancy Hanks Lincoln Park



Hilda Taylor beside the gate as it appears today

**VALLEY FORGE NHP, PA**—Musket balls, a rusty belt buckle with a crest on it, and a gun flint used to strike a spark to fire some soldier's Revolutionary War musket are a few of the trophies uncovered by archeologists and volunteers in their continued investigation of Valley Forge NHP. Excitement ran high the day archeologist Robert Fitts plucked from the soil a small square object that turned out to be one of a set of dice shaped by some soldier out of the soft lead of a musket ball. Jim Kurtz who spent three years in Alaska doing archeology on Native American sites for the Bureau of Indian Affairs, headed this summer's dig. Allan Cooper, who transferred from the Southeast Archeological Center at Tallahassee, guided the dig at Conway's Brigade, a promising encampment site.

**BIGHORN CANYON NRA, MT**—The Bighorn River issues from Yellowtail Dam crystal clear and as cold as a high country brook. Seventy-one miles away where it enters Bighorn Lake, the fast flowing river and its tributary, the Shoshone, are muddy and laden with tons of silt. Slowed in its course, the water begins to lose its burden of mud, which settles to the bottom of Bighorn Lake, there creating a layer of sediment many feet thick.

Below Yellowtail Dam, the Bighorn River is considered one of the great trout streams in the country. In the lake walleye, sauger, catfish, perch, and other fish are found. But in the reservoir's upper reaches the thick layer of sediment has covered spawning areas, foraging habitat, and shelter needed by most fish species. To help

alleviate these problems, Bighorn Canyon Resource Management Specialist Terry Peters took a many-branched approach to the situation. He planted trees.

First, he recruited boy scouts from Bryon, Wyoming; next, he obtained help from the Soil Conservation Service, from the Wyoming Department of Game and Fish, and from the private sector. Finally, Christmas trees were collected, set in concrete donated by a local building contractor, and "planted" in Crooked Creek Bay, a small arm of Bighorn Lake, there providing spawning sites, protection, and feeding grounds for fish.

Paul Gordon

# A Tribute to Wilhelmina S. Harris

Thomas Boylston Adams

It was a rare, good fortune for the people of the United States, when, in 1920, Wilhelmina Sellers came to the Old House in Quincy to act as Brooks Adams' private secretary and to assist in the management of his household. The health of Brooks' wife, my great aunt, was failing; her memory was faulty; and the elaborate machinery of late 19th-century life, town houses, country homes, servants, horses and the new and fearful invention of the motor car were an invitation to chaos. Miss Sellers took quiet charge of the arrangements, leaving Brooks the happy illusion that he was running everything.

There is no doubt that Brooks' remaining years were made happier, very much happier, by the presence in his household of such a capable person. The details of organization appall a modern mind. The twice-yearly trip to and from Quincy to Boston, a distance of a dozen miles, required the effort of Napoleon preparing to invade Russia. Fresh eggs and milk, home-grown strawberries, and flowers were the expected comforts of life. So were perfect service at table, polished woodwork, good cooking and well-raked garden paths. This meant cooks, housemaids, gardeners, coachmen, and that most dangerous of metamorphoses, a coachman-turned-chauffeur. All this Miss Sellers managed.

But unless some Proust can recapture such a past, it has little interest to modern Americans. What does have interest is the history of the Old House itself, the development of the minds that made it famous and the influence of its spaces and its artifacts on those minds, and the study of these objects as reflections of the tastes of their possessors. Brooks Adams spent a great deal of thought along these lines. What he thought and what he remembered would be lost were it not for the fortunate chance that brought Miss Sellers to the Old House. With an intelligence as sharp and retentive as James Boswell, she registered in memory the character, the quirks, and the wisdom of the last family member to inhabit the place. Through her, we are linked to a living past.

After Brooks Adams died, Miss Sellers became the wife of Colonel Frank Harris and the mother of three sons. For 20 years, the old place did not know her. It struggled along, falling more and more into disrepair as the depression bit into the finances of

the Adams Memorial Society. Then came the Second War, with its shortages of everything old houses need, such as caretakers, carpenters, and the materials of building. A solution was found in 1946 when the nation accepted the responsibility for maintaining the Old House as a national historic site.

But it would have been a barren solution without Mrs. Harris. She returned to take charge of the site for the government. She insisted on working closely with the family. To the preservation of the traditions of the place, she brought a knowledge and integrity absolutely unique. Under her care, nothing has been changed except as meticulous maintenance can put new life in old wood, polishing can

make crystal sparkle, and leather dressing can supple old books. The arrangement of furniture in its most accustomed place as remembered by the family has been respected. Only authentic objects, as returned from time to time by the family, have been added. As nearly as possible, the house and its furnishings, the library, the garden and the grounds today live, as they lived and grew during the tenure of four generations of Adamses.

Although she will remain close by as a guardian for the site, we of the Adams family will miss her. The family and the American public can be grateful that her successor, Marianne Peak, has pledged to follow closely the indomitable Mrs. Harris.

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## Successor Chosen to Legendary Superintendent of Adams NHS

The National Park Service has chosen Marianne Potts Peak to succeed Wilhelmina Sellars Harris as superintendent of Adams NHS in Quincy, MA. At 91, Mrs. Harris is the longest serving superintendent and the oldest in the National Park Service. She headed Adams NHS for 37 years. The first woman to work as an NPS superintendent, she has led a model career, an example for the modern working mother. Awarded the highest honors from the Department of the Interior, Harris has had numerous articles and works published on the Adams family.

Newly appointed superintendent Peak served under Harris' leadership for 26 years. Beginning her career as the superintendent's secretary, she became deputy superintendent in 1982. Peak assumed managerial responsibility in the fields of administration, interpretation, preservation, curatorial management, maintenance, resource protection, operations and visitor services. She now supervises a staff of some 20 employees and administers an annual budget of \$500,000.

"Marianne Peak brings a wealth of managerial expertise to the Adams superintendency," Regional Director Cables states. "I know that she will add a fresh approach to the job while carrying on the traditions of her predecessor."



Marianne Peak

"This is the opportunity of a lifetime—to have earned the privilege to succeed Mrs. Harris, who is highly respected in the field of Adams history and who has carried on Adams tradition. As her protege, I have benefited from her knowledge and link to Adams history," Peak said in accepting the superintendency. "It is truly a privilege to be charged with the management of one of the nation's most important historic sites. I plan to carry out my responsibility of imparting Adams history while fulfilling the mission of the Park Service, that is, to foster civic pride, educational, cultural, and historical enrichment and most importantly to preserve this area for future generations so that they too might enjoy it."

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## NPS People

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**Rudy Baca** was eight years old when his grandfather first took him to Abo to visit Don Federico Cisneros, the 93-year-old ranger who still oversees the ruin. Little did Baca know then that he would return someday as superintendent of Salinas NM, of which Abo is a part, as the latest chapter in a federal career in Washington, DC, Denver, CO, and Santa Fe, NM.

Baca was born and raised in La Joya, a farming community at the end of State Road 47 on the Rio Grande in Socorro County, and only about 35 miles from the national monument. He has remained close to the community since those early days, returning on traditional days to help in organizing and celebrating them. In the process, he has become something of an historian on the area. Baca was always especially impressed with the great ruins at the three units of Salinas NM—Abo, Quarai and Salinas. And he enjoyed the people who lived there.

"I remember traveling with my grandfather, Teofilio Baca, to the villages of Abo, Chole, Manzano and Torreon," Baca said. "During that period the barter system was important and we exchanged chile and other farm products for frijoles, farm animals and other goods we didn't have." He remembers that once his grandfather presented him with a pin-to pony, which he received in exchange for some corn and two chile ristras.

"Baca will be good for Salinas," said Southwest Regional Director John Cook in announcing the appointment. "One important aspect of any superintendent's job is knowing the community. Obviously, Baca knows it well and is well-liked throughout the area."

"Many times people leave their roots to find employment elsewhere, and never get a chance to go home," noted Director Mott. "We're lucky to be able to now have him serve at a post which tells the story of the Hispanic culture from its beginnings in New Mexico."

**Martin C. (Marty) Ott**, a Utah native and son of a National Park Service family, was named superintendent of Capitol Reef National Park at Torrey, Utah. He joined the NPS as seasonal ranger at Bryce Canyon NP in 1969. Martin comes to us from Big Bend NP, where he was chief ranger.



Rudy Baca with Amistad Superintendent Ed Rodriguez on right. Photo by Ben Moffett.

**Patrick C. McCrary** has been appointed chief of the division of contracting and property management for the Southwest Regional Office. He comes from the same position in the Pacific Northwest Regional Office. McCrary replaces Delmar D. Scharn who recently retired. In his new

assignment, McCrary will be responsible for the procurement, contracting, property management, and office services for the 37 park areas within the region.

**Gentry Davis** has assumed the superintendency of the Lincoln Home NHS, succeeding James T. O'Toole, now participating in the Department of the Interior's manager development program in Washington, D.C. Davis comes from George Washington Carver NM. Said Midwest Regional Director Don Castleberry, "He brings a solid record of accomplishments and is especially sensitive to preservation of irreplaceable historic resources."

Alford J. (Jerry) Banta, most recently of Scotts Bluff and Agate Fossil Beds national monuments, has become superintendent of the Apostle Islands NL. About Banta, Castleberry said, "He is a good resource manager and works well with people both in the park and in the community. I know he will be a welcome addition to Apostle Islands."

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## Retirees

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**James F. Wolfe**, chief of NCR's Division of Maintenance, announced his retirement after more than 30 years of federal service, 27 years with the National Park Service. When asked what he thought of his career, he replied "such a deal!" And who should know better than Jim, who joined the Service at Everglades NP on the heels of Hurricane Donna during the summer of 1960. Donna had done extensive damage at the park, so restoration activities served as a library of experience for repair, rehabilitation and restoration to call on in later years. Rich Huber and Jim Stewart were close colleagues at the Everglades school of learning experience.

It wasn't all work, of course. Once, there was the fun-filled afternoon with Jack Dodd, assistant superintendent. Jack and Jim were checking channel markers in the Florida Bay, outfitted with lunch, bait, and rods, when suddenly the tide disappeared. There was neither shore nor water in sight. Studying the estuary is easy when one is sitting on it. On another occasion, Jim served with a labor crew at Ft. Jefferson NM, 68 miles west of Key West, 90 miles north of Havana, when there was a Cuban missile crisis—and nobody had said a word. Superb planning, folks.

John Townsley recruited Jim as chief of maintenance for the New York City

Group, later the Fire Island NS and New York City NPS Group (there wasn't a typewriter or a typist in the office that could put this title on one line). Those were exciting days. The Liberty Park Job Corps Conservation Center was established as part of "the Good Group." Shortly after the camp was constructed, staffed, and reasonably well underway, it closed! Was it something Jim said?

Helen McLaughlin, curator of Theodore Roosevelt's Birthplace, shaped Jim's cultural sensitivity more than anyone else. She made him wipe his feet on entering, turn out lights when leaving, and set the ADT alarm. Next came the Yosemite years, a volatile period in the 70s that saw the introduction of environmental impact statement writing and another terror called archeological clearance. Everyone became a writer. Master plans were "in." Just ask Tery Carlstrom.

Bill Whalen had a heavy hand in Jim's next assignment to NCR. Regional Director Jack Fish offered Jim the position of Chief, Division of Maintenance, NCR, and a deal was struck. Those exciting years that went so fast witnessed the energy management program, landfill gas extraction and use, wood burning stoves, and much more. Lawn mowers and other grounds maintenance equipment were

adapted to burn ethanol to conserve gasoline. Other excitement also greeted Jim through the years, though now he and his wife, Sue, look forward to resettling near Encinitas, CA. They have a variety of new interests in mind, and especially look ahead to seeing the kids, Virginia, David, Tom, and Linda, and the grandkid, Kathrine Louise. Jim says "so long everybody." His new address is 7101 Columbine Drive, Rancho La Costa, CA 92009

**Bill R. Alford**, SWRO budget officer since 1972, retired after a career spanning almost 33 years of federal service. He began his NPS career as a fiscal accounting clerk at Zion NP, then was promoted to accounting technician, later transferring to Grand Canyon NP as a supervisory accounting technician. Other positions include administrative officer at Mesa Verde NP, a one-year stint as a management assistant for the National Capital Region, and contract specialist for the Washington Office. He is a Life member of E&AA.

**Roslyn Brewer**, for the past six years the public affairs specialist for Independence NHP, has retired. During a busy period leading up to the Bicentennial of the Constitution celebration in Philadelphia, Roz arranged and publicized ceremonies at the park, took legislators and visiting dignitaries on park tours, and responded to some 1,700 citizen requests a year. She came to Independence in 1981 from the Heritage Conservation and Recreation Service where she had been its public information officer for a 12-state region. Prior to that, she served as a public information specialist for the Environmental Protection Agency, an editor with the Academy of Natural Sciences, a staff news communicator at Station KFWB in Los Angeles, and a stringer for the Associated Press in Germany. Roz and her husband, Don, formerly the manager of the Armed Forces Radio station in Munich and a radio reporter and manager with KYW Radio in Philadelphia, have a new address in Hilton Head, SC. They would be delighted to pick up mail from Park Service colleagues at P.O. Box 4892, Hilton Head Island, SC 29938.

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## Deaths

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**E. M. (Mac) Dale**, 79, passed away on June 19 in Florida's Sarasota Memorial Hospital. Mac was born on November 25, 1907, in Newport News, VA. He was one of the first four rangers on the Blue Ridge Parkway. Returning to the parkway after four years of naval service during World War II, he served as chief ranger before transferring to Harpers Ferry NHP as its first superintendent in August 1955. In August 1957, he transferred to C&O Canal NHP as its first superintendent and served in that capacity until December 1965. He also served on the Potomac River Basin Study Task Force.

To Mac, "NPS employment was not just a job—it was a way of life." He was especially interested in the protection and restoration of significant structures, and was largely responsible for the preservation of Mabry Mill and the Puckett Cabin, as well as numerous structures and artifacts on the C&O Canal and in Harpers Ferry. Mac received several NPS citations, among them the Department of the Interior's Meritorious Service Award. He was a member of the Blue Ridge Alumni Association and E&AA, as well as numerous other organizations.

In a letter to E&AA, Mac's brother, Kenny, said that Mac had a very strong sense of personal and professional integrity. Mac is survived by his widow, Eloise, of 3234 Dartmouth Lane, Sarasota, Florida 33579; by his brothers, C.K. (Kenny) Dale of General Delivery, Moon, VA 23119, and Harvy L. Dale of Portsmouth, VA; and several nieces and nephews. Memorial donations may be sent to the Building Fund of the Catholic Church of the Incarnation, Sarasota, Florida 33579; to the American Lung Association; or to the Horace M. Albright Fund, c/o the National Park Foundation, P.O. Box 57473, Washington, DC 20037. Mac was a member of E&AA.

**Dr. Charles W. Porter, III**, retired NPS assistant chief historian, died August 14 in Richmond, VA. He joined the Service as the assistant regional historian for the Richmond Office in 1935. Subsequently, he transferred to Washington and moved up the ladder. His special interest was the colonial period, and he wrote the NPS handbook, *Adventurers to a New World*. He retired in 1965. Porter was a meticulous scholar. He received the

George Louis Beer Prize of the American Historical Association upon publication of his doctoral dissertation. Dr. Porter is survived by his wife, Julia Wickham Porter, a daughter and two grandchildren.

**William (Bill) Kuhl**, 70, retired NPS employee, died July 12 of complications of Parkinson's Disease. Kuhl retired in 1983 for medical reasons, after ten years service at Organ Pipe Cactus NM as a maintenance mechanic. A native of Ohio, and a member of the Masonic Fraternity, Kuhl worked as a seaman on the Great Lakes and as an auto body repairman before moving to Tucson in 1952. He operated his own Auto Body Shops in Tucson and Pinetop, AZ, prior to joining the NPS in 1973. Bill Kuhl is survived by his wife, Martha, in Pinetop, two daughters, one son, nine grandchildren and two great grandchildren.

**James J. Early** passed away August 4 in El Cajon, CA, at the age of 51. He was a native of Indiana and a former resident of Trinidad and Orick. A career NPS employee, he worked as a park ranger at Sequoia/Kings Canyon NP, Carlsbad Caverns NP, and Montezuma Castle NM, then transferred to Redwood NP where he worked as a park ranger and naturalist until March 1987. He is survived by his wife, Susan M. Early, of 1347 Partridge Avenue, El Cajon, CA 92020, and his son, Matthew, both of El Cajon. The family prefers memorial contributions be made to the Leukemia Society of America, the E&AA Education Trust Fund, or to a charity of choice.

**Edithe LaNoue** passed away on February 2 in Great Falls, Montana, where she had lived for several years. She was the widow of Francis D. (Babe) LaNoue, a former chief ranger in Yellowstone NP and assistant superintendent in Rocky Mountain and Shenandoah NPs. Mrs. LaNoue leaves a sister-in-law, Kathryn Kaul of Great Falls, and several nieces and nephews.

## In Remembrance—Joseph Francis Towner

This part of Joe's journey is ended—the part we shared together. Some began the journey forty-one years ago, some only yesterday. Together we each shared an abundance of love and joy, for Joe was an exuberant soul who radiated warmth and enthusiasm for everyone. Together, we shared in Joe's sorrows and pain, for the path was never even. We shared his hopes and dreams, his anger and frustrations, his disappointments and successes. We shared in his incredible love of life, his determination to live life to the fullest and to improve upon it.

Knowledge, education and success were lifetime objectives for Joe. He didn't want to miss out on a thing. He wanted to do everything and do it perfectly. He was a relentless perfectionist who gave and demanded excellence, who wanted to excel at everything and usually did.

Joe grew up in Long Beach, a genuine California party boy right from the start. He was one of two graduating seniors in a class of 800 to be elected by students, faculty and administration to the R. A. Millikan High School "Hall of Fame" in recognition of three years of outstanding leadership, scholastics, social service and activities in his school, community and state. He began his studies in history at Stanford University with a Stanford University Trustees and Alumni Association scholarship. For the next few years Joe was his usual busy, successful self. He continued his studies at Stanford, specializing in history and romance languages. He was awarded the Dofflemyer Eagle Scout Scholarship and placed on the Deans Honor List three years in a row. He married and in subsequent years had two beautiful daughters, Anna and Kati, whom he loved very much. In his junior year he participated in an experimental advance Peace Corps Training Program for Colombian Community Development at Antioch College in Yellow Springs, Ohio. While there, he still found time to collaborate with community action and VISTA programs in the black ghetto of west Dayton, Ohio. At the end of the year Joe returned to Stanford and received the outstanding Senior Leadership-Scholarship Award from Kappa Sigma Fraternity. He was graduated in the top 15% of his class and began his graduate studies in Latin American History. In June 1968,

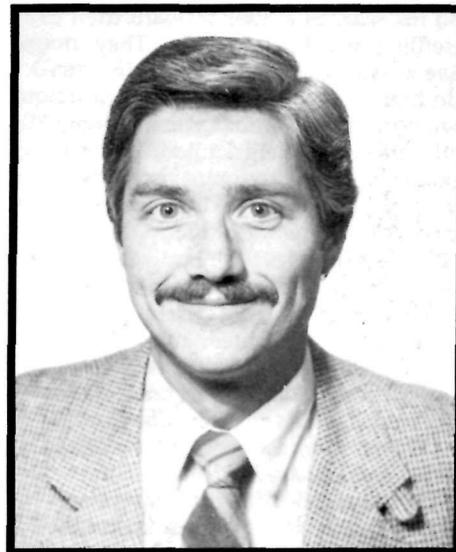
he was graduated from Stanford with his Master's degree.

In 1977, an opportunity with the National Park Service arose before Joe completed his Ph.D., and he was off to Washington, D.C., to work as an historian for the National Register of Historic Places. In 1980 he relocated to the Western Regional Office where he worked with a full range of National Register Programs and served as the Western Region Historic Preservation Fund Grants Manager, a position he held until shortly before his death. Joe's success in this endeavor was recognized in 1986 in a Letter of Commendation from the Associate Director, Cultural Resources, for the invaluable assistance he provided the Washington Office in monitoring and overseeing the Historic Preservation Fund Grants functions for the states in the Western Region.

Joe approached his life and career with an extraordinary zest and enthusiasm few could match. An outstanding communicator who spoke many languages with exceptional eloquence, Joe enhanced these skills with his innate brilliance and charm. These attributes gave Joe an incredible ability to bridge cultures with ease. Everyone felt comfortable in his presence regardless of their sex, age, culture, beliefs or education. Throughout his career Joe used these riches to improve the quality of life on earth.

Joe was particularly dedicated to helping developing nations establish historic preservation programs. While in Washington he provided professional advice on Caribbean culture and history for the innovative Latin Roots in the Built Environment Conference. He also assisted the Organization of American States with their observance of the "Año de la Recuperación del Patrimonio Monumental de las Américas" and helped arrange for Service representatives to participate on an inter-American team of experts to advise the Republic of Panama on development of a major archeological park. His assistance to the Government of Puerto Rico also must not be forgotten.

In the Western Region Joe worked hard to help ten Pacific island governments develop preservation programs responsive to the unique needs of their culture and ability. Several of these governments are now independent nations, and each has made a



Joe Towner

strong and lasting commitment to historic preservation. In January, Joe was particularly proud to receive a special united commendation from the Historic Preservation Officers of the Republic of Palau, the Republic of the Marshalls, the Federated States of Micronesia and the Northern Marianas for his outstanding efforts on behalf of their preservation programs.

Throughout his life and career Joe was an ardent and innovative supporter of Equal Employment Opportunity. While with the National Park Service, he initiated action to ensure broader participation of minorities, especially Hispanics and women. He coordinated two important photographic exhibitions on Spanish-American and Brazilian architecture. He served as principal historian in an evaluation of agency programs that affect Spanish-speaking citizens: reviewing policy, regulations and writing articles. Joe served as a model of courage and conviction in the way he led his life. It is his legacy and challenge that no one should ever be discriminated against.

And so, Joe has begun a new journey, an adventure into the unknown. Travel and exploration, learning new things and adding friends and loved ones to his world were some of the things Joe loved most and did best. Let us celebrate and rejoice in Joe's new journey and cherish that part of Joe's spirit and soul that was his gift to each of us.

*Joseph Towner passed away May 23. He was 41.*

## In Celebration of Horace Albright: Founders Day 1987



Photos by Fred Bell

L to R: Bob Cahn, Director Mott, Pat Cahn

Horace Albright's wit and humor sparkled until he died at 97, said Robert Cahn, co-author with Albright of *The Birth of the National Park Service, The Founding Years, 1913-33*. Cahn was the featured speaker at the annual National Park Service Founders Day Dinner, August 25. Although Albright, the man, is no longer with the Service, his legend lives on in the organization he helped to found and in those who knew him. Cahn shared several memories of Albright with the gathering, among them Albright's observation, "I think it was Irvin S. Cobb who wrote a book entitled 'Exit Laughing.' That's the way I want to go."

The dinner celebrating the life of Horace Marden Albright was held, as on other years, at the National Geographic Society Membership Center in Gaithersburg, MD. The event also marked the 71st anniversary of President Wilson's signing of the act establishing the National Park Service on March 25, 1916.

Among the highlights of the evening was a letter from President Reagan

honoring Conrad L. Wirth, long-time Park Service director, read by present NPS Director William Penn Mott, Jr. Wirth, 87, received a standing ovation from the more than 95 guests present. He is honorary chairman of The 1916 Society, an affiliate of the NPS Employees & Alumni Association.

Naomi Hunt, former editor of the *Courier*, also read a letter from Horace Albright's daughter, Marian Albright Schenck. Her memories of her father warmly perpetuated the Founders Day tradition in which words from Mr. Albright have been shared in the past. Yet another high point included remarks about Stephen T. Mather, made by his grandson, Stephen Mather McPherson, and special greeting to the gathering from McPherson's mother. McPherson remarked on his long-time close association with the Park Service and his own fond feelings for the man he called his surrogate grandfather.

Wryly introduced by Master of Ceremonies George Hartzog as a 700-pound grizzly ("Where does a 700-



Naomi Hunt reads a letter from Albright's daughter

pound grizzly walk?" Response—"Any damn place they want." "How long does one growl?" Response—"As long as he wants to."), Bob Cahn came to the podium. The anecdotes about Horace that Cahn then shared with the audience had his listeners rolling with laughter.

He knew half of the U.S. Senate on a first name basis, said Cahn. Like Mather, Albright liked people. For all his humor, Cahn said, "Horace never said a bad word about anybody." If Horace couldn't find one redeeming feature about you, you were a rare sort and beyond hope, said Cahn, citing the words of one of Albright's many friends.

Cahn and his wife, Pat, have recorded the later years of Albright's life with Boswellian faithfulness. As a result, Founders Day dinner guests enjoyed a rare look at the legendary Albright through the medium of video.

Thanks to Bob Cahn, Director Mott, Dave Wright, and the Harpers Ferry Center, guests viewed a tape containing interviews with the great man made shortly before his death. They also had the opportunity to view a montage exhibit featuring important moments in Albright's life, and a life-size enlargement of Albright in uniform at Yellowstone NP.

Available through the silent auction benefiting E&AA Education Trust Fund were the *Birth of the National Park Service* by Albright and Cahn. In addition, William R. Jones, former NPS employee and now a Denver publisher, donated 50 copies of "Oh Ranger," written by Albright in mid-career.

"This enjoyable event in honor of Horace Albright could not have suc-

ceeded," said executive committee chairman John R. Vosburgh, "without the sustained efforts of co-chairman John Reshott; Gordon Fredine, dinner chairman; Terry Wood, executive director of the E&AA; Rita Mastin, committee treasurer; and committee member

Laurie Ward, as well as the other members of the 1916 Society who contributed many hours to the planning of the celebration."

E&AA has both *Albright* books available for sale. *The Birth of the National Park*

*Service* sells for \$13.50 per copy (hard cover) and "Oh, Ranger!" sells for \$6.95 per copy (soft cover). Neither book is autographed. Above prices include postage and handling. Order from E&AA, P.O. Box 1490, Falls Church, VA 22041.

## We Remember Horace Albright

When people remember Horace they think of innumerable things—he had so many facets, somewhat of a Renaissance man. Two traits always seem to stand out: his incredible memory, the recall he had of past events or almost anything else, and his immortal typewriter.

As to his computer mind, he said, "I always had a sticky memory from the time I was born—for better or for worse. I could remember the finest things and yet I couldn't get rid of some roughneck songs I learned in Yellowstone—and tried to forget—like *The Hardy Mountaineers*."

In 1987 if you asked a person of average recall when he first traveled outside the United States, he might reply, "Well, let's see—about 1961 I guess." But Horace Albright would answer, "On March 28, 1920 at 8:30 p.m. I sailed from Pier 26 for Hawaii on the Matson liner, *Wilhelmina*. We reached Honolulu in 5 days, 6 hours and 20 minutes. My cabin was No. 42 and it cost \$95 one way, etc., etc." Our friend Nick Clinch once said, "If there was anything you wanted to know and Horace Albright knew it, all you needed to remember was Horace's telephone number."

Now the typewriter came about because he traveled so much as assistant director when he wasn't holding down the superintendency of Yellowstone. In those days, there were few secretaries and no budget for telephone calls. Horace Albright was his own stenographer and xerox machine. In his 1926 diary he wrote, "Went down to Oakland today on the streetcar and picked up my new Smith-Corona typewriter. What a beauty! I stayed up until after midnight, playing with my new toy!" He had learned to type and take shorthand from a fellow classmate at the University of California, Berkeley. He taught Ray Gidney mathematics and



The four directors: l to r - William Penn Mott, Jr., Horace M. Albright, Conrad L. Wirth, and George B. Hartzog, Jr.

Latin in return for instruction in the stenographic arts. Gidney must have learned something from Albright as he later became a vice president of the Federal Reserve and Eisenhower's Comptroller of the Currency.

With that old portable typewriter, Horace Albright was very eloquent. Long ago, in May of 1918, he had written what has become the creed of the National Park Service (although signed by Secretary of the Interior, Franklin K. Lane); one of the sentences begin, "The national parks must be maintained in absolutely unimpaired form for the use of future generations as well as those of our time."

Fifteen years later, when he resigned as director of the National Park Service, he stated in his farewell message, "With this spirit each of us is an integral part of the preservation of the magnificent heritage we have been given, so that centuries from now people of our world, or perhaps of other worlds, may see and understand what is unique to our earth, never changing, eternal."

When Horace Albright left us this year, he was almost a hun-

dred years old, but his mind and his writing never ceased. After a heart attack in 1986 he had finally put his old typewriter to rest, but he then went to lined paper and longhand to continue his favorite pastime—writing. Cleaning up the stacks of paper by his chair on March 26th, we found 21 letters to mail—all written within the previous two weeks. We also came upon something he had typed in 1984—that well-known poem which begins, "Don't stand at my grave and weep, I am not there." Now, dated February, 1987, he had written underneath, "I can't accept this. I don't believe I will be the wind or the stars. I don't really know what I'll be or where—somewhere far out there. All I hope is that I will be with my Grace and that I will be able to remember forever the magnificent snow-clad Tetons, the storms in the Grand Canyon, the sunrise from Haleakala—oh, so many beautiful places—and, above all, the eternal beauty of my Yellowstone."

We hope so, too, Horace Albright.

Marian Albright Schenck  
August 25, 1987

## E&AA News

**Newly appointed Director's Rep—** Robert G. Stanton, recently appointed as Associate Director, Operations, WASO, has graciously volunteered to serve as the Director's representative on the E&AA Board. Stanton shared his desire to assist E&AA with Director Mott, and is pleased to pledge his support to the revitalization of the association, along with the continuing interest and support of the Director. Stanton is no stranger to the E&AA as he has played an active role in the administration of E&AA while serving as Deputy Regional Director for National Capital Region. He is a Life Member of the E&AA.

**Western Region Retirees' Get-Together—**Forty-three NPS retirees and employees attended a luncheon at the Fort Mason Officer's Club, Golden Gate NRA, in August. Organizers of the happy event were Eleanor Stewart Stoehr (retired WRO secretary) and Audrey Hack (records supervisor for the GGNRA U.S. Park Police). Among those attending were retirees from the Western Regional Office, the old Western Service Center, and Western



Robert G. Stanton

Office of Design and Construction. It was a great chance to catch up on "where-are-they-now?" The no-host, no-speeches affair will be repeated next April. Ellie and Audrey are anx-



Howard Baker, past regional director of the Midwest Region, received his E&AA Founder Membership plaque (\$1,000) at the Midwest Regional Office's 50th Anniversary.

ious to expand their invitation list. Interested retirees should write to Eleanor Stewart Stoehr, 1330-22nd Avenue, San Francisco, CA 94122.

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## E&AA Biennial Reunion

E&AA extends a hearty welcome to members, alumni and employees, who can attend its biennial reunion in Isle Royale NP from Tuesday, September 6, to Saturday, September 10, 1988, with accommodations at the Rock Harbor Lodge.

Garner Hanson, president and general manager of National Park Concessions, Inc., has generously extended a special group rate of \$50 per day American Plan (lodging and three meals per day) for a single occupancy room, and \$80 per day American Plan for two persons occupying one room (\$40 per day per person—lodging and three meals).

Those wishing to attend should contact National Park Concessions, Inc., Mammoth Cave, Kentucky 42259-0007, by letter, or telephone (502/773-2191) as soon as possible to reserve rooms for the gala reunion.

In addition to his generous special group rates, Mr. Hanson will host a reception at the park on September 6, the day of arrival. He will also host a planked fish/steak cookout Friday evening, September 9, prior to our

scheduled departure on Saturday, September 10.

A breakfast buffet will be served most days, with set menus for some of the luncheons and dinners. On Saturday's return trip aboard the Ranger III, a Sailors Treat buffet with sandwich makings, fresh vegetable trays, fruit trays, sweet tooth selections, plus coffee, tea and soft drinks will be available.

Those wishing to attend also must book passage on the Ranger III by contacting Isle Royale Superintendent Tom Hobbs, 87 North Ripley Street, Isle Royale NP, Houghton, Michigan 49931 by letter, or telephone 906/482-0984. Round-trip fares are \$48 per person.

Because Ranger III will leave the Houghton dock promptly at 9 a.m., EDT, on Tuesday, September 6, 1988, those wishing to spend Monday evening (and Saturday evening on the return trip) in Houghton may contact either the King's Inn, 215 Shelden Avenue, Houghton, MI 49931 in writing, or call 906/482-5000; or the Ramada Inn, Franklin Square, 820 Shelden Street,

Houghton, MI 49931 in writing, or call 906/487-1700. Accommodations at either motel will be approximately \$45 per night, double occupancy.

Garner Hanson is anxious for as many E&AA members to attend as possible. He wishes us to enjoy Isle Royale and looks forward to the opportunity to serve us. Superintendent Hobbs is also pleased that we chose Isle Royale for our 1988 reunion and looks forward to becoming acquainted with all of us, especially the former superintendents of Isle Royale.

E&AA is grateful for the excellent cooperation and friendship shown to us by Superintendent Hobbs and his staff, and by Garner Hanson. We urge all who can participate to please make reservations early to avoid the disappointment of being turned away because of a full house.

## It's Never Too Early To Fill Out Your Christmas Gift List. Let E&AA Lend a Hand

E&AA would like to be the Santa's Helper in your house. The following are suggestions for Christmas stocking stuffers, or gifts for those fortunate friends "who have everything."

**"Oh, Ranger!"**—a book about the national parks by Horace Albright and Frank Taylor. It is full of lively cartoons and historic pictures. First published in 1928, it is now in its 16th edition. \$6.95 per soft-cover copy.

**The Birth of the National Park Service—The Founding Years, 1913-1933** by Horace Albright as told to Bob Cahn. Hard cover \$13.50.

**Parks, Politics and the People** by Connie Wirth, with foreword by Mel Grosvenor, autographed by Connie Wirth. Hard cover \$15.

**The Making of a Ranger—Forty Years with the National Parks** by Lon Garrison, with foreword by Russ Dickenson. Hard cover \$11.50.

**The National Park Service** updated in 1982 by Bill Everhart, with foreword by Russ Dickenson, autographed by Bill Everhart. Hard cover \$13.50.

**National Park Service—The Story Behind the Scenery** by former Directors Horace Albright and Russ Dickenson, and current Director William Penn Mott, Jr. The lively narratives of these three major figures are enhanced by brilliant full-color photographs of 119 NPS units, illustrating the diversity of NPS-administered areas. Hard cover autographed by publisher K.C. Den Dooven sells for \$14.50. Soft cover, not autographed, sells for \$9.

**Desert Shadows** by former Death Valley superintendent Bob Murphy is the bizarre and frightening true story of Charles Manson and his family in Death Valley. Autographed soft cover \$7.

**Yellowstone Pioneers—The Story of the Hamilton Stores and Yellowstone National Park** by Gwen Peterson, autographed by Eleanor Hamilton Povah and Trevor S. Povah. Soft cover \$8.

**A Trace of Desert Waters—The Great Basin Story** by Samuel G. Houghton. Soft cover \$12.

**Historic Listing of the National Park Service Officials** as of May 1986. A nostalgic trip down memory lane, said one E&AA member. Soft cover \$3.

**Grand Canyon Video Postcard—Picture the moments forever.** A 20-minute video captures the changing moods and magical appearance of the Canyon's dramatic beauty. VHS or BETA available at \$19.95 each. (E&AA also offers the postcard as a membership premium. Anyone joining E&AA by remitting \$100 to gain Life Membership will receive a free postcard; anyone elevating their membership to the next level by remitting \$100 will receive a free postcard; anyone joining by remitting \$25 as their first payment toward Life or remitting \$25 as their first payment toward the next level of membership will receive a postcard for a 10% discount, thus making the price of the postcard \$17.95.)

*Prices quoted for all books and for the video postcard include postage and handling. All may be ordered directly from E&AA, P.O. Box 1490, Falls Church, VA 22041.*

Several great cookbooks fill out E&AA's Christmas list options. Send all orders for books listed below to the book publisher whose address is included, as E&AA does not have a supply of these cookbooks on hand.

**What's Cooking in Our National Parks**—a choice collection of more than 500 highly prized recipes from employees of the national parks. Seventh printing. Price \$6.50. Send orders to: Cookbook Publishers, Inc., 2101 Kansas City Road, P.O. Box 1260, Olathe, KS 66061-1260.

**Seashore Sampler**—an unusual 96-page cookbook featuring easy-to-prepare recipes from the Cape Cod area and other parts of the country. A marvelous cookbook at the low price of \$3. Send orders to: Cape Cod National Seashore Women's Club, c/o Mrs. Dorothea Stevens, Box 136, Eastham, MA 02642.

You also can spice up your Christmas with recipes from the Zion

**National Park Women**, who have compiled over 300 recipes in a spiral-bound, wipe-clean plastic cover for \$6 (which includes \$1 per book for postage and handling). The recipes were chosen from the kitchen favorites of Zion employees after undergoing serious family taste tests at their dinner tables. Send orders to: Mrs. Marilyn Davis, Zion National Park Women's Club, P.O. Box 186, Springdale, Utah 84767.

*All profits from the sale of these cookbooks go to the Education Trust Fund administered by E&AA. Please order all books early to assure pre-Christmas delivery.*

# TOUCH AMERICA!



The Touch America Project  
(TAP for short)  
gives teenage volunteers  
the chance to work  
with our nation's  
natural resources  
and learn important  
job skills  
— all at the same time!

Contact your local  
USDA Forest Service office,  
or write:

TAP  
c/o The American Forestry  
Association  
P.O. Box 2000  
Washington, DC 20013



# The Personnel Side

Terrie Fajardo

Hi there!

How many of us ever stop to think about time—not the time we spend at our daily jobs but the time we spend doing other things that interest us, like hobbies or volunteer work? How does the time we spend doing these other things fit into our overall background? Or does it fit at all? These were the questions being asked by one of our VIP volunteers recently. She was doing a lot of thinking about time. Having just celebrated the birthday most folks refer to as “over the hill,” I was thinking a lot about old Father Time myself. This was a conversation I could really relate to!

Amy was quite perplexed. She worked for a private company during the week but, for some time, had been a volunteer at one of our larger parks on weekends. She estimated that, over the last several years, she had put over 500 hours of volunteer service into NPS activities. After devoting so much time to her hobby, Amy realized she wanted to change career fields and become a full-time park ranger. Never having worked for the federal government she also realized that she needed to apply to the Office of Personnel Management (OPM).

Unfortunately, when OPM evaluated her overall education/experience/volunteer work, Amy was not rated high enough to be competitive with the other candidates on the register. She just could not understand this. How could she not be given a high rating after all the years of volunteer work she had put in?

I could understand Amy's point of view.

“Who knows it better than I do after all this time?” she asked.

“The key,” I told her, “is the word ‘time.’”

Quite often we look upon the things we do outside of work as private pursuits that don't really count for much. When we are engaged in activities that may be career building, we assume that “I've done it for years” should be taken literally. This is not the case. As it turns out, Amy gave approximately six to eight hours of volunteer work a month over the last five years. When OPM evaluated this experience, they

divided her 500 hours of volunteer time by the normal 40-hour work week. This gave Amy approximately three months of experience. OPM cannot give Amy credit for five solid years of experience when in reality she only performed ranger activities a portion of that time.

It is important to remember that any experience we have is valuable and can be counted toward qualifying experience. It doesn't matter if we are

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## Letters

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To the Editor:

Director Mott's comments in the April *Courier* about not categorizing NPS employees on the basis of gender were quite correct. The Director stated that job performance, not gender, is the only categorization that should be applied to NPS employees. It's good to hear the Director articulate that policy.

A.J. McDade  
Stones River NB

To the Editor:

We may not be a park but we would like to respond to Glacier's challenge in the July *Courier* that they had the biggest baby boom. Our Denver-based WASO offices produced 7 baby boys between May 1986 and January 1987. That works out to .875 baby boy/month versus Glacier's .833 baby boy/month. Parents include Bill Oates (son Dorian born in May); Maureen Busch (son Justin born in August); Bill Nagle (son Bill Jr. born in October); Dee Morse (son Ryan born in December); Greg Hogue (son Alec born in December); Leslie Vaculik (son Parker born in December); and Howard Stark (son Kenneth born in January). In addition to all the boys, one girl, Mara, was born to Susan Stitt in July 1986.

Leslie Vaculik  
Mining and Mineral Branch  
Land Resources Division, DSC

paid or not, we still count experience gained as qualifying experience. However, in the evaluation process the “time we put into it” is in direct proportion to the “time we get out of it.” In other words, we only receive credit for the exact time spent.

Well, Amy understands. She's going to put a few more hours into park activities each month to try and improve her score. If you have any questions about how to evaluate your volunteer experience, just ask your friendly personnel office staff. They know all about lending a helping hand!

By the way, for all you folks out there who are fast approaching that over-the-hill birthday, I've purchased a new sign for my office. It reads, “I may be getting older, but I refuse to grow up.”

Have a great day!

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To the Editor:

Please inform Mr. Sanchez (p. 21, July '87 issue) that Oklahoma became a state on 16 November 1907, which, according to my understanding, is still in the 20th century! Cheers..

George A. Fisher, Jr.

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## COURIER

The National Park Service Newsletter

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*Grand Canyon offers lasting  
personal experiences to anyone  
who visits, whether for one hour  
on the rim or a lengthy visit  
over the edge.*

*Bruce Wadlington  
Concessions Management  
Grand Canyon NP*

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