



White House gardens always in season



Mary Jo Stine
Special to the Courier

White House chief gardener Irv Williams spots a red fox near the Children's Garden one bright autumn afternoon. A wild turkey stays for a three-day visit during the Carter years. Mallard ducks return yearly to nest, some by the side of the White House swimming pool. Every year NPS and the Audubon Society produce a bird count, inventorying the numerous species that visit the White House each December.

All these interesting events point up the startling fact that the White House grounds are a prime 18-acre natural area in the middle of a busy city. The National Park Service has the lead role in maintaining these grounds.

Williams has been central to the Park Service operation at the White House grounds. He looks forward to celebrating his 25th anniversary as chief gardener in summer 1987. Chief usher Gary Walters jokingly declares, "We might plant a commemorative tree to

mark the event." So far the only commemorative trees to dot the White House grounds were planted by former or current presidents.

Of his job, Williams notes, "It's a privilege to work here. And the challenge never stops." He thinks that his work crew feels the same because there is little turnover on his staff. The daily crew tending the grounds numbers about a dozen. Including workers at the greenhouses run by the Park Service on the grounds of the Kenilworth Aquatic Gardens, plus heavy equipment operators occasionally needed to help change major plantings, Williams estimates the number of workers can edge up to 30.

There are three major plantings a year at the White House. In late fall, usually November, tulips, daffodils, crocuses, grape hyacinths, and other bulbs are planted. The flowers will generally be in full bloom in mid-April for the spring White House garden tour. The weather, though, can make a difference of up to 10 days in the date of blooming. In late

April or early May, after all danger of frost is past, beds of blooming or ready-to-bloom annuals are planted around the north and south fountains, in the formal east and west gardens, and in other plantings sprinkled about the grounds. Popular flowers for this time of year are geraniums, dusty miller, begonias, impatiens, and marigolds. These flowers last through the summer. A final planting in late September or the beginning of October replaces the annuals with ample beds of small to giant chrysanthemums in fall colors such as bronze, red, and yellow. These flowers highlight the fall tour in mid-October.

Besides the plantings, the rose garden on the west side of the grounds needs replacement of the rose bushes every two to three years. Williams notes that he uses florabunda varieties of roses, "with smaller flowers but more of them." First ladies often express their color preference for the roses. According to Williams, "This first lady (Nancy Reagan) likes red."

The spring and fall tours for the

public demand extra work from the gardening staff. From experience, chief usher Walters predicts the upcoming April tour may see "9,500 people on a good day and 3,500 on a rainy day" visiting the grounds. Tour hours are from 2:00 to 5:00 p.m. on that Saturday and Sunday.

Special walkways are put in place over grass, and signs direct the visitors on a self-guiding tour. It begins at the east garden, goes back to the south oval, continues through the children's garden, passes by the rose or west garden, and ends by the north driveway. Along the route, historic photographs are mounted on display, and an exhibit prepared by the NPS Design Center identifies songbirds that regularly visit the White House gardens.

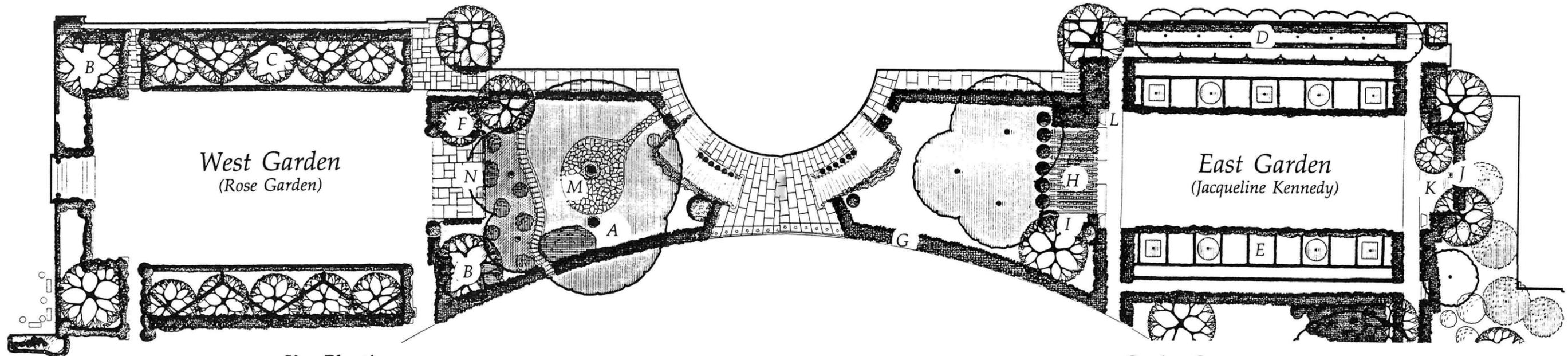
Discussing the Park Service garden tour route with supervisory horticulturist Ludwig Schneider yields an insider's view of the formal gardens. In the east gardens, decorative herbs such as rosemary, mint, and thyme stay year-round, while the flower beds are

changed. Schneider notes that "the kitchen staff will occasionally snip some chives or greens for a special dinner."

The sweeping lawns by the south oval are maintained by cutting the grass once or twice a week during the long growing season. Schneider reveals one secret of the lawn's vitality: "You have to be careful not to cut off more than a third of the blade of grass."

Whether to replace a dead tree on the grounds is always a carefully made decision. A delicate balance between shade and open areas is critical to the historic landscape plan prepared by the Olmstead brothers in 1933. When a tree is replaced, it is usually by a tree of the same type. Managing the amount of shade created by large trees is tricky, according to Schneider. Some places on the grounds are planted in groundcovers because they are too shady for grass. And in the rose garden, last stop of the tour, the two bordering rows of crab-apple trees have to be pruned each year

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Key Plantings

- | | |
|----------------------------------|-----------------------|
| A. Jackson Southern Magnolias | Magnolia grandiflora |
| B. J.F. Kennedy Saucer Magnolias | Magnolia soulangeana |
| C. Katherine Crabapples | Malus 'Katherine' |
| D. Littleleaf Lindens | Tilia cordata |
| E. American Hollies | Ilex opaca |
| F. Washington Hawthorn | Crataegus phaenopyrum |
| G. Holly Osmanthus | Osmanthus ilicifolius |

Garden Ornaments

- | | |
|-----------------------|---------------------------------|
| H. Pergola | 1965 |
| I. Trellis and Window | 1982 |
| J. Sculpture | Artist, Silvia Shaw Judson 1965 |
| K. Pool | 1965 |
| L. Benches | Filmore Administration 1850 |
| M. Furniture | Gift of Amelia Riggs 1973 |
| N. Wood Bench | Gift of Mrs. Paul Mellon 1983 |

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so the rose bushes can get enough sunshine to bloom.

Williams has a tree replacement plan that he talks about with enthusiasm. He is trying to produce a graft of the American Elm tree that President John Quincy Adams planted in 1826. This is the oldest of the presidential commemorative trees, and it is declining, Williams says, because of age and several lightning strikes. If he can graft part of the original tree onto a new root stock, he will be able to plant a duplicate replacement of the old tree when it is needed.

One of Irv Williams' continual on-the-job challenges is hungry animals. Flocks of starlings eat grass seed and squirrels eat whole plants and bark from the trees. An unusual solution to squirrel damage worked in nearby Lafayette Park. Spraying geraniums with hot sauce discouraged the marauders. Williams uses screens to protect the grass

seed and an occasional metal collar around a damaged tree to keep the squirrels off.

Park Service greenhouses provide plants year round for many official White House events. In January and February early spring floral arrangements are brought inside. Other flowers are kept blooming through the late fall to provide floral arrangements for the living quarters.

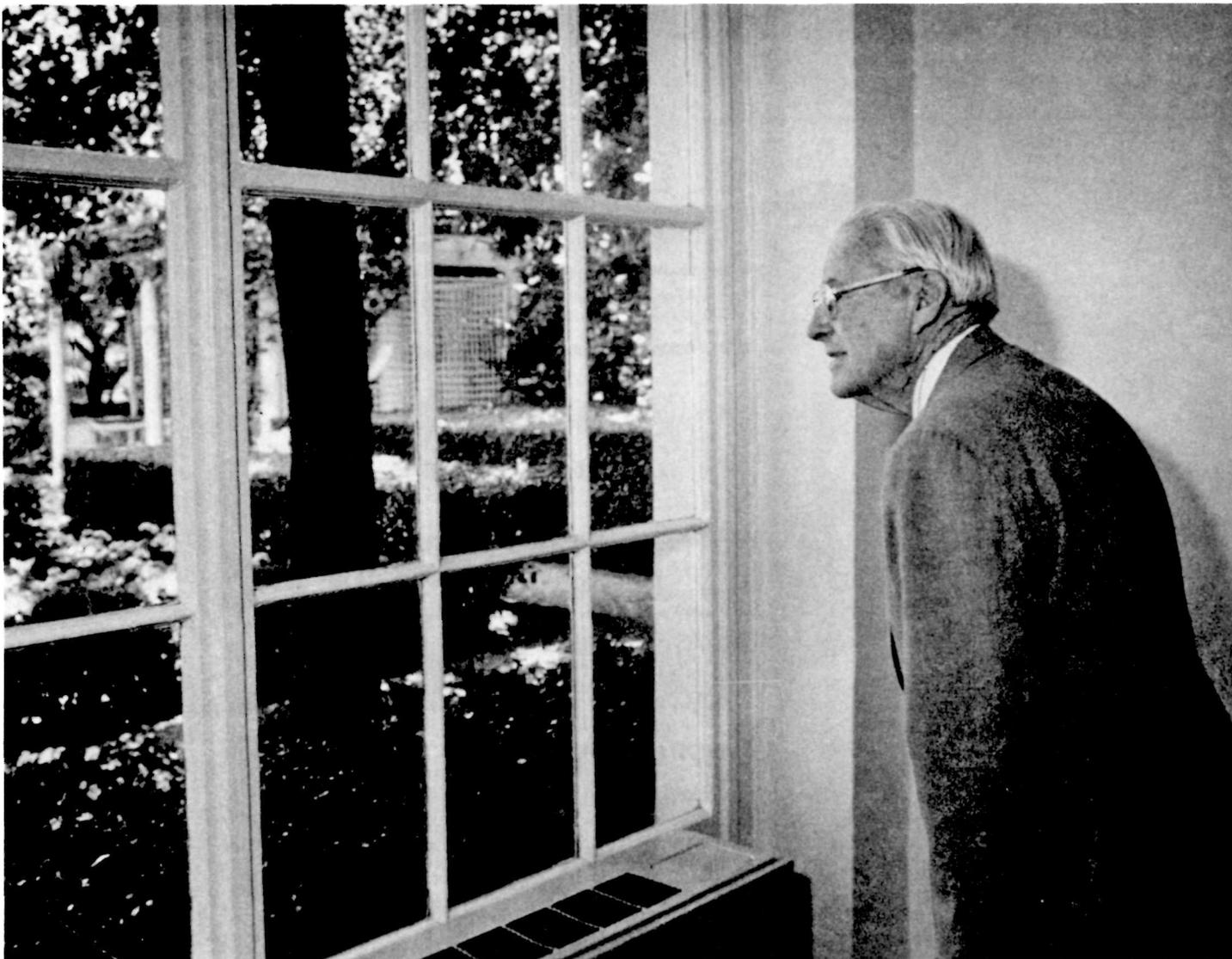
Jim McDaniels, Associate Regional Director, White House Liaison, notes a major ongoing project to care for and preserve the outside of the mansion. Since 1976, when an attempt to repaint the White House failed, the Park Service and the National Bureau of Standards have tried to find a way to safely scrape off a multitude of layers of paint from the exterior sandstone walls and replace them with a fresh, better adhering coat of paint.

After a period of research and experimentation, the exterior East Wall

was cleaned and painted by a restoration contractor in March 1981 in accordance with new specifications developed by the National Bureau of Standards. So far that wall hasn't needed anything but a cleaning. The project's aim, to find a method of repainting that will last at least six years, seems to be within reach.

On the east side of the White House the Park Service recently finished another project. A team headed by Lee Jordan from the Park Service architecture/engineering office in Denver supervised the construction and landscaping of a new pedestrian mall between the White House and the Treasury Department building. Part of a street (East Executive Avenue) was removed and replaced with the mall, designed by NPS landscape architect Merrick Smith.

Williams was excited about the change: "Visitors will begin their White House tour in a safer area."



Director Mott views the grounds.

America's kitchen herbs

John Donahue
and Joni Heyne
Morristown NHP

If you were an eighteenth-century farmer and you suffered from rheumatism, neuralgia or colic, then the fragrant infusion of feverfew (*Chrysanthemum parthenium*) steeping on a cold afternoon might have been just the remedy for what ailed you. If a mad dog or venomous serpent bite threatened your life, then surely you would have run for the betony (*Stachys officinalis*).

Herbs were an important part of life for the eighteenth century American family. The flowers of hops (*Humulus lupulus*), for example, were used to leaven bread, cleanse the blood, serve as a diuretic, and flavor beer. Chamomile might have helped you sleep and sage might have soothed your sore throat.

The kitchen garden of herbs just outside the home also reminded these pioneer Americans of the culture and

traditions of the European continent they had left behind. The herb garden was an important facet of their lives, serving as a bridge between their past and their future.

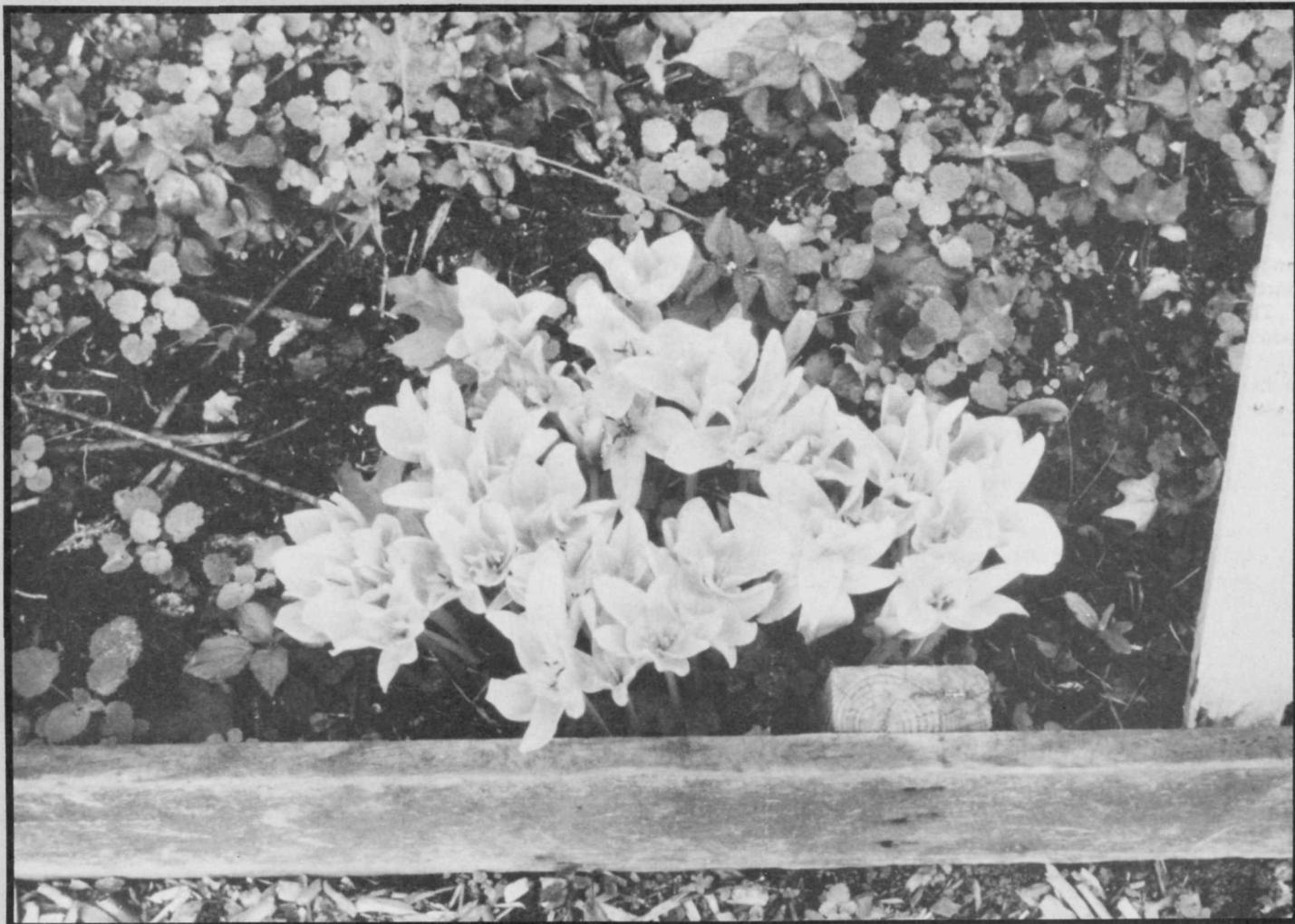
These values have been preserved at the Wick House in Morristown NHP. Through the efforts of the Northwestern New Jersey Unit of the Herb Society, a wide array of traditional cooking and medicinal herbs is cultivated. This kitchen garden adds greatly to the park's representation of the historic scene and to visitor enjoyment. Working from a 1790 map, devotees restored the Wick garden to its original size and shape, and instituted extensive research to insure that the proper species were being used. The elaborate garden has been recreated solely through the labor and ingenuity of a dedicated group of volunteers.

In an effort to continually add to the knowledge of park staff and volunteers, the members of the Herb Society began

assembling an herbarium. Since 1978, Lucille Miller, one of the members, has been collecting, pressing, mounting and labeling the finest specimens in the garden. Earlier this year, when the collection was completed, the Herb Society members donated two herbarium cabinets to the park in memory of a former superintendent, Melvin Weig.

The staff at Morristown NHP considers itself very lucky indeed to have the excellent support of such a fine group of volunteers, as they work to preserve the cultural and natural resources of the area. It is anticipated that the herbarium collection will continue to grow as both volunteers and park staff add new specimens.

So remember, if you need a source of red dye for your linen, you might try the roots of the Lady's Bedstraw (*Galium verum*). If you want a soothing tea at the end of a long day, then catnip (*Nepeta cataria*) might be in order. Or.



Wick garden. Photo by John Donahue.

Historic property leasing: the year in review

Susan Harrison
Historic Property Leasing Coordinator
WASO

During the past year, a number of superintendents have expanded their ability to preserve historic properties with a nontraditional management tool—leasing properties to others. Section 111 of the National Historic Preservation Act of 1966, as amended in 1980, authorized the Service to lease selected historic properties to individuals, groups or organizations who will provide for the preservation and maintenance of the properties.

To qualify as a candidate for leasing, a property must be owned by the federal government, listed or determined eligible for listing in the National Register of Historic Places, and have been ascertained to be inappropriate or unnecessary for park administration, operations, interpretation, quarters, concessions, and the like. Park superintendents have identified 194 such properties, 64 of which have been leased to date.

All leases must be competitively offered, with bids at least equal to fair market rental value, based on an appraisal of the property. Prospective lessees are evaluated by the Service to determine their financial capacity to carry out the terms of the lease, their experience in rehabilitating historic property and managing projects of similar uses, and their ability to assure the long-range success of the lease arrangements.

The following historic buildings, in addition to the Kennedy-Suplee Mansion and the Klondike Gold Rush NHP houses discussed elsewhere have been leased during the past year:

- **Fort Washington Park:** Harmony Hall, an 18th century Georgian residence, along with 65 acres of land, has been put to use as an antique carriage driving center and Morgan horse farm.
- **Cuyahoga Valley National Recreation Area:** The Daniel Tilden House, a large, two-story Victorian residence built in 1872, has been rehabilitated for use as offices by an architectural and graphic arts firm. The Packard-Doubler House, built in 1864, has been leased as a residence.

- **Lincoln Home National Historic Site:** The Corneau House, once the home of Abraham Lincoln's friend and neighbor, Charles S. Corneau, a Springfield druggist, has been leased as offices.
- **Cape Cod National Seashore:** The Ahearn and Higgins Houses, examples of traditional 19th-century Cape Cod houses, are being rehabilitated for use as residences.
- **Lowell National Historical Park:** Old City Hall, Lowell's original town hall, built in 1830, is being rehabilitated to serve as first class retail and office space at a cost to the lessee in excess of \$2 million. The exterior will be fully restored to its Colonial and Georgian Revival

Style, while the interior will be modernized.

- **Delaware Water Gap National Recreation Area:** The Callahan House, a good example of the earliest type of frontier house on the Pennsylvania side of the Upper Delaware Valley, now serves as offices for a real estate company. The Dingman's Ferry Dutch Reformed Church, a white clapboard frame structure built in a simple Greek Revival design, has been leased for use as a residence and antique store.
- **Salem Maritime National Historic Site:** Portions of Derby and Central wharves have been leased for use as a marina to serve area residents as a berth for sailing vessels.

Preservation a way of life at Klondike Gold Rush NHP

Paul C. Cloyd
Project Architect, DSC

Klondike Gold Rush National Historical Park was dedicated in 1977 to commemorate the 1898 gold rush. Skagway Historic District, in southeast Alaska, is one of several units in the park, the middle link in the route to the

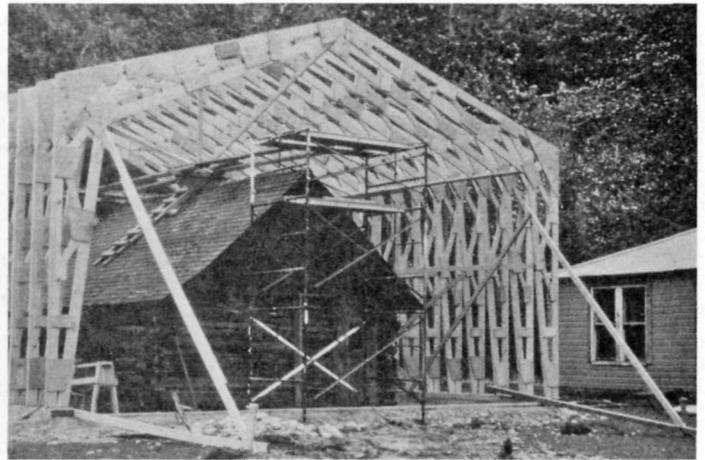
gold fields from Seattle, Washington, to Dawson, Yukon Territory. The National Park Service owns 13 historic structures within the district. There are more than forty others privately owned. As planned, nine of the 13 Park Service buildings will be leased to private owners, and the remaining buildings will be used for operations or interpretation.



View of Broadway: 1898 construction of the White Pass and Yukon Route railway underway through town. Photograph courtesy of Klondike Gold Rush NHP Research Library.



View of Benjamin Moore House, 1901, Captain William Moore Cabin at left. Photograph courtesy of University of Alaska, Fairbanks.

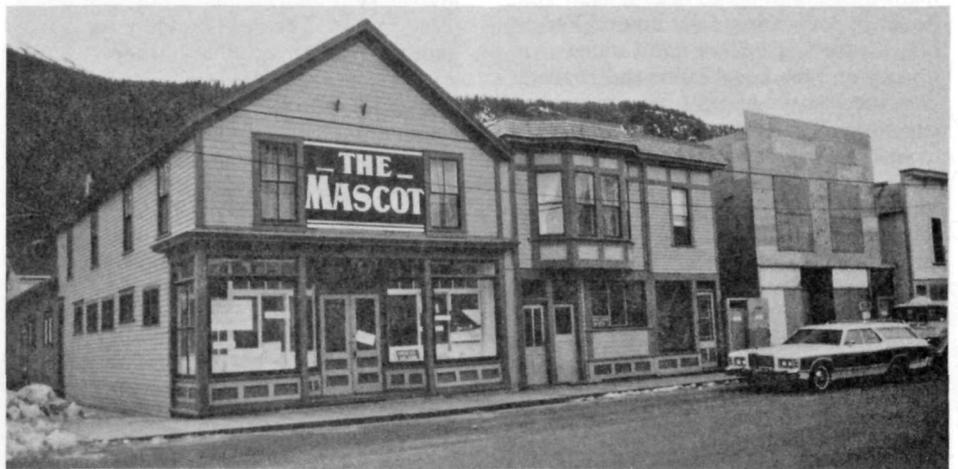


August 1985, construction underway of temporary protective shelter over cabin prior to restoration work. Photograph by Paul Cloyd.

The leasing program is designed to provide contemporary uses compatible to the historic character of the buildings. In Skagway, these uses originally ranged from saloons to railroad depots to houses of ill repute, all facets of life in a gold rush boom town. July 1, 1984, marked the official opening of the first restored building—the White Pass and Yukon Route Broadway Depot and Administration Building. This building, which took four years and \$1.5 million to complete, now functions as the park headquarters and visitor center. It serves as the standard for the rest of the project.

The second phase of work began in 1985. It included extensive restoration of three woodframe commercial buildings and the original homestead cabin of Captain William Moore. Work on the frame structures involved lifting the buildings, installing new foundations, restoring the exteriors, repairing the framing, and upgrading electrical and mechanical systems to modern building codes.

The Moore cabin was a different kind of challenge. The exterior logs were severely deteriorated and had to be dismantled to determine if they could be restored. However, the interior of the structure had plank wall and ceiling boards spiked to the logs. To further complicate matters, Captain Moore's son, J. Bernard Moore, had covered the planks with 1890s newspapers. NPS historical architects concluded that the newspapers were significant historical fabric and should remain on the planks in order to be preserved. This meant that the project supervisor and his staff had to brace the interior planks, then cut the logs away and remove them without shifting the interior planks. A shelter also had to be built over the en-



February 1986, Mascot Saloon Group at left; exterior stabilized but interior work not yet started for Boas Tailor and Furrier; center, exterior work underway, Verbauwhede's Confectionery; far right, siding work completed, awaiting paint finish. Photograph by Paul Cloyd.



1983 Admin and Depot, exterior restoration work complete. Photograph by Robert Carper.

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tire cabin to protect the fragile newspapers while restoration was being done. The cabin will be completed in time for the 1987 Centennial of its original construction.

The third phase of the project started in the fall of 1986. Adaptive use of the Mascot Saloon group, which includes

the Mascot Saloon, the Pacific Clipper Steamship Office, and the Hern Liquor Store, will take a year to complete. The remaining six buildings will be worked on by the park's day labor crew over the next few years, pending availability of funding.

The project for Skagway Historic District received a Federal Design Achievement Award, which recognizes

excellence in design for the U.S. government. In 1984, it was entered in the category of urban design and planning. The jury citation read in part as follows: "The National Park Service's lead role in preservation planning and implementation has permitted Skagway's city core to retain a mixture of uses in a historical context."

Leasing at Skagway serves a different kind of rush

The gold-rush town of Skagway, Alaska, is booming again. Two recently restored, federally-owned buildings were leased back to private businesses in an effort to help provide for their maintenance and preservation. The leased buildings originally housed Verbauwhe's Cigar Store and Confectionary and the Boas Tailor and Furrier, both constructed in 1899, now to be occupied by Taiya River Jewelry and Skagway News, respectively. The NPS plans to maintain the exteriors of structures, while the lessees are responsible for finishing and maintaining the interiors to NPS standards.

The historic buildings being leased at the park typify the boomtown, wood-frame architecture of the 1890s. Frederick Verbauwhe, a Belgian tobacco merchant, built the Verbauwhe Cigar Store and Confectionary in the fall of 1899. He sold tobaccos, cigars, cigarettes, and snuff, while his wife marketed candies, fruits, and nuts. Since the turn of the century, the store has housed a jewelry shop, a gunsmith, a freight company, a gas station, and a liquor store. Verbauwhe's will reopen as Taiya River Jewelry. Visitors will be able to watch gold being shaped and molded into necklaces, bracelets, and rings. The lease was awarded to Casey McBride, who has operated a jewelry shop in Skagway for more than ten years.

Improvements planned for the structure's interior include: historical display cases and counters, an embossed metal ceiling, a hardwood floor, and a paint scheme to complement the other improvements. The interior will be completed and the shop opened to the public before the spring of 1987.

A second lease was granted for the use of the Boas Tailor and Furrier building located immediately north of Verbauwhe's. This is a two-story, 1,577 square-foot building, originally operated by Henry Boas as a tailor shop that also dealt in furs. The Boas building has contained a number of other businesses during its active history. It was a restaurant, a furniture store, and a jewelry store. The building has been leased back to William and Diane Brady, owners and operators of the Skagway News and Lynn Canal

Publishing. The Bradys plan to operate a three-fold business from the first floor, including a newstand with local and national newspapers, a functioning antique printing press, and a selection of souvenir items. Improvements to the inside of the building are to include a floor covering of black-and-white checkered linoleum, a completely repainted interior, gold rush era light fixtures, and display cases and counters. The second floor will house the Skagway News and the Lynn Canal Publishing offices.



October 1986. Verbauwhe's Confectionary foreground, all exterior work complete; Boas Tailor and Furrier, exterior work 90% complete; Mascot Saloon, far left. Photograph by Ray Todd.

Park property becomes restaurant

Art Miller
MARO Public Affairs

Imagine standing at night before the softly lit porch of the Kennedy Mansion in Valley Forge National Historical Park. A gently curving circular drive has deposited you before the Tuscan Revival style structure with its hipped roof, so low that its pitch is only visible at a distance, and its cast iron latticework of grapevine and morning glory design. Reflected in the windows are the bent heads of diners, and through the open doorway the sounds of conversation ebb and flow.

Imagination only? Perhaps for the moment, but Kennedy-Suplee Associates, a partnership of Lionville, PA, intends to transform the 144-year-old mansion into a superior dining establishment. In place of the leaking roof and deteriorating ceiling medallions—a sad commentary on the decline of family fortunes—there will reappear the Victorian grandeur first created for the enjoyment of John Kennedy, a mid-nineteenth-century businessman, highly successful in the limestone trade.

A for-profit enterprise, the restoration of the old mansion has been made possible by the NPS leasing program that takes historic property auxiliary to the park story and makes it available for private use and occupancy. In return for use of the structure, the lessee, under the Park Service's watchful eye, becomes responsible for appropriate preservation activities. These may be handled either by the organization's own historical architects and approved by the Park Service, or by the Park Service itself with funds provided by the lessee.

In the case of the Kennedy-Suplee Mansion, Kennedy-Suplee Associates plans to contract the operation of the future restaurant to Pickering Creek Industrial Park, Inc., also of Lionville, which operates a number of fashionable restaurants in the Valley Forge area. Said Douglas Billings, a Pickering executive: "I am excited about running a restaurant within a national park area. We are devoted to preserving the mansion and to giving our customers an unusual dining experience."



Kennedy Mansion detail, photo courtesy of Jack Boucher and HABS

Valley Forge superintendent Wallace Elms underlined the fact that this is a public-private partnership that "will preserve this handsome old building and at the same time provide a beneficial public use." In accomplishing this objective, Larry Snyder, president of Middle States Preservation Funding, Inc., consultants to the Pickering group, estimates that the partnership will invest \$1.2 million in rehabilitation and improvements to the mansion, with an additional \$350,000 for fixtures, equipment and period furniture. Use will also be made of the federal historic preservation tax incentives that provide tax benefits for rehabilitating historic structures for commercial use.

Although the Park Service considered operating the mansion under a concession agreement, the building is located at the edge of the park and its primary use as a dining facility will come from the outside community rather than from park visitors. Listed on the National Register of Historic Places because of its

architectural importance (another requirement of the leasing program and one that safeguards the integrity of all such candidates for private use), the mansion will return approximately \$40,000 a year, the negotiated sum of the lease, to Valley Forge NHP. This money will then be applied to much needed park preservation and maintenance projects.

All in all, the leasing program for the Kennedy-Suplee Mansion has created a win-win scenario for everyone involved. Pickering Creek Industrial Park, Inc., has received use of a historic building whose intrinsic beauty could not be reproduced in the current architectural environment. And Valley Forge is not only placing in good hands a historic building that it did not have the funds to preserve, but it is also receiving an additional infusion of money critical to its successful management of structures more central to the Valley Forge story.

The Pickering group plans to restore the exterior of the mansion to its mid-nineteenth-century appearance and to rehabilitate and modify the interior for restaurant use. Dining rooms will occupy the first and second floors. A kitchen addition will be constructed at the rear where it will not intrude on the historic scene. Best of all, wall coverings, window and floor treatments, and painting will be designed to reflect the historical period of the building. Also, Middle States will research and write a historic structures report summarizing the mansion's history, its original construction features and the chronology of its occupancy and structural changes. New electrical, heating, ventilation, air conditioning, fire safety and plumbing systems also will be installed.

So if you are visiting Valley Forge in the near future, you might plan a visit to the handsome mansion on the knoll overlooking the town. At such a time, thanks to the opportunities provided by the leasing program and the policies of rehabilitation supported by private industry, the clatter of silverware and the aroma of freshly cut flowers will not be figments of the imagination only, but a genuine dining experience.

Alaska's one-stop shopping for visitor information

Janet McCabe
Special Assistant to the
Regional Director, ARO

Sometimes a cooperative project has enough obvious public benefit that the idea draws out the best in people and encourages them to work together. The development of Alaska's Public Lands Information Centers is a good example of this process.

Congress incorporated the basic concept in the Alaska National Interest Lands Conservation Act of 1980 (ANILCA). As this bill was forged, its creators realized that the establishment of nearly 103 million acres of new national parks and preserves, wildlife refuges, forests and other conservation areas would greatly increase tourism to Alaska.

To accommodate visitors, Congress

directed the Secretary of the Interior to plan for "cooperative information/education centers" in Anchorage and Fairbanks, Alaska's two largest cities, and at a site on the Alaska Highway. Similar direction to plan a center in Southeastern Alaska was given to the Secretary of Agriculture.

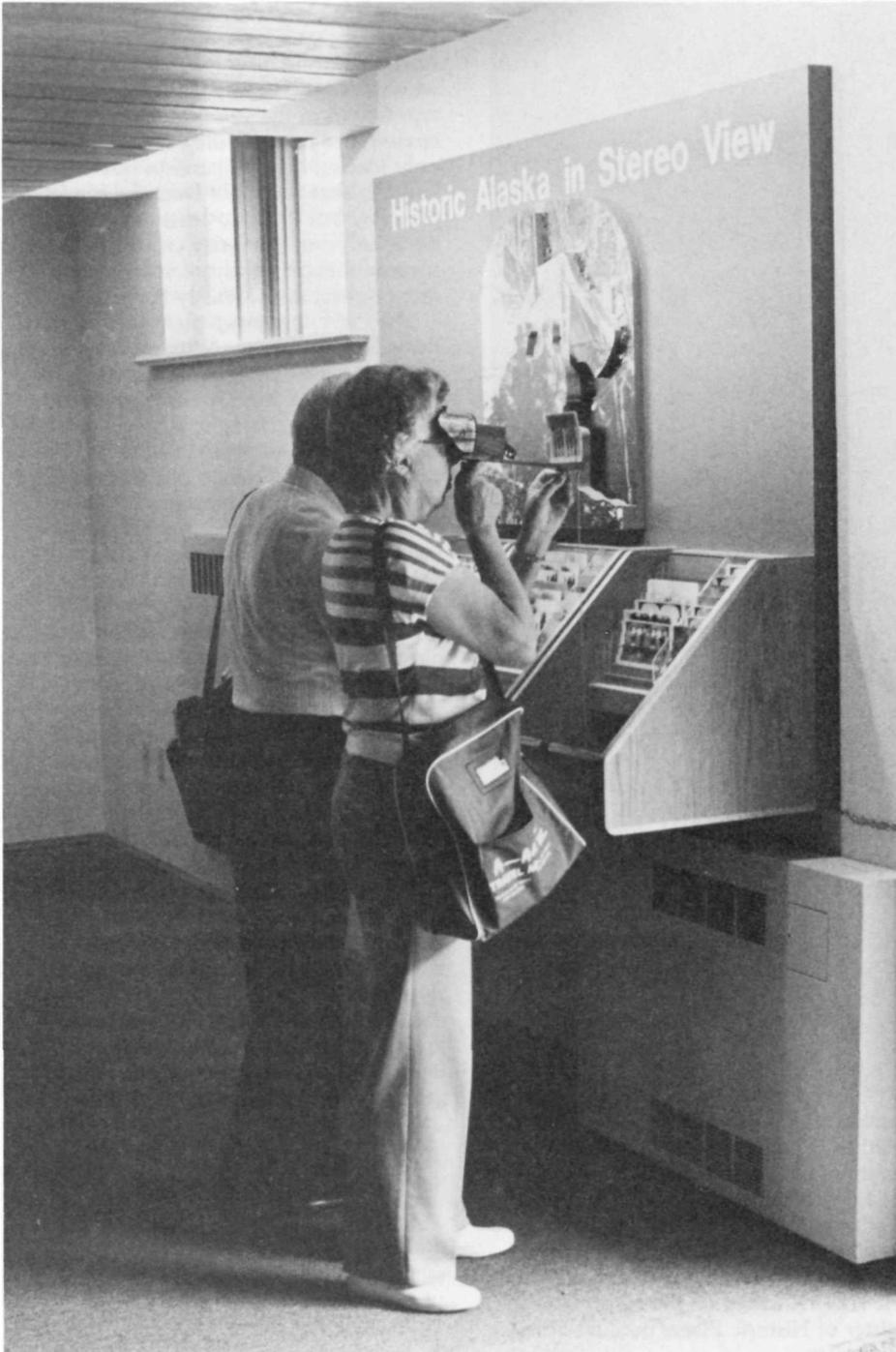
The concept of such centers combines public service with economic practicality. Bringing together diverse federal and state agencies in consolidated centers spares the visitor the difficulties of going from office to office seeking out information necessary to plan a trip through Alaska's public lands. In addition to serving visitors, the centers also provide an educational resource for local citizens, orienting them to the great natural and cultural diversity of their state. Overall public costs are reduced since agencies' public service efforts are combined in the same facilities.

In 1981, after the passage of ANILCA, the Secretary assigned the task of planning the Anchorage, Fairbanks and Alaska Highway centers to the National Park Service's Alaska Regional Office. In turn, the region invited Alaska heads of state and federal land agencies to designate representatives to a joint planning committee.

After several meetings and active involvement by individual members, the group developed into the body that has served as the *de facto* board of directors, with the National Park Service as committee chair and chief executive. Once a secure working relationship was established, the cooperative process received formal recognition in two memoranda of understanding, the first for planning and development of the three centers, the second, a memorandum for cooperative operation.

The project has gained much of its strength from the consistent participation on the interagency committee by representatives from the Alaska Department of Natural Resources, Alaska Department of Tourism, Alaska Department of Fish and Game, the USDA Forest Service, the US Geological Survey, the Fish and Wildlife Service, and the Bureau of Land Management, as well as the National Park Service. Under the committee's guidance, a center on the Alaska Highway opened in 1984, the Fairbanks center in 1985, and the Anchorage center is set for the summer of 1987.

A key question during the committee's initial planning was determining whether the centers should provide space for individual agencies, with an array of booths for different agencies. The group



At Fairbanks, visitors look at Alaska's gold rush history through old-fashioned stereo viewers.

made its decision, based on the assumption that the visitor generally is interested more in the nature and content of his trip than in which agency's lands he is visiting. It followed that information about various state and federal public lands should be integrated and displayed as a composite of opportunities for experiencing Alaska.

Since Alaska's great mosaic of state and public lands extends through all regions of the state, the three centers focus on the diversity of Alaska's natural and cultural resources. Information is displayed in comprehensive exhibits organized by region or topic statewide, and trip planning information is designed to help the visitors select a rewarding experience from a wide range of options on lands under many public ownerships.

A good example of this approach is the computerized information system designed by Jerry Petsche of WASO, in cooperation with the Harpers Ferry Center. By touching the screen of a video monitor, the visitor can tell the computer which part of Alaska he wishes to visit, what kind of recreation is desired, and what type of access he will use to get there. The computer then offers a choice of recreational opportunities from an array of state and federal lands. The visitor completes his search with a printout giving details about the location and nature of the selected recreational opportunity.

The decision to organize by visitor interests rather than by agencies allowed the committee to by-pass potential inter-agency conflicts. The three centers were planned with main information desks staffed by people trained to answer questions about all kinds of public lands. The design and layout make maximum use of minimum employees.

For the Anchorage and Fairbanks centers, Harpers Ferry Center planner Saul Schiffman and designer Bruce Geyman created six regional exhibits as impressionistic images of Alaska's diversity, using a combination of mounted animals, cultural objects, plant models, photographs, and text. In each regional exhibit there is a video monitor offering highlights of the region's lands and resources. A visitor interested in the north, for example, can choose to view videos about whaling, polar bears, the trans-Alaska oil pipeline, or the life-support system of the tundra. Other exhibits highlight Alaska's very different Native cultures, sport fishing opportunities in south-central Alaska, and equipment and safety. The history of Alaska's gold rush era is displayed in a do-it-yourself stereo photo exhibit; and the land forms of the state, above and



The centers interpret wild Alaska for many people who can never go there.

below water, are displayed in a touchable relief map designed to encourage people to feel the contours of Mt. McKinley.

Committee members were active participants throughout the development process, contributing photographs and objects, reviewing and detailing text, and arranging for contribution of funds. The wealth of resources available by drawing from eight different state and federal agencies is particularly evident in the auditorium, where visitors can see a multitude of films, slide shows, and video programs on land and resource topics, ranging from Alaska's cultural history to the wilderness of Denali National Park and Preserve.

The emphasis on visitor service also dominated the choice of locations for the centers. The committee reasoned that the centers should be at the hubs of visitor travel. For the Alaska highway center they chose to remodel an existing state visitor center at the Tok highway junction where people turn north towards Fairbanks or south towards Anchorage. In Anchorage and Fairbanks, they looked for central downtown locations with maximum convenience for hotel visitors. For each of these centers, the prime site was a historic post office. Both buildings were already on the National Register for Historic Places, and had the additional benefit of emphasizing local history.

The centers fulfill the expectation of public service that motivated their initial legislation. In combination, the centers at Fairbanks and Tok served more than 95,000 visitors this past summer and, this winter, an interpretive naturalist will join the staff of the Fairbanks center to develop its potential as an educational resource for local children. The centers have proven to be of special value for information relevant to more than one land agency; for example, information about river floating, wild fires, or the "Take Pride in America" program.

Center operations follow the same cooperative principles that guided their development. Funds are provided by state and federal governments on a fifty-fifty basis. For simplicity and reliability, however, a single state agency—the Alaska Division of Tourism—and a single federal agency—the National Park Service—have the lead in budgeting and administering operational funding. The board of directors overseeing the operation of all three centers continues to be the interagency committee comprised of the original eight agency representatives. Alaska's "one-stop shopping" is becoming visitor service at its best.

Vigil of silence: the Civil War memorials

The commemorative history of battlefields deserves thoughtful interpretation

Richard West Sellars

At Antietam battlefield the monument honoring the State of Maryland's men who fought there stands in a quiet grove of maples near the Dunker Church. At Vicksburg the towering Wisconsin column pays tribute to the sacrifices that state's soldiers made on the surrounding battleground. And at Shiloh the dark and grieving figures on the Confederate Memorial testify to the tragedy of the battle and the Civil War.

These are only three among hundreds of memorials that stand about the woodlands, fields, and towns that are America's Civil War battlefields. Despite their great numbers, their beauty, and their artistic and symbolic variety, memorials receive only casual interpretation at most battlefield sites. The lack of meaningful interpretation holds true at sites containing hundreds of monuments scattered over extensive acreage, on fields with only a few memorials, and at crossroads or city parks punctuated by a lone Civil War figure. Without much interpretation, visitors must rely on their own knowledge of the memorials' significance and of the historical contexts in which they were created.

Important features of many Civil War battlefields, memorials represent an aspect of history almost ignored—the commemorative development of historic landscapes over time. Successive generations have memorialized the battlefields. Union soldiers occupying Vicksburg erected one of the early memorials, a small marble obelisk, in July 1864, one year after the Southern troops' surrender there. The State of Tennessee placed a monument on the Gettysburg Battlefield in 1982, 119 years after the battle. Representing a long commemorative aftermath that has added richness and variety to the battlefield's history and appearance, the memorials, themselves, are historical phenomena worthy of the public's attention and understanding.

Historical perspectives

Several important trends influenced the proliferation of Civil War memorials on the battlefields, on hundreds of courthouse squares, and in city parks. These trends include an increasing interest in memorials, the stylistic evolution of commemorative architecture and sculpture, and early developments in landscape architecture. Political and economic factors, as well, sanctioned the commemoration of the Civil War. To

foster a greater appreciation and understanding of the memorials, they should be interpreted within the broad contexts of 19th-century memorialization, landscape design, and politics and economics.

To begin with, not only was the Civil War the most traumatic conflict this nation has endured, but it occurred during the Victorian era, a time of extensive monumentation. During the mid- and late-19th century, memorials became a popular expression of public sentiment. For the first time, the nation took pride in erecting many large, impressive monuments, including the Yorktown Victory Monument (completed in 1884), the Washington Monument (begun in 1848 but not finished until 1885), the Statue of Liberty (dedicated in 1886), and Grant's Tomb (dedicated in 1897).

Concurrently, the Columbian Exposition of 1893 in Chicago and the "City Beautiful" movement following the exposition inspired memorialization throughout the country. Especially important were developments in civic planning and design, including urban parks, frequently with monuments. Also widely reproduced photographs of the Civil War and, later, of the newly erected monuments further instilled in the public's mind the idea of memorialization. Thus, given the Victorian interest in monumentation, the Civil War battlefields of the 1860s became natural targets for an outpouring of sentiment expressed in granite, marble, and bronze.

Victorian cemeteries contain the most pervasive evidence of the era's fascination with monuments. These cemeteries, with their ornate and frequently ostentatious monuments expressing elaborate sentiments about death and affection for the dead, contrast dramatically with burying grounds of both earlier and later times—the relatively plain graveyards of the 18th century and the architecturally bland cemeteries of recent years.

The rural cemetery movement, an important aspect of Victorian cemetery development, appears to have been a forerunner of the monumented battlefield parks. Beginning in the 1830s, many American cities established landscaped burying grounds in somewhat rural areas on the city outskirts. The designers, some of America's first landscape architects, intended these cemeteries to replace overcrowded churchyards as the chief burying places



The Confederate Memorial at Shiloh Battlefield.

for the inhabitants of the growing cities. The Victorians extensively and ornately monumented the new rural cemeteries, such as Mount Auburn in Cambridge and Watertown, Massachusetts, and Cave Hill in Louisville, Kentucky. Also known as "garden cemeteries," the burying grounds were designed to serve as parks and became popular in this regard, remaining so today. The result was monumented countryside—rural cemetery-parks and hallowed ground in areas of pastoral beauty, with memorials inviting a contemplative response by the visitor. The rural cemeteries, except for their greater concentration of memorials, presented an overall appearance and ambiance similar to those the monumented battlefields would later assume. On the battlefields, however, the memorials to the sacrifices of war more than ever heightened the elegiac qualities of the surrounding pastoral landscapes. Memorialization in park-like settings, such as Gettysburg, Vicksburg, Shiloh, and Antietam, has a precedent in the rural cemetery movement; the presence of national cemeteries in these battlefield parks makes the precedent more evident.

Political and economic factors

A second set of influences on memorialization included favorable political and economic conditions after the Civil War. By the last decades of the 19th century, governments at every level—federal, state, and local—had become well established. Great corporate and individual wealth existed as well. A catastrophic war had concluded, and a political and economic framework enabled commemoration of the conflict.

By comparison, the American Revolution—the event in American history prior to the Civil War with the greatest potential for widespread memorialization—inspired the creation of relatively few monuments during the decades immediately after the war. The new nation lacked the necessary political cohesion and economic strength for a large-scale memorialization effort. The Victorians, however, memorialized the Revolution during the centennial years in the 1870s and 1880s. But with a century having passed, the intensity of feeling about particular battles had diminished, and none of the Revolutionary War battlefields was extensively memorialized.

Veterans' groups and other patriotic organizations, adept at lobbying federal and state governments, encouraged the memorialization of Civil War battlefields. Except for Grover Cleveland, every president from Ulysses S. Grant through William McKinley was a member of the Grand Army of the Republic (G.A.R.), as were many congressmen. The G.A.R. and the United Confederate Veterans, whose membership included Southern congressmen, found an ally in the railroads. Eager to promote tourism and fired by patriotic zeal, the railroad companies lobbied for battlefield preservation and memorialization. The War Department encouraged these private efforts not only for patriotic reasons, but also as a means of securing selected battlefields for the army to use for on-site study of the tactics employed during the historic battles. The efforts of these varied interests culminated in legislation in the 1890s, when Congress established Chickamauga, Chattanooga, Antietam, Shiloh, Gettysburg, and Vicksburg as military parks.

The legislation establishing these parks called for memorialization, which had, by this time, already begun. The impulse to memorialize intensified during the decades following the war and carried strongly into the 20th century, spurred on by special anniversaries including the 50th, 75th, and the centennial.

Memory and elegy

Americans in their homes, school-rooms, and workplaces have contemplated and recalled the details and consequences of the Civil War battles countless times—beginning on the battlefields before the troops moved out, then throughout the country for the remainder of the 19th century and into this century, even to the present day. The memorials and the preservation of battlefields reflect the enduring power of this remembrance. Recollection of the battles is institutionalized in the monumented parks, the remembrance



The "Surrender Monument" at Vicksburg Battlefield.



The Wisconsin Memorial at Vicksburg Battlefield.

reinforced through preservation, commemoration, and recurring ceremony.

The majority of the Civil War battlefields, however, have only a few memorials or obscure bronze plaques or nothing at all. Yet preservation, even without monuments, is an act of memorialization. Preservation acknowledges that something so important has happened that it must be remembered and at least some terrain set aside.

Battlefield preservation alone does not present specific perspectives of a battle. Memorials, however, interpret a battle by highlighting certain aspects of the conflict to be remembered. Marking the location of important encounters and recalling acts by individuals, regiments, or entire armies, the memorials embody memory and legend: stories officially chronicled and perhaps those never recorded—recollections of the grandfathers, fathers, and sons told and retold until finally passing out of folk memory.

Moreover, memorials suggest how a battle is to be remembered. They rarely portray the horrors of battle, nor do they question the morality of war. Rather, they enoble memories of a battle to recall the tragedy and sacrifice in a heroic and elegiac way, and they seek to justify and reaffirm the causes for which the war was fought.

Aside from the fumbling march of armies to victory or defeat, what do visitors sense while on battlefields with

memorials scattered about the landscape? In fact, Civil War battlefields and memorials may still evoke deep feelings of empathy within those visitors who are able to grasp the appalling tragedy and grief engendered by these conflicts. Perhaps in the finest way, while standing on ground where men once fought and died and surrounded by tributes to their sacrifices, visitors may have a greater sense of the communal bonds of generations. Then, despite the intervening years, they might be moved by a personal sense of loss to say (borrowing from Walt Whitman's elegy for Abraham Lincoln), "Comrades mine and I in the midst, and their memory ever to keep."

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Exploring the underworld: seasonal makes discovery at Wind Cave

Jim Harpster
RMRO Public Affairs

More than 20 years after entering a Wisconsin cave for the first time and thinking "It's the neatest thing in the world," seasonal ranger Jim Pisarowicz still delights in being the first to view any new entrance to that underworld.

He had such a reward last fall when he and a companion stood some 450 feet underground at the edge of a room about the size of a football field in Wind Cave National Park. Before they concluded that 13-hour experience, Pisarowicz and his friend, Bob Kobza, had discovered five subterranean lakes of incredible clarity, domed by reddish-orange limestone deposits formed untold centuries ago. They also mapped new passageways where no humans have ever walked.

The wiry pair—each is about 5' 10" and approximately 150 pounds—has been back twice since then, and given names to each of the small ponds that, until October 22, had never experienced the hollow, crumbling sounds of the explorers' boots and the hissing of the carbide lamps mounted on their hard hats. In those three trips, Pisarowicz and Kobza have added 3,300 feet of surveyed passage to the more than 47 miles of mapped rooms, tunnels and passageways of Wind Cave National Park. The cave of this park in western South Dakota is the third longest in the nation, eighth largest in the world and—to Pisarowicz—easily among the most complex in terms of its seemingly endless mazes.

"I have been in something like 2,000 caves all over the world, in Canada, Mexico, South America, New Guinea, Australia, you name it," Pisarowicz says, "and they're all different. That's part of their fascination.

"I have been in caves with huge rivers, swiftly flowing rivers, some with waterfalls. They're endlessly fascinating. Wind Cave is not particularly deep, but it has some of the most unusual speleological events—rooms and passageways—of any in the world."

Pisarowicz is a 35-year-old bachelor with a Ph.D. in psychology. He has served for three years as a seasonal naturalist at Wind Cave. Not satisfied with the known features of the cave, he became acquainted last year with notes assembled by a caving group from

Chicago, the Windy City Grotto, that had visited the park and done some exploration in the early 1970s.

At the time, one member of the Chicago club had encountered a tiny passageway virtually submerged in water but with noticeable air movement through it. Where could it lead?

On the morning of October 22, Pisarowicz and his friend made their way to the outer limits of the "known" cave perimeter and, now crawling, now climbing, now standing upright, in three hours of strenuous effort reached the lip of a pool that the Chicago group had discovered.

"We took off our duty clothes and put them in plastic garbage bags," he says, "and then put on wet suits and walked into the pool."

Their carbide lamps cast kaleidoscopic shadows on the domed ceiling above them. Under them, features immersed in 30 feet of water appeared within easy reach of their toes. Black voids also appeared at the periphery of the pool.

"I came to the point where the Windy City club's notes indicated the passageway, and sure enough, there it was. The trouble was, it was only about 2 inches high and 3 inches wide, and it was apparent that no one could possibly get through there. So I wondered: 'What are we gonna do now?'

"Bob and I began to thoroughly explore other avenues, and, after a while, we came to a small passageway that had air movement. The notes from the Chicago people had indicated a dead-end at that location."

It was through this passageway, crawling on their stomachs much of the way, that Pisarowicz and Kobza came upon the room with the five lakes, one larger than all the rest combined—perhaps 150 feet long and 60 feet wide.

They named the lakes Lake Land, Evan's Plunge, Jim-Bob's Plunge, Inner Sea and Lively Little Lake. The water temperature was a uniform 51 degrees. The visitors took samples of the water and provided them to a research group from the University of Minnesota for analysis.

That the lakes exist represents no great surprise; there are subterranean lakes in many caves throughout the world, and, indeed, archeologists have found artifacts in many such caves where aboriginal people descended to offer tribute to the gods of the underworld.

What is of interest is the possible sources of the water that feeds the Wind Cave lakes, and how the water moves through the limestone. It is from such watery deposits that farms, ranches and some towns and cities in South Dakota pump for irrigation and other purposes, and later research may derive valuable data from the ponds that now carry Pisarowicz' and Kobza's names.

The lakes are fully one mile by crawlway from the nearest established "safe" routes where park rangers allow escorted tour groups to walk on paved pathways. In that mile-long interval, there are numerous bottlenecks and difficult sections that preclude the prospect of public visitation, at least for the moment.

Not only for the sake of discovery do Pisarowicz and Kobza map these crawlways and passageways: It's a matter of survival.

"Not all cavers do it the same way, but we map as we go to assure that we'll know how to get out when we've reached the limit of our endurance," Pisarowicz says.

How is mapping done? With measuring tape, compass and inclinometer—a device that precisely measures "ups" and "downs" along the passageways. The route and critical figures are recorded as the explorers proceed.

"If you get lost, it's your own fault," Pisarowicz chuckles. "I've been turned around lots of times, but never lost."

The newly mapped portions of Wind Cave generally orient in a northerly direction, under the surface area occupied by the park's maintenance area and sewage lagoons. Visitors to Wind Cave will drive right over the new sections of cave as they travel U.S. Highway 385 north through the park.

The orientation of the new sections is of interest because a sister park area, Jewel Cave National Monument, lies only 18 miles to the west-northwest of Wind Cave. With 73 miles of mapped passageways, Jewel Cave is the second largest in the United States, and there has been speculation for years that perhaps its subterranean works are somehow connected with those of Wind Cave.

If that connection exists, it must await further discoveries. The work of Pisarowicz and Kobza tends away from Jewel Cave.

Says Pisarowicz:

"I've been fascinated for years by the thought of being the first human being to see a particular feature, and about the only places where that is possible is in space, in the ocean or deep underground. I'll never get tired of it."

For interpreters: something old, something new

Tom Danton
Interpretive Specialist
MWRO

Ever get the feeling you are driving along on glare ice, about to skid out of control at any second? Or perhaps you feel like you are canoeing whitewater, only to find the rocks too big and the current too swift for you to keep from capsizing? This is life for some interpreters, and the anxiety is being increased with each short deadline and each additional cutback in staff and funding. Are we losing control?

Control is in the hands of those who can play the game well and understand rule changes. In November 1986, 43 Midwest Region interpreters met at Lincoln Home NHS to study the game and learn about some of the new rules. The workshop agenda, designed by Regional Chief Interpreter Gene Cox and Interpretive Specialist Tom Danton, combined something old and something new.

The game is still *interpretation*, reflecting the highest standards of professional excellence. But Dr. Leo McAvoy, University of Minnesota, conducted a group exercise to demonstrate the importance of provocation in any interpretive encounter. Another session drew a distinction between well-communicated information and a truly interpretive presentation. All good information is not good interpretation, but all good interpretation will use information. What is the difference? Participants created a checklist of items that, when present in a talk, might tip the scales toward a more interpretive experience for the visitor. Several sessions also reaffirmed the importance of Freeman Tilden's principles and the qualities that make interpretation sparkle for the visitor and valuable for the manager.

Why do so many interpreters feel they are walking a tightrope while someone keeps adding bricks to their shoulders? The answers: bicentennials, statements for interpretation, new annual program reports, money cuts, reduced staff, deadlines, requests, VIPs: the list goes on. These are like ever-fluctuating rules in the game, and if a player does not understand or feel comfortable with the rules, then, indeed, these items became burdensome.

Special sessions tried to answer or explain many of these concerns. How do we get our money? Are there some funding sources rarely tapped by interpreters? What can Harpers Ferry Center do for us and how? How can the statement for interpretation be used as a managing document rather than merely

endured as another piece of paperwork? Where do reports go and why? What purposes do they serve? Are our volunteers taking over some of our park operations? What are the consequences of this volunteer era we are in? How do we maintain control of so many volunteers? The better these and other rules are understood, the more interesting the game becomes. Workshop sessions addressed some of these questions.

The formal sessions were important, but the most valuable part of the

workshop was the sharing of ideas, often outside the meeting room. More than one-third of all permanent interpreters from the Midwest Region were together for 2½ days. They listened to each other's stories and problems, shared each other's solutions, supported each other's efforts, and became recharged from each other's energy and spirit. They reaffirmed the role of interpreters in the NPS and left on a "high" to tackle daily challenges.

With appreciation to Gifford Pinchot

Gifford Pinchot was one of America's premier land managers.

His long public career included work as the first Chief Forester of the U.S. Forest Service.

Chief Forester Pinchot and many of his employees faced much the same type of problems common to today's land managers. During his career Gifford Pinchot developed a series of maxims that helped him and the foresters in his charge to deal professionally with the public. You may judge which, if any, are appropriate to today's land managers.

Where Pinchot once used the word forester, ranger has been substituted.

Rangers in Public Service

1. A public official is there to serve the public and not run them.
2. Public support of acts affecting public rights is absolutely required.
3. It is more trouble to consult the public than to ignore them, but that is what you are hired for.
4. Find out in advance what the public will stand for; if it is right and they won't stand for it, postpone the action and educate them.
5. Use the press first, last, and all the time if you want to reach the public.
6. Get rid of the attitude of personal arrogance or pride of attainment or superior knowledge.
7. Don't try any sly or foxy politics because a ranger is not a politician.
8. Learn tact simply by being absolutely honest and sincere, and by learning to recognize the point of view of the other man and meet him with arguments he can understand.
9. Don't be afraid to give credit to someone else even when it belongs to you. Not to do so is the sure mark of a weak man, but to do so is the hardest lesson to learn. Encourage others to do things. You may accomplish many things through others that you can't get done on your single initiative.
10. Don't be a knocker. Use persuasion rather than force, when possible. Plenty of knockers are to be had; your job is to promote unity.
11. Don't make enemies unnecessarily and for trivial reasons. If you are any good you will make plenty of them on matters of straight honesty and public policy and will need all the support you can get.

—Duncan A. Hutchinson
Guilford Courthouse NMP



The Director's Report

By William Penn Mott, Jr.

Preparing for the future now

You may avoid thinking about the future by ignoring it. You may feel you have no control over it and so take no special action. You may spend your time dreading it because of the inevitable adaptations you'll be forced to make. Unfortunately, all these hesitations, fears, and apprehensions are energies misspent—because without a doubt the future's coming, and there's no way around it. I, for one, don't believe we can afford to avoid, ignore or be frightened by the future—our responsibilities to preserve and improve the system are too great. We must face the future head-on and prepare ourselves to make the most of the opportunities that are forthcoming. If we don't prepare today for tomorrow, we will end up preparing ourselves for the past.

It is important that we make greater efforts to determine what actions are necessary to accomplish our mission responsibly. By looking ahead I do not mean we should attempt to predict the future. Instead, we must identify emerging trends and then analyze possible future policy and management options resulting from those trends. Taking this tactic, we can begin to narrow the enormous range of uncertainty the future holds. As uncertainty is minimized, the choice of appropriate responses becomes clearer. Otherwise we may be directionless, developing policy in reaction to crisis, rather than in anticipation of foreseeable events. Last minute decisions are often inadequate. Whenever possible we should consider important issues early on, before they reach the crisis stage.

Preparing for the future is easier said than done. Look at the transformation the Service has undergone since its creation in 1916. In just over 70 years, the scope and breadth of the Service has changed tremendously. We have gone from a small agency controlling less than 10 million acres to a work force of more than 20,000 protecting and preserving about 80 million acres. The Service has

grown to become the front-runner for preservation-related issues in the United States and the world. No one could have envisioned the strides the Service would be required to make. Even Stephen Mather and Horace Albright probably did not foresee what lay ahead for us. But I bet they were aware of the possibilities open to the Service and tried to prepare, as much as possible, for the changes that the future was to bring.

We now need to begin preparing for the changes that will come in the next 10 to 50 years. I believe that at least some of the most important changes will likely come in the fields of communications, computers, robotics and the sciences. Genetic engineering, for example, may permit us to preserve vanishing breeds.

Admittedly, I am unsure how developments in these fields and others will influence the national park system, but surely we must try to anticipate them. Obviously, the importance of biological diversity in providing for the welfare of our plants and wildlife is evident to us today and can become more critical to us in the future. On the other hand, the field of robotics may have a less direct impact on us. I don't see robot rangers or interpreters in our ranks anytime soon.

There are some obvious issues and problems we can begin to deal with now. Some that come to mind are the preservation of near-extinct species, external threats to parks, the impact of increasing numbers of visitors on park resources and how best to respond to their needs.

What can we do to aid in the preservation of species near extinction? Granted, much is being done today. I think we are doing a great deal to help the grizzly in Yellowstone and the Florida panther in the Everglades to make a comeback. However, the number of species in danger of extinction isn't getting smaller—it's increasing yearly. It is now estimated that as much as 15% of the world's organism types—a

rate amounting to an average of two to three species per hour—may become extinct over the next 30 years. Further, at least two-thirds of the world's estimated 4 to 5 million species occur only in the tropics, which are being adversely affected by development at a fairly alarming rate. We need to begin analyzing what we can do to counter such negative trends in national park system areas.

I don't want to see any more species under our control become extinct. Preservation of healthy and well distributed flora and fauna in the national park system is our goal. There's no question that part of the key will be ensuring biological diversity, but that's only part of it. Another part may well be effectively controlling exotics. Exotic species that enter into park ecosystems and flourish often undermine the existence of endemic species. Active management is necessary to prevent such occurrences. I am unsure as to what other steps need to be taken, but I do know we need to prevent the continuing extinction of species in park areas. We also must determine the best way to share what we learn with others.

Normally, we think of external threats as those occurring immediately around park boundaries. Those are the more obvious threats that need to be addressed as soon as possible, and I in no way mean to underplay them. However, I would like to take the issue of external threats beyond just those occurring as a result of local or even regional causes. By the year 2020, the population worldwide is expected to reach 7.9 billion, a jump of 3 billion over the current population.

Along with the continually growing world population, the emergence of global environmental threats is beginning to be felt. The problems associated with acid rain, carbon dioxide, the destruction of the ozone layer, and, of course, the continued pollution of our oceans and other waterways are all influences

that may affect the system now and in the future. They are also problems that can't be handled locally or in some instances even nationally, but they will ultimately need to be addressed to the extent we can affect them at all. In addition, we may come to learn that some problems are not just the results of man's interference. Nature itself may cause or contribute to the destruction of the objects man values.

Obviously, we must do everything we can to correct those external threats directly bordering our parks, but we also must be aware of those problems that may require national or even international awareness. We also need, as we are doing in the instance of acid rain, to begin doing the paper homework to determine what, if any, dangers such external threats are creating and then make the necessary recommendations to ensure the continued preservation of the system.

As the population of the world continues to grow, so does our own. By the year 2020, there will be approximately 307 million Americans—that's 66 million more potential visitors than there are today. We must carefully examine the impact this increasing number will have on natural and cultural resources within the system's areas. We must be prepared to protect them from irreparable harm. In the future, it may become necessary to restrict the number of visitors at particular sites. But before making that kind of determination, we need to be prepared to back it up with analysis showing that all other paths have been blocked.

We shouldn't be at a crisis stage before acting, because the irreparable harm may well have been done already. Frankly, I don't like the idea of restricting areas from visitors even a little bit. Park areas are there for all Americans to experience and enjoy. However, if it is necessary in order to protect an area for future visitation and enjoyment, closing areas or restricting the numbers of visitors at certain parks may someday just have to be done.

Further, with the growing number of visitors to our areas, I believe we need to be better prepared for their special needs. For example, it is reasonable to expect we will be seeing greater numbers of non-English speaking visitors. Whenever possible, we should recruit employees or volunteers who are bilingual or even multilingual to adequately deal with the needs of these visitors. More brochures should also be provided in languages other than English.

We also will have more and more visitors who have been raised entirely in an urban environment and who may need special attention. We need to be aware of their needs and help them fully experience "natural" areas. Although I have told this story a number of times, I don't mind telling it again because I believe it explains what I am getting at. A number of years ago, I was out with a class of young students in a park area. Most of these kids had never been in a real park setting. As we walked down a dirt road, one young fellow stopped dead in his tracks. I looked at him and asked what was wrong. He exclaimed, "The road has dust on it!" This example poignantly illustrates the need for Park Service personnel providing interpretation to continue to take special efforts to make the resources and the significance of an area understandable and memorable to all visitors, no matter what their background may be.

I have only touched on a few of the issues and problems we need to begin considering now. There are many more. One way I intend to get at these issues

and others is through organized discussions. I intend to establish three different conferences, one will generally address current and anticipated concerns for superintendents Servicewide; another will deal with the future needs of historic farms, and the third the future needs of urban parks. These conferences will not only outline current issues and responsibilities, but also will concentrate on the Service's future responsibilities in these areas.

I also hope to see the Blue Ribbon Panel up and running this year. As you probably know already, the panel is being asked, among other things, to reexamine the principles of ecological management propounded in the Leopold Report and propose amendments to these principles if necessary for the Service's current and future needs.

Through these and other avenues, I want us to begin the process of preparing for the future. We can't ignore it and we can't avoid it. So, let's make the most of the future by preparing for it now!

Focus on . . .

Research for resource management and interpretation

W. James Judge

(Editor's note: the following remarks were edited from a paper delivered by Dr. Judge at the Conference on Science in the National Parks. This and other documents will be available in the proceedings of the conference compiled by Ray Hermann, Fort Collins, CO.

I am not a park resource manager, although I have advised park managers about resources. I am not a park interpreter, although I have interpreted park resources. I am a researcher, or at least I was before I left the Park Service after about 10 years of research in what was once called Chaco Canyon National Monument. I have three points to make. The first is that ongoing research in the Park Service must be considered mandatory, given the mission of the Service. The second deals with the public character of our resource base, and how that constrains the research we do. The third deals with the need, in my view, to address truly long-term, i.e., at least 100-year, research issues instead of concentrating on reactions to immediate events.

Regarding the first point, I want to

emphasize the critical role of research in the Park Service by stating at the outset that there can be *no* management nor can there be *any* interpretation, in the absence of research. Yet from time to time in the National Park Service, research has been a dirty word, that is, if we wanted research dollars, we were told we should call it something else.

Allow me to paraphrase the 1916 statement which mandates that the Park Service "conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner . . . as will leave them unimpaired for the enjoyment of future generations." To conserve the resources is simply to manage them properly, and to provide for their enjoyment, yet to leave them unimpaired, is to interpret them. Thus, everything the National Park Service does or should do can be subsumed under the twin concepts of resource management and resource interpretation.

Let's define some of these terms. Basically, to manage is "to take care of" and to interpret is "to explain," or to "render intelligible." To do research is "to undertake studious inquiry"; to find out about something. Now, I ask you,

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how can we care for something, that is, how can we manage it, without knowing about it? How can we render it intelligible, that is interpret it, without knowing about it? How can we know about it without studious inquiry, that is, without research? The answer, of course, is that we cannot.

Effective resource management must be based on research, just as resource interpretation must be based on research. Thus research is mandatory. However some of you, perhaps those who are managers, may feel that enough research has already been done to allow proper management and interpretation of park resources, and that we should spend research dollars, such as they are, elsewhere.

I submit that this is not the case, if we define research properly and if we realize we are in this business for the very long term. The new Random House dictionary defines research as "diligent and systematic inquiry or investigation into a subject in order to discover or revise facts, theories, applications, etc." Surely research must be ongoing if we are to discover new facts or revise old theories. Don't we owe such ongoing inquiry to the public in order to better understand their resources and render them intelligible? I think we do.

Recall that my second point alluded to the public character of the resource. Resources can be defined as the collective wealth of a country, usually held in reserve. Well, both the terms wealth and reserve imply that resources are not resources unless they can be called on at some time to be used. Thus it is the issue of wise and appropriate use which becomes critical to allow us to conserve resources properly. This is a very important point. We are not preserving for preservation's sake, we are preserving for some intended use in the future—maybe tomorrow, maybe 200 years from tomorrow. But we do intend to use them in some way; otherwise they are not resources.

Remember also that resources refer to the collective wealth, and that the National Park Service is a public agency. This can mean only one thing—that the resources we deal with daily, both natural and cultural, belong to the public . . . they are in the public domain. They do not belong to a superintendent, nor to a regional chief scientist, nor to a regional director, nor to a director of the agency. The resources we deal with in the Park Service belong to the citizens of this country as a whole. In my view, this fact definitely conditions the manner in which we should accomplish research on these resources.

Any of us can offer opinions as to how to manage or interpret a resource, but we owe it to the public to insure that the management and interpretive opinions we arrive at through research are achieved through the attainment of objective data. No biases whatsoever can purposely enter the management and interpretive decisions made about a resource that belongs to the citizenry as a whole.

Let's examine for a moment the source of biases in scientific research. There are several. One is in the selection and phrasing of the initial research question. Another is in the deduction of relevant hypotheses. A third is in the gathering and recording of data relevant to the hypotheses. A fourth is in the methods of analysis of those data. And finally, in the interpretation of the results of the analyses. Notice, though, that the first step lies in the selection of the initial research question. All other steps, in the scientific method, proceed logically from the first. Yet regardless of the objectivity of this method, if the first step is biased, the results will be biased. I feel that we owe it to the public to select our research questions initially with the interests of the public at large in mind, rather than trying to address the biased and at times narrow, interests of a limited segment of the scientific community.

The problem is how to do research, which, if like archaeology, may be a destructive process, and at the same time conserve the resource, a resource which may be non-renewable? It becomes even more of a problem when you consider that, since such resources are finite, they will undergo increased competition for use by both researchers and the public through time. No one can be allowed to damage them unnecessarily. There is nothing sacred about research which permits the wanton destruction of resources under the guise of the scientific process.

Can we both use and conserve resources at the same time? In my own discipline we take seriously the concept of "conservation archaeology." This approach has, I feel, a good deal of relevance to *any* research undertaken in National Park areas. Let me describe it briefly. It requires first that we demonstrate beyond reasonable doubt that the research we wish to accomplish *cannot* be undertaken outside the park area. It requires further that we target our research goals to coincide specifically with the interpretation and management goals of the park in question. It requires that we rely on remote sensing and other non-destructive techniques of data acquisition as much as possible. It requires that we sample and acquire only

those data relevant to the research design as defined and approved. It demands that we *never* sacrifice park resources to develop new methods of data recovery. Through such efforts, the archaeological dilemma of destroying a dwindling data base is addressed. With enlightened planning, the resource can be conserved, research can be allowed, and the public will benefit from both. Archaeologists must constantly consider this research framework. I feel that others also should take such an approach seriously. Once again, the resources do not belong to us, they belong to the public.

I have used archaeology as an example of the need to keep public, as well as long-term research, interests in mind as we undertake the research so necessary to enlightened management and interpretation. It is this long-term aspect that brings me, finally, to the last point I wish to make.

Too often, in my opinion, "research" in the domain of cultural resources is reactive in nature, that is, it is effected and funded because of the need to comply with Section 106 of the Historic Preservation Act. I think that all of you here who are familiar with the scientific method and its need for problem-orientation will agree that reactive research is at best difficult to problem-orient, and that long-term, well-planned research needs may be obscured and ultimately negated by reactive research. I feel we need to break out of the mold of reacting to such "cultural brush fires," in order to make some difficult long-term decisions and address truly long-term research needs. By long-term, incidentally, I am speaking of looking ahead 100-200 years, or perhaps even further. Such a view, I feel, would save a considerable amount of money in the future.

Four examples of long-term research questions come to mind immediately. There must be many others, equally relevant. First, given the fact that most cultural properties cannot be kept forever in their present state, how long should we attempt to preserve them? Second, assuming that we agree that things cannot be preserved forever, how do we decide which properties should be preserved longer than others? Third, for properties that cannot be preserved in their current state, are there alternative means of "preservation" or recording which should be invoked prior to further deterioration of the resources? Finally, should we be sampling and preserving slices of contemporary society for the future? These are, admittedly, difficult and complex questions, but we would be naive to think that long-term issues would be simple. It is so much easier to

avoid dealing with them by reacting to the more immediate needs of the cultural resource world.

To return to the first question, how long should we attempt to preserve cultural properties, given the fact that ultimately the cost of preservation may well exceed the value of preservation? In other words, at what point do we allow nature to continue to take its course and allow the resource to deteriorate? Without being critical in any way, I would like to bring to your attention the case of a prehistoric ruin in Canyon de Chelly National Monument called Sliding Rock Ruin. This is a site which is literally sliding off the face of the cliff on which it was originally built (thus its name), and which the National Park Service has spent a considerable amount of money attempting to stabilize. Stabilization attempts in this case are dangerous, costly, and probably futile. At best they are temporary when viewed in the long-term perspective noted above.

What should be done with Sliding Rock Ruin? I do not know the answer, nor would I pretend to, but as far as I know, no one is even addressing the question. No one is asking, is this ruin really worth the preservation attempts being made on it? How should its worth be most accurately assessed in order to address the question? Again, I do not have the answer, but wouldn't it be appropriate to start by designing a research program to determine how unusual, or how characteristic, Sliding Rock Ruin is with respect to other resources in the park and the archaeological region it represents? My guess is that no one is doing this either, and that no one will soon, because the valuable time of employees of understaffed regional and park offices is being spent on scheduling further stabilization efforts, on reacting to pressing stabilization needs, and in putting out cultural brush fires. Shouldn't we take the time to think about the long-term now, before it costs us much more, either in further stabilization dollars, or in the loss of valuable resources?

Second, assuming we agree that things cannot be preserved forever, how do we decide what properties should be preserved longer than others? For example, should we attempt to preserve a concentration of small stone flakes, which archaeologists call a "lithic scatter," the same length of time we intend to preserve Pueblo Bonito in Chaco Canyon, or the San Antonio Missions, or Bent's Old Fort, or the Cape Hatteras Lighthouse, or whatever? Each of these things become important to those who are interested in particular time periods. For example, Australopithecine lithic

scatters in Africa, which date to several million years, are of extreme importance to those interested in early hominid evolution. By the same token, to those interested in cultural evolution during the Archaic time period of North America, lithic scatters of 6,000 years ago are important because they may be the sole evidence we have. Pueblo Bonito is of importance to those interested in cultural change during the 12th century AD. Certainly the San Antonio Missions, Bent's Fort, and lighthouses are of interest to historians specializing in the time periods represented. Who is to say whose interests are more important for posterity, whatever that is? Who is to decide which interests are more important to the public at large? Again, I have no answers, but again I would doubt that right now anyone is addressing the questions. Perhaps no one feels them important enough to address, or perhaps they are less important than reacting to immediate preservation needs which arise in each office daily, or perhaps it is simpler to ignore them for now.

Third, for properties that we decide cannot be preserved in their current state, what means of "permanent" preservation or permanent recording can be invoked prior to further deterioration of the resource? As we in archaeology undertake resource inventory, i.e., archaeological survey, I know full well we discover sites unknown previously to anyone other than those who created them, and in all probability we discover sites in some areas which will never again be recognized as such. They will either be destroyed naturally, purposefully, or simply not be found again and recognized as sites. Is anyone doing research on really long-term record-keeping, in terms of what things we should be recording on such sites now, what the medium of record should be, and what the expected longevity of such records might be? Who is developing new technology in these areas or, for that matter, keeping up with existing technological developments? What about modern techniques of holography or sophisticated techniques of remote sensing, as examples? Is anyone working on this at the present? Not to my knowledge in archaeology, but perhaps others are well ahead of us. It would be nice to find out if they are.

Finally, should we be preserving slices of contemporary society for the future? Recalling Director Mott's remarks in which he recommended including a tall grass prairie in the park system because we currently have none, should we be attempting to preserve mobile home parks along with other cultural resources because the Park Service currently has

none? I am not being facetious, incidentally; I firmly believe discussion of such questions to be a legitimate avenue of research if we realize the need to look at the long-term (i.e., 100 or 200 year) perspective.

I had the good fortune to be raised in national parks and can count Glacier, Yellowstone, the Tetons, Bandelier, Organ Pipe Cactus, and Saguaro among the places I was privileged to live. I now live in northern New Mexico and I must say that it is perhaps the most interesting of all. It is one of the most ecologically diverse and culturally enriched areas I have ever seen—most certainly analogous to the natural heterogeneity one finds in Yellowstone, for instance.

The cultural diversity alone in northern New Mexico ranges from the Paleo-Indian hunters of 10,000 years ago to modern Pueblo, Navajo, and Apache Indians representing, incidentally, seven different language groups; to Spanish colonial communities which, in their churches, religion, language, and art forms, still exhibit characteristics of their 16th-century heritage; to military history (I live in a reconstructed fort initially built by dragoons in 1852); to hippies, yuppies, shiks, artists (Georgia O'Keefe and R. C. Gorman come to mind), opera, National Park Service retirees mixed in with low-riders and rednecks and, yes, even a healthy dose of Texans.

All of this is set in an area of extreme natural diversity which includes textbook examples of all major geological manifestations from Precambrian outcrops to late Pleistocene vulcanism; from the riparian environment of the Rio Grande Gorge at 6,000 feet to the alpine environment of Mt. Wheeler at over 13,000 feet in just a few lateral miles. It certainly is an area analogous to Yellowstone when you combine its natural and cultural heterogeneity.

If this sounds as though I work for the Taos Chamber of Commerce, I don't. The point is that at some time in the future, all of this cultural diversity will become part of the archaeological record. Should we now be thinking about controlling that process in any way, such that certain portions—of our own choosing—enter the archaeological record less rapidly than others? What would be gained by so doing, by preserving, for a time, a cultural slice of northern New Mexico, and how could it be done? I think this is a fertile area for interdisciplinary research.

I guess I find it distressing that endemic species or endangered habitats of the natural world easily come to mind and are brought to the attention of the Director for inclusion in the national

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park system, while analogous aspects of the cultural resource world are overlooked, neglected, or determined frivolous in comparison. I will go no further here except to wonder why we are not addressing these and other issues of extreme relevance to the cultural resources domain now, or why we aren't at least trying to decide what long-term questions we should attempt to address?

I said I would reiterate the points of this paper by way of summary. Mercifully, this will be brief: we must do research in the national parks in order to manage as wisely as possible the resources of those parks, and to render them intelligible to the public. But such research questions must be carefully designed to be undertaken truly in the public interest. And we must shift our priorities to long-term research needs, even perhaps at the expense of taking some short-term resource losses. The long-term needs outlined here beg to be answered. We must have the courage to address those issues squarely.

I once worked for a man named Jerry Vorhees who, among other things, wrote a book entitled "Vice President in Charge of Revolution." His point was that every organization needs one person whose sole duties are to question all that is done by others, to suggest alternative paths to existing goals, and to offer, at times, alternative goals.

Perhaps the National Park Service needs such a vice-president, one in charge of research, who would command the attention of both the cultural and natural domains. He, or she, would be a person who would continuously question what we are doing in management and interpretation, and demand we justify why we are doing it that way. A person who would remind us constantly of the ongoing need for systematic, studious inquiry; the need for more research. A person who would remind us for whom we work, who would offer us the long-term perspective on what we do, and who would remind us on occasion of the real National Park Service world. That world is not a world which says we have enough data now, nor which ignores the public character of those data, nor which promotes and sustains only reactive inquiry. The real National Park Service world, instead, should be one which actively promotes studious inquiry in order to provide for the enjoyment of the resources in such a manner as to leave them unimpaired. It is just that simple, and it is just that complex.



Park Briefs



Trail improvement to the "Grizzly Giant" tree in the Mariposa Grove.

YOSEMITE NP, CA—Several trails in the Mariposa Grove of giant sequoias in Yosemite National Park have been improved to prevent erosion, protect resources and provide visitors with a safe and accessible route to view the spectacular trees. National Park Service trail crews, the Youth Conservation Corps and the California Conservation Corps constructed 2,950 feet of new trail, built causeways and installed a

bridge on the heavily used .9-mile trail from the Mariposa Grove parking area to the famed Grizzly Giant. Split-rail fences were installed around the Grizzly Giant and the California Tunnel Tree. A trail connecting the California Tunnel Tree with the tram stop also was constructed. The new trail will reduce "short cutting" that affected forest vegetation and the root systems of several giant sequoias.

INDEPENDENCE NHP, PA—The Secretary of State and Mrs. George Shultz were given a special flashlight tour of the park by Superintendent Hobart G. Cawood. The park's guest book was brought to the Assembly Room where the Secretary wrote: "What a privilege to see this great hall containing so much of significance to our country and to the cause of freedom."

WASO, DC—The 14th General Meeting of the US/Japan Panel on Conservation, Recreation, and Parks was held in Washington, DC, to sign the schedule of exchanges and cooperation for 1987-88. Started in 1965, the panel represents the oldest continuous bilateral commitment of the Service for international cooperation. The Service chairs the panel on the United States side, which also includes the Forest Service and Fish and Wildlife Service. The Environment Agency chairs the panel on the Japanese side, which includes their Ministry of Construction and the Forestry Agency. Recently, the panel has been instrumental in providing direct assistance to U.S. national park system units in improving visitor services for Japanese visitors, technical details of exhibit design and construction, and access to historical archives for the USS Arizona Memorial and War in the Pacific National Historical Park.

GREAT SMOKY MOUNTAINS NP, NC-TN—Great Smoky Mountain rangers helped turn around a search for 2½-year-old Adam Russell in Morgantown, on October 21-22, 1986.

Midnight, October 21: Six hours into a frustrating hunt for the boy, local authorities who had been directing the search requested assistance from Great Smoky Mountains National Park. Five GRSM rangers—four mantrackers and one deputy incident commander—arrived on the scene at 5:00 a.m. The GRSM crew's experience with the Incident Command System (ICS) and managing a search allowed them to immediately analyze the steps that had already been taken to find Adam, and to help devise a strategy for the next 12-hour operational period. Tracking teams and a bloodhound were dispatched to the high-probability area and turned up a series of clues that led to locating the boy at 4:00 p.m. that afternoon. Dirty, tired, hungry, and wearing only a t-shirt and one shoe, Adam had been wandering for 22 hours in near-freezing temperatures. Use of ICS to organize good communications and cooperation among some 30 local, state and federal organizations probably saved the boy's life.

—Marilyn Nixon

GATEWAY NRA, NY—Two off-duty U.S. Park Police officers assigned to the New York Field Office at Gateway NRA were credited with saving the life of an elderly mugging victim in lower Manhattan.

Officers Michael J. Betz and Hope C. Stuart, who joined the USPP in August of 1985 and were assigned to Gateway in the spring of 1986, also were credited with the apprehension of the attacker, a 35-year-old Brooklyn man.

Maj. Ronald Miller, commander of the USPP New York Field Office, said that while walking in Manhattan, Betz and Stuart heard screams from across the street. Running toward the noises, they saw the attacker standing over an elderly man, hitting him. Drawing their revolvers, Betz and Stuart identified themselves. When the man fled on foot, the officers chased and apprehended him, then turned him over to New York City Police.

HALEAKALA NP, HI—When Dick Cunningham, Chief of Interpretation for the Western Region, arrived at the park several months ago, he asked the interpretive staff what they were planning for "Take Pride in America." Since Dick is the Western Region Coordinator for the program, we understood his concern. However, special emphasis programs of this sort seem to lose their priority status out here in the Pacific, being replaced by resource management issues. At Haleakala NP, resource management programs strive to preserve remaining native species and, where feasible, to eventually reestablish pre-Captain Cook (1778) conditions. The most serious threat to preservation of Hawaii's national parks comes from biological invasion by non-native plants and animals, especially feral goats and pigs.

A plan to abate feral goat and pig damage surfaced as long ago as the 1950s when fencing of the park was first proposed. Following years of dedicated volunteer and staff labor, a fence, started in 1975 and encircling the entire crater, was finally completed in 1986. Remaining fencing for the Kipahulu Valley portion of the park will be completed in 1988. Then, migration of feral animals into the park from adjacent private and state lands will, at least, be stemmed. The next step will be removal of feral animals still within the park, followed by reestablishment of native ecosystems.

Sounds easy, right? But, traditional goat and pig hunting in Hawaii goes back generations; to some, the meat represents an important food source. Hunters are concerned, well organized, vocal, and politically influential. They strongly oppose elimination of feral goats and pigs

from the park. Ever since the 1930s, hunting has been encouraged as a means of controlling feral animals within Haleakala NP. Thus, local hunters are quite reluctant to give up this long-standing tradition. Park fencing has thus become a volatile issue.

But, going back to "Take Pride in America," the campaign blends nicely with the message of wise stewardship of Hawaii's heritage that we are trying to cultivate here on Maui. In an attempt to educate the public, the Pacific Area Office requested that we come up with an exhibit for the Maui County Fair, the year's biggest local event.

Hawaii Natural History Association Clerk/Interpreter Casey O'Donnell and Seasonal Park Ranger Calvin Tanimoto coordinated development of the exhibit. After several brain storming sessions, an "attention getting" 8 foot X 16 foot full-scale diorama evolved, backed by an 8 foot X 26 foot wrap-around mural painting of a crater landscape. The diorama included live native plants and mounted exotic animals, including a feral pig and goat. Through an opening in the mural a television monitor continuously played a 10-minute video tape highlighting resource management concerns within the park.

With potential for controversy so high, each interpreter was thoroughly briefed on all related park policies and programs before they staffed the exhibit. As a result, almost all comments were favorable. Our goal of increasing community awareness was accomplished, with over 30,000 people being contacted during the 4-day event—almost half the island's residents. (—James E. Boll)

CASA GRANDE NM, AZ—As part of the nationwide Take Pride in America campaign, the staff of Casa Grande sponsored a Take Pride in Your Neighborhood day in the adjacent town of Coolidge, Arizona. NPS personnel, along with local scout troops and other concerned citizens, gathered at the monument to pick up trash along the park boundary, entrance road and city streets of Coolidge. Members of a local Explorer Scout group provided security and communications for participants, and a local bottling company provided free coca-cola. Approximately 150 large sacks of trash were collected. The "Take Pride" idea spread to other communities in the area, which held their own clean-up programs on the same day.

YOSEMITE NP, CA—In the summer of 1981 Yosemite National Park instituted what has become a very successful student internship program sponsored by the Yosemite Association, the park's cooperating association. Students from a variety of universities have gained first-hand experience working as interpreters in Yosemite during the spring and summer. The program has augmented NPS interpretive activities and performed related services for Yosemite visitors, while offering selected students an opportunity to develop the knowledge, skills and abilities needed to pursue a career in interpretation.

The internship program encompasses a full-time work assignment generally preceded by weekend training sessions during the school year, resources management programs and management

policies. Student intern Paul Gallez said "the internship provided important contacts and job experience that ultimately enabled me to pursue an NPS career—but more important was the opportunity to live in Tuolumne Meadows for a summer and learn about the park's resources in a field setting."

The Yosemite Association funds the internship while the National Park Service provides supervision, training and logistical support. Participants work essentially as volunteers, receiving a subsistence allowance of \$6.50 per working day, a \$700 stipend, free housing, uniform and reference materials. An additional \$300 stipend is provided for superior job performance. Many of the students receive credit for the internship from their university.

THEODORE ROOSEVELT NP, ND—Last fall two helicopters worked with horseback riders to round up more bison and wild horses at one time than on any other roundup in the history of Theodore Roosevelt NP.

Since 1956 periodic round-ups have been held in the park to remove horses and to manage the size of the bison herds. Present management objectives are to manage a wild horse herd of 40 to 50 head and a bison herd of up to 500 head in the North and South Units. Thanks to the experience and coordination of helicopter crews from Hawkins and Powers Aviation Co. of Greybull, WY, approximately 420 bison and 70 wild horses were captured in 27.3 hours of flying time. The bison passed through a round corral into a squeeze chute where they were weighed, aged, and sexed, with selected animals tested for brucellosis.

Resource Management Specialist Jeff Bradybaugh arranged for veterinarians to take blood samples from 100 bison in order to determine the genetic makeup and diversity of the herd. Then, 127 bison from the South Unit and 31 from the North Unit were shipped to Native American tribes in North and South Dakota through an agreement with the Bureau of Indian Affairs. Under the agreement the tribes reimbursed the park for a portion of the roundup costs through their purchase of individual bison at a very reasonable price. The bison were used as seed stock to start new herds, to add to herds already established, and for other traditional purposes.

Though maintained as a historic animal exhibit, the herd of feral horses must be managed in ways similar to other large wildlife species. Therefore, horses remaining in the park have been sorted out, based on desired sex, age, pelage color, and conformation. Fifty-four horses were taken to Dickinson, ND, and sold at auction.

A roundup today, as in Roosevelt's time, "is superbly health-giving, and is full of excitement and adventure . . ." As a management tool, it allows the park to maintain a balance between plants and animals in order to better preserve the land that Theodore Roosevelt loved.

—Jock Whitworth



Yosemite Associate student intern with children's group.

DINOSAUR NM, CO-UT—As a result of the First Conference on Fossil Resources in the NPS, the following recommendations have been made to Director Mott: 1) assess the distribution and significance of fossil resources on NPS lands; 2) because of the international scientific significance of NPS fossil resources, paleontologists should be represented on the Director's panel that is re-examining the role of science and research in the national park system; 3) there is a need for management to recognize that paleontological resources are, indeed, resources and should be managed as such; 4) increase the number of NPS staff with professional paleontological training; such staff should be hired as paleontologists; 5) increase the

capability for NPS paleontological collections to be properly prepared and curated; 6) build an advocacy for fossil resources both within and outside the NPS; 7) assess the need for additional paleontological resource representation in the NPS system; 8) as a result of the conference's suggested rewrite of NPS-53, develop a new NPS collecting permit for paleontological resources; 9) encourage and expand the role for outside researchers to study park paleontological resources; 10) improve the capability of paleontological parks to transmit to the public the "uncommon knowledge" necessary to understand and appreciate NPS fossil resources; 11) develop an action plan to address the concerns listed in these recommendations.

MANHATTAN SITES, NY—More than 1,200 hospitalized New York City children were made a bit happier during the Christmas and Chanukah seasons, thanks to National Park Service Manhattan Sites. As part of its outreach activities, and in recognition of the role played by Theodore Roosevelt in the creation and popularity of teddy bears, the Manhattan Sites staff spearheaded a citywide campaign to acquire teddy bears, or the funds to purchase them, and distributed more than one thousand a week before the holiday.

Robert Mahoney, superintendent of Manhattan Sites, said the idea came from the knowledge that the charitable work of Theodore Roosevelt's father, a successful businessman and philanthropist, included work for the Children's Aid Society and formation of a children's orthopedic hospital. Also, Theodore Roosevelt refused to shoot a captive bear while on a hunting trip in 1902, thus leading to a series of cartoons. A toy manufacturer, picking up on these cartoons, requested and received permission to create and market toys using the name Teddy's Bear. The name and the toy have been synonymous with happy children ever since, Mahoney added. The teddy bear campaign had the support of a number of sources, including the staffs at various units of Manhattan Sites, where bear collection points were established. Media campaigns resulted in donations of bears and funds to acquire more. All contribu-



Ingrid Eisman, a park ranger at Federal Hall NMem, holds some of the 1,200 teddy bears donated to the Manhattan Sites Unit. Photo by Mark Drucker.

tions were sent to the Theodore Roosevelt Association, which established a checking account that accepted donations made payable to "Teddy Bears."

Perhaps one of the most unusual contributions came from the uniformed traffic control officers who patrol the streets in lower Manhattan, where Federal Hall NMem is located. These women and

men took time from their holiday schedules to raise funds among themselves, and hand delivered 16 teddy bears to park rangers. Also singled out for commendation was John Lancos, site manager of the Theodore Roosevelt Birthplace. He coordinated both the campaign and the distribution.

—Manny Strumpf

GRAND TETON NP, WY—The volunteer program at Grand Teton National Park has tripled to more than 19,000 volunteer hours offered by 101 volunteers during the past year, and the program is expected to continue growing. All park divisions benefited from the services of volunteers.

Volunteers come to the Tetons for a variety of reasons. While some come to give something of themselves back to the parks, many retired people volunteer because they want to see the country, be useful, and develop new friendships. For young adults, volunteering provides the opportunity to learn more about nature and gain valuable experience as some of them seek careers with the National Park Service. Even though the motivation for volunteering varies, the common theme of helping others and the park reappears regularly. Many volunteers have been returning to the Tetons for years—the park has become a second home to them.

Twenty-six people participated in a project conducted by the Midwest Ar-

cheological Center. Volunteers tested sites exposed by the drawdown of Jackson Lake. The information gathered will be analyzed during the winter and will help redefine our archaeological knowledge of Jackson Hole.

In conjunction with Montana State University, three volunteers trapped, radio-tagged, and tracked bald eagles along the Snake River. They gathered information about the impact of river recreational use on the birds. They were out in all types of weather at any time of day for over a year. The data they collected will be used by the Greater Yellowstone Ecosystem Bald Eagle Working Group to write a comprehensive bald eagle management plan.

Volunteers completed varied projects for the maintenance division. Two women conducted a sign inventory. They recorded the size, location, and condition of signs, catalogued them, and entered the data into the computer system. Another volunteer rehabilitated and painted all the signs in the park. Volunteer groups helped re-route sec-

tions of two high-canyon trails, and retired engineers provided free consultations.

Two different visitor-use surveys were conducted by volunteers. A river survey of all floaters and fishermen was taken, to be used in revising the Snake River Management Plan. Visitors, particularly backcountry users, were polled to determine how to reduce accidents in the park.

Volunteers also assumed clerical duties in a number of offices. Three women interpreted the homesteading frontier at Menor's Ferry. One wore period dress and cooked on a woodstove. Another volunteer lived at Leigh Lake for the summer and patrolled the lake by canoe. He picked up litter and rehabilitated campsites.

Grand Teton National Park and the National Park Service owe a debt of gratitude to the many volunteers who willingly donate their time and energy to the parks.

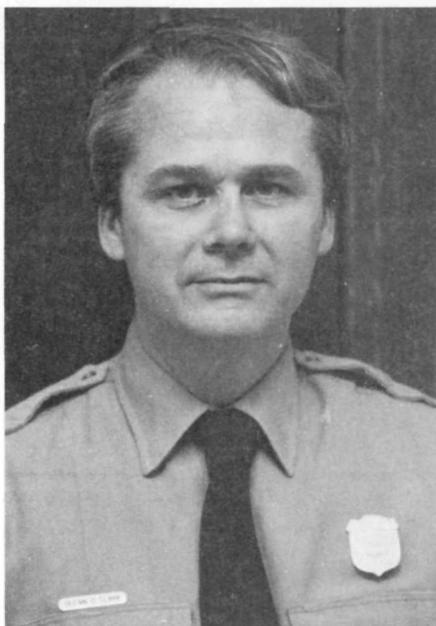
—Mary Risser

NCR, DC -- National Capital Region volunteer coordinators are hoping to increase volunteer participation from 6,000 last year to 9,000 in 1987. Volunteers in NCR currently assist park personnel in nearly all facets of park operations including interpretation, administration, curatorial services and resource management. Fred Doyle, regional volunteer/private sector and special populations coordinator, estimates this year's crop of volunteers

will perform more than 150,000 hours of service in the DC metropolitan area. Much of the success of the program is due to recognition given volunteers at an awards breakfast held annually in the fall. More than 200 of the region's outstanding volunteers were honored by NPS Director William Penn Mott and Deputy Regional Director Robert Stanton at the awards breakfast last October 18. The event was sponsored by the Washington business community.

A Bethesda, Maryland, woman, Mrs. Stephanie Cleveland, was selected as the 1986 Volunteer of the Year. She was cited for contributing 300 hours to the historical program as an interpreter at Clara Barton NHS. NCR expects to have an even more successful year with the continued support from the private sector and the thousands who contribute to "Take Pride in America."

NPS People



Glenn O. Clark

Glenn O. Clark, recent addition to the Alaska Regional Office, is Chief of Interpretation, with responsibility for coordinating interpretive activities in the Alaska Region and supervising two interagency visitor centers in Fairbanks and Anchorage. Before arriving in Alaska last July, he served as superintendent of Petersburg NB from 1982, and was the first superintendent at Fort Scott NHS from 1979-1982. Before that he served in interpretive positions at Virgin Islands NP, Pipe Spring NM, Lassen Volcanic NP, and the Utah State Director's Office of the National Park Service in Salt Lake City. Clark observed, "It will be a pleasurable task for me to assist in the development of interpretive efforts in NPS areas in Alaska; the potential for this is without end. Simply

to know about these areas and work with the first-rate staffs in them is a great reward."

Gregory (Skip) Brooks has been selected facility manager at Fredericksburg and Spotsylvania County Battlefields Memorial NMP by Superintendent James R. Zinck. Brooks began his NPS career at Fredericksburg in 1973, as a park ranger. In 1983, he was appointed the first facility manager at Harry S Truman NHS, and charged with the responsibility of preparing the house to be opened to the public. He has served as the acting facility manager at Fredericksburg since May 1986, following the retirement of Carlton McCarthy.

NPS Southeast Regional Director Bob Baker announced the appointment of Randall R. Pope as superintendent of Great Smoky Mountains NP in Tennessee and North Carolina. Pope, 54, is a 27-year career Park Service employee who has served for the past 10 years as deputy regional director of the Midwest Region.

"Randy Pope brings an outstanding record and reputation in park management to his new position as superintendent of one of America's most popular parks," said Director Mott. "His selection from a list of fine candidates for one of the top Park Service jobs in the country underscores our trust and confidence in his abilities."

Pope becomes the 12th superintendent of Great Smoky Mountains since the park was established in 1934. In his new assignment, he will be in charge of a staff of more than 200 permanent employees, an equal number of seasonal workers, and an annual budget of about \$7 million.

Margaret Osborne, formerly assistant superintendent of George Washington Memorial Parkway in Virginia, has transferred to the National Resources Program in the Washington Office. She will be coordinating the Servicewide Assessment of Natural Resources, currently underway. "I'm excited to get

back to natural resources," Osborne said. "There's a fascinating variety of projects and issues in natural resources management, but I'll miss park operations."

Osborne is no stranger to the Washington Office, having arrived in 1976 from the Southeast Region to spend a year in the Departmental Management Development Program. Then followed assignments at the Office of Management and Budget, the Natural Landmarks Program, and the Water Resources Division. She is also known in the Washington area as a whitewater paddler, is active in several local clubs, and teaches canoeing and kayaking.

Martha Carter, employee relations assistant, Personnel Division, Southeast Regional Office, was recognized in the Secretary/Clerical category at the Atlanta Federal Executive Board "Employee of the Year" awards breakfast. She was one of 267 nominated for special recognition, out of more than 35,000 federal employees in metropolitan Atlanta.

Hugh C. Miller, Chief Historical Architect, and Randall J. Biallas, Assistant Chief Historical Architect, were each awarded a plaque in recognition of their significant contributions to NPS training efforts in historic architecture and related subjects. These awards were made by Reginald (Flip) Hagood, Chief of Employee Development, and the Mather Training Center staff. The awards ceremony was held at Mather during the conclusion of the Historic Preservation Maintenance for Managers course.

Miller has been active in training since 1973 when he initiated the first Servicewide Cultural Resource Management course and the Historic Preservation Maintenance for Technicians course. The development and presentation of seven Servicewide training courses is now a major part of the Park Historic Architecture Division's program. New Servicewide courses organized this year include a hands-on Microcomputers for Cultural Resource Management course, coor-

minated by the division's information chief, Alicia Webber; and a hands-on course about statue and monument preservation is being planned for the summer. Miller also conducts seminars and workshops for park, regional and DSC training as well as lectures about historic preservation for organizations and universities.

Biallas has been active in training since joining the Division in 1980. He now develops and coordinates all Servicewide historic preservation maintenance training, as well as actively participates in maintenance training offered by parks, regions, and other agencies. He organized the first Historical Architects Field School in 1982, now held annually. In 1985, he conducted a field school at Sleeping Bear Dunes NL to provide training concerning the preservation of cultural landscapes. He actively participates in training on the historic preservation aspects of courses offered by others, such as integrated pest management, handicapped access, and structural fires.



Gezalla K. Jones

Retired

It was on Pearl Harbor Day (December 7, 1941) that **Gezalla Jones** travelled to Yellowstone NP to begin her first job in NPS, working in the chief ranger's office in Accounts and Finance. And it was 45 years and one month later—all with the National Park Service—that she chose to retire (January 3).

"I think any job is what you make of it," says Gezalla, a native of Sheridan, WY. "You can take a very dull job and, if you have a good attitude toward it, make it interesting."

Gezalla has enjoyed all her jobs, but admits her most recent position as travel specialist has been the most interesting and challenging. She especially likes the phone contacts. She says she has friends all over NPS whom she has never met.

After two years at Yellowstone, Gezalla transferred to Chicago where NPS headquarters was stationed during the war years. There she met her future husband who was also with NPS in Finance and Budget. They transferred to WASO and it was only after he joined the Office of the Secretary that they really got together. (He didn't believe in dating anyone who worked in his office.) They were married for more than 34 years until he died in December 1985.

Gazella almost left NPS about 15 years ago when she decided to transfer to the Bureau of Mines. She quickly

changed her mind, however, when she received a phone call from Director Hartzog urging her to stay. As it turned out, the Mines office moved to Denver a month or so later.

Gezalla looks forward to retirement, in which she plans to pursue her hobby of oil painting. She also expects to have

more time to spend with her daughter, two grandchildren, and her mother, "who is 91, going on 60." Gezalla eventually plans to work part-time in a non-stressful job.

A mainstay in the NPS Finance Division, Gezalla Jones will be greatly missed. Happy retirement, Gezalla!

Training Opportunity

The Conference of National Park Cooperating Associations (CNPCA) will be offering a variety of educational opportunities this year, with courses for management, boards, and publications. **Management and Operation of Cooperating Associations**, a CNPCA seminar, is designed for association managers, board members, NPS personnel, and others interested in cooperating associations. This year it is offered May 18-22 at Albright Training Center, Grand Canyon NP. Dormitory rooms

are efficiencies with range, refrigerator, cookware, and service-ware. Rates are \$4.50 per night shared, or \$6.50 single. **Design & Production 2 (Books) and 3 (Non-Print Media)** are offered April 21-30 in Salt Lake City. Accommodations and classrooms will be in the Perry Hotel, workshop sessions and laboratories at Lorraine Press and elsewhere. For additional information, contact Mike LaBaire, Executive Director, CNPCA, P.O. Box 517, Morningdale, MA 01530

The Essential Yellowstone Ultimate Trivia Quiz: Who, What, When and Where

R. "Dixie" Tourangeau,
NAR Public Affairs Assistant

WASHINGTON, DC, MARCH 1,
1872—President U. S. Grant signs the
Enabling Act (Yellowstone Park Act)
establishing the world's first national
park.

After 115 years, Yellowstone con-
tinues to be the most widely known
monument to one of man's greatest
ideas. NPS personnel should have
rudimentary knowledge of our cor-
nerstone park's geography and history.
Test your memory with the following
super-quiz.

Quiz information was culled from the
regular Yellowstone Park brochure and
from Richard A. Bartlett's scholarly park
history, *Nature's Yellowstone*, Universi-
ty of New Mexico Press, 1974.

All answers one point apiece, except
#24 and # 27, which are worth two
points each correct answer. 100 max-
imum score.

1. In what corner of what state is
Yellowstone basically located? What
other two states do park boundaries
overlap?
2. Give one of the two easy ways to il-
lustrate or compare the park's size of
2.2 million acres (3,472 sq. mi.).
3. There are five road entrance points to
Yellowstone. From what directions do
they enter?
4. Name five of the seven basic visitor
sections of Yellowstone.
5. What does Fishing Bridge span?
6. What do you view from Lookout,
Grandview, Artist's or Inspiration
Point(s)?
7. Between what two park sections does
a visitor cross the Continental Divide
twice in six miles?

8. Yellowstone Lake is the largest moun-
tain lake in North America, 20 by 14
miles. What is its altitude? What is its
deepest point? Choose from below.

Altitude	Depth
a. 7133 ft.	a. 290 ft.
b. 7433	b. 320
c. 7733	c. 350
d. 8033	d. 380
e. 8333	e. 410

9. How high is Tower Falls?

a. 132 feet	b. 152 feet
c. 172	d. 192
e. 212	

10. What is the combined drop of Upper
and Lower Falls of the Yellowstone
River?

	Upper	Lower	Total
a.	101 ft	281 ft.	382
b.	104	292	396
c.	107	301	408
d.	109	308	417
e.	113	316	429

11. In what direction does the Yellow-
stone River flow while exiting the
park?

12. What main river carries away the
residue from the Upper Geyser Basin
near Old Faithful?

13. What is considered the highest peak
within the park, and how high is it?

a. Top Notch Peak	a. 10,358 ft.
b. Table Mountain	b. 10,858
c. Turret Mountain	c. 11,358
d. Pollux Peak	d. 11,858
e. Eagle Peak	e. 12,358

14. Yount's Peak is a dozen miles south
of the park's southeast boundary. Of
what significance is the area just
north of this peak?

15. Not every road leads to Yellowstone
but two major highway routes do
cross within Yellowstone's "figure 8"
road system. What are these route
numbers and what distant points do
they connect?

16. For the "Windshield Visitor"
Yellowstone has a Grand Loop tour
route that is ___ miles long.

17. You can get a snootful of sulphur
standing by the Devil's Cauldron,
which is a short hike from those
cute bubbling Mud Pots. Between
what two park points is this area
called Mud Volcano?

18. Which of the following national
forests does *not* share a boundary
with Yellowstone Park: Shoshone,
Bridger-Teton, Targhee, Custer or
Gallatin?

19. Match these wilderness areas of
Yellowstone with the correct section
of the park in which they are
located.

a. Thorofare	___northeast
b. Gallatin Range	___southwest
c. Cascade Corner	___northwest
d. Hayden Valley	___southeast
e. Lamar Valley	___central

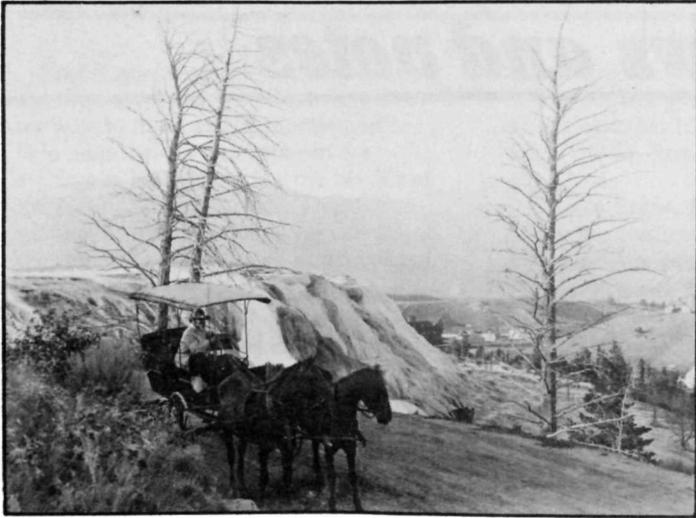
20. Yellowstone became the world's first
national park through the imagina-
tion and effort of many people.
Place the following men into four
groups: early wanderers, 1869, 1870
and 1871 expeditions. (Each group
has three men.)

Gustavus C. Doane	Charles Cook
William H. Jackson	James Bridger
Henry D. Washburn	David Folsom
Ferdinand V. Hayden	Daniel Potts
Nathaniel Langford	Thomas Moran
Osborne Russell	Bill Peterson

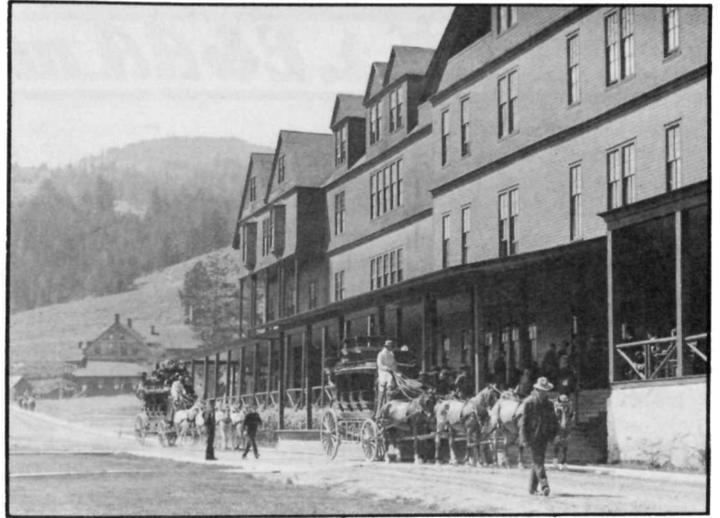
21. "Yellowstone Jack" Baronette built
what in 1870 near where the Lamar
River merges with the Yellowstone?

22. Surveyor, miner and map maker
Walter De Lacy should have had one
of the park's largest lakes named after
him because he discovered it. What
was the lake named instead?

a. Lewis Lake	b. Heart Lake
c. Delusion Lake	d. Grebe Lake
e. Shoshone Lake	



Mammoth Springs, circa 1900-1920.



Mammoth Springs coaches at hotel, circa 1900-1920

23. Old Faithful Inn is the largest log hotel in the world. Now can you answer these simple historic hotel questions?
- Name the architect/builder.
 - When was it constructed?
 - How much did it cost?
 - Wings were added in what years?
 - How high is the lobby?
24. Who are these guys? Quite a group of men were responsible in one way or another for Yellowstone's creation. Can you untangle our scorecard and give the correct ID?
- Henry L. Dawes
 - Schuyler Colfax
 - Cornelius Hedges
 - Jay Cooke
 - William H. Clagett
 - James A. Garfield
 - Dr. Ferdinand V. Hayden
 - Nathaniel Pitt Langford
 - John Conness
 - Frederick Law Olmsted
- 1__ owned Northern Pacific Railroad
 2__ chairman, Yosemite Commission
 3__ House Speaker in favor of parks
 4__ head of Geological Survey
 5__ introduced 1864 Yosemite bill
 6__ MA Rep. wrote Yellowstone bill
 7__ MA born, nature-loving lawyer
 8__ vice-president, loved park idea
 9__ introduced, pushed bill in House
 10__ his lectures promoted interest
25. The first boat ever to sail on Yellowstone Lake was named _____ (an early Beatles tune), and it was _____ feet long. The year was _____.

26. Expedition diaries published after 1900 told of the famous "campfire" discussion when the "national park" idea was first bandied about. Fill in the following information.
- The date: _____, 1870.
 - The place: where the _____ and _____ Rivers meet, now known as _____.

ACCOMMODATIONS
and
SERVICES
at the Disposal of Visitors to
Yellowstone Park

SEEN BEARS
IS A BITTER

1940

To Visitors of Yellowstone Park
In Yellowstone Park you are offered the greatest possible range in types and prices of accommodations. 1940 season:
Hotels—June 19 to September 12.
Lodges—June 19 to September 6.
Tourist Cabins and Cafeterias—About May 25 to September 25.

Visitors are urged to extend their stay as long as possible so as to take advantage of the numerous trails and many different scenic saddle horse trips available.



OLD FAITHFUL INN

27. From _____'s expedition diary: "The proposition was made by some member that we utilize the result of our exploration by taking up quarter sections of land at the most prominent points of interest. _____ then said that he did not approve of any of these plans—that there ought to be no private ownership of any portion of that region, but that the whole of it ought to be set apart as a great National Park and that each of us might make an effort to have this accomplished. His suggestion met with an instant and favorable response from all—except one, . . . each hour since our enthusiasm has increased. It has been the main theme of our conversation today as we journeyed."
28. "I thank God for creating such scenery and again for permitting my eyes to behold it," said who about what in his 1870 expedition diary?
- Hayden
 - Langford
 - Doane
 - Hedges
 - Washburn
 - Yellowstone Canyon
 - Tower Falls
 - Mammoth Hot Springs
 - Old Faithful
 - Absaroka Range
29. The Yellowstone Park legislation: Senate 392 passed on January 30; House 764 (adopted Senate version) passed February 27. No speech was delivered against bill. What was the vote? 240 total.
 ___yes, ___no, ___abstain
30. The first Superintendent of Yellowstone National Park was _____.

(Trivia answers on pg. 31)

Results of E&AA elections

An election of officers was held in October 1986 for the alumni vacancies on the board of directors of the Employees and Alumni Association of the National Park Service (E&AA). The employee representatives, whose terms expired in 1986, were on a one-name certificate from their regions, so they will continue to serve for another term. The one exception was the employee representative for Harpers Ferry Center. David H. Wallace was on a one-name certificate to serve as employee representative for HFC.

It is our pleasure to announce the alumni winners who will serve through October 1990. David H. Thompson, Southwest; John V. Craig, Pacific Northwest; Frances M. Reynolds, Rocky Mountain Region; and Nan Ketter, Denver Service Center.

The employees' representatives who will continue to serve as their regions' representatives are: Mo Khan, Western (Santa Monica Mountains NRA); Kenneth Apschnikat, Midwest (Mound City Group NM); Margaret T. Davis, National Capital (Headquarters); Herb

Olsen, North Atlantic (Cape Cod NS); and Robert Deskins, Southeast (Regional Office, Operations). David Wallace will serve for Harpers Ferry Center.

The E&AA board of directors is in the process of voting to elect a chair and a vice chair to lead the association during the next two years. The new members of the Board assumed their duties on January 1, 1987.

The members of the board of directors, effective January 1987, are listed below:

Name and Category	Term of Office	Region Office	Other officers of the E&AA are:		
Mo Khan, Employees	1987-1990	WRO	John E. Cook, Chairman, Employees	1985-1986	SWR
Joseph L. (Bill) Orr, Alumni	1984-1988	WRO	Vern Ingram, Vice Chairman, Alumni	1985-1986	SER
John Chapman, Employees	1984-1988	RMR	Terry Wood, Executive Director, Alumni	Appointed	WASO
Frances M. Reynolds, Alumni	1987-1990	RMR	Thomas W. Lucke, Employees and Education Trust Fund Officer	1986-1988	WASO
Jon B. Montgomery, Employees	1984-1988	MAR	Maureen M. Hoffman, Employees, Treasurer	Appointed	DSC
Nathan Golub, Alumni	1984-1988	MAR	Conrad L. Wirth, Alumni, Director-at-Large	Appointed	WASO
Kenneth Apschnikat, Employees	1987-1990	MWR	Stanley T. Albright, Director's Representative, Employees	Appointed	WASO
Raymond K. Rundell, Alumni	1984-1988	MWR	George W. Fry, Special Membership Chairman- Alumni	Elected/ Unanimously	SER
Margaret T. Davis, Employees	1987-1990	NCR	Mary Maruca, Courier Editor	NPS Employee	WASO
William (Bill) Failor, Alumni	1984-1988	NCR	Naomi L. Hunt, Courier Alumni Editor	Appointed	WASO/ MWR
Don Jackson, Employees	1984-1988	PNW	Cece Matic, National Chair, National Park Women	Elected by NPW	SWR
John V. Craig, Alumni	1987-1990	PNW			
Herb Olsen, Employees	1987-1990	NAR			
Joseph Antosca, Alumni	1984-1988	NAR			
Bob Deskins, Employees	1987-1990	SER			
George W. Fry, Alumni	1984-1988	SER			
Eldon G. Reyer, Employees	1984-1988	SWR			
David T. Thompson, Alumni	1987-1990	SWR			
David H. Wallace, Employees	1987-1990	HFC			
Leonard W. Hooper, Employees	1984-1988	DSC			
Nan Ketter, Alumni	1987-1990	DSC			
Keith Hoofnagle, Employees	1984-1988	AR			

E&AA asks those of you who are not members to please join. There is no better way to improve the morale and to help maintain the ties between the employees and alumni for the benefit of the National Park Service. Those wishing to join may do so by contacting their representative, listed above, or by

completing the blank form below and sending it, along with membership dues, to Maureen M. Hoffman, Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041.

As you know, Director William Penn Mott, Jr., continues his support of the E&AA and its programs, and urges others to do so.

Please ask your representative about the many membership benefits available, or write to the above address for a statement "What is the E&AA?"

May we have your support to make 1987 a banner year for NPS and the E&AA!

TREASURER, EMPLOYEES AND ALUMNI ASSOCIATION OF THE NATIONAL PARK SERVICE

P.O. Box 1490, Falls Church, VA 22041

I am a () New Member, () Renewal or () Other. I am also an () Employee or () Alumnus. Enclosed is \$____ for E&AA Membership and subscription to the National Park Service Newsletter, The Courier. Also enclosed is \$____ as an additional gift to the E&AA.

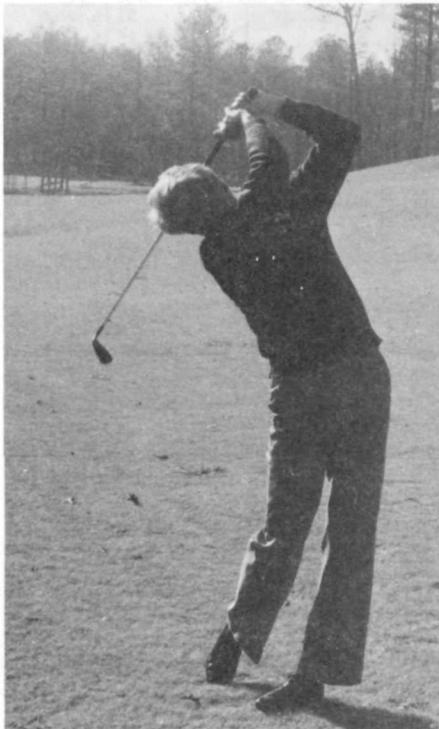
NAME _____

ADDRESS _____

CITY & STATE _____

Membership Rates: Annual-\$10. Special Memberships: Life-\$100; Second Century-\$200; Supporting Donor-\$500; and Founder \$1,000. (Life may be paid in full; four annual payments of \$25 or five annual payments of \$20.)

Graham Lewis wins third straight Kowski gold crown



Graham Lewis

Ben Moffett

The sweet swing of golfer Ben Hogan is legendary. Graham Lewis of Chattahoochee National Recreation Area learned all about Hogan's swing in high school. Now Lewis' swing is becoming legendary, at least within the ranks of the National Park Service.

Lewis won his third straight Frank F. Kowski Memorial Golf Tournament in 1986, and his fourth in six years. In five of the last six years he has had the low gross score (before handicap is figured) in the meet.

Lewis never played golf until he was a junior in high school. At about that time he got a copy of a book, Ben Hogan's *Five Easy Lessons*, and practiced hard for three months. "The first round I shot was a 126," he remembers. "By the end of the summer I was shooting in the mid-70s."

A quarter of a century later, Lewis is a low 70s shooter if his performance in the annual Kowski event is any indication. In his first year of eligibility, after joining the NPS from HCRS in 1981, Graham fired a tourney record 69 to win

the championship. In 1982 he fired an 80 to finish out of the running, but he has had the low score in the meet every year since.

In 1983 he shot a 72 for the low gross score, but Washington's Dave Gackebach nosed him out for the overall title when handicap, under the Callaway System, was figured in. In 1984 and 1985 he shot a 71 and 70 respectively to win both low gross and overall honors.

When David Thompson, the tournament director, finished figuring the handicaps of 1986's record Kowski field of 433 golfers, Lewis was on top again with his two under par 70 over the par 72 Fieldstone Country Club course.

It didn't take Thompson long to figure Lewis' handicap. The Callaway System awards poor golfers generously, but it has never given a single stroke to Lewis in any of his four wins.

Lewis sank a long birdie putt on the sixth hole, and that turned out to be the key stroke of all those taken by the field of golfers who over the years, had raised money for the NPS Employees and Alumni Association Education Trust

(continued, next page)

(from previous page)

Fund. The dew was still heavy on the grass at Fieldstone when Lewis hit his putt, which broke about five feet on its 40-foot journey. As it turned out, sinking the putt gave Lewis the undisputed tourney championship.

"I had no earthly idea it was going in the hole," said Lewis. "I'm a poor putter, anyway." Putting, indeed, is not Lewis' strength as a golfer, but his drives off the tee are something to behold. "I don't like a course with too many out-of-bounds stakes," he notes.

Lewis said he plays for fun. Early in his career, he changed his expectations of what he wanted to get out of the

game "from excellence to fulfillment" and has enjoyed it ever since.

Among those who also enjoyed the 1986 Kowski event are Bob Gallahan and Wayne Carroll, both of Washington, who finished second and third respectively with scores of 71 and 72. Jack Peay of Santa Monica was the closest to the pin off a designated par 3 hole, getting to within 11 feet, six inches. Lewis' 40-foot putt nearly gave him longest putt honors in the meet, but Richard Morefield, district ranger at Blue Ridge Parkway, snared that honor with a 42 footer.

Thompson, a retired former Southeast Regional Director, presided over the

most successful tourney in history. The 433 participants in the 12th annual event far outstripped the 1985 record of 360, and the \$2,900 raised bested the 1985 mark of \$1,765.28. In 12 years, the tourney has earned \$12,521.20 for the E&AA fund.

Thompson said that the Washington area fielded 94 participants, the largest local tourney. The largest park participation was Lake Mead with 66. Aside from golfer entry fees of \$2,312, generous donations, including \$470 from Guest Services and \$268 from Yosemite Park and Curry Company, brought the overall total to \$2,900 after expenses.

**THE HONOR ROLL
FRANK F. KOWSKI MEMORIAL GOLF TOURNAMENT**

Tournament Champion		*Indicates Tournament Record
1986	Graham Lewis, Chattahoochee River NRA	70
1985	Graham Lewis, Chattahoochee River NRA	70
1984	Graham Lewis, Chattahoochee River NRA	71
1983	Dave Gackenbach, Washington Office	70
1982	Russell Fulton, Everglades	71
1981	Graham Lewis, Southeast Region	69*
1980	Edward Drotos, National Capital Region	70
1979	Jim Ryan, Southeast Region	69*
1978	Charles (Spike) Cottonwood, Sequoia-Kings Canyon	70
1977	Jim Mardis, Sequoia-Kings Canyon	70
1976	Henry C. Craine, Mammoth Cave	71
1975	Herky Allcock, Western Region	72

Tournament Runnerup		
1986	Bob Gallahan, National Capital Region	71
1985	Larry Freeman, Blue Ridge Parkway	71
1984	Larry Freeman, Blue Ridge Parkway	72
1983	Sam Fontaine, U.S. Park Police, WASO	71
1982	Joseph Lawler, Wolf Trap	72
1981	Bubba Talbot, Washington Office	72
1980	Joseph Lawler, Wolf Trap	71
1979	Larry Brochini, Sequoia-Kings Canyon	71
1978	Jack Dolar, Everglades	71
1977	Roy Anthony, Washington Office	70
1976	John McKee, Glen Canyon, (retired)	71
1975	Edward Drotos, National Capital Region	73

Third Place		
1986	Wayne Carroll, U.S. Park Police, WASO	72
1985	Dave Gackenbach, Washington Office	71
1984	Sam Fontaine, U.S. Park Police, WASO	72
1983	Dave Park, Washington Office	71
1982	Dave Gackenbach, Washington Office	72
1981	A.J. Neville, Washington Office	72
1980	Vera Brochini, Sequoia-Kings Canyon	71
1979	Em Cottonwood, Sequoia-Kings Canyon	71
1978	Dan Rudd, Dinosaur	71
1977	Jim Coleman, Olympic	71
1976	Charles (Spike) Cottonwood, Sequoia-Kings Canyon	72
1975	Luis Gastelum, Tucson (retired)	73

Low Gross Winner

1986	Graham Lewis, Chattahoochee River NRA	70
1985	Graham Lewis, Chattahoochee River NRA	70
1984	Graham Lewis, Chattahoochee River NRA	71
1983	Graham Lewis, Southeast Region	72
1982	Joseph Lawler, Wolf Trap	75
1981	Graham Lewis, Southeast Region	69*
1980	Joseph Lawler, Wolf Trap	75
1979	Charles (Spike) Cottonwood, Sequoia-Kings Canyon	75
1978	(Tie) Herky Allcock, Western Region (retired)	77
	Jerry Swafford, Sequoia-Kings Canyon	77
1977	Jim Coleman, Olympic	77
1976	Henry C. Craine, Mammoth Cave	71
1975	Herky Allcock, Western Region	78

Longest Putt

1986	Richard Morefield, Blue Ridge Parkway	42 ft. even
1985	Vern Ingram, Southeast Region	52 ft. 6½ in.
1984	John Howard, Blue Ridge Parkway	51 ft. even
1983	Stan Broman, Santa Fe, NM	85 ft. 11 in.*
1982	Lois Kowski, Santa Fe, NM	50 ft. 6 in.
1981	Tom Whalen, Glacier	50 ft. 10 in.
1980	Fay Thompson, Santa Fe, NM	67 ft. 10 in.
1979	John Tiechert, Pacific Northwest	38 ft. 4½ in.
1978	Arthur F. Hewitt, Ashland, NB (retired)	50 ft. 6 in.

Closest to Pin Off Tee on Designated Hole

1986	Jack Peay, Santa Monica Mountains	138 in.
1985	Roy H. Richardson, Rocky Mountain Region	18 in.
1984	Ken Bachmeyer, Sequoia-Kings Canyon	139 in.
1983	Spud Bill, Tucson, AZ	90 in.
1982	John Robicheau, Bandelier	6 in.
1981	Rudy Valdez, Yosemite	3 in.*
1980	Elbert Smith, Ft. Larned at Estes Park (retired)	13 in.
1979	Larry Freeman, Blue Ridge Parkway	30 in.
1978	Lee Stiltz, Sequoia-Kings Canyon	14 in.

Number of Golfers

1986	433*	1980	199
1985	360	1979	162
1984	357	1978	140
1983	269	1977	143
1982	251	1976	130
1981	260	1975	79

Money Raised for E&AA Educational Trust Fund

1986	\$2,900.00	\$12,521.20
1985	\$1,765.28	\$9,621.20 (Cumulative Total)
1984	\$1,610.00	\$7,855.92
1983	\$1,276.00	\$6,245.92
1982	\$1,252.00	\$4,970.92
1981	\$1,365.00	\$3,718.92
1980	\$914.92	\$2,353.92
1979	\$473.00	\$1,438.99
1978	\$301.49	\$965.99
1977	\$288.70	\$664.50
1976	\$242.00	\$375.80
1975	\$133.80	\$133.80

Tournament Facts

Frank F. Kowski served in the National Park Service from 1937 until his retirement in March 1974. He won acclaim as Director of the Albright Training Center, first at Yosemite and then at Grand Canyon NP. His final assignment was as a much beloved Southwest Regional director. He died unexpectedly on February 3, 1985, a day on which he had taken advantage of unseasonably warm Santa Fe weather to play nine holes of golf and had joined a small gathering of Park Service friends in the

evening. He suffered a heart attack and died while playing cribbage. The local newspaper, the *Santa Fe New Mexican*, called Kowski a "Park Service legend." The newspaper added: "Many of the rangers and other professionals in the National Park Service were schooled under Kowski and reflect his philosophy." The idea for the tournament was originally conceived by James W. Lewis, at the time a National Park Service employee at Padre Island National Seashore. Monte Fitch, then-Associate Director, Operations, SWR, and chairman of the Board of Directors of the Employees and Alumni Association, implemented the idea. Earl Hassebrock, then-Associate RD, Administration, SWR, organized the tournament and served as its director through 1985. In 1986, when Hassebrock retired, David Thompson, former Southeast RD, now living Cochiti, NM, became tourney director. Hassebrock introduced the Callaway Handicap System at the outset of the first tournament in order to assure comparability between players and courses. Ben Moffett, Public Affairs Officer, SWRO, has served as historian and publicist for the tourney since its outset. In 1978, Moffett and Hassebrock added two new categories of winners—a longest putt category and a category for closest to the pin off a designated par 3 tee. Lois Kowski, Frank's widow, plays annually in the tournament and in 1982 she won the longest putt category at the home Santa Fe Country Club course.

**Yellowstone Trivia
Answers** (From pg.27)

1. Northwest corner of Wyoming. Idaho on SW and Montana on N and NW.
2. Larger than the states of Rhode Island 1,214 sq. mi. and Delaware 2,057 sq. mi. combined at 3,271 sq. mi. OR same as Puerto Rico 3,435 sq. mi.
3. North from Gardiner, MT; West from West Yellowstone, MT; South from Grand Teton NP; East from Cody, WY and Northeast from Cooke City, MT.
4. Old Faithful, West Thumb-Grant Village, Lake (Fishing Bridge and Bridge Bay), Canyon, Tower-Roosevelt, Mammoth Hot Springs, Madison-Norris.
5. The Yellowstone River as it comes out of Yellowstone Lake.
6. Grand Canyon of the Yellowstone, including Upper and Lower Falls.
7. Between West Thumb & Old Faithful.
8. C. 7,733' high B. 320' deep.
9. A. 132' high.
10. D. 109' and 308' = 417'.
11. Northwest or north.
12. The Firehole River.
13. E. Eagle Peak C. 11,358'
14. Merging of mountain streams creates source of Yellowstone River here.
15. This is a toughie! Routes are 89, running north-south from Arizona-Mexico border to Alberta-Montana border; and 20, running east-west from Boston, MA, to Newport, OR.
16. 142 miles.
17. Between Lake and Canyon areas.
18. Custer NF is farther east.
19. a. southeast b. northwest
c. southwest d. central
e. northeast
20. Wanderers: Potts, Bridger, and Russell; 1869: Cook, Folsom and Peterson; 1870: Washburn, Langford and Doane; 1871: Hayden, Jackson and Moran.
21. Englishman Baronette built a toll bridge across the Yellowstone River.
22. F. V. Hayden named the lake Shoshone Lake, (it's the second largest lake in the park).
23. a. Robert C. Reamer of Oberlin, OH.
b. Fall, winter 1903-04, spring '04.
c. \$125,000 in 1904 money.
d. 1913 and 1927.
e. 85 feet.
24. a-6 b-8 c-7 d-1 e-9
f-3 g-4 h-X i-5 j-2
(20 points total)
25. Named *Anna*, after Henry L. Dawes' daughter. It was 12' long and was launched during the '71 expedition.
26. September 19, 1870. Gibbon and Firehole Rivers; Madison Junction.
27. Nathaniel Langford's diary. Cornelius Hedges suggested a park. (Two points each answer)
28. D. Cornelius Hedges 2. Tower Falls
29. 115 yes, 65 no, 60 abstained (Point for each within 10 votes.)
30. N. P. (nicknamed "National Park") Langford, 1872 to 1877.

God moves in mysterious ways, and so, at times, does John Bryant. The President of the National Park Foundation frequently works behind the scenes—quietly, generously, and always for good effect.

This month the *Courier* would like to lift the curtains and bring him center stage.

Recognizing the complicated, time-consuming steps that go into the publication of a newsletter, John magnanimously honored the Director's request for assistance to speed up the process. That response, typical of the quiet generosity John and the Foundation have bestowed throughout the park system, came in the form of a new computer simplifying the newsletter's progress from draft manuscript format to a finished, laid-out, typeset publication. With the software now available to the *Courier*, I expect to be able to make last minute changes in copy more effectively, to report on news sooner than is now

possible, and to catch almost all typos. Indeed, as far as a certain editor is concerned, a new computer ranks right up there with the first robin as a sign of spring.

Thanks to John Bryant, to the warm breezes that I know are blowing somewhere outside this building, and to the flowers that will shortly bloom, I feel encouraged, excited, almost downright jubilant this spring. Oh I suppose it's chancy for someone without the power of prophesy to take a stab at predicting the future, but I am hopeful, very hopeful, that the *Courier* now will be able to take a few more crucial steps in a positive direction. Of course, all of you will be the ones to judge the results as the upcoming issues appear. Be patient; let us learn the computer system; and I think the final product will speak for itself.

Perhaps it even may encourage John Bryant and the Foundation to take a well-deserved bow from center stage.

C. Dewey Youngblood, 87, had been a high school teacher in the San Diego Unified School District for 20 years and a member of the National Retired Teachers Association. During summers, he served as a ranger at Yosemite, Yellowstone, and Grand Teton National Parks. Survivors include his wife, M. Opal, two daughters, four grandchildren, and two great-grandchildren.

H. Raymond Gregg, 81, a former superintendent of Jefferson National Expansion Memorial and Hot Springs National Park, died on December 1. His first NPS position was a TAPER appointment as a park policeman at Hot Springs. He also served in Rocky Mountain NP, National Capital Parks, and WASO. Gregg received the Department of the Interior's Meritorious Service award in 1965, retiring in that same year from the superintendency of Jefferson National Expansion. In his retirement years, Gregg was involved in several projects, among them the Western Forts Study, 1965; Fort Union Landmark Presentation, Prairie Park-Oregon Trail Proposal, Jefferson County, NE; Bathhouse economics and reorganization study, Hot Springs, 1966; Ohio Landmarks Study, 1967; and Antelope Hills, North Dakota Study, 1969. He also served as consultant for the Hot Springs Master Plan Study Team in 1969, and was active on the pre-authorization of Buffalo National River. During this busy period of his life, he wrote feature articles for *Southern Living* and was a regular review contributor to *Science Books Quarterly* (AAAS), as well as president of Westpark Chapter, Arkansas Archeological Society. Gregg was a Fellow of the American Association for the Advancement of Science, a nominee for the Peabody Award for radio by National Broadcasting Company, a recipient of the Distinguished Alumnus Award from Hendrix College, a World War II Navy veteran, and a member of the Rotary Club.

Fred L. Keith, 57, former employee of the maintenance division for Hot Springs National Park, died on November 23. Keith was a U.S. Army veteran and a member of the American Legion. He also had served as treasurer, governor and junior governor of Moose Lodge 1252. He is survived by his wife, Dixie, of Hot Springs, two daughters, one son, a brother, five sisters, and three grandchildren. Mrs. Keith's address is 107 S. Morphew Drive, Hot Springs, AR 71913.

E&AA notes

- National Park Foundation donates computer to E&AA—E&AA is pleased to have the opportunity to publicly thank John Bryant and the National Park Foundation for the generous donation of a Macintosh computer to assist in reducing the workload. E&AA also wishes to reinforce their appreciation for Mr. Bryant's support and interest in E&AA through the years. Bryant is a Life Member of E&AA.
- Special Memberships—E&AA inadvertently omitted the names of William J. Whalen and Leonard A. Frank from its list of life members appearing in the November *Courier* and Brigadier General Curtis Hooper O'Sullivan as a second century member. Also, the Eastern National Parks and Monument Association was listed under "Park" as it appears on the E&AA mailing list, which made it hard to find in the newsletter. We apologize for these mistakes and wish to thank the above life members and General O'Sullivan, as well as Dennis Ditmanson, Bill R. Alkard, and Walter W. Woodside, also inadvertently removed from the list.
- E&AA donates to the Horace M. Albright Fund—John Cook, Chairman of the E&AA, asked Stanley T. Albright, Director's rep on the Board, and Terry Wood, Executive Director, E&AA, to present to Director Mott a check for \$100 from the E&AA's operating fund as a donation to the Horace M. Albright Fund, established by Director William Penn Mott, Jr., with the full approval of former Director Horace M. Albright, to provide career enhancement through study, research and/or travel for NPS employees.

E&AA supports the fund as a fitting tribute to Mr. Albright, the co-founder and second director of the National Park Service. In turn, Director Mott regards the fund as partly symbolic of the helpful ideas, suggestions and assistance the Service has received from it alumni over the years. Through the establishment of the Alumni Outreach Program throughout the national park system, Director Mott hopes to establish a strong, vital program that will reinforce the NPS communications network and ensure that the concept of the NPS family becomes grows to even greater strength.

Director Mott is a Life Member of the E&AA; Horace Albright is a Second Century Member.

Perry Audley Whaley, 79, died December 30, at the Baptist Hospital in Knoxville. Whaley, a long-time Great Smoky Mountains NP ranger, was known to his co-workers as Audley. His Great Smoky Mountains career began before the park was established, when he was a young man working on trail crews in CCC camps. He was promoted to park warden when the park was established and rose to positions as park ranger and district ranger at Cosby. For a number of years before his retirement he served as assistant chief ranger in the Tennessee district of the park. He was a World War I veteran. Whaley is survived by his son, Max, of 6575 The Corners Parkway, Norcross, GA 30092-3325. Those wishing to do so may make a memorial donation in his memory to the Education Trust Fund of the E&AA, P.O. Box 1490, Falls Church, VA 22041.

Wallace L. Zoder, 82, passed away recently. He served as an engineering foreman in the CCC from 1933 to 1941, and then with the U.S. Army as a Lt. Colonel until his retirement in 1946. He built and operated Zoder's Inn in Gatlinburg. He is survived by his widow, Mrs. Dorothy Palmer Zoder, Zoder's Inn, Parkway, Gatlinburg, TN 37738.

Carl Lewelling, Jr., 61, also has passed away. He was a seasonal ranger for several years in Great Smoky Mountains NP, and served as principal for the Pi Beta Phi School in Gatlinburg. He is survived by his wife, Mrs. Betty Fox Lewelling, Route 1, Ownby Hills, Gatlinburg, TN 37738.

Helen Dixon, 67, died at her home in Missouri on December 21, after several months of ill health. She retired in April 1984 after 24 years with George Washington Carver National Monument where she served as an administrative technician. Prior to her Park Service career, she worked for the Hercules Powder Company, the U.S. Army at Camp Crowder, Neosho, and the Soil Survey, Department of Agriculture. She had served as a board member and officer of the local and state American Association of University Women, and a past board member of the Joplin Historical Society and the Dorothea B. Hoover Museum. There are no immediate survivors, as her husband, Clyde G. Dixon, preceded her in death in August 1979. Those wishing may make a donation to the hospice program at St. John's Regional Medical Center in Helen Dixon's memory.

E&AA regrets the delay in announcing the death of **Harold M. (Slim) Ratcliff**, who passed away December 3, 1984 (information concerning his passing was received from Forrest and Mary Benson). Ratcliff began his NPS career

in Rocky Mountain NP in the early 1930s. After a stint as custodian at Dinosaur NM, he transferred, in 1941, to the Southwest Regional Office as a biologist, holding down the only ecologist position in the Service from 1954 to 1961 when he retired. In the years that followed, he and his wife, Vi, enjoyed wilderness pack trips, particularly in his old favorite spot, the north end of Rocky Mountain NP. He also served as the president of a local chapter of the National Association of Retired Federal Employees, president of the New Mexico Federation of Chapters, and as newsletter editor for the New Mexico Section of the Society of Range Management, Boy Scouts of America, and the American Forestry Association. He is survived by a son, a daughter, a sister, eight grandchildren and nine great-grandchildren.

Tiny Semingsen remembered

E&AA received two very special letters on the occasion of Tiny Semingsen's death.

George Fry, Special Membership Chairman and alumni representative for the Southeast Region on the E&AA Board, credited Tiny as the Founder and Special Membership Chairman of the E&AA. A big man, standing over six feet and weighing more than 200 pounds, Tiny's jovial character matched his build. September 1955, at a Superintendents Conference in the Great Smokies and Fontana Dam, while he was doing the leg work for then-Director, Connie Wirth, he collected one dollar from every one in attendance to establish the E&AA—all those paying \$1 to Tiny became charter members; he extended it for some time after that, giving charter member status to all who paid his/her dollar.

Tiny and others at the 1955 Conference felt the necessity for E&AA because many were approximately the same age and thinking seriously about retirement. They felt there should be a way to keep the Park Service in close touch with its alumni in order to use their expertise for the good of the Service, as well as to keep the NPS family concept alive.

After Tiny organized the E&AA, he and his wife, Flora, did all the paper work to get the organization going. They put out the first *Courier*. When Tiny felt the organization was ready, officers and a Board of Directors were elected. All E&AA work was done by volunteers on their personal time in the evenings and on weekends. Thanks to

Tiny's foresight and continual prodding, the E&AA is what it is today—an organization made up of employees, alumni and friends of the Service: 2,200 members in all and still growing.

In his letter, George Fry also observed that Tiny was a district ranger at Yellowstone when Dan Beard selected him to be the first chief ranger for the newly established Everglades NP. Because of health problems, he was replaced by George Fry, becoming Superintendent of Wind Cave NP. He also served as Superintendent of Dinosaur NM and Catoctin Mountain Park from where he retired in 1967.

After his retirement, he and his wife bought a Travco motor home, spending their summers travelling in the northern Rocky Mountains. In the summer of 1967, the Semingsens, the George Frys and the Ira Lykes spent three months touring Alaska. Two years ago, bad health caught up with him and he could no longer continue his summer travels.

In closing, George exclaimed "Well done, my faithful friend." He and Helen Fry are founder members of E&AA.

The second tribute to Tiny came from Bob and Mamie McIntyre who donated \$100 in Tiny's memory to the Education Trust Fund. They observed that Tiny and Flora had done a lot to enrich their lives and the lives of many others in the Park Service family.

The McIntyres recalled enjoying every word in the original *Couriers* that Tiny and Flora published, and knowing that it was a family effort—that the news revolved around the comings and goings of Park Service family members.

One special act of Tiny's for Bob and Mamie and other alumni visiting Everglades on their way to a Caribbean cruise was making tapes available for self-guided trips through the park; Tiny also provided them with flashlights as they walked on boardwalks through the swamps, so that they could make the crocodiles' eyes glow in the dark. Also, he saw that lunch was provided on board a small boat from which they could view the park.

As if this weren't enough, the McIntyres found that Tiny and Flora had arranged an interesting tour of the old Spanish fort for them when they arrived in San Juan, PR, a site that later became San Juan National Historic Site. The tour was personally conducted by Hank Schmidt's daughter, who was employed there at the time.

The McIntyres wish to pass on to *Courier* readers these remembrances of Tiny and the way he and Flora enriched their lives and added to their store of very good Park Service memories. The McIntyres are life members of E&AA.

Special Note

Mrs. Harthan L. (Jane) Bill recently wrote to E&AA concerning the many messages of condolence she has received from their many friends of the past 50 years. Although Jane is trying to answer each with a personal letter, it is virtually impossible at this time. She asked us to include these words from her in the *Courier*.

Jane is most touched by the many beautiful messages she has received. Her special gratitude is sent to their very special friends for the kindness they are showing her. She will always cherish the numerous touching and beautiful notes.

She wishes every one to receive a personal word from her as soon as possible; she knows that Spud, too, would wish their friends to know how grateful she is for all the many kind words.

Utah State Alumni Wanted!

(Other natural resource professionals too!)

The College of Natural Resources at Utah State University is celebrating its 60th Anniversary and Natural Resources Week April 16-18. "Leadership in Natural Resources" is the theme. An alumni reception, a symposium featuring distinguished alumni, and tours of college projects will highlight the week. This week also marks the beginning of USU's Centennial Celebration. For more information, write or call: Dean's Office, College of Natural Resources, Utah State University, Logan Utah 84322-5200, 801-750-2445

OOPS!

The person in the photograph accompanying Gary Somer's article in the November *Courier* was not the author but cartographic technician Frank Sannino, now at St. Croix National Scenic Riverway. Also, the authors of the October article "Challenges are fresh for Federal Women's Program" were Tammy Benson (Jean Lafitte NHP & Pr) and Marcia Keener (Prince William Forest Park). Finally, the first answer in the December trivia column suffered from a typo. George Washington spoke before the Continental Congress in 1778, not 1776.



The Personnel Side

Terrie Fajardo

Hello there, welcome to Spring!!

If you're like me, the only time you really take a good look at your leave situation is when it's necessary. For the random day or few hours everyone takes now and then, you really don't pay too much attention to your balances. Then something happens and

"Well", she said, "who's in charge here? I've been to my supervisor and my timekeeper and they tell me Personnel is responsible. My leave balances are wrong; I'm transferring to another agency next week and you have to fix this problem right now!" The poor lady was talking so fast that I could hardly get a word in. "Calm down," I said, "let's start from the beginning and see what we can do."

Unfortunately, hers was a problem that happens all too frequently in an automated age. Employees rely on the "system" to always add or subtract leave balances correctly. All too often, the system breaks down. The way to avoid the "bad balance blues" is to understand how the system works and what safeguards we can take to limit possible errors.

The system of which I so affectionately speak is, of course, the Pay/Pers System—Pay for payroll and Pers for personnel. It is the integrated functions of both that maintain the current records and allow the employee to be paid. The Pay part is the timesheet. Every two weeks (one pay period) a record (timesheet) of work time spent, leave taken, and cost account to be charged is completed by the timekeeper. After approval by the various supervisors, the timesheets are sent to a central point (in Washington, it's the Personnel Office) where each individual sheet is keyed into a computer. After all timesheets have been keyed in, the total number of records (all the timesheets combined) are then transmitted to the main computer in Denver, the Cyberg (those of us who know him intimately call him Cy).

The Pers part is each employees personnel master record. This record contains all the information about the individual's title, series, grade, and rate of

pay. To keep your part of the Pay/Pers system running smoothly, I'm including a few tips.

1. Realize that your leave balances are *your* responsibility—not your supervisor's, not your timekeeper's, but yours. Make sure you keep a record of your balance at the beginning of the leave year and keep it up from pay period to pay period. A number of companies (Geico Insurance Co., among others) provide charts that can be used to help make this recordkeeping task easier. They send them free to anyone who requests them, whether the request comes from a policy holder or not. If this isn't practical for you, then you can develop a chart yourself, using any standard computer. The important thing to remember is to add four hours for sick leave and four, six or eight hours for annual leave (depending on your length of service) each pay period. Then subtract the leave you have taken during that time to get your new balance. A good example of this would be:

Annual Leave

Previous Balance—240

Pay Period	Earned	Used	Balance
1	4	2	242
2	4	0	246

Sick Leave

Previous Balance—100

Pay Period	Earned	Used	Balance
1	4	0	104
2	4	1	107

Using a chart similar to this, and maintaining it, will assure you of an accurate record.

2. Check your timesheet before you initial it. Make sure all leave taken is recorded properly. If you have a question discuss it with your timekeeper

before you initial the form and he/she sends it in. The definitions for the codes used can be found on the back of the timesheet. Ask your timekeeper about them; he/she will be happy to answer your questions. The more you understand, the better information you can provide to your timekeeper, thus reducing the possibility of errors.

3. Remember to tell your timekeeper when you're taking leave. Sometimes, especially in areas where the timekeeper and the employee are in separate places, the timekeeper does not learn of leave taken until after the timesheets have been sent to payroll. It's too late then. Once that occurs, the only recourse is to send in an amended timesheet. A good suggestion might be to call your timekeeper at the same time you request leave from your supervisor.

4. If a problem does occur with your leave balances, make sure you notify the appropriate individual immediately. Initially this should be your timekeeper. Don't wait from pay period to pay period, thinking that the situation will be corrected by the computer. Remember, the computer doesn't know a problem exists. As long as there is accrued leave available, the computer will add or subtract whatever is keyed in, whether the amount is correct or not.

5. Be sure you know who to go to when problems do arise. In Washington, employees go to their timekeepers who, in turn, discuss the problem with the personnel staff. The personnel staff person responsible will then contact Payroll and have the problem corrected. If the problem is just a matter of misunderstanding the codes or misreading the leave and earning statement, then the timekeeper handles the situation. Only things that cannot be resolved between the employee and the timekeeper come to Personnel. Make sure you check the procedures in your region/park so you'll know who to go to in time of leave balance stress. In the case of my anxious employee who was ready to transfer, I was able to reconstruct the situation that had developed, using information I had on hand. Unfortunately, if the situation cannot be readily resolved, the Payroll Office may have to conduct a leave audit. This is time consuming for them and can be a lengthy waiting period for you.

Well, after a nice long chat, and a little extra work, my employee has been able to transfer to her new agency with all her little balances in check. I told her next time not to wait so long to have things corrected. Remember, Rome wasn't built in a day and Pay/Pers always takes considerably longer.

Have a great day!

Letters

To the Editor

The January 1987 issue of *Courier* included a very fine piece on the late Arthur Woodward by Buford Pickens. I thought it might be interesting for your readers to know that the Society for Historical Archaeology recently (this past January 9) awarded our highest award, the J.C. Harrington medal to Mr. Woodward. Mr. Woodward's death has deeply touched the archaeological community and he will be greatly missed.

David G. Orr
Regional Director
MAR

Received by the staff at Chaco Culture NHP

Dear Friends at Chaco:

Yesterday we went on a walk around Pueblo Bonito with Barbara, our guide. At the end she opened her arms, welcoming us and encouraging us to enjoy the pueblo and to move about it as we pleased. We wanted you to know how very much this meant to us after many national parks and monuments full of "don't touch" and of crowd control. We are so glad we came here, and were able to go in and around the ruins in order to quietly imagine the people and the lives lived here once (the films were very helpful to the imagination in this respect).

Chaco has a special, close feeling, different from the big parks. It is nice to meet rangers who want to talk to you after so many harried ones in the other places. I was pleased and surprised by the amount of time a ranger spent with me, explaining the museum's structure (superb museum, folks).

Part of Chaco's atmosphere ties in with its small number of visitors (65,000). Therefore, I would like to urge you to leave the entrance roads as they are. Paving them would destroy much of the quality (although I understand the needs of the people who live way out here—the decision is theirs too). My deep hope is that someday I may bring my future children here and take them through the little doorways and into the ancient rooms just as I was able to do. As it stands, I am aware that this opportunity was a special blessing for us and that it may not be here when we return. I feel as though we have experienced some of the freedom to explore and enjoy that the

very early park visitors had, before the crowds grew. We are grateful.

We are also very grateful for the free camping—always a wonderful treat (we are on the road for a year and need to camp free 98% of the time).

With deep appreciation for
all of you,
Jessica and Craig Leggett
Brattleboro, VT

To the Editor:

My husband and I have been traveling extensively and we have on several occasions travelled through some of the National Parks. The last trip took us to Shenandoah National Park.

We have always found that the national parks are well-managed, clean, and orderly. (We are *not* campers). We would like to commend your organization for the fine job you are doing. We hope you will continue to provide the funds to maintain and beautify these parks.

Thank you.

—Eva Cross

COURIER

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