COURIER

Volume 32, No. 5 May 1987 Washington, DC

The Director's Report

By William Penn Mott, Jr.

Boundaries, Not Barriers!

Park areas have sometimes been likened to little fiefdoms protected by well-defined and enforced perimeters, with imperious superintendents, who engage in aggressive tactics that promote the goals of the Service at the expense of others, and who continuously battle with those outside park areas. Is this an unfair representation of park areas? Sure it is. Have I overstated the animosity felt toward us? I hope so, but I'm making a point. There are certainly a lot of folks who see us in a completely adversarial role, and who, unfortunately, would describe us even more negatively than I just have. Negative attitudes in some surrounding communities have existed for, and developed over, a long time. Their persistence must mean that we still need to work hard to try to change those perceptions and attitudes toward us. Because we continue to learn and grow, I am confident that we can overcome these negative sentiments.

In the early days, interaction between park areas and local communities was minimal. One of the more obvious reasons for this was that there were no local communities near some of the older park areas. It hardly made sense to place a great deal of importance on participating with surrounding communities, which, if they existed at all, were few and far between. Today, however, as the population of the United States has continued to grow, we are finding more and more communities adjacent to park areas that once were the most isolated ones. Not all of these growing communities are a direct result of America's increasing population; some are being created and expanded to provide services to park visitors. Further, in recent years, Congress has established more parks in and near already populated areas. Why they are there is not as important as how we intend to acknowledge and interact with them.

National Park Service areas are, in a sense, intended to be enclaves, which create some major and unavoidable problems. Although designed as enclaves, park areas are neither independent nor self-sustaining. They interact in many ways with their surrounding areas—the larger ecosystem, the historic area, or the urban environment. Since we are just part of a larger picture, a change in our own approaches and attitudes is necessary. To maintain the integrity of the parks, we need to be aware of those forces, both political and economic, outside our boundaries that may affect our mission. Today, much that is going on *outside* our boundaries has impact on what takes place *inside* our boundaries. Consider the impairment that zoning and economic decisions by local communities can have simply because we have not communicated our concerns to the local authorities. There are obvious detrimental effects of pollution-causing activities. More subtle impacts can be caused by the "accepted" uses of pesticides and chemicals in surrounding areas.

The potential for major impacts on park areas from those outside park boundaries are equally apparent to others. Members of Congress have entertained the notion of legislatively creating buffer zones. I don't support the concept, but proponents are pushing the idea in order to solve real problems. I agree we have a problem, but I don't think the answer will be found in the creation of buffer zones; as we gain more knowledge, it becomes clear that the boundaries of the buffer zones will be too small to satisfy the needs of the ecosystem. Therefore, I firmly believe the answer is in our getting involved!

A Dale Carnegie truism comes to mind, "You can make more friends in two weeks by getting interested in them then you can in two years of trying to get them interested in you." We need to be aware of local interests and be active players in the surrounding community. We are a part of the larger community, and as such, we have a fundamental responsibility to be involved. Community involvement is also essential if we are to accomplish our mission effectively. As a participant, we can ensure our side of an issue is voiced, and we can learn firsthand what community concerns are. At every opportunity, we need to be prepared to work with neighboring communities to deal with problems upfront and early on. Problems still may be unsolved, but at least the attempt will have been made. By referring to the surrounding community, I also mean to include state and federal agencies and others whose decisions will impact our resources and visitors.

By being a part of the community, I mean being a participant in that community, not just coming forward when there are problems to be addressed. To be constructive and credible in times of controversy, it is important to have developed relationships beforehand. There are plenty of ways to be active and have a positive role in your community—becoming members of organizations, such as the Jaycees, Kiwanis, or Rotary Club; being involved in garden clubs, the PTA, or local chapters of the Boy Scouts or Girl Scouts; and taking part in community projects as well as getting acquainted with the media and government officials at the county, state, and federal levels.

We also have opportunities to invite neighbors into parks for activities that encourage positive interaction between park staff and local residents. One such opportunity is the Take Pride in America Program. This program not only promotes positive interaction between local citizens and employees, but also creates a new awareness of system areas and can help form the basis for a concerned and supportive alliance between the Service and surrounding areas.

By encouraging your active involvement in community affairs, I am not suggesting you have free rein—there are im-

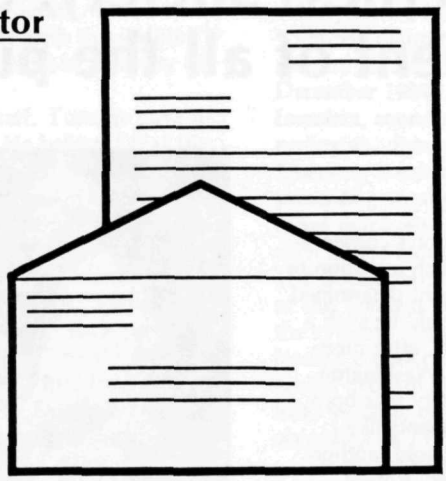
portant parameters that you must keep in mind! You have to know what to say, how to say it, and when to say it. To avoid making inappropriate statements, assume you are "on the record" when speaking for the Service. You just never know when you might read what you've said in the newspaper.

Your statements should reflect at all times the Service's position and Departmental policy and regulations. If there is any doubt about policy or regulations, you better get the necessary information before speaking out.

Park boundaries identify our "separateness" from surrounding communities. They must remain intact. Do not allow boundaries to be barriers to communication and cooperation. Good park managers realize their responsibilities do not always stop at park borders—sometimes we have to become involved with what's going on outside. If you haven't yet become involved, now's the time!

At some point, park managers will encounter controversy. There are career risks in becoming involved in community issues, especially when taking controversial positions—I don't deny that. But we must all do what we can to improve park-community understanding or we are not doing our best for the system. Sometimes the risks to the parks are just too high for us to sit back and be silent. Take a stand, and if you've done the proper homework, I guarantee you'll be backed! I know talk's cheap and this will probably have to be proven a few times before you'll believe it, but I will do whatever it takes to make sure you understand that this is important to me! Local involvement can improve our relationship with neighboring areas and can play a key role in the future of the national park system. We all need to do what we can to assure that park boundaries are not barriers to our involvement in local affairs and to ensure that we are sensitive to local concerns!

From the Editor



The September issue of the *Courier* carried a letter to the editor from John Sutton, Chief Ranger at Fort Davis NHS. The views he expressed encouraged a remarkable exchange of opinions, remarkable, as one reader observed, because everyone was "so exposed." Correspondents had the courage of their convictions and stood behind them in print.

As an editor, I owe a debt of gratitude to Mr. Sutton. He challenged readers to evaluate their points of view and determine how strongly they felt—whether, indeed, they felt strongly *enough* to write about what they believed. Such is the way we learn, and such is one of the goals I have for this publication—to present information that can be evaluated in the light of the reader's own knowledge, then used either to clarify thoughts or to build new bridges of understanding. One way to accomplish this, of course, is through kind of thought-provoking articles I want to publish. Another is through letters that comment on these articles—letters that permit an exchange of ideas beneficial both to reader and editor.

A lively letters-to-the-editor department is the pulse of a publication. It keeps the editor informed of what people are thinking and of how well the publication is doing its job; it provides a forum for ideas, which is the stuff of learning and a standard against which to test the most cherished of beliefs. So I appreciate such letters; I encourage them; and I will continue to print them, as long as they are neither inordinately abusive nor purposely antagonistic.

There is another very powerful function of the letters department, and, by extension, of the *Courier*. As current and retired employees share their views on the organization, they link the present with the past; they allow the newsletter the privilege of solemnizing the rites of passage that bind us all. Recent losses—Horace Allright, Tom Lucke, Jim Murfin, among them—have triggered letters and other expressions of grief sent to this office. The writers weren't sure "if this is the kind of thing the *Courier* publishes," but they sent their tributes anyway—because public recognition of the passing of a colleague *is* important, is critically important. It lets us say that such a passing has not gone unmarked, that the individual mattered, that he or she touched us in quiet, in selfless, in unalterable ways; it helps us deal with our loss, and, ideally, draws us closer to one another.

So, indeed, this is but another form of openly sharing, not of ideas so much this time as of the qualities that make us human, that tie us inexorably to the past that we know through those that have gone before and to the future that we are shaping for those who will come after. This sharing of ideas and of our mutual history is, in a sense, our gift to one another. It is the thing that can help us grow. Therefore, to those who have done this already through the letters they have mailed to my attention, let me say that I am grateful and let me ask that they keep up such contributions . . . And to those who will be sharing in the months ahead, who will be helping to make the newsletter a lively, dynamic tool for improved communications, let me say that because of such contributions I am excited and optimistic about the future.

On the cover: one of Steamtown's collection of steam locomotives, a former Canadian locomotive that pulled long freight trains across the plains, hauls the Steamtown excursion train through a tunnel. Train memorabilia courtesy of Herb Kistler and Bob Bitzer.

The Wilderness Society: dedicated to the wise management of all the public lands

Bennett Beach
The Wilderness Society

In 1934 none of the nation's conservation groups was paying much attention to wilderness preservation. Eight determined men decided that there should be such a group, and in January 1935, after meetings near Knoxville and in Washington, D.C., The Wilderness Society was born.

Among the eight were giants like Robert Marshall; Aldo Leopold, author of *A Sand County Almanac*; Robert Sterling Yard, and Benton MacKaye, who first proposed the Appalachian Trial.

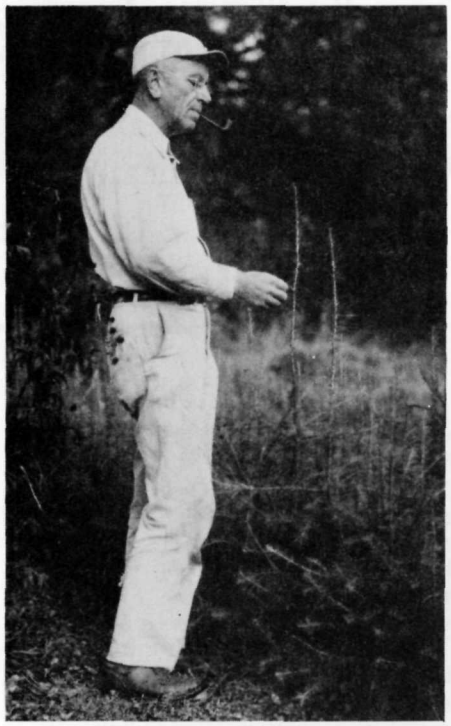
Their purpose was spelled out by Yard in the first issue of the Society's magazine: "The Wilderness Society is born of an emergency in conservation which admits of no delay. The craze is to build all the highways possible everywhere while billions may yet be borrowed from the unlucky future. The fashion is to barber and manicure wild America as smartly as the modern girl. Our duty is clear."

In the early days, TWS was militant and exclusive. MacKaye said, "We want those who *already* think as we do; not those who have to be shown." Funding was as meager as membership; after five years the budget was less than $4,000, most of it out of Marshall's pocket.

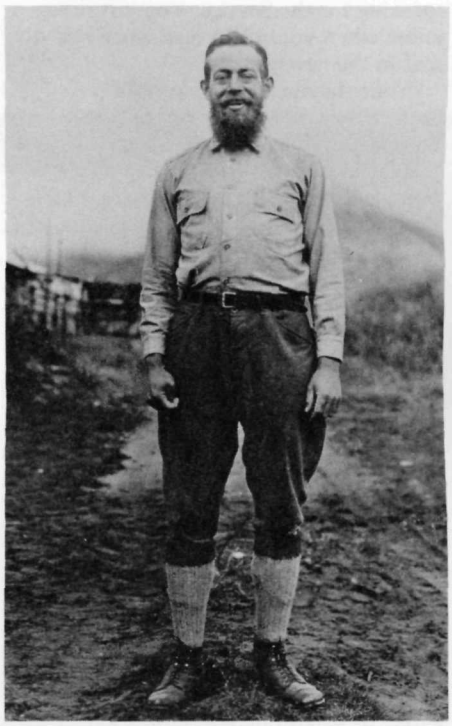
Marshall's sudden death in 1939, when he was just 38, robbed The Society of its spiritual leader. The saving grace was the trust fund that Marshall's estate established for wilderness preservation. TWS was able to do more, and membership inevitably grew, but as late as 1952, after 17 years, there were still just 5,000 members.

Though small, The Society was considered one of the major groups because of the talent it was able to attract. Heading its second generation of leaders were Olaus Murie, famous for his wildlife field surveys, and Howard Zahniser, a prime mover in passage of the Wilderness Act. "There is no good reason why our influence should not be out of all proportion to our numbers," said Harold Anderson, one of the founders.

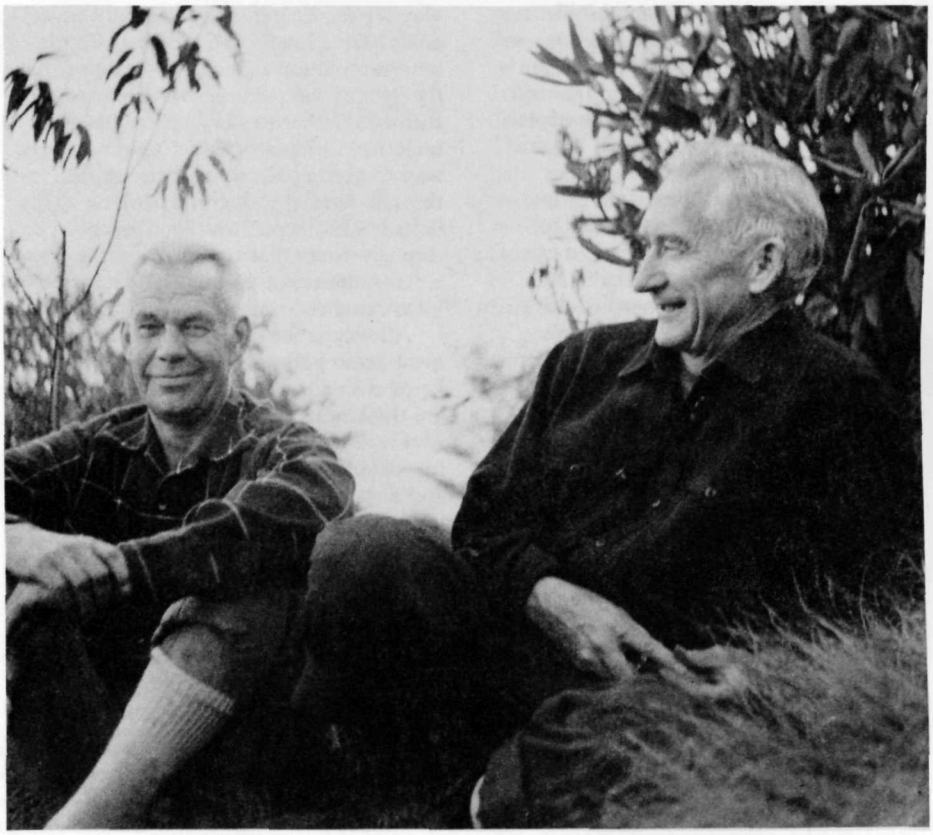
In 1947, the Governing Council of TWS officially decided that the group should strive for wilderness legislation. Zahniser dedicated the rest of his life to the task, and the result was the Wilderness Act of 1964, signed four months after his death.



Aldo Leopold with young tamaracks, c.1946



Robert Marshall in Wiseman, AK



Sigurd Olson (1) with Harvey Broome

Despite the time and emotional energy demanded by the wilderness crusade, TWS managed to play a part in numerous public lands fights, usually working with its close ally, the Sierra Club. Throughout the 1930s and into the 1940s, The Society fought battle after battle over the preservation of what ultimately became Olympic National Park and helped defeat local stockmen and politicians who opposed adding Jackson Hole to Grand Teton National Park.

When the first nationwide conservation coalition was born in 1951 to stop the damming of the Green River in Dinosaur National Monument's Echo Park, TWS took an active role. In the mid-1960s, The Society successfully fought an NPS plan to lay a blacktop highway across the southern half of Great Smoky Mountains National Park. One of the organization's new leaders was Sig Olson, a well known writer on wilderness and consultant to Interior Secretary Stewart Udall and NPS Director Conrad Wirth.

The nation's great leap of environmental awareness in the 1960s swelled the membership and budgets of all the important groups, including TWS. But beneath the surface prosperity, problems were brewing. There was deep disagreement about the organization's priorities and disaffection with management. During the 1970s the difficulties grew more serious. The annual deficit eventually reached $185,000, and membership plummeted 50 percent to just 39,000.

"It was clear that something major had to be done," recalled Ted Swem, assistant director of NPS from 1964 to 1972 and the council member heading the search for a new executive director. "We knew we needed an uncommonly strong leader, a good administrator who could also get out and raise money."

The choice was Bill Turnage, 38, the business manager for Ansel Adams. He arrived in November 1978, three weeks after the last dollars in the Robert Marshall Wilderness Fund had been used to meet the payroll.

The turnover, voluntary and otherwise, was so complete that after two years, only one staff member remained from the pre-Turnage era. "Professionalism" was Turnage's oft-stated goal as he rebuilt the staff. In 1980 he persuaded U.S. Senator Gaylord Nelson, just upset in his re-election bid, to join TWS as a full-time advisor. Nelson was the founder of Earth Day and a leader of the environmental revolution in Congress.

Among the others Turnage sought—and hired—were the Sierra Club's Chuck Clusen, chairman of the Alaska Coalition; Peter Coppelman, an acclaimed public lands litigator for the Justice Department, and Terry Sopher, director of BLM's wilderness program. The governing council grew with the addition of distinguished persons from a variety of fields.

In rebuilding the staff, Turnage gave it two new dimensions. He believed that the environmental movement needed to make more of an economic case, so he created a department to do economic analysis on public lands issues. It was headed by Dr. Joseph L. Fisher, former president of Resources for the Future and congressman from Virginia. "Second, he made press relations a major priority," recalls Ron Tipton, one of Turnage's first hires and now Southeast Regional Director.

During the Turnage years, the rejuvenated Society enjoyed a surge in membership and played an important role in passage of the Alaska Lands Act of 1980 and the 1984 enactment of wilderness bills preserving 8.6 million acres in 20 states.

When he took the job, Turnage said that he should stay only six years or so. In December 1985, he left. He was succeeded by George T. Frampton, Jr., 41, best known as one of the Watergate prosecutors. Chosen in large part because of his leadership and advocacy skills, Frampton said, when selected, "Among the conservation organizations, the Society has been in the forefront on many major issues—tougher and less compromising than some of the other groups. That's exactly where I want to keep it."

Forest planning remains a major priority at TWS, as it has been since December 1984. A growing team of foresters, economists, attorneys, and ecologists, directed by Dr. Peter M. Emerson, is critically analyzing and presenting an alternative to the long-range management plans being issued for each of the national forests. Last year The Society completed a two-year study of the Tongass National Forest in Alaska, the system's largest. The Society is now leading a major campaign to limit the timber progam in that rain forest, which loses 99 cents on each tax dollar spent, according to TWS estimates.

To ensure that the TWS investment in forest planning pays the highest dividends possible, Frampton has created a National Forest Action Center. It serves as a clearinghouse for activists across the country, facilitating the sharing of research and analysis.

An outgrowth of the forest work is a campaign to curb the Forest Service's timber-road building program. TWS judges that roads are perhaps the most expensive and environmentally damaging aspect of timbering. TWS leads a coalition of conservationists and others determined to cut the roads budget this year.

The Society also has been in the forefront on BLM issues and expects to

George Frampton

Wilderness Society Officers

Edward A. Ames, *Chairman, Governing Council*
Gaylord Nelson, *Counselor*
George T. Frampton, Jr., *President*
Peter Coppelman, *Vice President*
Peter M. Emerson, *Vice President, Resource Planning & Economics*
Mary F. Hanley, *Vice President, Public Affairs*
Allen E. Smith, *Vice President, Finance & Administration*
T. H. Watkins, *Vice President, & Editor*
Rebecca Wodder, *Vice President, Membership & Development*

devote more and more resources as the wilderness study process intensifies. Many of these lands adjoin national parks, and their wise management should help protect the parks from external threats. During the 100th Congress, TWS will be working hard to help pass legislation protecting the California Desert and wildlands in New Mexico and Arizona.

The TWS parks program has several goals. One is the mitigation of park threats, including overflights at Grand Canyon and elsewhere. "Of course, we will never stop these threats unless NPS's people in the field receive the funds they need to do research and to monitor the problems," says Steve Whitney, who recently moved from NPCA to direct The Society's parks program. "We think the Administration's budget proposal shortchanges them.

"We also want to see new areas and boundary expansions," says Whitney. He noted that the California Desert bill would expand and redesignate as parks both Death Valley and Joshua Tree National Monuments and establish a Mojave

Wilderness Society in Alaska

The Great Land has always had a special pull on The Wilderness Society. That is natural enough; Alaska is the wildest place in this nation.

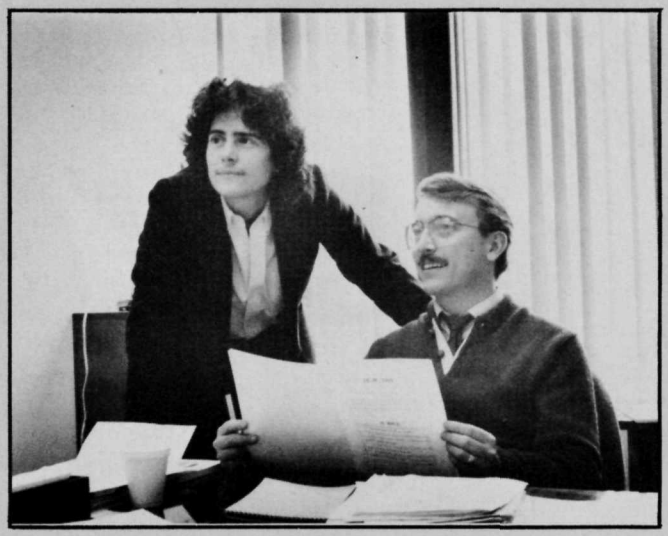
It was a big blank on the map north of the Arctic Circle that impelled Robert Marshall to explore the Brooks Range in 1929. Gates of the Arctic National Park got its name from Marshall, who pinned that moniker on two mountains he saw as he climbed a ridge and gazed out, for the first time, at the Brooks Range. His book, *Arctic Village*, became a best-seller in 1933.

Olaus Murie, who was director of TWS and later president for 17 years, was sent to Alaska by the U.S. Biological Survey in 1920. He met his wife, Mardy, the first woman to graduate from the University of Alaska, and they honeymooned by studying caribou in the Brooks Range. Their work helped lay the foundation for establishment of the Arctic National Wildlife Refuge. Mardy, still a member of the Governing Council, has written three books on Alaska and was one of The Society's most effective advocates in the consuming effort to pass the Alaska Lands Act.

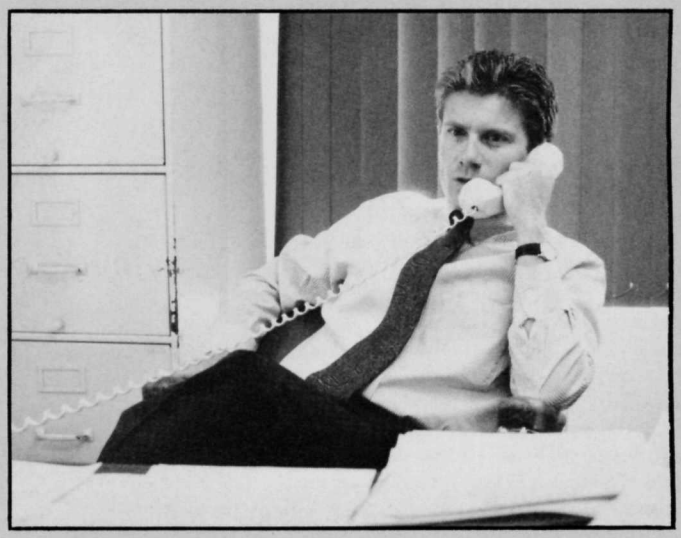
One critical event was the Governing Council's annual meeting in 1963, held in Denali National Park. "We made a commitment to push hard on Alaska issues," recalls Ted Swem. "That really motivated us." Swem went on to chair the Interior Department's Alaska Planning Group from 1973 to 1976.

The group's interest in Alaska remains strong. Randall Snodgrass, the only holdover from the pre-Turnage era, devotes all his time to Alaska issues. Susan Alexander is the high-profile regional director, based in Anchorage. Alaska's many refuges are watched intently by Bill Reffalt, who played a major part during the 1970s in drafting the Interior Department's ANILCA proposal. TWS is the lead group on two controversial Alaska issues: timbering in the Tongass and the fight over the coastal plain of the Arctic National Wildlife Refuge.

Left, Bill Reffalt, Director of The Society's Wildlife Refuge Program; right, former Senator Gaylord Nelson, The Society's Counselor



Standing, Susan Alexander, The Society's Regional Director for Alaska; Seated, Steve Whitney, Director of The Society's National Parks Program



Randall Snodgrass, Director of The Society's Alaska Program. Photos courtesy of Gail Backman Love

National Park. "The national park really is 'the best idea America ever had,' and we should be on the lookout for opportunities to expand the system. I reject the notion that the park system is almost complete."

Simultaneously, TWS will continue to urge Congress to designate wilderness in Great Smoky Mountains and other parks and to add to the Wild and Scenic River System. At the top of the list this Congress are three California rivers: the Kern, Kings, and Merced.

The threats and conflicts confronting the wildlife refuge system, including toxic contaminants, have been a focus of the TWS refuges program. One of the purposes is to dramatize the need for an organic act for the refuge system, which The Society has been advocating for years. Soon TWS plans to mount a major campaign to pass such legislation.

Alaska lands, because of the large acreage involved and The Society's long and intimate connection with Alaska [see sidebar], are treated almost as a fifth public lands system. TWS is in the vanguard trying to win wilderness designation for the coastal plain of the Arctic National Wildlife Refuge. The Interior Department has recommended that Congress open the plain to oil drilling.

Cutting across these various programs is the annual campaign for adequate appropriations from the Land and Water Conservation Fund. TWS heads a coalition of 12 groups that each February issues a report identifying projects that deserve funding during the next fiscal year. The Society, with Rindy O'Brien in the lead, then plays a major role in lobbying for approval of the recommendations. With the fund about to expire, TWS will be urging reauthorization.

In all of its public lands work, TWS is increasingly focusing on whole ecosystems. Over the past two years The Society has issued reports on Greater Yellowstone, the Southern Appalachian Highlands, and the North Woods. The Yellowstone report pointed out the threat posed to wildlife by habitat fragmentation and proposed creation of a macroreserve through the protection of connected lands. "Unless there is strong, coordinated action taken—and taken soon—this country will have fumbled away a large part of the gift that is Yellowstone," says Frampton. The Society considers the Yellowstone campaign particularly important and recently set up an office in Bozeman, MT, to further its work.

Another ecosystem receiving more and more attention from TWS is the Everglades. Jim Webb, former deputy assistant secretary for Fish and Wildlife and Parks, has opened a TWS office in Miami and is concentrating on that ecosystem.

The Wilderness Society has been headquartered in Washington since its founding. It has 80 employees in the UPI Building at 14th and Eye Streets, where TWS has put on permanent public display a 75-print collection of Ansel Adams photographs, a gift from Adams.

Besides Bozeman and Miami, nine cities have TWS field offices: Anchorage, Seattle, San Francisco, Phoenix, Boise, Salt Lake City, Denver, Atlanta, and Boston. Half of these offices did not exist three years ago, and continued expansion is one of The Society's goals.

Each year TWS runs up a bigger printing bill because of the reports and brochures it issues. Its primary publication is the organization's quarterly magazine, *Wilderness*, edited by T. H. (Tom) Watkins. Recently The Society coauthored, with Dyan Zaslowsky, *These American Lands*, a major history and a unit-by-unit study of the present condition and possible future of all the public lands, published by Henry Holt and Company.

The funding for the publications and the rest of The Society's operations comes from its 160,000 members, bequests, and a growing roll of foundations, which are expected to account for about a quarter of this year's $8 million budget.

Looking ahead, as leaders of TWS are prone to do, Frampton sees more emphasis on wildlife and on ecosystem analysis. "But more important than which issues we choose to focus on is the fundamental duty to reach out to the many segments of the population that have not been part of our movement. "Our goal," says Frampton, "should be to make every single American an environmentalist."

This is the third article in a continuing series on the groups that help the parks. The first appeared in August (National Parks and Conservation Asssociation: Watchdog for the National Parks), the second in September (Cooperating Associations in the mid-80s: a turning point).

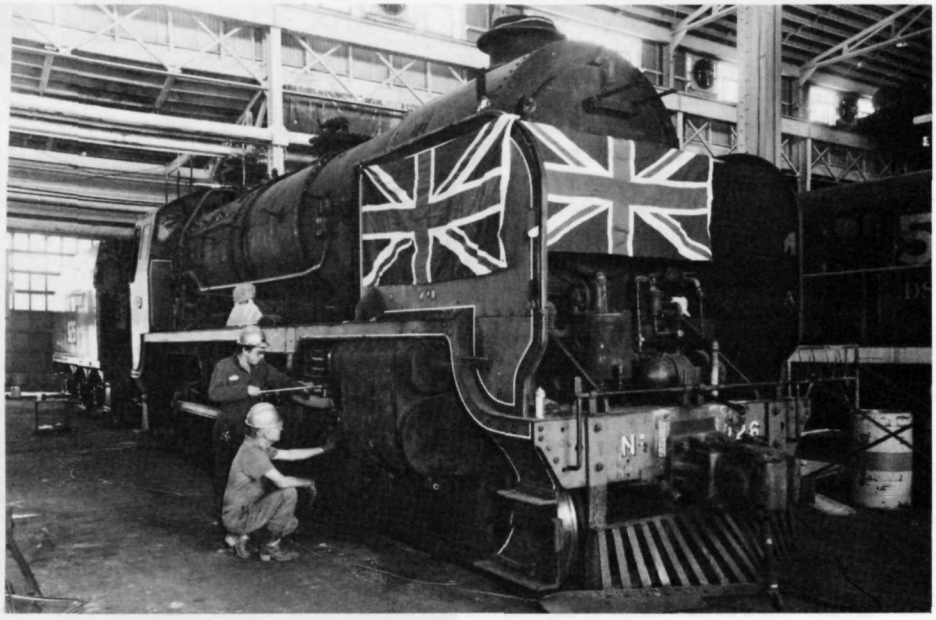
NPS steams into the age of railroads

Arthur Miller
MARO Public Affairs

The National Park Service found itself in the railroad business when Congress authorized a railroad yard in Scranton, Pennsylvania, along with a collection of old locomotives and railroad cars, to become the newest unit of the national park system.

The new area—to be called Steamtown National Historic Site—consists of the 40-acre freight yard of the former Delaware, Lackawanna and Western Railroad, a roundhouse and locomotive repair shop, as well as one of the nation's largest collections of steam-era locomotives and rolling stock.

The Steamtown Foundation, which owns and operates the railway equipment, had moved its locomotive collection from Vermont to Scranton in 1984. The locomotives and cars were purchased by the late F. Nelson Blount, a



Workers in the repair shops maintaining the former British mainline locomotive, Repton.

millionaire businessman who was an enthusiast about the era of steam power on the nation's railroads. As railroads turned to diesel and electric power, he bought old steam engines to save them from being cut up for scrap.

Today visitors to Steamtown hop aboard a classic old railway passenger car while a smoke-belching steam locomotive pulls the train 13 miles into the mountainous countryside and back on a two-hour excursion ride.

The Scranton site joins two other National Park Service areas that reflect U.S. railroad history. Allegheny Portage Railroad NHS in western Pennsylvania preserves the traces of an incline-plane railway that hoisted canal boats over the mountains to link with rivers leading to the west. Golden Spike NHS in Utah preserves the site of the completion of the first transcontinental railroad in the U.S., and invites visitors to see replicas of the locomotives that first chugged across the nation.

"At Steamtown, our initial task will be to prepare a general management plan for the site," said Regional Director James W. Coleman, Jr. "Our planning team will build on an earlier plan that has been done by the Foundation."

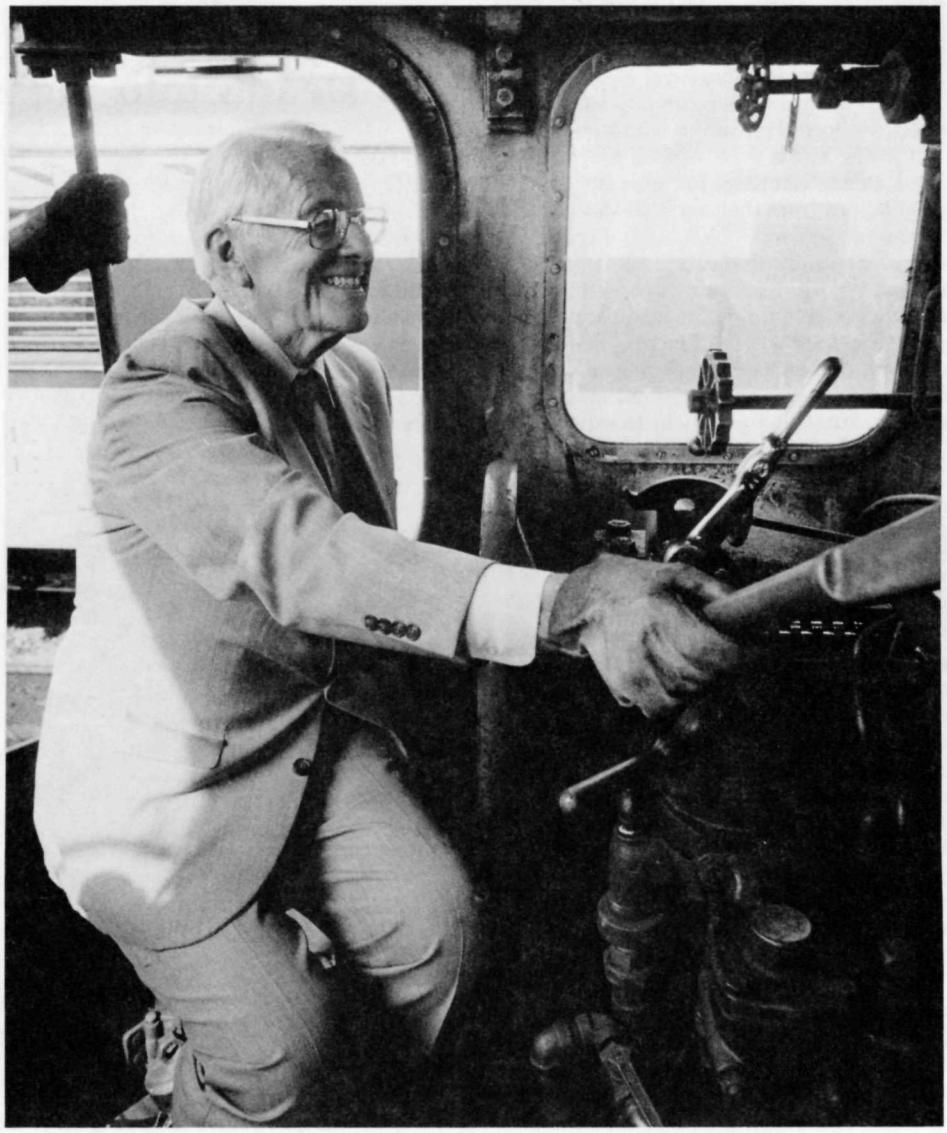
Early consideration will undoubtedly be given to whether to restore the old roundhouse, built in 1902. The original turntable was sold by Conrail after the government corporation ceased operations at the yard, but Foundation officials say they know of another turntable that might be donated.

After restoration of the turntable and rehabilitation of the structure, the locomotives and rolling stock could be protected from the weather in its stalls. How many of the yard's other structures—locomotive repair shops, sand pits, tracks and switches, coal tipple, switch tower, water tower and store houses—would be restored will await the decisions of the planners.

"A number of those on our staff and at the Denver Service Center will be involved in planning this new area," Coleman said.

Just down the track, but not part of the new park area, stands a magnificent railroad station. Built in 1907, the station has been converted to a first-class hotel. It was rehabilitated in 1984 as a $9 million project under the Economic Recovery Tax Act of 1981 and was certified as a historic preservation project by Tax Act specialists of the Park Service's Mid-Atlantic office.

Arnold Embleton, a trainman for 35 years with the Lebanon Valley Railroad, stands beside a diesel locomotive at Steamtown. Photo by Art Miller.



Director Mott at the throttle of Repton. Photo by Ike Refice, Scranton Times.

Arts for the Parks: Interpreting American Landscape in the 1980s

"In 1872 Thomas Moran created this painting of Yellowstone National Park. Congress brought it for $10,000. Today your original painting of a national park could be worth $100,000."

So begins the flyer announcing the first annual Arts for the Parks competition. Supported by the National Park Foundation and the National Park Academy of the Arts, it is one of those rare events that benefits everyone—the artist, the art lover, and the national parks. For the artist, there is the incentive of a substantial prize, plus the opportunity to contribute to a long-standing artistic tradition; for the art lover, there is the satisfaction that only a well-rendered painting can inspire; and for the national parks there is the hope that the contest will produce contributions to the National Park Foundation to support NPS projects. Seldom if ever, in the 1980s, has there been a contest of such magnitude. "If we pull it off," says Patti Boyd, Vice-President of the Academy and co-founder with Phil Nethercott of the contest idea, "we will have generated publicity for American art as well as for the national parks."

With more than 13,000 inquires to date, the odds appear good that they will do just that. The contest requires a $50 fee for each painting entered. A portion of the total collected will go to the National Park Foundation to support national park projects. Another portion will be set aside as seed money for next year's contest. "Each year we hope the benefits to the parks and the artists will grow," Boyd says. "Right now we only have a lot of potential; the artists will be the ultimate deciding factor."

Boyd hopes to interest a broad base of painters from throughout the country. To promote this, the contest rules encourage a range of media and surface choices (paper, canvas, canvas board, oil, watercolor, acrylic, tempera, etc). Likewise, an impressive collection of individuals has agreed to judge the submissions: Thomas Buechner, former director of the Brooklyn Museum, the Corning Museum of Glass, and the Rockwell Museum; Martha Hill, picture editor for *Audubon* magazine; Wilson Hurley, a renowned Western painter; and Jeremy Strick, assistant curator for 20th century art at the National Gallery. They will choose 33 paintings from each of three regions, then review this selection until three regional and one first-place winner are chosen. The announcement of the winner will be made public at an awards banquet September 18, kicking off the Jackson Hole, WY, Fall Arts Festival.

In separate conversations, John Bryant, President of the National Park Foundation, and Patti Boyd took the time to discuss the Arts for the Parks contest and the philosophy behind it.

Q: Mr. Bryant, I understand that philosophically the Arts for the Parks contest is rooted in a rather extraordinary artistic tradition. Would you care to comment?

A: We owe a great deal to the landscape painters and photographers of the nineteenth century because it was their vision of the natural wonders of the western United States that laid the foundation for our national park system, setting aside these special places for preservation and enjoyment. While travel to national park areas today is far less rigorous, the role of the artist in helping us see our national park system in a special way is still important. I hope that the Arts for the Parks contest will encourage many people to translate their feelings about national parks to canvas and enable many more people to enjoy our national park heritage through the eyes of these artists.

Q. Do you think today's artists are dealing with a wholly different image of the American landscape than they were in the 1870s?

A: I think the same grandeur is there. It is our collective vision that has changed through direct contact with the parks. But an artist does not play our vision back to us. A work of art is shaped by the artist's own experience, by his or

her aspirations, by a variety of influences that are different for everyone. Such is the creative process, and anything that contributes to it is a positive force for the National Park Service and the ethic it stands for.

Q: In agreeing to serve on the panel of judges, Thomas Buechner observed that "we are in danger of losing sight of the inspiration around us. Arts for the Parks focuses on our most precious resource: the sublimity of nature. How could I resist wanting to be involved?" Are you in agreement with what he said?

A: I don't think we are in danger of losing sight of our inspiration. In fact I think we are in less danger than ever. The camera allows us all to be artists and capture special moments on film. Also, we are enjoying a renaissance of wildlife and natural area paintings, which makes us more keenly aware of the special values preserved within our national park system.

Q: I understand that consideration has been given to reproducing the winning art on the Golden Eagle Passport. Would you comment on this?

A: I think it is an appropriate way to let a large number of people enjoy the painting and a worthy honor for the winner. The deepest value of the contest is its celebration of the national parks, and this celebration accomplishes two things: first, it allows more people to see the painting and be moved by it than would be possible otherwise; second, it ties the artist's painting, and the emotional experience it produces, into the original tradition of arts bringing people to natural areas—and it updates that tradition.

Like John Bryant, Patti Boyd also took time out from an extremely busy schedule to comment on the contest. Over the past few months, she and her colleagues have been making every effort to reach people who paint. What follows are her observations on that process.

Q: Ms. Boyd, how did you and Phil Nethercott first conceive of the contest?

A: The timing was opportune for an idea like this. Phil and I were art dealers who also were familiar with the Federal Duck Stamp program. Last summer, legislation concerning park fees was much in the news. We simply developed the idea from a discussion we had about the arts community and the national parks' budget cuts. At first we planned to propose the contest to our Wyoming legislators. However, Phil quite literally bumped into James Watt in the bank one day. Eventually we were able to present our proposal to him. He introduced the idea to John Bryant and Don Hodel. Subsequently, a local businessman offered to help us financially, and we soon were able to secure several other members of the Jackson business community who agreed to guarantee the prize money and fund the national ad campaign. These citizens felt that an annual Arts for the Parks program would be a benefit to the town, which is a renowned art center.

Q: I noted from the contest rules that a variety of media and materials as well as subjects are acceptable as long as the American landscape is celebrated. What do you hope that these criteria will produce? Why the emphasis on landscape?

A: The term "American landscape" is meant to have a broader meaning than simply hills and trees. Landscape in this case refers to vistas. It encompasses the lands and life of America. We are certainly encouraging all sorts of artists to participate in landscapes, wildlife and history paintings. We already have received a good response from wildlife artists. The credentials of our judges also suggest that they will be looking for a variety of subjects.

Arts for the Parks is a painting contest and our judges will be looking first for good paintings. Once good work has been selected, we will make certain that each painting is an accurate portrayal of a national park. We truly hope to end up with a collection of 100 fabulous paintings that represent not only the diversity of the national parks, but a cross section of this country's representational artists.

Q: John Bryant has made several observations concerning Thomas Buecher's statement. Would you care to comment on the same quote?

A: Rather than losing sight of the inspiration around us, I think, more to the point, that we have forgotten to celebrate such inspiration. I think a lot of us take for granted the natural beauty of our country. Oh, we all love our lakes and mountains and beaches, but I'm not sure we realize what a truly diverse and unique country we have. We hope that the Arts for the Parks contest will become an annual public *celebration* of both the source of inspiration and those who have been inspired by it.

SCA promotes cooperation *and* parks

Ken Nattinger

"Gem8utlich" is a German word with no exact English translation. It means friendly, good-natured and informal, and may best describe the summer's experience of thirty-two German and American high school volunteers who crossed the Atlantic Ocean to carry thirty-foot stringers, revegetate trails and grub in mudholes up to their knees. One student, speaking for the entire group, described it as "fantastic, something I'll never forget."

"Conservation is a worldwide concern," commented Scott Weaver, program director for the Student Conservation Association (SCA) that carried out the exchange in cooperation with the National Park Service in both countries, the U.S. Information Agency, and the German Ministry For Youth, Family and Health. For over thirty years, the SCA has organized conservation work and environmental education programs for American youth, but an international exchange was something new. "We wanted to combine volunteer work in the parks with cultural exchange," explained Scott. "Our goal was to offer students an introduction to the lifestyle and customs as well as the resource management techniques of another country."

Building puncheon in North Cascades

For the first ten days of the exchange, American students experienced German life firsthand. They lived at home with the German students, accompanied them to school, played soccer and took in movies and discos in the evening. "None of the kids have cars," observed one American. "They eat their big meal at lunch, like we eat dinner. They serve beer at McDonalds. It's different over there, but once the German kids were a lot like us."

At the end of Family Week, as it was called, both Germans and Americans bundled up their sleeping bags and moved to Tummelplatz, a large rustic forester's cabin with lattice windows and carved banisters in the heart of Bayerischer Wald, removed from the park's 6,000 visitors a day. There was no electricity or plumbing. Students hauled water in buckets from a nearby spring and cooked group meals on a gas range.

For the next two weeks, Germans and Americans worked together on several conservation projects set up by park staff. They built 1.2 kilometers of trail and 230 meters of puncheon, offering visitors an established route through fragile peatbogs in order to protect the surrounding ecology from trampling. And while half the group worked on this, the other half dismantled an old forester's cabin, an historical structure no longer in use. Beams, posts, rafters and walls were numbered so the cabin could be reassembled and exhibited later at the visitor center. Of course, there was also time for arm wrestling, volleyball and cross-cultural mudfights.

National parks are a relatively new development in Germany. Bayerischer Wald was the first, established by the Bavarian Parliament in 1969. Since then two other national parks have been created: Berchtesgaden in the Alps and Wattenmeer along the North Sea. They share many of the goals of American parks, but not the same cultural and environmental circumstances. Germany has no "wilderness." Human settlement and activity began in Bayerischer Wald around the twelfth and thirteenth centuries.

* * *

When the West German portion of the program came to an end, all twenty students flew to the U.S. For the Americans it was a sad farewell. They dispersed to their separate homes while the Germans, joined by a new contingent of American students, continued on—half to Yellowstone and half to North Cascades National Park.

There they discovered the same spirit of concern and conservation as in Germany, but different management policies. Park rangers and trail crew introduced them to habitat restoration, minimum impact camping and one priceless feature of America that Germany doesn't have—vastness. They hiked to remote backcountry worksites and set up tents and camp kitchens. Supplies were brought in by helicopter or on horseback.

For three weeks the students explored, fished, swam in the rivers, learned wilderness workskills and put them into practice. They rerouted poorly designed trails, leveled footlogs and built over 250 feet of puncheon and turnpike.

Although the dollar value of work accomplished at North Cascades and Yellowstone was estimated at $16,000, the benefits were not just monetary. Volunteer work became the basis for friendship. There were international discussions on the best way to level puncheon and cook tuna casserole. "What you (the students) have done was more than a trail project," wrote John Reynolds, Superintendent of North Cascades, at the conclusion of the program. "It represents a better understanding between good friends."

The program was a pilot project, Scott Weaver explained. "Over the last two summers we gained experience to make it run better. We hope to expand soon to other countries . . . . France, maybe India."

Students, supervisors and park personnel hope so, too. "National parks are special lands to be enjoyed and passed on to the next generation," wrote John Reynolds. "They are truly international places."

Celebrating, German-style

Building puncheon

Celebration after setting in sill log

A SPECIAL ALERT!!!

The Personnel Side

Terrie Fajardo

Let's talk money

There is nothing quite so frustrating to, an employee as not receiving his or her pay check on time. Each pay period, employees throughout the Service call their Personnel/Administrative offices concerning pay checks that have never arrived.

The vast majority of these calls, 98% in fact, are from employees who receive their pay checks at their homes or at their local post offices. Charlie, the unhappy employee who just walked in, is one of my 98 percent. "Why is it," he asks, "that after I give two weeks of hard work, NPS can't seem to get that check to me on pay day?" Well, unfortunately for Charlie, as for other NPS employees, it's just not that simple.

All bureaus within the Department of the Interior, including NPS, are paid from a Central Payroll Office (CPO), located in Denver, Colorado. The CPO is under the administrative authority of the Bureau of Reclamation. As the central depository of all payroll transactions and data, the CPO collects the timesheet information that has been transmitted by all the bureaus, including NPS, and works with the Bureau of Reclamation Pay/Pers Office in running the payroll through the Cyber computer system. The computer tape of that "run" then is sent electronically to the Treasury Department Regional Office in San Francisco, California. The important point to note is that the Payroll Office is in Denver, but that we are paid from the Treasury Office in San Francisco! It is at this point that the old saying, "all pay checks are not created equal," comes into practice.

For those employees who have their pay checks sent through Electronic Transfer, Treasury sends the pay information to the Regional Federal Reserve Banks as soon as it is received from Treasury. Federal Reserve, in turn, sends the appropriate information to the various banks within its regions. All this is done within two or three hours the night before pay day. In most cases, the banks also credit the individual accounts in time for the employees to have the use of their money on pay day.

On the other hand, the employee who has his or her pay check mailed to a home or post office box address does not receive the same service. For each of these employees, Treasury prints individual checks and places them in the regular mail. This is done on the Monday or Tuesday of pay week. Depending upon where you live, it can take up to five days for the check to reach your mail box. And that does not take into consideration the disruption of a Monday holiday or an unexpected snow storm. Even as hard as our mailcarriers work, there is no guarantee "the pay check will go through!".

Unfortunately, as for Charlie, what I can do to assist him takes time. The pay regulations state that I must wait until the Monday following pay day before I can report the loss to payroll. After this is reported, payroll completes a Supplemental Pay Schedule form and electronically transmits it to Treasury in San Francisco. This can take up to two days. Once Treasury receives the request, it usually issues the check within 24 hours. However, "issue" means that the check is put in the regular mail. Again, depending on where you live, it may take up to five days to reach your home or your office's designated pay agent. You can see that supplemental checks are very time-consuming. If I had known Charlie would be in this dilemma, perhaps I could have shared with him the reasons I decided to change to Electronic Transfer myself.

When Electronic Transfer was first introduced, there were a variety of things I considered before I decided to switch. The things I found to be most attractive about it were:

1. no more waiting in long lines at the bank to deposit my check;
2. no more wondering how I would deposit my check when I go on vacation;
3. no more concern about paying bills late because my check was not received at my home on time;
4. no more worrying and/or waiting for a supplemental check; and
5. guaranteed arrival on time, every time!

Well, I ordered Charlie's check. He should be receiving it in seven to ten days. To make sure this doesn't happen to him again he's on his way to his bank with the Standard Form 1199A "Direct Deposit Sign-up Form" I gave him. A portion of this form must be completed by the bank and a portion by the employee. It's important to remember that if you have a joint account, your husband or wife must sign the form also. Once completed, the form must be returned to the Personnel Office for processing. Don't leave it with the bank because they are not able to process it into our payroll systems.

By next pay period, Charlie won't have to worry about this again. His pay check will go directly to his bank. If you are currently receiving your pay check at home or at the post office and would like to switch to Electronic Transfer, just stop by your friendly Personnel Office and get the Standard Form 1199A "Direct Deposit Sign-up Form." You and they will be glad you did!

Till next time, have a great day!!

Parks to be featured in video series

"Explore America," a new home video series featuring some of this nation's most scenic and frequented national parks, will enrich park visitors, the Horace Albright Fund, and the National Park Foundation.

"This exciting cooperative venture," said NPS Director William Penn Mott, Jr., "will provide in a 30-minute video visit, a brief history of the parks, while informing visitors and would-be visitors about each site's recreational facilities."

"Additionally, through visuals and narration, the unique aspects of these national treasures will be featured; whether they be wildlife, vegetation or geologic resources."

Each "Explore America" episode will incorporate can-do tips: lodging, reservation information, travel times, safety and park courtesy tips. The typical format will suggest two-day touring possibilities, highlighting natural and historical points of interest, camping availability, hiking trails, and interpretive tours.

A percentage of the gross sales will be channeled back to the parks through the National Park Foundation to improve resource protection and visitor services. Producers of the series plan to have their first video release available during the summer of 1987.

Among the fresh concepts of the video company, New Ground Productions, will be a regional approach to park travel. Rather than focus on just one NPS site, the touring cameras will link two or more locations within a geographical spread.

Unlike many filmmakers, New Ground Productions approached the Park

Service with few preconceived notions about the storylines and site selections. Instead, they visited WASO headquarters for extended conversations with Director Mott. Technical advisors of the series will include OPA Chief George Berklacy and staffer Leo Willette.

Jim Pruitt, producer for New Ground Productions, said: "Our videos will be a departure from others in that we are working with the Park Service first; shooting our footage after we get the much-welcomed input from the experts and those with the hands-on experience in the parks themselves."

Pruitt believes one of the earliest releases will tie together Shenandoah and Great Smoky Mountains National Parks, via the Blue Ridge Parkway.

The completed series will be aimed at the home video markets, in popular formats and at popular prices. "We plan to have the 'Explore America' series priced low enough that the cost to the visitor for our professionally-made product would be less than the average person would spend to shoot it himself," said Maggi Simon, co-producer of New Ground Productions. New Ground anticipates sales through mail order, as well as through park sites, concessioners, and other traditional methods.

Focus On . . .

Change and the healthy organization: keeping an organization healthy means expanding the field of play

Ken Raithel

Basketball is said to have originated from a man's preoccupation with tossing a ball into a basket, a dream of play that was nondiscriminatory with regard to the physical characteristics of the participants. The National Park Service is said to have emerged from a dream conceived by early explorers while they sat around a campfire. Similarly, their dream was of non-discriminatory play by people who shared a common respect for the playground.

People in today's organizations remember, if not revere, historic events and myths about how things came to be. These facts, myths and recorded dreams form the foundation for present decision-making and action. These memories have become truths that shape present organizational culture. These beliefs maintain the culture, yet can adversely affect the organization's ability to address changes resulting from an increasing number of "players" with sometimes differing opinions about how to play.

We all identify with our past, those things we believe are important to ensure success and a legacy. These sometimes romantic notions are important since they speak to our values. The expression of these same values provides strength and direction during perpetual change in the system. We all see changes around us. We all recognize the expression of others' values. We are normal when we fear what changing attitudes mean to the values and traditions of our culture.

I believe a healthy organization religiously guards the values of its founders, yet willingly embraces changing attitudes on how it should do business. How can this be done? How can we hold on to age-old beliefs and let go of constraining, bureaucratic armor that resists new interpretations of old values or injections of the human spirit?

A Few Thoughts

The way to achieve a healthy organization and overcome this seemingly impossible conflict among what was, what should remain, what is, and what must be included, has something to do with *form, attitude,* and *grace*. It has to do with reinforcing the basic principles of the organization and "expanding the field of play" to include more participants with a variety of potentially positive contributions.

As dreams are perpetuated in images of the past, as well as images of today's potential, so are certain assumptions perpetuated about what will give life to those dreams. It is the dream that is important rather than the assumptions about how to achieve that dream.

I began thinking about organizational health, and change, after reading a short article about professional basketball in a national newspaper. The article brought attention to what could be a new organization designed solely for athletes six feet and under. I was struck by the concept. Although the new-found dream was consistent with the dreams of James Naismith, this dream seemed to address recent changes that have occurred in the established sport. Many of the changes, although not intended, have reduced opportunities for people to participate regardless of their form, attitude, or ability to execute the play gracefully. The article's opening statement read: "Basketball players who can't always reach the rim will now have a way to reach for the stars. . . ."

These words struck me as inspirational for anyone wishing to be a part of the long-standing dream of others. The new organization was a concept that, very simply, expanded the field of play to include those with similar values but different attributes. If we "expand the field of play" to allow for new forms, new attitudes, and new expressions of grace we are not giving up any of the underlying values that originally shaped the game. We are, in fact, living out the dream in an expanded form.

The Importance of Form

Let me begin with *form* and what that suggests. The form of something generally involves structure, as seen by the human eye. What we see and what we have seen—our memories of our emotional response—comprise our reaction to that form. If our past experiences were positive, quite naturally, our response will be positive. If not, then we are likely to withdraw our approval. So it is with organizations; they are limited by what they have known.

Often it takes years of culture-building and resulting discrimination by the leadership to shape the structure believed to be appropriate. Values, economics, and political maneuvering all affect the organizational form of things. Indeed, the form, as defined by the founders of an organization, may or may not be suitable to withstand the changes of time. Generally the more flexible that form is, the better it tends to endure.

So what does an organization's form tell us about its health? If health is demonstrated solely by appearance, we may be surprised to find that what looks comfortable and familiar is not what may be appropriate at the time. Our ability to be comfortable with form may be a limiting factor.

We all have gawked at the unusually tall person, assuming this individual's

passion in life must be to play basketball. Considering only this image, and the accompanying set of assumptions it involves, we have immediately limited our understanding of the person. For in fact, the mere attribute of height (form) does not ensure the presence of the other important ingredients of attitude and grace, just as necessary to an athlete's success as to the health or success of an organization.

The Impact of Attitude

So let's talk about *attitude* and its relevance to the healthy organization. Like form, attitude is part of the culture building process. The founders of an organization assume there will be a consistency of attitude over time in keeping with their own and appropriate to the form they have chosen. But times change and so do attitudes; resisting such change affects the health of the organization. In fact, changing attitudes may actually encourage health. As an example, basketball has been struggling to accommodate change. The raging debate about the acceptability of the three-point line exemplifies a resistance to acknowledging the value contributions of "smaller" individuals in contrast to what has developed as a sport centered around the "big man." Questions arise: should the field of play be altered? How will this affect the intent of the game? Allowing changes could introduce new dimensions of form, attitude, and grace, new dimensions that, curiously enough, reinforce the original dream. The founders' dream can remain intact even though things appear different, if the people contribute with a passion for the mission. The compensating factor of attitude (the passion) may make the difference.

The Final Ingredient

We have considered form, the appropriateness of judging big over small. We have considered attitude, the passion or the passionlessness of doing. Many combinations of one with the other will promote healthy endeavors.

This brings us to *grace*. How does it fit into the evaluation of organizational health?

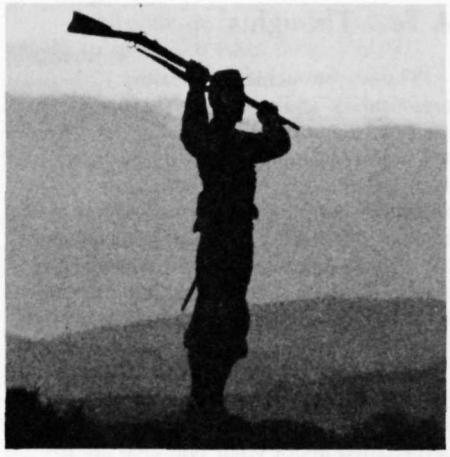
Grace, in this sense, is demonstrated by how the work is executed. Graceful executions of the will-to-work occur, given suitable form and the right attitude or passion. A passion to achieve the dream promotes graceful executions, uniquely appropriate to the time. Grace also has something to do with moving beyond the practiced, the routine behavior, and with adjusting form and attitude when a new challenge is presented. Grace comes forth so naturally it either may go unnoticed, or it may be acclaimed as miraculous, unbelievable. It provides a smooth transition from a comfortable, acceptable form to newer, more dynamic responses to change. When opportunities arise, the spontaneity of grace is needed to capitalize on them. As my coach often said, "when challenged, one bad pass will lead to another; sometimes it is better to slow the play and look patiently for alternative solutions." In other words, when challenged, respond with grace.

The National Park Service, given its relatively clear vision of the founders' intent, is sometimes bound by a tendency to hang onto images of past forms, past attitudes, and concepts of what constitutes "graceful" endeavors. On the other hand, the National Park Service has an unmatched record of excellence, because it has expressed its enduring values fearlessly, encouraged a passion-laden attitude about achieving the organization's mission, and perpetually displayed grace when grace was needed.

I can only suggest that the health of our organization rests in our willingness to "expand the field of play." We must experiment with new forms for the times, examine the source of passion behind a different attitude, and encourage a graceful response to the differences in people and to changing conditions.

Civil War Trivia

Ed Bearss
Chief Historian, WASO



1. What was the first national military park and when was it established?

2. How many of our presidents served in the military during the Civil War? Name them.

3. Two of the men destined to hold the nation's highest elective office served in the same regiment. Who were they and what was the regiment?

4. How many black soldiers were awarded the Army's Medal of Honor during the Civil War? Who was the first black soldier to be awarded the nation's highest decoration for valor and at what battle was it awarded?

5. Who was the highest ranking Native American soldier in the Confederate Army? The Union Army? What nations did they represent?

6. In the Civil War a number of women "swapped brooms for muskets" and sustained this deception for months. One of the best known of these served in the Army of the Potomac and the other in the Army of the Tennessee. What were their names prior to entering the service, their names on enlisting, and units?

7. Name the Confederate general who fought with the Union forces at First Manassas.

8. Name the youngest Union battle death, where he was killed, and his age.

9. What Union regiment was known as the Greybeards, and what was the name and age of the "oldest Yank" among them?

10. Who was the oldest Confederate soldier? What was his age?

(Trivia answers on pg. 46)

Oops!

Apologies go to three people maligned in the March *Courier*: to Dave Orr, promoted to Regional Director, MARO, by a careless proofreader; and to Bill Alford and Ray Herrmann, the spelling of whose names either lost letters or received extra letters that neither seems to claim on a driver's license or other form of identification. In addition, E&AA has learned that Robert L. Barrell of Kailua, Hawaii 96734, has been a Life Member since December 1978, and therefore should have been listed in the November 1986 *Courier*. Bob & Emajoy live at 202 Pauahilani Place in Kailua.

Park Briefs

POINT REYES NS, CA—Point Reyes has launched a three-pronged program to combat litter and encourage support for the National Park Service. The program involves reducing maintenance costs and litter problems within backcountry areas, handled through a garbage and litter pack-in/pack-out program at its four hike-in campgrounds. The park developed printed litter bags to hand out to all campers, the text on the bags urging everyone to help reduce trash in the parks. The bags also convey safety messages, management philosophies and the Take Pride in America theme. Signs were also developed and strategically placed to market the program. Part two of the campaign involved getting park staff and community support through the organization of two clean-up days. The effort to clean up the Tomales Bay beaches proved so successful, the beach clean-ups have been planned as annual events. The third part of the program is aimed at young visitors, junior rangers. When a junior ranger collects a bag of litter he or she will receive a special appreciation award. Superintendent John Sansing believes the program has developed strong community support, in addition to reducing maintenance costs. He believes it confirms one way in which interpretation can be used to solve resource management problems.

Also at the park, a new .5 million Point Reyes-Clem Miller Environmental Education Center is nearing completion and will be formally dedicated May 2 by the Coastal Parks Association, the group responsible for the successful fundraising effort. Over a two-year period, the association raised the necessary funds to build the 4,600 square foot facility and four new sleeping cabins. The building replaces a World War II quonset hut used for more than ten years as the center's main facility.

Don Neubacher

Ranger Grier Price at the Bear Valley Visitor Center explains to backcountry camper the park's anti-litter campaign.

New tour road crossing Skegg's Branch

WILSON'S CREEK NB, MO—After five years of planning and construction, the new five-mile tour road at the battlefield has been completed. This road is the latest step in the growth of the park that has included a new visitor center; restoration of the historic John A. Ray House, Ray springhouse and Telegraph Road; a prairie restoration project to return native prairie to the park; and an expanding intepretive program to keep pace with increasing visitation. Before the new road was built, county roads provided the only access; the new route shows more of the park, and helps make the most of the wayside exhibits and historic sites as well as restore the nineteenth century integrity of the battlefield. It also provides increased security for the park's cultural resources by limiting the number of outside access points.

Harper's Ferry has produced 13 of the 17 wayside exhibits, almost tripling the number of interpretive stops. By placing special waysides at both military and non-military points on the battlefield (e.g. the Ray Farm and Gibson's Mill), the tour shows the effect of the battle on the soldiers and on civilians caught in the midst of a civil war. These waysides are then augmented by several restored historic structures and by an interpretive shelter and trail on Bloody Hill.

Perhaps the most significant of these restored structures is the Ray House. Serving as a Confederate field hospital during the battle, it is the only house that survived the 125 years following the war. In 1983, a combined effort by the Williamsport Training Center, Midwest Archeological Center, Southwest Missouri State University, and the Wilson's Creek staff returned the house to its Civil War condition.

Dirk Wiley

DEATH VALLEY NM, CA—City folks think it must be nice living without the distractions of television and telephones. But, for many employees in Death Valley who live a minimum of 50 miles from the nearest post office and market, the installation of private telephones and satellite television are a cause for celebration.

"We worked together, interpreters, museum techs, law enforcement rangers and maintenance, to dig ditches and lay cable," said John May, maintenance foreman at Scottys Castle. This cooperation helped defray NPS costs for the pay TV system which went on line in September 1986, and phones that were connected in January 1987. "This is the first time there is a big demand for time off on Super Bowl Sunday," said Scottys Castle Unit Manager, Jack Fields.

An evening walk through the Grapevine housing area now reveals the dim glow of a TV screen in most homes. If forced to make a choice, however, most residents would say the best improvement has been the telephones.

Even with the NPS laying the cable in the residential area and three miles to the Castle, Pacific Bell labored over a five-month period to replace the old radio-link toll stations with a million dollar digital microwave phone system. "You can no longer park near the pay phone at the Grapevine Ranger Station and listen to phone calls on the car radio," said an area resident. Gone are the times of waiting for a clear line, blowing into the receiver, taking five or ten minutes for the operator to place your call. Northern Death Valley has entered the world of touch tone, redial and memory. "This will be a big help with emergency calls," said Grapevine District Ranger Maggie Johnston.

Death Valley employees get connected.

No longer will we have to explain to relatives how to call such numbers as "Emigrant Pass #1," "Grapevine #2," or "Scottys Castle #1." "Someday we will look back on this era with nostalgia," mused Sue Buchel, museum curator, "but not just yet!" So if you lost touch with someone working in Death Valley, just "reach out," give us a call, and we may invite you over to watch TV.

Maggie Johnston

ZION NP, UT—For some Boy Scout groups coming to Zion, "being prepared" has not always been an appropriate motto. So when Ranger Paul Kirkland, a life-long scout leader, transferred to Zion in 1983, he set to work to improve the situation. Working with local and district scout personnel, Kirkland improved on the information that troops and their leaders needed to have for safe, minimum impact camping. The campaign took off when Kirkland was invited to the Utah National Parks Council of the Boy Scouts of America. Now it has grown into an outreach interpretation/protection program that involves other park units on the Colorado plateau. "Potentially thousands of scouts will be contacted through this outreach program," according to Assistant Superintendent Jim Brady. "This is a fine example of using interpretation to resolve a substantial visitor protection concern."

FORT DONELSON NMP, TN—One hundred and twenty-five years ago this month, the Civil War took on new meaning with the fall of Confederate-held Fort Donelson. In mid-winter 1862, Northern and Southern armies clashed for the control of the 15-acre fort and the strategically important Cumberland River. Then, on February 16th, the "Unconditional Surrender" of the Confederate fortifications to an obscure general named Ulysses Grant marked the first step in the Union's plan to split the Confederacy. The staff of Fort Donelson commemorated the 125th anniversary of this historic battle with reenactment programs, amateur radio operator broadcasts of the anniversary weekend, a photographic exhibit entitled "Civil War Impressions", and a commemorative first day issue cachet envelope offered through Eastern National Park & Monument Association.

BIG CYPRESS NPre, FL—The NPS is inviting public comments on options for managing the 570,000-acre preserve in south Florida. A brochure outlining management alternatives has been mailed to more than 6,000 sportsmen, conservationists, and interested citizens, according to Superintendent Fred Fagergren. "The Park Service is not recommending any particular alternative at this stage," Fagergren said. "We simply have described the various options available within the limits of the 1974 law that added the preserve to the national park system. After we have analyzed the public comments, we will issue a draft general management plan for the preserve, probably next summer." The brochure listing management options is the latest step in a planning process that began in 1985 when the NPS conducted public workshops in the area.

JEAN LAFITTE NHP, LA—While a pot of chicken-audouille gumbo simmered nearby, the Barataria Visitor Center was officially dedicated. Under a blue sky, Louisiana Senator J. Bennett Johnson, author of the enabling legislation, praised the efforts of citizens, conservation groups, and the Service in the establishment of the Barataria Unit.

DSC—Bob Barbee, John Cook, Mike Finley, Bill Briggle, and Jerry Rogers have agreed to work with DSC management in order to improve the effectiveness of the Service's planning, design, and construction program. Specifically, the group will focus on what DSC can do to improve services to parks and regions, and what regions and parks can do to make the program run more smoothly.

SPRINGFIELD ARMORY NHS, MA—After a long historical detour, two units of the NPS have restored a time-honored historical relationship. In 1794 Congress established armories at Springfield, MA, and Harpers Ferry, WV, to manufacture arms for the young nation. In subsequent years the two armories engaged in a (usually) friendly rivalry to see which could produce the best weapons at the lowest cost. This relationship was interrupted when the Harpers Ferry armory was destroyed at the beginning of the Civil War. The Massachusetts facility continued developing and producing weapons until 1968. Ten years later it joined Harpers Ferry as a unit of the NPS, bringing the two sites under a common administration for the first time in more than a century.

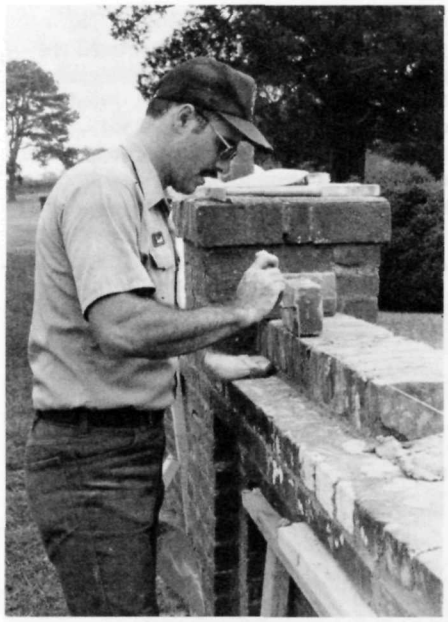
These historical ties were renewed on February 21, 1987 when Springfield Armory NHS collaborated with two neighboring historical organizations, the Connecticut Valley Historical Museum and the Springfield City Library, to present an all-day program on "John Brown and the Springfield Community." The date and subject emphasized Black History Month, and covered Brown's life in Springfield before the Harpers Ferry raid. This time the typical 19th-century flow of expertise from north to south was reversed, and Dennis Frye, historian at Harpers Ferry NHP, traveled to Springfield to present a stimulating talk on Brown. Later in the day, he introduced the NPS film on the raid, "To Do Battle in the Land." In the afternoon he joined Springfield Armory historian Larry Lowenthal and others in a lively panel discussion, bringing to a successful close the latest chapter of cooperation between two sites whose past had been so closely intertwined.

Larry Lowenthal

WILSON'S CREEK NB, MO—Most visitors to the park arrive by some type of motor vehicle. Not so Major General James W. van Loben Sels, commander of Fort Leonard Wood. He arrived by Army helicopter. In the year prior to the general's visit, several officer groups from the fort used Wilson's Creek as an outdoor classroom to study strategy and linear tactics from the Civil War. The popularity of the program prompted the general's participation. "The strategical tactics, the principles of war . . . really don't change," van Lobel Sels said. As word about the program has spread, other military groups have expressed interest in the Wilson's Creek program.

Richard W. Hatcher III

COLONIAL NHP, VA – A ranger at the park recreates a scene from yesteryear. The uniform and vehicle have changed, but the firefighting equipment remains the same.



William Bonsall (Independence) in the process of tack-pointing (forcing mortar into the brick for a water-tight seal). Photo by A. Myers

COLONIAL NHP, VA—It is generally recognized that people retain about 10% of what they hear, 30% of what they read, 50% of what they see, and 90% of what they do. Based on this axiom, Colonial NHP recently presented a course on historical preservation masonry techniques for Mid-Atlantic Region maintenance employees at the Yorktown National Cemetery. The 100-plus year old cemetery wall needed repair, and in three one-week sessions, workers learned techniques of historic masonry by restoring a portion of the wall to its original appearance. The course was designed and instructed by Colonial maintenance mechanic foreman Jim Hauver, who has extensive experience with masonry. Over 90% of the course was hands-on. Session objectives included experience in developing the proper mortar mix to match historic ingredients, identifying brick bonding patterns, properly using the tools of the trade, preparing mortar joints to be repointed, learning to lay brick to a line, and constructing brick piers. Hauver noted that the course was especially gratifying for the participants because of the hands-on training method used.

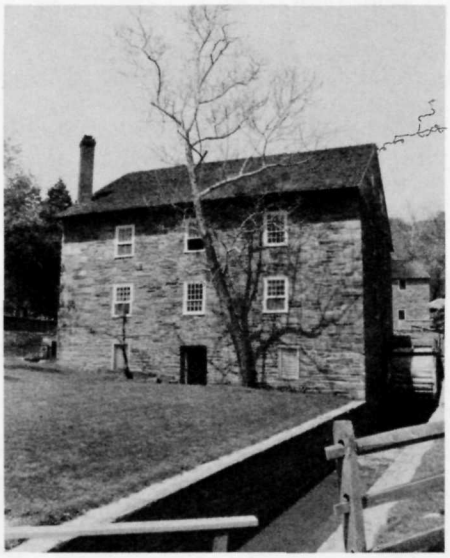
"It's better than classwork," commented Joe Burrell, a maintenance worker from Richmond NBP. "Working with old brick is a lot different from laying new brick. The line-up is different and you need a different mortar mix. By working with the old brick on the cemetery wall, I got the feel of it and learned how to do it right."

Ann Meyers

Sleeping Bear Dunes NL headquarters

SLEEPING BEAR DUNES NL, MI—After 16 years in Frankfort, MI, park headquarters has been moved to a new building in Empire, MI. The lakeshore's General Management Plan, completed in 1979, called for the 22-mile move to Empire, a central location within the lakeshore for park visitors and a more efficient base of operations for park staff. The new visitor center doubles the size of the old, and eventually will contain new exhibits, already partially funded from private Michigan foundations.

Dave Herrera



Peirce Mill

ROCK CREEK PARK, DC—As the weather turns pleasant, Pierce Mill offers visitors an opportunity to exercise all their senses. The turning and splashing of the waterwheel alongside the three-story granite rubble building takes the visitor back in time. Inside, the gentle hum is lost by the grinding of the millstones, clattering of the damsel, and rattling of the sifter boxes. The miller instructs visitors to feel the meal by rubbing it gently between their fingers and compare it to the bleached, fortified, enriched pastry flours of today. What are the differences in flour color, texture, aroma, and taste? Visit the old mill and play the miller to sense its secrets and learn the ways of the past.

WASO, DC—In 1987, the Curatorial Services Branch is introducing the Automated National Catalog System (ANCS) to accession and catalog NPS museum collections. This is the first standardized microcomputer system to be used in all NPS regions. The ANCS automates the revised and streamlined manual cataloging system that was implemented in 1984. It has a cultural component that will be used to catalog collections that include history, archives, fine arts, archeology and ethnology, and a natural history component to catalog biology, geology, and paleontology specimens. Field-generated data such as field notes, photographs and media files are accommodated in the system. Data in the ANCS has the future potential to link with other NPS inventories, such as NP Flora, the Integrated Pest Management module of the NPS COMMON, the Servicewide park-based management information database, List of Classified Structures (LCS), and the proposed Cultural Sites Inventory (CSI). In order to obtain the ANCS software and the accompanying User Manual, parks must submit, through the regional curator, a completed ANCS Software Request/Registration Form. The forms are available from regional curators. The Curatorial Services Branch will issue the ANCS program software at no cost to the park and will provide, through the regional ADP coordinators, system support to NPS users. Parks will need to acquire, on their own, the necessary hardware and dBase III Plus software to run to ANCS program.

JEAN LAFITTE NHP, LA—On January 8, 1815, Major-General Andrew Jackson stood together with his troops behind an earth and wooden rampart, constructed along the Rodriquez Canal. Here, they would make their stand against the British onslaught and try to keep them from entering the City of New Orleans. As the line waited and watched, the British troops advanced across the open sugar cane field on the plains of Chalmette. The cold and foggy weather was not enough cover for the British invasion, and in an early morning battle, the victory for the U.S. was decided.

The plains of Chalmet saw yet another invasion, 172 years later, as 8,000 visitors braved the cool temperatures to see the Battle of New Orleans observance. In preparation for the anniversary, Jean Lafitte NHP (Chalmette Unit) staff sent out invitations and coordinated with volunteers around the country.

A total of 31 schools also responded, with just over 2,000 students. Throughout the weekend, a 15-Star Flag, on loan from Fort McHenry, flew over the battlefield. On the last day, in a special ceremony, the various units gathered to retire the Colors and march off the field, bringing the Battle for New Orleans Anniversary to a close for yet another year.

Tammy Benson

NARO—Tower Mountain Lodge in the western Berkshires provided a retreat for the first meetings of the new Resource Management Skills Team (RMST). A group of park and regional office staff gathered in this rural setting to begin forging themselves into a team of instructors and coordinators for the resource management training needs of the North Atlantic Region. The team is the actualization of an idea that began more than three years ago. In 1983, Nora Mitchell, regional resource management specialist, attended a class at Mather Training Center where the ideas for regional skills teams were presented by course coordinator Michael Watson. "Since that time there have been Interpretive Skills Teams (IST) formed, but, to my knowledge, this is the first Resource Management Skills Team in the National Park Service," said Mitchell.

The team worked hard to develop an agenda for fiscal years 1987 and 1988, as well as to design the basic elements of several classes planned for this year. For example, a segment on resource management skills is being developed for law enforcement refreshers, since the team hopes to encourage the long tradition of resource management activities by the generalist ranger. In February the RMST co-sponsored a servicewide training class, with WASO, on Historic Orchard Management.

The members of the NAR team have a variety of backgrounds, including natural resources, cultural resources, visitor protection, maintenance, administration, and interpretation. Team membership accurately reflects the interdisciplinary nature of most park resource management programs. It is an important goal of this team to illustrate the paramount importance of resource management as the charge of every NPS employee. For more information contact Nora Mitchell, NARO; or Jim Gott, Superintendent, Saugus Iron Works NHS.

John Donahue

CATOCTIN MOUNTAIN PARK, MD—Often we think of establishing field research plots far away from public use areas to keep them undisturbed. This was not possible at Catoctin in dealing with our experimental attempts to restore blighted American Chestnut trees. The best specimens are located adjacent to a major picnic area.

Resource Manager Paul Strider and Park Naturalist Jim Voigt developed the study area so that it serves as a self-guiding interpretive exhibit, communicating to the public the chestnut restoration program. The perimeter of the 1/2 acre study area has been marked with a wire fence, having two entrances to allow visitor access along an old trail but diminish visitor compaction in the study area.

EVERGLADES NP, FL—"Take Pride in America": that's what more than 250 residents of south Florida did during the Everglades/Big Cypress clean-up day. Help came from all sides. Schools held a contest to design a publicity poster. Area merchants donated soft drinks. Local residents baked cookies. County road commissions provided dumpsters and trash trucks to haul away the debris. Local banks purchased plaques to recognize the weirdest, the most useful, and the largest volume of trash collected in a team effort. As a result, the old loop road, free of the blight of trash, looks natural, clean, and inviting. As for the awards . . . The most energetic team award went to the group that collected 168 large trash bags of litter in their assigned one-mile section. The most reusable litter was determined to be a dollar bill, which many tried to claim, but none could positively identify. And the award for the weirdest trash went to a 4-foot tall, wet and dirty stuffed banana pillow with a lopsided smile.

Dave Kronk

A sign of distinction

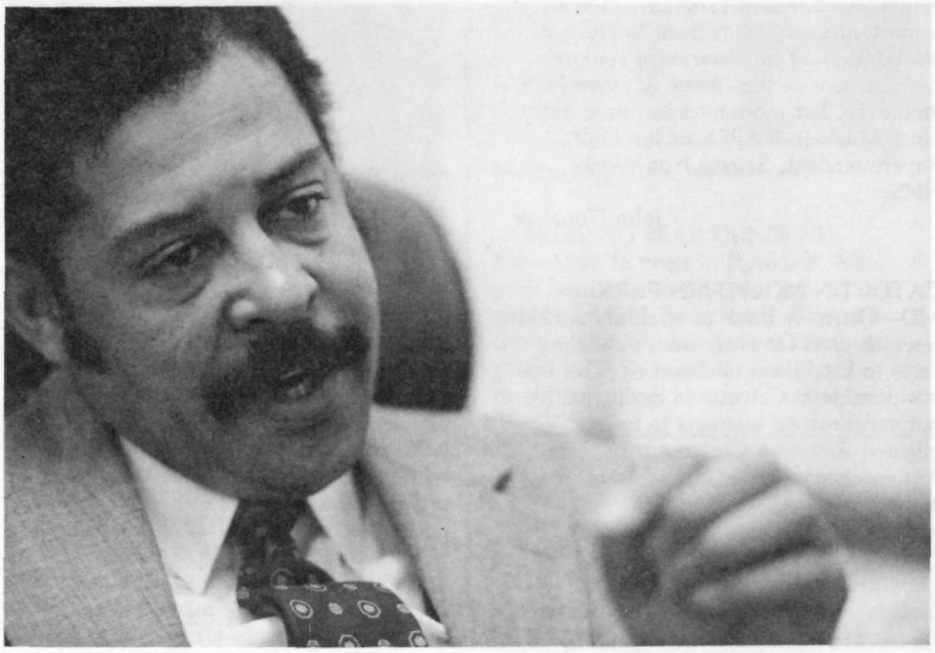
SAGUARO NM, AZ—Volunteers at Saguaro National Monument have recently found a way to increase their visibility. They have developed a magnetic sign in the shape of a large NPS Volunteer patch. The sign can then be temporarily affixed to a volunteer's private vehicle for use as needed at interpretive stations and trailheads. The sign identifies the driver of this vehicle as a knowledgeable and qualified park spokesperson. Locally made in Tucson, the cost of four signs was less than $150.

Gregory Gnesios

WASO—Director Mott and Bureau of Land Management Director Bob Burford have signed an agreement to coordinate planning and other programs, an agreement hailed as an important step forward in the promotion of park protection. The agreement pledges both agencies to consult with each other early in the planning process, consider potential impacts of decisions on neighboring lands, cooperate in resource management, and assist each other in providing visitor services. The agreement also encourages steps to anticipate, avoid, and resolve potential conflicts in agency plans, operations, and protection strategies as well as development decisions.

Director Mott has asked regional directors, superintendents, and WASO divisions to develop more detailed agreements as necessary to address specific issues such as mineral leasing, archeological resources, grazing, backcountry use, and air or water quality. At the Washington level, Deputy Director Galvin will continue to meet periodically with BLM Deputy Director Dave O'Neal to monitor implementation of the agreement. For further information, contact Warren Brown or Cynthia deFranceaux in the WASO Division of Park Planning and Special Studies (343-9377).

Ed Davis, Associate Director, Policy, Budget, Administration



Ed Davis

Ed Davis is a very open man doing a very tough job—tough in the sense that the administration of any organization is always tough, because it is the activity that most directly affects every employee. Yet, coming to the National Park Service last October, after 5½ years as the Assistant Director, Administration, for Fish and Wildlife, Davis brings with him a philosophy of openness toward those he serves and an in-depth knowledge of the personnel issues employees face. As he explains it, there is no one he doesn't have time for.

"The only difference between me and employees in the field is that if I don't get my check, I know who to talk to," he says. "They don't. So I want them to know I'm a friend of the field and that I have an open door and an open telephone policy. My goal is to reduce employee problems. I want to serve the organization and its employees, to make sure people are paid on time, that their jobs are properly classified, that vendors are paid, contracts let properly, and service given."

Davis seems particularly skilled at all these things. While employed by Fish and Wildlife he supervised activities similar to those he handles now. So the transition between the two organizations has been a relatively easy one for him.

"It's not like moving from one department to another," he says. "There are a lot of similarities between Fish and Wildlife and the National Park Service. They are both land managing agencies concerned with the welfare of endangered species, among other things. And of course I still work with some of the same people I worked with in Fish and Wildlife, so I feel at home in the National Park Service."

Of course there also are a few differences between the two agencies, differences that Davis feels have helped him grow and will enable him to continue growing as a manager. "When you're exposed to one administrative area for years and then begin working for a new organization, that opportunity lets you take the good of the old and put it with the good of the new, and ultimately, I hope, become better at the job you're trying to accomplish."

After nearly thirty years of government service, the opportunity to work in the National Park Service is a tremendous one, according to Davis. He appreciates the loyality and dedication NPS people exhibit when solving what he calls people problems, their willingness to deal constructively with the needs of the park visitors as well as the needs of agency employees.

"I have dedicated my entire career to enhancing the programs I serve through good administrative management. I stand behind the rules set up by Congress and OPM to govern federal agencies and I intend to continue to use them to accomplish positive things for the people I serve."

NPS employee is energetic VIP

Manny Strumpf
Manhattan Sites

Cathy Thurber as a VIP at Oxon Hill Farm

What motivates a full-time employee at Gateway NRA to travel 300 miles every few weeks in order to volunteer at a Park Service site in Maryland? For Cathy Thurber, it's love.

"My association with the Park Service as a volunteer pre-dates my employment. I became a volunteer at Oxon Hill Farm in 1981 and immediately fell in love with the park and the Service," Cathy explains.

Born and raised in California, Thurber became a full-time employee of the Park Service in 1985 and was assigned to Mall operations. She later became lead park ranger at the Lincoln and Vietnam Memorials while continuing to be a VIP

at area sites, among them the Oxon Hill Farm. It was at the farm that she first met Jon Cika. When he transferred to Gateway, she did too.

"New York did not inhibit my style. I volunteered to provide interpretive programs as well as arts and crafts demonstrations," she says.

Appropriately enough, she and Jon plan to be married this June in the apple orchard at Oxon Hill Farm. The attire will be cotton dresses and overalls. There will be fiddle music and early American traditional square dancing in keeping with the park's turn-of-the century farm theme.

Thurber says she and Jon hope to stay in the Park Service and to travel to different park areas. They also hope to extend their love of the outdoors to others. "I firmly believe that every person can make a difference. If we each do a little to preserve our natural areas, the world can be a better place."

Marie Williams, helping the NPS employee

Editor's Note: The Personnel Office and what it does have always been a bit mysterious for the employees of any organization. In order to dispel some of that mystery, Rosa Wilson, Public Affairs, WASO, interviewed one of the women responsible for solving the problems of NPS employees.

Q. Prior to joining the National Park Service, what kind of work did you do?

A. My first government job was that of a clerk-typist with the Office of Personnel Management, formerly the Civil Service Commission. During my stay at OPM, I was promoted to staffing assistant and worked the mid-level Register Desk for several years, prior to joining the personnel office of the Department of the Interior as a personnel clerk.

Q. Is this something that you have always wanted to do?

A. Employee Relations, per se, was not always a career goal. Originally I wanted to be a social worker or join the Peace Corps in any position where I could assist people. I suppose, in a broad sense, my current position meets my original career goals.

Q. So you left the job you held with Interior to apply for your present job?

A. No. My first position with the Service was as a Supervisory Personnel Assistant in the Personnel Operations Branch, Processing Unit. In February 1977, I was selected for my present position.

Q. What have your responsibilities been since then?

A. I administer the Employee Relations Program for headquarters. The program encompasses employee benefits, workers compensation, the employee counseling services program, advice to management on a wide range of issues, incentive awards and special interest health programs.

Q. Do your counseling abilities come from on-the-job training, or has there been some professional training involved?

A. My experience has evolved from the job and from a variety of training courses. The counseling that I do on a day-to-day basis usually involves mediating between supervisor and employee. Personal counseling ranges from providing a listening ear, to helping employees sort through their problems, to making referrals to certified alcohol/drug abuse or psychiatric counseling.

Q. I would like to talk a little about the places you refer employees to and the number of employees that come to you for referral or counseling?

A. I evaluate each case individually. Depending on the problem, I may recommend that the employee seek professional counseling by a licensed psychiatrist, medical doctor, or community resource specialist. It takes experience to know when you are not the person that should be assisting the employee—when that employee may need referral to a psychistrist, or perhaps, when you need to talk to members of the family as well. Most importantly, counseling involves listening and being available so that employee problems can be talked through.

Q. I remember when I needed to talk to someone in Personnel, but didn't know who to contact, you were recommended. We talked and I came away feeling relaxed and confident as a result. Marie, I bet that most or all of the employees who have come to you feel as I did. Do you get this kind of feedback from them?

A. I have received a lot of positive responses from employees I have assisted. I think getting such results takes a combination of experience, and training. It also means telling employees what they don't want to hear sometimes.

Q. I would also like to discuss some of your other programs. For example, how do you determine who gets an award?

A. We have an incentive awards committee that evaluates nominations submitted by supervisors. The committee's determination is based on Office of Personnel Management and departmental

Marie Williams

guidelines. Usually the nominations are the result of sustained superior performance or work on special projects.

Q. You indicated at the beginning of our interview that you are also responsible for employee benefits, worker's compensation, and special health interest programs. Would you summarize what you consider some of your other special accomplishments?

A. I developed the employee orientation kit that is currently being used; I also developed a retirement information kit and have redesigned a variety of forms that are used in the Personnel Office.

Q. It seems as though your work is cut out for you and you are enjoying it every step of the way. Will you continue with what you are doing now until retirement or do you ultimately see yourself one day venturing more towards social work?

A. I would like to become more involved with counseling. I have no plans to become a professional social worker but I will always provide advice and a listening ear whenever I can, during my personal time as well as on the job. Counseling will always be a part of my life and one of the most important services I can provide for people.

NPS People

Richard H. Maeder, veteran park manager, has been named the tenth superintendent of Virgin Islands NP. During his career, Maeder has served in a variety of park assignments as well as in the regional offices located in San Francisco and Philadelphia. In the mid 1960s, he chaired a special task force to develop a National Park System Plan to identify potential additions to the system. He is a recipient of the Department of the Interior's Meritorious Service Award, and comes to Virgin Islands NP from Colonial NHP where he served since 1981.

Dr. F. Eugene Hester has been appointed NPS Associate Director for Natural Resources. He brings to the Service many years of research, research administration, and management experience. Before joining the NPS, Hester served as the Deputy Director of the Fish and Wildlife Service. He also has been the Associate Director for Research, the Chief of the Division of Fishery Research, and the leader of the North Carolina Cooperative Fishery Research Unit for the Fish and Wildlife Service. During his career, Dr. Hester has received numerous awards, including the Department of the Interior Meritorious Service Award and a Presidential Distinguished Rank Award. He has been a wildlife photographer for 25 years, and many of his photos have been published in and on the covers of magazines.

Ed Carlin, special asssistant to Southwest Regional Director John Cook, has been selected as the new associate regional director for administration in the Midwest Regional Office. A native of Philadelphia, he replaces Jim Ryan who retired in January.

David L. Moffitt, who served as the superintendent of Statue of Liberty/Ellis Island NM through the celebration of its centennial, has been appointed as the superintendent of Colonial NHP. He played a key role in planning the first major restoration of the famous statue in New York harbor, a rehabilitation accomplished through $75 million in private contributions.

Robert Griego of Rocky Mountain NP has been selected as the administrative officer for Sequoia and Kings Canyon NPs. A sixteen-year NPS careerist, he has served in Mount Rainier NP, Bighorn Canyon NRA, and Pinnacles NM in addition to a two-year assignment with the Department of Wildlife, National Parks and Tourism, in Botswana, Africa.

Daniel T. Brown

Dr. Hester

John (Jack) A. Hauptman, superintendent of Fire Island NS since 1982, has been selected as the superintendent of Acadia NP. "Jack Hauptman brings to the job more than 20 years of experience in environmental conservation, outdoor recreation and natural resource management," stated Regional Director Herbert S. Cables, Jr. "Clearly, Acadia's new superintedent has the credentials to implement the legislative challenges now facing the park." During his five years at Fire Island, Hauptman initiated, promoted, and implemented policies addressing sensitive land use issues affecting the 3,700 private property owners within the political jurisdictions of two townships, two villages, and 17 communities.

Joseph Kennedy, superintendent of Dinosaur NM, has been appointed superintendent of New River Gorge NR. He succeeds James Carrico, now superintendent of Big Bend NP. Said James W. Coleman, Jr., Mid-Atlantic Regional Director, "We are fortunate to have someone of Joe Kennedy's experience in managing river rafting and in developing new park areas."

William J. Pierce, most recently assistant chief ranger at Shenandoah NP, has been appointed superintendent of Devils Tower NM. Pierce says he looks forward to working with park staff and neighboring communities.

Also on the move is **David E. McGinnis**, chief naturalist of Badlands NP, who has been appointed superintendent of Fossil Butte NM. The first park superintendency for the 39-year-old McGinnis, he succeeds Paul Guraedy, now superintendent of Arches NP.

Donald C. Hill has joined Bent's Old Fort NHS as its new superintendent. He succeeds Derek Hambly, who retired last September. "I think Bent's Old Fort is a fantastic resource," said Hill. "I look forward to working with the staff and the community and continuing the good works already begun."

Kevin Buckley, acting superintendent of Statue of Liberty/Ellis Island National Monument, has announced the appointment of **Daniel T. Brown** as supervisory ranger for interpretation at Ellis Island. In his new capacity, Brown will be creating new programs in preparation for the re-opening of Ellis Island to the general public in 1989. He will work with various ethnic groups in metropolitan New York, including the Caribbean community, on development of outreach programs and exhibits related to immigration.

Charles H. Odegaard, Midwest Regional Director, has been appointed Regional Director for the Pacific Northwest. The move will be a return home for Odegaard, who served as deputy regional director for the Pacific Northwest prior to his three years in the Midwest Region. **Don H. Castleberry**, now Mid-Atlantic's deputy regional director, will replace Odegaard as the new Midwest RD. The much-traveled Castleberry has lived in 16 states and four countries, and has had NPS assignments in six of the agency's 10 regions.

Awards

Hunter

Savage

ZION NP received Utah's Golden Key Award as the employer of the year in the governmental category by the Governor's Committee on Employment for the Handicapped. Park Administrative Officer **Cassy Ann Black** accepted the award at ceremonies in Salt Lake City. Thanks to her extensive outreach program, Zion's staff of ninety this year included eleven permanent and seasonal handicapped employees. Superintendent **Bill Herr** of Pipe Spring NM, and former Cedar Breaks NM superintendent **Clay Alderson** also provided handicapped employment during 1985 in conjunction with the state outreach services

John E. Hunter, Midwest Regional Curator since 1972, has received the Meritorious Service Award. Hunter served with distinction while "responsible for providing professional curatorial assistance and leadership to all national parks in the entire 10-state Midwest Region," said Secretary of the Interior Donald P. Hodel. This has been done, Hodel said, by Hunter's willingness to share his expertise, invent innovative methods and record forms to assist field curators, and present training at formal workshops. Hunter has written numerous articles and booklets and has served on several professional committees for the advancement of curatorial technology. He has lectured before international groups at the Smithsonian in Washington, DC, and in Victoria, British Columbia, Canada. "Hunter's professionalism and inexhaustible energy are frequently applauded by the parks, agencies, societies, and by the fellow curators he serves," Hodel commended.

Doug Pratt, maintenance work leader at Herbert Hoover NHS, received a Certificate of Recognition for his significant accomplishments in human resources management. Said Superintendent Mac Berg, "I am very pleased that Doug has received well-deserved recognition for all he has done on behalf of those who work with him."

Terry W. Savage, NAR Chief of Planning and Design, has been elected to a two-year term as president of the Boston Society of Landscape Architects, which covers the four northern New England states. Savage, who is on the Harvard Graduate School of Design faculty as a visiting critic in landscape architecture, also was recently appointed a director of the American Society of Landscape Architects Professional Practice Institute in Washington, DC. In this capacity, he represents some 10,000 publicly employed landscape architects across the nation. NPS projects that Savage has been associated with include the study leading to the designation of Golden Gate NRA and the Master Plan studies for parks such as Lake Mead NRA and Zion NP.

"Go West Young Man, Go West": many have been tempted by these famous words of Horace Greeley, and so it was with **Chris Moore** who departed Moreland, Kentucky, in August 1984 to experience the "Wild West." His destination—Canyonlands National Park in Southeast Utah. Full of enthusiasm about his first trip west, Chris also found himself apprehensive and excited at the thought of the Student Conservation Association position awaiting his arrival. It would be an eight week assignment and he would even have a place to live in the park. Regarded as a "top hand" by his supervisor, Chris worked actively in desert bighorn counts, revegetation projects, building of boundary fences and manning the visitor information center, his pride and joy. Then it happened—Chris found out about the Volunteer-in-Parks Program, and, as of December 1986, he has gone over the one year mark (2,080 hours) for time volunteered to Canyonlands National Park. In a recent awards ceremony he was presented a handmade plaque from his peers and a certificate signed by Director Mott and Park Superintendent Pete Parry. It is with sincere appreciation that the Canyonlands staff thanks Chris Moore, the many dedicated volunteers of the national park system, and, of course, Horace Greeley for his tempting advice.

The Mid-Atlantic Region recently presented **James Roane** of Roane Construction Company with a Business and Economic Development Program Citation of Merit for his company's dedication to high quality service through contracting. The Roane Construction Company represented the region in its quest for the 1986 NPS minority Entrepreneur of the Year Award. Roane and his company have continuously provided Shenandoah NP with outstanding work and cooperation on a variety of projects.

Leslie Fugedy, MARO civil engineer, was chosen NPS Engineer of the Year for 1986. As the dam safety officer for the region, he supervised draining a nine-acre lake at Petersburg NB, transferring the fish to other lakes and rivers, removing a 450-foot-long earthen dam and clearing the stream that flowed through the area. During the year, he also designed and installed water and sewer systems at two parks—New River Gorge NR and Valley Forge NHP. At Valley Forge the job included laying out walking trails so as to have little or no impact on the artifacts possibly buried beneath them.

Superintendent Ken Apschnikat presented Special Achievement awards to six Mound City employees for their work in 1986. Recognized were Chief of Interpretation and Resources Management **Jerry Chilton**, maintenance workers **David Dere** and **Phil Egan**, Foreman **Jerrold Napier**, administrative technician **Bonnie Murray**, and park secretary **Lisa White**. Of the recipients, Apschnikat said, "Performance such as this . . . contributes significantly to our work at Mound City and demonstrates the commitment of our employees to the visitors we serve every day."

Timothy J. Priehs, Executive Director of Southwest Parks and Monuments Association, recently presented the Edward B. Danson Distinguished Associate Award to **Luis A. Gastellum** in recognition of his outstanding contributions to the association. Gastellum was involved as far back as the association's first annual report, and continues as a member of the Board of Directors. He joined the NPS in 1935 as clerk-stenographer with Boss Pinkley's Southwestern National Monuments at Cooliage, AZ, advancing to positions as varied as assistant personnel officer, associate superintendent, deputy director for administration and chief of the Office of Operations Evaluation. Awarded the Department of the Interior's Distinguished Service Award in 1968, he and his wife, Agatha, reside at 2302 Oak Park Drive, Tucson, AZ 85710, and are life members of E&AA.

Other awards presented by the Board of Directors of Southwest Parks and Monuments Association went to **Dr. Robert and Florence Lister**, honoring their contributions to public understanding of the cultural resources of the parks; to

Connie Neilson, Curecanti NRA, for her contributions at the information desk and the park computer, assisting interpretive personnel; to **Mary L. Williams**, a park ranger-historian at Fort Davis NHS; and to Superintendent Glen E. Henderson, accepting for **Montezuma Castle NM**, an area that has made innovative changes and improvements in association operations.

Shortly before their parents departed for Devils Tower NM where Bill Pierce will serve as the new superintendent, **Seth** and **Sean Pierce** received the Boy Scouts' highest honor, the rank of Eagle, during ceremonies at Luray. The Pierce family has been stationed at Shenandoah NP since May 1983, where Bill worked as assistant chief park ranger. The park wishes to express their pride in the Pierce family and the contributions they have made to the Service as well as the local community.

Director Mott gave the graduation address to 25 seasonal rangers, upon their completion of the 53rd session of the Ranger Academy at the Santa Rosa Criminal Justice Training Center, Santa Rosa, CA. The Academic Achievement Award for this session went to **Lee Taylor**, the Top Gun Award to **Kerry Carlson**, and the Defensive Tactics Award to **Lewis Goldman**. The Ranger Academy is in its tenth year, having been started March 1978 by Bill Orr, Chief Ranger, WRO, and having graduated 1,252 students to date. Bill is the Western Region's alumni representative on the E&AA Board and a life member of that association.

E&AA news and notes

- **Fantastic donation**—The Education Trust Fund administered by the Employees and Alumni Association received a fantastic donation from the Cape Cod National Seashore Women's Club, a check in the amount of $6,000, bringing their total donation to the Trust Fund to $20,000 from the sale of their cookbook, "The Seashore Sampler." This grassroots operation began more than ten years ago with craft, rummage and other sales, plus hours of editing, typing, duplicating and collating as the first books were printed by the women themselves. After the sale of the first group of books, the women had enough money to have the other books printed and they are now in their seventh printing. For a great cookbook at the very low price of $3, send your check or money order to: Cape Code National Seashore Women's Club, c/o Mrs. Dorothea Stevens, Box 136, Eastham, MA 02642.

- **Raffle a success**—The raffle conducted at the Midwest Region Superintendents' Conference in St. Louis generated $2,750 for the E&AA Education Trust Fund. Prizes ranged from books to a week-long riverboat cruise on the Mississippi River. A total of 3,372 tickets were sold during the fundraising effort.

- **Emergency**—E&AA received a call from Yvonne Schmidt of Superior National Forest asking for volunteers for approximately 20 Resort Naturalist positions this summer. The positions are located throughout the Forest Service. Anyone, alumni, children, and friends of the Park Service, please contact Yvonne at Superior National Forest, P.O. Box 1085, Cook, MN 55723 (218-666-5251). Although the call is for volunteers, all resorts provide room and board; some resorts also provide a small stipend. Hirings will begin on May 29, 1987.

- **Alumni reunion memories**—Although Yosemite National Park is famous for its vast scenic wildlands, its groves of Giant Sequoias, and Yosemite Valley, it is also famous for its annual alumni reunions. In telling E&AA of past gatherings at Yosemite, Helen Doty remembers the third annual alumni reunion, held Sunday, September 23, 1983:

While the dew was still on the lush green grass of the lovely old Wawona Hotel, people started gathering for the day's activities: registration, golfing, visiting and enjoying a barbecue. The joy of being together was everywhere with happy cries of recognition, handshaking, backslapping, and a fair amount of hugging going on. Lively conversations ranged from the pursuit of hobbies, volunteer work, news of mutual friends, children and grandchildren—lots of proud parents and grandparents had plenty of snapshots to pass around. Under a beautiful sunny sky a delicious buffet barbecue was served, catered by the Wawona Hotel staff. Then Superintendent Bob Binnewies took this opportunity to present Bill Kirk, former signmaker, with a special award (Bill designed and executed the metal trail signs used throughout the high country). Too soon it was time to depart and reluctantly people began to drift away in small groups with words of praise for a wonderful reunion and promises made to meet again to enjoy the next reunion.

Helen says these picnics include the alumni from Yosemite Park and Curry Company as they, too, are very much part of the past and present scene of Yosemite National Park. Mark your calendars for the Seventh Annual Yosemite Picnic, tentatively set for Saturday, September 19, 1987. E&AA suggests it would be a good idea to double check with Helen Doty, P.O. Box 134, Oakhurst, CA 93644; and make your reservations.

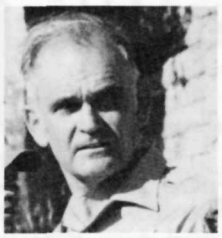
Retirements

James R. Walker, a MAR visitor services specialist, retired January 3, marking the completion of more than 30 years of federal service. Walker moved to the regional office in 1976 from Voyageurs NP. Other assignments included Big Bend, Mesa Verde, and Carlsbad Caverns National Parks, as well as Aztec Ruins, George Washington Birthplace, Saguaro, and Wupatki National Monuments. In 1978, he was recognized with a Special Achievement Award for his contributions, serving as acting supervisory youth activities coordinator. In 1984 he received a Sustained Special Achievement Award.

Calvin Pride Jr. retired after 40 years of federal service. At the conclusion of WWII he returned to his hometown of Andersonville and accepted a job as laborer at the national cemetery. He dug many a grave by hand and remembers well having to cut the grass by horse-drawn mower. In 1971 when the national cemetery and historic Civil War prison site became part of the NPS, he chose to remain at the park and continue his NPS career. He was promoted to engineering equipment operator in 1974.

As of January 3, **James L. Ryan,** Associate Midwest Regional Director for Administration, retired, winding up 30 years of federal service. Presentation of a Department of the Interior Superior Service Award highlighted a luncheon in his honor. The citation read, in part, "Mr. Ryan has progressed through increasingly responsible assignments since the beginning of his NPS career, which was with the Midwest Regional Office in 1965." He was cited specifically for effectively promoting use of small and disadvantaged business enterprises; applying computer technology to a broad range of administrative functions; employing a significant number of minorites in the regional office; and involving himself in development of a strong regional training program. Following retirement, Ryan plans to continue his active participation in the Employees and Alumni Association activities. "One of these years, I'd like to bicycle across Ireland," said Ryan, an avid cyclist.

James L. Ryan


Bill Hoy

Ted Scott

Johnnie Davis

Johnnie Davis, SWRO General Supply Specialist, retired after more than 26 years of federal service. He joined the NPS in 1966. During his 20 years in the Southwest Regional Office, Davis also served as a supply clerk and supply technician.

Two long-time employees of Chiricahua and Fort Bowie, **Ted Scott** and **Bill Hoy,** retired at the end of 1986. Scott's NPS career began at Isle Royale NP, with other assignments including Lake Mead NRA, Great Smoky Mountains NP, and fourteen years at Yellowstone NP. Major activities during his assignment at Chiricahua included rehabilitation of the Bonita Canyon campground, the 1984 Arizona Wilderness bill that added 850 acres to the monument, and the purchase and preparation of historic Faraway Ranch. Hoy's 30 years as a park ranger also span a number of parks, among them Grand Teton and Grand Canyon National Parks, Mount Rushmore National Memorial, and Death Valley National Monument. Hoy's personal interest and sensitivity to the particular needs of Fort Bowie have made visits to the site a rewarding experience for park visitors.

A. Sidney Malbon, chief of the Recreation Planning and Environmental Compliance Division, PNWRO, retired on December 31, 1986, after 33 years of government service, 18 of which were with the NPS. He started his NPS career in 1951 as a seasonal ranger at Mount Rainier NP. He held progressively responsible assignments as a landscape architect in the Western and Southwestern Regional Offices, at the Blue Ridge Parkway, Olympic NP and the Midwest Regional Office. While at Olympic, he was the NPS representative on the interagency team that conducted some of the original surveys leading to later enactment of the Wild and Scenic Rivers Act. In 1966, he transferred to the Pacific Northwest Region of the Bureau of Outdoor Recreation (BOR) and returned to the Service when HCRS was incorporated into NPS in 1981. While with BOR, he

Robert Mitcham

was responsible for major accomplishments in the Section 4(f) Transportation and Federal Energy Regulatory Commission Review Programs. It was largely through his assistance and guidance over the years in coordinating all the various interests that the development and historic compliance in the region has progressed successfully.

David A. O'Kane, PNWRO Maintenance Programs Coordinator, retired after 33 years of federal service on May 30, 1986. He began his career as a seasonal student engineer at Yellowstone in 1953, then worked in such offices as the Maintenance Division at Yosemite, and the Southwest Regional Office. During his career with the Service, he worked in 66 field areas, two design and construction offices, and two regional offices. Over the years, he and his wife became experts at packing and unpacking, but this time they have decided to remain in the Seattle area.

Robert Mitcham retired after 35 years with the federal government, the last 14 at Death Valley NM. Regional Director Howard Chapman was among the well-wishers at Mitcham's retirement party, and presented him with the Department of the Interior's Meritorious Service Award on behalf of Secretary Hodel.

Bill Fields remembers 28 years of giving to the national parks

Bill Fields

He smiles down at you from a height of 6′1″, attention focused on whatever you may be saying at the time. Among other things, Bill Fields is a good listener. He also knows how to tell a good story, a skill appreciated best perhaps by the eleven children he has helped to raise. He can say *hello* in ten different Indian languages—no small task, that; and has been a horse trainer, a hunting guide, and the coach of a girl's softball team.

So what is a man of Bill Field's diversity doing with 28 years of NPS service? According to Fields, it is precisely because the organization encourages such opportunities. A hydraulic engineer by trade, Fields might have made more money elsewhere; however, his respect for the philosophy of the NPS has enticed him year after year to continue working for the organization.

"With the National Park Service, you have the feeling of accomplishing something," he says.

Fields joined the NPS in the days when the Service was considerably smaller and when some of its pristine wild areas were first being considered for inclusion in the park system. As a hydraulic engineer in the Southwest Region, Fields saw a good portion of the countryside while installing water systems and doing surveys for the Lands Division. He says he worked in every park in the Southwest Region and almost every park west of the Mississippi (this last when he served with the Western Office of Design and Construction in San Francisco).

"Perhaps one of the most exciting things I did was to become involved in the early planning of new parks and monuments. It was great in the 60s to work on the land purchases for Canyonlands, Capital Reef, Hubbel Trading Post, and, of course, Pecos, that wonderful land gift from the Fogelsons."

Of them all, Canyonlands perhaps comes closest to Fields' heart. He recollects days spent in the backcountry with Bates Wilson, the park's first superintendent, during a period when Canyonlands seemed wilder to him than it does now, when headquarters was smaller, a simple outpost with a less official look. In those days, he and Wilson, or simply he by himself, camped out each evening after studying the geology of the area. They listened to the coyotes, while Fields composed what he calls a ghost song in his head, a song celebrating the ancientness of the site. "It was a strong place," he recalls, "a strong place."

"Some things have changed since I joined the Service, but then others haven't," Fields continues. As an example, he cites the current campaign to curb litter in park areas. "I was riding muleback with John McLaughlin, then the superintendent of Grand Canyon. Every time he saw a piece of trash along trail, whether it was a gum wrapper or whatever it was, he would stop, get off his mule, and cram the litter in his saddlebag. I was impressed by that."

In 1971 Fields headed Indian Assistance for the Southwest, serving in this capacity till 1984. The job resulted from John Cook's 1969 task force study that led the Secretary of the Interior to request that NPS expertise be added to the BIA's in order to assist Native Americans with park and recreation planning. "It was the beginning of the cooperative period between the federal government, the state, and the Indians," says Fields.

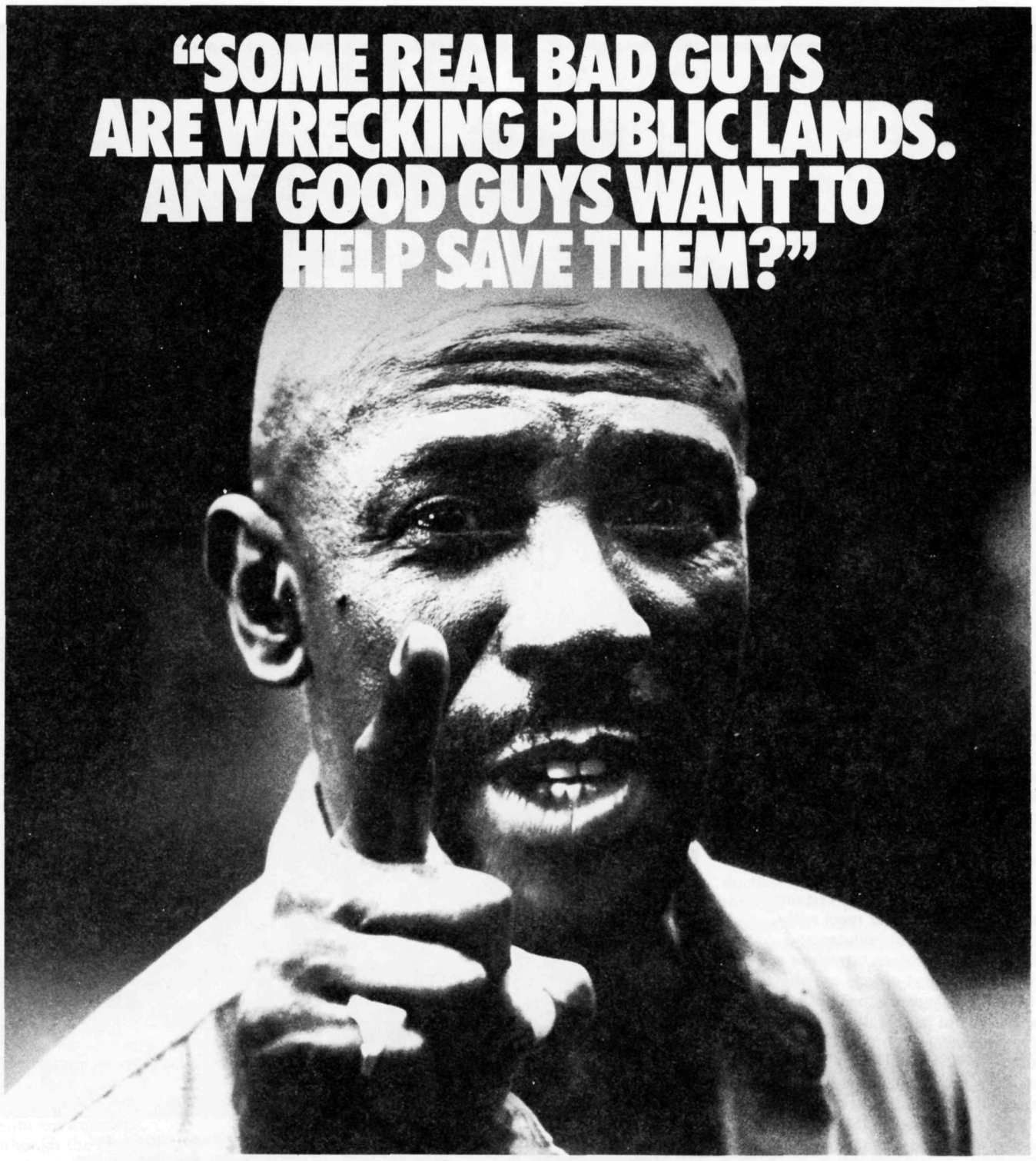
Being half Cherokee, Fields was a natural for the job. His empathy with the needs of Native Americans and his efforts on their behalf led then-Director Russell Dickenson to appoint him Indian coordinator for the National Park Service in 1984. Since then, as he says, he has been taking his "coyote and rabbit" show on the road, trying to raise people's awareness of the special relationship Native Americans have with the parks.

"There is no place you can go in the National Park Service that hasn't been touched by Native Americans," he says. "My mission was to make the NPS more aware of their responsibilities toward them."

Of his contributions Regional Director John Cook speaks forcefully: "We walked many a trail together as friends and NPS allies, and Bill's experience, his personality, his heart and soul put him in tune with people to such a degree that he can get things done across cultures and beyond. He bridges gaps between people regardless of culture, and he is loved because of it."

That others also feel the same was evident on the night of Fields' retirement party in Santa Fe. In spite of a blizzard that closed roads, across the vast complex of Indian lands in northern Arizona and New Mexico, Indian leaders came to honor him. Among attendees were representatives of the Navajo and Hopi tribes. And, although disagreements between these two tribes is common knowledge, on this specific night they sat at the same table and rose to honor Bill. Clarence Gorman, the superintendent of Navajo National Monument, and Herb Yazhe, the superintendent of Canyon de Chelly, likewise attended. Fields was recently surprised with the meritorious service award in SWRO ceremonies, and commended for "his exceptional contributions as an engineer and his valued assistance to Native Americans."

Even though Bill Fields has retired from the Service, his mission has and always will remain the same. He continues to work for increased understanding between the National Park Service and the Native Americans whose culture is inextricably bound up in the parks. Whether it is for Navajo, Zuni, Cochiti, Taos, San Il de Fonso, Jemez—the list goes on and on—Bill Fields supports them . . . and he will continue to do the same, no matter down which roads his future carries him next.



Our public lands are under attack. Not from any foreign force, but from some bad apples right here in this country. They're vandalizing parks and playgrounds, killing endangered animals, and even stealing artifacts from historic sites. That's wrong. Because these lands belong to all of us.

Right now, in your area, there are good guys who are organized to encourage wise use and help prevent this senseless abuse of our public lands. And they're tough. A lot tougher than the people who get their kicks out of beating up trees and defacing monuments.

If you write to us, we'll tell you how you can help. So you can be one of the good guys who help us save public lands. Remember – the good guys always win!

TAKE PRIDE IN AMERICA

Write:
Take Pride in America
P.O. Box 1339
Jessup, MD 20794

BAD GUYS ABUSE PUBLIC LAND.
GOOD GUYS SAVE IT.

Ad Council

A display case that preserves

Ron Roos
Exhibits Specialist/Project Manager
HFC

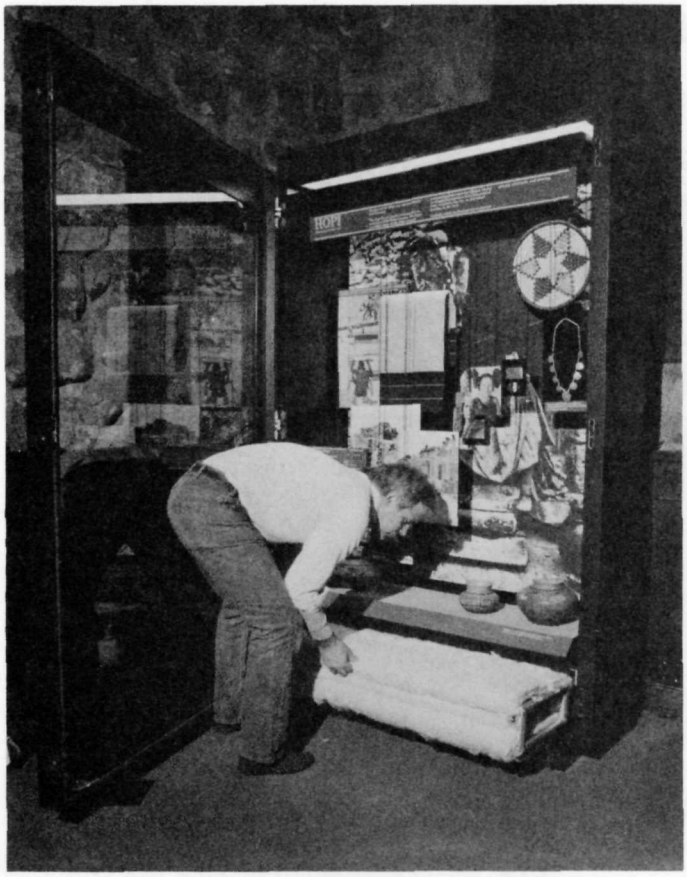
Most of us think of a display case as a container for exhibits. But a case that preserves? To test this idea, the lobby of the Interpretive Design Center was chosen for a prototype display case project. The goal? To determine display case design standards that would assure design flexibility, efficient construction techniques and the long-term protection of exhibit objects while on display at NPS areas. Design, assembly detailing, and material selection for the case were based upon scientific preservation principles. The clean design configuration made the case compatible with many Park Service visitor center and museum situations.

Display case design should always provide a barrier against threats to exhibit objects such as insect pests, theft, vandalism, and handling by visitors. Depending upon the nature and composition of specific objects, other concerns must also be addressed. Photosensitive materials must be protected from excessive light intensity and certain light wavelengths. Organic objects must be protected from the ultraviolet component present in sunlight and florescent light sources. Other objects—certain metals for instance—may react with gaseous environmental pollutants, resulting in rapid surface tarnish or surface corrosion. Most objects are affected by atmospheric moisture content and cyclic changes in temperature and relative humidity.

Museum professionals have become aware of yet another concern in preserving museum exhibit objects: the display case itself. Poor accessibility to a case interior may make the cleaning and inspection of contents difficult or dangerous. Light sources located inside a case may overheat it. Inappropriate lighting type, intensity, or duration may damage sensitive objects. Poorly sealed cases may fail to exclude gaseous environmental pollutants. Indeed, some display cases generate their own pollutants. Many traditional as well as newer high-tech construction materials and finishes release fumes that react with exhibit objects. Gaseous pollutants from the formaldehyde, sulphur, and organic acids in some wood products and adhesives are common problems. Effects can be intensified in a tightly sealed case.

While long-term testing and evaluation are carried on, the evaluation program and test devises are interpreted in the prototype case. Explanatory text describes the purpose of the test equipment being used. (Photo by Mike Wiltshire)

The design of the Harpers Ferry Center (HFC) prototype exhibit case attempts to answer these preservation concerns by establishing a protective barrier against such agents of deterioration. The door closure system has been carefully detailed to maintain a tightly sealed envelope capable of preventing the infiltration of dust, insect pests and environmental pollutants. Large doors provide easy accessibility to case contents. Non-reactive laminates have been selected for the case interior to seal structural wood to prevent internal air pollution. Lighting is filtered against ultraviolet wavelengths and can be variably diffused to control intensity.



The Tusayan Museum displays many sensitive ethnographic artifacts that benefit from a controlled display case environment. HFC conservator, Toby Raphael, is shown installing a rack loaded with cotton batting into one of the cases recently installed at the museum. This ballast material helps stabilize relative humidity inside the case. (Photo by Ron Roos and Mike Wiltshire)

While the case was under construction, HFC Exhibit Designer Philip Musselwhite (left) and contract fabricator Steve Morse consider a structural change to the prototype. Steve Morse's firm, S. J. Morse and Company of Purgittsville, WV, provided fabrication detailing and construction of the unit. (Photo by Ron Roos)

The light source is isolated and vented to prevent warming of the case interior by bulbs or fixtures.

A concealed chamber in the lower portion of the case can be filled with a buffering material to stabilize relative humidity inside the case while conditions outside vary. The buffering medium may be either an active desiccant such as silica gel or a passive fibrous cellulosic material such as cotton batting. The choice depends on the particular museum environment.

Although the prototype case has received compliments for its appearance, the goal of the project is not to standardize the look of future Harpers Ferry exhibits. Rather, the evaluation will provide HFC designers with a palette of proven, safe construction materials, hardware and finishes. Within this palette, designers will have considerable aesthetic latitude without affecting the preservation of exhibit objects.

The performance of the case was evaluated while set up in HFC's Interpretive Design Center lobby. Months of testing indicated the need for some detailing changes. The improvements were evidenced in the construction of units for the design's first field use at Grand Canyon's Tusayan Museum.

The project is a joint effort of HFC's Divisions of Exhibit Planning and Design, Conservation, and Museum Production. It illustrates what can happen through the interaction of HFC's diverse professional staff. By employing such an integrated approach to design and production, HFC can efficiently preserve and protect the resources it puts on exhibit for national park visitors.

Announcement

World leaders and conservationists from many countries will meet in Colorado in September 1987, to help launch a new initiative in worldwide conservation. Meeting for the first time in the United States, the 4th World Wilderness Congress is an urgent response to the destruction of global wildlands and depletion of natural resources.

Items of critical importance will be addressed including: tropical forests and biological diversity; the role of the World Bank and multinational corporations; new global scientific research; finance, economics and conservation; the cultural necessity of conserving wildlife and wildlands. Proposals for a World Conservation Bank and a World Conservation Service are on the agenda. The program consists of plenary sessions, technical symposia, workshops, exhibits and cultural events.

Information is available from: 4th World Wilderness Congress, Colorado State University, Fort Collins, CO 80523. or telephone (303) 491-5802

Skills to preserve by: a new kind of training for NPS

The National Park Service has taken a big step toward realizing Point 9 in the Director's 12-Point Plan, "Stimulate Career Opportunities and Employee Growth," by initiating the Skills Development Plan for Historical Architects in the National Park Service. While this plan has been developed specifically for historical architects, participation is open to all NPS employees who work with historic structures.

This Skills Development Plan is a first attempt to list all the skills needed by a historical architect. And it is the first time that an effort has been made to provide guidance on how these skills are used and how to learn them.

A historical architect must have all the skills needed by an architect; that is, knowledge of design, strength of materials, how to graphically describe a building concept, how to write specifications and how to make drawings that will facilitate the construction of a new building. This is a part of the conventional training and education of architects. The historical architect's task is to look at a historic structure and know enough about historic building practices, the use of historic building materials, and historic maintenance treatments to be able to determine how much is original, how much has been changed, what are the problems and what is causing them. In architecture school, design skills tend to be emphasized. In working on historic structures, quite different skills are required, such as the ability of the eye to observe, to interpret and understand the interaction of historic materials and historic building technology along with past treatments and maintenance.

Recognizing the need, cultural resources staff have attempted to identify the "universe" of skills that a historical architect should know. Based on comments by NPS architects and further efforts of the authors, this document now describes more than a hundred different skills. Some of the most basic and important skills are described in greater detail to show a range from basic to master level with examples of the kinds of tasks that are related to the skill.

Trainees from the Williamsport Preservation Training Center replace a log on the Slave Quarters at Hampton NHS, Towson, MD. Photo by Emogene Bevitt.

For example, a historical architect needs to know about historic roofs.

At a *basic level*, the historical architect should know about:
—evolution and development of wood, metal and slate roofing systems;
—basic wood shingling materials like red cedar, white cedar, oak, cypress, locust, chestnut, and white pine;
—historical preferences and the availability of these materials in a given region and about the practices of making shingles by both hand and machine;
—fastening sytems for roofs, the sheathing systems, the use of flashing.

At an *advanced level*, an historical architect could know about:
—more specialized materials, such as the use of tile roofs;
—roof appendages, roof cresting, roof balustrades, skylights and flashing problems;
—composition roofs and concrete and stone roofs.

At a *master level*, the historical architect could:
—be conducting new research on the uses of roofing materials and craft practices in regions;
—know about temporary materials such as thatching and bark;
—know about roof coatings including tar, paint, red iron oxide, linseed oil and brick dust, sanded paints and creosote, about specialized roofing practices such as Ludovici Interlocking Spanish Tile roofs, and special finishes such as gilding, glazed tile, and ceramic metals.

Since the Skills Development Plan emphasizes self-help, a selected bibliography is included with each of these skills to provide a starting point for learning more about a topic. An in-depth explanation of the plan was published in the *CRM Bulletin*, Vol. 9, No. 4, available from Kari Koester, NPS, P.O. Box 37127, Washington, DC 20013-7127.

The opportunity to enroll in the Skills Development Plan is open to any NPS employee who works on historic structures; there is no deadline for application. Those interested in reviewing a copy of the Skills Development Plan should write Emogene Bevitt, Preservation Assistance Division, National Park Service, P.O. Box 37127, Washington, D.C. 20013-7127, or phone her at 202-343-9561.

—Emogene Bevitt

Paintings Inspired by Southwest Parks on Exhibit

Susan Lamb

The beauty of areas in our national park system may kindle emotions few of us are able to express. "Artist in the Parks" Cynthia Bennett captures her own inspirations in an exhibit of paintings depicting fifteen southwestern national parks. The traveling exhibit is entering its second year touring the NPS system under the auspices of Harpers Ferry Center. Craftsmen and Artists in the Parks is a program begun in the late 1960s, which received a boost during the Bicentennial years when artwork, objects, and photographic exhibits were needed at Bicentennial sites. Program participants are usually selected through artists' societies. Ms. Bennett, however, has the distinction of having been commissioned directly by Harpers Ferry Center in 1985. The paintings, copyrighted by Bennett and owned by the National Park Service, will eventually be placed on long-term loan for display in appropriate parks or Washington offices.

Ms. Bennett, who lived at Grand Canyon for ten years, developed a distinctive style using bold, solid colors and shadows to portray the magnificent landscapes of the region. Her works draw upon years of hiking and rafting—and dreaming. The paintings in this exhibit range from Glen Canyon and Lake Mead to Tuzigoot and Walnut Canyon.

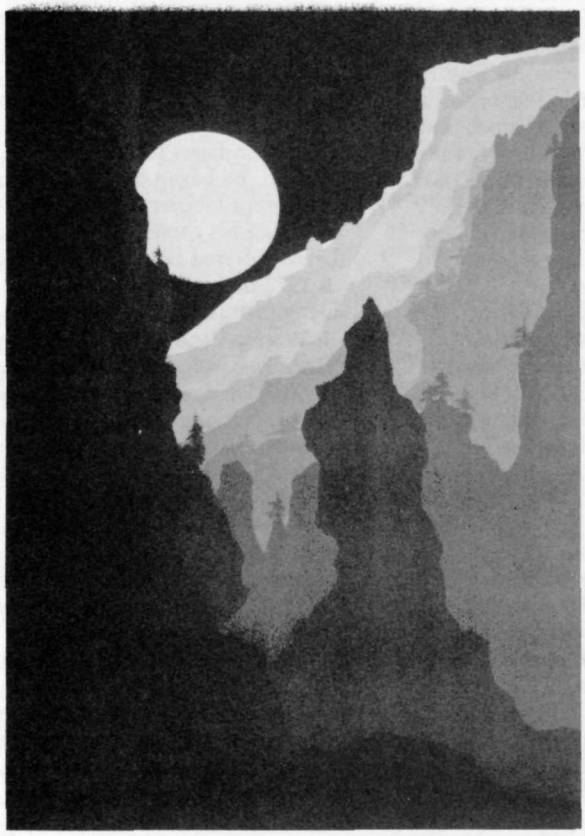
Noted southwestern author Ann Zwinger writes: "Such evocative views are the combined gift of one woman's understanding of time, light and place, and the perception of a Park Service charged with their care and maintenance. If you receive these landscapes as she painted them, you will feel an abiding commitment to their continuance."

Grand Canyon Natural History Association has combined full color reproductions of the paintings in *Lightfall and Time*, a book co-published with Northland Press. With an introduction by Ann Zwinger and natural history essays by Susan Lamb, who spent six years as a ranger-naturalist with the National Park Service, the book not only illustrates the magnificence of Service areas but also women who are actively interpreting them.

Lightfall and Time is available through the Grand Canyon Natural History Association, P.O. Box 399, Grand Canyon, Arizona 86023, phone (602) 638-7774 (64 pages, 15 color plates, 8″ × 8″, $14.95 softbound; $24.95 hardbound).

The exhibit is currently on display at Fort Scott National Historic Site and will move to Grand Canyon National Park in April. Mid-Atlantic Region will then host the collection, with showings at Shenandoah National Park in July, Allegheny Portage Railroad National Historic Site in August, and Upper Delaware National Scenic and Recreational River in September. In the fall the exhibit moves to North Atlantic Region and will include Women's Rights National Historical Park (October 4-16), Gateway NRA (October 21 through November 4), and Fort Stanwix National Monument (November 8-21).

Service areas interested in displaying the collection may contact their Regional Traveling Exhibit Coordinator or Susan Cadwallader at Harpers Ferry Center (FTS 925-6214).



Bennett's Cedar Breaks NM

Artist Cynthia Bennett

Deaths

Berenice F. Scoyen, 93, widow of Eivind T. Scoyen (former NPS associate director under former Director Conrad L. Wirth from 1956 until his retirement in 1962), passed away in Palo Alto July 2, 1986, from a pneumonia-related condition. She is survived by a son, Edward, of 867 Newell Place, Palo Alto, CA 94303, and three granddaughters. Donations in her memory may be made to the Education Trust Fund.

Lillian H. Woolsey, 83, widow of George H. Woolsey, who retired from the design and construction office of the Western Region, died January 27 in Grants Pass, OR. She is survived by a son, Raymond, of 736 NW Third, Grants Pass, OR, 97526.

Boyd Burtnett, 48, former park ranger at Point Reyes NS, died in his home in Greenbrae, CA, on January 14 from pulmonary edema. Burtnett was one of the first ranger-naturalists to work at Golden Gate NRA (1974 to 1978 when he transferred to Point Reyes). In 1984, he transferred to OPM as an investigator, handling background checks on NPS law enforcement officers. Burtnett also served as an instructor at the Seasonal Ranger Law Enforcement Training Program at Santa Rosa Junior College, and enjoyed black powder shooting, natural history, military history, and old movies. He is survived by his wife, Judith, of 2130 Redwood Highway E-8, Greenbrae, CA 94904.

Paul L. Swearingen, 52, of Golden, CO, died September 15. Swearingen worked as an research chemist and a teacher before joining the NPS, a career he followed for 27 years through seven states. Survivors include two sisters, one son, three daughters, a step-daughter, and two nephews. Contributions in his memory may be made to the Estes Park Library.

Eslie H. (Es) Lampi recently died in Michigan after a lengthy illness. He served as regional forester for a decade until his retirement in 1974, after serving at Lassen Volcanic, Great Smoky Mountains, and Grand Canyon NPs. After retirement he settled in Santa Fe until lured into a new career with the Peace Corps. A three-year stint began in Kuala Lumpur, capital of Malaysia, to help with its national parks. He contributed toward master plans and interpretive efforts. His first wife, Bea, preceded him in death in May 1972. He is survived by his second wife, Ellen, of 2171 Deer Lake Drive, Harrison, MI 84625.

Thomas A. Walker, 83, long-time superintendent of Timpanogos Cave NM, died January 15 in a Provo, UT, hospital. To those connected with the park, he was "Mr. Timpanogos" from 1924 until his retirement in 1969. Born and reared in Pleasant Grove, he first became fascinated with the area during his exploring days as a Boy Scout. He was a guide to the area in 1924, working on weekends while attending Utah State University, then began to work at the monument in 1934 when it was under the Forest Service. When the NPS assumed responsibility for the area in July 1934, Walker became Acting Custodian and served under the sponsorship of the Timpanogos Cave Committee for ten years. He also served in Bryce and Zion NPs for several years before returning to Timpanogos as its superintendent, to retire there in 1969.

Upon retirement Walker received a Department of the Interior citation for "meritorious service and important contributions to the field of park administration, particularly in its relationship to community affairs." It explained that the NPS had elected not to transfer Walker throughout the system "because his knowledge of the area and the key part he played in its planning and development could never be matched; his position in the community, attained through his many years of work with the Boy Scouts and Red Cross and civic organizations, could not have been regained; and also, his weather and snow surveys for the U.S. Weather Bureau and Soil Conservation Service, gathered through ski patrols and snowpack measurements in the high country, made him especially valuable to these agencies."

Walker is survived by his wife, Lucille, of 153 N 3rd East, American Fork, UT 84003, six children, 20 grandchildren, 20 great grandchildren, three sisters, and two brothers. Donations in his memory may be made to the Education Trust Fund, c/o E&AA, P.O. Box 1490, Falls Church, VA 22041. He was a life member of E&AA.

Patricia K. Sturm, wife of Dr. Avery E. Sturm, died in November 1986. She is survived by her husband, who was in charge of the Lewis Memorial Hospital in Yosemite NP until his retirement about 10 years ago and now resides at 5062 Whitlock Road, Mariposa, CA 95338; a son, two daughters, a mother, a sister, and nine grandchildren. Donations in her memory may be made to the American Cancer Society.

Pauline M. DeCarlo, 64, died December 1985. She retired in 1977 from John Muir NHS, after working as a park technician for a number of years and as an employee of the Bank of America before that. She and her husband, Joseph, enjoyed travelling, especially to parks. "Mother Nature was the pride of her life," commented her husband. Because of her great love of mountains, her ashes were scattered on Mount Diablo.

E&AA was saddened to learn of the death of **Carol Smith Matson**, who died May 13, 1986. She and her husband, Walt, were visiting Lima, Peru, in February when she suffered a stroke. Carol began her NPS career as a clerk-stenographer in National Capital Parks (1936), rising to the position of Public Information Officer. She retired in May 1970, doing volunteer work after that for the Americans United for the Separation of Church and State, and enjoying travel activities, bowling, and bicycling. She and her husband had been married three years—Walt Matson (9509 East Bexhill Drive, Kensington, MD 20895) remembers her ever-present smile. In addition to her husband, Carol is survived by two brothers. Those wishing to make a memorial donation to the Education Trust Fund in Carol's memory may do so by sending it to E&AA, P.O. Box 1490, Falls Church, VA 22041.

Lewis R. Jones, a retiree from Hot Springs NP, died December 15, 1986, after open-heart surgery. A U.S. Navy veteran, he began his NPS career as a temporary laborer in October 1959, receiving his career tenure in May 1967. Lewis suffered two severe heart attacks in 1972 and retired on disability in December 1972.

Wanda Fones, 71, passed away in Santa Fe on November 18. She worked for Eberline Instruments, State Engineer's Office, National Park Service and retired a co-owner of 7-Up Bottling Company. Wanda was the first woman regional personnel officer in the Service. According to Mike Maule, who worked for her from 1958 to 1960, she was a very capable person who took pride developing and operating a top professional personnel office. She is survived by her husband, William E. Fones of Santa Fe, a son, two daughters, a brother, and seven grandchildren. Contributions in her memory may be made to the American Cancer Society or the American Heart Association.

Regina Martin died on November 1, 1986 following a long illness. At the time of her death she worked as a Clerk-Typist in the Archeological Assistance Division. Prior to her assignment to the Archeological Assistance Division, she worked in the Office of the Special Assistant for Policy Development. She is survived by her parents, Helen and George Martin, a son, and many other relatives and friends.

Carol J. (Joe) Virostek, 68, died December 22, 1986, after a long illness. A native of Pennsylvania, he served in the Navy during WWII, becoming employed in 1946 as a temporary laborer on the maintenance staff of Petersburg NMP. He was promoted to electrician at Colonial NMP, later becoming a foreman at that park. Other promotions took him to Gettysburg NMP and to the Statue of Liberty NM. He retired from Assateague Island NS. Virostek is survived by his wife, Margaret, of 528 Oak Hill Road, Petersburg, VA 23803, and four sons.

Philip B. Hastings, 51, an interpreter at Cuyahoga Valley NRA, died of a heart attack on December 22. Hastings began his 20-year career in 1966 as a park ranger at Canyonlands NP. He subsequently served as Chief, Interpretation, at George Williams College; Assistant Chief, Interpretation, Mammoth Cave NP; Assistant Chief, Interpretation, Shenandoah NP; Chief, Interpretation, Apostle Islands NL; and Interpretive Specialist, Cuyahoga Valley. Cuyahoga Valley Superintendent Lew Albert said "Phil's career ended with great distinction here, where, among many other achievements, he built the fifth largest VIP program in the NPS, with more than 700 VIPs contributing more than 30,000 hours annually. Phil loved the NPS and served it with devotion. He will be greatly missed." Hastings is survived by his wife, Sue, and four children. Condolences may be sent to the family at 1730 Graham Road, Silver Lake, Ohio 44224.

Mildred Crow Lattimore, 82, died November 27 at the Hillhaven Convalescent Home in Savannah, GA. The widow of Ralston B. Lattimore (superintendent of Fort Pulaski NM from 1948 to 1969), she worked for Savannah Foods and Industries prior to retirement, and was an active volunteer for the Savannah Nursery School. Mrs. Lattimore is survived by her daughter, Mrs. Mary Elizabeth Lattimore Reiter. The family asks that memorial donations be made to the donor's favorite charity in Mrs. Lattimore's memory.

Tribute to Harvey B. Reynolds

We were—and are—park brats. Dad and Mom brought us into the world in parks, nurtured us there, and let them help guide our growth. The parks were our home and our classroom, even more than the many schools we attended; for it was in the parks we learned values and philosophy. And—as they were to Dad—they became an ideal to dedicate a lifetime to.

Dad is gone now. He died peacefully after a rich and full life on September 23, 1986. He left us happy—happy in our personal lives and happy with the values that shape our lives as part of the National Park Service. And we've both thought a lot about the kind of a man who could do that.

Of course, he didn't do it alone. He and mom did it together. They did it as adventures in life. Snowed-in in Yellowstone was a time for steamy winter picnics by the hot pools. Moving 14 times in 8 years, all within Yellowstone, were just opportunities to see more, learn more, and make more friends. Moves to Theodore Roosevelt, Pipestone and Omaha were new adventures, new challenges, new landscapes and new friends.

He was a fine professional. As a ranger, caring deeply for both resources and for people. As a superintendent, caring for all facets of his operation, internal and external. As a programs officer, managing money for Mission 66, and, later, other planning, design, and construction programs in Omaha, Yellowstone, and Washington, DC. As a problem solver, ending his career in Seattle in 1973.

Dad traveled and worked widely, and was known around the Service. Even today, 13 years after his retirement, former co-workers remind us of his dedication, integrity and professionalism. It's a legacy we're proud to carry.

He was a humanist and a humorist. He could wiggle his ears and sing Barney Google—off key. Dale Carnegie, whom Dad took fishing in Yellowstone, said in an autographed copy of his book, *How to Stop Worrying and Start Living*, "The best way I know to stop worrying and start living is to go fishing with you." Chet and Ebba Brooks write of dad as their "father" in the Service.

He was a great dad. Fishing trips, picnics, summer family cross-country trips. He always let us build on our interests, and helped to create new ones. He made the outdoors, the city, animals and people all of deep value to us. He taught us laughter and hard work (the former still comes easier!). And he did it all with love.

Mom continues to live at their home at 13505 SE River Road, Apt. 56, Portland, Oregon 97222. They shared 51 wedding anniversaries, for 51 years of love and devotion. She looks forward to hearing from and seeing many of you—don't be surpised if she is on your doorstep. If you appear on hers, expect a smile, sparkling eyes, some good food, and a welcome as part of the family. The people of their 31 years in the Service are still her family, and she loves to hear from you. Now that she has a new steel knee, she can get anywhere—and she will. . . with laughter, happiness and a never ending flow of beautiful memories as her constant companions.

Harvey and Lois Reynolds were married September 1, 1935. They came on duty in Yellowstone National Park on September 9, 1942. Transfers were to Theodore Roosevelt National Memorial Park, 1950; Pipestone National Monument, 1954; Midwest Regional Office, Omaha, 1956; Yellowstone National Park, 1962; Midwest Regional Office, 1964; Eastern Service Center, Washington, DC 1969; Pacific Northwest Regional Office, 1972. They retired in 1973.

This article was written by Harvey's sons, John (Superintendent, North Cascades National Park) and Bob (Superintendent, Capitol Reef National Park). His daughter, Jean Ley is a therapist and a youth counselor in Portland, Oregon. John, Bob and Jean wished this article published not only as a tribute to their father who was a real park professional but also as a way of expressing faith in and our continuing need for the Park Service Family.

The Albright Legacy

"His footprints are on the United States and the world because all other national park systems are modeled on the one he built."

This statement from the 1986 Sierra Club's John Muir Award honoring Horace Marden Albright in his 96th year headed the simple announcement card handed out to the more than 250 friends and family gathered at the Santa Monica Mountains National Recreation Area April 4, 1987, for a memorial ceremony. They had come to remember and celebrate the long and illustrious 97-year lifespan of Horace Albright, who passed away quietly in his sleep on March 28.

"The grand memories of his spirit, his character and unabiding affection for the Service will remain with us forever," said National Park Service Director William Penn Mott, Jr., one of the speakers. Recalling that he first joined the Park Service in 1933 when Horace Albright was serving as its second director, and having visited and corresponded with him frequently since becoming the Service's twelfth director, Mott added that "we have been specially privileged to have had the honor of working with one of the rare people who truly changed a nation for all time and influenced international goodwill through parks. The agencies and organizations born of his vision will carry on his mission, in his name and on his behalf, forever. Our most important memorial to him will be to carry on his work, his vision, his dedication."

Right to the end, Albright maintained his acuity of interest in the Park Service and in the well-being of his thousands of friends. From his room in a convalescent home in North Hollywood, he maintained a voluminous correspondence, pecking out letters on an ancient portable typewriter that he would rest on the side of the bed, or in the last few months, painstakingly and slowly writing out the letters by hand on a lined pad for his daughter, Marian Schenck, to decipher and type for him. On the day Horace passed on, Marian found 14 letters ready to be typed.

In recent months, despite failing health, he welcomed a constant stream of visitors who came to his room to partake of his friendship, his keen interest in the welfare of the National Park Service, his ever-present sense of humor and the wealth of information and good stories about conservation, people and politics he had accumulated in his wide-ranging career in government and the private sector.

When my wife, Pat, and I went to see Horace a week before his death, he was visiting with Santa Monica Mountains NRA Superintendent Dan Kuehn and his wife, Kate. Horace told us of his latest project—writing an account of the Park Service-related activities of FDR's Interior Secretary, Harold Ickes. He wanted to know how "our" recently published book was being received—the account I had helped him put together of the real story of the founding years of the Park Service. He also was concerned about the reports he was hearing that political appointees in the Interior Department were interfering with the Park Service professionals in running the parks, and he discussed with me whether or not he should write a letter to Interior Secretary Donald Hodel about the situation. A bookcase next to his bed and all the chairs in the room were chock full of letters to be answered and research material on the several writing projects he had under way.

Although he expressed pessimism about his health and his ability to "stick around much longer," his interest in parks and in the activities of his friends, and his eagerness to make contributions to the national park historical record remained unabated to the end.

Born in Bishop, California, on January 6, 1890, Horace Albright was in law school at the University of California at Berkeley, aspiring to be a mining lawyer, when in 1913 he accepted what he thought would be a short-time job in Washington assisting one of his professors who had been selected as a top assistant to the Secretary of the Interior. He helped pass the Organic Act of 1916 establishing the National Park Service, became Assistant Director to the first Park Service Director, Stephen T. Mather, and at the age of 27, stepped in to actually organize the Park Service in 1917 when Mather was forced by ill health to be away from office for 18 months.

Albright became the first Park Service superintendent at Yellowstone National Park, after the Army left in 1919, and built it into a model park for the world. Serving concurrently as a field assistant to the Director, he helped to develop the ranger corps and guide the western parks. In his decade as Yellowstone superintendent, he hosted visits of presidents, royalty and members of Congress, and

Flags at Washington Monument at half staff for death of Horace Albright

was the subject of an article in a leading national weekly magazine which called him "the Duke of Yellowstone." He also escorted John D. Rockefeller, Jr., into the Jackson Hole area in 1926, and got the philanthropist interested in buying up land around the Grand Teton area so it could be protected in a new national park.

He succeeded Mather as Director in 1929 after Mather suffered a stroke. His directorship was marked by a Park Service administrative reorganization, establishment of an education branch and a wildlife management program, and the creation of a number of new park areas including Grand Teton, Death Valley, Canyon de Chelly, Arches and Badlands. His greatest accomplishment was convincing President Franklin D. Roosevelt to issue an executive order in 1933 directing the Army and the Forest Service to turn over to the Park Service 48 military and historic sites and natural areas. The action transformed the Service overnight from a small bureau consisting mostly of western parks, and in danger of being taken over by the Forest Service, into a major agency with park areas and political constituency throughout the nation.

With a need to increase his financial position (his two children were nearing college age and he was making only $9,000 as Park Service director), Albright left the Park Service in August 1933 to become chief operating officer of U.S. Potash Company. But, for the next half century, he continued his significant efforts and involvement in conservation activities.

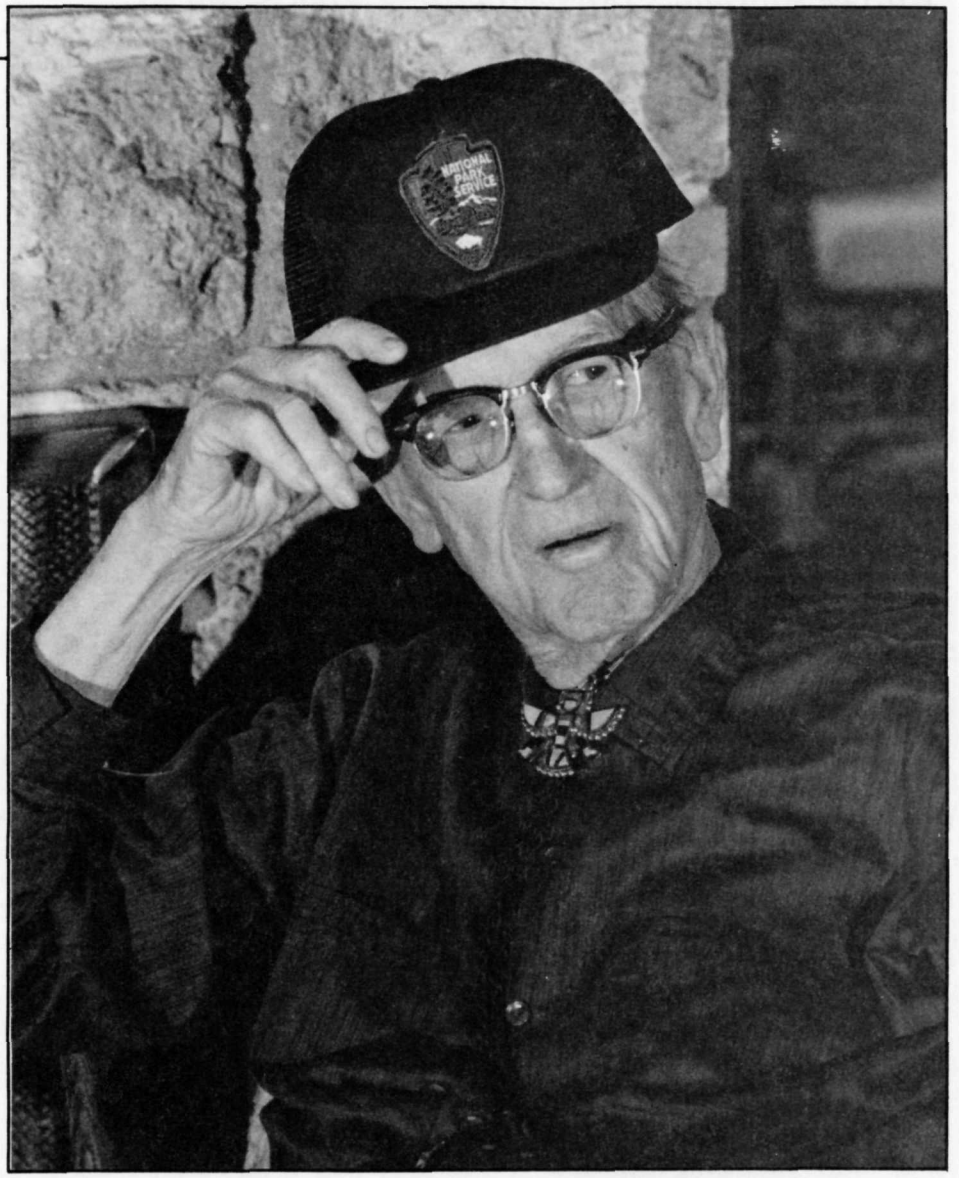
He worked behind the scenes in the long fight to add the Rockefeller-purchased private lands in Jackson Hole to an enlarged Grand Teton National Park. He knew and had a working relationship with Presidents Harding, Coolidge, Hoover, Franklin D. Roosevelt and Eisenhower, knew Ronald Reagan personally and spoke with him on conservation matters during the 1980 presidential campaign, and once met with Theodore Roosevelt during World War I and signed up as a volunteer for the Rough Riders corps Roosevelt was trying to organize.

He helped organize and became the first president of Resources for the Future. He advised Interior secretaries and Park Service directors, served on the Interior Secretary's Advisory Board on National Parks, Historic Sites, Buildings and Monuments, visited national parks in many foreign countries, and served on the board of directors of the Pacific Tropical Botanical Gardens, the National Audubon Society, Colonial Williamsburg and many other organizations.

His many honors included being knighted by King Gustav V of Sweden for achievements in national parks management. He has been designated Honorary Vice President of the Sierra Club every year since 1937. He was given the Garden Club of America's Hutchinson Medal for his work in saving of redwoods, the Camp Fire Club of America's Gold Medal for wildlife conservation, the American Forestry Association's Distinguished Service Award for conservation activity, and the Theodore Roosevelt Memorial Association's Roosevelt Medal for resource conservation and wildlife protection. And he was awarded the Medal of Freedom by President Jimmy Carter in 1980.

For 65 years, Albright's constant companion, helping in all his activities, was his wife, Grace, who made many contributions of her own to advancing the national park movement. The two great tragedies of Albright's life were Grace's death in 1980, and the loss of his son, Robert Mather Albright, who died in 1950 at the age of 31.

Albright is survived by his daughter, Marian, daughter-in-law Mary Gower Albright, four grandchildren and 10 great-grandchildren. The Albright tradition in parks work is being carried on by grand-daughter Susan Ford Isaacson, who served until recently as a seasonal ranger at Sequoia National Park, her husband, Scott Isaacson, the supervisory park ranger at Timpanogos Cave National Monument, and nephew Stanley T. Albright, NPS Associate Director for Operations.



Horace Albright, July 1981

The Albright place in history has already been recognized by the naming of the Horace M. Albright Training Center at Grand Canyon and by the State of California's designation in 1981 of a 100-acre tract of redwoods in the South Calavaras State Park as "The Horace and Grace Albright Grove." At Mammoth Cave National Park, a building that Albright had renovated and established as the Mammoth Museum was redone in 1979 and named the Horace M. Albright Visitors Center. Efforts are now under way to give his name to a prominent natural feature in Yellowstone National Park.

Horace Albright's epitaph might well be carved from part of the citation accompanying his Presidential Medal of Freedom:

"A founding father of the National Park Service, a champion of nature's cause and a defender of America's most precious inheritance."

Robert Cahn

Robert Cahn collaborated with Horace Albright on the Howe Brothers publication, *The Birth of the National Park Service: The Founding Years 1913–1933.* E&AA offers the book to members at a 40 percent discount.

Horace Albright's farewell letter to the Service upon his retirement in 1933

In this letter, perhaps one of my last official statements to you, let me urge you to be aggressive and vigorous in the fullfillment of your administrative duties. The National Park Service, from its beginning, has been an outstanding organization because its leaders, both in Washington and out in the field, worked increasingly and with high public spirit to carry out the noble policies and maintain the lofty ideals of the service as expressed in law and executive pronouncement. Do not let the service become "just another Government bureau"; keep it youthful, vigorous, clean and strong. We are not here to simply protect what we have been given so far; we are here to try to be the future guardians of those areas as well as to sweep our protective arms around the vast lands which may well need us as man and his industrial world expand and encroach on the last bastions of wilderness. Today we are concerned about our natural areas being enjoyed for the people. But we must never forget that all the elements of nature, the rivers, forests, animals and all things coexistent with them must survive as well.

I hope that particular attention will be accorded always to that mandate in the National Park Service Act of 1916 and in many organic acts of the individual parks which enjoin us to keep our great parks in their natural condition. Oppose with all your strength and power all proposals to penetrate your wilderness regions with motorways and other symbols of modern mechanization. Keep large sections of primitive country free from the influence of destructive civilization. Keep these bits of primitive America for those who seek peace and rest in the silent places; keep them for the hardy climbers of the crags and peaks; keep them for the horseman and the pack train; keep them for the scientist and student of nature; keep them for all who would use their minds and hearts to know what God had created. Remember, once opened, they can never be wholly restored to primeval charm and grandeur.

I also urge you to be ever on the alert to detect and defeat attempts to exploit commercially the resources of the national parks. Often projects will be formulated and come to you "sugar-coated" with an alluring argument that the park will be benefitted by its adoption. We National Park men and women know that nature's work as expressed in the world-famous regions in our charge cannot be improved upon by man.

Beware, too, of innovation in making the parks accessible. For a half century, elevators, cableways, electric railways and similar contrivances have been proposed from time to time and have been uniformly rejected. The airplane while now an accepted means of transportation should not be permitted to land in our primitive areas.

Park usefulness and popularity should not be measured in terms of mere numbers of visitors. Some precious park areas can easily be destroyed by the concentration of too many visitors. We should be interested in the quality of park patronage, not by the quantity. The parks, while theoretically for everyone to use and enjoy, should be so managed that only those numbers of visitors that can enjoy them while at the same time not overuse and harm them would be admitted at a given time. We must keep elements of our crowded civilization to a minimum in our parks. Certain comforts, such as safe roads, sanitary facilities, water, food and modest lodging, should be available. Also extra care must be taken for the children, the elderly and the incapacitated to enjoy the beauty of the parks.

We have been compared to the military forces because of our dedication and esprit de corps. In a sense this is true. We do act as guardians of our country's land. Our National Park Service uniform which we wear with pride does command the respect of our fellow citizens. We have the spirit of fighters, not as a destructive force, but as a power for good. With this spirit each of us is an integral part of the preservation of the magnificent heritage we have been given, so that centuries from now people of our world, or perhaps of other worlds, may see and understand what is unique to our earth, never changing, eternal.

Horace M. Albright

The family requests that donations in Horace Albright's memory be sent to the National Park Foundation, P.O. Box 57473, Washington, DC 20037.

HMA: A Towering Figure

"I know I'm near the end of the trail, but I'm not unhappy about that, for I've had a wonderful life. The National Park Service has held me captive — and I know it has a great future as well as a great past."

The speaker was Horace Marden Albright; the place was a nursing home in Studio City, California; and the date was November 16, 1986. The words were offered to Herbert E. Kahler to bring back to the Conference of National Park Cooperating Associations biennial meeting in San Diego, which would start the next day. It was a message of praise and hope, for Horace Albright was always ready to cheer the efforts of those dedicated to the Service that he helped to establish more than 70 years before.

During the next several hours on that Sunday, after labeling himself "an old man with a good memory," HMA regaled us with Service-related stories, experiences and observations. Explaining his early interest in history, he told us about his brother, George Leslie Albright, an historian who made him conscious of the American past prior to his death in 1916. It explained, he said, his growing feeling in the years that followed that it was important for the United States to save the best of its historic past as well as the best of its scenic and scientific past.

What transpired between 1916 and 1933 in the National Park Service is well known and is covered again in his latest retrospective article: "The Birth of the Idea" in the new publication, *The National Parks: The Story Behind the Scenery*. Less well known is the fact that after he left the Service in 1933 his interest never waned. In 1934 he took time to review the operations of the British National Trust, which in turn led to the Historic Sites Act of 1935, another milestone in the history of the National Park Service.

Early in February this year, my wife and I stayed overnight with HMA's daughter, Marian, and her husband, Roswell; and Marian, who has served as her father's confidante and amanuensis, corroborated the story that came out of a heart attack suffered by HMA in the summer of 1986. At the end of his siege, when it was certain that he would survive again, he turned on his doctor and, faking high dudgeon, said, "I'm going to sue you for malpractice." To which he

added after a pause and with a twinkle in his eye, "for letting me live." The doctor's reply was a classic: "Horace, eagles are an endangered species—and we can't let them die."

The next morning Marian took us to the nursing home. There was HMA in his wheelchair, writing on a yellow foolscap pad. In the wake of his usual warm greeting he exercised his astonishing memory, once again providing stories of events, both new and long-remembered, and of friends. As always, he came back to his beloved Service, his belief in it and his faith in the future for it. And then he said reflectively, "I believe, Fred, I have been loyal and faithful." It's a great epitaph—especially if we try to walk in his steps.

Frederick L. Rath, Jr.

It has been my good fortune to have known Horace M. Albright for 53 years. I first met him at a conference of park historians held in Washington shortly after Horace had accepted the position of General Manager of U.S. Potash Company. He came down from New York and his opening remarks were, "All my future is in the past." He told us of his own happy experiences in the parks, and, with his infectious enthusiasm, urged us to grasp the "glorious opportunities" that lay ahead. Never had I heard such a pep talk. He was deeply committed to the parks.

The second incident which I recall vividly occurred about 1969. Horace had retired from U.S. Potash and I had retired from the Service. We had lunch at the Cosmos Club, and for an hour he kept me enthralled, explaining how and why he got the Service involved in the historic preservation program. He pointed out that most of the parks were in the west while a majority of historic sites were in the east, and that he needed the support of eastern senators and congressmen for his appropriation bills. Moreover, Horace had a deep and abiding interest in history and believed strongly that historic sites should be protected and interpreted. During the luncheon I called Robert Utley, my successor, and told him I was hearing great oral history that should be recorded. So, following the luncheon, we arranged an opportunity for Horace to meet Utley, Roy Appleman and other members of the history staff. For another hour and a half, Horace explained in detail how the history program came into being. His interest was intense; his memory phenomenal; and his stamina amazing. All concluded that the basic data we were hearing should be published. But NPS funds for publishing were in short supply, so Eastern National Park & Monument Association came to the rescue and printed his *Origins of National Park Service Administration of Historic Sites.*

The third episode occurred last November when Fred Rath and I called on Horace, who was in a convalescent home in the Los Angeles area. He was in a wheelchair and time had taken its toll on his body, but his mind was as keen as ever. He asked me to review a manuscript he had just written about a trip he had taken in 1933 with Secretary Harold L. Ickes to Williamsburg shortly after the Secretary had taken office. The purpose of the trip was to acquaint the Secretary with some of his new responsibilities. As usual, Horace had prepared in detail for the trip. Enroute, he explained the battlefields of Fredericksburg and Richmond; he showed the Secretary the great houses along the James River and finally ended at Jamestown and Yorktown. The next morning at breakfast Horace started to mention several items of history when the Secretary cut him short. Pointing to his neck, he said he was filled up to there with history and wanted to hear no more of it.

Horace was a man of vision and action. He loved parks; he loved people. He never forgot old friends and he always eager to make new ones.

Herbert E. Kahler

Horace Albright will be remembered as one of our Nation's foremost conservationists. As the second director of the National Park Service, he developed the basic concepts and goals that have produced a park system to preserve forever our country's natural wonders. His legacy has already enriched the lives of millions who have enjoyed the beauty and inspiration of our national park system, and it will continue to enrich generations to come...We join with all Americans in remembering this great man with pride and gratitude. His foresight and determination have made this a finer world for us all.

Ronald Reagan

Horace M. Albright has a monument that few will ever match, a magnificent system of national parks that enriches the lives of millions of people and has been emulated by more than 100 nations around the world.

As a co-founder of the National Park Service, Mr. Albright was a pioneer. As the first Park Service superintendent of Yellowstone and the Service's second director, he developed the management concepts and traditions—based on an equal respect for the wonders of nature and the needs of the park visitor—that strongly underpin today's operation of the national park system.

We all are in his debt.

Donald Paul Hodel

Who knows what the parks would be like today if Horace Albright had chosen not to get on the train in California in May of 1913? Many who have gathered in memory of him would be different, as would I.

I first met Horace at my first National Capital Park and Planning Commission meeting, nearly 58 years ago. Ever since then he has inspired me with his tireless efforts to preserve this land of ours. He understood the value of the earth and all living things on it, and wanted people to treasure that gift from God.

Horace's rich heritage of resource preservation has had an effect on the nation as a whole that not all fully grasp. From the "Park Purification" bill of 1916, through the CCC days and the support of state park systems, to his continued efforts in support of all manner of environmental conservation, Horace Albright stands as tall as one can.

What many take for granted, he deeply appreciated and nurtured, from Yellowstone as its first superintendent to the Redwoods of California. He, forever, in public and private life, championed the cause of park preservation.

The honors bestowed upon him and the words we speak can never do him full justice. The land we stand on and the parks that surround us are living tributes to a founder of the national park system and a truly mighty person.

Conrad L. Wirth

When I first joined the National Park Service, Horace Albright was the director. When I returned to take that same job, I visited Horace on a number of occasions to seek his wise counsel and advice. I was not disappointed.

Horace Albright was a very special man. Even at 97, he was a man who never let time pass him by. His interest and quest for knowledge never stopped. His eloquence and his passion for the National Park Service never dimmed. His typewritten notes, pounded out with one-finger deliberateness, came to me at regular intervals—notes of encouragement, notes of information, notes of support, notes on history and historical events.

We have been specially privileged. We have had the honor of working with one of the rare people who truly changed a nation for all time and influenced international goodwill through parks. Even better, his work created a climate that has fostered many more changes.

Some will say that Horace Albright was the last of his generation, the last of that special breed of men who created the conservation and park movements that spread throughout the world. But it is just as important to understand that he left new generations. Just as his children, grandchildren and great-grandchildren have built on his personal legacy of public service and private success, the agencies and organizations born of his vision will carry on his mission, in his name and on his behalf, forever.

As great a man as Horace Albright was, our most important memorial to him will be the commitment to carry on his work, his vision, and his dedication long after our little speeches and small gifts are forgotten. It is the most fitting tribute we can offer: our pledge that we will build on the Mather/Albright foundation a stronger National Park Service for future generations to enjoy unimpaired.

William Penn Mott, Jr.

Horace Albright was the last living link to the origin of the National Park Service, an organization dedicated to one of man's more noble enterprises — the preservation of our natural and cultural heritage. We will all miss his presence, yet we are grateful that his steady hand helped shape our organization and the principles it stands for.

Robert Barbee

After the death of my wife in early April 1981, my daughter and I headed for California for a visit with my son, Boyd, then superintendent of Sequoia and Kings Canyon National Parks. During our stay, Horace Albright's daughter, Marian Schenck, invited us to have dinner with her husband, her father, and herself in Studio City, before we headed home to Pennsylvania. At their snug home, we were welcomed like long-lost members of the family. We were treated to a perfect meal and pleasant conversation—especially that with Horace Albright. In addition, a tour of the Schenck home revealed trophies of Horace's long career, not only with the National Park Service but as a private citizen.

This gathering with Horace and his family in 1981 started what became an annual and eagerly anticipated event. In 1982, the Schencks met us at the airport, then took us to an interesting eating place at one of Los Angeles' beachfront restaurants. I remember—and I am sure Horace did to the day of his death—that we were waited on by a statuesque, beautiful waitress. I remember also that, after we had eaten, Marian found a place where Horace and I might talk undisturbed, which we did for a couple of memorable hours. Certainly, those annual meals and get-togethers are something I shall always remember with deep pleasure.

It happened that I first met Horace at the meeting of the National Conference on Parks in Des Moines, Iowa, in 1921. By the time he and I really developed our long friendship, when I moved to Washington in 1929, Horace had behind him fifteen years of service to America's national parks. At the start there was no such thing as a skilled national park administrator, so it had been a period of learning for Horace. Since Mr. Mather had suffered a nervous breakdown shortly after his appointment as director, it was Horace who had organized the new bureau in the spring of 1917; and it was Horace who was the author of a production for which Secretary Lane gained great, and deserved, credit: the 1918 statement of national park administrative principles. As the first civilian superintendent of Yellowstone, Horace also learned and showed great talent for park administration.

When Horace succeeded Mather as director in January 1929, he and Mather had both long held that the Park Service should manage the historic structures and the battlefields then under the War Department. During the Hoover Administration, he worked on the War Department, and found they were hardly adverse to getting rid of this part of their job. So it was not surprising that, when Franklin D. Roosevelt became President, he transferred these areas to the Service. Horace Albright influenced a lot of people and did a lot of good.

And did I say, also, that I'm going to miss Horace, our annual meetings, and our frequent correspondence! I am proudest that he once said I was his best correspondent.

Herb Evison

Horace M. Albright had already completed his tenure as Director when I began my Park Service career. Fifty years later I found myself sitting in the home of his daughter and son-in-law, having lunch with the great man. This came about while my husband and I were on a western tour with Herb Evison. After we had enjoyed a visit with Boyd and Barbara Evison at Sequoia and Kings Canyon National Parks, the five of us drove to Studio City for what turned out to be a highlight in my association with the National Park Service. Upon our arrival, I was introduced to the man I had heard and read so much about. Confined to a wheelchair, Mr. Albright was jolly and pleasant, and seemed much younger than his 95 years. He was all I expected, and more.

After lunch, we talked of the early days of the Service. When William H. Jackson was discussed, Mr. Albright's daughter showed us an album she had assembled over the years for her father. As we were going through it, we came upon a newspaper clipping about an exhibition of Jackson's works being shown at the Interior Department Museum. When I remarked that I had set up the exhibit, Mr. Albright's eyes lit up and he insisted that I write a note about the exhibition and my work on it for his album. Needless to say, it was a proud moment for me to be so honored by this great and wonderful man.

I shall never forget that afternoon I spent with him, nor the memories he shared with us.

Eleanor S. Calhoun

Little did I realize that night in the early summer of 1931, en route to a first-time meeting with Horace Albright in the old union train station in Omaha, Nebraska, , that I shortly would be on my way to the nation's capital to become the first chief historian of the Service–leaving behind the pleasant academic life to which I had grown accustomed.

Much less could I foresee that I would soon become part of the exciting and dramatic environment of the New Deal and play a contributing role, along with Horace Albright, in establishing the nationwide historical program of the Service and securing passage of the Historic Sites Act of 1935, the program's magna carta.

Many there are who owe much to that great man, Horace Albright. I am one of the many; and there are not sufficient words in the English language to describe my feelings about him. He was not only an effective administrator who could produce all-out effort from those working with him, but he was also a person of tremendous creativity who could encourage new ideas, develop them, and secure their approval. He was, I feel certain, the great father of the National Park Service.

Verne E. Chatelain

One mid-summer day nearly sixty years ago there was a hubbub outside the Snake River (Forest Service) Ranger Station at Moran, Jackson Hole. A small fleet of open touring cars (Packards?) had rolled up. My friend, Dr. L. I. Hewes of the Bureau of Public Roads, San Francisco, was dropping by for a quick visit. It was a Park Service party with Horace Albright, superintendent of Yellowstone, and other notables. Mr. Albright (long afterwards, Horace) cordially invited me to visit him at Mammoth (park headquarters), which I was able to do the following Labor Day weekend, hitch-hiking up. He quickly got me a ride down to "Canyon" where Tom Vint, his Chief Landscape Architect, was laying out a housekeeping camp on the ground. Tom needed help, and I was persuaded to travel to California a year later where I took a Civil Service examination for Park Service Landscape Architect.

I entered on duty in January of 1929, and, through the years since, never lost touch with Horace. High on his agenda was making friends for the Service–at all times on all levels. That included introducing people whom he thought should know each other. Even through those sad times when he lost first his son, Bob, and then his all-time love, Grace, he never failed with his wonderful gift of making everyone feel important.

Years later, discussing his departure from the Service in 1933, Horace told me that most difficult and ruthless man–Interior Secretary Harold Ickes–had refused to assure Albright's reappointment as Diretor. But Albright had to make a living for his young family, and, so, when he did leave for that potash company in New York, Ickes was indignant. But Horace didn't lose touch with his former colleagues. Through his travelling years, he continued to check into the parks from coast to coast and with park fans in the big cities. As to serving on the Interior Advisory Board, he admitted once that some people didn't want him there because he knew too much. He certainly did know a lot, and how fortunate we are today to have his recollections in published memoirs. Much of it was typed out, hunt-and-peck, on a 1926 Smith-Corona in his little room in that North Hollywood convalescent home where I last saw him. His measure of people was comprehensive and his recall of meetings phenomenal, right up to the end.

Horace never lost a chance to intervene in behalf of the parks. He had outstanding success in enlisting the interest of the Rockefeller family through two generations. From Acadia to the Shenandoah and the Great Smokies–but especially the long and difficult campaign to save Jackson Hole–he was at top form in getting huge donations of both lands and cash.

Horace Albright's political skill and resourcefulness were awesome. His influence will be felt for a long, long time.

Charles E. Peterson, FAIA

Horace Albright was director of the National Park Service when I entered on duty at Yorktown in the summer of 1931. I remember the first time I met him. There was much excitement and not a little apprehension when word got around that the "Director was coming." The tension relaxed, however, when we saw he was not a superman. His friendly smile, inquisitive manner, and obvious interest in what we were doing quickly allayed our nervousness.

His sincere and deep interest in the National Park Service was contagious. When he came into the office, I was busy mounting our colelction of historical maps in a large binder. He spent several minutes scanning the old maps, asking questions, and in the meantime making me forget that he was the director and I just a fledgling historian. This encounter did much to remove my lingering doubts about leaving academia for a career with the government.

I relate this personal experience because I think it illustrates one quality of his greatness. He was, heart and soul, a park man, and he was bound to share his enthusiasm with anyone else. That enthusiasm was contagious and all-inclusive–it made no difference whether he was talking with a young ranger, a Rockefeller, or a member of the royal family. He did not have to have a formal audience–he found one in the campground, on cruise ships, in hotel lobbies, or in offices.

Albright left the Park Service to take on heavy responsibilities in the business world, but he did not change. He continued to keep abreast of programs and problems in the parks. In one sense, he was more influential because he was outside the government.

His contacts ranged over the broad field of preservation and conservation. He did not forget friends and associates. His power of recall was impressive, even to the end of his life. Last year, he wrote an account of his visit with Secretary Ickes to Jamestown and Yorktown in the spring of 1933, recalling dates, places, and names of persons they met with complete accuracy.

All of us are the richer for knowing him and we shall miss him greatly.

Elbert Cox

IN APPRECIATION: JAMES VERNON MURFIN

September 25, 1929–March 30, 1987

Editor's note: In July 1980, Jim wrote a tribute to Freeman Tilden that appeared in the Courier. *The words of that tribute might very well have been spoken about himself: "He never wore a ranger's hat, or a green uniform, or a gold badge, but he was one of us. We sat spellbound in his presence, and, I suppose, through the legacy of his writings, we will for years to come." Let that be so, for Jim labored over his work and loved that labor, loved the finely crafted final product he produced—the truth that it preserved, the influence that it could have, the sheer fun and exhilaration that are the author's alone when the work speaks what is in the heart. And those who knew Jim, most of them, loved him too: respected him, learned from him, and will miss terribly the bright, quick intelligence that never ceased to focus his life.*

Dear Jim,

This is the letter I promised myself I would send you. It's a confirmation of how much it meant to me to be a friend and a colleague of yours.

I admired so many things about your style and your mind. One of your best attributes was your drive and ferocious attack on potential problems for the cooperating associations. You had an innate sense of which individual association or Park Service issues could have national impact, and you approached them immediately.

I admired your sharing, open nature. We shared most of the problems and potentials of our job-related activities and would talk them out until a mutually agreeable resolution was found. I have known few people who have shared with their co-workers in this way.

You were one of the most articulate individuals I have known. Your conversational or podium speech was trim, to the point and effective. You were as much at ease with a Ranger Skills class as with prominent corporation presidents, politicians or writers. You knew the right tone to set with all situations—serious when appropriate, but an engaging wit and *joie de vivre* when relaxed. I will never be able to emulate your rich storehouse of anecdotes and jokes, always the right one for the occasion.

Perhaps only I realize how you labored over every meticulous detail of training courses and, especially, the biennial conferences which you established. At late hours of the night you would write and rewrite every phrase of every introduction or M.C. remarks you were to make.

Yes, you were a perfectionist—and one with a vision. You wanted only the best for the associations and made every effort to achieve that, regardless of the expense to yourself in time and energy. And, remarkably, about 90 percent of the time you were able to pull quality up to your expectations.

And you had panache! Everything under your purview was given a dash of flair, good taste, and a touch of excellence. You recognized and encouraged good writing, design, art, poetry, filmmaking, because you, yourself, had a deep-seated sensitivity to the extra touches that separate enduring quality from the ordinary.

You enriched my life by allowing me to enter so close to your mind and vision. I grew enormously during these past years by sharing, as a colleague, in the problems, frustrations, excitements, and rewards through our close association. Your rewards are not in recognition by certificates and awards, but from the strong, lasting legacy you have left through your personal writings and the firm foundations you left the National Park Service cooperating associations; because of your selfless dedication, they cannot help but soar.

Thank you, my friend.

Ed Pilley

Jim Murfin died at suppertime on March 30. I heard about it by phone the next day. I hated the news, but it wasn't a surprise, because he'd been wrestling leukemia and that's a scary one. In January he'd looked tough. We were in his Maryland home. Framed on the walls were surprises for anyone who knew Jim just from the Service or from his history writings. In one corner there were announcements from his days as a jazz musician, and over the fireplace were some astonishing portraits he'd done in pencil. On the one of General Lee you needed a lens to see individual strokes.

That evening, Nancy fixed one of her meals-you-remember, and Jim enjoyed it, but passing plates was an effort. Still, he talked of projects he was in the middle of, and his hurricane-hit study proved he wasn't kidding. There was the biography of McClellen he'd worked on sporatically for years, and, then, over coffee, he talked about a novel of the Revolutionary War, an interest I'd not known about.

Jim made a difference. As a bureaucrat, that's rare. Most of us spend an entire career competently keeping the machinery going wherever we are assigned, but, when we finish, there's likely no visible product or institution we can point to and say "There, I did that." A few years back the Park Service put Jim in a newly-created job to coordinate cooperating associations Servicewide. Jim took the job and never looked back. By the time he retired for health reasons he'd helped his agency as few ever do. The asssociations' growth and the relationship we have today is the measure of that. Jim over-reacted sometimes; a glitch could strike him as a frontal attack. But it wasn't a problem for those of us who worked with him. In fact, it was refreshing. We were working with someone who cared, mightily, about what we were doing.

Jim and I talked about dying once, on the long drive from El Paso to Big Bend. As I remember, we didn't say much about what we'd die and leave behind. We mostly didn't think it was a good idea.

In an odd coincidence, I received a letter from my Dad, written on March 30. Of course he didn't know about Jim—didn't even know Jim. But writing on that day he mentioned he'd wanted to check some memory about Canyonlands National Park, so he'd pulled down "Jim Murfin's book that you gave me for Christmas" and looked up what he wanted, then spent most of the afternoon "browsing through the national parks." For a long time to come a lot of people who never heard of Jim, people visiting the parks and even NPS people, will

benefit by things he wrote, bureaucratic squabbles he squabbled, ideas he had, and what he got done. I guess I will benefit too; but right now I've got a friend-sized hole that's still sharp around the edges.

Dan Murphy

Jim Murfin's legacy to the national park movement takes two forms: first, his official creative contributions to the strengthening and professionalizing of the publishing and bookselling of the cooperating associations, and second, his personal creative contributions, through his writing and publishing, of articles and books that conveyed his fascination with, and understanding of, the places and events of American history.

Both of these endeavors required risk-taking and commitment, and both resulted in an enrichment that enhanced the literary dimensions of the park experience. This enrichment is indeed a legacy to future generations.

Mark Carroll

In the summer of 1983, I drove north through Maryland with Jim Murfin on our way to Harpers Ferry. We had started out from Rockville early in the evening and before long, as he had done on previous travels in other places, he began a detailed and enthralling historical account, this time of various Civil War engagements in northern Maryland. Even after night had fallen, he would occasionally punctuate the story by pointing out the window and saying something like, "And their tents were pitched right on that ridge," or, "They split their troops and the main column took a road that ran through that pass." Of course, it was too dark to see anything. And yet I saw everything. I have always liked the metaphor, "to shed light," and remember thinking as we drove through the Maryland countryside that here was a man who was in the process of doing just that—exposing someone else to story and history that, on a number of levels, had the power to erase darkness.

What constantly pervaded Jim's thought was a living sense of history derived from genuine compassion for the human dilemma and respect for the dignity and courage of the human spirit.

Something, of course, must be said about Jim Murfin's contribution to the national park system through cooperating associations. But perhaps no more than that he had a profound understanding of the power of language and books to alter our perceptions and build a constituency for the preservation of our cultural and natural heritage. Jim's indelible mark was to inform many of us about the awful responsibility of that work.

Tim Priehs

We lost Jim
with the sun on March 30th, 1987.
We miss him
in the dark, but his memory gleams in a
history of Antietam;
through laughter, friendship, and hope

From the plaque dedicated by his son at the Canyon rim

When my friend, Jim Murfin, began discussing the Civil War, his voice exploded with excitement–soldiers hushed and nervous in Mr. Miller's cornfield; a vast wave of blue rising steadily from the earth, a sunken Maryland farm lane in its path; a three-arched stone bridge over a lazy, peaceful creek; a last minute attack that changed the course of American history. Such is the drama of Antietam, a drama James Murfin shared with the world in his award-winning book called *The Gleam of Bayonets*. *The Gleam of Bayonets* embodied Jim's unique perception of life. Understanding the past helped him understand himself. Sharing the past with the present became his major contribution to his world. Yet Jim's greatest gift is to the future–his research and writings will be everlasting. Many try, but few succeed in influencing the past, present, and future. Jim Murfin truly was a man of all seasons for all times.

Dennis E. Frye

Jim Murfin was a faultless dresser. That was one of the things I noticed when we met for the first time in 1967, when Jim was working in the office of Fred Schwengel, a former Iowa congressman who was then head of the Capitol History Society. A man of variable conduct, Schwengel enjoyed a fame of sorts from his ability to do a hundred push-ups at an advanced age, only one reason Jim was looking for a way out.

Jim's credentials were persuasive. *The Gleam of Bayonets*, the story of the Antietam battle, had earned him a national reputation. Vince Gleason invited him to join the division of publications. The Harpers Ferry Center initially administered the Mather Training Center and Harpers Ferry NHS. Jim immediately saw the opportunity in the restored town to create one of the finest bookstores in the United States, and his colleagues soon found that Jim could take a project and run with it.

During the development stages of the bookstore, Vince fumed that he was seeing too little of his new employee. I marveled at the swift progress. Later, when the bills arrived, I fumed, and Vince said, "That guy has moves like Hartzog." Of more importance, the bookstore was a stunner. Jim, we discovered, had style and unerring good taste in many things.

He was the unanimous selection when the job of cooperating association coordinator opened in 1974. I won't attempt to enumerate his accomplishments in the short space here, except to say no one in the Park Service could have done so well. He developed an atmosphere of trust and was indefatigable in his efforts to upgrade the quality of association operations.

In my dealings with Jim in the years I've been on the board of directors of Eastern National, I found him to be that rare public official who didn't believe the government had all that many secrets worth hiding. He was by nature frank and candid. He neither divulged privileged information nor engaged in bureaucratic cant. The Park Service didn't own Jim Murfin. He had too many things going, and he was always his own man.

At the memorial service his son,

Steve, spoke of the things he had learned from his father. One was a love of the national parks. Steve was hiking the Grand Canyon at the time of his father's death. Another impressive thing about his father, Steve said, was the diversity of his interests, including a passion for M*A*S*H* re-runs. Jim also was a prolific writer. In 1986 he published three books and three magazine articles, and marketed two games, one on the national parks and one on the Civil War.

Steve remembered a Saturday morning when his father was working at home. It was a nice day and he asked his father to come out and play. "I'm sorry, Steve," Jim said, "but I can't make it today. There isn't enough time and I have too many things to do."

Bill Everhart

"Guess what, Jim? I've just become the first publications manager for Parks and History Association. If it weren't for you, I might have missed even *knowing* about cooperating associations." At the other end of the phone line Jim tried to sound excited. I know he was pleased, but his voice was faint and straining. It was the first week of March, and somehow I knew then that I would not see Jim again.

Jim worked out of an office in Harpers Ferry when I first met him in the early '70s. A mutual friend knew of Jim's interest in developing a publications training course for associations, and knew of my experience in conducting training courses for historical societies and museums. Jim and I soon teamed up with Ed Pilley to develop a course in publications design and production at Albright Training Center. The first two design and production courses went so well that we devised a companion course on writing and editing. These training courses, together with Jim's course on association management and operations, the workshops and exhibits at the biennial conferences, the publications awards competition, bookstore design programs, and a long list of other achievements had a consistent objective: to help associations realize their fullest potential.

Jim recognized the associations' potential better than anyone. At times, he must have felt like a one-person cheering section. Sometimes the Park Service or even an association's own board of directors needed as much convincing as an audience of concessioners about the importance of cooperating associations. Jim constantly promoted cooperating associations to the publishing trade. Largely through his efforts, associations now benefit from better discounts, joint publishing opportunities, and new distribution channels. Thanks to Jim, national park literature reaches audiences far beyond the park visitor. And just as publishers awoke to new markets, park stories began to attract well-known authors, photographers, artists, and designers.

Jim made it easy to attract the best people for association programs. His enthusiasm was contagious. It seemed perfectly natural to think that writers like Barry Lopez and Jean Fritz would be willing to take a week of their time to work with a handful of park interpreters and association people at Grand Canyon—and they were—because Jim made it seem important.

Sometimes the importance could be measured in dollars and cents. An anecdote that Jim used in seminars became the basis for an article in *Publishers Weekly* a few years ago. Publishers' representatives at the American Booksellers Association conventions paid little attention to him when he tried to talk about bookstores in the national parks, until the day Jim wrote across his nametag: "I represent 210 small bookstores with gross sales of $7,000,000." That was ten years ago. The gross sales are closer to $26 million now. Jim would credit improved publications design and merchandising for this impressive growth. I think he deserves to share the credit. Without his vision, associations might still be operating bookstores out of shoeboxes.

Sometimes the importance of association work had less tangible measures—like the expressions of appreciation, even awe—from participants in the training programs. The handful of students at Grand Canyon saw their world differently after a week with Jean Fritz, Barry Lopez, and others—and so did I! Instructors and students alike were energized by the experience.

I am doubly blessed to have been able to work with Jim not only on programs for associations nationwide, but also close at home. Jim grew up not far from Harpers Ferry, and both his vocation and avocations kept him involved in the Harpers Ferry Historical Association. Ours is a small, independent cooperating association, and we have experienced frequent growing pains through the years. The time Jim spent with our association went far beyond the responsibilities of his job.

This year, our association finally had funds to publish a book on Harpers Ferry. Jim seemed the ideal choice to be author—intimate with the history of Harpers Ferry and committed to making every association project the best it can be. Jim died before completing the work. He managed to send us a rough manuscript as he entered the hospital for the last time. We hope to make it a book that he would be proud to claim.

As I join the staff of Parks and History, I am excited and honored by the opportunity to be involved with cooperating associations in a new way. I know from having shared Jim's enthusiasm that this is an important place to be. Jim often told association publishers that they are special people, doing something special and at a special place. He made each person involved in association work feel important because he truly believed we are. But I know no one who had a keener sense of purpose and of place than Jim Murfin. He knew his place in this world and he left the world a better place for the rest of us.

Paula Degen

Jim's family has requested that donations in his memory be sent to the Save Historic Antietam Foundation, P.O. Box 550, Sharpsburg, MD 21782. The family address is 802 Aster Boulevard, Rockville, MD 20850.

Books

Rather belatedly I have read Ronald A. Foresta's wonderfully critical and analytical book, *America's National Parks and Their Keepers.* I commend it to all employees of the National Park Service.

There are some points, however, where I feel the author's research was a bit shallow.

For instance, the book would lead the reader to conclude that the '72 *National Park System Plan* was the first such guide for the expansion of the system. True enough that it may have been the first such plan published in a popular format, but the activity and, indeed, published plans were extant in the late 30s. I used such a handbook on national park system planning in the late '50s when I joined the NPS. It even used the thematic approaches embodied in the '72 plan.

In this same regard, conservation concepts such as the New Jersey Pinelands predate the claims of Foresta. The Pinelands concept began, not under Director Whalen, but in the late '60s.

Another point I might argue is Foresta's assertion that the NPS did little to exercise its external responsibilities. In fact the NPS has always had a major external component, originating, I suppose, in the CCC days. A major part of the agency's directorate, both at the Washington and regional levels, has been oriented to this responsibility. Publication of the book *Parks for America* culminated a long history of assistance to states in statewide park planning.

Foresta's conclusions about several of our past directors seem a bit off-base. Wirth had more than a casual interest in external affairs. His Mission 66 was far more than simply a massive development program—development was simply its most visible manifestation. Wirth's demise was brought about by, I submit, a more human dilemma—he enjoyed recognition as one of America's greatest conservationists, a recognition to which my good friend, Stewart Udall, aspired.

I also found Foresta ambiguous on George Hartzog, under whose leadership the NPS attained its most unambiguous, well-directed, and energized heights.

Foresta perpetuates the old dichotomy of natural history and human history. How would he classify areas like Cumberland Island, Cumberland Gap, Acadia, Golden Gate, and many others? The fact is that the national park system is composed of a whole array of areas ranging from the most completely human-dominated to the least. It's a gross over-simplification to so categorize the areas of the system. Fortunately enough, I think we assumed a much more sophisticated approach to management of the parks when the NPS adopted a single set of *Management Policies* and started managing and planning the parks on the basis of resource values and land classifications.

Another conclusion which I find unsupportable is the contention that the Service's "Landmarks" programs resulted from the inability to protect these areas by fee-simple acquisition. The landmark programs were never adopted as substitutes for acquisition, but rather in recognition of the fact that preservation of nationally significant resources was a shared responsibility among many agencies at all levels and the private sector.

One should also note that the use of less-than-fee simple acquisition, in contrast to Foresta's findings, was not driven solely by a shortage of land acquisition funds. Even the earliest scenic easements were acquired to preserve and perpetuate landscape types. It was, and still is, recognized that certain landscapes (farmlands, for instance) can best be preserved by others. The dilemma faced by the Service has been those situations in which cost of partial title is tantamount to fee. But the fact remains that even under those situations, in the long run, it is often more prudent and economical to acquire only partial title if the objective of landscape preservation is best assured by private efforts.

In spite of these points, Foresta's book is an immensely enjoyable and readable chronicle of our agency's past.

—John W. Bright, FASLA
Assistant Manager
Denver Service Center

Other books of note:

Zion Album by J. L. Crawford, published by the Zion Natural History Association, highlights the early settlement days of Zion Canyon. The book's reproductions of hand-colored glass plates, coupled with Crawford's personal reminiscences, have created a stunning interplay of text and graphics. The historical uniqueness and grandeur of the setting are evident in the colorful pages of this publication. An excellent book to keep for oneself or give as a gift. Contact Zion Natural History Association, Zion National Park, Springdale, Utah 84767 for information about ordering.

Linda Daniel's *Kayak Cookery: A Handbook of Provisions and Recipes,* just published by Pacific Search Press in Seattle, is an imaginative guide to provisioning, packing, and preparing food for paddling trips. In fact, many of the recipes lend themselves to any outdoor cooking venture—be it boating or backpacking. Gingered clams, almond chicken, and pancakes stirred up from a cache of sourdough are a few of Daniel's creations. Topics include shopping for basics; packing and repacking utensils and the like; cooking, carrying and caching; fishing and foraging; feeding parties of five or more; and drying food to reduce bulk. The book costs $9.95 plus $1.25 per order for shipping and handling, payable by check, money order, or charge. Mail order and payment to Pacific Search Press, 222 Dexter Avenue North, Seattle, WA 98109.

Preservation Press has published the *Industrial Eye,* containing 120 color and duotone photographs by Jet Lowe of this country's engineering and industrial landmarks—from mines and mills to power plants. The book is a dramatic melding of American engineering, architecture, history and art. Write the National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW, Washington, DC 20036. The price of the book is $34.95, well worth it for those who can appreciate an unusual photographic vision perceived through the industrial eye.

Available through the University of Alabama Press, P.O. Box 2877, Tuscaloosa, AL 35487-2877 is *The Alabama Catalog: A Guide to the Early Architecture of the State* by Robert Gamble ($55 plus $1 for postage and handling). The book traces the architectural currents that have surfaced in Alabama over the years to generate both the vigorous local adaptation of characteristic folk houses and the landmark sophistication of structures epitomizing the fashionable tastes of their day.

Finally, North-South Videos, Inc., P.O. Box 376, Bolton, MS 39041 has produced a 70-minute video cassette entitled *Grant's March: The Vicksburg Campaign,* researched by historian Ed Bearss and making use of present-day photography, old photos and animated maps. The tape costs $39.95 plus $2.50 for shipping and handling (check or money order) and comes in a book-like plastic case. Allow 4 to 6 weeks for delivery.

Letters

To the Editor:

I have just read Dick Sellars' thoughtful article in the November issue of the *Courier* concerning our own institutional frontiers, and how they have been closing, or changing to different kinds of frontiers. His ideas clarified some of my own, and maybe they are worth sharing.

Except for a few developed segments of the national park system in Alaska, the national parklands of this region are primitive wilderness places, aggregating nearly 50 million acres. By Congressional mandate, they will stay that way. And our management style will continue to conform to the terms of the landscapes rather than the reverse. This means few people over vast acreage, all of them wearing many hats. In essence, a landbase-and-institutional frontier perpetuated. For those people attracted to the National Park Service by the ideal of old-style rangering, Alaska is the place to go. Why could we not (to fulfill that ideal, as well as the institutional need for a special corps of old-style rangers who "can do anything," both in Alaska and in other wilderness areas) view Alaska assignments as the basic-training ground for primitive area rangers. By virtue of Alaska's seasons and the diversity of its land, sea, and riverscapes, it provides the opportunity to develop every rangering skill, including resource management and association with indigenous and frontier culture groups. A steady cadre of experienced ranger supervisors could inculcate both the skills and the ethos that are equal parts of this rangering tradition. The advantages are obvious, it seems to me. The basic-training concept—possibly a 2-year stint—could provide a way, both for the areas and for the individuals involved to keep excitement alive and avoid extended Alaska assignments for those with other geographic preferences. Many career people could have the Alaska experience early in their careers, then carry it and the attitudes it would encourage into the broader system in order to enrich their assignments and associations elsewhere.

As the frontier was once a safety-valve for the nation and a setting where character-building myths could be made, so Alaska could perform a similar service for the NPS. There are people coming into the workforce every day who need that extra challenge. The Park Service attracts a disproportionate number of them—idealists, people looking for a test. The Alaska parklands are a good place to start for people such as these. They need the Service, and Lord knows the Service needs them.

Bill Brown
ARO

To the Editor:

I am most pleased with the stamp series for the blue "Passports to your National Parks." I have several stamps, obtained at the proper sites, as well as several cancellations: from the Delaware Water Gap to Jefferson National Expansion; from Everglades to the lovely Statue of Liberty; from Gettysburg to Ft. Scott. I am most impressed with the concept, and pleased that the Park Service has done so much to obtain, protect, and improve forts, historical buildings, and wilderness areas. So, for what it is worth, thank you.

Sandra H. Moore

Editor's note: As the following letter explains, the Washington Post ran a column on the condition of NPS collections. Since the story, as covered by the Post, was incomplete, Director Mott's response fills out the picture.

To the Post Editor:

Your January 6, 1987, issue ran Jack Anderson's and Joseph Spear's column entitled "National Treasures Are Missing." The column listed several problems the National Park Service faces in handling its enormous collection of museum objects. I would like to share with your readers some of the things that are being done about those problems.

The Chief Curator, Ann Hitchcock, is a highly trained professional in the museum field. Since she was appointed to that post, the Service has:

- completed accession records on virtually its entire collection;
- computerized its National Catalog of Museum Objects and increased the rate of cataloging by more than 300 percent;
- completed Scope-of-Collection Statements, which are essential to sound collection management, for each of the 337 units of the national park system;
- assessed the condition of collection storage, security, and fire protection in each unit, and developed a program to correct deficiencies. Many parks had no deficiencies and many others have taken direct corrective actions; and
- trained over 300 Service employees in cataloging and curatorial methods.

Three million objects, of an estimated 20 million total in the collection, have been cataloged; thus 14 percent (rather than the reported 4 percent) of the cataloging task is complete. Historical objects of the type featured in the column are approximately 45 percent cataloged. The bulk of our backlog comes from the enormous numbers of items that are recovered from archeological excavations, and field guidance is now being prepared to improve handling of archeological materials.

In Fiscal Year 1987, the Congress increased our appropriation for the curatorial program. The President's budget for Fiscal Year 1988 retains that increase and adds more. In a reorganization plan now in its final phases, I am upgrading the Chief Curator to a higher status and thus to a higher priority.

The National Park Service does not mind having its problems discussed in the press. The parks and the collections belong to the public and the people have a right to know, but we also want the people to know that we are doing things about those problems.

William Penn Mott, Jr.
Director

To the Editor:

Among the most significant and poignant sources of information dealing with the American Revolution are the collections of firsthand accounts of Revolutionary War Veterans. These narratives, written by veterans to qualify for pensions, give even the casual reader a vast amount of firsthand information about what it was like to be a Continental soldier.

As I read these accounts, I often think about the tremendous amount of NPS information being lost each year as career employees retire or leave for other occupations. I am sure that there are many individuals around who worked for the Service in the 1930s or before. Something should be done to contact these individuals in the hope of recording their experiences. Each career employee should be encouraged to write a biography upon leaving the Service. Above and beyond this, a personal file should be maintained on each one. This file would contain a black-and-white photograph, a career record somewhat on the order of a per-

sonnel file, and, most importantly, personal input from the employee on a regular basis, especially at the end of his or her career.

Both employee accounts and biographies would be written to contain more than just a litany of career moves or accomplishments. Stress would be given to events and accounts relating to the National Park Service: how things changed, what it was like to work at a specific area, unusual events remembered, personal stories of note, etc.

After a system of collecting these materials was created, a permanent depository would need to be established. All of this enterprise would take time, sacrifice, and money. But what a reward would be in store for those students who were interested in the early years of the National Park Service, say two hundred years from now!

Dennis Latta
Park Ranger
George Rogers Clark NHP

To the Editor:

I was pleased to read the article (*Courier*, Jan. 1987) about helicopter rappelling in Yellowstone/Grand Teton. To add to the article's historical record, allow me to note that a helicopter rappelling program was initiated in Glacier National Park in the early 1970s, modeled after a successful U.S. Forest Service program established well before that time. Well-known mountain pilot Jim Kruger worked successfully with Park Service fire and rescue crewmen to perfect techniques. Several successful rappels were made to small forest fires prior to Regional Office decisions ending the program. I am delighted to discover rappelling is making a return.

C.W. Buchholtz
Executive Director
Rocky Mountain
Nature Association

To the Editor:

I note in the February *Courier* (p. 48) Horace Albright's remarks on the wearing of the NPS uniform.

It reminds me of the office party given by the Williamsburg Restoration staff about Christmas, 1930. It was a costume affair and (fresh from the West) I wore my uniform: a real curiosity. Only Kenneth Chorley who had been dealing with HMA in the West knew what it was. I still have it, though I'm afraid to try it on!

In the East there was one exception: in Acadia Park, George Dorr, its Bostonian founder, certainly never wore one, but Ben Hadley, his assistant superintendent, a native, did. So did his NPS motorcycle patrolmen, up and down Cadillac Mountain.

I had a small part in the uniform design. In September of 1929, while waiting for Tom Vint to come down from Alaska enroute to Yellowstone (where he proposed to Mary, his soon-to-be-wife), I sat in an Olympic Hotel room in Seattle and designed the hatband still used—the Sequoia foliage bit—on a piece of brown wrapping paper. Someone else contributed the metal ornament.

Charles E. Peterson, FAIA

To the Editor:

Please advise Duncan Morrow that according to *The Random House College Dictionary* found in my quarters here at Phantom Ranch (and stamped with "Property of the U.S. Government"), verbal is defined as "expressed in spoken words" (third definition). This means it is a synonym for oral and that all of us who use it that way are not guilty of mangling the English language—in this case at least.

I like grammer, punctuation, and spelling. I'm happy to learn about common mistakes and pitfalls, and enjoyed Mr. Morrow's "War with Words" in the November Courier. Any additional article should address *I* and *me*, which are often misused.

Pat Grediagin
Ranger, Grand Canyon

Dear Ms. Grediagin:

I should know better, but I can't resist a challenge.

First, many dictionaries—especially those of Merriam-Webster—are, by editorial design, purely descriptive. They choose to tell you how words are, or have been, used, but not how they should be used.

The degree to which dictionaries are also prescriptive—offering judgments as to how words should be used—varies considerably. They also have space limitations that cause them to minimize notes.

Your Random House dictionary has the citation you note. It also has, at the end of the "verbal" entry, this line: "syn. 3. See oral." Then, under "oral," we find a discussion of the subtle differences.

A range of other sources, from the highly prescriptive Oxford American Dictionary (it also acknowledges the use of verbal as a synonym for oral, then notes "careful writers do not use verbal in this sense "), through James J. Kilpatrick's The Writer's Art, to the Washington Post Deskbook on Style, is unanimous in finding this use undesirable. Many cite the specific phrase, "verbal agreement," as an example of the confusion that can arise. Is such an agreement casually made over lunch or carefully hammered out in a lawyer's office? Use of either oral or written would leave no such confusion.

Along the way, I found two supporting references with similar titles: Webster's Dictionary of Usage and Style by Roy H. Copperud (New York: Avenel Books, 1982), and Webster's New World Dictionary of Synonyms by Ruth Kent Kimball (New York: Simon and Schuster, 1984).

I point these out only as a reminder. Noah Webster's name is not protected by trademark or copywright. Any publisher may use the name. It offers no guarantee of accuracy, clarity, or excellence.

On the question of I versus me, our problem is almost always confined to compounds: we rarely get confused when the pronoun stands alone. I went to the store. The superintendent sent a memorandum to me. Confusion sets in when we are not alone: John and I went to the store. The superintendent sent memorandums (memoranda for Latin purists) to Mary and me.

Style and usage books offer a wide range of explanations for why we get things wrong when we mix others into the sentence with ourselves.

A common theory—and one to which I grudgingly subscribe since it appears to make more sense than the other explanations I've read—is that etiquette is the source of our troubles. Common good manners say that we should speak of others before we speak of ourselves. Since we know how to use I and me properly when they stand alone, we probably would use them properly if we spoke of ourselves first: I and John went to the store. I is the nominative case (subject); me, the objective (object).

The solution is to impose a mental trick on the sentence construction. Before committing the sentence to paper or speaking it aloud, consider which personal pronoun you would use if it were not combined with someone else (by name or pronoun). Then, add the other people in, putting yourself (I or me) at the end of the combined form.

After all that, go home and listen to your six-year-old say: "Me and Billy want some cookies." Do you correct the grammar first? Is this the time to work

on manners? Or do you give them the cookies first, knowing the cookie-crunching will drown out your best efforts to improve your child's speech habits?

Duncan Morrow

Trivia Answers

(From pg. 14)

1. Chickamauga & Chattanooga National Military Park, August 19, 1890.

2. Seven in all. They were Andrew Johnson, Ulysses S. Grant, Rutherford B. Hayes, James A. Garfield, Chester A. Arthur, Benjamin Harrison, and William McKinley.

3. Rutherford B. Hayes and William McKinley, both of the 23rd Ohio Volunteer Infantry.

4. There were sixteen, the first being Sgt. William H. Carney, Company C, 54th Massachusetts Infantry, for valor in the assault on Battery Wagner, July 18, 1863.

5. On the Confederate side, Brig. Gen. Stand Watie, Cherokee; on the Union side, Bvt. Brig. Gen. Ely S. Parker, Seneca.

6. Sarah Seebye became Franklin Thompson of Company F, 2d Michigan Infantry, and Jennie Hodges became Albert D. J. Cashier, 95th Illinois.

7. Brig. Gen. Frank C. Armstrong.

8. Musician Charles King, 49th Pa. Infantry, age 12, who died at the battle of Antietam.

9. The 37th Iowa Volunteer Infantry became known as the Greybeards. The oldest in their ranks was Pvt. Curtis King, 80.

10. Pvt. E. Pollard, 5th North Carolina Infantry, age 73.

Life After Retirement

Dennis E. McGinnis

Losing the battle of the bulge

A couple of years ago, when our eight-year-old grandson spent the summer with us, he and I ventured to the attic one rainy afternoon in search of toys that he might find entertaining.

In our quest, we happened upon my old World War II uniform. My grandson scrutinized my present physique (which I'll admit does not resemble the models you find fashioning men's garb today) and my army uniform.

"Grandpa, did you really wear that uniform?"

I sucked in my gut as far as I could and still conduct a conversation. "Certainly did."

"Grandpa, I'd like to see you get into that uniform now."

"Why do you say that son?"

"To see what you looked like when you were a soldier fighting the big war."

Pride is a deceitful ally. "I'll do that for you son."

"Oh goodie. This is going to be fun. I'm going to tell grandma to get the camera and take your picture."

Before I could pass on that suggestion, he displayed the speed of a cheetah, zoomed out of the room and downstairs.

"Grandma, quick get the camera and come up to the attic and take a picture of grandpa in his war uniform."

"Your grandfather is not going to attempt to do anything as stupid as that, is he?"

"Yep. He's getting his uniform on right now."

"There will be white blackbirds the day he can get into that uniform."

"What do you mean white blackbirds?"

"Ask your grandfather. He'll explain it to you."

"Are you going to take grandpa's picture?"

"If your grandfather gets into his old army uniform, not only will I take his picture but I will have it enlarged and framed."

Being privy to the dialogue between my spouse and grandson, I detected a trace of sarcasm in my wife's observations, making me more determined to get into my uniform. *That* was a mistake.

Removing the uniform pants from the hanger, I noticed the wasteline didn't possess the circumference I remembered. Attempting to slip into the trousers proved I was in trouble.

My grandson detected my inability to close the gap in the pants in front of my bellybutton. He started giggling. "Can't get your pants around your fat belly, can you grandpa?"

"Oh yes I can."

"Grandpa, why is your face getting red? You're talking funny, too. Wow! Grandma should get a picture of *this*."

Recognizing defeat, I succumbed to it and replaced the pants back on the hanger. "Aren't you going to put on your uniform coat with all the ribbons on it, so grandma can take a picture of it?"

"The dry cleaners have shrunk it so much I can't get into it anymore."

"Now I won't have a picture of you in your uniform, grandpa."

"Oh yes you will, son." I removed my uniform cap from its box, put it on my head (that fit, at least) and we walked downstairs to have grandma take our picture.

In search of answers at Biscayne NP

Bonnie L. Faneck
Park Ranger
Biscayne NP

The submersible DELTA exploring Biscayne NP.

Since the creation of the National Park Service, researchers have sought out answers to help them better manage park resources. Personnel have surveyed fish, burned meadows and removed exotic species in order to run the parks according to policy.

For resource managers at Biscayne National Park in Florida, studying the resource is no easy task, because 95% of the park is under water. Found beneath the surface is a myriad of marine mammals, fishes, sponges and crustaceans. At its center lies one of the most unusual resources protected by the National Park Service—the coral reefs.

The coral reef is an extremely delicate and fragile community, affected by both natural and man-induced phenomena, ranging from hurricanes and fluctuations in water temperature to anchor damage and collection of corals and tropical fish. Many other influences and synergistic affects are just starting to be recognized and identified.

Research on the coral reef is a slow and very complex process. Recently, oceanographers from Biscayne National Park obtained valuable information with the assistance of a submarine known as Delta. The 2-man submersible was the primary vessel involved in a cooperative research project among Biscayne National Park, NOAA, the U.S. Geological Survey, Caribbean Marine Research Center, and the John Perry Foundation. Even though the sub is only 15½ feet long, and 42 inches in diameter, it carries all the necessary equipment for underwater research: 19 viewing ports, a mechanical sampling arm, surface and underwater communications and a tracking system linked to its support vessel, "Undersea Hunter." Researchers on board the Undersea Hunter were able to plot Delta's course on a video monitor.

Dr. Stephen Cofer-Shabica and Richard Curry, oceanographers at Biscayne National Park and co-organizers of the expedition, used the Delta to explore newly identified internal and external influences on the park's coral reef.

One goal of the Biscayne team was to identify areas of freshwater seepage and its effects on coral and fish distribution. Although success was limited, freshwater flow was suspected in 150 and 245 feet of water, at the southern end of the park. According to Dr. Cofer-Shabica, the fresh water could increase stress to the coral, already affected by living in the northernmost range of its environment.

Locating and mapping areas of open sand and freshwater seepage will help National Park and Dade County officials select better sites for artificial reefs. To sink a ship near areas of freshwater flow would limit its potential to become a productive artificial reef. Although all artificial reefs are outside park boundaries, researchers wanted to see if they were drawing fish stocks from park reefs. "They probably were not—both were in good shape," says Dr. Cofer-Shabica.

Another find that may also assist the artificial reef program was the discovery of an ancient sea-level marking. A sharp drop-off in the ocean bottom was found, which, according to researchers, may indicate the sea-line covered during the melting of glaciers 16,000 years ago during the Wisconsin period. This may help artificial reef builders take better advantage of the area's encrusting organisms.

In all, 47 dives were made during the 10-day project, the deepest dive being 1,060 feet, and the shallowest dive made at 34 feet. In those 47 dives, many questions were answered; many surprise discoveries were made; and much valuable data was gathered. All the participants agreed that the Delta made information available that otherwise might have taken years to obtain.

Oops!

Ana Villagra's name inadvertently was left off the list of credits for the April issue of the *Courier*. Our apologies for the oversight.

COURIER
The National Park Service Newletter

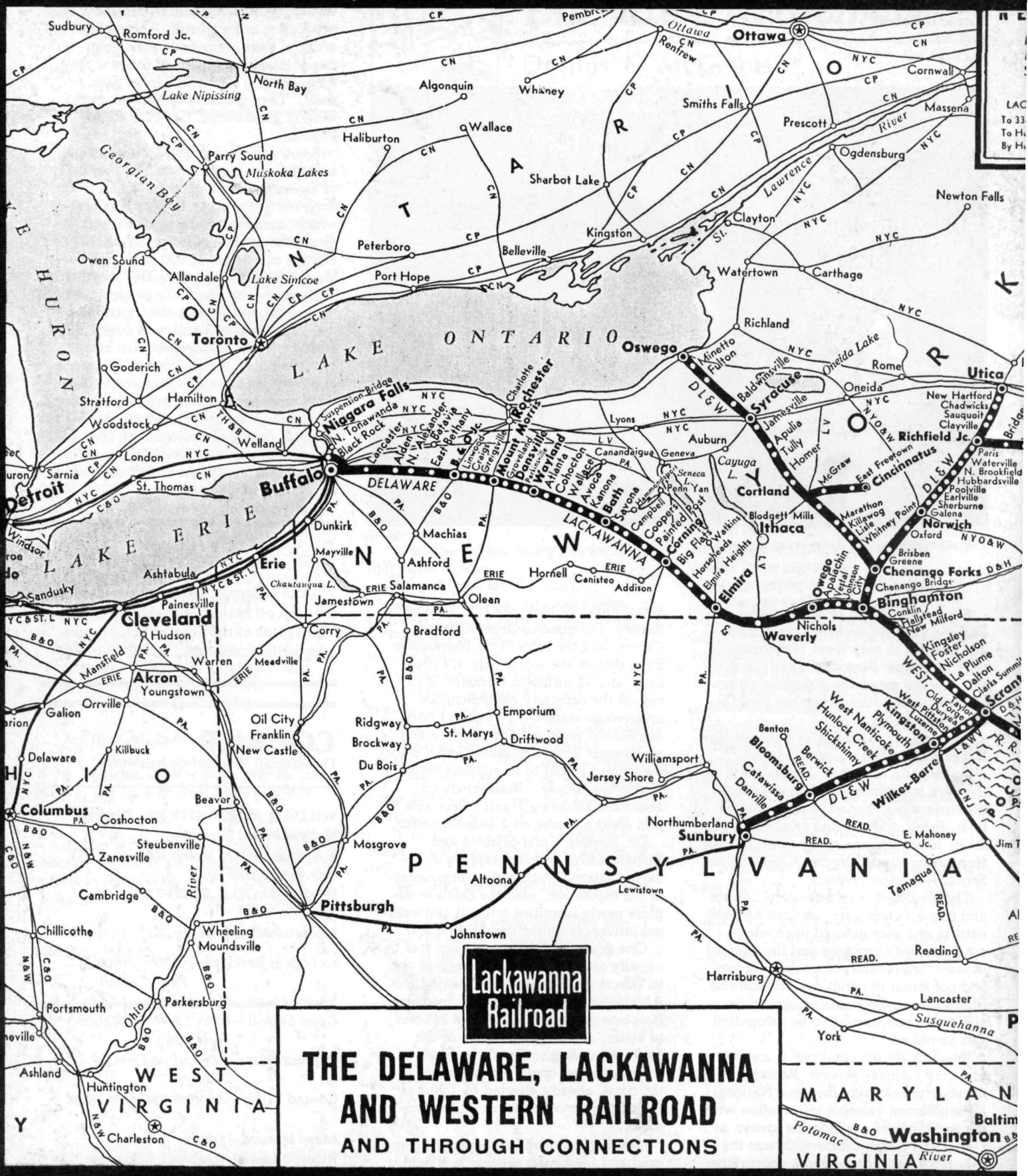
WILLIAM PENN MOTT, JR., Director
National Park Service
U.S. Department of the Interior
P.O. Box 37127
Washington, D.C. 20013-7127

Editorial Advisors

George J. Berklacy—*Chief, Office of Public Affairs*
Naomi Hunt—*Alumni Editor, E&AA*
Gene Scovill—*NPW/E&AA Education Trust Fund*
Theresa Wood—*Executive Director, E&AA*
Conrad Wirth—*Representative-at-Large*

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

☆ U.S. GOVERNMENT PRINTING OFFICE: 1987— 181-437/ 40013

U.S. DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE
P.O. BOX 37127
WASHINGTON, D.C. 20013-7127

THIRD CLASS MAIL
POSTAGE & FEES PAID
U.S. DEPARTMENT OF THE INTERIOR
G-83