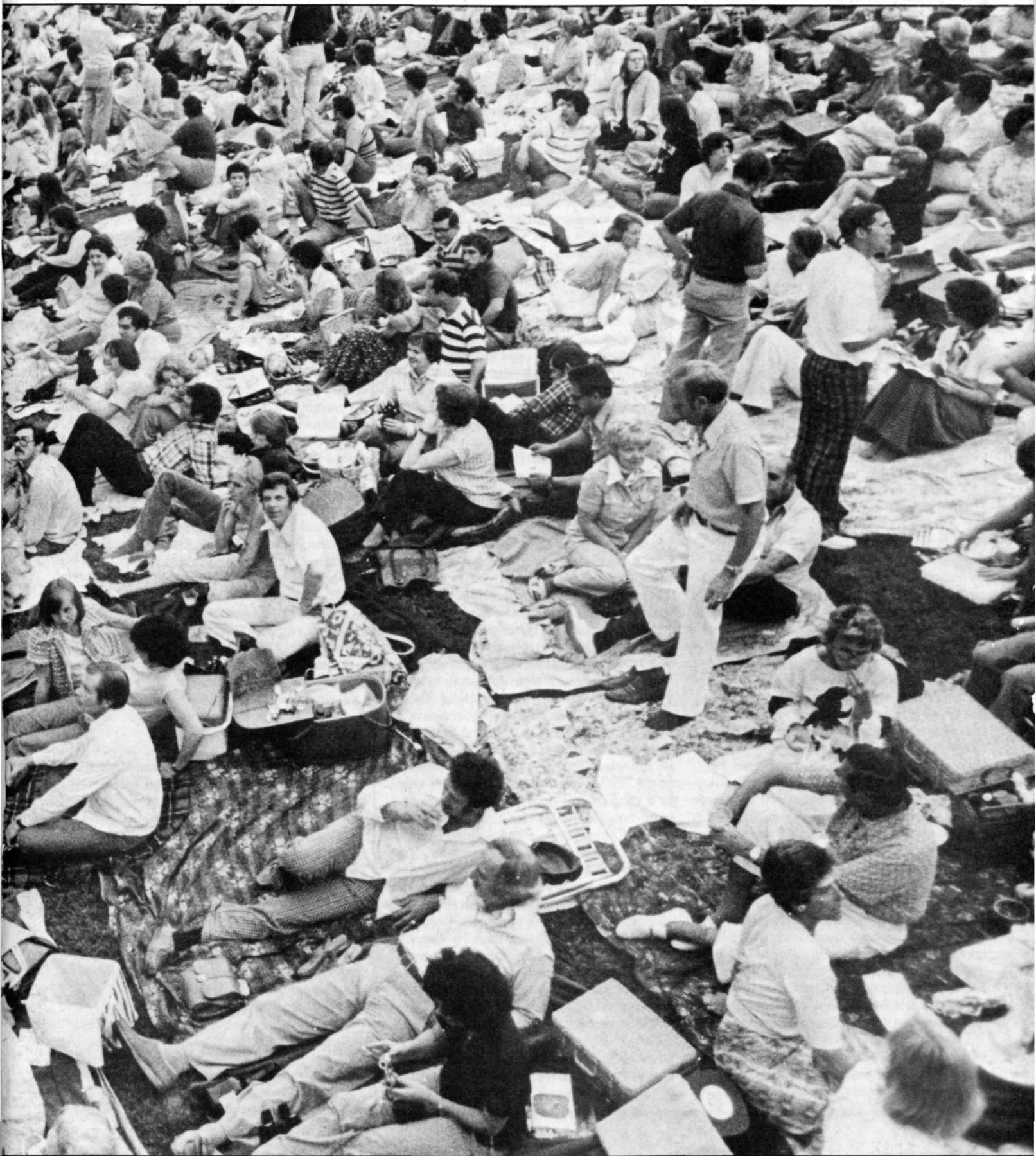


COURIER



The Director's Report

By William Penn Mott, Jr.

Keeping You "In The Know"



I'd like to bring you up to date on several efforts I discussed in the March *Courier*. Then, I mentioned my desire to get at issues and problems the Service faces now and may continue to face in the future. I also expressed my intention to use organized discussion and concerted efforts to come to grips with what can be done at the present time to help prepare for the future.

Whenever possible, I like to see that everyone is fully informed of what's going on in the Service and what I'm up to. I have an obligation to keep you "in the know," thereby helping to ensure that our organization runs smoothly and effectively. To me, there's nothing worse than a directionless organization, and I'd like to think that you either know my position on most issues by now, or can surmise what I'd like to see done. Under perfect circumstances, I could keep you up to date on everything. As that is not possible, I hope the comments I make through the *Courier* keep you informed on some of the most important issues.

My reason for writing this month is to tell you what I have been doing with regard to three special efforts: the Urban Superintendents' Conference, the Blue Ribbon Panel, and the 21st Century Task Force, all of which I hope to be starting up in the next few months.

The National Park Service Urban Park Management Conference is scheduled, at this writing, to meet in mid-June. There, urban park managers will have the

opportunity to discuss their problems and management needs, as well as recommend possible tools and techniques to deal with them. Some of the specific areas of concern they will address are special resource protection issues, recruitment, law enforcement, local community involvement, and training. Ultimately, as a result of the conference, a set of recommendations will be prepared and submitted to me for dealing with identified issues in urban park areas.

The Blue Ribbon Panel has been in the works for quite a while, but is just about to get going. The need for such a panel to look at our cultural and natural resource management policies first emerged while I was working on the 12-Point Plan. I felt the Leopold Report should be re-examined to determine if the principles it advocated are still relevant today, and, if not, to develop appropriate amendments. The panel, which is being formed under the Federal Advisory Committee Act, also will examine and recommend clarifications concerning the appropriate balance among such important program elements as science, research, and resource management in park administration. It will scrutinize our existing Management Policies and recommend management practices and policies that might better conserve system resources.

In addition, since we are less than 13 years away from writing the year 2000, I find it necessary to establish a small task force that I have named the 21st Century Task Force. This group will be responsible for considering and expounding on issues important to the Service's approach to the year 2000, setting the stage for the years beyond that. As I now envision it, this task force will seek and analyze relevant spoken and written material, then present recommendations for Service policy and activities in the 21st century. Information from outside the Service will be funneled through task force members to me. However, the task force will serve as a channel not only for information from outside the Service, but also for ideas or suggestions from within. I intend this work group to be structured so that it is readily available to receive and incorporate contributions from all Service employees. Ultimately, through the assistance of this task force, the Service should be on the cutting edge of the changes taking place in the next century.

I believe this gives you a good indication of the kind of long-range efforts I am involved in. There are other issues I will discuss here in coming months. Although I won't be able to keep you informed about everything, I will try to keep you up-to-date on issues and efforts of importance.

FROM THE EDITOR

The first in-house NPS publication covering Park Service activities system-wide was a typewritten bulletin created by Stephen Mather. Although the production was short-lived, it established the importance of an in-house publication. "We can learn something of what the other fellow is doing," Mather justified, "through the medium of a news bulletin."

And so, through the years, the Park Service has counted on its monthly newsletter for social as well as topical reporting. For its part, the *Courier* and its predecessors have aimed to answer the needs of a readership as diverse and as far-flung as the organization it serves. To more effectively fulfill the expectations of that readership as well as answer questions posed by its potential contributors, I recently developed the following set of standards and guidelines. Please clip them, save them, refer back to them as questions about the publication arise. They are the result of a lot of thought by a number of people, most especially Bill Halainen, Duncan Morrow, Doug Scovill, Ron Greenberg, and Roy Graybill, and I am especially grateful for their advice.

Purpose of newsletter: The *Courier* keeps employees and alumni of the National Park Service informed about the mission, policies, programs and administrative activities of the agency.

Articles are selected on the basis of their ability to:

- clearly communicate ideas significant to park employees at all levels and in all areas;
- inform and educate readers about NPS activities in the parks, regions and Washington office;
- summarize and clarify Service policies, plans, and program developments; and/or
- reinforce the professional and personal ties that bind present and former employees of the National Park Service.

Goals:

- to print articles that are both timely and relevant to the interests of *Courier* readers;
- to maintain a high standard of stylistic and substantive excellence through the selection of clear, objective, and carefully researched articles;
- to provide a forum for thoughtful and impartial discussion of Service-related matters; and
- to present articles in a visually interesting and entertaining format.

On the cover: annual opening at Wolf Trap Farm Park, 1978; photo by Don Cabrera.

Audience: The diversity of the *Courier's* audience requires the publication to be equally diverse. For that reason, clear, concise, informative articles will be sought to meet the needs of the following groups:

Park, Regional, and Service Center staffs: *Courier* seeks to inform all field employees, irrespective of grade, specialty or location, of systemwide developments in their fields of expertise, as well as developments in other professions throughout the Service;

Washington office staff: the publication serves as a means of communicating policy, personnel, and program developments Servicewide, and seeks to keep Washington employees abreast of developments in the field;

E&AA members: *Courier* seeks to keep both active and retired employees in touch with long-time friends and colleagues through news on their current activities and accomplishments.

The structure of the *Courier* reflects the needs of these groups by apportioning space as follows: approximately half of each issue will be devoted to general-interest articles of an informative and entertaining nature, appealing to both employees and alumni; one quarter of each issue to park activities and personalities; and one quarter of each issue to the business and informational needs of the E&AA.

Since general-interest articles are the heart of the publication and are meant to convey a good deal of current information, the editor actively works with prospective contributors to determine the proper length, focus and timing of articles. Issue plans are developed in advance in order to provide thematic unity and topicality to *Courier* features; therefore, authors should discuss articles with the editor well before submitting them for consideration.

Responsibility and authority: The editor is responsible for:

- establishing the editorial tone and determining the contents of each issue of the *Courier*;
- planning and developing each issue;
- coordinating informational needs with E&AA;
- overseeing production; and
- approving the final product for printing.

The editor may reject articles that are inappropriate or incompatible with the publication's format and focus, postpone the printing of articles until a later date, edit articles for style, syntax, and grammar, and, when necessary, rewrite articles to improve clarity and focus. The editor consults with authors on changes

that may affect the content of a manuscript. The *Courier* does not guarantee publication of each article submitted; however, authors will be notified whenever their material is not selected. Should disputes arise between an author and the editor, the Chief, Public Affairs, is the final arbiter.

Contributors: The *Courier* depends on articles submitted from the parks, regions, service centers, Washington office, alumni, and similar sources. Its material comes from unsolicited submissions by NPS authors as well as from manuscripts solicited by the editor. For unsolicited material, a query letter or a brief phone call to the editor, to discuss the content of the proposed article, is requested. A query simply defines the main idea of the article (generally in an attention-getting manner) and summarizes the contents. The importance of the topic and its impact on NPS management or other areas of interest may be included. Letters detailing topics the writer would like to research also could serve as a starting point for editorial assistance in developing submissions.

A phone call or query letter early in the development of a manuscript idea is strongly encouraged. In the long run, it can save both the editor's and the author's time. Upon publication of submitted material, authors will receive from one to three copies of the issue in which their materials appeared.

Submission format: All manuscripts should be typed and double-spaced, with generous margins to the left and right of the page as well as the top and bottom. Number every page and include author's last name in upper right hand corner. The first page of the manuscript should contain the suggested title of the article, the author's full name, title, duty station, address and phone number. Requirements for individual departments follow:

Features: There are several kinds: a) those that profile a program (such as cultural resources in a region) or a subject (the way a region is accomplishing accountability for its museum collections); b) a current events feature dealing with a timely NPS event (the dinosaur discovery at Petrified Forest, or a press briefing held by the Director)—these can be hard news stories, but care must be taken to consider the two-month production lead-time required by the *Courier*; c) a profile of an individual who has an interesting job/hobby, or is an expert on some topic, or has reached a significant career benchmark—retirement, important award, new assignment with major responsibility, or other accomplishment worthy of recognition—these stories

should give readers a clear profile of the person being discussed; d) general/human interest might be classified as "soft" news stories that develop around a general subject like surviving winter in the parks or how to handle isolation; e) policy/opinion pieces might take the form of question and answer columns (interviews) or regular features explaining new administration policy (such as a change in RIF regulations). Unsolicited opinion pieces are subject to close scrutiny.

As a rule, feature articles should be a minimum of three and a maximum of eight pages long. Illustrations are extremely important, and should be submitted for all feature articles (see the section on illustrations). Footnotes and bibliographies are acceptable for technical articles. Remember that what distinguishes feature material from material for departments like Park Briefs is its general interest and applicability to those outside the park or region where the subject matter originated. For example, a park clean-up day or community celebration is interesting to a more limited number of readers than information on Servicewide fee legislation.

In all cases, be sure to check the facts of the story. Inaccuracies reflect not only on the publication but also on the originating author. Be thorough. The editor cannot be expected to catch everything.

Park Briefs: The *Courier* always needs material for this department, but make submissions concise, focused, and snappy. Content can range from park projects to interpretive events, from the who/what/when/where of critical park activities (for example, discussions of the status of the Cape Hatteras Lighthouse) to innovations in visitor services. Keep material for this section to one typewritten page, double-spaced, or less. Photographs are appreciated.

Awards, Retirements, Deaths: There's a story lurking in everything, but finding that story and telling it effectively depends on the writer's perceptions as well as his or her skills. This department has the potential for featuring fully developed articles, as well as shorter, more pithy announcements. Keep in mind that information must be timely. This is one department where the *Courier* depends principally on unsolicited contributions. Therefore, each NPS employee or alumnus is responsible for seeing that pertinent information reaches the editor. Don't wait for news to drift up through channels because it may not reach the editor in time. Remember, this department can represent the personal side of the Service. It needs contributors.

See EDITOR, page 36

Tourism and the National Parks: An Overview

Priscilla Baker
Special Assistant to the Director,
Tourism

As tourist interest in publicly-managed lands increases, the need of land-managing agencies to understand and influence use patterns becomes more acute. We must better determine how to anticipate visitation levels in order to allocate park staff and equipment efficiently. We must design facilities such as parking lots, rest rooms and auditoriums so as to meet demands during peak visitation without increasing operating costs during periods of low visitation. We also need to know more about the effects of human activity on the natural and cultural environment, as we try to provide for the enjoyment of the former while protecting the latter.

How can we accomplish such a variety of tasks?

One way involves ongoing communications with the organizations that market

our parks, forests and waters as travel destinations. These organizations can be an important source of data contributing to solutions of park problems.

Since 1981, the National Park Service has supported projects designed to change park visitation patterns where such change was needed, to strengthen the data base pertaining to park public use, and to improve the flow of current, accurate information to prospective park visitors. To accomplish this, the Service has developed cooperative relationships with industry organizations and with public sector agencies involved with tourism. It formed a travel industry working group consisting of executives from 42 organizations interested in the public use of national park areas. Although this group meets infrequently and irregularly in plenary session, its members work closely with the NPS on a one-to-one basis.

As an agency that manages 337 of the world's most attractive travel destina-

tions, the NPS is concerned with issues of interest to private sector groups responsible for large numbers of visitors—restaurateurs, hotel and motel owners, tour and bus operators, to name a few. Through its tourism program, the Service has solicited and received advice on numerous public-use policy issues that affect these groups as well as the Service. Such information has helped the NPS modernize procedures as well as save money.

The clear channels of communications that have developed between federal and private sector groups also have sparked the travel industry to take a new and constructive interest in the parks. As a result, the industry has helped with a variety of park-specific projects.

For example, in 1984, when the NPS organized an international conference on the management of cultural parks, two travel industry organizations helped defray the cost. Also, when a southwestern Texas park organized a fund-raising event, for which the U.S. Army offered to provide a band if transportation could be found, a member of the



1



3



2



4

National Tour Association came through. The band made its park engagement, and was the hit of an extraordinarily successful occasion.

The continuing work of the NPS tourism office involves communications, marketing and other programs designed to provide long-term assistance to park management, while supplementing the efforts of the tourism industry to promote travel to and within the United States. Some of the long-term projects include:

- In 1982, the NPS conducted a marketing program designed to increase public use of a lesser known national park. The park selected was Voyageurs NP in Minnesota. For this project, the NPS tourism office developed a methodology now being emulated by several travel industry organizations. The Travel Industry Association of America gave the Park Service its 1983 Industry Marketing Award in recognition of this effort.
- In 1984, the Service spearheaded a tourism development and marketing project for a central Pennsylvania area that included Allegheny Portage Railroad NHS and Johnstown Flood NM. A volunteer task force of industry executives visited the area to make recommendations for promotional activities based on existing facilities. The task force's report was well received by local interests in the public and private sectors. Its recommendations now are being implemented.
- The tourism office's newest industry-sponsored publication is a folder called "Travel Tips." Produced as a public service by the Recreation Vehicle Industry Association, it provides comprehensive park-related trip planning information.
- In April of this year, private sector organizations sponsored a conference on "Tourism and the Parks," designed to help park managers and small businesses focusing on tourism to acquire new information and

skills, and to develop new ideas for cooperative, mutually beneficial projects.

As the NPS tourism office works with private sector groups to influence visitation patterns at park areas, its goals are two-fold: (1) to reduce damage to resources in the better-known parks and (2) to change existing visitation patterns, where a high percentage of the annual visitation rate takes place within the same three-month period each year—June, July, and August—and in the same handful of parks that comprise only one-third of those in the system. Just as churches cannot be designed only with Easter and Christmas in mind, so the Park Service must design facilities and use staff, with the need to handle peak crowds in mind. Building strong bonds with the tourism industry that has faced this issue for a number of years is not a bad place to start.



5



6



7



8

1. l to r: Don Castleberry, Regional Director, MWRO, Mac Berg, Superintendent, Herbert Hoover NHS, Governor Terry E. Branstad of Iowa
2. Hon. Donna F. Tuttle, Under Secretary of Commerce for Travel and Tourism
3. Michael Frome and Gerald Schnepf
4. l to r: Steve Tedder, TW Recreational Services, Yellowstone; John Olson, also of TW recreational Services; Priscilla Baker, NPS Tourism Director; Tom Benson, Publisher, Midwest Living Magazine
5. Travel industry trade show
6. Gerald Schnepf, Executive Director, Iowa Natural Heritage Foundation
7. Tom Benson, Midwest Living Magazine
8. Paul Pritchard, President, National Parks and Conservation Association

(Photos by Priscilla Baker, taken at the Midwest Tourism and Parks Conference held in Des Moines, Iowa, recently)

Aiding the Tourism Industry: A New Destination for Cooperating Associations

George Minnucci
Eastern National Park & Monument Association

Cooperating associations are always looking ahead, trying to find new ways they can continue to aid the historical, scientific, and educational activities of the National Park Service. At the same time, travel agents and potential park visitors are increasingly looking to cooperating associations to provide interpretive information about America's national parks. Because of the array of products they offer and produce, cooperating associations have found varying ways to fill that need for park information.

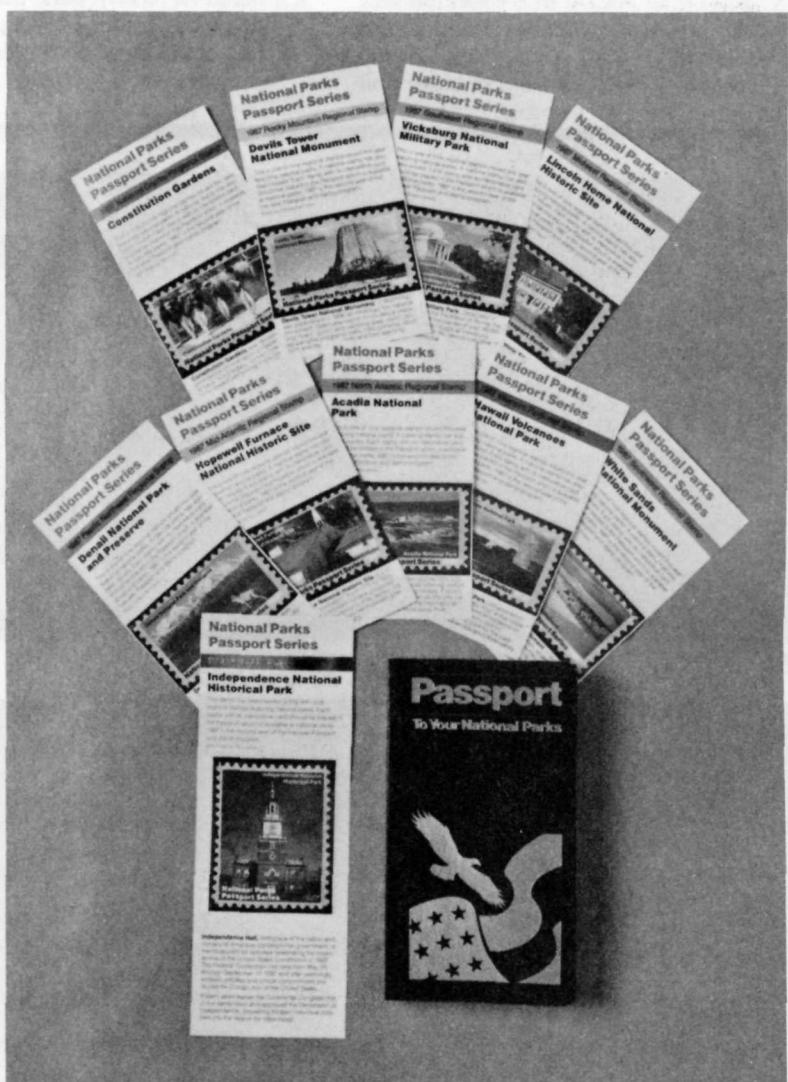
There are more than 60 non-profit associations cooperating with the

National Park Service to enhance the educational and interpretive programs in the 337 parks throughout the U.S. Together, through the Conference of Cooperating Associations, they can assist the Service in educating the public and promoting travel to national parks.

One goal of Director Mott's twelve-point plan is easily identified with the association's interest in tourism. In an effort to increase the public's understanding of the role of the National Park Service, cooperating associations open up the avenues of communication, allowing interpretive material conveying educational messages to reach visitors. By supporting park publications and offering interpretive material to visitors, associations continue the educational process

long after the visitor leaves the park. Many products, such as the Passport to Your National Parks, increase the public's awareness of the scope of the park system. The passport provides visitors the opportunity to learn about park areas before their visit and to discover other parks that they can visit during their travels.

One of the greatest benefits of the Passport program has been in introducing visitors to the many lesser-known sites. The Passport program has also given visitors the opportunity to become involved in park areas. By cancelling their passports at visitor centers, they record their visits. In the process of collecting these cancellations, they visit many new park areas—and the educa-



Artist and former NPS employee Mike Burgoon created the official poster for the Passport to Your National Parks program. The Passport to Your National Parks and the annually issued commemorative stamps, as well as the Passport cancellation marks received at park visitor centers, are part of a five-year program designed to inform the public about the historic and natural wonders found within the national park system. Photos courtesy of Eastern National Park & Monument Association.

tional process continues. Sue Rigney, Chief of Interpretation at Frederick Law Olmsted NHS, tells us that they've had visitors discover their site through the Passport program, and often these visitors end up spending the next couple of hours learning more about the park. This type of enriching experience should have a great impact on the visitor's view of park areas. In general, the passport is the first product available that helps visitors perceive and appreciate the national park system as a whole and not as individual entities.

Since national park areas are travel destinations for millions of visitors each year, cooperating associations have helped promote tourism to park areas by sponsoring information booths at travel and tourism shows. In partnership with the Conference of National Park Concessioners, associations presented an "America's National Parks" booth at the 1987 Pow-Wow in Atlanta, GA. The Pow-Wow is an annual international travel trade event sponsored by the Travel Industry Association of America. Convention delegates—all purchasers of travel services—were provided with information on national park areas and available services. Each of the 3,000 delegates could, conceivably, pass on this information to 10,000 or more potential visitors to national parks.

By participating in these shows, cooperating associations inform travel industry members of the vast diversity within the park system, and provide them with basic information and sources regarding visitor services and facilities at each site. Associations are filling a need the Service is unable to meet on its own.

Herb Kahler, vice chairman of the Conference of Cooperating Associations, has attended several tourism trade shows. Kahler feels that "these travel shows provide tour operators with basic information about national park areas. In addition to making them aware of field seminars and educational programs sponsored by the cooperating associations and other organizations, travel shows assist operators in planning thematic tour packages (such as bird watching, etc.)."

A national park can be appreciated fully only by visiting and exploring the area. But if potential visitors aren't aware of the site and all of its offerings, they often miss out on this experience. Associations have reviewed the benefits of providing basic park information to the general public outside park areas. In an effort to promote this concept, Eastern National Park and Monument Association and Jefferson National Expansion Historical Association have joined together to form an America's National Parks information facility that is outside any park area. Opened May 1st in the

historically renovated Union Station in St. Louis, the information center makes park-related literature and items available to visitors in a high-visibility urban area. Each month a natural area, a historic area and a recreational or lesser-known area are featured. The center features products and publications highlighting the ten themes of the service, an a-v area featuring park videos and slides, and a limited selection of fine art prints by noted artists and photographers.

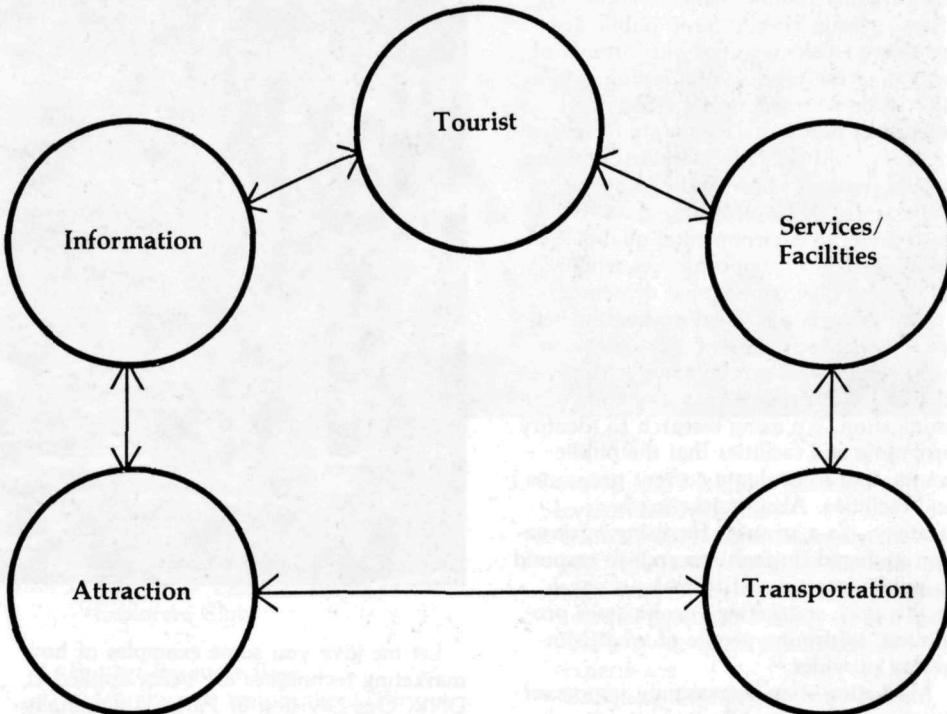
Herb Kahler sees the uses of cooperating associations as ever-changing. He contends that "there are three steps a visitor goes through: the pre-visit planning, the visit itself, and the post-visit. While the Park Service handles the visit itself, it isn't always able to meet the pre- and post-visit needs. Associations can assist in these areas. Travel shows and

conveniently located out-of-park information centers are ways in which cooperating associations can make pre- and post-visit information readily available to potential visitors.

Recognizing the Service's limited ability to promote itself, cooperating associations are uniquely qualified to fill the role. "Not only can we promote park areas," Kahler states, "but we can also promote the services offered at these sites."

Through the Passport to Your National Parks program, sponsoring travel and tourism shows, bringing park information to the visitors outside park areas, and setting up national distribution of park publications, associations will continue to help the Service educate the public about the national park system.

Tourism: The Neverending Cycle



Tourist—The visitor

Attraction—The park or site

Transportation—To, from and within

Services/Facilities—Visitor services and facilities available.

Much of this is handled by concessioners.

Information—What the visitor receives during, before and after the visit.

Much of this is handled by Cooperating Associations.

All of these aspects are dependent upon each other and must be met for the cycle to exist.

Forging Partnerships in Marketing the Outdoors

Joseph Alexander
Commissioner of the Minnesota
Department of Natural Resources

Editor's Note: These remarks were taken from Mr. Alexander's address at the Minnesota Conference on Tourism, held this past February.

All of us have a common interest in marketing the out-of-doors. People don't come to visit Minnesota just because we have good resorts, nice hotels, and clean campgrounds. They come because we have a resource—our forests, lakes and rivers, fish and wildlife, parks and a colorful history. Minnesota's natural resources are the very foundation of its tourist industry.

Between thirty and fifty years ago, the reputations of our recreation areas and our natural resources spoke for themselves. We provided the product, and people came. Times change; people change; tastes change; even public agencies have to change. The old formula of providing the product and letting people find us doesn't necessarily work. Today's recreation needs and wants are far more complex, and result in increased pressure on the resources. The challenge of the Department of Natural Resources (DNR) is to preserve environmental quality and maintain existing opportunities while addressing new recreational demands.

Marketing is a strategy to help us better understand our users, our customers. Marketing is not synonymous with promotion. Marketing is two-way communication. It's using research to identify programs and facilities that the public wants, and to evaluate current programs and facilities. Also, marketing is a strategy; it's a strategy for using information gathered through research to respond to public interest and to make changes. In this way, marketing encompasses promotion, informing people of what Minnesota provides.

Marketing is an increasingly important function of both public and private outdoor recreation providers. With proper marketing, we can satisfy diverse recreation demands while protecting the state's natural resources through redirecting use to currently underused facilities.



Let me give you some examples of how marketing techniques are being applied at DNR. Our Division of Parks is nationally recognized for the steps now being taken. Last year we created the State Parks Passport Club: posters, embroidered patches, and free camping are given as incentives to people visiting 8, 16, 32 or all 64 of our state parks. These incentives are merely tokens of recognition for those who have made it their personal goal to visit all the parks.

So far, nearly 1,000 families have registered in this program. We have a mailing list, and send two mailings a year. The passport club encourages these families to travel throughout the state, visiting, in the process, our lesser known

and underused parks. Greater familiarity with our park system makes these people stronger park supporters. Their enthusiasm is contagious—word of mouth advertising is always the best.

Only ten percent of our park visitors are campers. The rest stay elsewhere, and that's a benefit to the local economies across our state.

Another example of our marketing efforts is the state's festival program. Last year the Fort Ridgely Historic Festival attracted 8,500 people over one weekend. The park benefited since one fifth of its annual income was generated in two days. Local businesses benefited from the visitors, too. One nearby restaurant experienced a 42 percent increase. For

1987, a local festival association has been incorporated; so these local businesses now will handle concessions operations for the event. We want to show that Minnesota's parks are important to their local scene.

There's more than just special events involved in marketing state resources. We're interested in the day-in, day-out satisfaction and needs of our "customers." This spring we're embarking on a major survey of Minnesota's anglers to help us improve our state's sport-fishing resources. We want to find out what sport-fishing products are desired, how much anglers know about modern fish management, how the fishing public gets its information, and what its expectations are. We believe that the angling public is made up of a number of markets: the muskie angler is after something very different from the young family on a pan-fish outing. Based on the information gathered, we plan to set priorities for fish management programs, and design more effective public information efforts.

All of us in outdoor recreation need to work together. The DNR is just one provider of outdoor recreation facilities; recreation opportunities are supplied by a mix of public and private efforts that complement each other. In southern Minnesota, the historic Lanesboro area is attracting people because of the mix of resources, opportunities and services. The beautiful Root River Valley, with the State Trail and canoeing route, is complemented by outfitting services and accommodations such as bed-and-breakfasts. Other attractions include trout streams, the historic charm of Lanesboro, the nearby state parks, the caves.

Today, people want a diversity of things to do. Partnership in marketing can bring about that variety, and help to achieve results that wouldn't otherwise happen.

Minnesota's Strategies for Action

1. Improve marketing efforts

- Improve market research and marketing plans for DNR's recreation services, and implement marketing recommendations of the Governor's Commission on Minnesotans Outdoors.
- Cooperate in marketing with other public agencies, and with resorts and other private providers.
- Improve data on available facilities and services by updating and maintaining facility inventories and conducting surveys of recreation users.



- Promote recreation facilities and activities through special events, interpretive programs, recreation maps and special user clubs (e.g., State Park Passport Club, Trail Explorers Club).

2. Protect Resource Base

- Maintain or restore the quality of natural resources in state parks through restoration of degraded areas and management of existing natural habitats (e.g., using prescribed burning on prairies).
- Expand resource maintenance projects such as erosion control, insect and disease control, landscaping, and shade tree maintenance.
- Avoid sensitive natural and cultural areas when developing facilities for visitor use.
- Expand natural and cultural resource interpretation for trail users on state trails.

3. Develop and Maintain Recreation Services and Facilities

- Increase operations, maintenance and repairs of recreation facilities in state parks, forests and trails to protect the health and safety of the user and provide quality recreational experiences.
- Complete development on former railroad grades purchased for trail use.
- Continue facility development as outlined in approved Outdoor Recreation System unit plans (plan for state parks, state trails, forest recreation areas, etc.)
- Accelerate major development and maintenance of river recreation sites in cooperation with local governments.
- Provide fishing piers and other facilities that reflect changing user needs.

Tourism and Parks: A Partnership?

Mac Berg
Superintendent
Herbert Hoover NHS

As the manager of America's prime travel destinations, the National Park Service is involved more directly with domestic tourism than any other federal agency. Indeed, tourism is inextricably part of the Service's history. Stephen Mather first suggested encouraging tourist travel in 1918, in order to introduce the American people to the great recreation resource represented by the parks and to attract tourist dollars. Since use of the parks involves tourism, the Service's role necessarily continues.

So what is the tourism industry, and how compatible are parks and tourism?

The industry itself is an amalgam of private and public enterprise; related associations and support groups; travel destinations and travel agents; suppliers and people. Its scope is large, encompassing a tremendous network of people interested and involved in travel, both nationally and internationally. Tourism represents the second largest industry in the United States in terms of retail sales. The direct economic impact in 1983, as reported by the U.S. Travel Data Center, was \$210 billion. Large parks with major concession facilities certainly understand the influence of tourism. But, whether the park is large or small, and whether its visitation figures are high or low, there is an important benefit to be gained from the involvement of every park in the travel industry. Such contacts provide parks with an opportunity to develop local, state and national cooperative efforts that are of potential benefit to each of the groups involved.

What are some of these benefits? The economic ones, of course, are apparent. Beyond these, however, such partnerships provide an opportunity to do something good for resource protection. Parks face overcrowding, increased use, and a declining fiscal base. Contacts in the tourism industry allow the parks to better schedule periods of visitation, i.e., to encourage visitation on the shoulders of the season as well as visitation at lesser-known parks and to state and local ones. Such contacts also may evolve into joint efforts with tremendous impact for the parks. At Voyageurs National Park in Minnesota, a cooperative public/private sector task force has fostered better relations between the park and the community. As a result of this effort, park visitation increased by 149% in the six months following the work of the task force. Visitation has continued to



increase, and a spirit of cooperation is now present.

Another example is the Iowa State Legislative Committee on Recreation, Tourism, and Leisure. Committee efforts are making possible the cooperative preservation by Iowa and South Dakota of the Blood Run National Historic Landmark. State ownership will protect this resource from becoming a quarry.

The committee's search for state areas of national significance also resulted in an effort by Council Bluffs to develop a national western trail center. This effort may result in a \$30 million center at the crossing of the Mormon Pioneer and the Lewis and Clark trails.

At Fort Scott NHS, a low-key, locally developed program between the superintendent and the community has increased visitation and boosted the local economy. Better community relations are the result.

Over all, the travel and tourism industry helps the parks to expand the role

and involvement of citizen's groups, to find a balance between people management and resource management, and to focus attention on the visiting public that the parks serve. With the help of the industry, parks can better satisfy the diverse expectations of the public. Indeed, activities not provided within the park may be provided by the private sector; contacts within the industry make the job of finding this out a fairly simple one.

Cooperation between the National Park Service and the tourism industry can help both attain mutually beneficial goals. It can help visitors get the most from park visits—a plus for the tourism industry—while encouraging visitor-understanding and appreciation for the cultural and natural resources that are their national heritage—certainly a plus for the National Park Service and one that assists in the fulfillment of its mission.

TEN WAYS TO SOOTHE THE TRAVEL BLUES: PREPARATION CAN MAKE THE DIFFERENCE

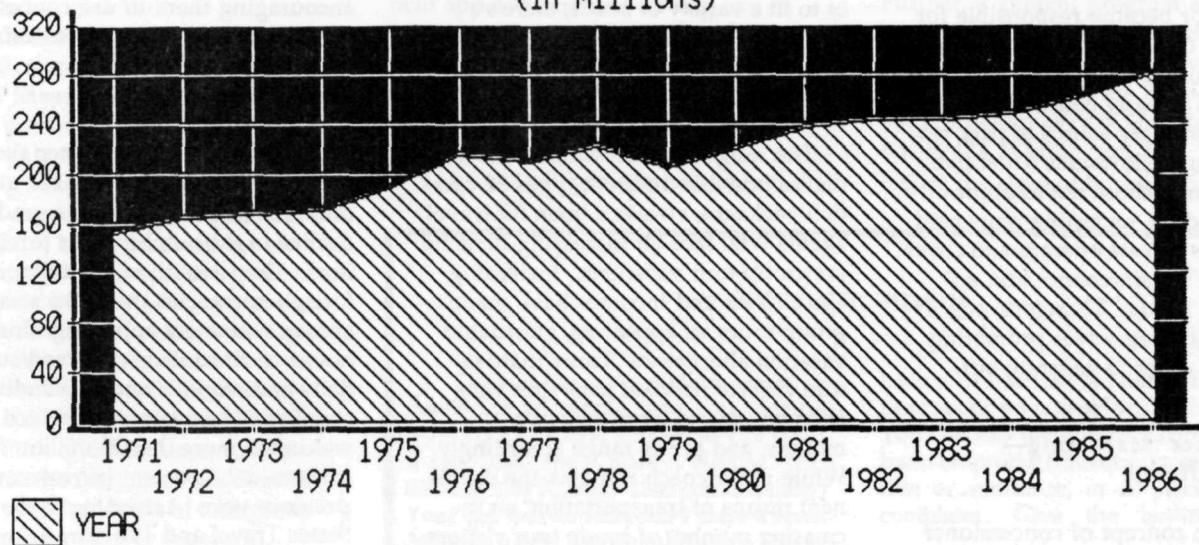
Editor's note: Pete Anderson, director of trade relations for Maupintour, Lawrence, Kansas, suggests that park staffs can assemble the following useful information for tour groups in order to help them plan successful visits.

- Park accommodations in general: tour operators need to know what's available inside the park and the status of park services in order to make the sort of arrangements appropriate for their clientele. If the accommodations are rustic, they need to know how rustic, e.g., are they so rustic that the older tourist would feel uncomfortable? For their part, tour operators also strive to make tourists aware of the purpose of the park—that staying at a park is not like staying at a Hyatt, for example, nor should it be. Finally, if accommodations are not available within the park, it helps to inform tour operators of how close to the park such accommodations are available.

- Seasonality: knowing the times that accommodations or services are available also helps planning. If a concessions operation is closed for a portion of the year, this is important to communicate.
- Rates: early pricing is particularly important since many tours are planned six months in advance.
- Visitation: these figures can help tour operators decide on off-season packages in order to avoid crowding at the park during peak visitation, or they may encourage operators to include more of the lesser-known parks in their tour packages.
- Travel access: some parks have coach or bus facilities available.
- Availability of restaurants.
- Availability of brochures: whenever possible, tour operators like to hand out park brochures before visitors arrive at the park, to prepare them for what they're about to see.
- Availability of unusual activities, i.e., the kinds of things that make the park uniquely appealing, that visitors can do on their own time. It is equally helpful to know about routinely scheduled park interpretive programs, etc.
- Park issues: there may be issues, fee legislation for example, that directly affect visits to park areas. Sharing this kind of information with the operators organizing the tour may directly influence the success or failure of their plans.
- Help the tour company prepare its park visitors properly by first preparing the tour company with information concerning what the park has to offer. One concise source of Servicewide park information, according to Pete Anderson, and a useful reference book for any park library, is the National Park Foundation publication, *The Complete Guide to America's National Parks*.

RECREATION VISITS, 1971–1986

(In Millions)



Concessioners lend park tourism efforts a hand

Douglas Hawthorne
Concessions Analyst, WASO

Park managers historically have been concerned with resource and visitor protection, while attracting park visitors was a minor item on their agendas. But how do park managers accomplish all of this? There are methods at their disposal, among them the marketing efforts of park concessioners and other cooperative private groups. These efforts generally contribute to increased group tour use during off-season periods, when visitation is traditionally sparse.

Early Concessioner Involvement in Tourism

Practically from the beginning of the national park system, concessioners have supported and encouraged tourism efforts. The early railroad concessioners built and operated overnight accommodations to make park visits more enjoyable. While people visited the parks chiefly to enjoy the resources, fewer would have come without the comforts provided by concessioner-run operations.

From the advent of the first national parks, the federal government relied on services from private operators and individuals. The Service lacked both the necessary funds and the expertise to supply all visitor needs itself. The private sector became responsible for developing, operating and maintaining services required for the enjoyment of the parks. The early concessioners also were a primary source of park revenue. During Yellowstone's first five years, Congress chose not to appropriate park funding, expecting rents paid by the park's private operators to cover Yellowstone's maintenance and administrative needs. Therefore, concessioners found themselves promoting the parks in order to generate business.

Concessioner Marketing—Services Offered

The basic concept of concessioner services has not changed since those early days, though the variety of services has increased. Park visitors often come to understand the resource bet-



International tour operators meet with representatives of the America's National Parks booth to find out what parks have to offer international visitors at the 1987 POW-WOW.

ter by participating in activities such as horseback rides in the Grand Tetons, mule trips into the Grand Canyon, or river trips through Canyonlands. Concessioner facilities and services not only satisfy a variety of tastes but also reflect a variety of styles—from the elegant to the rustic, from technological complexity to primitive simplicity. Concessioners offer a variety of services to fit a variety of needs; there's a little something for everyone.

New Vacation Types

The range of concessioner services makes possible different types of vacation packages, always a boon for travel agents who face an increasing demand for group-tour vacations. Increasing age and limited incomes have made group tours an appealing, affordable vacation alternative. Tours that feature visits to national park sites vary from one day to more than two months, and prices range accordingly. While motorcoach remains the dominant means of transportation, an increasing number of group tour visitors use Amtrak or combination fly-drive tour packages. A typical motorcoach tour may include one or more visits to national parks as a feature of a region-

al package. Some tours include visits to parks as a seasonal sightseeing expedition, such as a New England fall foliage tour that stops in Acadia National Park. Other tours use parks as the focus of the trip, for example a Grand Loop trip including Utah, Arizona and Nevada parks. Concessioners frequently encourage these trips, staying in touch with major tour operators, encouraging them to use concessioner facilities during off-peak seasons.

Foreign Travel

Since the early 1980s, when the volume of foreign visitors peaked at 23.6 million, America has seen a gradual decline in the number of its foreign visitors. The strength of the dollar against foreign currencies made vacations abroad extremely appealing. In 1986, however, the dollar weakened substantially and world economic conditions stabilized. Last year, the United States welcomed more than 21 million foreign visitors, a 2.4 percent increase over the previous year. According to the United States Travel and Tourism Administration (USTTA), an estimated 22.2 million visitors will travel to America in 1987.

What will these visitors want to see? Based on surveys conducted by the

USTTA, scenic places are the primary draw. Overseas visitors, in general, travel either by themselves (41%) or as part of a family (39%), and more than 80 percent are repeat visitors. They spend the most money in the Pacific states, generating more than \$991 million in payroll income and more than 97,000 jobs. The southeast region attracts the second highest foreign visitor spending. The lodging industry captured the greatest portion of these travel dollars in 1983. Gift and souvenir purchases came in second and food services third. With stabilization of the dollar, foreign visitation to the U.S. should remain strong in the near future.

What Concessioners Do to Promote Tourism

Becoming more involved in efforts to promote park visitation, concessioners are attending trade shows and developing contacts. One of the largest trade shows is the Discover America International POW WOW, recently held in Atlanta. The object is to increase foreign travel and tour group awareness of activities available in the United States. The POW WOW, sponsored by the Travel Industry Association of America, in cooperation with the USTTA, is the world's foremost marketplace for U.S. travel. Since its inception in 1969, POW WOW has grown to more than 700 exhibitors, with more than 1,000 tour agents and journalists from more than 55 countries represented.

POW WOW helps delegates meet with hotel, recreation, transportation and other leisure industry officials to generate business contacts otherwise available only through a series of time-consuming, expensive business trips. With U.S. travel suppliers' booths serving as offices, business meetings are packed into three days. During the recent Atlanta POW WOW, concessioners from a number of parks were represented. Also in attendance were representatives from the Conference of National Park Concessioners, Eastern National Park and Monument Association, and the National Park Service. They met with hundreds of tour group organizers from all over the world.

Concessioners have been involved in other tourism efforts as well. The National Park Service, in cooperation with the Recreation Vehicle Industry

Association, held the first Tourism and Parks Conference in Des Moines, Iowa, recently. The conference focused on efforts to increase tourism in the Midwest. NPS officials, cooperating associations, state tourism directors, tourism-related businesses, and concessioners met to exchange ideas for furthering the tourism effort. Finally, concessioners are working successfully with tour brokers to generate interest in the national parks.

All of these efforts will continue.

The path to promoting the national parks is not an easy one. The park system competes with many other groups for the limited leisure time of visitors. However, the park system has an excellent reputation both here and abroad. Through the commitment of the Director, his Chief of Concessions, and the Tourism Director, as well as other cooperating private groups, the National Park Service is well on its way to supplying the needs of all its visitors effectively.

Horace M. Albright Employee Development Fund

The National Park Service and the National Park Foundation have announced the establishment of an endowment fund named for former Director Albright. This fund will provide grants each year to qualifying employees at all organization and grade levels, in any job series, and from any park/office/center location. Endowment funds are managed by the Park Foundation and are derived from interest earned on investment of monies privately contributed to the fund. All employee grants are awarded by the Foundation.

Grants are available on a self-nominating basis to any full or part-time NPS employee filling a permanent appointment and having five or more years of NPS experience (including seasonal appointments), in addition to a satisfactory rating on his/her most recent performance appraisal.

The fund will provide opportunities

beyond the reach of regular NPS training funds. Grants may be awarded for attendance at national/international conferences, problem solver/innovator projects, short-term fact-finding trips, inter-Service details, educational endeavors, sabbaticals, or research projects. Monies can be used to defray most out-of-pocket costs associated with any of these experiences. Detailed descriptions of the grant categories and funding available for each can be found in the program guidelines.

Copies of the guidelines, as well as an initial supply of application forms have been distributed to each Service unit via the regional/center offices. Further, a general program announcement has been sent to the field by the Division of Employment Development. Applications are to be received by: The National Park Foundation, P.O. Box 57473, Washington, D.C. 20037 before the close of business on July 8.

Announcement

Do you have a complaint about the quality of an supply item you obtained from GSA's Federal Supply Service (FSS)? If so, call the Quality Hotline (FTS 557-1368; or 703/557-1368 commercially). Your call will be recorded 7 days a week, 24 hours a day. Then a real person will get

back to you within 24 hours. FSS wants to hear about your problems with products. You can call the hotline to provide feedback on product quality, to get information or assistance, or to place a formal complaint. Give the hotline a try.

Grandfather Mountain and the Blue Ridge Parkway

Granville B. Liles

The opening of the Blue Ridge motor road around Grandfather Mountain this year will complete a 470-mile project that began more than 50 years ago. Visitors traveling the parkway will be impressed with the wilderness beauty of this 7 1/2-mile section, as well as the distinctive character of the road and structures. This particular link has been a challenge for its designers and builders, but the finished product will offer a grand experience, a dramatic ending to a project often embroiled in controversy.

Grandfather Mountain is located less than 100 miles south of the Virginia-North Carolina state line, and is one of the most impressive feature in the Blue Ridge range. Slightly less than 6,000 feet in elevation, it is a rugged landmark that towers on the skyline. When viewed from some strategic locations along the parkway, it offers the traveler a profile of an aged patriarch. The vegetation of this area has intrigued scientists, including the famous French botanist Andre Michaux, for nearly 200 years. Michaux climbed Grandfather in 1794, on behalf of the French government, to collect plants for the nurseries of Paris. He found rare plants in great abundance, including an amazing understory of rosebay rhododendrons that still covers the mountain slopes today.

Grandfather Mountain has been part of the parkway story for many years. As early as 1917, the Interior Department's appropriation bill carried a rider authorizing the Secretary "to accept for park purposes any lands and rights of way, including the Grandfather Mountain, near or adjacent to the government forest reserve in western North Carolina." At the time, Director Stephen T. Mather wanted a park established in the Southern Appalachians, but this particular effort failed. (It is well to remember that the great western parks such as Yellowstone and Yosemite were carved out of the public domain, requiring little or no private lands. In contrast, the eastern parks and parkways have been acquired largely from private ownership, requiring considerable sacrifice on the part of individuals and the states.)

Undaunted by his failure to add Grandfather Mountain to the park system in 1917, Mather did succeed in getting legislation through Congress in 1926 that authorized Shenandoah National Park in Virginia and Great Smoky Mountains National Park in North Carolina and Tennessee. The strategic location of these two parks in the Southern Appalachians obviously prompted the proposal in 1933



to connect them with a parkway. The concept of a parkway met with such widespread national and local support that within a year Secretary of the Interior Harold Ickes approved the general route down the Blue Ridge of Virginia and North Carolina—a distance of almost 500 miles. Although there was no precedent for such parkway planning, by September of 1935 construction began at the Virginia-North Carolina state line.

The basic agreement between the states and the federal government provided that the states would secure the necessary rights of way through private lands and donate it to the federal government. Where the parkway was located on lands under the U.S. Forest Service, that bureau would transfer the land to the National Park Service. Establishing the location of the parkway was a joint responsibility of the National Park Service and the Bureau of Public Roads (now the Federal Highway Administration). As soon as agreement was reached on a centerline, right-of-way plans were prepared for the states, so they could immediately start land acquisition. With a boundary of some 1,200 miles and perhaps 5,000 or more neighboring landowners, it is a miracle that there were so few major location problems. Progress on construction moved ahead with such phenomenal speed that some 133 miles had been placed under grading contract by January 1937.

In the late 1930s, North Carolina acquired about eight miles of right-of-way from the Linville Company in the vicinity of Grandfather Mountain and Pineola, presumably with Park Service approval. A section of the parkway was built on about four miles of this land, south from U.S. 221 near Grandfather Mountain. The balance lay along the Yonahlossee Trail (U.S. 221), and

apparently was available for parkway purposes. At the time, U.S. 221 was the principal highway from Blowing Rock to Linville, and remains so today. It is crooked but scenic. During the early years, some consideration was given to using portions of it for the parkway. The state eventually rejected the idea, leaving the Park Service to search for a more suitable route at a higher elevation. Little progress was made, despite a brief surge of activity in the mid-1940s, until after World War II.

Finally, in the 1950s, the nation's economy was strong enough to support the resumption of work on the parkway. Conrad Wirth, who became Director of the Park Service in 1951, initiated a massive improvement program for the parks. Called Mission 66, this was a program to be achieved between 1956 and 1966, the golden anniversary of the Service. Congress and the President supported the program, which ultimately gave the parks more than one billion dollars to achieve goals nationwide. The Blue Ridge Parkway became a principal beneficiary of this imaginative concept.

With funds now available from Mission 66, the National Park Service and the Federal Highway Administration moved ahead toward the completion of the parkway, except for the 7 1/2-mile section around Grandfather Mountain. In 32 years, from 1935 to 1967, more than 460 miles of the parkway motor road had been completed and opened to the public.

Settlement of the location around Grandfather Mountain languished until a route was proposed at a higher elevation in the early fifties. Identified as the "high line," this route proposed to tunnel under a prominent ridge at an elevation of approximately 4,500 feet, then cross over another ridge about 1,300 feet under the high point of Grandfather Mountain. The owner of the mountain, Hugh Morton, vigorously objected, believing that the plan would destroy the mountain's natural beauty. Morton also pointed out that the state already had acquired lands through purchase and donation at a lower elevation, called the "middle line," on which the parkway should be located. During the early sixties, then-Governor Terry Sanford conveyed to Secretary of the Interior Stewart Udall North Carolina's opposition to the high route.

Finally, in 1967 and 1968, a "middle route" generally acceptable to all parties was selected. By the spring of 1968, the only obstacles in the way of a settlement were a refinement of the location, agreement on easement rights for the adjoining landowner, and the availability of funds to begin construction.



Governor Dan K. Moore, NPS Deputy Director Harthon "Spud" Bill, and Parkway Superintendent Granville B. Liles at the groundbreaking ceremony. Grandfather Mountain appears in the background. Photo by Hugh Morton.

On June 27, 1968, Governor Dan K. Moore and NPS Director George Hartzog, Jr., met in Blowing Rock, North Carolina, for a luncheon that preceded the dedication of E. B. Jeffress Park. Jeffress had been a long-time friend and supporter of the parkway. The meeting gave the two leaders a chance to discuss the urgency of completing the parkway around Grandfather Mountain. Governor Moore promised the Director that he would deliver the deed for the final section in the fall if the director would earmark funds to begin construction soon after.

Four months later, on October 22, 1968, the deed was handed over to Director Hartzog. This gesture completed a commitment made by the state of North Carolina more than 30 years earlier, and the festive occasion ended with a traditional ground-breaking at nearby Beacon

Heights. In keeping with the director's promise, a contract had already been awarded for the construction of a new bridge linking this last section with a portion completed 30 years earlier.

Construction proceeded at a satisfactory rate for several years. Passage of the National Environmental Policy Act in 1969 placed more rigid requirements on construction techniques, however, and a lack of funds slowed progress considerably in the early 1970s. As funds slowly became available, planners discovered that this particular route required greater skill and care in protecting the environment than had any previous section. The crossing of rugged Linn Cove presented a special challenge, ultimately met by construction of a 1,243-foot viaduct, built at a cost of nearly \$10 million. This unique structure is one of the most complicated in the world. It is a

precast, segmental bridge built from the top down to avoid disturbing the fragile landscape surrounding it.

Though this last section has been 20 years in planning and construction, it promises the public some of the most exciting experiences found on the entire parkway. The National Park Service, and the owner of the adjoining private lands that comprise most of Grandfather Mountain can be proud that the mountain has been preserved in its natural majesty for all Americans to enjoy.

The author is a former superintendent of the Blue Ridge Parkway. He writes from firsthand knowledge of the right-of-way negotiations around Grandfather Mountain. The publication of his article begins the *Courier's* reporting on Dedication '87 for the Blue Ridge.

A Crossroads for New River

Art Miller
MARO Public Affairs

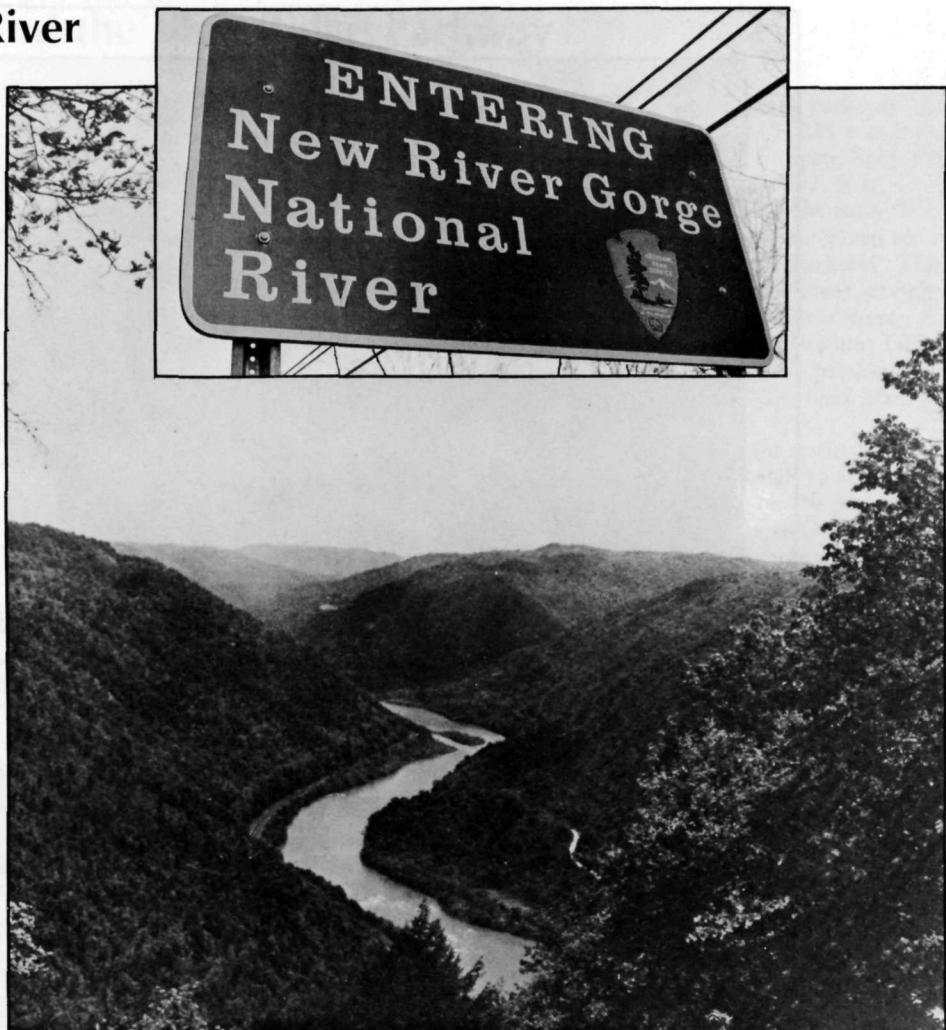
New River Gorge National River literally finds itself at a crossroads.

Two new highways, one to be completed next year and another on the drawing board, are expected to bring thousands of additional tourists to southern West Virginia and to the national park area. Interstate 64, which will run from Norfolk in the east to St. Louis in the Midwest, will link two busy north-south interstates: I-81 and I-77. Since these new concrete ribbons of I-64 cross the national river boundary, state officials and the Park Service are planning a second highway, this one to guide tourists south from I-64, past natural and historic points within New River Gorge, to Pipestem Resort State Park. If everything goes as hoped, the "New River Parkway" will serve as a catalyst for development in a region hurting economically. To keep up with the changes, New River and the local community have intensified their cooperative activities, in an effort to better attract that the public the highway planners hope to serve.

"Close coordination among us—Feds and state and local officials—is critical in planning for the recreational development of the southern part of West Virginia," says Superintendent Joe Kennedy. The six-foot-three-inch superintendent came from Dinosaur National Monument on the Colorado-Utah border to take over at New River last February.

The cooperation Kennedy refers to takes a variety of forms. It involves pulling together a planning team from the Mid-Atlantic regional office to assist the newly established New River Parkway Authority to plan the scenic drive. It also involves working with the West Virginia Highway Department, which will decide how to connect the future parkway with I-64. Congress recently appropriated \$17.6 million for the parkway design. NPS plans to construct a visitor contact station near the interchange with I-64 so as to orient travelers to recreational and cultural attractions in Raleigh, Summers, and Mercer counties.

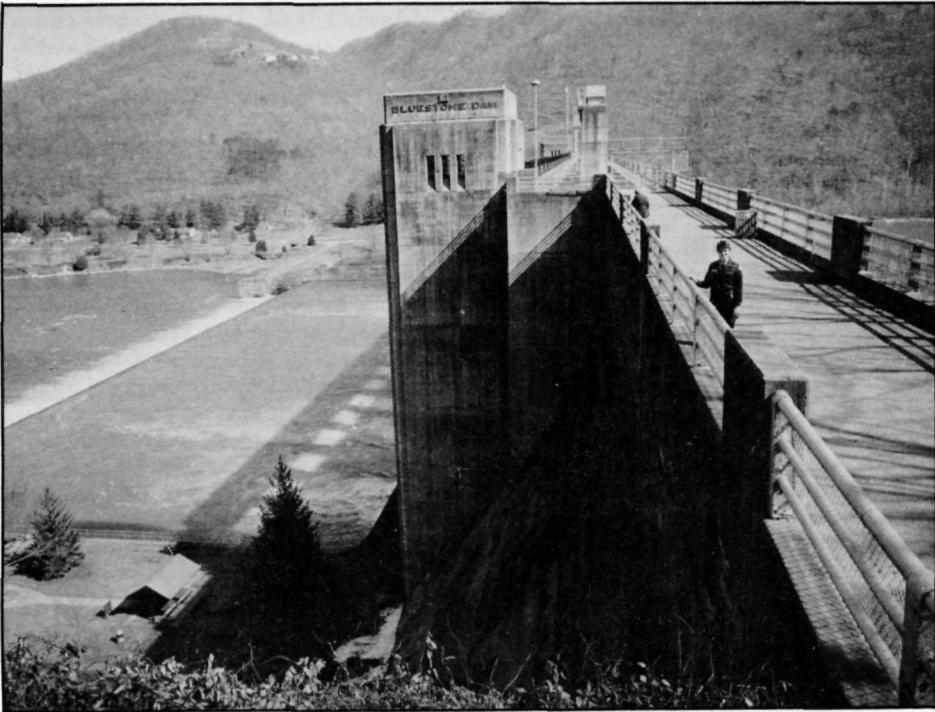
If all goes as planned, the scenic roadway will take visitors past beautiful Sandstone Falls, one of the prime resources along the national river. Interpretive signs and scenic overlooks will acquaint travelers with the natural history of the valley, and its human history, including early Indian occupation, railroading and coal mining. NPS hopes landowners along the parkway will accept zoning that will keep development compatible with the scenic route.



New River Gorge. Park boundary sign near Prince, WV. Photo by Art Miller.



Bridge supports for Interstate 64 being completed. Highway construction in this area of West Virginia is difficult and expensive because of cuts like this that must be bridged. Photo by Art Miller.



Patti Williams of the U.S. Army Corps of Engineers stands on the Bluestone Dam, a flood control dam across the New River at the southern end. Photo by Art Miller.

For its part, the Park Service has solicited the opinions and ideas of West Virginians, both for the parkway and for development plans for New River. The upcoming river management plan, due out this June, incorporates input from 45 local interest groups. The citizen task force that drew up the document included groups such as whitewater-raft operators, fishermen, canoeists, businessmen, conservationists, representatives of the coal mining and timbering industries, federal and state government agencies and "just plain folks." Working together, the group members hammered out policies concerning the river's carrying capacity as related to rafting and boating, solid waste disposal and litter, water quality, and the biological integrity of both the land and water areas within the gorge.

Matthew Carroll, a sociologist who has studied several Park Service river preservation efforts and who interviewed 150 West Virginians in developing the document, says: "Former superintendent Jim Carrico and the staff did a splendid job of consulting with the people affected and winning community cooperation with what the Park Service was doing."

Doug Maddy, Executive Director of the Chamber of Commerce for Fayette County, agrees: "The business community and the Park Service worked hand in hand. If the Service had come in with hard and fast rules it might have been different. Instead, apprehensions were allayed; people gained confidence in the

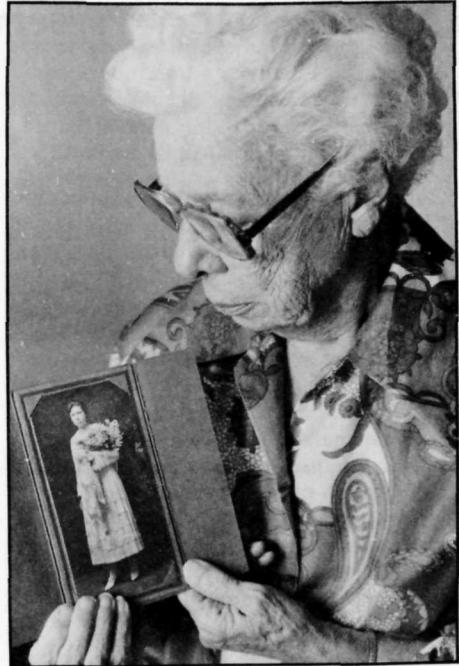
Park Service; and there was little community opposition."

As a result, when the Park Service opposed aerial spraying of a black fly insecticide in the national river area, the businessmen of Fayette County lent their support. And they did so in spite of opposition from other counties and from political leaders who felt that the presence of black flies might hurt tourism.

The park staff also is working closely with state officials to channel the future flood of tourists everyone is convinced are coming to West Virginia. "We've had continual communication on planning for I-64 and the New River Parkway," says Carolyn Ketchum, acting tourism manager for the state. NPS is a member of the New River Travel Council that represents nine counties and seeks to attract tourists to their part of "wild, wonderful West Virginia."

Even the flow of water in New River requires coordination. Former Superintendent Carrico reached an agreement with the Army Corps of Engineers, which operates Bluestone Dam, to insure an adequate flow during the summer for the popular river rafting.

In the preservation of cultural resources, too, the park cooperates with state and local groups and individuals. Former Chief of Interpretation Gene Cox began taping oral history commentaries by coal miners, timber cutters, farmers and river men—even a moonshiner. Through a "Park Neighbors" program,



One of the longtime residents of the valley, Mrs. Alma Coffman looks at a photo of herself at 17. She spoke at one of the "Park Neighbors" programs.

local people were invited to give talks on the history of the gorge. Cox also started a New River Symposium. Now in its sixth year, the program encourages scholars and other specialists to present papers that contribute to the park's baseline knowledge of New River.

The park staff also works with local groups when special events are planned, even when such events are not typically Park Service in nature. Take "Bridge Day," for example. Last year, 400 parachutists showed up to leap from the second highest bridge in the nation and land on a narrow shelf of land along the river. Some 10,000 people watched.

"We hold our breath and provide any emergency medical treatment that is needed," says Jason Houck, chief ranger at New River.

In developing the national river, the Park Service must integrate its plans with those of a state eager for economic expansion, one that is looking to tourism in order to make up for the losses in the declining coal industry. Both park professionals and many West Virginians are convinced that the spreading network of new highways and the continued development of a national park area in the region will bring a new era to southern West Virginia.

CVNRA History Preserved Through Cooperation

Ronald G. Thoman
Chief, Interpretation
Cuyahoga Valley NRA

The Everett Road covered bridge is one of hundreds of significant structures the NPS, as mandated by Congress, protects as part of Cuyahoga Valley NRA's cultural landscape. The near total destruction of the bridge in May 1975 presented the new park (created only the previous December) with a great challenge. With the bridge's restoration in 1986, the challenge has been met. The story of the bridge symbolizes how this unique urban park was created and why it continues to develop and prosper today. It is a story of involvement by local citizens and cooperative action by institutions and government agencies at many levels.

A Brief History

In the 1840s, a main road through Cuyahoga Valley was Everett Pike, connecting the booming canal towns of Boston and Peninsula with the growing city of Akron to the south. Jonathan Hale, one of the valley's earliest settlers, had petitioned for such a road to pass through his farm in 1810. It apparently was never built, perhaps because the Ohio and Erie Canal, completed through the valley in 1827, had not yet brought sufficient agricultural and economic activity to the area to warrant the effort. Another prominent resident, Ira Hawkins, petitioned for the road again in 1840. Conditions had significantly changed by then, so his request was fulfilled. What is today a quiet, scenic valley byway was then a main road.

Even so, where it crossed Furnace Run, a major tributary of the Cuyahoga River, there was no bridge, only a ford. Eventually tragedy changed this.

On the night of February 1, 1877, John Gilson and his wife, who owned a farm on the valley plateau above Furnace Run, were returning home from visiting friends. A winter storm caused the water they had to cross to churn furiously. As they reached the stream they "found a large cake of ice had washed into the road that so obstructed the driveway they had to pass around it." In the process, Mrs. Gilson was thrown into the rapidly rising stream. Her husband lost his footing and was dragged by his panicked horse into the deeper water that was cold and swirling with ice. Mrs. Gilson was rescued by a local resident, but her husband's body was not recovered until four days later. The death of this prominent citizen most likely led to the construction of the Everett Road covered bridge.

Although the covered bridge has been part of the valley scene for a hundred years, it was badly damaged twice before its near total destruction in 1975, once in the great 1913 flood, and once again in 1970 when an overloaded truck partially collapsed it. In each instance, determined local citizens rescued it.

A Treasure Lost

Covered bridges were popular in the nineteenth century because their roofs and sides protected hard-to-replace wooden structural members from weathering. The first in Ohio was built in Columbiana County in 1809. At one time, the state boasted more than 2,000

covered bridges. Time, technology, fire, vandalism, and occasional floods have reduced their present number to less than 200.

Cuyahoga Valley had its share of covered bridges spanning the Cuyahoga River and its tributary streams. All except the Everett Road covered bridge were gone by the time Cuyahoga Valley NRA was created in late 1974. This last bridge remained, to be preserved by the park, along with its other historical and scenic treasures, for future generations. Then about midnight, May 21, 1975, a sudden spring storm sent flood waters down Furnace Run. The covered bridge was lifted from its abutments and smashed into the stream bed below, where area residents found it the next morning.

Treasure Regained

The covered bridge had been entered on the National Register of Historic Places in 1974. For decades it had been popular with history buffs, preservationists, artists, photographers, and the general public. It was the subject of paintings and photographs, and the scenic destination of travelers enjoying recreational outings in the Cuyahoga Valley. Almost immediately after its collapse, citizens, private organizations, and government agencies joined hands, as they had to create the park itself, to pursue another dream, the bridge's restoration.

The Cuyahoga Valley Association, a citizens' organization which led the effort to get the park established, played a leadership and coordinating role. Area school children contributed nickels and



Everett Road bridge after it was demolished by a spring storm



Everett Road bridge as restored in 1986

dimes, donating nearly \$600. Other individuals contributed amounts from \$1 to \$500. Area foundations also contributed. Renowned water-color artist Don Getz, who lives and works in the valley, donated a painting of the bridge to be raffled off, bringing in \$3,000. Altogether, the Association amassed \$22,000 for the restoration project.

A Dream Comes True

Meanwhile, the NPS disassembled the bridge, stored salvagable parts, and completed measured drawings for the restoration effort. Local Summit County offi-

cials secured a \$75,000 grant from the federal government and reconstructed the abutments. In 1984, Congress appropriated \$153,000 for the project. As funding was being secured, the NPS conducted historical and hydrological studies. In 1985, it removed downstream debris to minimize future backwater flooding, stabilized stream banks, and began actual restoration work. By the fall of 1986, the covered bridge was finally restored to its rightful place in the cultural landscape of the Cuyahoga Valley.

Today the covered bridge looks as it did when originally constructed. One

hundred feet long, 18 feet wide, and 19 feet high, the bridge has a wooden shingle roof and a wooden floor; also, it is painted red, its original color. The bridge is open only to non-vehicular traffic in order to prolong its life and make its recreational use safer for hikers, bicyclists, skiers, and horseback riders. Before the bridge was restored, some believed that it should be replaced by a modern one. After a ten-year struggle, however, sentiment, history, and citizen involvement won out. The Everett Road covered bridge has taken its place once again as part of the scenery and history preserved at Cuyahoga Valley NRA.

Water quality on the Buffalo River: what can and is being done

Donnie Weeks
Hydrologic Technician
Buffalo NR

The Buffalo River, cutting a deep valley through thick layers of limestone, sandstone, and shale, produces some of the most spectacular scenery between the Appalachian and Rocky Mountains. In 1972, Congress preserved this natural beauty by creating the Buffalo National River. As a result, the NPS has a vested interest in assuring that the river's excellent water quality is preserved for future generations to enjoy.

Less than 100,000 acres of the river's nearly 800,000-acre watershed lies within the boundaries of Buffalo National River. The National Park Service has long felt the need for a continuous water quality monitoring program in order to be assured that outside influences, as well as park management activities, do not adversely impact the river's near-pristine water quality. Although numerous water-sampling projects have been carried out in the past on the Buffalo River, the majority of these have been limited. The only continuous data on the water quality of the Buffalo River have been collected by the Arkansas Department of Pollution Control and Ecology at a sampling station near the midpoint of the river. Therefore, the park recently established a program to monitor the water quality of the Buffalo River and its tributaries. The objectives of the water quality program are:

- to gather water quality data for the river corridor to be used for monitoring long term trends;
- to gather data necessary to determine which particular tributaries may be impacted by pollution; and

- to monitor those areas where concentrated recreational activities occur to assure that no public health problems exist.

Nine sampling sites from Boxley to the White River are now monitored continually. Twenty-seven tributaries of the river were monitored throughout 1985. During the summer months, when recreational activity increases, water quality is monitored at several public use areas along the river. The results from data collected in 1985 show the water quality of the Buffalo River and its tributaries to be excellent. With only a few exceptions, bacteria counts were found to be well within the safe limits for human contact.

Water samples from the Buffalo River are periodically sent to Ouachita Baptist University, the University of Arkansas and various other laboratories to be analyzed for trace metals such as lead, cadmium and zinc, and nutrients such as nitrogen and phosphorus. The results have shown no evidence of abnormally high levels of trace metals in the river's water, except for slightly elevated levels of zinc and cadmium detected in the river near Rush and Tomahawk Creeks. Research is currently being conducted to determine if this comes from the tailings of abandoned zinc mines located in the area. Nutrient concentrations were also low, indicating that sewage, fertilizers, or detergents are not entering the Buffalo River in any significant amounts.

Carefully planned and controlled urban, agricultural and industrial development within the river's watershed are critical factors for maintaining the excellent quality of Buffalo River's water. Caves, faults, and exposed outcrops of fractured limestone common along the Buffalo River represent highways for



Buffalo NR

recharge into the river and its tributaries. Great caution must be practiced in carrying out activities which have potential to affect water quality in these delicate areas. The continued monitoring of the water quality of the Buffalo River and its tributaries, along with public interest in keeping the river clean and its water pure, will ensure the preservation of this beautiful part of Arkansas.

"Hey, Can You Tell Me About the Park Service": Serving the Public at the Public Inquiries Office

Leo Willette
WASO Public Affairs

First off, let's splash the cold waters of fact onto some of our hottest myths:

Myth 1: National park visitors simply won't plan ahead;

Myth 2: Far too many information-seekers are ill-mannered and ungrateful;

Myth 3: Visitors from foreign countries are vague about what parks they want to visit. (And they just won't take the good

advice, anyway);

Myth 4: The WASO office that handles some 65-thousand-per-year phone calls, letters, and drop-in visitors must boast a huge public inquiries staff.

In this version of "Myth America," the envelopes, please.

Fact 1: Park visitors do plan ahead, months and months ahead, writing or phoning at times when most park employees are enjoying (or enduring) off-season hibernation;

Fact 2: The majority of visitors to Room 1013 in the Main Interior Building are polite, pleasant, and grateful for assistance;

Fact 3: Foreign visitors have definite destinations in mind. In the case of our national parks, invariably Grand Canyon, Yellowstone, and Yosemite are among the choices. And the descriptive NPS folders they pluck from the shelves are read, re-read and acted upon. Further, these foreign visitors "are very surprised that the literature is free";

Fact 4: This busy, busy office is run by a staff of three, sometimes with a seasonal to pitch in. The resident authority is Barbara Payne, manager of the Public Inquiries section of WASO's Office of Public Affairs.

During the typical year, the number of inquiries this little office handles gets positively numbing.

Take the period from 1980 through 1986. Mail responses alone handled by this staff of three totalled more than a quarter-million. Precisely, mail requests from 1980 through 1986 numbered 225,984. That's an average of 32,283 pieces of mail per year.

In the same period they fielded some 168,714 telephone questions (24,102 a year on average). Visitors who dropped in numbered 37,659 (about 5,380 a year).

Little wonder all three staffers lunch at their desks. What is a wonder is the pleasant, calm can-do spirit they maintain, while juggling a variety of tasks.

Barbara Payne started in 1979 as acting chief of the office and has been permanent chief since 1980. "For a great many people," says Payne, "we are the first national park employees they meet. It's important we make a pleasant and professional first impression."

Her administrative duties include office operation, training, maintaining a speakers bureau, overseeing publication inventory control, and maintaining the office reference library. Payne's office colleagues are Mary Ingels and Herb Kistler. Mary is a three-year veteran of the office, congenial, a quick study of reference and referrals. Herb is the enthusiastic new kid on the block, also a people-liker in the year he's been aboard. They share the primary responsibility of answering the phones, assisting visitors, and processing the bulk of the mail. In addition, they handle most of the campsite reservations, and issue Golden Eagle, Golden Access, and Golden Age Passports.



Herb Kistler

In the process of responding to inquiries, the Public Inquiries staff necessarily learns a lot. They teach the public, too, on matters of safety (bears, hypothermia, wilderness survival) and resource protection (off-road vehicles and snowmobiling, for example).

There are seasonal questions: fall foliage along Skyline Drive and springtime cherry blossoms. There are also topical questions: dates and times of various events such as those pertaining to the celebration of the Bicentennial of the Constitution.

"It's an ongoing learning experience here," says Kistler. "During most days we spin our Rolodexes a lot," adds Ingels, since many of the questions are recurring ones.

Not all inquiries are easy to answer; some, downright impossible. How do you respond to an earnest parent who wonders if the Park Service can pay for a teenager's cheerleading uniform? Or what about a question like "How many amusement parks are there in the United States?" Referrals on this type of question go to the appropriate trade association. "How many trees were cut down last year in our national forests?" show that people continue to confuse the Park and Forest Services.

Callers frequently ask "How do I get a job with the Park Service?" or its entrepreneurial equivalent, "How do I get a contract?"

"Very often I guess we could just say we don't know or that it's not in the realm of the Park Service," says Payne. "But we don't. We at least try to give them a lead."

This office policy often calls for initiative and resourcefulness in tracking down the information. Cross-referencing comes in handy, and requires thumbing through some fairly esoteric tomes. Sometimes a call to a park site or a regional office gets the answer.

And many more people are calling about fees. "We are expecting even more inquiries on this as we head into the vacation months." It is not only the vacation-minded segment of the public that avails itself of services from this office. Inquiries come from travel agents, state offices, other federal offices, students, educators, libraries, and foreign governments. Information assistance also is provided to NPS sites and regional offices.

While almost everyone enjoys being identified favorably in national newspapers and periodicals, Barbara, Mary and Herb flinch just a little when their offices draw widespread attention. Such publicity spells an avalanche of mail. Take April 1981 as an example. That was the month 8,028 mail inquiries came into the office. It seems a national



Barbara Payne



Mary Ingles

magazine mentioned something-for-nothing, compliments of the Park Service, "just write to . . ." And write they did, giving Payne and Company a case of what could be called the "Freebie Jeebies." Then there is the "W-file"—w as in weird. A sampling of its contents may attest to the challenge:

"I would like to obtain a Golden Needle Passport . . ."

"Please send me a copy of 'My Eyes Need a Good Stretching . . .' "

Or what about a combination Birthday and Get Well card addressed to Abraham Lincoln?

And on and on, two inches of paper deep. But, as someone once said, "That's another story, isn't it?"

The 025 Comparability Study: An Update

Walt Dabney
Chief, Ranger Activities
WASO

At the Rendezvous in Jackson Hole, there was a great deal of interest and discussion of the 025 comparability study which has been going on in Washington, and there's no sign that there has been any waning of interest in the subject since that time. Several people have asked for an overview and update on what's going on. What follows is an attempt to distill this complex subject into a relatively few paragraphs.

The 025 study almost immediately evolved into a much broader project than originally envisioned. A better name than "Comparability Study" might be "A Study of Management and Classification of Park Rangers Positions." This involves many things, none of which includes the comparison of one position to another.

Classification of work can only be accomplished by comparing the description of the work against an approved standard, not to another position in the same or a different series. If we tried to compare one job to another, there would be no standard.

When we say that we do more of something or the same level of some type of work as a person in another series in another agency and get paid less, that may well be true, but that is not generally a problem related to the various classification standards involved. In such a case, an agency (or even an individual supervisor) is for some reason not requiring employees to accomplish the tasks described in their position descriptions. This is more likely to occur in agencies with high turnover rates.

Here's an example: An 025 ranger is performing law enforcement duties that appear to be the same as some of the duties performed by another individual who is classified as an 181 criminal investigator. This may in fact be the case, because some of the 1811's duties may include patrol, interdiction, and so forth. But the quantity (percentage) and level of work which controls the series and grade is not the patrol work; it's the investigative work. If the duties that control the grade of the 1811 position are not being performed, that is a management/supervisory problem, not one of classification. An audit of this position would not support the grade (see the descriptions of series 1810, 1811 and 083 for specifics on what's required for the classification of investigative work).

When I arrived in Washington last March, I was armed with a huge supply of facts, figures and examples of how the system is screwed up, and was convinced that it would be easy to fix. I believed with great conviction that, after many years as a field ranger, I knew what was true and what was not. This attitude, which is not uncommon, turned out to be the principal problem I had in dealing with this issue. It was soon very clear that, despite years spent as a supervisor, I had very little real knowledge of classification and other critical aspects of position management. Before going further in a discussion of the specifics of what I learned, however, I want to make two general observations.

The first is that there are some problems with classification standards, particularly at the lower grade levels. Some of these can be rectified by teaching supervisors how to organize work and how to properly write position descriptions. Some aspects of the problem, however, will only be improved with a government-wide change in what will be paid for certain kinds of work. The task group is working closely with OPM toward a possible change of standards for law enforcement and rescue which may go part way toward achieving this end. But we have no control over the changing of standards.

The second observation is that supervisors and managers and all rangers must develop as a "ranger skill" a good working knowledge of position management and the Federal classification system. Rangers work for rangers. It is our responsibility to know and understand the system with which we have to work. The more you know, the more successful you will be in applying the options available to you in accomplishing the goals you hope to attain. You will find it much more productive to deal with your personnel office when you're working from a good knowledge base and are dealing with facts instead of emotional arguments based on philosophy.

There used to be comparability within GS-025. In the mid-1970's, we had approximately 1,500 park ranger (025) positions. These positions had a journeyman level of GS-9, although we fill some at a trainee level of GS-5. Within a year, the GS-5 was eligible for a GS-7 (advance training level), and, within another year, the GS-7 moved up to a GS-9 (journeyman, full-performance level).

In Federal classification, employees graded GS-9 and above generally have

specific program, planning and coordinating responsibilities. The grade is based on these duties, although the position description (PD) might include lesser duties as well. To accomplish work on a day-to-day basis that did not involve program management, many agencies, including BLM, the Forest Service, Fish and Wildlife, the Corps of Engineers, and the Park Service, hired technicians. All but the Park Service and Corps still have technicians, and the Corps had no choice in the loss of its use of the GS-026 series. It was the only agency that shared the series with the Service, and was more than a little miffed when the NPS, without consulting the Corps, requested that 026 be abolished.

The work accomplished by technicians in Federal agencies is in support of program managers or program specialists. A range scientist, biologist, forester, fire management specialist or park ranger would utilize technicians to accomplish the work necessary to implement a program or project.

Work of technicians is generally classified from GS-3 through GS-8. People in other agencies understand that a certain position is a certain grade, and that, unless the duties of the position are changed, the job will always remain at the same grade. Other agencies, including the Corps of Engineers, generally assigned their employees work that was within the scope of their PD. This was often not the case in the Park Service, however, where employees classified in the 026 series were routinely used to do virtually anything they were willing and capable of doing.

This was not a classification problem but a problem of proper supervisory and management control. But in 1979, there were approximately 1,500 GS-025 park rangers in positions graded GS-9 and above, and 2,350 park technicians in grades GS-8 and below.

In grades GS-5 through GS-9, duties in the two series were in the same cases so indistinguishable that rangers and technicians both began crying "Foul!" Our solution to what was a management problem—not a classification problem—was to abolish the 026 series. The results of this action included the general lowering of the grade structure of the park ranger (025) series. That series now includes grades GS-1 through GS-15, with full performance work at each grade level.

The new 025 standards were released in November of 1985. OPM gave the Service 180 days to review all 025 positions against the new standards. As

of January 30th of this year, this review has resulted in 212 GS-6 positions being upgraded to GS-7. If any positions get downgraded, it will be because the PD reflects a level of work that is actually not being accomplished.

If, for example, your GS-9 PD says that you have program responsibilities for resource management for a district, you have to be able to show, tangibly, that you have plans and are actually coordinating such a program. If you're not actually doing what the PD requires, the position isn't going to hold the grade. No positions at this time have been downgraded, but there are some that are in jeopardy for the above reason.

I hear complaints that positions get downgraded after they are announced and before they are filled. That is not because of classification; it's because a manager has the right to add or delete duties in order to properly manage positions. If you think the position was downgraded and that grade controlling duties were not removed, you can and should ask for a desk audit. If you request an audit or even go to a classifier to talk about your concern, you should be able to state specifics. Why, for example, is your job a GS-7 rather than a GS-5 when measured against the standard? If you're going to answer that question properly, you'll have to learn something about classification.

To augment the new GS-025 standards, the task force has prepared a "supplemental classification guide." This guide is particularly significant for classification criteria for the GS-4, 5, 7 and 9 levels for duties relating to interpretation, resources management, EMS, SAR and law enforcement. The guide should help improve grading consistency Servicewide and give credit for ranger duties not clearly defined in the existing standard.

Organization of work is one area where we need to learn all we can about the options available. There are some basic principles that will give some overall idea of what a position's grade is likely to be. The highest graded work which is performed from 25 to 50 percent of the time will generally control the grade. The highest graded work that occurs in a PD which is performed 51 percent or more of the time generally controls grade and series.

This concept is developed extensively in a product of the task force entitled *Classification Handbook for Managers*. Your personnel office has a copy if the division office does not.

This handbook should prove to be a valuable tool in understanding position management. When a person with specialized skills or education is needed

for a job, honest position management may result in a classification into a series outside of 025. That does not mean, however, that the person can't be a park ranger in every sense of the word. The incumbent can still be uniformed and perform a myriad of traditional ranger duties in tandem with the responsibilities of his grade and series. If, for example, a professional wildlife biologist is required to fill a position in a wildlife management program, the position should be classified as a GS-486 position. If necessary, the incumbent could still be commissioned or red-carded. Two actual examples of such creative position management exist in Yellowstone and Yosemite.

In Yellowstone, resource management coordinator positions were established in each of the four districts in order to give the park a more effective and accountable resource management program. Four nonsupervisory GS-7 positions were restructured as GS-9 positions. The GS-9 grades were supported by program responsibilities for resource management which occurred in excess of 25 percent of the time.

In Yosemite, six GS-025-7 positions have been reclassified as GS-025-9 positions as a result of assigned GS-1811-9 level criminal investigative duties occurring in excess of 25 percent of the time. The rangers in this example are performing the duties at a frequency great enough to become proficient and frequently enough to control the grade. Because of the 1811 duties they now have, these six GS-7's are now GS-9's.

The task force recommended to the Director that the ban on recognizing criminal investigative work in the Service be repealed. That decision has been made and a recent memo to that effect has been sent to the field. It allows the establishment of 1811 positions if park management believes that they are necessary. More likely will be the increase of investigative responsibilities in some ranger positions. If the increased duties comprise more than 25 percent of real 1811 work, the grade will also be affected (see 1810, 1811, and 083 series

guides to understand the differences among different types of Federal investigators).

The last major product of the task force that has been released to the field to date is a demographic study of the nearly 3,200 GS-025 positions. The study is not encouraging, but it is honest. It assumes that everyone will retire when eligible, so the survey in some ways is actually looking at a best case scenario. It is worth serious study, as it shows promotion potential over the next 20 years. One of the obvious facts about the ranger profession in comparison to professions in other agencies is that almost no one leaves the Service. In a nonexpanding system, that means there's little movement.

Something to keep in mind, if you don't like the odds, is to look at other career opportunities within the Park Service. Persons with park operations experience could use the experience, together with some cross-training, to move into positions in safety, concessions, administration (personnel, procurement, property, contracting), and so forth. The Service currently relies heavily on recruiting people from outside the agency to fill some of these positions. We will follow-up shortly with a demographic study concerning other Park Service occupations which comprise 30 or more positions. This should help identify some of these other career options.

I have only touched upon some of the main considerations of the task force. Each of these areas could be (and has been) discussed at great length. We are bound by the system within which we work. There are lots of specific things we can do within the system to make things better, both in the quality of work produced and in the enhanced quality of some positions. Further recommendations are going to be forthcoming which will deal, among other things, with training in position management. OPM is engaged in some rewriting of law enforcement standards which may, through cross-referencing, enhance the basic grade for employees with law

COMING SOON!

Whatever you do, don't miss: "Results form the Temporary Employee Survey." Look for it in the July *Courier*, coming to major distribution centers near you.

enforcement (patrol) duties in all Federal agencies. We are watching this closely, just as we are monitoring developments in other agencies.

The more each of us learns about the system, the more successfully we will be in managing our positions. Learn what is fact and what is fiction. Deal with facts and not emotion. There are not many quick fixes. Read standards that might be useful in organizing the work in your positions, including the 025 standards and supplemental guideline. Understand the concepts in

the *Classification Handbook for Managers*, including, where necessary or proper, the classification of some positions into other series. If you need specialists, get them. Establish a working relationship with your personnel office, particularly the people responsible for classification. Run ideas past them as a ranger knowledgeable in classification concepts and in position management options.

Personnel management, including a general understanding of classification principles, is a critical "ranger skill".

Rangers work for rangers. It's time for us all to get as serious about being professional in these skills as we are in many of the other things we do.

Note: The Director has issued a report to all employees summarizing the issues developed by the Grade Comparability Task Force.

This article was reprinted by permission from Ranger, Spring 1987.

Window into the mind of the creative individual: technical drawings of Thomas Edison

Edward Jay Pershey
Supervisory Museum Curator
Edison NHS

In the fall of 1888 Thomas Edison wrote to the United States Patent Office that he was then at work on a device which would "do for the eye what the phonograph does for the ear."

Edison was not the only person working on the invention of motion pictures at the end of the nineteenth century, nor was he to become its only successful inventor and entrepreneur. The phenomenon of the persistence of vision on the retina in the human eye was being investigated by a number of people who wanted to build a device for making and displaying moving images. However, Edison's particular mechanical solutions are well-documented and show how his work was closely related to other inventions in communications technology: the telegraph, telephone, and phonograph.

The main problem in designing a motion picture machine involved taking a series of instantaneous photographs of movement that could be reconstructed into a rapid sequence, which the eye would receive as something other than a blur and the mind perceive as fluid motion. The process involves allowing each image in a sequence to fall on the retina long enough to register clearly. The next image in the sequence must be delayed a fraction of a second, with no intervening light to blur the first image. Wheels of lantern slides had been devised in the mid-nineteenth century to project on a screen the illusion of simple repetitive movement. Longer sequences and photographic images, however, proved very difficult to make and play back.

The two drawings shown here were made by Edison at about the same time in October 1888. Drawing A shows what Edison envisioned as a working

motion picture machine. The device is much like a machine shop lathe with a horizontal revolving axle (the mandrel) rotated intermittently by a ratchet escapement. The dotted lines on the main part of the cylindrical mandrel represent a spiral sequence of tiny photographic images taken of movement in the real world (using a camera device similar to this). A person could watch the movement being recreated by looking through a microscope viewer (M). A pair of on-off electromagnets (G and F), mounted on the traveling arm carrying the viewer, vibrated a shutter rapidly back and forth in front of the microscope lens. As the mandrel revolved, the microscope viewer moved laterally down its length, following the spiral of images from beginning to end. The device, a form of which was made and used at Edison's lab, was referred to generally as the spiral kinetoscope.

While he struggled to make a working movie machine, Edison also attempted to re-invent the phonograph, which he had first invented in November 1877, 10 years earlier. Others, including researchers at the Alexander Graham Bell lab had improved on Edison's phonograph while Edison had been busy inventing a system of electric lighting in the early 1880s. In response to their work, Edison began again to work on what he called his favorite invention. The phonograph project was one of the high priority items taken up by Edison at his last and largest research facility at West Orange, built in 1887.

Drawing B, then, is an example of Edison's improved, or, as he called it, his "perfected" phonograph of 1888. This drawing, when compared to Drawing A, shows that Edison's verbal description to the patent office of the analogy of the recording of motion with the recording of sound also extended to

his visually-based inventive work. The two devices used similar mechanical configurations, similar technical concepts, and worked in very similar ways. In fact, Edison proposed that the two machines might be coupled onto the same drive shaft, allowing the recording of sight and sound together. From the very beginning Edison envisioned "talking" movies.

This initial motion picture machine didn't work as well as Edison hoped, the curvature of the mandrel preventing a clear focus across even the tiny image. Working from this initial concept, however, Edison and his assistants revised the apparatus substantially during the next two years. By 1890 long strips of nitrate celluloid film were being used in a new version of a camera/viewer to make successful experimental movies. In 1893 the Edison research crew built the world's first motion picture production studio at West Orange (the "Black Maria") and began turning out a stream of short commercial films exhibited in peephole viewers, which, though technically different, emulated the earlier idea of the one-person-at-a-time spiral kinetoscope viewer.

These drawings, only two of thousands in the Edison archives, show how Edison's technical creativity seems to have derived, in part, from his integration of successful mechanical and electro-mechanical sub-systems into a variety of more complex devices. As a result, historians are beginning to compare Edison's inventing style to a mechanical alphabet of small, generalized components out of which he constructed the larger "words" of individual machines, or the "paragraphs" of whole technical systems. Sometimes, too, his methodology is likened to that of a painter with a palette of colored pigments. As the painter chooses and

blends the various standard pigments into a new visual interpretation, so Edison chose from a set of technical ideas in his inventive framework, recombining the individual components of his technical repertoire into new inventions.

Not all of the drawings at Edison NHS were created personally by the inventor. Numerous assistants and associates contributed to the inventive work and often re-drew Edison's ideas. Nor do most of the drawings lend themselves to as quick or dramatic interpretations as these two. Many are obscure, ill-drawn sketches that must be coupled with written notebook entries, correspondence, and surviving artifacts in order to be understood.

One thing that many of the drawings do share, however, is a free-hand vibrancy that expresses the ideas of a man who thought *visually*. Edison seemed able to think about three-dimensional machines in his head and to rotate them and their parts in space, reconfiguring the apparatus in different ways. When actual artifacts survive, they can often serve as modern technical "rosetta stones" that can assist us in interpreting the drawings and Edison's work.

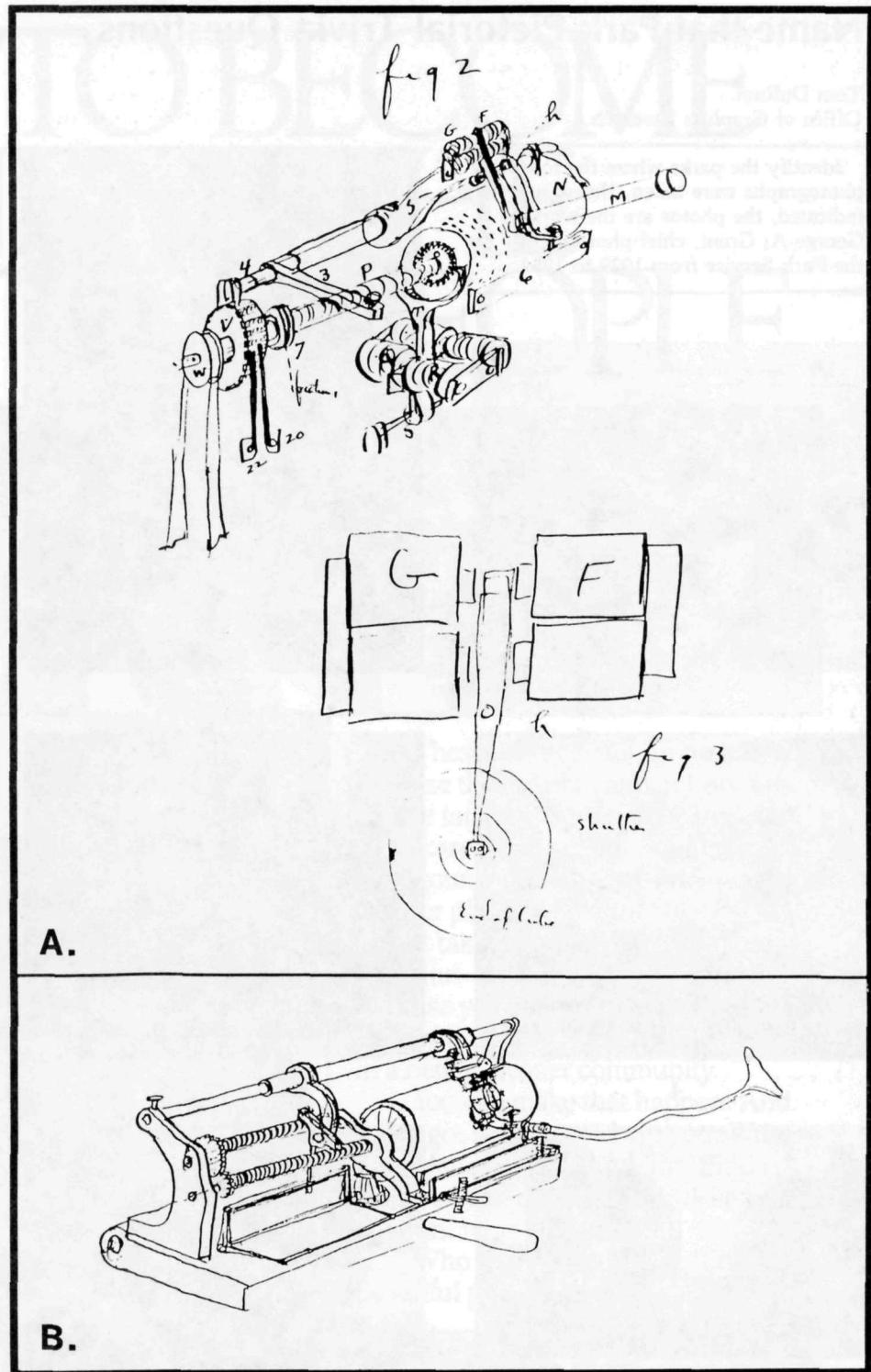
Taken alone, the drawings do not convey the whole story of Edison's work in the late 1880s. While the phonograph project preoccupied him, he failed to regard the motion picture work as a particularly lucrative commercial development. Interestingly, his motion picture research was funded through accounts set up for ore milling experiments.

Ore milling?

Edison in the 1890s spent much time and money on this technically successful venture to process New Jersey's deposits of low grade iron ore. The intellectual connections between Edison's ideas about motion pictures and his designs for large ore milling equipment are harder to make, though certainly both systems involved the processing of a product in a continuous flow. There is at least one drawing in the archives that, not plainly labeled, can be interpreted as one phase of either project.

The richness of the Edison archives and its close relationship to the museum collection at West Orange provide researchers with a special opportunity to study the nature of technological creativity. In cooperation with Rutgers, the site is attempting to fund, through outside agencies and private companies, a traveling exhibit called "Edison & the Art of Invention."

The exhibit, scheduled to open at the Jane Vorhees Zimmerli Art Museum in November 1987, will show, for the first time, many of these original Edison drawings alongside the artifacts that



Edison drawings A and B

resulted from them. Included, for instance, will be the world's first phonograph and the series of drawings documenting its technical development.

The power of Edison's creativity has survived the years. Visitors and researchers at the Edison site can sense the vitality of his work as they walk through the laboratories, machine shop, and library. The Edison archives

preserve the story of the electric light, phonograph, motion picture, energy storage, medical x-ray apparatus, and numerous other projects. The preservation of this material is actually the preservation of the ideas and work of Edison and his assistants, who expressed their creativity in the form of machines that changed the world.

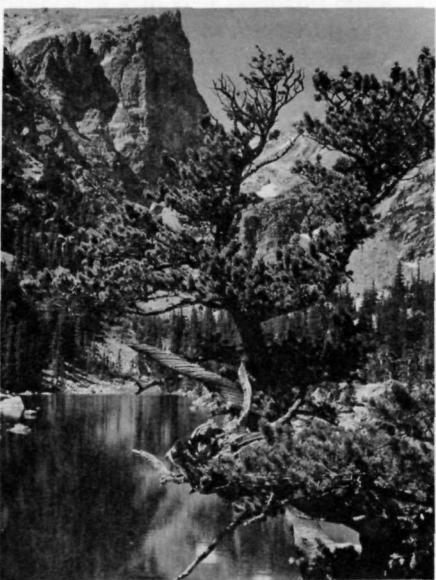
Name-that-Park Pictorial Trivia Questions

Tom DuRant
Office of Graphics Research

Identify the parks where the following photographs were taken. Unless otherwise indicated, the photos are the work of George A. Grant, chief photographer for the Park Service from 1929 to 1954.



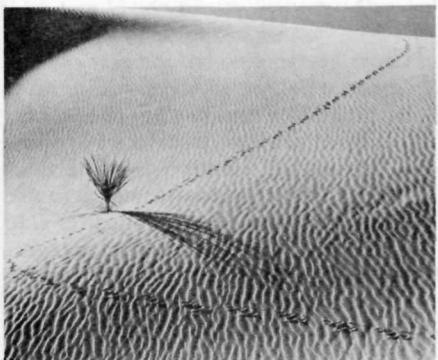
1



2



3



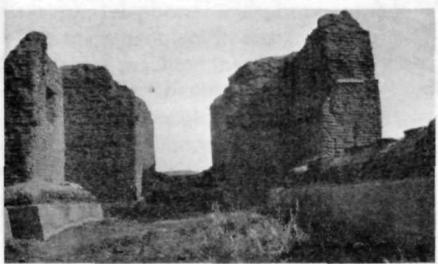
4



5



6



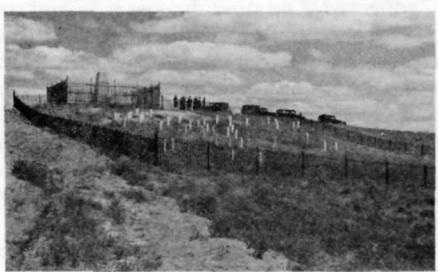
7



8



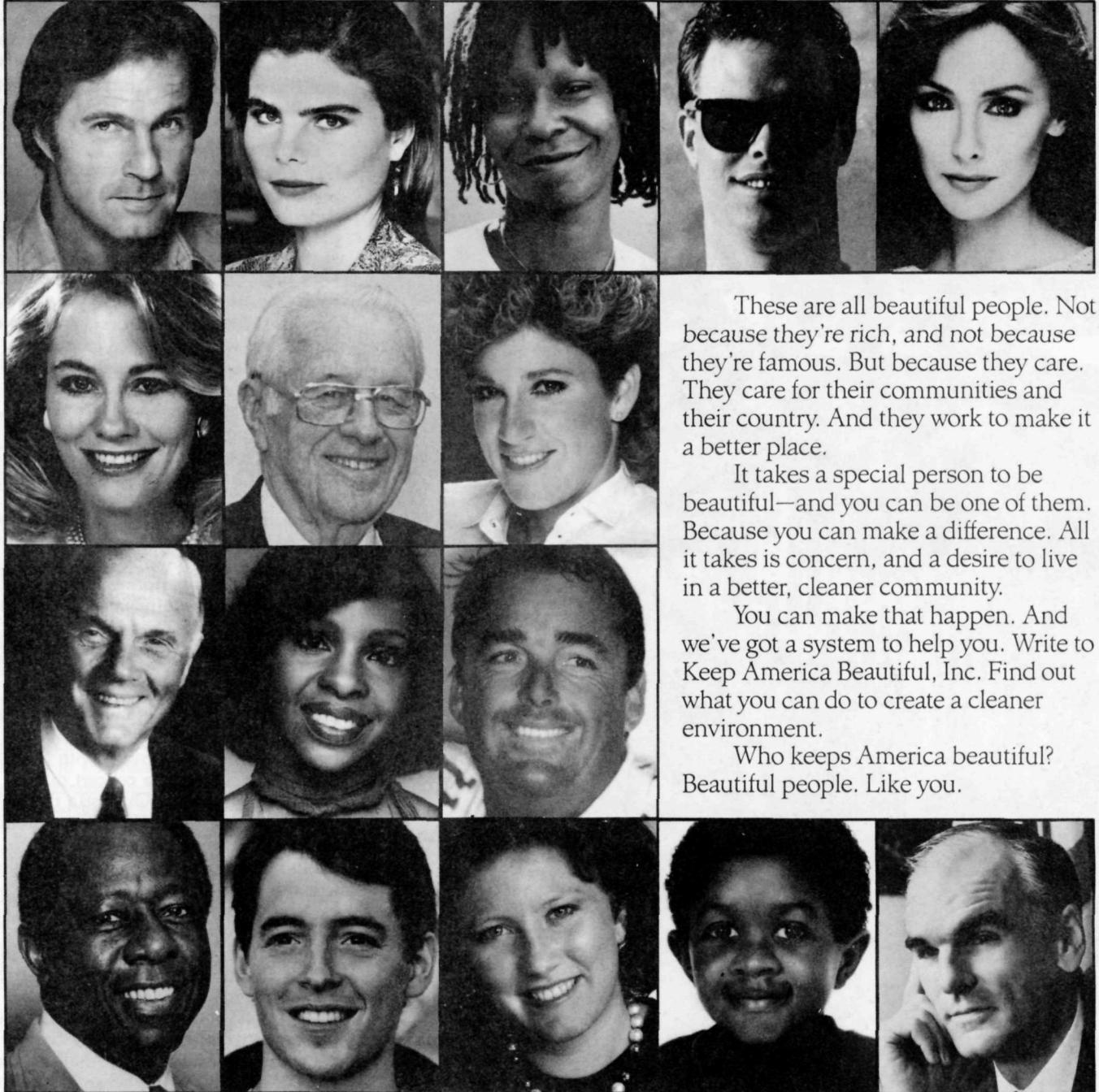
9



10

(Trivia answers on pg. 30)

HOW TO BECOME ONE OF THE BEAUTIFUL PEOPLE.



These are all beautiful people. Not because they're rich, and not because they're famous. But because they care. They care for their communities and their country. And they work to make it a better place.

It takes a special person to be beautiful—and you can be one of them. Because you can make a difference. All it takes is concern, and a desire to live in a better, cleaner community.

You can make that happen. And we've got a system to help you. Write to Keep America Beautiful, Inc. Find out what you can do to create a cleaner environment.

Who keeps America beautiful? Beautiful people. Like you.

KEEP AMERICA BEAUTIFUL

Keep America Beautiful, Inc., P.O. Box 10333, Stamford, CT 06904





Park Briefs

GEORGE ROGERS CLARK NHP, IN—The itinerary of famous long-distance canoeists Verlen and Valerie Kruger recently included a stop at the park. They are paddling solo canoes 21,000 miles through the length of North and South America from the mouth of the Mackenzie River in the Northwest Territories, Canada, to Cape Horn, Chile, including island-hopping the Caribbean between the two continents. Both

are canoe touring and racing enthusiasts, having paddled thousands of miles separately and together on other record-breaking trips. At the park they viewed the film explaining the epic march of Clark's small army through freezing floodwaters while enroute to capturing British-held Fort Sackville. No doubt the Krugers felt a certain affinity with those earlier adventurers.



Verlen and Valerie Kruger on the banks of the Wabash River near Vincennes. Photo courtesy of Vincennes Sun-Commercial.

BIG THICKET NP, TX—Artificial light poaching for whitetail deer is a continuing problem for protection rangers at Big Thicket. Poaching is most prevalent during the hunting season but exists year round. Through the use of a deer silhouette, affectionately known as Billy-Bob, rangers Larry Carr, Tom Casey, and James Houseman have begun to curb the problem. Billy-Bob in daylight is nothing more than a cardboard figure with an 8-point rack and a skull with a pair of reflective eyes attached. But at night, when judiciously placed adjacent to the road, Billy-Bob appears life-like in the glow of headlights and spotlights. While Billy-Bob has suffered numerous gunshot wounds, he has helped the park increase compliance with regulations. In addition, the "watch out for the fake" word has spread through the local communities.

GATEWAY NRA, NY—The spring of 1987 marked the 15th anniversary of a weekly concert series sponsored by American Landmarks Festivals, a non-profit foundation created by Frances Heilbut in 1972 to showcase artists at NPS sites. "Our programs have ranged from soloists to full symphony orchestras. In addition to performances in New York City, we have staged concerts at Independence Hall in Philadelphia, and at Washington's Revolutionary War headquarters in Morristown," Heilbut says. Artists do not receive remuneration; yet there is a waiting list from throughout the U.S. If a performer is unable to come to New York for an audition, the American Landmarks Festivals auditioning board, which includes former Metropolitan Opera soprano Eleanor Steber, auditions performers' tapes. "We have never solicited for talent," Heilbut points out.

The impresario grew up in New York where he early developed an interest in historic buildings. Since Castle Clinton had preceded Ellis Island as an immigration center, he became particularly fascinated with it. Working with the Park Service, he produced a concert by the American Symphony Orchestra there in 1975. One year later, Heilbut produced his first concert at Federal Hall with a piano he had donated personally. Heilbut is happy to have helped launch the careers of a number of concert artists, and, at no cost to the public, to have brought them quality music while helping to call attention to the value of historic buildings and sites. Now he admits to newer goals, such as expanding the concert series to other parts of the country. He says he is ready for the challenge and even dreams of the day when he can produce a concert in the Grand Canyon.

Manny Strumpf

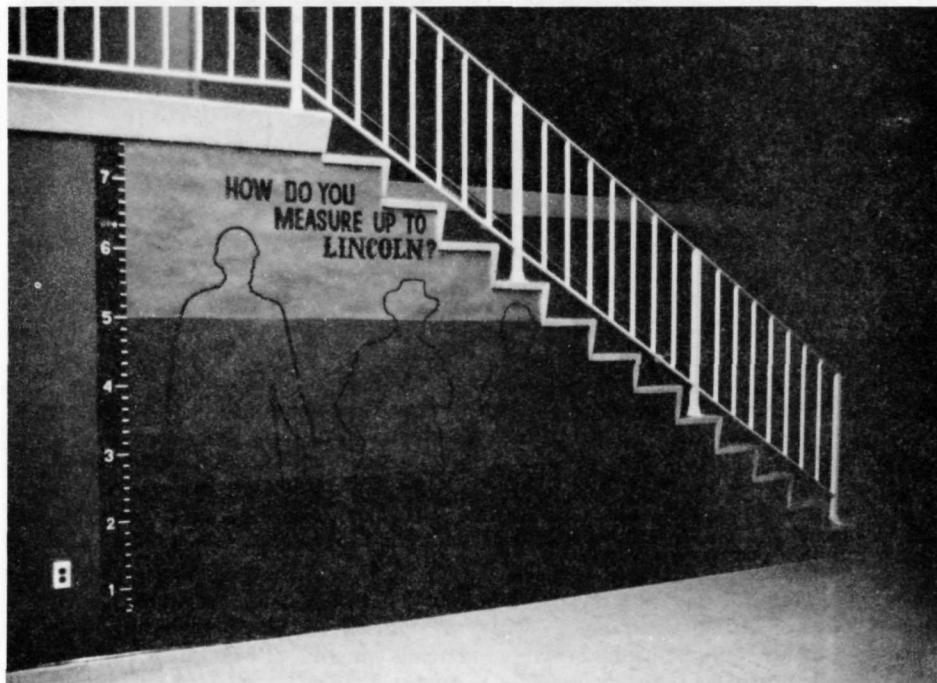
CARLSBAD CAVERNS NP, NM— Improvements made at picnic facilities south of the visitor center and at a location in Walnut Canyon have made these areas accessible to wheelchair visitors. The new handicapped "Access Guide" also has been printed through the cooperation of the Carlsbad Caverns Natural History Association. For visitors not traveling with their own wheelchairs, several loaner chairs have been acquired by the park for handicapped visitors to use while touring designated portions of the cavern's Big Room. In addition, new back-lighted exhibits explain the cavern story to persons who might be deaf or hearing impaired and unable to use the radio receivers. An often overlooked activity for the handicapped is the 9½-mile upper Walnut Canyon desert drive. A guide booklet is available for this one-way loop route and enables visitors to enjoy the park without having to leave their cars. Park officials invited representatives from local handicapped organizations to evaluate park facilities last year and to make recommendations for improving accessibility. The evaluation helped make park personnel more aware of the needs of the handicapped and helped spur many of the recent improvements.



New handicapped accessible roadside picnic facility

FORD'S THEATRE NHS, DC—

Rangers Gail and Kevin Doyle, interpreters at Ford's Theatre, developed a children's corner in an unused portion of the Lincoln Museum to better explain his life to younger visitors. They turned a 15' x 8' wall below a set of steps into an exhibit on the height of the lanky president. Following the contours of the steps, figures showing the average heights of people in 1865 lead up to President Lincoln's outline at 6'4". Alongside, a rule line allows each person to measure his or her own height. The exhibit is explained by the title: "How do you measure up to Lincoln?" Using the colors for the mural appearing in the theater box where Lincoln was assassinated also helps to tie in the final portion of his life. The completion of the exhibit was aided by equipment from the Damascus (MD) High School audio-visual department. Overall, the mural seems to reflect a belief held by Lincoln: present ideas so that everyone understands them; keep the idea simple and people will learn, understand, and perhaps have fun.



Ford's Theatre exhibit

LITTER... It's simply UNBEARABLE!

NARO—“Your National Parks: Only A Day Away” is the message of a new traveling exhibit highlighting North Atlantic parks. The concept and design were the work of interpreters at an Exhibit Design Workshop sponsored by the North Atlantic Regional Interpretive Skills Team. Portable and durable, it consists of twelve photo-panels mounted on a standard aluminum instant frame. The graphics on the panels indicate the

relative nearness of NPS areas in the region as well as their diversity. With funding assistance from Eastern National Park & Monument Association, the exhibit was produced by Joan Carroll Associates. User-friendly, it travels securely in its own drum container, which can be mailed with a franked label. The exhibit can be assembled by one person in less than a half-hour.

DEATH VALLEY NM, CA—Why an adobe training course? Because the park has several historic adobe structures built by the CCC in the early 1930s that require occasional maintenance and stabilization to insure their preservation. So George Chambers of the Western Archeological and Conservation Center in Tucson instructed seven park employees and two volunteers in the art of adobe maintenance. The group made 270 adobe

bricks and mixed several buckets of mud plaster. Many of the bricks were used to rebuild part of an historic adobe wall surrounding the maintenance yard. At first everyone felt self-conscious “playing in the mud,” but, as the course progressed, they developed great pride in their work, ultimately feeling reluctant to spray down the walls with a garden hose, or antique them as Chambers calls it, to blend their new work with the old.



Newly made adobe bricks

Trivia Answers (From pg. 26)

1. Aztec Ruins National Monument, 1934
2. Rocky Mountain National Park
3. Tumacacori National Monument, a 1929 photograph showing the reconstructed doors of the main entrance
4. White Sands National Monument
5. Yosemite Mariposa Grove Museum area in 1931
6. Crater Lake in 1936: the reverse side of the west entrance sign, showing the Forest Service inscription
7. Ruins of Pecos Mission at Pecos National Monument, 1932, Roger Toll photograph

8. Natural Bridges National Monument, showing the Goblet, a sandstone formation west of Cottonwood Canyon, and Zeke Johnson, custodian of the monument, September 11, 1935
9. Lassen Volcanic National Park, Loomis Museum at Manzanita Lake, August 5, 1934
10. Custer Battlefield National Monument, June 11, 1933; monument markers show where Custer's men fell, not their gravesites.

NPS People

Carol Kruse, an NPS employee since 1968, has been appointed superintendent of Tonto NM in Roosevelt, AZ. A graduate of Iowa State University, she has served as a ranger in five NPS areas, including Great Smoky Mountains and Big Bend National Parks. Said Kruse, “I look forward to working in the area. I think there's a nice mesh with my experience in the preservation efforts of Fort Union's 19th-century adobe army forts and the 13th-century Indian cliff dwellings at Tonto National Monument.” Kruse replaces Jim Troutwine who transferred to Tumacacori NM as superintendent.

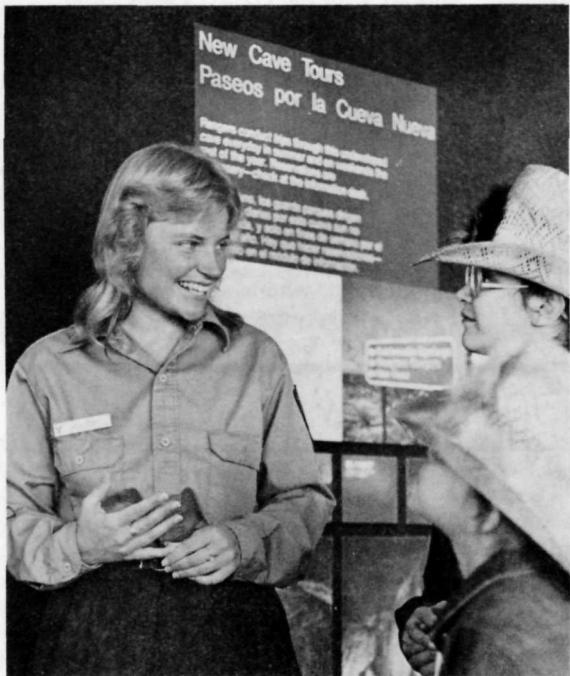
Charles M. (Mack) Shaver, the first superintendent and first employee of the 9-million acre complex known as the Northwest Alaska Areas, has been appointed the new superintendent of Theodore Roosevelt NP, replacing **Harvey D. Wickware**, recently named superintendent at Canyonlands NP. Wickware had served as Roosevelt's superintendent since 1979.

Dennis K. Huffman, recently in charge of Colorado National Monument, has been selected superintendent of Dinosaur NM. Huffman succeeds Joe Kennedy who transferred earlier this year to New River Gorge National River. Huffman joined the NPS in 1964, and has served in a variety of NPS areas, including Great Sand Dunes NM and Great Smoky Mountains NP.

Robert W. Reynolds, a second-generation NPS employee, succeeds Huffman at Colorado National Monument. Reynolds follows in a family tradition of NPS service that includes two other members of his family: his father, Harvey, was with the NPS 34 years before his retirement; a brother, John, is superintendent of North Cascades NP. Reynolds comes to Colorado from Capitol Reef NP where he has served since 1985.

Ronald J. Mack has been appointed chief of safety and visitor protection at Gateway NRA. He previously served as the supervisory park ranger, safety and fire service, at Gateway's Sandy Hook Unit in New Jersey.

James O. Laney, assistant superintendent of Yosemite NP, has been appointed general superintendent of the Southern Arizona Group, overseeing 11 national monuments and a national historic site. He replaces John Clay who retired last December. Laney was selected in 1981 for the Department of the Interior's Executive Management Development Program in Washington, DC.



Julie Tubbs enjoys helping visitors at Carlsbad Caverns NP



John Higgins (L) with John Cook

David E. Moore, a 19-year veteran of the NPS, has been selected superintendent of Chiricahua NM. He comes to the southeastern Arizona park unit from Kenai Fjords NP in Alaska, replacing Ted Scott who retired last December. "Dave has unique experience as a manager in natural areas where local cultural history is also part of the important interpretive story of the park," said Western Regional Director Howard Chapman.

William Schenk, assistant superintendent at Grand Teton NP since 1981, has been appointed deputy director of the Midwest Region. "Bill Schenk has an excellent reputation as a professional manager throughout the NPS," said Regional Director Don Castleberry. "His formal education in both cultural and natural history, as well as his varied work experience, will be a definite asset to the Midwest Region, which oversees the management of a diverse complex of parks throughout a 10-state area."

The Student Conservation Association (SCA) volunteer program at Carlsbad Caverns NP has provided some exciting opportunities for Julie Tubbs as well as considerable help for the National Park Service. Julie said: "If it had not been for the SCA program, I doubt that I would have been able to come all the way from Sun Prairie, WI, to live and work at a place like Carlsbad Caverns. Although she has had a strong interest in conservation and environmental education since taking an 11th grade ecology class, she said that class only stressed the negative things going on in the environment and

that, for a while, all she saw was the doomsday aspect of environmental education. "After a time," she said, "I realized that children have the future of the environment in their hands. Kids need, and I stress need, an awareness of the natural environment. They don't need gloom and doom. They need a chance to hope, to grow up, and to feel an obligation to act on behalf of the environment." Julie's overriding goal in environmental education activities with children is to give them a positive experience. But sharing positive experience is not something that she limits just to children. At Carlsbad Caverns, she is known for her outgoing style. "I love life. There is so much to do and see. I am eager to find out other people's story and to share my story. People are so interesting, and the visitors to Carlsbad Caverns are no exception... Also, if they understand and appreciate the park's values, perhaps they will help the National Park Service to take care of it."

John Higgins, superintendent of Lake Meredith Recreation Area and Alibates Flint Quarries National Monument, inspected the ruby on his 40-year length of service pin in the company of Southwest Regional Director John Cook. Shortly thereafter, Cook pinned Higgins in a ceremony before employees of the two parks at Fritch, Texas.

Mound City Group National Monument recently recognized six employees with special achievements awards. The recipients of cash awards were Chief of Interpretation and Resource Management

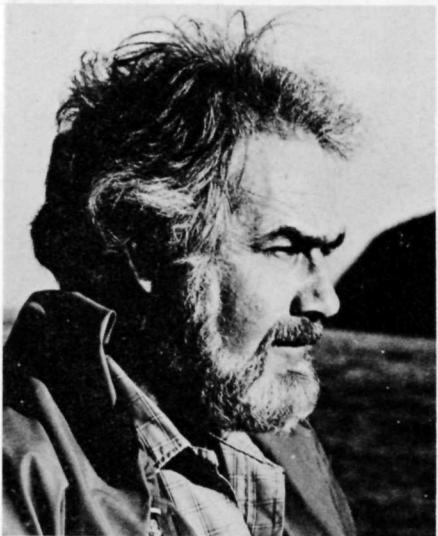
Jerry Chilton, maintenance worker foreman **Jerrold Napier**, maintenance workers **David Dere** and **Phil Egan**, administrative technician **Bonnie Murray**, and park secretary **Lisa White**.

The National Parks and Conservation Association (NPCA) also was named a recipient of the 1986 Phoenix Award. Paul C. Pritchard, NPCA president, received the award at a ceremony in Des Moines, where he was a keynote speaker for a National Park Service conference on "Tourism and the Parks." The award was presented by Michael Frome, environmental writer, educator, and SATW member.



Chrysandra Walter, Superintendant, Lowell National Historical Park, was honored with the Society of American Travel Writer's Phoenix Award on behalf of the park's outstanding preservation and tourism efforts involving both the Lowell community and the National Park Service. Shown from left are Chrysandra Walter; Edmund Antrobus, Society of American Travel Writers; and Louise Weiss, Northeast Regional Chairman, Society of American Travel Writers.

Retirees



Dave Ochsner

Dave Ochsner, chief of resource management at Santa Monica Mountains NRA, has retired after 31 years with the NPS. He joined the NPS in 1956 as a seasonal ranger-naturalist at Yosemite NP, becoming permanent at Mesa Verde NP in 1957. He served as a park naturalist at Olympic NP, Craters of the Moon NM and Blue Ridge Parkway, then transferred to Mather Training Center, Grand Canyon, and finally Santa Monica Mountains NRA. He and his wife, Mary, have since returned to the north woods of Michigan where he can now devote more time to his second career, photography. Over the years, Ochsner's photographs have appeared in numerous NPS publications and exhibits. His work also has been included in periodicals such as *National Geographic*, *Outside Magazine* and *Archeology*. In 1983 and 1984, he worked with the Institute of Archeology, University of California, photo-documenting their research team's activities, and the stone statues on Easter Island, Chile. In August of this year, the team will study and document Polynesian statues in the Republic of Palau, and plans are under way to return to Easter Island for a major archeological excavation in 1988. Ochsner said he is looking forward to just one job instead of two after retirement.

Mary Callander retired January 2, following 37 1/2 years with the federal government. She began a new job at Herner & Co. on January 5 where she works full-time as an executive secretary/administrative assistant. Mary spent the last fifteen years of her federal career with the Park Service, working chiefly for Cultural Resources, WASO.

"I haven't met anybody in the Park Service that I didn't like," says Elizabeth (Betty) Denery, who retired on January 30 as a contract analyst with the Concessions Division in WASO. She and her husband are planning a Canadian trip this summer and a visit to Ireland in the fall.

Also retired on January 30, Carolyn Edwards spent 31 1/2 years with the federal government, almost 20 of which were on Capitol Hill, working for several Congressmen. Her NPS career was served

entirely with the WASO Public Affairs Office where she worked as an administrative technician. Carolyn likes all animals, especially cats, and is now working part-time for a veterinarian.

Audrey K. Massey, a personnel clerk at Assateague Island NS, has retired after 19 years with the National Park Service. She and her husband plan to continue living in their Willards, MD, home. Says Audrey: "I plan to spend more time with my husband, who is already retired, and I would love to travel."

Deaths

Bill Matteson, 53, a supervisory environmental engineer and utilities branch chief at Yosemite, died of cancer January 22 at Stanford University Hospital in Palo Alto, CA. He worked in Rocky Mountain, Glacier, and Sequoia-Kings Canyon National Parks during his 25-year career with the Park Service. Matteson is survived by his wife, Gail, a co-editor of the Yosemite newsletter, and two adult sons, Thor and Muir. The family asks that donations be made to the American Cancer Research Society, the Sierra Club, or a favorite charity in Bill's name.

Laurine Tomlinson, 91, widow of former Western Regional Director Owen A. Tomlinson (1941-1950) and an aunt by marriage to H. Gordon Bender, died at the Sonoma Convalescent Facility, Sonoma, CA, on March 9. She had been a gracious hostess throughout her husband's career to a number of NPS people, including Directors Stephen Mather and Horace Albright. After Tomlinson's death in 1956, she did volunteer work for the Sonoma Valley District Hospital Auxiliary and other organizations. She enjoyed gardening, entertaining, gourmet cooking and wood carving. Mrs. Tomlinson is survived by one son, William, who lives at 1649 Aqua Vista Road, Richmond, CA 94805.

Robert Steve Leding, 63, died April 12, 1986, after 34 years with the National Park Service. His career took him to Rocky Mountain, Yellowstone and Grand Canyon National Parks as well as several national monuments before an assignment in the Washington Office. He retired as Chief of Concessions Management in the Western Region in 1977. He is survived by his wife, Vivian, of 864 Eucalyptus Avenue, Novato, CA 94947, a daughter, sister, and grandson.

Virginia Rosen, 73, long-term seasonal at Scottys Castle, Death Valley National Monument, passed away December 21, 1986. She had worked as a seasonal interpreter at the Castle since the early



Virginia Rosen

1970s. Her enthusiasm and dedication were recognized and appreciated by co-workers and visitors alike. During her off-duty hours, she enjoyed hiking the desert. Virginia could often be found trekking through one of Death Valley's canyons or scrambling up one of its mountains. Whether at work or play, she lived life to its fullest. She is survived by a son, Bob, and a daughter, Judy. The Rosen family requests that those wishing to remember their mother do so by making a donation to the Hospice of the Owens Valley, 155 Pioneer Lane, Bishop, CA 93514.

E&AA learned of the death of Donald O. Berry through his attorney, Victor T. Lamb, of Gorgas and Lamb, P.O. Box 665, 78 West Bradford Avenue, Sonora, CA 95370. Berry retired in 1972 from the position of Foreman, Yosemite NP.

Robert E. Smith, 84, died March 18 at his home in Ashland, Virginia. Smith joined the NPS in 1933. Among his many projects, he was responsible for the design and development of the Wright Brothers National Memorial, NC, and Kings Mountain National Military Park, SC. He also had oversight responsibilities for the design and construction of all Park Service projects before his retirement, after 38 years of service, in 1968. Following retirement, he collaborated

with his wife, Edith, a writer of biographical fiction. Her first book, *Mary Bolling*, was published in 1977, and her second, *Clan McCarrell*, shortly thereafter. The couple spent hours poring over wills, deeds and marriage licenses while researching the books, that, according to her, would never have been published without the art work, genealogical

charts, and moral support of her husband. Smith is survived by his wife, Edith Gibson Smith, P.O. Box 209, Ashland, VA 23005, two sons, two brothers, and four grandchildren. Contributions in his memory may be made to the Clemson Loyalty Fund or to the American Heart Association.

Thomas Lyle Mercer, 40, an artist,

painter, and former public affairs specialist for the NPS in Boston, died April 9 of liver complications. He had done stage designs for Lincoln Center as well as paintings displayed in Washington, DC, and Boston. He is survived by his parents, who live at 4920 Sentinel Drive, Bethesda, MD 20816, and one sister.

E&AA Member Notes

Vows exchanged—Robert F. Gibbs and Mary Satterfield Reece married on February 7. Those wishing to congratulate the couple can reach them at 112 Braewick Estates, Tryon, NC 28782. A former superintendent of Isle Royale and a life member of E&AA, Bob has already reserved a space at E&AA's Second Annual Reunion planned for Isle Royale National Park in early September 1988.

On the road—Jim and Bonnie Blaisdell recently returned from a month's tour of Baja, CA, soaking up the sun on the beaches and sandbars. They brought back pounds of Dorado (mahi-mahi in Hawaii, dolphin-fish in U.S.).

South American odyssey—George and Helen Fry enjoyed a 32-day holiday, visiting seven countries in South America. Leaving January 21, they flew from Miami to Manaus, Brazil, a thriving city of one million inhabitants, deep in the Amazon jungle. Three nights later, a boat ride took them to "the meeting of the waters," where the Rio Negro and Rio Solimoes join to form the Amazon River. Other stops took them to Brasilia (probably the best planned city in the world, according to Fry, its chief architect being Oscar Niemeyer), to Rio de Janeiro (where they enjoyed a trip by cog railroad to the summit of Corcovado Mountain, its fabled landmark being the 120-foot statue of Christ the Redeemer), to La Paz (with its airport 2,000 feet above the city elevation) and other fascinating places. During those 32 days, said Fry, they went within 1,200 miles of Tierra del Fuego and the Horn, were as high as 13,000 feet, flew more than 12,000 miles, travelled by bus, boat, and railroad, and visited some of the greatest places in the world.

Message from Liz Lucke—Liz was touched by the many loving messages she received on the passing of her husband, Tom. Although she will be answering each message personally, she asked us on behalf of her children and herself to express her special gratitude to all the kindnesses shared with the family. She and the children will cherish the many touching words.

News from Jean Swearingen—"Alaska, to me, is moose in my backyard; cataloging collections in Kotzebue at 80 degrees (wcf); flying over miles of glowing birch and aspen in the fall; flying up Ruth Glacier off the flanks of Mount McKinley when it's like being in Yosemite Valley with the glaciers still there; flying over 10,000 caribou, 3 black bears, 19 Alaska brown bears, 50 dall sheep and a pod of beluga whales all on the same trip; having to take a boat and a four-wheeler to go from Lake Clark headquarters to the collection storage in a hanger; working with old friends from the Southwest here in Anchorage, in Fairbanks, in Bettles and Nome; having my sister come to the Fur Rendezvous after waiting 26 years to see the World Championship Sled Dog Race, only to have the race cancelled for lack of snow...and so much more!"

Thanks to Jim—E&AA wishes to recognize the importance of Jim Ryan's contribution in compiling the alumni directories since 1984. He is ably assisted by Lou Krebs, a volunteer in the E&AA office. Now that he has retired, he plans to continue this service to the association. E&AA is grateful—without Jim we are lost.

E&AA Member activities—While some retirees head south for the Southwest sun, Don and Jeane Follows prefer the midnight sun of Anchorage. Retired as park ranger and senior planner from DSC, Don manages his own consulting firm which specializes in developing visitor services, tourism and facilities for a growing Alaska tourism market. Don completed work on a Master of Science from the University of Alaska and continues interest in federal-state land use planning and resource interpretation. "My life work has been centered on the frontiers of new parklands. We will probably be in Alaska so long as there is a need to contribute to resource interpretation and visitor use strategies."

Since Ruth Hagerling retired in February 1986 from the Rocky Mountain Region, she and her husband, Sydney, have been doing a lot of travelling. They have visited Mexico, the Caribbean, and Yugoslavia, and are planning a trip to Alaska.

Burton V. Coale, 638 Spencer Avenue, Council Bluffs, IA 51501, recently was

named to the Council Bluffs Community Development Advisory Committee for a two-year term. He is an active member of E&AA as well as other organizations.

News from Jean Packard includes a new addition, a golden retriever puppy who answers (occasionally) to Patrick. Her daughter is in her second year of nursing training, while Jean, herself, is treasurer for the Virginia Chapter of the Sierra Club and serves on the Board of Trustees of the National Parks and Conservation Association.

Jim and Evah Dunning, 4269 N. 4th Street Fresno, CA 93726, report they have not located permanently yet and may not for awhile. They enjoy travelling in their Airstream travel trailer in the company of groups of friends. Says Jim: "Since retirement I have missed seeing many of the people I worked with, but am not a bit sorry to have retired. I think the time to retire comes at different periods for everyone. Setting an age does not make sense, as many are happy in their work and should continue."

Marvin L. Nelson, 151 Highland Drive, Medford, OR 97504, decided to elevate his E&AA membership to Life rather than drop out, much to the pleasure of the association. Nelson began his NPS career in the Southwest with such stellar officials as "Tillie" Tillotson, Jimmy Lloyd, George Collins, Boss Pinkley and Al Kuehl. A highlight of his career was his discovery of the second of two fossilized dental plates of lung fish, now on display in the Petrified Forest Museum.

Frederico Sisneros, park ranger at Salinas NM, was interviewed on the "CBS Evening News" by Charles Kurault. Kurault saluted Sisneros for his 87 years of unselfish duty at Abo, New Mexico, where he has been guarding the ruins there. E&AA is proud to have Mr. Sisneros as a life member.

Gray whale watching can be dangerous, especially when coupled with Friday, the 13th, as Tom Ela discovered. He fell on shipboard, shattering his right knee. Although the splint hampered his activities, he said "the whales were fun."

E&AA Events

Kowski Tournament—David Park, 1986 Washington Area Kowski Memorial Tournament chairman, has announced that the net profits from the 1986 tournament of \$944 have been turned over to the E&AA treasurer as a contribution to the Education Trust Fund from the Washington area golfers. Not included in this sum is the \$470 sent to David Thompson, General Kowski chairman, which represents a \$5 fee for each participating golfer. Dave wishes to thank the personal donors: Dan Salisbury, Fred

Humphrey, George Kyle, Will Kriz, Dave Gackenbach, Terry Wood, and Pat Smith. The corporate donations came from Tom Mack of Tourmobile, ARA Virginia Sky-Line Company, Golf Course Specialists, Lake of the Woods Country Club, Washington Golf Center, Sam's World of Golf, Joe Thiesman's Restaurant, USA Today, Piedmont Airlines, and Buck Distributing. Dave also extends his appreciation to Maureen Hoffman and Terry Wood who were the hostesses for the tournament again this year. The 1987 Washington Area Kowski Memorial Golf Tournament will be held again this year at the Enterprise Golf Course, Enterprise, Maryland, on Monday, August 17, 1987. Please mark your

calendars and participate. Further details will be printed in a later newsletter; flyers will be distributed at a later date by the Kowski Committee. Remember that the \$25 fee covers greenfee, cart, lunch, cold drinks, prizes and a donation to the E&AA Education Trust Fund. The Kowski tournaments are held each year throughout the NPS, honoring Frank Kowski, a beloved alumnus of the Service. All profits are donated to the Trust Fund, which provides interest-free loans to the children of NPS families. All loans are due and repayable in full one year after the student graduates with an undergraduate degree.

1987 NATIONAL PARK SERVICE KOWSKI GOLF TOURNAMENT ADVANCE REGISTRATION FORM

DEADLINE AUGUST 10, 1987

(Please Register in Groups of Four—if Foursome is not complete, we will group players)

NAME	MAILING ADDRESS	DAYTIME PHONE	NPS EMPLOYEE ALUMNI, OR SPOUSE	MALE/FEMALE	FEES
1.			YES/NO	M/F	
2.			YES/NO	M/F	
3.			YES/NO	M/F	
4.			YES/NO	M/F	

PLEASE MAKE CHECKS PAYABLE TO:
E&AA KOWSKI MEMORIAL

TOTAL _____
EXTRA DONATIONS TO THE _____
EDUCATION TRUST FUND _____

Please Register with one of the following persons by noon August 10, 1987, or send your form and check to: Treasurer, E&AA, Kowski Memorial Tournament, PO Box 1490, Falls Church, VA 22041

NCR AND PARKS:	Ed Drotos Jim Fugate Don Roush	Room 105 NCR Prince Wm. Forest Room 339 NCR	472-7996 (703) 221-7161 426-6729
DOI Bldg:	Terry Wood Dave Gackenbach George Kyle	Room 3418 Room 3311 Room 3041	343-4481 343-8953 343-6843
U.S. Park Police:	Bobby Langston George Barnett	Chief's Office Center STB	426-6689 472-3760
L St. Bldg:	Tom Coleman Dave Park Wil Kriz	Room 2101 Room 2101 Room 3135	343-3674 343-3674 523-5252
Bailey's Crossroads:	Maureen Hoffman	Room 310	756-6763

Make Checks Payable to: E&AA KOWSKI MEMORIAL

Prepare for 1987 Founders Day now— August 25 will mark the 71st anniversary of the National Park Service Act of 1916 that established the Service within the Department of the Interior. The annual dinner will be held on Tuesday, August 25, at the National Geographic Society's Membership Center on Maryland Route 28, four miles north of Rockville. Please see the July *Courier* for final details and

reservation form. NPS people in the Washington area on official or personal travel are especially invited. All employees, alumni, and friends of the Service are welcome.

Mather Ranger Class Reunion—This fall marks 30 years since the Stephen T. Mather Ranger Class was conducted in Yosemite NP. The occasion will be celebrated by a gathering of former class

members September 17 and 18, two days prior to the park's annual picnic. Former classmates who have not yet contacted Marv Hershey, 1601 Elm Street, Napa, CA 94559 (707/226-1772) are requested to do so as soon as possible. Even if you do not plan to attend, please forward your current address so that information concerning classmates can be mailed to you.

Freelancing in the Golden Years

Henry J. Pratt

One sunny spring day in April 1986, I sat in the six-student classroom of a small rural school near Bozeman, MT, in the Bridger Range foothills, 75 miles northwest of Yellowstone Park.

I had come home to Malmborg school, where I graduated from the eighth grade in 1943, some 41 years before I completed a 31½ year career with the National Park Service. It seemed a long time ago in one way, but in another, it didn't. Some things had changed at Malmborg since I was last there. There was a telephone on the wall, a water fountain instead of a waterpail and dipper over by the sandbox, and a photocopier in the hall. On a classroom table sat a well-used Apple II.

I watched as a pretty young teacher, Mary Burns, instructed the children in the 3Rs and listened as they recited their lessons, much as I did, along with my five brothers and one sister in the late '30s and early '40s. A cheery sign over the door said, "Spring is Here."

It was a nostalgic homecoming for me, this getting back to basics at Malmborg after all the intervening years. But I was there for more than nostalgia. Following my NPS retirement in Denver in 1984, I took up freelance writing as a hobby. So I was also at Malmborg to do research. Following my visit, I wrote an article that later appeared as a alumni profile of teacher Mary Burns in her Montana State University newsmagazine, *The Collegian*. Then, I rewrote the article with a national focus on America's 850 one-room schools still open. *Elks Magazine* paid me \$350 for it.

It's been an interesting hobby and one I've found to be rewarding as well as challenging. Since graduating from the University of Montana in 1952, I've always wanted to do freelance magazine writing, either part-time or as a hobby. Now I do. But it took time and energy to get where I am, neither of which I had available until I retired, thanks to an interesting but time-consuming career with the Park Service.



Henry Pratt in his study, photo by Bev Pratt

My career in personnel management started in Yellowstone in 1957. Later, I served a park personnel officer in Grand Teton and Great Smokies, and as a classification and wage specialist in WASO.

While working in WASO, I took night-school classes for three years at American University and earned a Master's degree in Public Administration. In 1968, my wife, Beverly, and our two young children transferred from Great Smokies to the Midwest Regional Office, Omaha, where I was the assistant personnel officer and regional personnel officer until 1974. Then, we headed further west to Denver where I worked for 10 years as the program evaluation and employee relations officer for the Rocky Mountain Region and the Denver Service Center. I retired from that position in September 1984.

Searching for a supplemental retirement hobby beyond camping in the Colorado

Rockies, hiking, reading, and fishing, I bought a copy of *Writer's Market* in April 1985. It's a freelance writer's basic market reference, which lists some 4,000 magazine markets across the nation. It covers writer's guidelines, magazine topics, what the magazines pay, and a gold mine of other helpful information. Also, I read several freelance writer self-help books, discussed them with other writers in the area, and refreshed my memory about a magazine writing course I took at Montana some 35 years ago.

Finally, I started researching article material, writing rough drafts on yellow legal-sized pads and typing them myself on our electric typewriter. I soon found it takes plenty of paper, persistence, and postage (freelancing's 3Ps) to get firmly planted in the freelance writer's garden. There are a lot of starving freelance writers out there.

However, after about six months of collecting rejection slips, my freelance

hobby began to pay off. Fortunately, it even has snowballed a little since then. I've now had articles published, or selected for future publication, in *Modern Maturity*, *Coins*, *The Falcon Flyer*, *Colorado Outdoor Journal*, *Management Digest*, *Home, Farm Woman*, and other publications—28 magazines and newspapers in all. Topics have included the phaseout of freight train cabooses, rural education in America, the Denver Mint and its Lincoln penny, the toothpick industry, the threat of military unionism, nursing homes, listening, and even fountain pens.

One of my greatest writing thrills to date was a call from the Associated Press in December 1986, saying they had purchased my article and picture on the proposed Challenger peak memorial in southern Colorado. I was absolutely elated by the call, a far-different reaction

than I have to the rejection slips that accumulate in my mailbox. Daughter Janet encouraged me, however: "Dad, keep your chin up. I saw where Ernest Hemingway got 97 rejection slips from publishers on his first novel before it got selected. 'Course, Hemingway was in a little different league than you, Dad."

Gee, thanks, Janet.

Whenever I get an article published, I send a copy to my 90-year old Dad, a World War I vet who lives in Oregon during the winter, and Canada in the summer. I also clip copies for some of my former NPS co-workers, for Janet, and for son Dale, a student at Williams College, Williamstown, MA.

I just retired a second time, from the U.S. Army Reserve after nearly 35 years service. With a military specialty in patient administration, I served active duty two-week reserve tours all over the

country... Come to think of it, perhaps there's a story in that, too.

Stories are everywhere, for the freelancer who looks for them. I heartily recommend that NPS employees, whether active, retired, or considering retirement, give some thought to freelance writing. Once you gain a little experience and develop a thick skin about those ever-present rejection slips, freelance writing becomes frantic, but fun. Happily, it also can earn you a little "mad money," too.

Editor's Note: If you are an NPS retiree with a first-person story to tell or someone who would like to profile a fellow NPS retiree, contact the Courier. I would like to run more articles of this sort pertaining to second-career retiree activities in future E&AA columns.

EDITOR, from page 3

Letters: Letters on professional subjects and/or in response to articles that have been printed in the *Courier* are always welcome. They should be short, no more than one page, typed and double-spaced. In order to encourage open communications, letters are edited only for spelling, punctuation, grammar, and space. Unless otherwise requested by the author, those containing an important point of view, whether positive or negative, are printed. However, a letter that is abusive, libelous, or abrasive may be withheld from publication. Long letters cannot be published in their entirety.

Book Reviews: Book reviews on subjects of interest to the readership are printed as available, and reviewers able to provide objective critiques of current publications are encouraged to contribute to this department. Submissions should be no longer than two typewritten pages (with some exceptions). Complete information on the book, author, publisher, and purchase price should be included. Promotional materials from authors or publishers will not be used.

E&AA News: Submissions should be made to the alumni editor, Naomi Hunt, 414 Robin Road, Waverly, OH 45690. Feature articles covering past accomplishments of NPS alumni as well as their current activities also will be considered for this section (for example, the article concerning Henry Pratt's involvement in freelance writing after his retirement, or

Jack Williams' participation in local politics, as reported by Woody Williams). With help from the alumni, this section could become a forum for sprightly accounts of personal experiences.

Illustrations: Photos and/or line drawings are extremely important for article illustration and should be submitted with all articles, whenever possible. Contributors should send at least three to five photos, preferably black-and-white prints that are 3x5 or larger. Negatives may be sent in lieu of prints. Color slides are also acceptable, but only if black and white is not available and only if they are submitted enough ahead of time for conversion to black-and-white. Photos should show action, and thus should not appear formal or staged in their composition; they should clearly illustrate the associated article, and be sharply focused so that details will reproduce well during reprinting. Consider the visual appeal of the photograph (the interesting arrangement of shapes and forms) as well as the significance of its content when making selections. Include captions with all illustrations, as well as the name of the photographer to be credited.

Permissions: Notify the editor if articles published initially in the *Courier* are to be published elsewhere.

Within the submitted manuscript, credit all sources of information and obtain the necessary permission where copyright laws apply.

DEADLINES: Deadlines for submissions are as follows:

Issue	Deadline
July	May 1
August	June 1
September	July 1
October	August 1
November	September 1
December	October 1
January	November 1
February	December 1
March	January 1
April	February 1
May	March 1
June	April 1

Address manuscripts to:
Editor, *Courier*
National Park Service
P.O. Box 37127
Washington, DC 20013-7127

For information phone:
202/343-7394

Peregrines on the Rebound

Naomi L. Hunt, Alumni Editor

Renowned for its speed, grace and beauty, as well as its rapacity, the noble peregrine falcon (*Falco peregrinus*) has been the prized favorite of falconers for more than 3,000 years. Quite recently, I, too, became interested in this intriguing bird, as well as the work being done all over the world—and especially in the national parks—to protect it from extinction.

My membership in the Outdoor Writers Association of America enabled me to arrange for a trip to England through the British Tourist Authority. While there I took a Lakeland Wildlife Safari to the Lake District of the northern England. The safari was managed by Terry Pickford, a bird watcher licensed by the Nature Conservancy Council to keep an eye on the peregrine falcon, collecting and collating scientific data.

Pickford, a water board technician who helps design pumping stations, has had a passion for peregrines since he saw his first falcon as a schoolboy on a day trip to the Lake District. In 1967, he helped found the North West Protection Group, a sort of "bird security council" and the only group of its kind in the country. Their principle objective is to help rescue the peregrine, the aristocrat of the skies, from being shot, poisoned and plundered to extinction.

Peregrines have been seen over Manchester, England, and even circling among the 747s and helicopters in the cluttered airways of London. But to see them in their natural habitat requires more than luck and a sharp eye. You have to know where and when to look, and, perhaps more importantly, how to look.

It is one of the necessary ironies of successful conservation that the first priority is to arouse public interest, and the second is to discourage people from seeing too much. You can, for instance, subscribe to the Royal Society for the Protection of Birds in England. But poke your nose into a peregrine eyrie during the breeding season and you will likely end up in court facing a 2,000 pound fine for disturbing a Schedule One protected species. Perhaps the only way one legally can see peregrines at a nesting site in England is to go on a Lakeland Wildlife Safari with Terry Pickford.

So that's what I did.



Adult female Cumbrian peregrine. Photo courtesy of T.R.Pickford

The day before the safari, I drove to a small historic hotel, the Sawrey, not far from Lake Windemere. That evening Terry gave a slide talk on peregrines and other birds of prey. Early the next morning our small group of four set out, with our day packs, binoculars and cameras. Terry Pickford took us to an abandoned slate quarry. Across the precipice we could see through our binoculars three eggs in a nest. Though we waited some time, the adult peregrines did not return, possibly having heard us, though we were cautioned to be quiet.

Back in Terry's Rover again, we followed a very narrow, rough road—was it really a road?—up through the hills to another site several miles distant. There we sat on the hillside where we could see the sea, a dull grey sheet over to the west. We munched on our sandwiches as Terry told us more about the peregrines, in his quiet, intense way.

"Birds of prey are among the best indicators of environmental abuse," he said. "When the world is going wrong, they die in remarkable numbers. On odd occasions, when the world is going right, they prosper."

The peregrine falcon is a classic example. Poisoned by DDT and other pesticides, persecuted by gamekeepers, this glorious bird was reduced almost to extinction. A 1950 survey revealed the existence of 1,400 pairs in Great Britain; however, by the mid-1960s, the population was reduced to 40 breeding pairs, with only 6 breeding pairs left in the Lake District. It seemed inevitable that the peregrine would join the osprey and the golden eagle, the goshawk and the harrier, the kite and the merlin, the hobby and the sparrowhawk, to say nothing of the owls, in a final dive to oblivion. As it happened, they all managed to survive, including the peregrine, though it was a last-minute recovery.

Scientists, disturbed by the decline of birds of prey, uncovered the link with pesticides. Simultaneously, there was a corresponding reaction against game estates that had traditionally declared war on any hook-billed bird in the sky.

Today, the golden eagle, the osprey and other birds of prey are making a comeback, but the most spectacular survivor, king of the skies, is the peregrine.

The last survey of peregrines in Britain revealed a population of 1,800 pairs, as many as there were at the turn of the century. There are 98 breeding in the Lake District alone, and their numbers are increasing at a rate of two percent a year. Terry Pickford now exports peregrines to Czechoslovakia to help re-establish them there. Yet hundreds of adult birds are still killed, many illegally. For every landowner like the Duke of Westminster, who has instructed keepers on his Cambrian estates not to molest the bird, there are two others who encourage its destruction, says Pickford.

When we had finished our lunch, seated there on the boulder-strewn hillside, listening to our knowledgeable peregrine-watcher host, he suggested we take a narrow path for about a mile around the other side of the mountain to the rim of a steep valley, where he had seen another eyrie with adult peregrines on the nest. We did, and, at this site, saw the newly hatched nestlings, awkward bundles of creamy white down with very large feet, straining to catch their dinner. Both parents flew about the nest, each with a pigeon in its claws, the female, larger than the male, flying by the nest as the young attempted to snatch their food from her. Terry told us that, after several weeks of such instruction, the young would begin to take some prey on their own.

Afterwards, I desired to learn more about the study and preservation of peregrines and other birds of prey in the United States, particularly in the national parks. I began my research by writing to Christine Schonewald-Cox of the NPS Cooperative Resources Study Unit, University of California at Davis. She suggested that I contact Dr. Tom Cade, Cornell University Laboratory of Ornithology, Ithaca, NY. Later I talked on the phone with Jim Webster, a resources management specialist at Crater Lake National Park, who told me about *The Peregrine Fund Newsletter*. The newsletter's Fall 1985 issue includes the following list of NPS areas now cooperating in the study and preservation of falcons and other birds of prey. They are: Channel Islands NP, Golden Gate NRA, Santa Monica Mountains NRA, Yosemite NP, Crater Lake NP, Pinnacles NM, Point Reyes NS, Kings Canyon NP, Big Bend NP, Bryce Canyon NP, Canyonlands NP, Glen Canyon NRA, Grand Teton NP, Rocky Mountain NP, Yellowstone NP, Zion NP, Acadia NP, and Great Smoky Mountains NP.

About two years ago construction started on the World Center for Birds of Prey, six miles south of Boise, Idaho. Tours now are conducted throughout the week.

I hope to learn more about peregrines in the future, and I also hope there will be other articles in the *Courier* about the work being done to preserve this noble bird in the national parks.



Terry Pickford



Peregrines three weeks old. Photo courtesy of T.R.Pickford

What is it about those Mather courses that makes the superintendent smile?

Anne Castellina-Dudley

A new employee development program offered by Mather Training Center has the Mather employees smiling and breathing a sigh of relief. For the past year and a half a "Mather Training Detail" has been offered to interested NPS personnel. The program supplements the staff at the training center and provides on-the-job training for participants, who learn how to design and run a servicewide course. Response to the program has been enthusiastic. More than 100 field and regional personnel have applied for the program since its start in 1985.

Training details developed out of the increased number of training courses offered by Mather Training Center and Mather Superintendent Bill Wade's desire to provide a unique training experience for interested NPS employees. In the last few years the demands on the small Mather staff of four program coordinators and four support personnel have increased by almost 100 percent. In addition to running Servicewide NPS courses, Mather provides coordination and instructor support to regional interpretive skills teams, coordinates two graduate level correspondence courses in historic research and interpreting the historic scene, and runs an extensive film and video loan library. Project coordination and support for a variety of special training projects (such as the curatorial services' slide programs on accessioning and cataloging and the recently updated historical bibliography) have added to an already busy schedule. There has also been a large increase in the number of requests from outside agencies for training assistance.

"Detailees," as they are known for lack of a better term, were first recruited on an informal basis after Superintendent Wade discussed the subject at the 1985 Mid-Atlantic Region's Superintendents' Conference. New River Gorge NR Park Ranger Neil DeJong was the first detailee. He became involved in various stages of five different training courses, making himself indispensable to the program coordination staff. Ellen Weisfeld, a park ranger at Valley Forge NHS, was the second recruit. During her six week detail at Mather, Ellen converted the film and video loan library to computer disk, a monumental task left undone due to lack of time.

The success of the first two details led to a formal announcement of the program in early 1986. Sixty-four applications were received, and the program got underway. A second announcement and several one-course announcements have followed. To date, Mather can count eleven detailees who have assisted in courses and special projects.

Benefits to the training center and the overall training program have been great. Detailees often add new, important insights from their field perspective during the planning stages of the course. Special projects and classes also have benefitted from the extra attention given by the additional training center person. Benefits to the detailees have varied, depending on the amount of time they have been allowed away from their home parks or offices.

Training takes a great deal of committed time and energy. Coordination of a one-week course requires a minimum of three weeks at Mather. Two trips, one for planning and one for the running of the course and post-course follow-up, are necessary. A two-week course requires a minimum of four weeks at Mather. Applicants who have been able to spend the time involved in all aspects of a course have had the best developmental experience. Mather Training Center pays all travel, lodging and per diem costs for the detail.

The training detail program will continue. As new courses are added or new projects planned, announcements will be issued requesting nominations for detailees. Those who are able to devote the necessary time to the assignment will find it a rewarding experience!

Developing sensitivity to special populations: course changes attitudes in SWR

David Gaines
SWRO Division of Planning & Design

I first met Bill Scott in March 1986 at the Albright Training Center where I was a trainee and he was a speaker discussing mobility impairments at the Planning for Special Populations course. One cold, snowy night, I helped push him and his wheelchair across untrampled snow to the hotel's "accessible" side entrance. Bill's legs spasmed as we jostled along, sometimes off, the hidden path. Now, months later, in front of an audience, he purposely induced a spasm while doing a wheely in his lightweight sportschair to show what can happen to him and to other wheelchair users when their bodies are stressed.

And so it went, as Bill helped 40 Southwest Region trainees and other onlookers immerse themselves in the subject of disability. The 40-hour course was the same one I had taken at Albright months before. David Park, WASO Chief of Special Programs and Populations, liked the idea of repeating his national-level course for the region, and cost-sharing between WASO, SWR, and field areas made it cost-effective to do so. The need to repeat the course emerged from the Southwest Region Handicapped Accessibility Plan that called for formal

designation of park special populations coordinators (a collateral duty), identification of their responsibilities, and their comprehensive training.

Kay Ellis, WASO accessibility specialist, began the program, pointing out that physical barriers are much easier to fix than the attitudinal barriers found with able-bodied people. Ray Bloomer, NAR Special Populations Program Coordinator, spoke about his visual impairments with conviction and humor. Dr. Andrea Farbman of the National Council on the Handicapped put the initial sessions in perspective with a presentation concerning the ways disabled people historically have been treated, how the U.S. has dealt with disabled people, where today's disability movement is heading, and what it means for the National Park Service. Other forms of learning and sharing then took place at the interpretive planning session, historic site accessibility session, consumer involvement session, and course sessions concerning management perspectives, park action planning, and methods of funding.

It was a long week, but the trainees and onlookers praised the course and left with enthusiasm to implement ideas and concepts learned. Commented one trainee, ". . . before this course I felt that I was sensitive to the needs of handi-

capped persons but I found that there were a lot of things that I was ignorant of and that I will be more sensitive to in the future."

The Planning for Special Populations

course is special, being not so much about hardware, techniques, and measurements as about ethics. As we celebrate this bicentennial year of the Constitution, the phrase, "to secure the

blessings of liberty," will take on a special meaning for SWR employees, perhaps in ways never dreamed by our forefathers but in ways certainly consistent with the American ideal.

Expedition Yellowstone: Utah school kids discover the world's oldest national park

Lee Dalton

There were a lot of mixed feelings that chilly September morning in front of the small yellow schoolhouse in Snowville, Utah. Nineteen sets of parents were bidding farewell to their children as they prepared to leave for a five-day expedition into a legendary place called Yellowstone. All the kids had heard stories of the place, but only six of them had ever visited it.

Some of the parents and many of the youngsters wondered if they could make it through a week of separation. More than one mother worried about large furry creatures in the woods. The six adults who had volunteered to make the trip wondered if they'd survive a week with nineteen kids.

But just a few minutes after the bus rolled through the West Yellowstone entrance station, the kids knew they were headed for an adventure they'd never forget. The bus nearly exploded when they caught sight of the first elk, a magnificent bull standing in the middle of the road junction at Norris. They exclaimed at the sight of more elk grazing on the front lawns of rangers' residences in Mammoth. And when the supply vehicle rounded a corner between Mammoth and Tower, parent John Pratt (who is a Utah Division of Wildlife enforcement officer) nearly drove off the road in excitement when he caught sight of the first bighorn sheep he'd ever seen.

Tired kids unloaded the bus and trailer and set up housekeeping in cabins at Lamar. Between trips from trailer to cabins, they stopped again and again to watch bison grazing in the valley below them. Nine-year old Shelyn Carter said, "They're big! A lot bigger than they look in books!"

Park naturalists Jack de Golia and Joe Zarki soon found themselves leading a procession up a mountainside north of the ranger station—flexing childish wiggle muscles that had been sitting still all day. A good supper and a get-acquainted session led by the rangers topped off a long day, and the kids fell into bed without much giggling or wiggling.

The morning was cold but bright and, after a hearty breakfast, the kids were led through a discussion of geologic time by their two new mentors. That was when the adults who had accompanied them began to realize the depth of understanding and learning the kids were going to gain from the week. Their teacher and parents were amazed to hear the questions and answers that seemed to flow naturally from the kids as they discussed such things as the Laramide Orogeny and the great Yellowstone Caldera.

During the next two days rangers Zarki and de Golia led the children through lessons in geology, history, map-making, stream flow measurement, wildlife management, paleontology, and ecology. Out of bed at 6:30, the kids showered, ate, hiked and studied, ate, hiked and studied some more, learned to think and talk like mountain men, stared in wonder when a buffalo interrupted a lesson, saw petrified trees still standing where they had grown millions of years ago, learned to keep warm, went hungry like Sheepeater Indians probably did from time to time, sang around a campfire, and watched movies of things they'd never imagined. They fell into bed at 9:30 each evening, tired and a little cold, but eager for morning to come.

On Thursday, the kids and adults boarded the bus and began an exploring trip around the park's upper loop. Tower Falls awed them. A genuine grizzly grazing close along the roadside on Dunraven Pass thrilled those who were lucky enough to see it. Yellowstone Falls hushed them with its power. Echinus geyser at Norris splattered them with water. Jack de Golia led the children on a trek through the back basin trails at Norris where he held them (and some Chinese visitors) spellbound among the steaming fumaroles and boiling cauldrons with a recitation of the witches' scene from Macbeth. And, to top the day, an early blizzard caught them near Mammoth.

Through all this time, the kids knew they were pioneers. They were the first school group to use the Lamar facilities and take part in the entire range of activities developed by Jack and Joe for

Expedition Yellowstone. Yellowstone's chief naturalist, George Robinson, had conceived the idea several years earlier. Robinson had led the effort to develop the program which includes lesson materials for use in the classroom before and after the expedition, along with the activities done in the park.

When the bus finally drove out of the park on Friday, the Snowville kids and adults realized they were taking home far more than information. "It was like magic up there," said teacher Lee Dalton, a former NPS ranger. "We took home a feeling of closeness and teamwork that welded the class together like none other I've ever seen. Yellowstone was a turning point in some of these kids' lives."

Some of the memories they took with them were deeply personal. Amy Garbanati, a 5th grader, came back from a tough hike to Specimen Ridge beaming with success and new-found confidence. Many of them learned they really could survive away from home. Jory Larkin decided he'd like to become a ranger someday. "Just like Jack and Joe," he says.

Scott Pratt enjoyed the feeling of pioneering a new program. Peggy Sorenson and Carrie Smith had a great time "keeping house" in their very own cabin. John Heyder said, "It was a whole lot better having school outside than being stuck in a dark old room!" Jorn Olsen had a chance to put his math wizardry to work computing stream flows. All of them learned something of responsibility in caring for themselves and their equipment.

The adults were all deeply moved when 10-year old Tad Arbon wrote a song, all by himself, and sang it to the group Thursday evening. "I guess you'd have to know the kids to understand what all that meant," Dalton said. "But teaching school is something that gets to your heart. It's like having 19 little brothers and sisters and all of them are precious. Little victories become big victories when you understand how much they can mean to a child's future."

"And for me," Dalton continued, "being able to bring these kids I love so much up to share a place I love as much

as Yellowstone—twenty years after I started here as a seasonal ranger—was almost more than my heart could bear."

And for the kids from Snowville's lit-

tle three-teacher school, the big park had become "our park," a place they all say they'll visit again and again.

The school has already reserved the

third week of September 1988 at Larimar so the next set of 4th and 5th graders can go on their own Expedition Yellowstone!

Did Indians eat pizza?

Archeological Services Division
Southeast Region

As John Ehrenhard looks out over his audience, it is hard to distinguish who's who. Thirty-five bright-eyed, squirming first-graders at Elm Street primary school wiggle around and crane their necks to see what might be in the numerous bags and baskets he has laid out in front of him.

"Do you think Indians ate pizza?" John asks with a quizzical smile.

"No!" bellows a fully attentive and delighted crowd.

"Do you think they ate ice cream?" hoots John.

"No way Jose" is the chorus.

"Well," challenges John, "how about hamburgers from McDonalds?"

A less resounding "No" mixed in with a murmuring of "Well, maybe one or two, but probably not" respond the children.

"How 'bout hot dogs?" pipes a voice.

"You know what?" says John. "Indians didn't have refrigerators or electricity, or anything. They didn't even have grocery stores." ("OHHH, AGHHH," comes through the crowd as the impact of such adversity hits home).

"Hey—what about a toilet? They had to have a toilet" speculates a youngster.

"No" says John. "They didn't even have toilets. Now, if Indians didn't have any of these things, especially a store where they could go buy some food, what do you suppose they had to eat and where did they get it? How did they keep food without a refrigerator?"

A pensive and delighted audience settles down to find out as the discussion leads into a 30-minute hands-on seminar at the first grade level of some things aborigines used for food, of how they dried meat and fruit, of what kinds of tools they used, and of how they made them. In the course of the presentation, several arrows are made; a fishing spear is handed around; stone tools are used to cut wood and drill holes (all with the assistance of the class). A clay pot is constructed by coiling clay rolled out by the youngsters. Dried corn, beef jerky (buffalo meat), and dried fruit and nuts are sampled from baskets passed through the group.

This learning experience and others like it are being carried out by the Na-

tional Park Service, Archeological Services Division, Southeast Region, in the public school system in Newnan, Georgia, as part of its public outreach program.

John Ehrenhard, Chief of the Division, says "We are charged to reach out to the public and provide them with a greater understanding and appreciation of our cultural heritage. However, I feel we have overlooked a most important resource in this endeavor—young children. They are the future and we must educate them to understand, appreciate and respect our country's history. We see this primary school program as one method to carry out the first point of Director Mott's 'Challenge' and that is to develop a long-range strategy to protect our natural, cultural and recreational resources. Many individuals never hear of such concepts as cultural heritage, preservation or archeology until they take an anthropology course as an elective at some university. From that point, a few decide to make a career in history, archeology, cultural resource management, museum curation. But why should we wait so long to inform the next generation of our background. We strongly feel that the subject should be introduced much earlier."

"The challenge to me," says Ehrenhard, "is to bring the subject into focus for children's minds. Children view the world differently than adults. They have a different sense of time or expanse of time, what is usual or unusual. Adult minds are built on words and concepts that children have not learned. To reach them, one must try to see and think as a child. I have had great success with the hands-on demonstrations and stories. I have found that children remember with unusual clarity the discussions presented, because, in addition to hearing about different peoples and their technology, they have some real time experience with it. In the food gathering/preparation vignettes, the children use their sense of sight, smell, and taste. It is a tactile learning experience. The children do not forget and may well learn to appreciate."

"The reward of the program for me," says Ehrenhard, "is the youngster, with his mother in tow at the supermarket yelling 'Hey Mom, that's the man who gave us the Indian corn. Remember I told you howta make the arrow . . . he

showed us first. Remember how I used the rock to scrape off the bark, remember? . . . Hey Mr. Man . . . Can you get me some more Indian food . . . Can you come back to my school?"

The Division encourages its professional staff members to work with the schools in their areas. Ehrenhard notes that there will be staff participating in school Career Days as well as several primitive technology workshops. Future plans include putting together a classroom archeology/preservation/cultural resource appreciation handbook for primary school teachers to use.

Ehrenhard summarizes "I think we have a good program and we're having a lot of fun. Just look at some of the letters these kids have written to me . . . see, they do remember; they do understand; they will learn to appreciate."

Me and fifty-five children

Michael H. Brownstein

It's me and fifty-five children from the inner city of Chicago. I'm their teacher—sometimes peer, sometimes friend—and now I'm their tour guide into rural northern Indiana. We're going to visit the Indiana Dunes National Lakeshore. We're here in Indiana to see the park demonstrate how people lived in this area a hundred years ago. The children with me have never seen so many trees in their lives. Now, for the first time, they are seeing how candles were made, how apple cider was pressed, and how children survived before television.

"Mr. Brownstein," one boy calls out to me as he drinks from a cup of apple cider, "everything here costs a quarter." He is shocked. His two dollars will last the whole day.

Another boy shouts towards me. He's a large boy of twelve wearing hand-me-down hand-me-downs and a coat the Salvation Army wouldn't accept as a donation. "I'm the horseshoe champion," he tells me. "I beat three boys already. I bet I can beat you." So I played him and I saw a young boy, who has nothing and feels many times as if he is nothing, beat me in a game of horseshoes. In northern Indiana I saw him smile a smile so broad I knew the park was working its magic.

"Come on and join the club," says another child to a group of strangers as they come around the corner of the antique barn. In a minute he and the park ranger are showing the new group how to join the pioneer club. Soon all of them were joining in the pioneering adventure.

Suddenly a lot of commotion comes from the area behind the food stands. "I found a snake!" Kevin is so excited everybody gathers around him. Then he lets the snake go free. "This is home," he tells everybody as they watch the snake escape into the brush. Before my very eyes I watch a thirteen-year-old begin to grow up.

I walk behind one of the original homesteads and I see ten of my students—both boys and girls—waiting for their turn to wash an article of clothing the old fashioned way. Each of them is watching the demonstration so intensely I can't help but think about the dull and dry social studies books these children struggle with to learn about the life of the pioneers, and now they are alert and interested as history replays itself before their eyes. "It's hard," I hear one of the boys say when it is his turn, "but it's worth it." He isn't satisfied until we talk a ranger into giving us a tour of one of the unrestored homesteads. "I never knew life was so hard back then," he tells me. I'm glad my students are here in the sand dunes learning and discovering and getting involved.

The Indiana Dunes National Lakeshore had paid for our bus and I had promised to bring thirty children with me. I brought fifty-five by myself. I told them not to litter, and they cleaned other people's litter. I told them to respect each other, and they did. I told them to be polite to the other visitors. They made new friends. When I tell people about this trip, they are stunned. Why?

I took fifty-five children from the Robert Taylor Homes, the world's largest housing project and Chicago's most dangerous crime zone, and I gave them rules that they followed. I let them loose on an unsuspecting park and on unsuspecting rangers and I never knew where all fifty-five of them were at any given moment. I didn't lose one of them. When it was time to go, they were all on the bus. Everyone of them was smiling, exhausted and smiling.

What did they learn? The question is wrongly phrased. What didn't they learn? They learned about themselves, about their own creative powers, about their quest for knowledge, about their curiosity, about their ability to learn and discover and grow. They learned about the people of rural Northern Indiana, how pioneers lived a hundred years ago, how children managed before television, how homemade bread melts in your

mouth, and how making fresh apple cider is worth it. Just about all of them carried home the candles they made as if these objects of wax were Tiffany crystal.

Will we come back?

Eric promises to tell everybody a story he made up just like the story teller he met at the park. "Children back then made up lots of stories," he says. "They

didn't have television like we do."

Kevin promises to lead a hike through the woods.

Annette claims she will help restore the homestead we toured, and not with modern equipment, but with authentic pioneer tools.

Will we come back? Just invite us.

Tenth year for National Maritime Museum: successful voyage for NPS through stormy seas of ship saving

Bill Thomas
WRO Public Affairs

Nearly a decade ago, in a little ceremony on a sunshiny day at Golden Gate NRA, observed only by a few bemused shipwrights and park rangers about to acquire a new employer, Harry Dring, supervisor of the State San Francisco Historic Ships, went to the halyards of the flagpole on the Hyde Street pier and lowered the bear flag of the State of California.

Dring then was handed the buffalo flag of the Department of the Interior which he hoisted on the flagpole so it flew high above the pier and the ferry boat *Eureka*, the scow schooner *Alma*, the schooner *C.A. Thayer*, the steam schooner *Wapama*, and the tug *Heracles*.

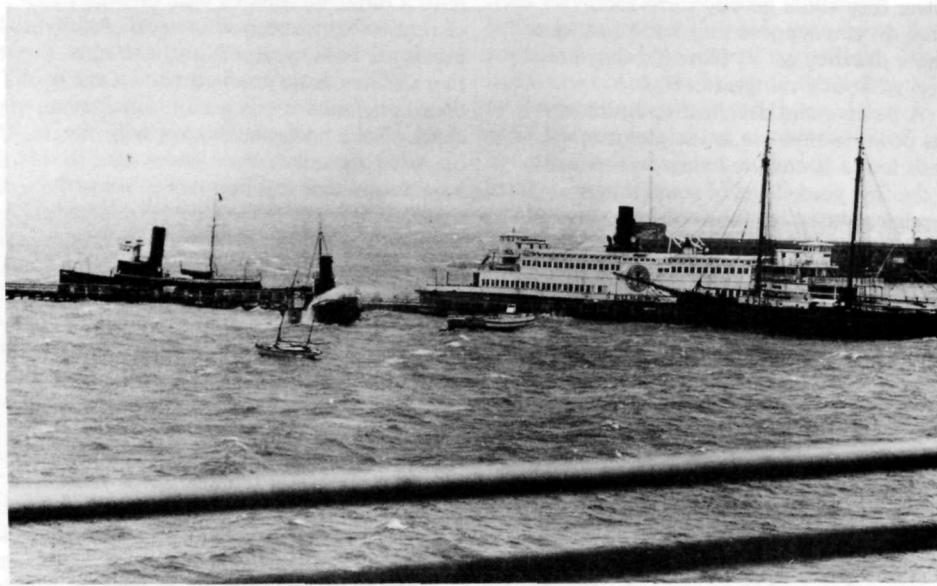
Earlier that day the Governor of California had signed the transfer of the state's historic ships to the National Park Service. The state, in a period of fiscal crisis, was glad to hand over the inade-

quately maintained historic vessels to the nation's premier preservation agency.

Still to be acquired were the museum and sailing ship of the private San Francisco Maritime Museum Association. "We were close to Chapter Eleven," Joe Hoeghteling, treasurer of the reconstituted and now prosperous National Maritime Museum Association, recalled of their dire financial straits in 1978.

In those days the sea chantey singers bravely sang their tunes from an impromptu stage inside a rotting wooden lifeboat, thus welcoming guests to the transfer ceremony taking place amid the shambles of downed spars and rigging on the poop deck of the once-proud sailing ship *Balclutha* at Fisherman's Wharf.

After the sea songs came the formal ceremonies, with Al Gatov, president of the museum association (who was fighting a brave but losing battle against cancer), signing the agreement transferring the considerable (but not catalogued) assets of the private museum to the Park Service.



Howard Chapman, NPS Western Regional Director, signed for the Service. The rescue mission commanded by a concerned Congress had begun.

The sea chanteys rose to a new crescendo as Steve Hastings, former chief ranger at the state ships, raised the same Interior Department flag as the one Harry Dring had hoisted the previous year at the Hyde Street pier to the top of the main mast (most of the mizzen mast had rusted out and was down on the pier beside the ship).

With the raising of the flag, the National Park Service entered a new field of historic preservation—how well would the landlubbers do at sea?

Eight years later, again on the poop deck of the tall ship *Balclutha* that recently celebrated her 100th birthday, Director William Penn Mott, Jr., watched seamen of the National Park Service as they finished work on a major overhaul of the ship.

The *Balclutha* was fresh from a shipyard, with new paint, steel hull plates, rigging and spars.

The sailors in their overalls and white union caps were about to raise the last yard into position at the top of the mizzen mast.

The bars stuck out from the capstan barrel and the sailors made ready to push on the bars to turn the windlass and pull up the yard.

Director Mott took one capstan bar, Regional Director Chapman another, the sailors the rest. Clank, clank, clank went the paws of the capstan.

Way, hey and up she rises!

The yard in place, the *Balclutha* was complete again for the birthday ceremonies honoring the volunteers who restored her the first time 30 years before.

Departing the *Balclutha*, Director Mott walked to the next pier where he was to dedicate a historic landmark plaque on the World War II fleet submarine *Pampanito*. Veterans of the submarine war were among the audience, along with senior Navy officers, noted Naval authors, and a Navy band playing proudly.

William Whalen, executive director of the National Maritime Museum Association that had saved the sub, introduced the commander of the largest fleet of historic ships in the world.

Director Mott spoke of the saving of ships and the Park Service's pledge for the future:

"On land, great battlegrounds remain for succeeding generations to visit and honor those who fought there. The battles of the sea can have no such memorials. A ship passes through the sea, the sea closes over the wake, and it was as if she had never been there."

"For the men who have fought on the sea there can be no marble shaft rising from the battlefield to mark that they had been there. The only physical remembrance is the ship."

"Occasionally seamen come together to save one of these ships so that succeeding generations can understand them and their deeds."

"San Francisco has a tradition of this. First to be restored by donations from the maritime industry and the work of 522 volunteers was the sailing ship *Balclutha*—which is now the responsibility of the National Park Service.

"The Liberty Ship SS *Jeremiah O'Brien* at Fort Mason is another example of volunteers restoring one of the ships on which they served during and after World War Two.

"We of the National Park Service have long depended upon the efforts of volunteers, and upon the donations of individuals and public spirited organizations, to accomplish our mission. Since I have been Director of the National Park Service I have sought to emphasize the importance of private sector contributions to the accomplishment of our goals.

"After legislation was adopted by Congress creating the National Maritime Museum at San Francisco some people sought to honor the late Congressman Phillip Burton as its founder. However, Congressman Burton responded to them that 'every great idea has a thousand authors'.

"Indeed the National Maritime Museum for which the National Park Service now has responsibility—a responsibility which I might add we intend to meet—was the creation of many men and women."

Director Mott had previously been president of the private California National Parks Foundation, and the foundation under his direction had assisted in saving several historical vessels—including the steam tug *Hercules*—for the fleet.

The Director's words were much more hopeful than the earlier remarks in a 1980 edition of Sea History by F. Ross Holland Jr., Assistant Director, Cultural Resources, who wrote:

"Though the service has had a strong tendency to steer away from ship preservation because of the great expense involved, one must keep in mind that the organization is a land-based bureau, and oriented by history, tradition, and inclination to land operations."

But the Service had acquired, with its ships and museum, a nucleus of employees well versed in the sea, and, for the rest, introduction to the realities of seamanship had come early. Harry Dring long delighted in regaling his

associates with the tale of taking Regional Director Chapman on a trip through the smelly bilges of the huge wooden steam schooner *Wapama* to see the leaks and rot.

The *Wapama* has since been taken from service and ingeniously placed on a barge so she will not sink. She is an example of the dilemma of the NPS: no funds available for her repair as she continues to deteriorate. The estimated cost of such repair now has risen until there is little hope of her ever floating again.

The *Wapama* experience prompted the Service to approach Congress, which directed that the proceeds from a number of Golden Gate concessions, principally revenues from an office building known as the Haslett Warehouse, given by the state along with the ships, be used for the ships.

These revenues and the growing funds available under the NPS budget process began to provide financing of some efforts to counteract the inherited neglect of the vessels.

Regular three-year schedules for taking the ships to drydock were established.

Deferred maintenance is a disaster with ships, as was clearly evident when the *Balcultha* was taken to drydock for the first time in 18 years shortly after she became the responsibility of the Park Service. Although the major areas of neglect were corrected, it remained until this year for a full-blown fixup.

The schooner *C.A. Thayer* went to drydock for replacement of all three masts, bowsprit and hull planking. All the other ships were also hauled out and their hulls painted and repaired.

The pride of the fleet is the little 50-foot scow schooner *Alma*, which has been rebuilt and, with new masts, proudly sails to many San Francisco Bay ports each year for civic celebrations.

Since 1979, in excess of \$11 million has been expended by the National Park Service to preserve these historic vessels. The money has been used in a variety of ways. In the days when the *Wapama* leaked 3,000 gallons an hour, no drydock was available for her repair, so Dring had to purchase additional pumps to keep her afloat. He decided not to go through that again! Dring obtained a surplus Navy drydock for the National Park Service.

Ashore, at that time, the extensive collections of the museum were finally being catalogued. A vast number of historic photographs were copied from aged nitrate negatives. In addition, the huge jumble of museum artifacts stored in a leaky basement were removed to a new facility established at Fort Mason for proper care and storage. The cramped offices of the museum became

more spacious quarters in the same building, where a library was constructed to house the valuable collection of books. Photos such as the Morton-Waters collection and books such as the Lyman Library collection were bought with the aid of significant private donations.

Currently restoration of approximately 60 small craft owned by the museum is also well underway.

The "living history" programs on the schooner *C. A. Thayer*, where classes of schoolchildren spent the night living as a crew would at sea, were not only over-subscribed but attracted newspaper stories in almost every community from which the youngsters came.

An extensive survey and planning effort for all the ships was undertaken by the new Maritime Unit under chief Glenie Wall, which revealed that the ships required extensive repairs and that the Hyde Street Pier, rented from the city, needed replacement.

The early years were the most depressing for the men and women of the historic ships, when it seemed that no one cared and that the Service would never get accustomed to the new challenge. Yet it was in that time that their usual audacity came to the fore and another ship was saved, the biggest of them all: the last mint-condition World War II Liberty Ship, all 7,176 tons and 450-feet of her, came steaming into a pier at Golden Gate's Fort Mason.

The *SS Jeremiah O'Brien*, rescued by a partnership of the private National Liberty Ship Memorial, the Maritime Administration and the Service, was transformed from a rustbucket freighter to the way she looked at the D-Day invasion.

The trials of the early years, of trying to make do with too little to preserve his beloved ships, was too much in the end for Dring, who had been seaman before the mast on the last American windjammer to go around Cape Horn. Suffering from a serious heart condition, he retired.

Said a memorandum by the General Superintendent: "For the past quarter century, Mr. Dring has been responsible for the restoration, repair, and maintenance of what is today the largest collection of historic ships in the world . . . He has performed his immense task with unfailing good humor, lack of pretension, indefatigable hard work, and distinctive scholarship."

Dring's absence in the last few years has been noticed, and Brian O'Neill, the general superintendent of Golden Gate, has launched a nationwide search for a replacement.

Yet all this effort to bring the fleet back has not proved sufficient. The preliminary estimates of the long-range costs to complete the job exceed \$30 million.

The deficiencies of the ships, often illustrated with pictures of dry rot (there are some really photogenic ones in the bulwarks of *C.A. Thayer*) have been featured on the wire services and in the major newspapers and maritime press of the nation.

However the national media attention also has created a more receptive climate for the unsolved problems of the National Maritime Museum.

This development made the job of Congressman Sala Burton of San Francisco easier when she introduced legislation that permitted charging admission fees to the ships and leasing the NPS drydock when it was not being used, the proceeds then going to assist the ships. Congress passed the legislation, which had the support of the National Park Service.

Before this, however, the rental of offices in the old converted brick warehouse known as the Haslett had provided steady income for the ships. When the building was declared unsafe and the tenants evicted, this left a loss of \$780,000 for ship maintenance. At the urging of Congresswoman Burton, the appropriations committees made up the lost revenue with appropriated funds.

The magnitude of the task still ahead may seem to dwarf the achievements of the men and women of the maritime units who work steadily and quietly to save the ships. Yet, it is their hard work that has assured there will be a chance to complete the job as Director Mott has promised.

David Nelson, assistant to the president of the National Maritime Museum Association who had played an important part in the founding of the museum in 1950, commented: "The suit may be too big for the kid, but give her time, she'll grow into it!"

Everglades' East Cape Canal Dam: Unusual problem, unique solution

Glenn Farrar
Chief of Maintenance

Pat Tolle
Public Affairs
Everglades NP

The Problem

Many years ago, before Everglades National Park was established, a number of canals were dug in an attempt to drain the swamp. The goal was to make it useful for agriculture and suitable for human habitation. It didn't work.

One of these waterways—the East Cape Canal—subsequently had been plugged with an earthen dam to restore more natural conditions to the coastal area. During the past 20 years, the plug has been repaired and improved a number of times; however, high winds, tides and winter storms frequently have combined to cause a washout around the end of the dam and allow saltwater to flow back into the marsh areas. In a relatively short period of time, the opening increased alarmingly to a width of nearly 25 feet and a depth of approximately 10 feet at high tide.

The Project

It would have been a fairly routine construction project to breach this gap

had it been located where there was normal equipment access to the site. The question was: how in the world do you install a dam in a canal located 12 miles from the end of the nearest road? The only available access is by boat or small barge from Flamingo, and, if tides are low or winds excessive, the distance can be considerably more because the craft has to take a circuitous route to navigate the extremely shallow waters of Florida Bay.

Engineers from the South Florida Water Management District (SFWMD) studied the problem and offered two recommendations: construct a 12-mile road from Flamingo to the project site to move equipment, or dredge a canal of sufficient size to accommodate a construction barge to drive sheet piling. Environmental constraints and costs involved made both solutions unacceptable. With this realization, the project again became the problem of the Maintenance and Engineering Division at Everglades National Park.

The Solution

All personnel, construction equipment, and materials were transported to the site, using the 20-foot maintenance barge and 17-foot outboard-motor boats. The first step was the construc-

tion of a timber cradle or enclosure to surround the plug. Since it was impossible to get a pile driver to the site, all the pilings were driven by hand. The wooden structure was lined with chain-link (cyclone) fencing, because tides through the opening were so strong neither men nor materials could remain in place.

The basic design involved a core of boulders averaging 100+ pounds apiece, sandbags filled with concrete and sand, installed as rip rap, and smaller rocks, sand, and soil placed in and on the plug to make it watertight. During the eight weeks of construction, a total of 75 tons of boulders, 150 tons of rip rap bags, and approximately 110 tons of sand and other materials were used.

The Cooperation

The most noteworthy aspect of the project was the cooperation of five different groups in completing this undertaking. First, the local office of the South Florida Water Management District—a state of Florida agency—furnished the boulders for rip rap, transported them to Flamingo, and provided an invaluable source of technical advice and assistance.

Five inmates from the Dade County Correctional Institution (DCI) worked as laborers. For the past six years the park has used volunteers from DCI on special park projects. In order to enter this special work-release program and earn time toward early release, the participants are screened by the institution for suitability.

The task simply could not have been completed without the assistance of the dive team from Biscayne National Park. Working under extremely difficult conditions, three qualified divers placed the core material in the plug. At times the tides were so strong face masks were pulled off; the turbulence so severe that several wet suits were literally destroyed by repeated abrasions from the boulders and fencing.

Also, a local nursery donated several thousand dollars worth of lumber and decking material toward the construction. Last, but certainly not least, leadership, expertise, planning and support came from employees of the Maintenance Division of Everglades National Park, with ten individuals directly or indirectly responsible for the completion of this long-discussed and much-needed project.



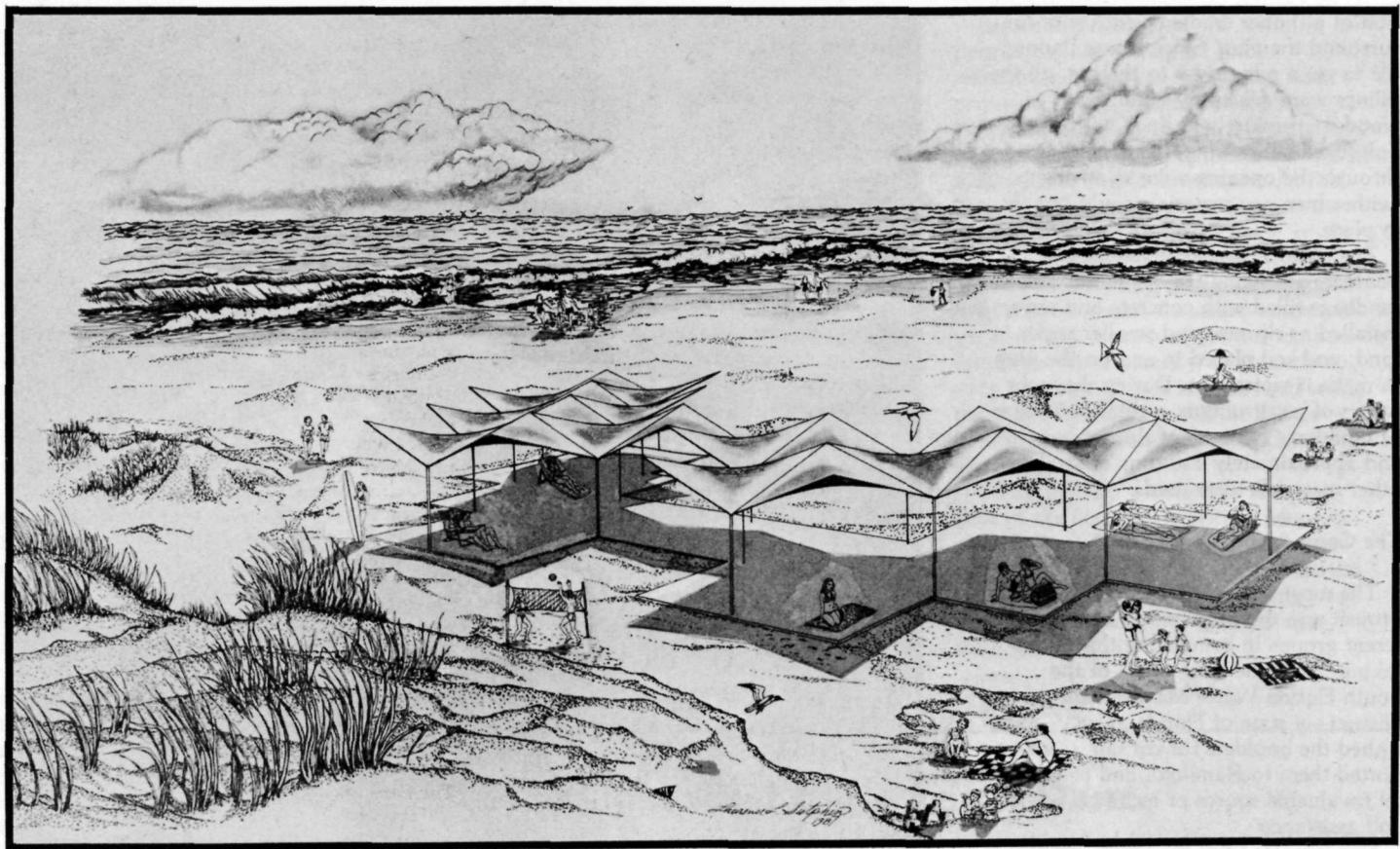
Flamingo Maintenance Supervisor Sam Heath inspects the finished dam where divers worked in 10 feet of water with zero visibility to position boulders and sandbags within the hand-driven superstructure of pilings.

The Savings

A cost analysis was made to compare actual in-house expenses with the estimated dollar value of the same work done commercially. The breakdown included 15 basic items (i.e., boulder and bag rip rap, boat and barge transportation, professional divers, fuel, miscellaneous tools and materials, etc.). The actual cost of \$36,664 was approximately a quarter of the estimated total commercial figure of \$145,000.

The Feedback

Those involved stated they enjoyed the challenge and that there was a great sense of pride in the successful completion of the project. They also expressed one sentiment universally: they were not at all interested in getting involved in another such project any time soon!



Perspective rendering of the winning entry in the Director's First Annual Design Competition, which sought designs of shade structures to be used in Gateway NRA. The winners were Ted Curtis and George Nez (Denver Service Center), whose design featured thin-shelled concrete hyperbolic paraboloid (hypar) modules, and can be constructed by the park's labor forces. Rendering by Larry Sutphin, DSC-EAF.

Book Reviews

Birds of South Florida: An Interpretive Guide by Connie Toops and Willard E. Dilley, River Road Press, Rt. 1, Box 49L, Guntown, MS 38849. Softcover, 150 pp, 53 color photos, \$10.50 postpaid.

A must for birding enthusiasts, students, libraries, and everyone planning that next vacation, **Birds of South Florida** invites readers to discover that region's fascinating feathered inhabitants. The book was written by two former naturalists at Everglades NP who combine more than 25 years of south Florida birding experience.

Entertaining arm-chair reading and an excellent reference for classroom or field, this handy, pocket-sized book contains descriptions of more than 400 species, reviews of area parks and refuges, notes on bird habitats, and 53 brilliant color photographs.

Connie Toops became interested in the birds of South Florida in 1972 while working as a ranger at Everglades. During her six winters as a park seasonal, she led bird walks, pointing out short-tailed hawks, limpkins, snail kites, and wood storks to interested visitors. She

soon realized that the region needed a birding guide.

When her husband accepted a permanent NPS position at Gulf Islands National Seashore in 1978, Connie gave up seasonal work to write books and articles for nature magazines, illustrating them with her own photos. Since then, her photographs have appeared in Audubon and Sierra Club calendars, and her articles in more than two dozen magazines, including *Wilderness*, *Sierra*, *National Parks*, and *American Forests*. She also has written a book about Florida's alligators and a trail guide for Crater Lake National Park.

Willard Dilley, an avid birder and the first naturalist at Everglades, returned to Homestead, FL, after his NPS retirement. There, he undertook preliminary research for a park bird book. His work provided the foundation for their collaboration.

Birds of South Florida is a beautiful handbook and an essential field guide for birders.

—Naomi Hunt

National Park Service: The Story Behind The Scenery by Horace Albright, Russell Dickenson, and William Penn

Mott, Jr. Available from KC Publications, Box 14883, Las Vegas, Nevada 89114 or by toll-free number 1-800-626-9673. Hardcover \$17.50. Softcover \$9.75.

The National Park Service has grown and matured since its modest beginnings. Back in 1913 when a youthful Horace Albright went to work for the Department of the Interior, it was only an idea. Personable and energetic, Stephen Mather and Horace Albright combined forces to promote this new concept and assess its political implications. The National Park Service became a reality on August 25, 1916, when President Woodrow Wilson signed the enabling legislation into law.

In KC Publications' **National Park Service: The Story Behind The Scenery**, three key men who have lived the NPS story—Horace Albright, Russell Dickenson, and William Penn Mott, Jr.—discuss the park system from its beginnings to the present.

In 1913, Horace Albright, still in law school in California, came to Washington, supposedly for just a year, to help establish the National Park Service. He stayed for two decades, including four years of distinguished service as the second director of the Service. At age 97,

he still recalled in vivid detail the system he helped to create.

In 1946, Russell Dickenson began his Park Service career at Grand Canyon, eventually serving in a variety of park and central office assignments. As he rose through the ranks, Dickenson earned widespread respect from his colleagues. Appointed by Interior Secretary Cecil Andrus, Dickenson served as director of NPS from 1980 to 1985. Thus he is eminently qualified to narrate the post-World War II history and development of the national park system.

William Penn Mott, Jr., entered the Service in 1933, then spent much of his later career administrating California's local, regional, and state parks. He sum-

marizes the essence of the National Park Service today—and tomorrow.

The lively narratives of these three major figures are enhanced by brilliant full-color photographs of 119 NPS units, illustrating the great diversity of NPS-administered areas. Of equal caliber are the sensitive, informative captions written by Russell K. Grater, retired career NPS interpreter and author.

In all, this superb combination of text, captions, and photographs portrays the National Park Service in a unique, dynamic manner. From cover to cover, this volume represents top quality—both the publication itself and the Park Service it portrays.

—Mary Lu Moore

Substantial discount to E&AA members on KC Publications book

E&AA is pleased to offer a substantial discount of close to 20 percent on the hard cover edition of KC Publications' *National Park Service: The Story Behind the Scenery*, autographed by K.C. Den Dooven. E&AA members may purchase the book for \$14.50 per copy, which includes postage and handling. To order, complete the accompanying form and send it, along with your check to the

Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041. Those who are not members but wish to take advantage of the discount offer may participate by completing the order blank, remitting the cost of the book(s) ordered, and completing an E&AA membership application, then mailing this information plus dues to the E&AA Treasurer.

Please send to:

Name _____

Address _____

City _____ State _____ Zip _____

I am a member of E&AA and I enclose a check in the amount of \$_____ for _____ copy(ies) of *National Park Service: The Story Behind the Scenery*.

Those of you who are not members of E&AA but wish to take advantage of this discount price offer, may also participate by completing the order blank, remitting the cost of the book(s) ordered as well as completing the application form below and sending it along with your membership dues in a check made out to the Treasurer, E&AA.

Because I am not a member of E&AA, I also remit \$_____ which represents my dues for membership in the E&AA. (Annual membership is \$10, Life membership is \$100. Life can be paid in a lump sum, \$25 a year for four years, or \$20 a year for five years.)

Alaska Region has—and
needs—men and women to match its
mountains.

Boyd Evison

To the Editor:

I enjoyed Jim Judge's remarks on research in the March 1987 issue of the *Courier*. I have been privileged to hear Jim speak on cultural resources research and management at various training sessions. He is always provocative.

His emphasis on conservation archeology has always intrigued me. The idea of allowing archeological resources to remain unexcavated until such time as our research techniques are more sophisticated and we will consequently do less damage to the resources is an exciting concept. It is the exact opposite of the Indiana Jones approach to archeology and much more consistent with what I would call a minimum impact approach to research in national park areas.

Wouldn't it be great if we could only apply this same approach to our nation's wilderness resources? Imagine setting aside, say, an isolated section of one of our Alaskan parks and not allowing entry for 25 years. The justification would be that in the intervening years we would learn much more about managing wilderness resources and would be less likely to damage the area when it was reopened for public and research use. The area could serve as a control against which changes from human use in other parts of the park could be measured. The Director has often talked about genetic warehouses. Such a closed area would truly be one. The opportunities are endless. All it would require is the vision to recommend that this type of sanctuary be established. Perhaps Judge's "Vice President in Charge of Revolution" will have the vision.

Richard B. Smith
Superintendent
Carlsbad Caverns NP

COURIER

The National Park Service Newsletter

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. Berkley—Chief, Office of
Public Affairs
Naomi Hunt—Alumni Editor, E&AA
Gene Scoville—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. 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

