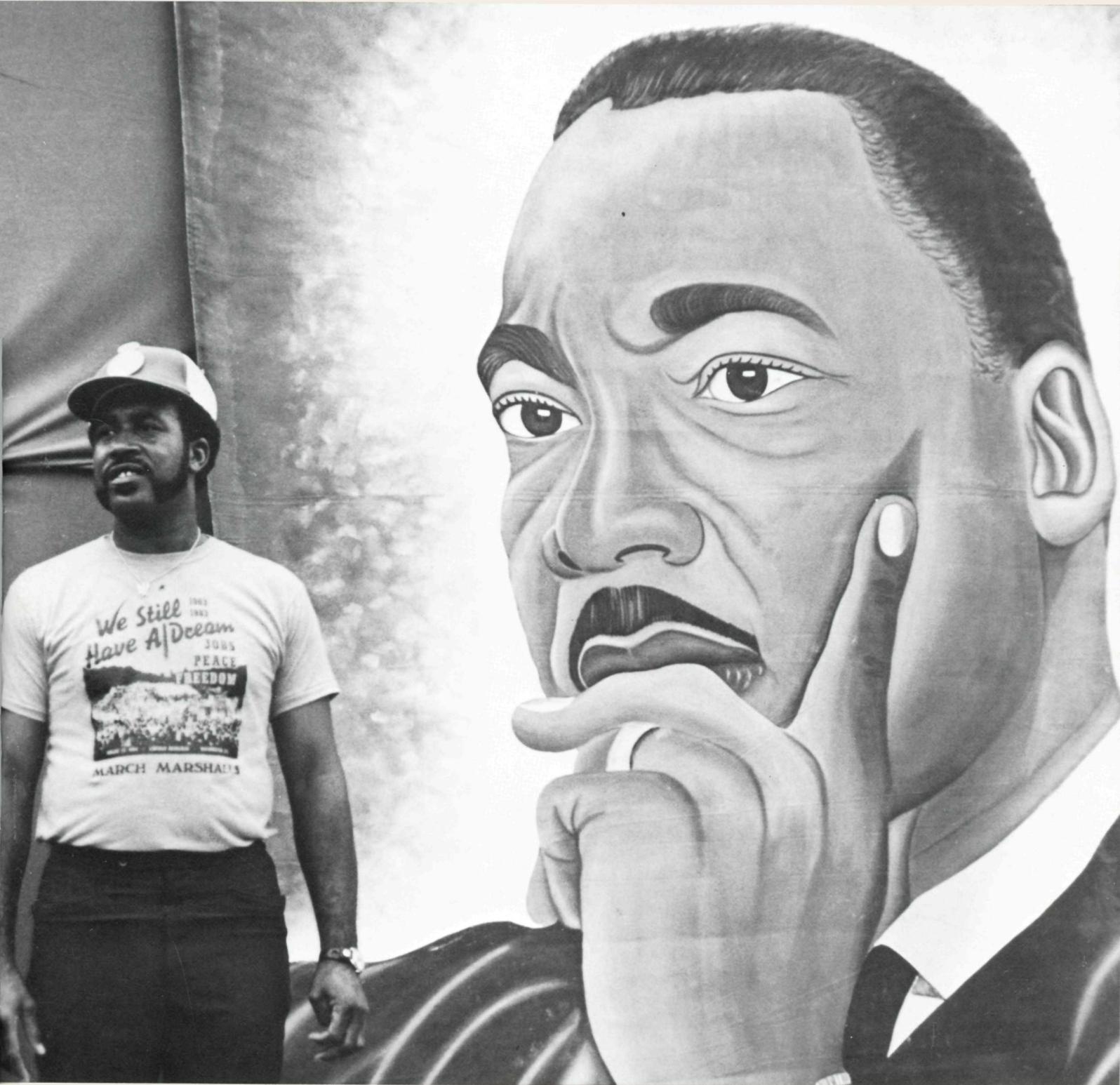


COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



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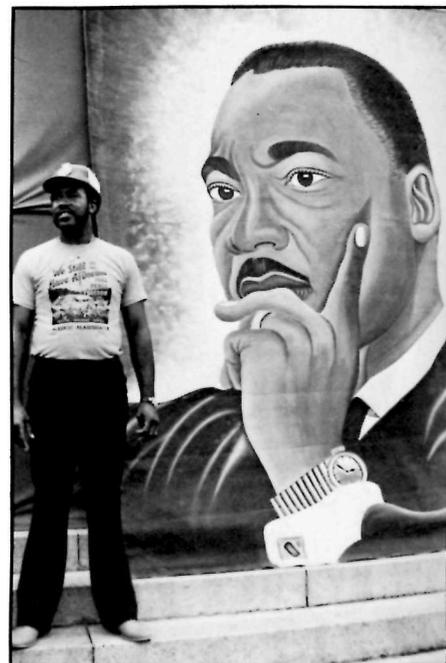
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COVER

Photographer Bill Clark reached back into his files for this month's cover photo taken in 1983. Clark's photographs have appeared in a number of national magazines and newspapers.



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National Park Service
U.S. Department of the Interior



The Director's Report

HONORING THE GOOD THEY HAVE DONE

The greatness of this country is to a large extent attributable to the individual and collective diversity of its people, and this month we have the opportunity to reflect on the many contributions of one group of people—black Americans—who help make up this rich diversity we as a nation are blessed with.

So much has been gained from Mary McLeod Bethune, George Washington Carver, Frederick Douglass, Booker T. Washington, Maggie Walker, and, of course, Martin Luther King, that it is impossible to estimate the good they have inspired because of their legendary accomplishments and achievements. They are symbolic leadersmen and women to be admired and remembered not only for what they accomplished during their lives, but also for the ways their examples have influenced generations of individuals long after their deaths. They are also men and women to be recognized and commemorated for the obstacles and struggles placed before them and over which they triumphed.

In the National Park Service, we have the great responsibility to share the story of these remarkable individuals represented in the system. We help when we introduce Americans, young or old, to Mary McLeod Bethune and her determination not only to educate herself, but also to use her life to open new educational and social avenues for others; to George Washington Carver's achievements not only in the areas of education, botany, and agronomy, but also to his profound, innate ability to inspire others to follow his logical way of thinking; or to Martin Luther King, unquestionably one of the world's most renowned spokesmen for racial justice.

Although those black Americans represented in the system are, without a doubt, courageous symbols to be followed, they by no means represent the wealth of contributions made by black Americans to our country and to the world. I, for one, have always marveled at the spunk and determination of Harriet Tubman, a runaway slave who had within her the yearning to be free, the heart and mind to know that it was her right to be free, and the spirit and desire to face the dangers necessary to make herself free. She also had the strength to risk that precious freedom in order to work for more than a decade helping other slaves as a conductor on the underground railroad. She led at least 15 expeditions into Maryland and personally escorted more than 200 runaway slaves to the North, and freedom. She later served this country as a nurse, scout, and spy with the Union Army in South Carolina. Harriet Tubman is just one of many black Americans whose lives have made a difference and whose contributions have helped make us better today.

While I believe it is good to laud the contributions of Harriet Tubman and other individuals, I also believe the National Park Serv-



ice has the responsibility to interpret and tell the whole story of slavery and its influences on the economic growth and cultural heritage of this country. We must not be afraid to discuss this subject, no matter how painful, or we may find that we cannot learn from this chapter in our history. It is our responsibility to preserve, protect, and interpret the cultural heritage of this country so that future generations will benefit from our past. Only in this way can we ensure our freedom and continue to build a strong, solid government of the people, by the people, and for the people.

Black History Month is a time when we honor the contributions of black Americans, both the famous and the not-so-famous. It is a time not only to remember, but also to look forward. History is a continuum and, as part of that continuum, we make tomorrow's history today. At this moment, although we may not yet recognize them, we have in our midst the Harriet Tubmans, the George Washington Carvers, even the Martin Luther Kings, those who will guide not only black Americans, but all Americans, to a better future.

A handwritten signature in dark ink, appearing to read "W. Penn Mott, Jr." The signature is fluid and cursive, with a large, sweeping flourish at the end.

William Penn Mott, Jr.

FROM THE EDITOR

This month I have several thoughts on my mind. They may appear unrelated, but I believe in the essential connectedness of all things. So first...

A very special thanks to Charlie Pettit of the Rocky Mountain Regional Office mailroom. Several months ago, when I asked parks to call their area offices to correct tallies for *Courier* distribution, very few did. In the Rocky Mountain Region, only four responded. No matter. Charlie responded, and that was the important thing. Taking a day out of his schedule, he contacted all the parks, requested totals both for peak and off-peak season, corrected the tallies, and, not waiting for me to contact him, called me first in order to report his findings. That call was one of those rare occasions when Life with a capital 'L' conspired to surprise me. What a delight—what a special gift—when someone reaches out with no other encouragement than the will to do good, to make the job progress more smoothly and the organization operate more efficiently.

Charlie Pettit's thoroughness and initiative made my day. It is one of those pleasant events that from time to time will return to memory. Such moments uplift us. They alter the pace at which our days are spent. So do other things, ceremonies for example, commemorative events that mark an accomplishment of some sort. Such activities may appear of brief duration. A ribbon cut here, a glass raised there, and the public's attention goes elsewhere. But the reason behind the ceremony, now *that* has staying power.

Several weeks ago I was privileged to attend the Washington exhibition of the top 100 paintings from the "Arts for the Parks" competition. At the opening, Secretary Hodel and Director Mott introduced the winners of this prestigious art competition as well as the new national park stamps to be used in conjunction with the Golden Eagle Pass and the Eastern National Park and Monument Passport. In acknowledg-

ing the extraordinary contribution of the National Park Academy for the Arts, the Director said, 'Cities will be torn down and rebuilt but the national park system will be here forever.' He went on to observe that the art surrounding us that day in the Great Hall of the Smithsonian both represented and symbolized the stability of the system.

And so it seemed—100 beautiful paintings among which viewers might wander to gain a better sense of this country's breadth and grandeur. Like the others in the Great Hall, I wandered from painting to painting, enjoying a mental cross-country trip from the Appalachian Trail to Canyon de Chelly and other parts unknown. I picked my favorite, an oil entitled *Spring in the Blue Ridge*, mostly because I could picture myself in the painting, exhilarated at the crest of that shadowy hill, feeling storm winds gust the petals from those flowering trees. Symbolically, I had found a place in the national park system, an unchanging place because it was commemorated in art, but also a place that (if all went well) might never change because it was a part of the park system.

And that, in a round-about way, brings me back to Charlie, one of the people whose dedication to doing the good work, has made places like Blue Ridge possible, one of the people, who, should they ever cease doing what they're doing, would diminish just a little the durability of the park system. Years, years ago, my mother instructed me, it's not what you say but what you do that counts. Charlie is one of the doers. So are the other Park Service employees featured in this month's *Courier*, a special issue celebrating Black History Month. Of course, as with other acts of commemoration, it is the deed and the doers, not the gratitude that follows, that has the staying power.

Which brings me to...

But not until next time...

Because everything does seem connected after all.

NOTES FROM THE HILL

Rob Wallace

What do National Park Service entrance fees, aid to the Nicaraguan Contras, medicare, farm subsidies, repayment of Rural Electrification Administration loans, and Saturday mail delivery have in common?

Give up? They were all ingredients in two pots of congressional stew cooked up and enacted into law three days before Christmas. This Christmas brew, the \$600 billion fiscal 1988 continuing resolution and the budget reconciliation bill, were enacted to achieve \$30 billion in budget cuts for fiscal year 1988 and \$46 billion in 1989.

The legislative package negates the need for the \$23 billion Gramm-Rudman-Hollings automatic budget cuts that would otherwise have taken effect in FY 88.

The bills resulted from the deficit-reduction agreement reached by members of Congress and the Administration following the October 1987 stock market crash. And, like all spending bills that pass toward the end of a year, it attracted its share of hitchhikers.

One welcome hitchhiker was the permanent authority to collect entrance fees. The process served as a convenient method to resolve House/Senate differences on the legislation. Most of the debate centered on a number of areas that were to be statutorily exempt from entrance fees. Congress settled on a definition that would exempt national park system units that provided outdoor recreation opportunities in an urban environment and had public access at multiple locations. This includes areas such as Chattahoochee River, Chickasaw, Cuyahoga Valley, Gateway, Golden Gate, Santa Monica Mountains, Indiana Dunes, and Greenbelt Park. In addition to the generic exemptions, they specifically prohibited park entrance fees at the USS Arizona Memorial, Independence NHP, Arlington House, San Juan NHS, Canaveral NS, and any unit within the District of Columbia.

In addition, where primary public access to a unit is provided by a

concessioner, an admission fee may only be charged if the total of the fee charged by the concessioner and the admission fee does not exceed the maximum admission fee that could otherwise be imposed (in Grand Teton and Yellowstone, \$10 per vehicle and \$5 per person; in all others, \$5 per vehicle and \$3 per person).

Congress also specifically devised a formula for distributing entrance and user fees. All fees collected—both admission and user fees—are deposited in a special account in the Treasury. At the end of a fiscal year, the amounts in the account that have been collected during that year become available for appropriation. The appropriation must allocate the funds among units of the national park system as follows: 10 percent on the basis of need in a manner determined by the Director; 40 percent on the basis of operating expenses during the prior fiscal year; and 50 percent on the basis of user and admission fees collected during the prior fiscal year. Funds derived from admission fees may only be used for resource protection, research, and interpretation at units of the system. Funds derived from user fees may only be used for resource protection, research, interpretation, and maintenance activities related to resource protection at units of the system.

Several other legislative initiatives also were passed by Congress and sent to the President in late December. They included the creation of a 114,000 acre El Malpais National Monument near Grants, NM; the establishment of Jimmy Carter National Historic Site and Preservation District; the addition of a 53-acre site to the Stones River National Battlefield in Tennessee; authorization to accept a 67,000 acre donation to Big Bend National Park in Texas; and a bill to authorize up to \$30 million for the federal share of relocating a 3.7-mile section of highway that now passes through the Chickamauga and Chattanooga National Military Park in Georgia.

The closing days of the first session of the 100th Congress also saw the introduction of a long anticipated bill to create a Tallgrass Prairie National Preserve in north central Oklahoma. The legislation, sponsored by

all six Oklahoma House members, and the two U.S. Senators, would authorize the acquisition of 50,000 acres in fee and another 50,000 acres in easement to "preserve for the inspiration, education, and benefit of present and future generations, a unique and nationally significant example of tallgrass prairie in a manner that depicts for the visiting public the vast, sweeping, and open scenes characteristic of the tallgrass ecology." The Tallgrass Prairie Preserve still must overcome skeptics both within and outside of government, but the unanimous endorsement of the Oklahoma delegation is a giant leap forward.

LETTERS

This letter is in response to an article in the September issue of the *Courier* entitled "Three from Lake Mead," in particular the section "Lake Mead Rangers or Super Cops?" Although the author reluctantly agreed to the need for professional law enforcement, the underlying theme was quite a put-down of police.

It amazes me that this type of attitude is prevalent in the ranks of the National Park Service. Rangers and police officers perform the same law enforcement duties. I know. I've worked as a ranger and a police officer. The only difference is the tempo with which the tasks are completed.

My point is that making an arrest for a serious crime does not differ with topography. Many of the same dynamics come into play whether the crime occurs in the wilderness or in an urban environment. The uniform, the chase, the handcuffing . . . it certainly doesn't matter to the crook.

Many rangers consider their work to be a calling higher than just "plain police work." Protecting mother nature is a more noble endeavor. However, don't fool yourselves. When you put on the gun and badge you are the man. It matters little if your uniform is blue, or gray and green.

Granted, the ranger, as a generalist, must wear many hats. We all know of the varied skills required for search and rescue, firefighting, and emergency medical service. But in terms of law enforcement, the National Park Service has some growing up to do. If management consistently denies the need for more professional law enforcement, such as the much talked about 18-11 series, then our appalling record of unclosed cases will continue. If you find it hard to believe, ask your regional law enforcement specialist for the recent year's crime statistics. You will find many serious crimes unsolved.

If rangers don't want to be super cops, then why are they working law enforcement in such places as Chicago's Indiana Dunes, Los Angeles' Santa Monica, or Cuyahoga in Ohio? These are urban areas more suited to the U.S. Park Police. I certainly don't want to belittle the excellent work being done at such areas as Lake Mead, Grand Canyon, Great Smokies or Yosemite. These rangers often are overworked and underpaid while performing "police work."

Just remember the mission of the NPS, "preserve and protect." Not too different from the Los Angeles Police Department's "to serve and protect," is it?

Kevin Hay
U.S. Park Police, SFFO
Golden Gate NRA

Oh the cleverness of Alan K. Hogenauer. The deftness with which he slips the stiletto between the ribs. I flinch when he charges that "Marketing is an alien concept for the National Park Service." I writhe when he slyly asks, "Why is the NPS so excruciatingly modest about its incredible achievements? And why do we hide all this magnificence?"

I'm exceedingly uncomfortable beneath his gimlet gaze, because his charges hit close to home; I know much of what he says is true. The bulk of our public relations, is, for example, usually reflexive. We diligently respond to an enormous number of queries from the public

and media; we devote our energy and resources to visitor center services (our strong suit), and gladly give off-site talks to every service organization desperate for a warm body that can give a 20-minute talk.

But that, unfortunately, is usually the extent of our effort.

Given the workload our routines engender, given the limits to our staffing, given what some of us see as unacceptable crowding in our particular park, it's easy to feel content with serving those particular audiences. And then off we go to other brush fires, other pressures of the moment, with little time devoted to reassessing our priorities or clarifying what we wish to accomplish. And thus my discomfort.

There are, of course, several problems with this.

The first, as Hogenauer recognizes, is that we haven't tapped into the potential of the communication revolution. We haven't recognized that just as the whistle stop is no longer adequate for the political candidate, our reflexive services are no longer adequate to reach the public either. Regrettably, most of us haven't cultivated relationships with members of the press, with all the wonderful tools they possess for national and international communication, to the degree we should.

To do a job well today, any staff person designated as the park public information officer must spend 20 or 50 or 100 percent of a given week on such activities. If handling "on demand" issues is treated as a minor "collateral duty," public dialogue programs are, in truth, dead.

A second problem, as Hogenauer also recognizes, is our limited knowledge of public perception about parks. But it is also our attitude about their perception. We often get ground down by a public with values divergent from ours, and vaguely wonder why. Time and again we assume that things of worth are automatically supported by the public.

What we need, then, is to know far more than we do today about visitors—and potential visitors—before they enter the park. To what degree, for example, do they support or object to management positions?

To what degree do they want or object to questionable activities? The greater their divergence from traditional park values, the greater the dissonance between public expectations and management's goals, the greater the need for aggressive communication.

Third, Hogenauer speaks of the marketing of parks. The term "marketing" is useful, but unfortunately it is fraught with meanings most Service communicators do not wish to be near. Nor do I.

Marketing implies shallowness. It suggests an emphasis on quantity rather than quality. It connotes abrasiveness and pushiness and tacky taste. It harbors ideas of dollars instead of values. It suggests the mentality of industrial tourism that devastates resources and debases the experiences of value that are available in parks. None of these things, of course, we want. But we get hung up on the crass aspects of the word, and forget what we can do. What we need to do is remember what our products are. Ironically they are often a more powerful drawing card and economic force than the shallow road followed.

Frederick Law Olmsted spoke of parks as the "stimulus to engage the contemplative faculty." I like that phrase, because it speaks to adventures of the mind. Parks are not merely things "to see," but places for growing experiences versus entertainment of momentary value. The phrase implies the gaining of insight about life, of learning how others have managed their affairs, of how we might manage ours. It relates to discovery of how the physical and biological world works. It implies discovery of our own physical capabilities and skills.

There is, of course, virtually unlimited possibility in what we can do to cultivate such ideas. And that in itself makes our work among the most exciting in life.

Glen Kaye
Rocky Mountain NP

I read with great interest Rick Smith's article, "The Role of Interpretation in Park Management," in September's *Courier*. In general, I believe that Rick was right on the mark in his analysis. Here's a few additional thoughts on why "the multitude of roles and responsibilities has blurred our focus, making the articulation of what we do less convincing and persuasive, even to ourselves."

First, those "poorly trained communicators" who are doing the bulk of our public contact are predominately seasonal employees, whose in-house education is less in interpretive technique than general information. A brief pre-season training period is followed by many donated evenings to polish up goals, themes and objectives for "opening day." Due to requirements of the job, they have little free time for program preparation. Many suffer burn-out from much routine and repetitive work in the visitor center, which tends to dampen creative enthusiasm.

Next, facts and figures are easy to teach, learn, and disseminate. Statistics can be impressive: tallest mountain in North America, largest fresh water lake in the world, oldest tree, etc. Making ecology understandable, explaining interrelationships between what happens inside the parks with what is happening outside, connecting the real importance of the parks to the lives of visitors are formidable tasks. It requires, perhaps, more time, effort, budget, and expertise than we have.

Thirdly, many supervisors do not want their interpretive staff to discuss the hard issues of park management. Data, by itself, is uncontroversial. As soon as someone interprets that data within the very real context of resource impacts, red flags of public opinion start popping up all over the place. During my work at Denali NP, one interpreter was censured for merely mentioning (not offering any opinion about) the existence of a proposed bill that would change hunting regulations as they pertained to Alaska national parks and preserves.

The terms "environmental

education" and "preservation" are currently out of fashion. We don't want to offend anyone. Espousing an opinion or conservation philosophy is a sensitive realm where (mostly seasonal) interpreters are not desired to tread. We practice "safe facts."

Lastly, how can interpreters explain the whole use-preservation concept when the Park Service itself is still struggling with its dual functions? We give conflicting signals: championing resource protection in general, and yet permitting resource degradation in particular instances. The agency suffers from a split personality. In time we may have to come to grips with the fact that, when it comes to using the national parks, "everybody can't do everything."

Fortunately, in my brief experience, I have enjoyed a wonderful exception to the norm described above. At Everglades NP, under the guidance of Jack Morehead and Rick Smith, the interpretive program attempted actively to tie research, management, and resource issues to people's lives and what was going on outside the park. We were cautioned not to express personal opinions. We were expected to discuss the issues based on the best information available to us. It was the first place I had worked where the word "provocative" was applied to interpretive activities. We were supposed to "provoke" our visitors to think and not just passively listen to a name-date-place recitation, however entertaining.

Jack and Rick did one more unusual thing. The superintendent, assistant superintendent, and chief of interpretation individually gave one evening interpretive talk each month. It forced them regularly and directly to interact with park visitors, as well as develop a little empathy for the interpretive staff. We truly appreciated the active interest and support they showed our efforts. And the visitors loved each of these opportunities to question someone in a top decision-making position.

We quickly are approaching the 75th anniversary of the National Park Service and a brand new century. Director Mott has well articulated our needs and direction with his 12-point

program (one of which deals specifically with interpretation) and other ideas. Rick Smith is a member of the 21st Century Task Force, designed to guide us along those paths. It is indeed time, again, that we re-create the values upon which the Park Service was founded. The focus of the interpretive program should be to express those values and carry each visitor with us on a tour of magic, mystery, wonder, and inspiration.

Michael Bencic
Guadalupe Mountains NP

Enclosed you will find a 35mm negative of J. Jerry Rumburg, Ron Walker, and Joe Rumburg taken on the opening day of Alcatraz, October 1973. As you know, Jerry was killed in a tragic automobile accident on December 15th near Moab, Utah; I hope you can use this photograph in some way in the Courier to help us all remember Jerry.

Jerry Rumburg hired both of us to work on Alcatraz Island when it first

opened to the public. He was our supervisor, our mentor, and our good friend. Scattered throughout the National Park Service are dozens of 'Alcatrazers' who owe much to Jerry and his enthusiasm for the NPS, the Rock, and especially, his employees.

Please return this slide after you are finished with it; it is very important to all of us who still work here at Golden Gate and who had the privilege of knowing Jerry. It was taken on a very special day in his life, and a very special one in ours.

Sara Conklin-Halaj
John A. Martini
Golden Gate NRA

Let this letter serve as one kind of memorial to a Park Service employee who was deeply appreciated and is now greatly missed. The Alcatraz rangers will be refurbishing a bench overlooking the city of San Francisco, a place to sit and gather strength for any difficult task. Money can be sent to the J. Jerry Rumburg Memorial, Golden Gate National Park Association, Bldg. 201, Fort Mason, CA 94123.



J.T.

SELF-ADMITTED "SPONGE" NOW ON OTHER END OF PHONE.

He's been around the Park Service 'river bend' once or twice—and in style.

His adventures include rafting through the Grand Canyon, drug smuggling arrests at Everglades, air patrol over Gates of the Arctic, and backcountry management/rescue at Yosemite. To most of us desk jockeys such activities are daydreams; to J.T. they are memories!

Since June 1987, J.T. (if curious see story end) Reynolds, has been NARO's chief of Resource Management and Visitor Protection, arriving in Boston after six years at the Albright Training Center. His interesting NPS route of duty is to be envied, and it has given him some piercing perspectives about himself, us, the work we try to do and the conditions under which we do it.

'I've been lucky everywhere I've gone in NPS,' Reynolds states flatly. 'I've met fine people and they've given me good advice.' The 41-year-old Galveston (locally pronounced GAL-veston), TX, native was first introduced to national parks as a youngster, though at the time he thought they were just nice places to visit. As a scout (attained eagle status) he gained a conservation ethic, and because of his Galveston location he was exposed early on to coastal zone management operations. A *Life* magazine article about a Wind Cave NP ranger (a local Texas athlete) printed in the 1950s was the clincher for Reynolds. He recalls, 'I thought, here's a way I can continue my avocation, and at the same time have a vocation.'

'Throughout high school I would tell counselors I wanted to be a park ranger and they would confuse it with forest ranger.' He remembers, 'They'd tease me and say, "Oh Reynolds, he's going to live in a lookout tower for the rest of his life.'

Slide Show Leads to Career

While on his academic way through Texas A&M in Recreation Parks & Administration, and Wildlife Science, Reynolds crossed paths with Dr. Leslie Reed and a slide show Reed used to recruit collegians for various types of park work. 'Back then it was the reverse of today; there were more jobs available than recruits to take them,' said Reynolds, 'we had our choice and

I took my first seasonal post at Everglades.” He also worked in Texas regional and urban parks in Houston and College Station. When his Aggie days ended he joined NPS at Natchez Trace Parkway—patrol and fire. He was a young, educated black man wielding government authority (badge and firearm) in Tupelo, MS, in 1970. “We probably made mistakes in field judgment sometimes, mainly because we were a little afraid to use all the power we had,” he said.



I've been lucky... I've met fine people and they've given me good advice.

An invitation for a stint at the Albright Training Center and his draft induction notice came the same day (1970). After serving two years of active duty and while being a reservist, he obtained a NPS (then mandatory) urban assignment at NCR East and then NCR West, working with George Mahaffey, Bill Wade and Tony Dean over a year's time. “I learned a lot from those folks,” he said. During a 12-week Albright Training Center stay he met Yosemite Supt. Jack Morehead who told him a friend of his (Reynolds) was working at his park. “It was Walt Dabney,” smiled Reynolds. “He and I met at Dr. Reed's slide show at A&M and (unknown to J.T.) here he was tooting my horn to Morehead because we were college buddies.”

He recalls the summer of '73 at Yosemite. Morehead told him plainly, “This is a park where a buck ranger can learn every aspect of rangership that he wants to—if he takes advantage of it.”

“And he was right!” acknowledged Reynolds. A group of a dozen or so became known as the “Yosemite Mafia” (Morehead, Jim Brady, Butch Farabee, Dabney, Reynolds, Roger Rudolph, Mark Forbes, Rick Smith, Mike Finley and more)—all proud of their jobs and all striving to be the best, which provided some healthy competition within the group. Moving around the park's various locations and jobs, Reynolds proved out Supt. Morehead's theory about learning every aspect of rangership. This was especially true at Wawona, where as (acting) Wawona District Ranger, he dealt with campground and ski area operation, accidents, rescues, inholdings, concessions and workload delegation.

“I think I'm a good delegator. I learned from Jim Brady who was a very good delegator. Jim used to say, “Sometimes, it's

better to get forgiveness than to get permission.” Brady allowed us to be creative, and that's what I try to do with my people,” noted Reynolds.

Soaking Up NPS Ideas and Methods

“I'm like a sponge,” he states. “I'll try to absorb anything and everything. At times I did get overwhelmed, trying to do too much, but I didn't care. I'd take stuff home if there wasn't enough time in the day I still do, but not to the same extent. I made some mistakes, but learned from my errors.”

Reynolds left Yosemite and headed back to Everglades where as Flamingo District Ranger he battled mosquitoes and drug smugglers. “We captured a lot of smugglers loot because they didn't know the waters and would run their boats aground,” he said. His “Glades insect repellent and protective attire also came in handy at his next assignment—a summer in Alaska—Gates of the Arctic, the Brooks Range. He even brought his beekeeper's mask and was disappointed when the Alaskan “skeeters were less troublesome than advertised. “But some people didn't like us up there. The new parklands cut into some hunters' and guides' longtime territory and they were angry. There were threats and we wore flak jackets just in case.”

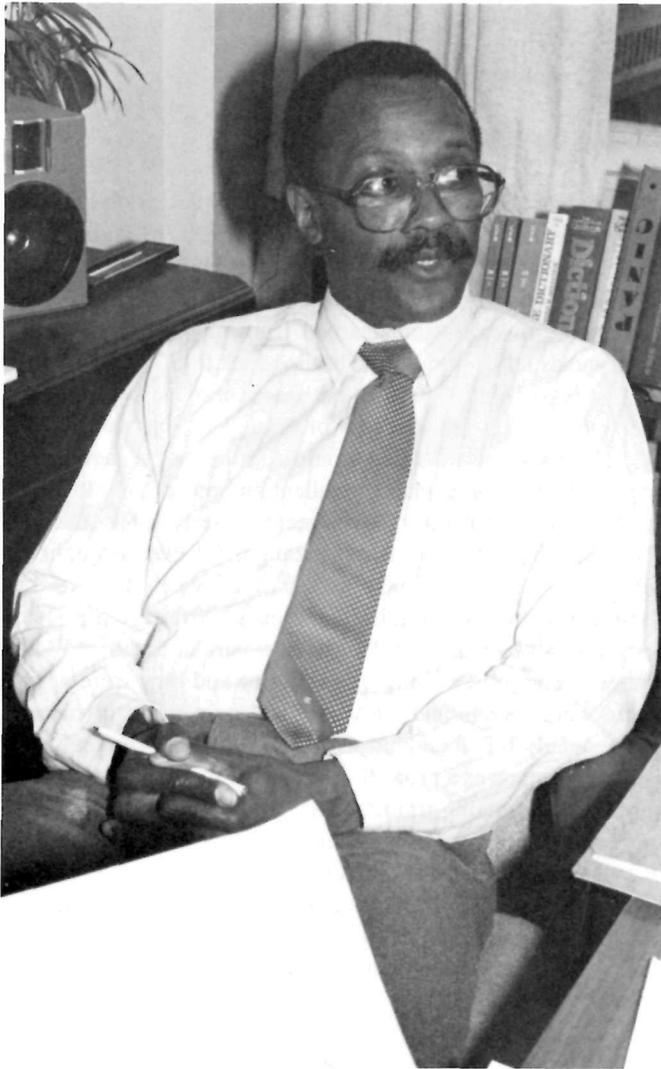
Eventually J.T. found himself at the Albright Training Center at Grand Canyon as a protection specialist, responsible for teaching and coordinating training that had to do with ranger-type functions. He became antsy after four years but stayed six, until a position opened up at NARO last spring. Now in a high-level management post, he is gaining a different perspective by being on the other end of the phone: “I'm finding out why it took so long for region people to get back to me with answers when I was in a park.”



Sometimes it's better to get forgiveness than to get permission.

Different Dress, Different Stress

J.T. Reynolds' exciting trail through NPS employment and his candor on tough subjects prompts an interested listener to want to “sponge” a few thoughts off *him*. Consider these ideas on several important Park Service topics.



Staying in one place—Managers think there is something wrong with someone being in a park “too long.” But there are fewer jobs and moving also depends on WHO you know. My 171 looks fair, but I’m competing with more people and a lot of folks don’t know me. Managers are more comfortable with individuals they know on a CERT. A five- to ??-year stay at one unit seems to make you less marketable, but that should not be so.

You haven’t been a supervisor—If managers in the field think that a training center instructor doesn’t hold a supervisory position, they’re wrong. We counseled, taught, even reprimanded, and were responsible for these people (about 90 rangers) for three, seven-week courses a year.

Who is out of touch?—At Albright we heard, “You’re out of touch, you’re away from the field.” That attitude disappointed us because we were training field employees to go back and be even more “current” than some managers. If this is happening to people in regions, the training center and Washington, DC, then something is wrong. If you want people with field background to go to regions, training centers and Washington offices, we cannot have this resulting attitude that either they are immediately “out of touch” or they cannot “return” to the field after a few years. Because of such attitudes they’ll simply stop coming and we need their park-oriented input.

We do not have a management training ladder. How do we train people to be managers? Those interested in finding out about the inner workings of the NPS should take assignments in regional and Washington offices. They’ll find out what the NPS is about real fast! If we in the region stay behind those desks, and are not willing to go out to the parks or support the parks, sure, we can become out of touch. But parks can be out of touch, too, with reality, political realities, because parks are *nice*. They’re sheltered from what those Washington, DC, guys are doing, having to be right down the hall from the Director. They (park people) don’t understand that we, as an agency, have to play the political game. You learn fast at these places how to play the political game.

Employee stress problem—Jobs like this (high-level region posts) and at Albright are good jobs, but they can be just as stressful as picking a body off the side of a mountain or wrestling with a drunk. It’s a different type of stress, but, stress is stress, and eventually it builds to where employees are affected by it. Aside from the daily problem of possibly not having enough bodies to do all the necessary work, there’s the frustration of today you do something one way and tomorrow another. Sometimes we can duck out by saying Washington told us to do it. So you have those front line guys saying, “*#%&, we’ve got to tell the field to do that?” You may not buy it or agree with it but you’ve got to do it, and I always try to find a way of getting some enjoyment while carrying it out.

We can’t make everything palatable to the field, and it puts stress on those people. We shift stress throughout the Service just like in the corporate world, except they handle it better at this point because of the human behavioral science people avail-

able for counseling. NPS should realize that some employees need counseling for stress. We need to provide better job training for people helping those 'stressed out' individuals.

Not everyone is a good supervisor, but if you reach a certain pay level under our system, you become a supervisor. If you are not good, you pass stress on to your employees. Supervisors, me included, pass on stress whether it be by our style, demands, or whatever.

We've got to learn to counter stress, help people through the Employee Wellness Program when they begin to hit that old wall. There's a lot of money and time invested in employees and we can't afford to have someone's heart give out who is 45 or 55 and lose that 10 or 25 years of experience. A good fitness program would help counter stress.



If field managers think that a training center instructor doesn't hold a supervisory position, they're wrong

Spinning our wheels—We accomplish nothing at times; any employee here or in the field can say the same thing. We haven't done a study on how much time we waste, but we know we do. Some know why we do, others couldn't tell you. The questions are: are we bold enough to speak out about it and is management bold enough to do something or are we aware enough to even recognize it?

Welcome to Beantown

As Reynolds continues to settle in as Chief of Resource Management and Visitor Protection, he tends to some orphaned office plants and fills his space with the usual personal mood-enhancing "clutter."

"What are the priorities of this job?" he asks (and knows simultaneously). "I know what someone wrote down for some objectives and I've seen some deficiencies in this office since I've come here. Maybe I can try to correct those deficiencies as my first objective, but which will have priority? Someone, somewhere, expects us to take care of any one of 20 items. There's a #1 and #2, but somehow a #10 comes up and replaces them and they drop back for a time. More efficiency in dealing

with park questions is a high priority of mine and is something we can deal with right away."

"What's been nice for me," he says with a smile, "is I've inherited a great staff. Len Bobinchock, Peggy Sandretzky and Nora Mitchell are all veterans up here, they help me with things. Len knows the operation well enough to deal with a good chunk of my mail and Peggy deals really well with some tough stuff I give her to do that I don't think a lot of other people can handle."

Reynolds commutes to Boston from Merrimack, NH, where he lives with his wife Olivia 'Dot' and son Jamol, 11. A former Aggie cornerback, J.T. (James Thomas, named for his father and granddad) deals with any personal stress by first keeping to a "playing weight" of 185 and by participating in softball, basketball and nightly jogs in the crisp New Hampshire air. For quieter relaxation he carves Kachina dolls (six so far) and meditates.

Looking out of his ninth floor office window he says that sometimes when sunlight hits certain Boston buildings in just the right way, for a few seconds his mind slips back to Yosemite's Vernon Lake, Gates of the Arctic's Ernie Lake or the Grand Canyon (anywhere), before tackling his next resource management problem. Being able to do that is one of the nicer Park Service perks.

Dixie Tourangeau is a public affairs assistant for the North Atlantic Regional Office.

IS THIS HOLLYWOOD OR AN NPS CAREER?

TED FOWLER PONDERES OPPORTUNITIES AS RESEARCHER, WRITER, ACTOR, DIRECTOR.

Nineteenth-century seaman "Boston Black" was a real crude dude! Twentieth-century audio-visual specialist Ted Fowler is a real smooth dude. Are they connected? They're the same person!

In October of 1972, the USS Kraus (a Fletcher-class destroyer) left its home port of Charleston, SC, for Vietnam, leaving behind boilerman Ted Fowler to sort out his civilian future. He had served his Naval term, with "a three-month cut," and had "seen the world;" well, at least Guantanamo Bay (Cuba), Kenya, and most of the Caribbean. Returning to his Lawrence (MA) hometown, he got an entry level assembler's job at Raytheon, but looked to higher education in order to rise from his blue-collar roots.

"I didn't have the mathematics skills for the higher level engineering courses that I wanted to take," admits Fowler, "so while thumbing through the Graham Junior College (Boston) catalog I saw 'Television Production.'" From such innocent hunches, careers begin. Armed with an associate degree in TV Prod., Fowler moved on to the University of Lowell (MA) to obtain a BA in sociology/mass communications, with a minor in psychology.

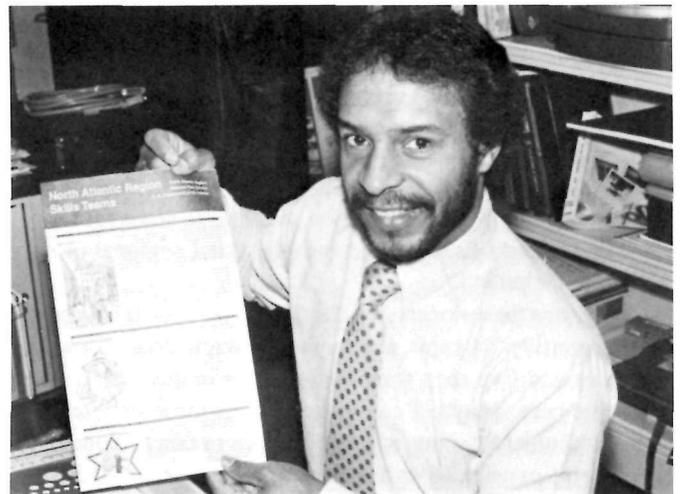
For Fowler the NPS did not exist until one day in 1980 when fledgling Lowell NHP ran an ad for seasonal interpreters in his college newspaper. He didn't get one of those positions but he met Anne Barron, NAR equal employment opportunity (EEO) officer, who got him an interview with Lowell NHP's Youth Conservation Corps (YCC) Director Bill Foley (now of Boston NHP). Through minority recruitment he spent the summer as a YCC crew leader at Lowell, exposing youths to 'educational, vocational and ecological' stuff. Then, with a University of Lowell degree and a whetted appetite for an NPS life, he applied for and got a Boston NHP seasonal ranger position in 1981. He was a natural for Charlestown Navy Yard duty, interpreting the Fletcher-class destroyer USS Casin Young docked there.

Opportunity Knocks: A New Park

Meanwhile up on Boston's Beacon Hill, NPS was opening Boston African American (BOAF) NHS. New Site Manager Dorothea Powell (related story in *Courier* retirement section) asked Ted if he would like to come to BOAF as a temporary seasonal, mainly to create an interpretive talk for the exhibit "Negro Cloth: Northern Industry and Southern Slavery" from the Merrimack Valley Textile Museum. "Everyone told me this was a great chance to get into the Park Service on a permanent basis. And I knew, with luck that was true," recalls Fowler.

Then things began to roll. The Negro Cloth exhibit was a success and its run was extended. By March '82, Fowler's talents were apparent; he gained permanent status, beginning as most do, as a clerk typist/park tech. The administration of the park was a two-person operation, and, though the workload was endless and exhaustive, creative freedom also was abundant. BOAF had nothing, except for extremely cramped office space. Every necessity the park needed to function had to be created—interpretive story lines for the Black Heritage Trail, map-brochures, site promotional info, slide presentations, supervision methods for seasonal rangers—from scratch.

In the midst of all his other duties Fowler created his pre-Civil War character "Boston Black." Thanks to grant money and via extensive research, Fowler was able to provide in-kind services as "living history" for an after-school program in conjunction with the Old South Meeting House (Boston NHP). "Black," who knew his African ancestry, was a West Indies escapee from a shipbuilder master. He possessed limited trade skills but was unable to ply them in racist Boston (circa 1810-1860), so he was forced to be a seaman. For a realistic, grungy, hard-life affect, Ted would smear some foul-smelling tar on his costume and speak in the manner of the period. He used "Black" to illustrate how white and black history en-



Ted Fowler today.

tangled, starting with pre-Revolutionary events and running through the Underground Railway and Civil War, BOAF's interpretive endpoint. Ted's worst problem was changing clothes in the unheated African Meeting House in winter.

While Powell handled the many delicate administrative tasks, Fowler did a yeoman's job gathering and creating BOAF interpretive ammunition. He produced slide shows and promotional pamphlets, helped rewrite and remake the heralded Negro Cloth Exhibit after it was damaged in storage, and obtained and showed movies dealing with various black history personalities and topics.

Knock, Knock Again

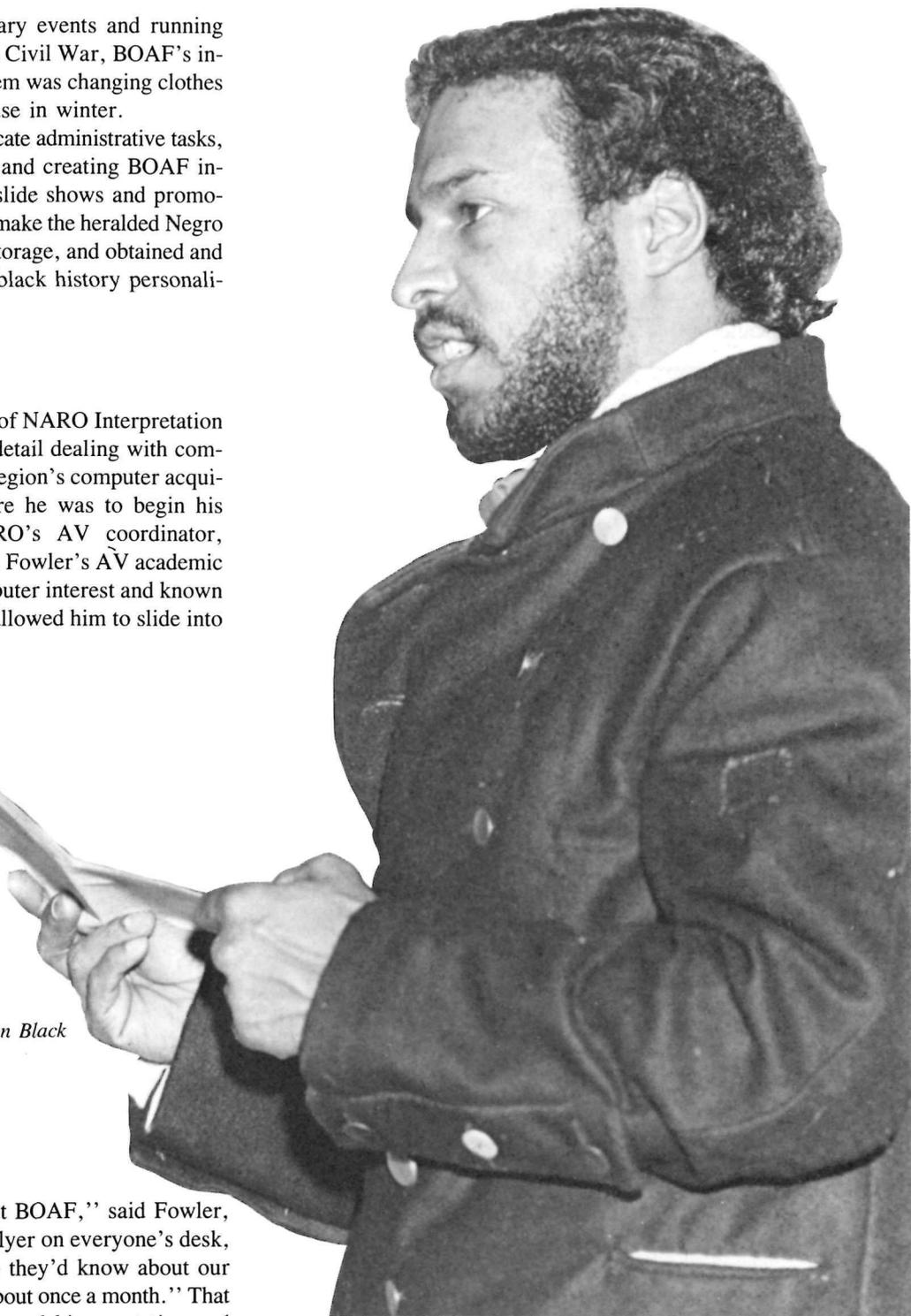
In January of '85, Cynthia Kryston of NARO Interpretation (now chief) met with Fowler about a detail dealing with computer operation in preparation for the region's computer acquisition in February '86. Shortly before he was to begin his computer detail, Blaise Davi, NARO's AV coordinator, resigned to go to the Preservation Lab. Fowler's AV academic background, BOAF productions, computer interest and known organizational and promotional skills allowed him to slide into the AV specialist slot.

Ted Fowler as *Boston Black*

"Whenever I produced anything at BOAF," said Fowler, "I would go to every floor and put a flyer on everyone's desk, even that of the regional director, so they'd know about our program. People began to expect me about once a month." That kind of behind-the-scenes work enhanced his reputation and value when then Interpretation Chief Bruce McHenry decided the AV specialist post should be created. Ted's first "glitter" AV job was to "lug a ton of equipment" from one storage area to another. This "hands-on" experience at least provided him with a solid inventory.

Now his desk top and files are filled with AV and computer catalogs, equipment manuals, production schedules, computer

programs and all the other possible accessories that go with the territory of park audiovisual support. He has lists of what NAR parks have for slide shows, movies, and tapes (audio or video). He produces instructional programs, tracks HFC productions for the region and recommends replacements for broken, or out-of-date, park programs. He also tries to keep on top of the latest in audiovisual technology for park use.



He assists the NAR interpretive skills team with its various workshops concerning useful things to teach new and old rangers about how to improve interpretive methods within the region's parks.

Fowler's list of immediate priorities for interpretive personnel are: 1) teaching rangers how to use video as a management tool; 2) improving video and multi-media production services to the field; and 3) upgrading audiovisual production services to include presentation graphics and desktop publishing.

He's already put out for park use booklets on "Efficient Slide Management," "How to Take Care of Film" and "AV Storage and Shipping Guide". One of his little creations that he plans

to make more use of is "The Interpreter's Window," a two-page, what's-going-on-in-NAR-AV item, that he has only, at best, found sporadic time to write and distribute. Making it a monthly item was only a dream in 1987.

Fowler, 37, resides in Methuen, MA, with his wife Rosalie (Rose) and their two daughters, Jalon 12, and Jani, 6. He takes his mind off slide storage and computers by gardening, martial arts training, and (that ever-popular Northeast hobby) home remodeling. His principal vacation lure is the Virgin Islands NP area around which he did most of his Naval duty and from which someone named Boston Black once escaped a long, long time ago.

Face-Lift For Oldest Black Church Celebrated In Boston

Built by blacks during Thomas Jefferson's second Presidential term, Boston African American (BOAF) NHS's African Meeting House (AMH) last fall celebrated the completion of its first restoration phase. In addition the celebration marked the first time this century that the meeting house was open to the public.

Thanks to \$1 million from NPS ('83), the oldest black church standing in America has undergone a year-long major renovation, especially to its ramshackle interior (one must have seen the original condition to truly appreciate the work thus far). About 200 people braved a rainy, raw October Sunday to be part of the rededication ceremony. The meeting house is being restored to its 1855 appearance, and about half the renovation is complete. The event began a six-day series of black history-related lectures, conferences, arts programs and social gatherings around the city.

The "reborn" structure first housed the First African Baptist Church congregation, organized by black New Hampshire preacher Thomas Paul in 1806 (AMH was dedicated December 6, 1806). When the congregation's size outgrew the space, the building was sold in 1898 to Jewish residents who used it as a synagogue. It was bought by the city's Museum of Afro American History in 1972, but had been in declining repair for years.

In the early 1800s, Boston free blacks toiled mostly as laborers and dockhands. Whites and blacks donated \$7,700, and blacks added their labor in order to construct the building themselves. For 25 years the meeting house served as one of the few schools for black children until the adjacent Abiel Smith School was built in 1834. The meeting house gained fame as



African Meeting House

more than a place of worship when "white" Faneuil Hall, located several crooked city blocks away, denied blacks and their supporters entrance to debate the burning national issue of slavery. New England Anti-Slavery Society (founded 1832 within its walls) organizer-abolitionist William Lloyd Garrison's voice rang through the meeting house, "We shall shake the nation by their mighty power." Black orator Frederick Douglass spoke against slavery here, and it served as one stop of the Underground Railroad. Later, the famous 54th Massachusetts Regiment, the first black unit to fight in the Civil War, was recruited on its steps.

Located at Smith Court off Joy Street, within Boston's fashionable Beacon Hill neighborhood and about 200 yards from the Massachusetts State House, the AMH is the cornerstone of BOAF and the Black Heritage Trail that winds through "the Hill's" narrow streets. The AMH basement will serve as an exhibit and visitor information center for BOAF.

R. Dixie Tourangeau

TOURMOBILE —A CAPITAL SUCCESS

On March 17, 1969, three distinctive blue and white Tourmobile buses rolled onto the National Mall, marking the beginning of a Washington institution. That day, Landmark Services, Inc., took its first passengers on a "Ride through History." Those passengers since have been joined by more than 25 million other local, national and international visitors in our nation's capital, contributing to the success of Landmark Services Tourmobile Inc.

The story began in the mid-1960s when the National Park Service saw a low-cost interpretive shuttle service as a solution to growing traffic problems around Washington's monuments. The Park Service successfully experimented with a minibus shuttle system, deciding to have this service provided by a concessioner.

Public Law 89-249 directed the Secretary of the Interior to administer park areas with the fundamental purpose of





conservation and to encourage private interests to operate services deemed "desirable for the accommodation of visitors in areas administered by the National Park Service." Under that law, bids were solicited to operate an interpretive shuttle service on the Mall. A contract was awarded to a subsidiary of Universal Studios Inc., and Tourmobile began operations in 1969. Tom Mack, a member of Universal's management team, was appointed general manager.

The tour route included ten stops at the major monuments, memorials, Smithsonian museums and government buildings. More stops were added as the tour route expanded.

A commitment to sound management and a confident approach to the future led to the extension of Tourmobile service to Arlington National Cemetery in December 1970 when the Department of the Army, like the Park Service, needed to solve traffic problems. Further expansions occurred in July 1978 with the addition of motor coach service to Mount Vernon; and in 1983 when the Frederick Douglass Home in Anacostia was added to the list of stops.

After operating it successfully for thirteen years, Tom Mack acquired Tourmobile in 1981, when MCA/Universal Studios decided to divest its two Washington area subsidiaries. Since its inception, Tourmobile has always carried the imprint of Tom Mack; however, his influence over the company expanded after the transfer of ownership. The greater Washington community became the focus of Mack's desire to contribute to those who had supported the company for so many years. Typical of Tourmobile's outreach are its three annual scholarships awarded to graduating seniors from Washington metropolitan area high schools, and its annual fundraising efforts for the Hospital for Sick Children.

The U.S. Department of Commerce and city government statistics rank the tourism industry second only to the federal government, the largest industry in the area. The success of Tourmobile in that industry has had an effect on the Washington economy. Literally thousands of area residents have been employed at Tourmobile through the years as narrators, drivers, cashiers, and ticket sellers.

Tourmobile's success in the tourism industry and its success as a concession operation depends on its quality-of-service philosophy, achieved through sound management, with strict adherence to aggressive safety, hospitality, and vehicle maintenance programs.

Safety is foremost in the minds of all Tourmobile employees, and for that reason the company has achieved an outstanding safety record. But safe operations do not just happen. An emphasis on safety initiated at the top is carried out at all levels of the company. There are programs such as a Rodeo to demonstrate driver skills, employee committees to review safety policy and procedures, recognition awards, and daily safety briefings to keep attention to safety paramount in daily operations.

A commitment to hospitality has earned Tourmobile consistently high ratings by the Park Service on its quarterly evaluations. Coveted employee awards, such as Driver-of-the-Year, Narrator-of-the-Year, Tour-Knowledge Award and Mechanic-of-the-Year, help boost employee awareness of hospitality.

These progressive, innovative programs result from the leadership of Tourmobile's management team. Half this team is female, reflecting Mack's stance on equal opportunity employment. Guided by the belief that excellence is expected, many employees have risen to supervisory and management positions, a realization of the company's promote-from-within philosophy.

Under Tom Mack's leadership, Tourmobile has grown from the first day when those three trams began circling the Mall to today's fleet of 30 buses and four tour routes. Both the visitor and resident in Washington have shared in the benefits of that success. Tourmobile employees believe they have the best tour in America—and so do 25 million other people.

Seamus Houston is part of Tourmobile's public affairs department.

KING'S SWEET AUBURN— A STREET TOUR

The year was 1929, the date January 15. The Reverend and Mrs. Martin Luther King became the proud parents of a baby boy, born in the home of his grandfather, the Rev. A. D. Williams, at 501 Auburn Ave., Atlanta, GA. In this neighborhood, known as Sweet Auburn, young Martin's character was shaped and his spirit nurtured.

Martin Luther King Jr.'s spiritual nourishment began before his birth with one of the most important elements of life on Sweet Auburn—the churches. For decades during the darkest days of segregation, they furnished the primary meeting places and training grounds for black leaders. Wheat Street Baptist Church, founded in 1840, has been housed in the same structure since 1931. Big Bethel A.M.E. Church, founded by black Methodists before the Civil War, was reorganized as an A.M.E. congregation in 1865 (Morris Brown College started in its basement, and President Taft spoke from its pulpit in 1911). Rev. Williams, young Martin's grandfather, spoke from the pulpit of Ebenezer Baptist Church in support of religious and social movements. Here, in such places, a bold, new direction for the advancement of black people began.

Sweet Auburn proved to young Martin that blacks could be successful even in the face of legal segregation. The area got its name when John Wesley Dobbs, a prominent resident, called the avenue "Sweet Auburn" because of the great social, political and economic success blacks achieved there. Prominent black leaders and businessmen occupied the large Victorian homes that surrounded the King birthplace. Their examples of success helped prepare King for the struggles and victories he experienced throughout his life.

At 522 Auburn lived the family of Antoine Graves, a major black realtor in Atlanta during the 1920s and 30s. This was also the residence of the Rev. Peter James Bryant, pastor of Wheat Street Baptist Church and associate editor of the *Voice of the Negro*, a national literacy political magazine.

The building at 535 Auburn was the home of the first black high school principal in Atlanta, Charles L. Harper. Next to Harper's residence was the home of the Rev. Joseph S. Flipper, who served as pastor of Big Bethel A.M.E. Church from 1886 to 1889. Rev. Flipper was also bishop of the church and chancellor of Morris Brown College.

Alexander Hamilton, one of Atlanta's leading black contractors during the early 19th century, made his home at 102 Howell St. The Goosbys, also prominent contractors, lived next door at 98 Howell.



The birth home of Dr. King is a two-story, Queen Anne style frame house, built in 1895. The Reverend Adam D. Williams purchased the structure in 1909. Following their marriage in 1926, Alberta Williams King and the Reverend Martin Luther King, Sr., moved into the upstairs portion of the house.

In 1905, the Empire Textile Company financed the construction of nine Victorian-style "shotgun duplex" residences on Auburn Avenue. These houses, located across the street from the King home, contributed significantly to King's early environment because they were occupied by laborers and unskilled mill employees.

At the corner of Auburn and Boulevard stands fire station number six, one of the original eight fire houses built in Atlanta. Number six is still in use today.



Ebenezer Baptist Church, the spiritual home of Dr. Martin Luther King, Jr., was founded in 1886. For more than 80 years (1894-1975), a member of Dr. King's family served as pastor of the church. It was the scene of many strategy sessions during the civil rights movement.

One of the most important businesses on Auburn Avenue is the Atlanta Life Insurance Company, founded by Alonzo F. Herndon. With assets amounting to more than \$100 million, it is the largest black-owned stockholder life insurance company in the U.S.

By 1910, blacks could not rent space for meetings at the municipal auditorium. In 1912 and 1913 Benjamin Jefferson Davis built the Odd Fellows Building and Auditorium as an answer to blacks' need for office, meeting and retail space. This building also included the Gate City Drug Store, owned by Moses Amos, Georgia's first black pharmacist. Here businessmen and social leaders debated the future while youngsters like the youthful Martin Luther King, Jr., could see for themselves the energy and determination of black leadership.

During the period of 1913 to 1924, Heman Perry was perhaps the area's most successful business developer. Perry's enterprises were reportedly worth more than \$11 million by 1925. His most well-known company, the Citizens Trust Bank, played a vital role in financing many businesses and distributing loans to blacks in Atlanta.



The panorama of Auburn Avenue.

Auburn Avenue is also the home of the nation's first black daily newspaper, *The Atlanta World*. Founded by W. A. Scott, the paper officially became a daily in 1932 when the name was changed to *The Atlanta Daily World*.

The best known social and entertainment business on Auburn was the Top Hat Club, later known as the Royal Peacock Club. The business showcased local talent while providing an elegant setting for black performers. Harry Belafonte, Duke Ellington, and the Supremes graced the stage of the Top Hat and the Royal Peacock.

Although most of the enterprises were owned by men, some of the leading businesses were established by women. Carrie Cummingham, a business woman who helped develop the community, owned the Royal Peacock as well as a hotel on Auburn Avenue. Geneva Haugabrooks opened the Haugabrooks Funeral



Home in 1929, and Scottie “Ma” Sutton owned a well-known restaurant in the area. Many of the community women used their influence in quiet ways. In his autobiography, “Daddy” King credits Mrs. Williams with easing his acceptance by the congregation when he became pastor of Ebenezer.

The Butler Street YMCA also helped shape the life of Martin Luther King, Jr., as it has the lives of thousands of Atlanta youngsters. NAACP leaders and other groups held citizenship classes here. The Atlanta Negro Voter’s League and the famous Hungry Club began at the Butler Street Y. These organizations promoted political power and racial harmony. This luncheon speakers’ club attracted local, national and international leaders, serving as a common link among many leaders of the civil rights movement. The Hungry Club’s luncheon forum continues at the Butler Street YMCA today.



Washington D.C., January 1988 — Workers steady a time capsule containing memorabilia of the life and work of Dr. King. The capsule is scheduled to be opened in the year 2088

The Prince Hall Masonic Building, near the King home on Auburn, housed WERD, the first black-owned radio station. In 1960, Dr. King’s own Southern Christian Leadership Conference moved here.

In the early years of King’s life, his values, his character and his personality were shaped by the people and events of his neighborhood. King was the thinker, the dreamer, the spokesman, and the inspiration for the effort to bring black America into full equality under the law. Some of his power he gained when, as an ordained minister at the age of 19, he cultivated a speaking style that endowed sermons and speeches alike with an emotional, persuasive brand of vitality. Although business has declined in the Auburn community since the 1960s, the community remembers the successes achieved by men and women who lived and worked here. Dr. King never forgot the community spirit he felt there as a child.

A writer recalled in the 1970s: “Auburn Avenue was like a grand lady. In her prime, she was the talk of the town—young, vivacious, and beautiful. Everyone loved her, respected her, and wooed her.” Through preservation of this community and interpretation of its rich history, the National Park Service commemorates Dr. King and the movement he helped create.

DID YOU KNOW?

It has been said that national parks are good for all people, regardless of race, creed, and color. Yet few mention the contributions made by black Americans to these national treasures.

Have you ever heard of George F. Monroe? Monroe was a black Yosemite stage driver. Born in Georgia in 1834, he came to California at the age of eleven. Raised on a ranch outside of Mariposa, George developed considerable skill in handling



George F. Monroe



Althea Roberson and a young ranger.

Althea Roberson, First Black Woman Ranger In Yosemite

Park Ranger Althea Roberson is a historic figure at the ripe old age of 27.

Her name unexpectedly became etched in the annals of the National Park Service one afternoon in late May 1986. A phone call from Yosemite NP brought news of her selection to fill a seasonal park ranger/interpreter position, the first time in the ninety-six year history of the California park that a black woman had been hired in this capacity.

"I felt kind of funny when I found out I was the first black woman ranger in America's third oldest national park," Roberson said. "I didn't really feel any pressure to prove myself at first but I began to notice that most visitors were uncomfortable approaching me with questions. Visitors always asked the white rangers their questions instead of me. My white ranger friends never noticed this until I pointed it out." Roberson feels she had to work a little harder than her colleagues to gain visitor attention and respect.

Things changed by the end of the summer season, and the vivacious native of Ypsilanti, MI, actually longed for the days when no one paid her much attention. "I couldn't go anywhere without people recognizing me," she exclaimed. "I stuck out too much. The other rangers could change into their civilian clothes and no one bothered them. I really had to stay in line all the time."

Roberson first became affiliated with the NPS in 1983 when she was hired under the cooperative

horses. He worked as a pony express rider first, then was hired by the stage line operator, Henry Washburn. George was Henry's finest stage driver. For eighteen years he guided his teams over the narrow mountain roads to Yosemite. Henry Washburn said, "Monroe never fell behind schedule and he never used a whip except to crack above the horses. I always put him on the box when there was a distinguished party to be drawn, and fast, showy, driving was expected." Some of the distinguished guests escorted by George Monroe were Ulysses S Grant, Rutherford B. Hayes, General Sherman, and Lily Langtry. George Monroe had a big impact on Yosemite. He brought many people to Yosemite to see its wonders.

Have you ever heard of the 24th Infantry Buffalo Soldiers, or the 9th and 10th U.S. Cavalry? They were an all-black cavalry assigned to oversee the park in 1899, 1903, and 1904. They logged more than 27,000 miles of patrol, collected 98

firearms, and removed 14,900 sheep and 1,532 head of cattle. A detachment of the 9th Cavalry served as President Theodore Roosevelt's escort during his 1903 visit to the park. In 1904, the black troopers built the "arboretum," the park's first nature trail for the benefit of the visiting public.

Other black Americans who have made important contributions to Yosemite NP include: J.T. Reynolds, sub-district ranger; Jim Laney, assistant superintendent; Jimmy Lee, a park ranger; Marsha Lee, a supervisory employee development specialist, and John Jackson, History Center supervisor. Each of these individuals has contributed to the improvement of the park. In 1964, Yosemite hired its first black ranger, Big Ben. He was a seasonal from Mississippi. From 1904 to 1964, there had been no blacks working for the park.

In 1980, my Park Service experience began. My titles have included: maintenance aide, park aide, senior park aide, park

education program at John Muir NHS, another park where she holds the distinction of being the first black woman ranger/interpreter. It was at the home of the famous conservationist that the California State University, Hayward, senior first introduced urban minority children to the NPS.

"Minority kids don't often see blacks working on the front line in our national parks; when they do it's important for us to reach out to them and offer a good experience. I make a special effort when I'm roving the campgrounds at Yosemite to invite black visitors to my evening program. Most blacks think park rangers are gimpy. They think of Yogi Bear and the city park maintenance crews driving around Oakland in trucks all day."

Roberson was 18 when she saw her first park ranger. Carol Nelson, a ranger with the California Department of Parks and Recreation, spoke before a career development class at a junior college Roberson attended. The majority of the students had never been to a state or national park, let alone considered a career as a caretaker or interpreter of a park area. Roberson was no exception.

"She (Roberson) was really nervous about getting her first job," said Nelson, who now serves as superintendent of the state's San Mateo District Park. "I remember calling a friend at the park (Richardson Grove) and telling him to keep an extra eye on her since she hadn't really been out of the city before." Nelson, the first black woman hired to work as a park ranger for the California state parks and one of only two black women rangers in the system today, advocates inner city recruitment programs, directed by role models like herself and Roberson, as a way

to resolve the under-representation of minorities in the ranger ranks.

Both women agreed that blacks pursuing careers as park rangers must overcome a non-supportive social environment. "I think it's more difficult for a black seasonal ranger from the inner city to keep going back to her family and neighbors time after time with not much to show for it," Nelson said. "There's a stigma, which might not be as true for a white seasonal going home to family and friends."

Although job satisfaction outweighs monetary gain for Roberson, she is certain that salaries, typically lower than private sector salaries for similar positions, are the main reason why she has yet to see another black woman wearing the NPS patch. "I spoke at a career day program for Oakland area high school students who were mostly black. They laughed when I came on stage in my uniform. I ended up trying to convince them that money wasn't the only thing about a job they should consider." Roberson added that her stab at selling the NPS to the city teenagers was undermined by the lawyers, doctors and computer experts also on the panel. "They all stressed money. You gotta make money, they said."

Roberson soon will receive a college degree in recreation and begin scanning NPS pink sheets for permanent job openings. It seems very possible that she will again make history, becoming the first black woman park ranger/interpreter at yet another park.

Steven J. Burke

technician, and park ranger. Experience gained in each of these positions has enabled me to interpret and appreciate the contributions of those who came before me.

What can we do to get more blacks into the Park Service? Why aren't there more blacks working at Yosemite NP? Blacks represent less than two percent of the staff population in Yosemite. In 1987, there were eleven blacks working for Yosemite out of 653 Park Service employees in the summer months.

In 1986, Yosemite hired its first black female interpreter/ranger. That ranger was me. I realize that things are changing, and I have faith in change. I will continue learning about black contributions in parks, for I am part of that history, and the final chapters have not been written. Who will be the next?

Althea Roberson is a Yosemite NP ranger.

The Artful Storyteller

"Storytelling is taken very seriously in Africa. In fact it is believed that when a man and woman marry they are not granted the blessing of the gods to bear children until they learn 100 stories." So explains Opalanga Pugh, a Denver native and professional storyteller who spent her senior year in college at the University of Lagos in Nigeria, West Africa where she recognized the power of storytelling as an "effective way to preserve the survival wisdom passed down through the ages." She herself is rapidly approaching 80 stories in her repertoire with great expectations. Says Opalanga, "It provides me an arena to learn, and risk, and unfold into the most loving, lively, competent person I can be. Storytelling deals with the human condition: how we think, feel, plot, scheme, and love."

Opalanga's storytelling performances have included African and Afro-American folk tales, as well as modern and traditional stories from Native American and Hispanic folklore. She chooses stories that offer messages of hope and positive thinking. "Through the art of storytelling we can release feelings of hurt and joy... we can realize our potential." She tailors certain stories to the audiences she performs for (battered women, the emotionally disturbed, prisoners). She also performs for festivals, schools, churches, community organizations, and universities.

Opalanga demonstrated the power of oral tradition through a living history program at the Gateway Arch Museum in St. Louis, MO. During this week-long presentation, she re-enacted the lives of many unsung black champions through story and song. "Blacks have played a significant role in shaping and settling the American West, but for the most part, the story remains untold. Black families came West in covered wagons and organized independent settlements and filled every job from politician and teacher, to doctor and barber. Many came West seeking increased op-



Opalanga Pugh shares one of her many stories.

portunities and a higher level of human life not available elsewhere in America." Witness Sojourner Truth's pursuit of women's and slaves' rights; High John the Conqueror's gift of laughter and song—early black pioneers come alive through her dramatic interpretation.

Currently, this talented storyteller is turning her creative gaze toward family folklore and nature songs. "We are all storytellers right where we stand," she observes. "The most powerful story we ever tell is the story we tell about ourselves, about who we are, and how we see the world and our place within it."

"My emphasis on family folklore is a conscious attempt to get people involved in the reaffirmation of kinship and unity that family stories rekindle."

What does the future hold for Opalanga as a storyteller? "For me, the art of storytelling concerns relevant life experience. I intend to continue as long as it remains a functional vehicle for me to express my highest and best good."

AUTUMN DAY AT CHELBERG FARM

DISCOVERING HISTORY IN INDIANA. During my first year as a ranger at Indiana Dunes NL, I began to really know myself through nature. Yet, I felt the pioneer history portrayed often neglected or failed to reflect my heritage. All that has changed!

It began with a beautiful autumn day at Chelberg Farm. I was assisting with sorghum cooking and helping Ed Nicholson, northern Indiana's chief sorghum authority. Ed is the kind of man people watch and listen to so they can learn from him. Ed and Chelberg Farm were meant for each other.

However, being an urban Hispanic-African-American, I wasn't too sure that I was meant for Chelberg Farm. Nevertheless, it was my job and I did have loyalties. Ed sensed my

uneasiness with the farm, the area and the history. At lunch break, I sat next to him, asking all kinds of questions about farming, the old days and Porter County. I wanted to know whether black people had ever lived in Porter County, especially during the old days.

"Let me tell you a story," said Ed. "When I was a child, maybe about five or six years old, our family was going to market. In those days, you hitched up the horse and climbed into the wagon. On that particular day, a spring day like any other spring day, the horse ate lots of fresh green grass. This would give the horse the 'runs.'

"Well, on the horse's second or third stop I must have been too close because the horse 'got' me. There I was with smelly green stuff all over me. Mama pulled up in front of a barn that



was about seven or eight miles east of Chelberg off U.S. 12. Out from the barn comes a fellow, and Mama asked him if I could get washed up. This fellow, laughing and laughing, led me to a cold trough of water where I quickly and coldly cleaned up. I was feeling pretty bad and, sensing this, the farmer took me over to the barn to show me a secret. There in the horse stall on the floor underneath hay was a door! The fellow told me how runaway slaves were hid by day in this secret compartment. During the night, they moved on to another stop until finally they were at safety.”

Fascinated with Ed’s story, I wondered how many black history stories could be found throughout Indiana, and especially northwest Indiana. Excited, I and other rangers began to research the Underground Railroad in Indiana. And here’s what we found:

Since Indiana was bordered on the south by the slave state of Kentucky, and since it was on the direct route to Michigan and Canada, it became the center of Underground Railroad activities in the midwest.

A well-known Indiana abolitionist, a merchant and Quaker at Fountain City named Levi Coffin, became the leader of the anti-slavery group in Indiana. He was known as the “President of the Underground Railroad.”

There were three major routes to the UGRR in Indiana. One of those routes was known to travel through northern Indiana. It came up the old Allen Trail from Lafayette, crossed the Kankakee, skirted the eastern edge of Valparaiso and then

forked, one branch leading to the Chesterton area and the other passing through Crissman (now Portage).

“Depots” were found along the routes. One such station was located about one-half mile from the village of Crissman, which is now the northeast corner of the intersection of Crissman Road and Highway 20 in Portage. There was a house with four rooms built in 1857 by a Mr. Smith who used it as a home for himself and family. But the real purpose of the home was for aiding runaway slaves. The two main rooms of the house were built over a double log cellar, and in the floor of each room was a trap door. Each led into a separate compartment of the cellar. Secret compartments were typical in homes, barns, stores and train cars—all used to aid runaway slaves who came to Porter County.

Lake Michigan was near at hand and water transportation was convenient and safe. Certain boats sailing the lake were known to be carriers and made occasional stops near Burns Ditch.

It’s comforting to me now to know that I was to find refuge here in the beauty of the dunes, and that my ancestors may have too.

Marta Kelly is a park ranger at Indiana Dunes National Lakeshore. Her article is reprinted from the Portage Journal Press, Portage, IN.

Jean Baptiste Pointe Du Sable, Black Pioneer of Old Chicago

Born before 1750 of mixed African and French parentage, Jean Baptiste Pointe Du Sable traded with the Indians at Peoria and Chicago in present-day Illinois and at Michigan City in what is now Indiana. The Revolutionary War had wrought havoc west of the Appalachian Mountains. George Rogers Clark’s capture of the British-controlled posts of Kaskaskia and Cahokia along the Mississippi River, as well as Vincennes on the Wabash River, caused many of the French and some of the Indians to become allies of the Americans.

Du Sable was one of those individuals affected by the war and by Clark’s actions. In the summer of 1779, he was arrested by the British for favoring Clark and his American forces, and for inciting the Indians against the redcoats. He was taken to

Michilimackinac, where he apparently impressed his captors. At the request of a Chippewa chief allied with the English, he shortly was taken south and given the task of managing a pine mill near Detroit.

Partly as a result of Clark’s military success, the British eventually ceded to the United States the land between the Appalachian Mountains and the Mississippi River. In 1784, Du Sable moved back to the Lake Michigan area where he established a prosperous commercial operation at what is now Chicago. Although a few Frenchmen previously may have lived in the area, the arrival of Du Sable initiated an era of continuous settlement at the location of this future midwestern metropolis.

Robert Holden

Philadelphia's Yellow Fever Epidemics

Before the 1790s, two yellow fever epidemics of devastating severity ravaged Philadelphia. One occurred in 1693, the other in 1762. Yet when the first victim of the 1793 epidemic grew ill on July 27, the symptoms were not immediately recognized. By November 9, approximately 22% of the city's population had succumbed to the dreaded disease. Conditions in the city became deplorable. Most of the wealthy citizens fled. Government offices became vacant. Only the poor, the blacks, and a few conscientious civic leaders remained.

Because no one had ever reported blacks dying from yellow fever, it was generally believed they were immune to it. This belief caused Dr. Benjamin Rush to suggest "the safety and propriety of employing black people to nurse and attend persons infected by the fever; also to hint to the black people, that a noble opportunity is now put into their hands, of manifesting their gratitude to the inhabitants of that city, which first planned their emancipation from slavery..."

Blacks promptly volunteered their services. Absalom Jones and Richard Allen, founders of the Free African Society in 1787, went to a house on Elmsley's Alley where they found a dead mother, a dying father, and two small children hungry and frightened. That day they visited more than twenty families. On the following day they called on Mayor Clarkson to ask how they could be most useful. These two men were the first volunteers to go to the mayor.

Throughout the epidemic, the Free African Society supplied nurses on demand. When drivers were needed to remove the dead, Jones hired five blacks to gather bodies, put them in coffins, and haul them to the graveyards. Jones and Allen also transported the sick to Bush Hill hospital. When they witnessed the inadequacies at the hospital, they requested that Mayor Clarkson free certain black prisoners from the Walnut Street jail to serve as nurses. Dr. Rush taught Jones, Allen, and William Gray how to bleed the sick (the accepted medical treatment for the disease) and where to procure medicine. Together they bled upwards of 800 people.

A poor black named Sampson also went from house to house, providing assistance, but refusing any

compensation for his services. When he caught the disease and died, his family was neglected by those he had served. Caesar Cranchal, also a black man, offered his services to attend the sick, saying, "I will not take your money, I will not sell my life for money." It is claimed he died from the flu.

By the end of the year, the African Society had a deficit of 177 pounds, 9 shillings, and 8 pence. Despite their heroic efforts, blacks were left on the defensive. Mathew Carey, in his third edition of *Account of the Malignant Fever*, accused blacks of charging exorbitant fees for their services and plundering deserted homes. Jones and Allen refuted Carey's charges in a *Narrative of the Proceedings of the Black People, during the late awful Calamity in Philadelphia*. While they admitted that some extravagant prices were paid, they explained that it was because available nurses were hard to find. Patients who could pay more than the \$6 per week generally offered, lured nurses into their service. It was known that many whites also were guilty of privateering, but Carey did not acknowledge that. Also unmentioned by Carey was the fact that Bush Hill Hospital's reorganization resulted in all but two nurses being fired. Those two nurses were black.

By mid-September people began to realize that blacks also were not immune to the disease. They sickened in great numbers; more than 300 perished in the plague. Law clerk Isaac Heston wrote in a letter to his brother, dated September 19, 1793, "...indeed I don't know what the people would do if it was not for the negroes, as they are the principal nurses."

The sentiments of Richard Allen and Absalom Jones perhaps are best summarized by the proverb with which they concluded their book: "God and a soldier, all men do adore,/In time of war, and not before;/When the war is over, and all things righted,/God is forgotten, and the soldier slighted."

Peggie Gaul

BLACKS WEST OF THE MISSISSIPPI

WHY DOES NPS EMPLOYMENT DROP?

“When Jimmy Lee rode up on horseback in one of the remotest spots in Yosemite, I very nearly said “Dr. Livingston, I presume,” because Jim was the only black back-country ranger in the park. It could have been no one else,” said Becky Mills, the equal opportunity manager for the Western Region.

Jim Lee, who now manages Glen Echo Park in Maryland, and his wife, Marsha, an employee relations specialist in the Washington Office, know they were something of a phenomenon in Yosemite. “At first,” said Marsha, “it was such a fish-bowl environment, I felt everything I did or said reflected on all blacks. After a while, we relaxed and let ourselves be just ourselves.”

Why aren't there more blacks in the park wilderness? No one has a definitive answer; responses vary depending on the vantage point.

“We've heard all the stereotypical excuses,” Mills admits. “Some of the most tenacious myths continually resurface in my training sessions. Money is one. Many non-black employees think that blacks won't work for NPS wages. I usually ask them, “why are you willing to work for these wages?” Then I mention that blacks, like the Lees, share the values of the NPS mission. There also is the view that all blacks live in cities, that they don't feel comfortable in the wilderness, and don't visit the natural parks. But NPS black employees have diverse backgrounds just like everyone else; some grew up in rural areas, others in urban ones.”

The question of visitation to wilderness areas by blacks is answered this way by Dr. Price Cobbs, psychiatrist, co-author of the book *Black Rage*, and president of Pacific Management Systems: “As a little kid I remember going to Kings Canyon,



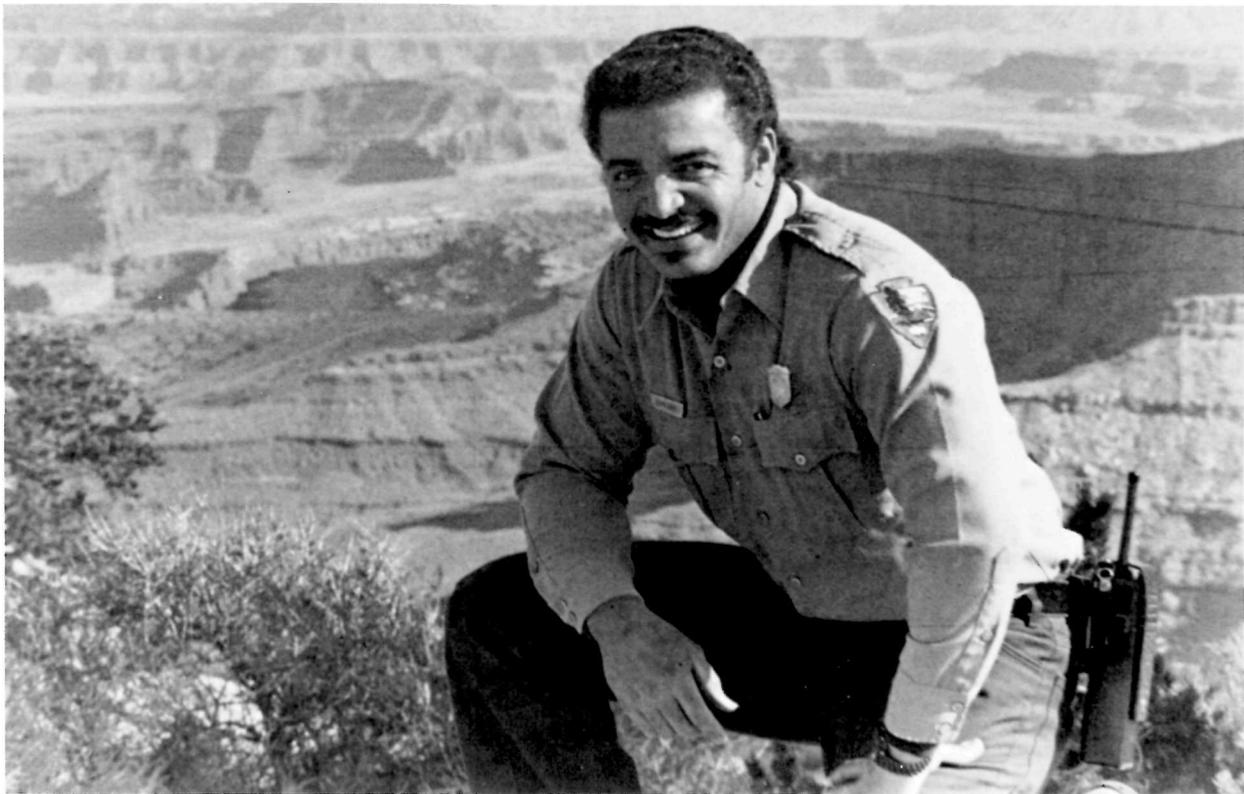
Jimmy Lee

Sequoia, and Yosemite National Parks and feeling so much a part of the grandeur of California and the United States. My father was a real lover of the geographical diversity of California—so very early in my life I had an attachment to the national parks. I have always been aware of a certain kind of tension between me and the national parks when I've visited them. It's as if they weren't for me. I've rarely seen people like myself reflected in the staff, or in their attitudes—which disturbed me.”

Indeed, even now, a generation after Price Cobbs visited as a child, the statistics on blacks working in the national parks show a marked decrease west of the Mississippi: blacks comprise 18 percent of employee totals in the East and only 2 percent in the West.

In 1984 three black managers in the Western Region—Jim Laney, Bill Webb and Lowell Johnson—addressed the issue of blacks in management.

Among the findings these three addressed in their report was the “sandwich effect.” “Here we were,” said Webb, assistant superintendent of Santa Monica Mountains NRA, “manag-



Kevin Cheri is one of the few black rangers serving west of the Mississippi.

ing areas with combined visitation of nearly 30 million, and annual budgets of \$30 million, and there were indications some of us were being left out of the decision-making loop.”

As a result of the committee’s report, the region hired Cobbs to provide awareness training in “managing differences” for the region’s top management. “I tried to help them get at underlying attitudes, perceptions, and assumptions that might screen some people out and other people in,” says Cobbs. “I have seen people who are imprisoned by their own perceptions. Ethically they think they are fair. Their imprisonment is they haven’t actively examined their perceptions. Without this fundamental examination, people reach out for those folks who are most familiar to them.”

As a start, Cobbs recommends that people talk openly about the differences among them. Race is a part of our human experience. Ask each other how you feel; have an honest dialogue, he suggests.

The committee’s report has changed some perceptions, Webb says. Its recommendation of an affirmative action intake program, proposed some years earlier by Santa Monica Mountains NRA, was adopted, thus giving the go-ahead to Santa Monica Mountains to launch and conduct the first two years of the Western Region’s Ranger Intake Program, operating throughout the region in 1988.

Webb adds, “Many blacks do live in cities and don’t know

about the national parks. We’ve found if we do good outreach into the black communities and schools (junior high and even younger levels) that blacks understand and take a greater interest in national parks. This is part of Director Mott’s 12-Point Plan—to educate communities as a whole about the mission and value of the national parks.”

He concurs with Jim Laney, now general superintendent of the Southern Arizona Group, and the first black manager of a western park since Charles Young in 1903. Laney is “still concerned about the low numbers of black employees in the western parks, particularly in the management area, but also in all grades. I feel further,” Laney says, “that all of us who are managers not only black and other minority managers but also non-minority managers have an acute responsibility to recruit and help develop current black employees as well as college students, and to encourage high school students to prepare for careers in the NPS by taking those subjects that could lead to NPS positions.”

Managers, personnelists, equal opportunity officials, supervisors with vacancies, and the community of black applicants and employees need to work together to improve the representation of blacks in the Service. In any case, the Western portion of the National Park Service invites Eastern employees to come on out, to visit, to stay. As Jim Laney says, “it’s an adventure.”

REMEMBERING STORER COLLEGE

“IT WAS A SMALL SCHOOL BUT A GREAT SCHOOL.” As a teenager growing up in Charles Town, WV, in the 1940s, Ruby Reeler wanted to join the WACS rather than pursue higher education. Her father convinced her that it would be a better idea to attend Storer College, her mother’s alma mater, in nearby Harpers Ferry. Earning her degree was difficult. Her father worked long hours to scrape together the money. Still, Ruby had to take a part-time job as a cleaning woman after classes each day. Her wages were \$3.50 a week, enough for bus fare to and from the campus and a pair of stockings. “My family sacrificed for me to get an education, but it all paid off.”

From the mid-1860s through 1954, Storer College occupied the hilltop land and buildings that now belong to the National Park Service. Even before the Civil War ended, a school was started to teach young blacks—mostly ex-slaves, mostly illiterate—the fundamentals of language and arithmetic. In 1867 the school received a \$10,000 donation from John Storer of Maine, and was known thenceforth as Storer College. The school’s administrators and supporters, like those of other black institutions springing up throughout the South, believed that

freedom under the law was not enough. Only through formal education would blacks have a shot at social and economic advancement. Their aim was to provide an opportunity to learn “without distinction of race or color.”

“Industrialism is the watchword of the Age,” declared a turn-of-the-century Storer catalogue. Besides scholarly subjects,



Anthony Hall, once part of Storer College, now Mather Training Center. Photo by Jane S. Hanna.



Ruby Reeler, graduate of Storer College. Photo by Jane S. Hanna.



Lockwood House, the first building where classes at Storer were held. It has been restored to its 1860 appearance. Photo by Jane S. Hanna.

Storer now taught practical arts such as woodworking and sewing. Educational leader Booker T. Washington considered such skills essential for blacks so that they might enter the mainstream of U.S. economy. Gradually, Storer adopted a broader curriculum that elevated it to college status. Most graduates went on to become teachers. Ruby Reeler was always impressed by the family atmosphere of Storer, a quality she believes unfortunately lacking in larger institutions then as now. The teachers were always available to students; in fact "they would bend over backwards to help you." The financial department was equally accommodating; officials allowed Ruby to pay the tuition, which she estimates to have been around \$90 a semester, in installments. Deadlines were extended when necessary. "Storer really saved my life," Ruby says. "I couldn't have gotten personal service like that in a large school."

Ruby graduated from Storer in June 1952 and began teaching school that September. She remembers the day she received her first paycheck: "It was \$250. I gave my dad \$75 and my mom \$50. I hid it under their plates at dinner. When my dad found the money, he just stood there and cried." Ruby later helped put her younger brother through college.

Back in Ruby's senior year there had been rumors that the college might not be around much longer. Two years later, the Supreme Court handed down the desegregation decision that shut the doors of many black schools, Storer included. Ruby attended the last graduation ceremony. "It was a time for remembering, back to when my own mother was here, and many more before her," she recalls. "I don't think there was a dry eye in the place."

The better part of a decade went by before the land and buildings were taken over by the NPS. Some were demolished; the girls' dorm was torn down to make way for the Interpretive Design Center completed in 1970. Others still stand. The Lockwood, Brackett, and Morrell houses are administrative offices for Harpers Ferry NHP. Anthony Hall, with its unmistakable school building facade, is Mather Training Center; Mather trainees stay in a dormitory that was once Cook Hall, the domestic science building. The industrial building that had become the college library is now, appropriately enough, the HFC research library. Curtis Freewill Baptist Church houses personnel offices in the basement and its sanctuary functions as an assembly hall.

"I was glad I had the opportunity to go to Storer. It was a small school but a great school." Today Ruby lives with her husband, another Storer graduate, in Harpers Ferry and describes herself as "happily married and the mother of 5 good kids." (Daughter Rhonda Smith and niece Angee Reeler work at Harpers Ferry Center.) She has found teaching a rewarding career. "I've been teaching for 36 years and I plan to continue until they throw me out."

Jane S. Hanna is a publications writer-editor with Harpers Ferry Center.

Angee Reeler, Secretary Supreme

When Angee Reeler took her first government job, she was so young she had to obtain a work permit signed by her parents. Newly graduated from high school, she left her home in Charles Town, WV, to work in Washington, DC, as a clerk-typist for the Department of Housing and Urban Development (HUD). Twenty-one years later, she is back in her home town, raising two children and working in the Interpretive Planning Division at Harpers Ferry Center. Through a combination of formal training, experience, and her own initiative, Angee has become so adept at her job that her supervisor came up with a special title for her: "Secretary Supreme."

Angee recalls a few things about her first ten years in government that influenced her later decisions. After she left HUD she put in two years as a clerk-typist at Mather Training Center. There she watched the construction of the Interpretive Design Center, the building where she now works. In 1972 she gave birth to her older daughter. While employed at the Equal Employment Opportunity Commission (EEOC) in Washington, Angee also developed an interest that eventually led her toward an unofficial second career. "I was sitting right there in the commission that was governing all the EEO programs. I learned so much. The job was a foundation for my present EEO work."

While in Washington Angee inadvertently was in on some events that made news. One morning a friend called to tell her that her former supervisor at EEOC had hijacked a plane to Cuba. Another time, Angee was riding a bus home after work when a mental patient overpowered the driver and took the bus to a local hospital. In 1977, wanting to raise her young daughter near her family in West Virginia, she took her present job. "I have a sense of belonging in Harpers Ferry," Angee says. "Both my parents and some other relatives went to Storer College, and as a child I played on these hills where the center now stands. It's a joy to come to work every day and remember these things."

The division in which she works is responsible for determining how a park's story best can be presented to the visitor. The staff members present their solution in a printed interpretive plan, a guideline for the park staff and for other HFC divisions. Providing

(continued, next page)

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clerical support for the planners and acting as a contact person for outsiders, Angee has built her job into an important position. "In many ways Angee is the life and soul of our office," says her supervisor, Alan Kent. "The impression that interpretive planning makes to the world is the impression she gives." This feeling is echoed in a complimentary letter from Charles H. McCurdy, chief of Interpretation and Visitor Services for the Southwest Regional Office: "On the phone she is warm and cheerful. Angee is a fine front person in the organization."

Angee is well respected in another role at HFC. Her experience gained at the EEOC has made her valuable to the center's Equal Opportunity Advisory Committee and to the Federal Women's Program Committee. She carries out various projects at the request of the center's EEO officer; other projects are of her own design. "I brainstorm," says Angee. "The ideas just come to me. That's the kind of mind I have."

She helped to develop the Deaf Awareness Task Force and has put together programs to bring

attention to the needs and abilities of the disabled. She has organized activities for National Secretaries Week and Black History Month, and recently prepared a report for the regional offices on black colleges and universities.

"She's an organizer and a leader," says EEO Officer Magaly Green, who depends on Angee for innovative ideas as well as plain hard work. "I try to do what people will benefit from," Angee explains.

After hours, Angee spends time at home taking care of Felicia, 15, and Nekeva, 6. On Sundays she can be found at the Wainwright Baptist Church in Charles Town, singing in the choir, greeting visitors, or giving an inspirational reading to the congregation.

In recognition of her exemplary performance, Angee has received at least one incentive award every year for the last ten years. Angee describes her own feelings about her job quite simply: "I love being a secretary."

Jane S. Hanna



Angee Reeler, division secretary for Interpretive Planning, HFC. Photo by Jane S. Hanna.

SOLDIERS COMMEMORATE FALLEN COMMANDER

1886 AT CAMP BONITA, ARIZONA.

Little over a century ago, in an obscure Arizona military camp, Buffalo soldiers of the U.S. Cavalry's 10th Regiment commemorated a fallen commander-in-chief in a very unusual way. In the closing days of Geronimo's last struggle, men of Troops H and E were completing their duties when word came to Camp Bonita that James A. Garfield, 20th president, was killed by an assassin. Their encampment in the Chiricahua Mountains was home during 1885-86 for 60 to 100 troopers from three units of the 10th while they participated in behind-the-scenes support activities such as guarding waterholes, escorting and patrolling, carrying mail and dispatches, and performing guard duty over Apache captives.

The story of the Bonita Canyon camp and its black soldiers comes to life in a detailed, 240-page report, issued in 1987 by the NPS Western Archeological and Conservation Center, Tucson, and written by archeologist Martyn Tagg. In this report, artifacts and the history of the camp are intensively studied to reveal information not recorded in Army reports. The camp is now within Chiricahua, NM, near the historic Faraway Ranch, established shortly after abandonment of the encampment by the 10th Regiment.

What was life like for men of Troops E, H, and I stationed at Camp Bonita in those long ago years? Housed in tents with hand-made fireplaces, each troop was composed of a non-black captain as commander, several sergeants, 2 or 3 corporals, a farrier, blacksmith, saddler or wagoner, a bugler and 30 privates. From sunrise reveille, the men accomplished their routine assignments at stables, cook tent, fatigue work parties, mounted and unmounted drill, guard duty, and out-of-camp patrols. Roll call and taps at 9 p.m. completed each day's mundane duty. But the men found their own amusements in card playing, sharing delicacies such as sardines or fresh fruit, hunting, beer drinking, or simply visiting among themselves. In a few locations, other units of the 10th had built masonry monuments as visual markers for key encampments. Troops stationed at Camp Bonita were experienced soldiers, some into their third enlistment period. Muster rolls indicate these men came from major cities in the midwest and east; several sergeants continued service for decades, completing distinguished records. Into this camp with its routine of military life, somehow the events far from southeastern Arizona touched the men, and they decided to build their own monument honoring President Garfield.

In April 1886, with encouragement from at least one captain, the men built a three-tiered monument from dressed rhyo-



"A Soldier at The Camp at Bonita Canyon Adding His Engraved Block to The Garfield Monument." Drawing by David Laughlin.

lite field stones, rising about 12 feet high. Many stones were carved with men's names, initials, and their troop designation. A prominent stone proclaimed "In Memory of Jas. A. Garfield." The men must have known that their president commanded black troops during the Civil War and was sympathetic to problems of black people during Reconstruction. And some men were members of the Grand United Order of the Odd Fellows, an all-black fraternal organization begun as early as 1843. Some soldiers apparently knew the story of Henry Ossian Flipper, the first American black to graduate from West Point. Flipper's military career was short and he did not serve with the 10th in Arizona but his reputation was honored in the monument by prominent and bold lettering of his name. A high degree of skill is witnessed by the lettering of men's names and dates, perhaps guided by a blacksmith with stonecutting experience. The finished monument faced the row of tents and entrance road to Camp Bonita but, in mid-September 1886, the encampment was officially abandoned.

As the existence of the Bonita Canyon camp faded, so did the memory of the monument. During the 1920s, it was dismantled by Ed and Lillian Riggs, operators of Faraway Ranch, and rebuilt as a large fireplace in the main ranch house. Names carved in stone preserve the individual identity of many buffalo soldiers as well as some home towns. Artifacts from the earth of the camp location tell the story of unglamorous military duty a century ago. But the men of Troops H and E preserved their feelings by erecting a well-made stone monument to their leader, an effort that brought them out of their daily life to a place in history.

Roger Kelly is the regional archeologist for the Western Region.

TUSKEGEE'S TOP GUNS

Outside a small circle of history buffs and those who lived it, few people know the story of Tuskegee Institute's role in training America's black air force in World War II.

It's a tale that deserves wider telling.

The pioneer aviators of an all-black fighter group, organized and trained at Tuskegee, AL, in the early 1940s, fought prejudice just to get into the war, then went on to compile a distinguished combat record over the skies of North Africa and southern Europe.

Segregated from the rest of the Army Air Corps, these black pilots were nicknamed the "Lonely Eagles," airmen destined to fly and fight separately from regular air corps units.

The story began late in 1939 when Tuskegee Institute, one of the nation's oldest black colleges, was selected along with a few other "Negro schools" to participate in a federal program to train students to be civilian pilots.

After initially contracting with a private air service at Montgomery airport for actual flight training, the school eventually acquired its own training airplane, built a makeshift airfield on leased land and hired a flight training director, Alfred "Chief" Anderson, who years earlier had become the first black in the nation to earn a commercial pilot's license.

As the storm of war gathered, many of the newly trained black pilots tried to join the Army Air Corps. They were rebuffed by the military's strict segregation policies as well as a general attitude that blacks might lack the "right stuff" for aerial combat.

With the need for more military pilots becoming desperate, however, the air corps announced in 1941 that it would organize an all-Negro fighter pursuit squadron to be trained at Tuskegee.

The institute quickly entered into an agreement with the Army Air Corps to provide basic flight training for the black cadets. By this time, the school was constructing a new airfield on land it had purchased just outside of town. The new field, to be called Moton Field (after Dr. Robert Moton, the institute's second president) would replace the temporarily leased airfield then being used for civilian pilot training.

Following initial training, the cadets would transfer to the new Tuskegee Army Air Field, a military base to be constructed nearby, for advanced combat training.

Meanwhile, all-black ground crews and other support troops were being trained at an air corps base in Illinois for later transfer to Tuskegee, where they would join the pilots to complete the segregated fighter pursuit squadron.



The institute's cooperation with the Army Air Corps in the so-called "Tuskegee Experiment" was not without controversy. Many black leaders and organizations, including the NAACP and a black civilian pilots association, criticized the school for helping to perpetuate segregation in the military instead of joining the effort to integrate regular units.

But the Army's original plans stood and the first group of black cadets began their air corps training in the summer of 1941 at the newly opened Moton Field. A few months later, with their basic training behind them, the first batch of cadets making it through basic flight training reported to the air corps flying school at the new Tuskegee Army Air Field. The first five black pilots were awarded their wings and officers' commissions in March 1942.

Leading the first group was Capt. Benjamin O. Davis, Jr., a black West Point graduate and infantry officer who had transferred to the Army Air Corps. He would later command the 99th Pursuit Squadron in the war.

Over the next few years, a total of 966 black fighter pilots were trained at Moton Field and Tuskegee Army Air Field—with 450 of them seeing combat.

The 99th Pursuit Squadron, under the command of Davis, by now a lieutenant colonel, was shipped to Morocco in April 1943. As other black squadrons completed training at Tuskegee, they joined the 99th to make up the 332nd Fighter Group, which saw action over North Africa and Europe.

The Lonely Eagles quickly won the respect of both the enemy and their fellow Americans. The Germans called them “Schwartzte Vogelmenschen” (Black Airmen) and white U.S. bomber crews affectionately called them the Black Red Tail Angels because of their red-colored tail assemblies and their reputation for protecting U.S. bombers from enemy fighter planes.

In all, the black air force flew more than 15,500 sorties, completed 1,578 missions, destroyed 409 enemy aircraft, sank an

enemy destroyer, and knocked out numerous enemy ground installations on strafing runs. They came home with 150 distinguished flying crosses, one legion of merit, one silver star, 14 bronze stars and 744 air medals. The unit had 66 pilots killed in combat and 32 who were shot down and captured as prisoners of war.

For every black pilot, there were ten other black men or women serving in ground crews and support functions. When their tour of duty in Europe was over, the unit was given B-25 bomber training but the group was disbanded when the war ended in 1945.

Several of the Tuskegee airmen went on to greater achievement in military or civilian life. Among them were Benjamin O. Davis Jr., who retired as the Air Force’s first black lieutenant general; Daniel (Chappie) James, who rose to Air Force general, the first black ever to achieve four-star rank in any branch of the military; Lucius Theus, a major general who be-



Tuskegee airmen.

came worldwide director of the Air Force's accounting and finance operations; Coleman Young, now mayor of Detroit; William T. Coleman, Jr., former U.S. secretary of transportation; and George Brown, former lieutenant governor of Colorado.

Many of the remnants of this chapter in Tuskegee's history still exist today. "Chief" Anderson, the man hired to direct the school's flight training program, still teaches flying in Tuskegee. He parks his personal airplane in one of the two original brick hangars at Moton Field, now a general aviation airport. The other hangar is used as an annex for Tuskegee's veterinary school.

The Moton Field hangars, along with a brick control tower, show the seedy signs of long neglect, but it's not hard to imagine the pilot cadets sprinting toward the flight line. The site of the Tuskegee Army Air Field, a few miles southwest of Moton Field, is indistinguishable, however, from the rest of the rural

countryside and difficult even for local residents to find. Part of the old base is occupied by a junk yard and a concrete pipe company. Weeds have shoved aside chunks of the original concrete aprons and runways.

Nowhere is there any indication that something important and interesting happened here nearly half a century ago.

Willie Madison, superintendent of Tuskegee Institute NHS, hopes to change that.

"I would like to see the Lonely Eagles commemorated as part of the historic site," Madison said. "Their story is an important episode in black history and would add greatly to the park."

Paul Winegar is in the Southeast Region's Office of Public Affairs.



GREAT MANHATTAN BEAR HUNT

An intensive six-week campaign that began in October enabled Manhattan Sites to distribute close to 10,000 new teddy bears to hospitalized children during Christmas and Chanukah.

“Our original goal was 3,600—one for each children’s hospital bed in New York City. As the campaign gained momentum, we expanded our distribution into Nassau, Suffolk, and Westchester Counties in New York, into eight counties of northern New Jersey, and into Fairfield County, CT,” said Bob Mahoney, Manhattan Sites superintendent.

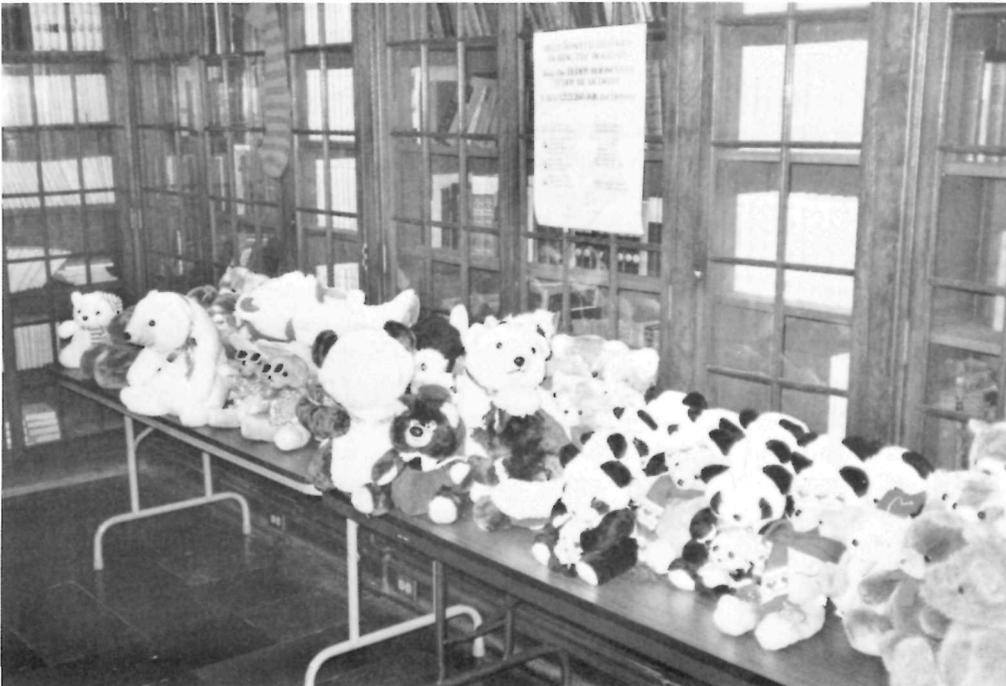
The teddy bear has long been associated with Theodore Roosevelt whose birthplace is administered by Manhattan Sites. In 1902, while hunting, Roosevelt’s party tracked a helpless bear cub and urged the president to shoot it in order to win a hunting trophy. He refused to do so. This caught the attention of newspaper cartoonist Clifford Berryman who drew a strip based on the bear’s rescue. When a New York confectioner saw the cartoon, he sought and received the president’s permission to make a toy bear and name it Teddy Bear.

The Manhattan Sites teddy bear campaign was launched in 1986 and yielded nearly 2,000 of the furry creatures. Encouraged by the response, Mahoney and his staff spent months

planning the 1987 bear hunt, kicked off on October 27, Theodore Roosevelt’s birthday, at the pediatric unit of a local hospital. Within the first week, Manhattan sites received pledges and donations of 1,200 bears.

The staff immediately arranged for collection points at three Manhattan Sites locations: Federal Hall on Wall Street; Hamilton Grange in Harlem; and at Theodore Roosevelt Birthplace. At Mahoney’s request, the Theodore Roosevelt Association arranged with its bank to accept checks made payable to “TRA Teddy Bear.”

The response was enthusiastic as displays at the three sites attracted donations. A group of school children from Brooklyn, visiting Federal Hall on a class trip, responded with a fundraising drive that netted \$90. A middle-aged woman brought to the Roosevelt Birthplace three bears that she had purchased near her Suffolk County, Long Island, home. She made the trip into Manhattan especially to deliver the bears. And a nattily dressed man in business suit and topcoat walked up to the visitor desk in the lobby of Federal Hall, shyly took a beautifully wrapped package from a shopping bag, and left it on the desk. He walked away without saying a word. When the box was opened, it contained a new bear in bright woolen scarf and cap.



Some of the more than 10,000 teddy bears donated by New York area residents and business people to the Manhattan Sites for distribution to hospitalized children. The stuffed animals were distributed throughout New York, New Jersey and Connecticut.

When John Lancos, site manager at the Theodore Roosevelt Birthplace, heard of the new Broadway play, *Teddy and Alice*, he met with the theatre manager, arranging to display a Teddy Bear poster in the theatre lobby. This gesture resulted in numerous donations from theatregoers.

Manhattan Sites staff did not rely solely on word-of-mouth. Since Theodore Roosevelt had been president of the New York City Police Commission, the New York Patrolman's Benevolent Association agreed to help. After a three-page story in the PBA Magazine, a group of officers passed the hat and purchased several dozen bears for the Park Service campaign.

With teddy bears arriving from various donors, the Manhattan Sites superintendent contacted the chief executive officers of New York City-based corporations, several of whom responded favorably with cash donations to supplement gifts from the general public.

With several thousand bears on hand by the second week

in December, Mahoney and the Manhattan Sites staff began distribution to Jewish hospitals in celebration of Chanukah. A woman from Westchester, visiting the NYU Medical Center when the first 100 bears were given to terminally ill children, became so touched by what she had seen that she too pledged bears to the drive.

On the Monday before Christmas, the major distribution began. It took three days for uniformed rangers to distribute 10,000 bears to hospitals in three states.

As the last stuffed animal began its trip to the arms of a hospitalized child, Mahoney commented, "Isn't it nice that some Teddy bears won't have to spend Christmas in a dark, lonely warehouse, but will have the comfort of a small child in a warm hospital bed."

Manny Strumpf is with Public Affairs, New York.

Update On The 21st Century Task Force: Baker Gets The Show On The Road!

The 21st Century Task Force Steering Committee convened this past November in Washington for a two-day planning session. Opening speakers were Assistant Secretary Horn and Director Mott, whose remarks were followed by those of the task force committee chairman, Southeast Regional Director Bob Baker. Baker articulated the three-pronged focus of the task force: to assess trends facing the Service in the 21st century; to assess the Service's present status in terms of this view of the future; and to initiate the necessary changes to close the gap between the future and the Service's present status.

The complexity of part three of this effort was addressed by Daryl Conner of Organizational Development Resources, Inc. Conner remarked that groups beginning strategic planning sessions often thought because they assessed the future and wrote a report that necessary change would follow automatically. Not so. Indeed, raising the hopes of employees through an involved planning program, then not following such a program to completion was, he said, potentially much worse than doing nothing at all.

Congressman Vento followed Conner, addressing a variety of topics from park interests of Southeast Asian citizens in his district to new interpretive

thrusts. He was followed by Dr. Jay Gogue of Clemson University who described various methods of strategic planning: the 'white paper' approach, in which consultants prepare and present future scenarios to the directors of an organization; "clipping" methodology, in which all relevant data from periodicals are scanned, interrelated, and analyzed for future trends; "interactive participatory" methodology, where all active participants in an organization have input analyzing and determining future scenarios; and finally a combination of these methods.

Prepared for the complex task ahead of them, the steering committee then began the process of organizing to get the job done. The goal it established for itself is: to identify the processes, strategies, and resources necessary to move the NPS into the 21st century. To do this, the committee will: articulate the mission and mandated responsibilities of the Service; assess the future environment in which the Service will exist; identify current strengths and weaknesses relative to the future; and recommend changes appropriate for the Service in meeting the challenges of the 21st century. A subcommittee headed by Carol Aten and Walt Dabney (WASO) will be preparing a draft mission statement for steering committee review and comment. John Byrne, superintendent of George Washington Memorial Parkway, leads a second subgroup that will be preparing and distributing a draft task directive. Upon committee and directorate approval of the task directive, futures strategic planning for the Service will begin.

PARK BRIEFS

The "Buffalo Soldier" will be honored at Fort Davis NHS this month. An all-star cast is on hand to pass out the honors.

Fort Davis, lying at the heart of the rugged Davis Mountains in Texas, served as an important military post on the west Texas frontier for almost 40 years, and was headquarters for black soldiers serving in four regiments—the 9th and 10th Cavalry and the 24th and 25th Cavalry.

Dubbed "Buffalo Soldiers" by their Indian antagonists, out of respect for the men's fighting abilities and the resemblance of their hair and skin color to the honored buffalo, the black troops compiled a remarkable record of achievement on the frontier.

On February 20, in recognition of Black History Month, the Buffalo Soldiers will be honored in a ceremony at the historic site, dedicating the restoration and refurbishing of barracks, squad and orderly rooms to their 1884 appearance when they were occupied by the black enlisted men of Troop H, 10th U.S. Cavalry.

A battery of dignitaries will be on hand for the ceremony, including author and genealogist Alex Haley, U.S. Army Lt. Gen. Emmett Paige, Jr., and historian Dr. William H. Leckie, who has written extensively on the Buffalo Soldier.

The event, brainchild of Southwest Regional Director John E. Cook and Fort Davis NHS Superintendent Steve Miller, will mark the dedication of what is believed to be the only restored barracks in the United States dedicated to the black American soldier.

"The 'Buffalo Soldiers' are one of the proudest facets of black history," said Haley, author of *Roots*, the book that was turned into a blockbuster television mini-series which broke TV rating records for television audience size.

Haley, a Tennessean and

friend of Cook from Cook's days as superintendent of Great Smoky Mountains NP, will speak on "The Role of Black Americans in Settling the West."

Lt. Gen. Paige, commanding general of U.S. Army Information Systems Command, Fort Huachuca, AZ, and the highest ranking black serving in the U.S. Army, will speak on "The Black Military Tradition in the U.S. Army." Paige quit high school as a 16-year-old to join the Army as a private and rose in rank to become the first black general officer in Signal Corps history.

Leckie, author of four books including a 1965 publication, *The Buffalo Soldiers*, will deliver a profile of Troop H.

While the term "Buffalo Soldier" once was applicable

to any black soldier, it gradually became limited to cavalry troopers and, as time passed, to the 10th Cavalry more than any other.

When a regimental coat-of-arms was designed for the 10th Cavalry, a buffalo appeared on it, and the troops developed considerable pride in being called "Buffalo Soldier," according to Erwin Thompson, in of "The Negro Soldiers on the Frontier: A Fort Davis Case Study," an article appearing in the April 1968 *Journal of the West*.

The dedication marks the culmination of a project that began in January 1984, and has proven to be a successful example of public/private partnership, with a great deal of volunteer time and money put into the project.

"Nearly \$100,000, including a \$50,000 donation from the Meadows Foundation of Dallas, has been raised privately," said Miller. "The rest came from a variety of private contributions, including that made by the Friends of Fort Davis National Historic Site."

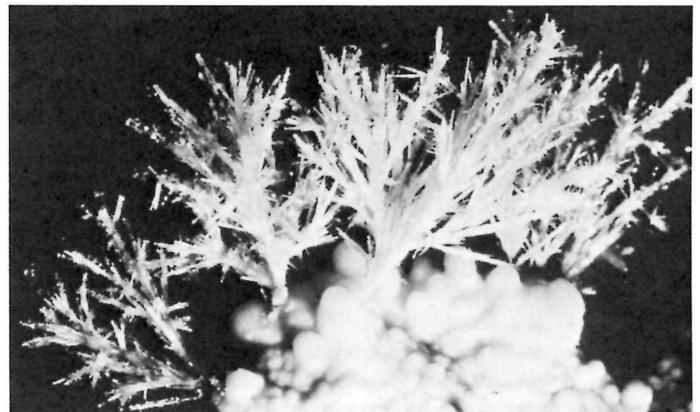
Miller said that the friends group is an outgrowth of the barracks project and has become a permanent support group at the park. It numbers nearly 300 friends from all across the nation.

Miller said the "friends group" was started under the leadership of former Superintendent Doug McChristian, who got the project going.

Ben Moffett

Superintendent Rick Smith announced major new discoveries in one of Carlsbad Caverns NP's 74 undeveloped backcountry caves. Believed to be the most significant discoveries since the Guadalupe Room in the main cavern was located in the mid-1960s, these new areas add 7.06 miles to the known cave system and descend to the 1,207 foot depth mark.

Unusual formations found in the cave include a variety of gypsum flowers and gypsum needles, aragonite anthodites (including several in the shape of Christmas trees), hydromagnesite balloons (found in



Delicate aragonite frostwork on cave popcorn.

only four other U.S. caves), "moonmilk," cave popcorn, cave pearls, and box work.

Yet-to-be identified fossil bones, possibly of Pleistocene age, have also been found.

For the past eight years, resource management and visitor protection rangers of Hot Springs NP have represented the Park Service in notable fashion in an interagency pistol match. Sponsored through a county-wide organization, the match is open to all federal, state, county, and local law enforcement

officers. Shooters compete both individually and on a team basis. Since 1980, the Hot Springs team has won the team match twice and placed second all other times. In the individual competition, Hot Springs rangers have taken 25 out of 40 trophy positions. Terry Gross and Dave Henry, two of Hot Springs' cham-

pions, would like to exchange firearms-related information with other park areas. Those in the field either having experience or trying to develop a good firearms program are encouraged to contact the Ranger Division at the park.



First place (tie) by David C. Wendt of Cincinnati, OH.

Scenes of summer brighten the visitor center at **William Howard Taft NHS**. Pictures on display are from the site's "Take Pride in America Photography Exhibition and Contest." Co-sponsored by Little Miami Incorporated (LMI), a local river conservation group, the contest attracted photographs of public lands, waters, and historic sites in Indiana, Kentucky, and Ohio. U.S. savings bonds were awarded to first and second place winners. LMI memberships and Eastern National Park & Monument materials were presented to other entrants.

Fred Nieman

The annual visit of the International Seminar on National Parks to **Grand Canyon NP** provided learning experiences for all. It also marked the retirement of the old stainless steel salad bowl that had survived trainee banquets for 25 years. Having seen its unworthy condition, Director Mott arranged with Superintendent Shimoda of Pu'uohonua O Honaunau NHP for a resplendent hand-crafted bowl of monkey pod wood. The craftsman of this exceptional piece was park maintenance worker Wallace Hing. May it serve another 25 years.

An important Native American pictograph panel near Stehekin has been restored, using new technology to remove painted graffiti without damaging the underlying pictograph pigments.

According to District Manager Curt Sauer of **Lake Chelan NRA**, the project took two years to arrange and four days to complete. "Shortly after arriving here, I decided that the graffiti removal should be accomplished. Everyone thought it was a good idea, but nobody knew how to do it without removing the pre-historic paint." With the

assistance of Pacific Northwest Regional Office cultural resources staff, Carl Patterson of the Rocky Mountain Conservation Center in Denver was selected to perform the delicate work.

Patterson worked from a floating wooden raft, anchored to the rock wall, after park archeologist Bob Mierendorf cleared the rock cliffs above the wall of hazardous debris. Using a mixture of three different chemicals, Patterson removed the forty-year old defacement of the pictograph, which features an intricate pattern of figures applied to the

smooth granite surface in red as well as white pigments. Figure groupings on the rock include tally marks arranged in a line and in ovals, clear representations of elk, mountain sheep, and bear, and a series of larger, human-like figures.

"This project could easily have been delayed due to its expense," said Sauer. However, the NPS is participating in the national Take Pride in America program, which made the project possible.

Look in the Guinness Book of Records and you'll find all kinds of records for special accomplishments. Yet before 1987, there was never a category for "spike driving." There is now. Each August at **Golden Spike NHS**, the park hosts an annual Railroader's Festival to celebrate the part railroads played in the development and expansion of the West in the

mid-nineteenth century. The event attracting the most attention is the World Champion Spike Driving Contest, open only to professional railroaders, where each contestant must place and drive six 7-inch railroad spikes into three ties in the fastest possible time. Since the first year of the contest, a Union Pacific employee named Dale C. Jones has won first place five times and second

place twice. In 1984 he amazed everyone by driving his six spikes in 26.4 seconds. Now at last, in the November 1987 edition of the Guinness Book of Records, his accomplishment is recorded for the first time. Says Jones, this recognition is one of the highlights of his life.

Denny Davies

From October 12 to 29, 1935, a National Park Service expedition examined mission churches in northern Sonora, Mexico, despite an insurrection during which the *presidente municipal* and the chief of police of Santa Ana were murdered. Undaunted, the intrepid group, consisting of Scofield DeLong, Lefler Miller, Arthur Woodward, George Grant, Robert Rose, and Howard Tovrea, drove south to collect architectural and historical data to be used in, among other things, the construction of a museum-visitor center-office building at **Tumacacori NM**. Various plans were proposed for the building, some simple, some grandiose. Eventually, a compromise was reached and a set of plans approved by Frank

Pinkley, general superintendent of the Southwest Monuments group. The building was completed in December 1937. As a result of the 1935 expedition, architectural features of the building were copied from various mission churches.. In 1987, fifty years after construc-

tion, the building was placed on the National Register of Historic Landmarks. The expedition of 1935, the planners, designers and builders did their work well, and the building continues as its own monument to NPS foresight.

When Ed Carlin became Associate Regional Director, Administration, **Midwest Region**, one of his first priorities was to plan a conference for administrative officers and technicians. In November, 36 administrators came together for an exciting professional development event. An exceptional group of outside resource speakers addressed such topics as communication skills for effective

team involvement, stress management, and equal opportunity. In addition, Carlin conducted a powerful discussion with field administrative employees concerning his objectives, goals, and issues of concern.

Flo Six

REVIEW NEEDED

The draft revised NPS *Management Policies* will be available for public review and comment beginning the second week in March. Copies will be available at the Washington Office, all regional offices and all park areas. Please be sure to give us your comments. For further information or to obtain a copy, contact the Office of Policy at 200/343-7456.

PROFILES

Anyone who has ever relocated within the Rocky Mountain Region remembers **Yvonne Williams** as the woman who handled all their moving headaches. However, few know the variety of duties she performs to keep the region's finance office running smoothly. Whether it's a programming problem in the computer, a tricky accounting question, or a regulation affecting an employee's relocation, Yvonne is generally able to find a creative solution to a complex problem in a remarkably short period of time.

The mother of four children, Yvonne grew up in inner-city Chicago where nothing is handed out free. At times, she reflects on those days, partly with wistful nostalgia, but primarily to remind herself of the lessons life has taught her—that no one succeeds without drive, determination, patience, and hard work. These values have carried over into the work she does for the National Park Service.

Most park rangers have a variety of specialties at Bent's Old Fort NHS; firefighter, interpreter, resource manager, and law enforcement are all part of the repertoire. Chief Ranger **Bill Gwaltney** has served in these capacities but has another set of skills as well. "I've been a trapper in Wyoming, a merchant in New Mexico, a hunter in Colorado, a soldier in Texas, and a cowboy in Missouri," Gwaltney says. How has he done it?



Born and raised in Washington, DC, amid historic places during historic times, Gwaltney says his ancestors included teachers, farmers, soldiers, and professional hunters and trappers. Indians and frontier lore sparked Gwaltney's interest at a young age. A park ranger since 1979, Gwaltney is especially interested in the American Fur Trade. His involvement with living history interpretation at the fort got him interested in portraying the frontier history of black Americans. "I was familiar with the story of Jim Beckwith, an early black explorer and mountain man," Gwaltney explains, "and the other impressions were not difficult to research or interpret." To tell the story of blacks on the early frontier, Gwaltney assembled the clothing, equipment and skills of a number of characters, based on his historical research.

Kevin Cheri is the district ranger for Island in the Sky at Canyonlands NP. The view from his office is as spectacular as any in the national park system but a long way from New Orleans where Kevin grew up. Standing at an elevation of 6,000 feet, he looks out over the great expanse of rock pinnacles and canyons, totally absorbed by their color and contrasts. He thinks back nearly 14 years to his first seasonal ranger position, "I would never have imagined I'd be where I am today...never."

Kevin knew very little about the Service until he came to Carlsbad Caverns through the cooperative studies program at Xavier University in New Orleans. The journey to

Carlsbad was his first to the West and certainly one he'll never forget: "I remember how nervous I was when I first arrived and wondered if there would be any other blacks in the area." Kevin observed that "it's very important for minorities to have role models to make the transition from urban to rural living. It will remain difficult to recruit urban minorities into the Park Service, especially in rural areas, because of this."

"As a black woman, I've always felt the challenge of having to work harder than others," says **Diane H. Dayson**, superintendent of Sagamore Hill NHS. "I feel strongly, however, that hard work, ability and professionalism can and will overcome stereotypes. I've worked hard to be judged not as a woman or as a black but on my qualifications, and I have been successful."

Dayson, a native of Queens, NY, joined the Service in 1976, moving through the ranks from a clerk-typist position to a park ranger with a law enforcement specialty, working at Grand Canyon NP, Boston NHP and Gateway NRA's Sandy Hook Unit. A second-generation Park Service employee, she feels comfortable in her new role as Sagamore Hill's superintendent: "The more I become aware of Teddy Roosevelt and his accomplishments as they relate to my race, the prouder I am to be here. Blacks played important parts in the lives of our 26th president and his family, and I am hopeful that I can play a significant role in furthering the interest and knowledge of this man."

Hidden away at Fort Sumter NM is a jewel in the NPS crown. At 78, **Isaac "Pa" White** has given an energetic 35 years to the national park system. Growing up in Awendaw, SC, he learned a colorful dialect native to that coastal region, a combination of old African and English. This knowledge has made him a valuable link to the past and a great asset to Fort Sumter. Today, if

you asked him when he planned to leave the fort, he would reply, 'I've seen them come and I've seen them go and I'm still here.' Isaac attributes his long life to a good wife, a good family, a gratifying career, and a small "nip" every evening behind the barn.



The year is 1957; the location is Fort Dupont Park, site of the DC Recreation Summer Day Camp with camp director Vera Freeman. "Ooh! ther Horsie policeman again, that's what I want to be when I grow up, so I can wear that Smokey Bear hat and ride a horse in the park." That 9-year old day camper grew up to become Park Ranger/Site Manager Fort Dupont Park, **Tina Short**. Tina joined the NPS in 1972 as a receptionist for National Capital Parks-West. She applied and was accepted to the CAPTED (Career Advancement for Paraprofessionals Through Training and Educational Development) Program, receiving her education from American University in Washington, DC, and Birbeck College, London University, in England. In 1979 Short accepted a permanent position as a supervisory park ranger at the Fort Dupont Activity Center. Since then, she has coordinated joint ventures with Holly Farms, McDonald's, Metropolitan Police Department, and other groups. In addition, she and her staff play a vital role in the pre-planning of the summer theater concert series at the park.

Charles C. Rattley, a 26-year employee with the National Park Service, looks back over a career that has taken him from a position as community relations specialist with the Summer In The Parks program to the job of black employment manager in Washington, DC. "Two of the most cherished experiences in my career resulted from my association with the King Federal Commission and the King wreath-laying ceremonies held at the Lincoln Memorial. As a member of the Federal Committee I helped develop the first and second federal employees' commemoration held at the Departmental Auditorium in Washington, DC. Planning for these programs afforded me the opportunity to work with a number of significant public- and private-sector representatives as well as with Coretta Scott King and members of her family. I was stationed at the Lincoln Memorial during the 1963 March on Washington; therefore to play a part in organizing these ceremonies on the steps of the site where Dr. King delivered his historic 'I have a Dream' speech was the thrill of a lifetime for me." Married 32 years to Janice Diggs Rattley, he is the proud father of four children. When asked what he considers his most significant accomplishments in life so far, he responds "Marrying Janice and recently losing 67 pounds."

On a given day you may find **Paul Dickson** at the bottom of an archeological trench, assisting with an excavation, or on top of a historic building, repointing the masonry. It is the variety of duties he performs at Fort Smith NHS that motivates him to perform at a high level. The park's ongoing restoration program has given Paul unusual opportunities to polish his skills. In 1984 he helped reconstruct the fort's gallows. He also helped demolish a non-historic commercial building within the park boundary, while preserving a historic cistern located in the building's basement. His tenure at the Fort Smith NHS has enabled Dickson to become an accomplished carpenter and sign-maker. He also serves as the park's driver's license examiner.

Rhembrant Jenkins grew up in Charleston, SC, with two stone masons for uncles who gave him a taste for the profession. A high school instructor encouraged him to continue in the field, with a specialty in historic preservation. Graduating from a local vocational school, he joined the staff of Fort Sumter NM. Eventually, he traveled across the



country, arriving at Mount Rainier NP. He has been at the park four years, during which time he had the chance to repair a 1911 stone fireplace, a project he easily considers his favorite. What does the future hold? He has no thoughts of giving up his stone mason work. However, there was a serious look in his eyes when he said he possibly might look into the EEO area.

With nearly 18 years of photographic experience in the metropolitan area, 33-year-old **Bill Clark** has become one of the most experienced black photojournalists in the National Park Service. He began his career as a clerk-typist at the Eastern Service Center in 1970, and is currently assigned as a visual information specialist in the National Capital Region's Office of Public Affairs. Bill has taken photos of U.S. presidents and secretaries of Interior since Richard Nixon and Rogers C. B. Morton. His portfolio includes a who's who of nationally prominent figures in the political and entertainment arenas. He considers one of the

most frightening moments of his career the bomb threat and takeover of the Washington Monument by Norman Mayer. Clark assisted with the video tape surveillance of the site at that time. Clark's photos have appeared in Time, Newsweek, The Washington Post, Washingtonian, and The Washington Times. Having had such opportunities, why does Clark remain with the National Park Service. "Because I love it."

Ranger **Grady Arrington**, Black Rock District Ranger for Joshua Tree NM, manages approximately 160,000 acres, 14 miles of unimproved roads, two major campgrounds with 213 family camp sites, 13 group camp sites, and magnificent, heavily used backcountry. In spite of his workload, Arrington still finds time for extra-curricular activities. He is the park's liaison with the Morongo Basin Stroke Club, an organization for the rehabilitation of stroke victims from the local communities. Arrington has been involved with the organization since its inception and knows its members by their first names. In addition to his outstanding ranger skills, Arrington's humanitarian efforts have created a positive image for the NPS in the Morongo Basin communities.

When **Rose Tillmon** interviewed for a worker-trainee position with the administrative officer at Lake Meredith Recreation Area in 1972, little did she realize that in 1987 she would be sitting in the administrative officer's chair as the site's first black AO. During her NPS career, she has received two special achievement awards and five sustained superior performance awards. Recently she was selected by Southwest Regional Director John Cook to participate in the management evaluation of Padre Island.

NEWS

Dwight C. Storke, Jr., chief of visitor services at George Washington Birthplace NM, has been selected superintendent of Richmond NBP in Virginia, replacing Sylvester Putman. In announcing the appointment, Regional Director James Coleman recognized Storke's achievements in interpreting and providing services for visitors to the birthplace. "He is well prepared to become a park superintendent," Coleman said.

William A. Harris has been named Cape Lookout NS superintendent. A Kitty Hawk native, he succeeds Preston D. (Mac) Riddell, who retired after 33 years with the Service. Among the tasks Harris plans to tackle is completing the restoration of the lighthouse keeper's quarters.

Charles D. Wyatt, chief of interpretation and resource management at Fort Sumter NM, has been appointed to his first superintendency at Hubbell Trading Post NHS. He replaces Doug McChristian, recently appointed superintendent of Fort Union NM.

Larry Henderson, a 24-year veteran of the Service, has been named superintendent of Wupatki and Sunset Crater NMs. Henderson officially assumes the post he has held in an acting capacity since July when Henry L. Jones retired after a 29-year federal career.

AWARDS

Edward C. Rodriguez, Jr., superintendent of Amistad Recreation Area, recently was named "Mr. Amistad," a title that goes annually to a Texan who has made a significant contribution to community relations in the area of Del Rio, Texas,

and Ciudad Acuna, Coahuila, Mexico. Rodriguez, a native Texan and a graduate of Texas A&M, was honored for his "ongoing efforts for the betterment of relations between Del Rio and Ciudad Acuna and his cooperation in activities between Del Rio and Laughlin Air Force Base."

Hobart G. Cawood has been awarded the Army Distinguished Civilian Service Award by Army Secretary John O. Marsh, Jr. Marsh recognized Cawood "because of his leadership in the post that he occupies, and for his contributions over the years to our American heritage."

Carol J. Spears, park ranger at Cuyahoga Valley NRA, received the 1987 Freeman Tilden Award for Outstanding Interpretation of a national park unit. Her interpretative program at Cuyahoga focuses on hands-on visitor participation in actual park resource management activities while it fosters public awareness and appreciation of environmental processes throughout the park. Visitors to Cuyahoga are allowed to use the same equipment and procedures used by rangers in the field.

Marion A. Trozzolo, founder and owner of LPF Plastics Corporation, Kansas City, MO, received the National Park Service's Special Commendation Award. Trozzolo's company donated all labor, equipment, and materials to rehabilitate and paint the steel picket fence surrounding the Truman home at Harry S Truman NHS. In accepting the award, Trozzolo, a World War II veteran and former professor at Rockhurst College, said of President Truman, "I would have liked to thank him and to tell him that I loved him as the president of our country and that I would offer to do whatever I could for him to show my appreciation. Well, the occasion for my doing something for him never arose until our company became involved in restoring the Tru-

man home fence. I feel terrific about having worked on the fence and so does my family and all of our employees. We believe that we have received so much more than we have given in helping to restore the fence and in honoring his memory." Trozolo was responsible for the first application of teflon to cookware. Recently one of his original frying pans was placed in the Smithsonian Institution.

RETIREMENTS

Mrs. Dorothea Powell, the first site manager of Boston African American (BOAF) NHS, decided she would give herself a birthday present. So on October 13, 1987, her 62nd birthday, she retired after 13 years with NPS.

In the late '60s she attended Northeastern University as a grandmother and graduated cum laude in sociology. There she met Marie Rust, now NAR Associate RD-Administration, and later worked with Rust at Hanscom Air Base (Bedford, MA) before coming to the NPS.

Mrs. Powell began as a NARO personnel clerk in July 1974 and was made the first BOAF site manager in August 1981. "I knew it would be a real challenge," she said about taking the BOAF job, "but I also thought it would be fun and something I could relate to—it being a Black historical site and me being born and raised in Boston."

The site had very meager beginnings—shared office space and only ranger Ted Fowler as her "staff." Powell noted, "We did so many good things. I let Ted do the interpretive things. He was aggressive and did a fantastic job! I did the administrative chores, went around to the community and joined all the organizations I didn't already belong to. We got out on the Black Heritage Trail and were seen in uniform; before that people didn't know there were black park rangers in Boston. Together we put out the Black History calendar and many exhibits," she said.

Her most satisfying accomplishment was getting to talk to an impor-



tant Congressional aide who was traveling the East Coast looking for NPS projects to fund. (Then) Boston NHP Supt. Hugh Gurney got Dottie an audience with the aide. She told him about blacks' historical relationship with churches, and expressed her strong feelings in favor of restoring the dilapidated African Meeting House, the oldest standing black church in America. "When the million dollars was appropriated, it was like a miracle," she recalls, "even though we had no restoration plan at the time." Her main personal link to the building is that her grandfather signed up for Civil War duty there. "That link made me push as much as I did for things, though I think I got too involved personally sometimes," she said.

It was on her retirement day that the meeting house restoration was revealed to the public during a week-long celebration. "It's about 55% completed," she said. "It still needs the pews, landscaping, and rest places for the elderly, who will surely want to come see it. The door is open to finish the job," she continued. "Black people know what struggle is; if they (BOAF-Boston NHP-NPS) can get the word out and lots of people send a \$1 donation, it would be great."

Dottie and husband LeRoy plan to move to the Albuquerque, NM, area in Spring '88, where she plans to get involved in community projects. "The Park Service is a great place to work if you are people-oriented," she said, "and if you are interested in research and interpretation."

R. D. Tourangeau

DEATHS

Betty Jones-Frentz passed away October 13, 1987, after a long battle with cancer. Her Western Region friends wrote Betty's mother in Mississippi, her childhood home to which she recently had returned: "Betty had great strength and the courage of her convictions. As a very competent professional, she advanced human rights throughout the national parks. Betty touched many people's lives with her humor, energy, warmth, passionate spirit—her style! We loved Betty and miss her." Betty played a critically important role in the development of the Western Region's equal opportunity program, beginning as a secretary to the first equal opportunity manager and leaving in 1985 as lead EEO counselor. Believing we all must "pay now or pay later," Betty was passionate about equal opportunity. Her loving concern for all people and her joyful spirit shone through all her work.

Dr. Carl Swartzlow, 85, passed away October 1987. He had been in a nursing home in Dillon, MT, near his daughter, Joan. He had been confined to a wheelchair since his 1955 retirement on disability. At that time he served as the Midwest's regional naturalist, having begun his career in 1934 at Lava Beds NM and Crater Lake NP. He served as chief naturalist of Lassen Volcanic NP for 14 years before transferring to the regional office. His belief in the Park Service enabled him to obtain approval to start removing the overburden at Dinosaur NM. Using New Deal funding, the Service was able to manage a transient camp, and at times had 250 transients at work with picks, shovels and wheelbarrows—a good start on the development of one of the great paleontological exhibits of dinosaur bones in North America.

Swartzlow received the Department of the Interior's distinguished service award on March 12, 1956, and a distinguished alumni award from Lawrence College in Wisconsin the same year. He also co-authored

the Badlands Natural History Handbook and wrote articles for the Butte County Historical Society quarterly among other publications. His wife, Ruby, authored "Lassen, His Life and Legacy" (1964), as well as numerous other articles. Because of physical problems, Swartzlow began weaving as therapy, and won several blue ribbons at fairs and shows. He and his wife worked as a team on projects related to historical research.

Carl and Ruby's daughter, Mrs. Joan McDougal, lives at 23 Cloudrest, Dillon, MT 59725. Dr. Swartzlow also is survived by a sister, three grandchildren, seven great-grandchildren, four nieces and three nephews. Memorial donations may be made to the United Methodist Church building fund or to Dillon Public Library, 121 South Idaho Street, Dillon, MT 59725.



Edwin N. Winge, former chief public affairs officer for the National Park Service, and later the agency's senior Western spokesman, died December 29 at his home in San Francisco. He had undergone heart bypass surgery in November.

Winge, 68, headed the NPS public affairs operation in Washington from 1967 to 1973, a period noteworthy for major expansion of the park system and political demonstrations that swept the country from the Washington Monument to Yosemite NP. In 1973 he became the first full-time regional public affairs officer on the Pacific Coast, advising park officials on a wide range of issues until he retired in 1980.

"Ed Winge was one of the all-time great professionals," said George B. Hartzog, Jr., director of the National Park Service during Winge's tenure in Washington. "He demanded and got top performance, from himself and everyone he worked with. People were happy to cooperate because his judgment was superb; he was committed to accuracy and fairness, and his personal warmth won him their love and respect."

Winge's career was as colorful as the stocky, intense man himself. Born in Canton, SD, August 4, 1919, he was orphaned at an early age and

lived with relatives, first on a Minnesota farm and later in Sioux City, Iowa. He graduated from St. Olaf's College in June 1941 at the same time his draft board classified him 1-A. Because he was subject to Army service at any time, long-range career planning was out of the question. Winge joined a travelling magazine sales crew but soon found he hated the work. In Denver he quit his job and became a bellhop at the Brown Palace Hotel.

The expected draft call came in June 1942. He underwent training for service with tanks, was shipped to Europe in 1944 as part of an armored reconnaissance unit, and saw front-line service for many months. One of his major engagements was the critical Battle of the Bulge. Sergeant Winge was awarded the Bronze Star and honorably discharged in December 1945.

Winge promptly found work as a reporter for the Dayton (Ohio) Daily News, where he learned his craft by covering a wide variety of assignments. In 1951 he moved up to the Detroit Free Press and began to specialize in political coverage. Politics intrigued him; he saw it as a way to work for what he believed. In 1957 he left the newspaper to head up public relations for the Michigan Democratic Central Committee.

Four years later, in 1961, he joined the staff of U.S. Senator Patrick McNamara of Michigan. Eventually Winge became the senator's administrative assistant, the top staff position. When McNamara died in 1966, Winge joined the NPS, and within a year was promoted to chief of public affairs.

It was a time of dramatic changes for the national parks. Public use was increasing. The system was struggling to complete a backlog of needed roads, bridges, campgrounds and other physical improvements. Congress was authorizing new national parks and recreation areas everywhere. The fast-rising young environmental movement had begun to challenge traditional concepts of park management. And just then, the 1960s wave of protests and cultural ferment began to use national park lands as a stage for airing grievances, leading to confrontations with park

rangers and police. Winge and his small staff won the admiration of reporters, politicians and career NPS people alike as they coped with the challenges.

When Winge accepted a position in San Francisco in 1973, he continued to be on the cutting edge of change. The Bay Area was the heartland of militant environmentalism. Winge quickly converted former critics into new sympathizers and found his advice in demand, both regionally and nationwide.

After his formal retirement, Winge continued to work. For two weeks he served around the clock as a spokesman for the Federal Emergency Management Administration when Mount St. Helens erupted. He resumed freelance writing and saw numerous articles published. At the time of his death he was first vice president of Continued Learning in Retirement, a part of the University of California extension service.

Survivors include his wife of 41 years, the former Lois Clayton, who is a noted San Francisco artist; a son, Jon, and two daughters, Nora and Sara; and two grandchildren. The family has advised friends that Ed's favorite charities were the American Heart Association and the Salvation Army. The family may be reached at 1627 16th Ave., San Francisco, CA 94122.



Mack C. Greene, 62, who retired in March 1980 after 31 years federal service—25 with the NPS—died September 16 of heart failure in a Cleveland, OH, hospital. He had been attending a reunion of shipmates from his Navy days. He leaves his widow, Billie, 872 19th Ave. North, St. Petersburg, FL 33702, his mother, son, daughter, brother, nephew and three grandchildren. Mrs. Greene described her husband as "a loving, caring person—a patriot who served his country with pride in World War II and the Korean War."

Greene's NPS career began in 1955 at Andrew Johnson NHS. His other assignments included George Washington Birthplace NM, Cumberland Gap NHP, Home of Franklin D. Roosevelt NHS and Vanderbilt Man-

sion NHS, Great Smoky Mountains NP, Fire Island NS, Gateway NRA and the Quarters and Utilities Office, Lakewood, CO. Greene was a Mason, Shriner, Kentucky colonel, Tennessee colonel, West Virginia colonel, a member of the Destroyer Escort Sailors Association and a life member of the NPS E&AA.



Ralph M. Stratton, who retired from the NPS in December 1979, passed away on April 8, 1987, after an extended battle with health problems. He was buried with military honors at the Golden Gate National Cemetery, San Francisco, CA, on July 7.

Already an experienced civil engineer when he joined the Park Service in June 1955, Ralph showed such excellent command of engineering, design and construction principles that he advanced rapidly within the San Francisco Office of Design and Construction. He soon gained recognition as the NPS authority on water and waste-water systems, guiding the design of complex, innovative projects in the western U.S. When the service centers were combined in Denver in 1971, Ralph assumed the role of senior sanitary engineer. He received the Department of the Interior meritorious service award in 1973. His analytical mind, practical design approach, and keen memory were admired by his co-workers. When he retired, he was chief of the branch of professional consultants in the Denver Service Center. His wife, Louise, resides at 1618 South Garland Court, Lakewood, CO 80226. He also is survived by a daughter, her husband, and two grandchildren.



June A. Hall, 90, died at her home in Oakland, CA, September 23. She is survived by four daughters, two sons, 20 grandchildren, and 17 great-grandchildren. Her husband, Ansel, the first chief naturalist of the National Park Service, died in 1962. June was always at his side during those exciting, formative years in the western national parks.

It had been easy for this Victorian lady to be attracted to the adventurous young forestry professor at the University of California who later joined the NPS. She joined him in France for their wedding and extended honeymoon following his military service in World War I. His enthusiasm for the "new idea" of the National Park Service was contagious. The next 20 years were the growth years in western national parks, especially in interpretation and museum development. June Hall made a solid contribution while providing a loving home for the couple's six children (including one set of triplets).

A second career started in 1937 when she and Ansel acquired the concession in Mesa Verde NP and established the Mesa Verde Company. They worked side by side for 24 years to establish a concession operation with an international reputation for excellence. June Hall's Southwestern Indian Handcraft Shop was the pride of the NPS.



Jessie Cole, the widow of the late James Ellsworth Cole, passed away February 1987 at the Mount Tamalpais Nursing Home in Mill Valley, CA. Mrs. John (Gen) McLaughlin advised Howard Baker of Mrs. Cole's death after a phone conversation with the Coles' oldest daughter, Phyllis Brownell (Phyllis' address is unavailable but her phone number is 415/388-5443). Jim Cole, Jessie's husband, will be remembered as superintendent of Joshua Tree NM and also as the first administrator of Point Reyes NS. Gen McLaughlin's address is 7580 Oak Leaf Drive, Santa Rosa, CA 95404; her phone number is 707/539-0792. She is a life member of E&AA.



Mike Doyle passed away December 27 following a long illness. Prior to his retirement, effective December 23, he served as a program analyst in the Administrative Services Division. Persons wishing to do so may make contributions to the Northern Virginia Chapter of the American Cancer

Society, 124 Park Street SE, Vienna, VA 22180, or to the Hospice of Northern Virginia, 4715 15th St., Arlington, VA 22205. Mike is survived by his wife, Eileen, and their three children.



Recognition of **Jessica Barry's** passing appeared in the January Courier. Jessica's mother, Sheri Scherrer Barry, works for the Park Service at Pictured Rocks NL. She and her husband, John, may be reached at 563 North 17th St., Gladstone, MI 49837.



In October of 1983, I transferred into the National Park Service from another federal land management agency, still looking for that special challenge or inspiration that would help me to permanently commit myself to a natural resources management career with the federal government. It was at this time that I first met **Francis H. Jacot**. Jake, as his friends called him, changed my life, providing me with a sense of direction and purpose; additionally, he left us all with a lasting testimony to National Park Service dedication. Jake was a preservationist in the truest sense of the word. On September 2, 1987, this great man passed away, surrounded by loved ones in California. It is only fitting that we take a moment to reflect back upon his many accomplishments and monumental contribution to this agency that we all love.

Jake began his career in July 1946 as a Blister Rust Control Worker in Yosemite NP. After receiving his B.S. degree in Wildlife Management from Humboldt State, Jake returned to the National Park Service as a Blister Rust Control Crew Leader and continued to work in this capacity until his enlistment in the U.S. Navy in July 1950. The next four years of his life were devoted to country, and his participation in the Korean War. Later, Jake was re-employed by the NPS as a seasonal park ranger, Lake Mead NRA. In 1957, while working as a seasonal at Organ Pipe Cactus NM, Jake received his first career conditional appointment as a park ranger at Lake Mead. In September

1958 he was reassigned to Glacier Bay NPR where he was later promoted to chief park ranger. Francis Jacot was reassigned as supervisory park ranger (asst. chief) at Crater Lake, where he received career status in September 1960. Two years later he was promoted to staff biologist, WASO, and, in October 1964, to WASO staff park ranger. In 1967, he returned to Lake Mead as an assistant chief park ranger and remained in this position until he joined the WRO staff, initially as a resources program specialist. The next ten years of service at WRO saw Jake reassigned to staff park ranger and ultimately to Chief, Division of Natural Resources Management. Finally, he returned to Lake Mead NRA in 1986, to serve as assistant superintendent until his retirement later that year.

It will be impossible within the length of this tribute to elaborate on Jake's total contribution to the NPS natural resources management programs. Jake was perhaps most well known for his willingness to take on the "controversial" or sensitive issues, always siding with the threatened resource. Indeed, no battle was ever too large for this man, and he never used the politics of an issue as an excuse for not making the proper management decision. The re-establishment of a tule elk herd at Point Reyes, the removal of 15,000 feral goats from Hawaii Volcanoes NP, and 8,000 feral burros from Grand Canyon NP and Death Valley NM are typical of Jake's ability to meet the "round blocks" head on and, in the end, prevail in a manner symbolic of the mission of the Service.

For years, Jake served as "Western Region Encyclopedia" on issues pertaining to ecosystem management. His extensive knowledge of the natural resources and operations of all area parks provided continuity and integrity to regional programs. Jake led an aggressive campaign, promoting the wise use of prescribed fire/prescribed natural fire for accomplishing natural resource management objectives; his early direction and future visions in this area of management provided the foundation for a program that today

enjoys the standardization and professionalism warranted by such programs. Jake's years of experience as a ranger allowed him a unique authority and opportunity to preach a balanced approach to ranger activities, interpretation and natural resource management. Many of the natural resource management positions and/or divisions which exist throughout the Western Region today can be traced back to initiatives taken by Jake. In addition, Jake was one of the principal advocates for the creation of the Servicewide natural resources trainee program. When this was threatened, he defended its importance and the need for its continuation. Jake's obsession for improving the professionalism of the Servicewide natural resource management program put him at the forefront of efforts to accept the 401 series as a specific natural resource management specialist series. Additionally, some unique natural resource management funding mechanisms that are today alive and well within the Western Region (rotating resource base, cyclic maintenance program) were later created after Jake had laid down the foundation for such programs.

There was yet another aspect of Jake, the person, that brought him uniform respect among his peers—his sensitivity and compassion for others. As I suffered a life-threatening disease in 1985, Jake provided me with the inspiration to fight for my life. It was during this six month struggle, that I came to love him as my supervisor, closest friend and second father.

Likewise, Jake was loved by the rest of his staff, all of whom benefited at one time or another from his friendship. When others were in need, Jake gave generously of his time and resources. Working for Francis Jacot carried with it a special privilege, often the envy of others. Jake was a master at exploiting the greatest potential of his employees; personal work expectations were routinely surpassed while working for Jake.

In 1986, Jake made his last NPS public appearance in front of the Western Region Natural Resources Management Workshop at Las Vegas.

As keynote speaker, he fought back emotion as he reflected on his 34 years of NPS service and, more specifically, on the evolution of natural resources management throughout those years. His presentation was acknowledged by the 100+ natural resources managers present in the form of a sustained, standing ovation. Most fitting, Western Regional Director Stan Albright recently referred to Francis Jacot as a "legend in his own time"... a man of the highest standards and principles, never settling for anything less than the best for our national parks.

Jake is survived by his wife Jean who lives in Boulder City, NV. Many of you know her as National Park Service family. Her support of Jake throughout the years indirectly benefitted this agency in many ways. Additionally, Jake leaves his mother, a son, a daughter, and a grandson.

Jake's life can best be summarized by a quote from Henry Fairfield Ashorn, "the preservation of animal and plant life, and of general beauty of nature, is one of the foremost duties of men and women today. It is an imperative duty, because it must be performed at once, for otherwise it will be too late." Jake regarded these duties as the foundation for his life; his performance has set a precedent for all of us that have been charged with the protection of our natural systems. I will spend the rest of my life and career hoping that I can perform within the shadow and legacy left by Francis H. Jacot.

Thomas M. Gavin
Western Regional Forester

MEMBER NEWS

The Brueck family boasts two second generation NPS employees. Frederick R. Brueck, the patriarch of the family, was born in Mt. Lakes, NJ, in September 1914. His first NPS assignment sent him to Zion and Bryce Canyon NPs in June 1934 as a seasonal ranger. After time out for a tour of duty with the U.S. Navy, he returned to the Service, first as superintendent of Wupatki NM, then as assistant chief ranger in Zion. He held this latter position from 1953 to 1970 when he was appointed chief ranger at the park, a title he kept until his retirement in 1973.

During his time with the Service, Fred has seen a number of NPS youngsters move up the ladder. He remembers John Cook, E&AA chairman, as a young boy at the Grand Canyon, as well as meeting the McLarens at a few ranger schools in the early days.

Fred also is an EMT. For the past few years he has been chairman of the Emergency Medical Service Council for Kane County. Fred and his wife, Vaydes, visit NPS areas in their travels. They recently returned from a six-week camping trip to Alaska where they visited Denali NP, stopping by Crater Lake and North Cascades NPs on the way home. They live at 61 West 200 North #22, Kanab, UT 84741 when not on the road. They are life members of E&AA.

Fred and Vaydes have two sons, both with the National Park Service, and a daughter living in Bend, OR. Oldest son Philip (1224 Dewberry

Drive, Fredericksburg, VA 22401) recently became superintendent of Prince William Forest Park, after an NPS career that has taken him from Point Reyes NS to the National Capital Region, Cape Lookout NS, Ocmulgee NM and Lake Mead NRA. Eric, Fred's youngest, serves at Zion NP as a carpenter and maintenance worker. He joined the Service at Grand Canyon, working as a Fire Control Aide on the North Rim. Eric's firstborn, a daughter, has the distinction of being the first child ever to live on the North Rim in the winter. In 1981, Eric transferred to Zion NP. He enjoys scuba diving and mountaineering, having climbed almost every major rock formation in the park. He is a former EMT and presently a member of the Washington County Search and Rescue Posse. He and his family live at 1330 W. 100 N. #63, Hurricane, UT 84737.

During a ceremony to honor park volunteers, former *Courier* editor Naomi Hunt received a certificate, a book on Woodland Indian art, and a silver falcon effigy pin in recognition of her more than 660 hours of donated time in researching and drafting the administrative history for Mound City Group NM. Anna Shoemaker, an employee at the nearby Veterans Administration Medical Center, likewise was honored for her more than 115 hours of time donated toward enhancement of wildflower interpretation. Other volunteers recognized with certificates were Jeffrey Chilton, Nathan Anderson, Marion

Waggoner, Paula Potts, Leland Pomeroy, Hugh Gibbs, Rolland Williston, and Jim Yellowhawk.

Bob and Kathy Amdor are enjoying their work with the Western Region, though a three-hour commute is involved from their home at 975 Bridgecrossing Way, Concord, CA 954518. Kathy finds her work for the Personnel Office challenging. When not commuting to work, she fills her time taking computer courses and working on a book. Bob spends a lot of his time on the road also, traveling to Guam, Saipan and Hawaii as well as to the other parks in the region (alas, no time for golf). The Amdors are life members of E&AA.

Richard T. (Dick) Montgomery is feeling fine after a five-way bypass heart operation and the insertion of a pacemaker. He and his wife, Ruth, live at 1380 Willow Lane, Long Peaks Route, Estes Park, CO 80517. They are members of E&AA.

Lois Kowski, widow of the highly respected Frank F. Kowski, attended the 30-year Training Center Reunion at Yosemite NP last summer. She and friends also stayed for the Yosemite Old Timers Reunion, which, Lois says, gave her a great lift in every way. Frank Kowski served as the first supervisor of the Horace M. Albright Training Center, initially at

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Yosemite and then at Grand Canyon. His work at Albright earned him the Department of the Interior's Distinguished Service Award.

■

When Melvin A. Thuring recently upgraded his E&AA membership to Life, he wondered why he had not done it before. He also said his WASO days working in Design and Construction under Tom Vint during MISSION 66 were the most rewarding of his career. He and Doris live at 1031 East Briarwood Circle, Littleton, CO 80122, where they enjoy good health and a lot of travel.

■

Edwina M. Noffsinger of Box 35, Babb, MT 59411, who retired in 1966 as secretary to Superintendent Keith Neilson of Glacier NP, has decided to elevate her E&AA membership to Life. She comments that at 91 she feels she best not go for Third or Fourth Century membership.

■

In a recent letter to E&AA, Chuck and Ronnie Budge of 342 Fairway Drive, Whitefish, MT 59937, filled in a few additional details about the life of their father, James T. Budge, who passed away August 31, 1987. Chuck Budge remembers his father was a power boat operator during the CCC days. His primary job was the cleanup of dead timber along the shores of Jackson Lake. Jim Budge also served as the mechanic and shop foreman at Grand Teton, later transferring to Big Bend and Mesa Verde NPs.

■

Burt Coale, life member of E&AA, who retired from the Midwest Region's office of public affairs in 1973, suggested that articles concerning alumni in the *Courier* should include photographs, as space permits. So, please, alumni, when sending in news items, include a clear black and white photo. Burt notes that he recently purchased a VCR for those occasions when his grand-

children come to visit, but he also looks forward to watching the Grand Canyon Video Postcard that E&AA offers. His address is 638 Spencer Avenue, Council Bluffs, Iowa 51501.

■

In remarking on his recent address change to 70 Woodcutter Court, Palm Harbor, FL 34683, Gene Peluso said he would miss his *Courier* if he didn't receive it because it helps him keep track of NPS friends. He is a life member of E&AA.

B U S I N E S S N E W S

The Education Trust Fund received a generous donation of \$86 from Lois Kowski, representing the Santa Fe NPS Women's group. The money was raised by selling desserts after a good cookout at the Southwest Regional Office. E&AA is grateful to the Santa Fe Women for their continued support of the Trust Fund, and continues to enjoy hearing about the innovative ways they earn money for the fund. The fund is called upon more and more each year to assist Park Service families as their children earn undergraduate degrees.

■

Main Interior Building's Director's corridor was lively the afternoon of November 24 as George Hartzog, Bill Everhart, and Ross Holland left a Take Pride in America meeting, pausing to greet old friends along the way. Their presence in the Washington Office was still being discussed the next morning over coffee in the cafeteria. All agreed it was good to see them again, still active in the Park Service's mission and particularly its part in the Take Pride in America campaign. Hartzog, Everhart, and Holland had been attending a meeting called by Trudy Harlow to judge the 20 entries for the NPS Take Pride in America nominations. They selected five as the Service's contribution to the national level 1987 Take Pride in America competition.

The five nominees are: Cape Hatteras NS, Denver Federal Executive Board, Gettysburg NMP, Hot Springs NP, and Ocmulgee NM.

E&AA encourages its members, especially its alumni, to assist NPS regional directors, superintendents, and area offices in the Take Pride in America program. George Fry, E&AA's Special Membership Chairman, works closely with Southeast Region's Take Pride Coordinator, Bill Springer. Director Mott requests that all alumni members work with their nearest park superintendents and the Boy and Girl Scout Councils where they live.

O F N O T E

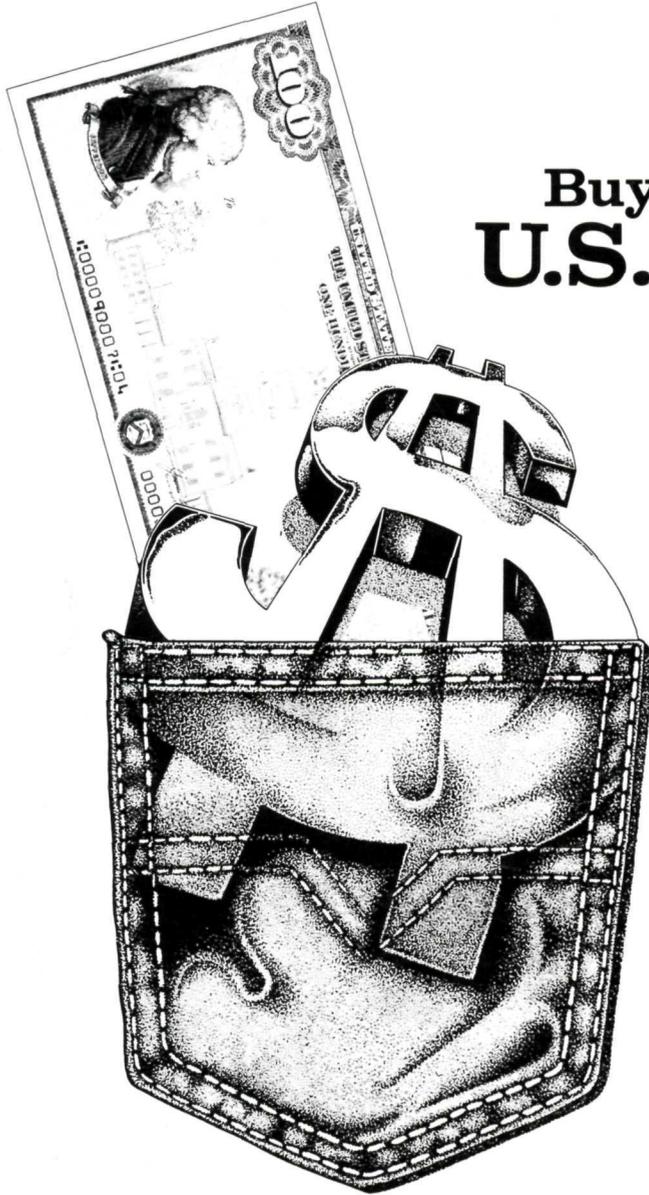
■

As a nation we dispose of more than 150 million tons of municipal solid waste annually. The recent garbage barge incident dramatically illustrates how rapidly we are running out of room for our trash. For this reason, Keep America Beautiful, Inc., presents the second edition of its Multi-Material Recycling Manual, originally produced in 1983. The manual is available for \$35 from Keep America Beautiful, Inc., 9 West Broad St., Stamford, CT 06902.

■

America is in the midst of a walking boom with 55 million exercise walkers, 40 million sport walkers, and 10,000 new walking clubs and events. In response to this boom, Gary Yanker and Walking World editors are now calling for walkers to nominate their favorite walks for the *California Walking Atlas*, the *Midwest Walking Atlas*, and the *New England Walking Atlas* to be published by McGraw-Hill in Fall 1988. Among the categories are Best City Walk, Best Country Walk, Best Beach Walk, and Best Unguided Walking Tour. Prizes will be awarded to winners in each category. For information, send a self-addressed, stamped envelope to America's Best Walks, Walking World, P.O. Box K, Gracie Station, NY, NY 10028. The deadline for the contest is March 30.

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