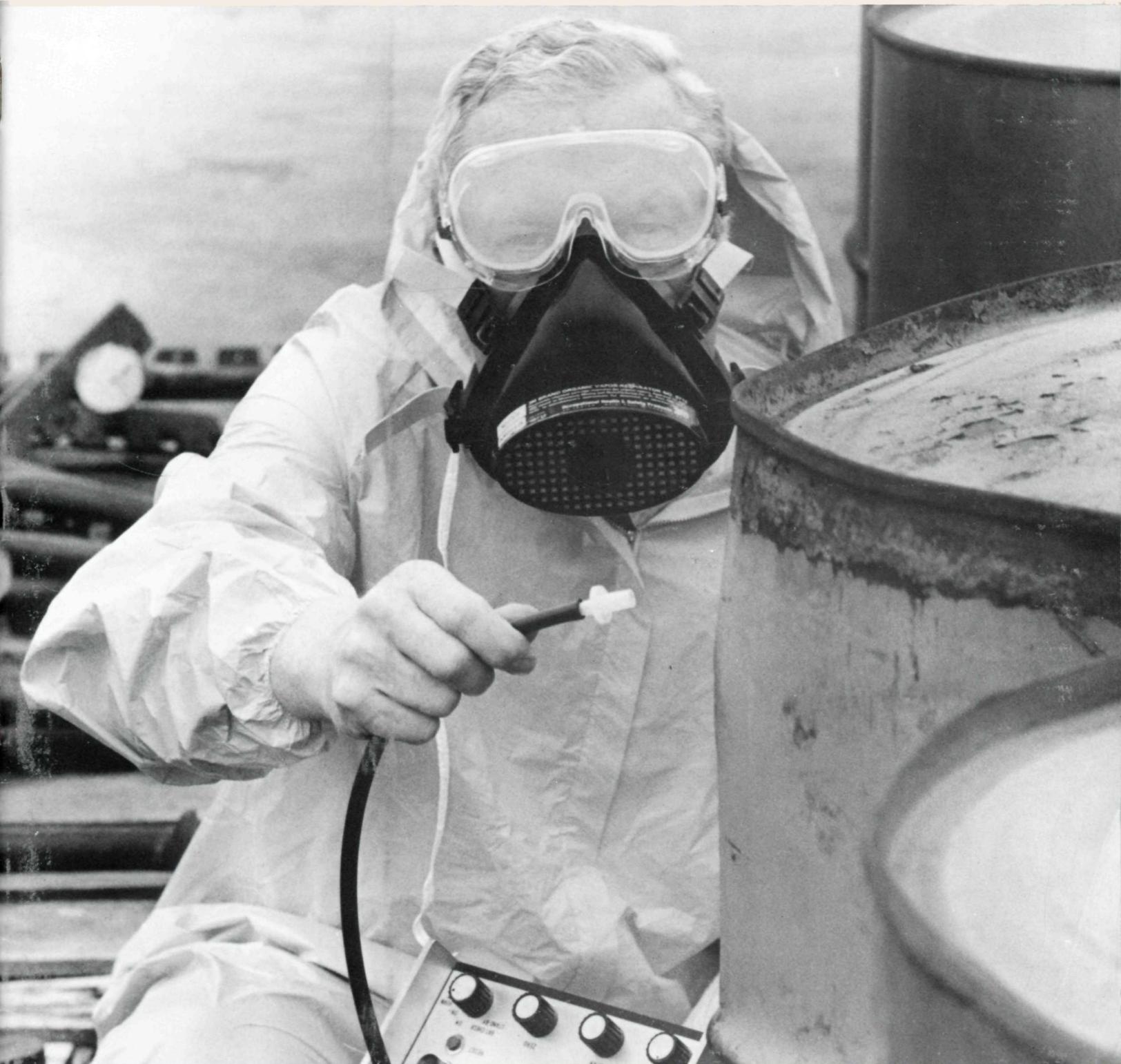


COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



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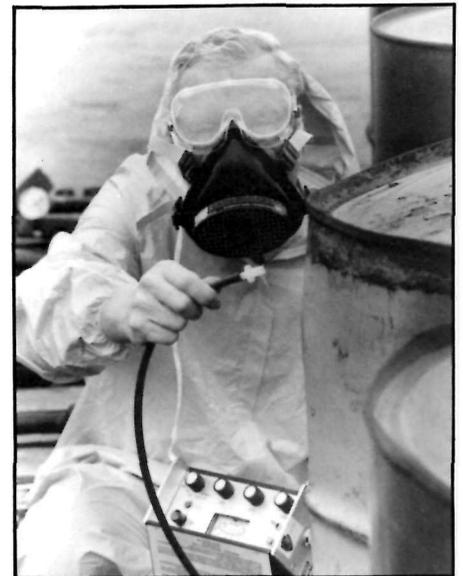
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National Capital Region's Safety Inspector **Jessie Winchester** checks drums at Brentwood facility for possible hazardous waste. Photo by Bill Clark, whose work also appeared on the *Courier's* February cover.



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The Director's Report

PLAYING IT SAFE



After all I've said and written urging you to take calculated risks, you probably wouldn't expect to see one of my columns entitled "Playing It Safe." But I make a big distinction between taking management risks and physical risks. In both, the key word is "calculated." The acceptable calculated threshold for physical risks is what safety is all about, and, as employees, playing it safe on the job enables you to enjoy the physical well-being that makes management risks possible. Safely performing a job can make the all-important difference in how well we serve the public and how well we serve ourselves.

Safety is a concern of major proportions, and when I'm asked what the Service is doing to make parks safe—safe for employees and safe for visitors—I usually reply that we're doing all we can. Parks will never be, nor should they be, completely safe. Parks are places in which visitors can experience natural environments and where some risks are just going to be part of the package. Sometimes it is those risks that actually attract people. But even when it's just the scenery they come for, we don't want to clutter or block views or damage resources with barriers or restraints. When visiting parks, especially natural areas, visitors are not looking for sanitized, controlled, and confined environments. So, our role as I see it is to provide them with as safe a park as we can without tampering with or, even worse, destroying the essence of an area.

So, the questions come up again...what *do* we do and what *can* we do to make parks safe? With regard to visitors, we can make the parks safer and urge the public to be more careful. To make parks physically safer, we can assure that our man-made facilities are designed for safety and well-maintained. Providing safety information is another way we can encourage visitors to act in a manner appropriate to the risks. I believe that most visitors are well-intentioned people who do not want to get hurt, to hurt others, or, for that matter, to hurt the parks. They are receptive to information, and informing visitors is something the Park Service has become good at over the years—the Service is renowned for its interpretive programs as well as its information brochures, audio-visual productions, exhibits, and markers. We inform a lot of people about how to behave safely in grizzly country; what to wear when hiking or mountain climbing; what to expect concerning weather forecasts; how to avoid giardia; and what the symptoms of lyme disease are. Through both the information we provide and the visitors' own knowledge and preparation, visitors make their own informed, calculated-risk decisions—enjoying challenging experiences while behaving sensibly. White-water canoeing, mountain climbing, and scuba diving involve risks that cannot be eliminated completely, but, with knowledge and experience, their risks can be minimized.

How do we keep parks safe for employees? One thing we do is be "safety-minded." We each must understand and appreciate the need for safety procedures and encourage safe practices by fellow employees. Follow all safety rules and procedures—they exist to help keep you safe. Following the rules means doing things by the numbers, even when it gets tedious. It means wearing the proper gear and using the appropriate equipment. Often, a safety procedure may take extra effort, when simply eliminating it would speed things up. Cutting safety corners isn't smart and it isn't efficient. From a tough-minded management

perspective, it is critical to keep employees "safe" to keep the organization running effectively and smoothly. When employees have accidents, the mission of the Service is compromised. While that may be a legitimate management perspective, safety is more important to me, and I hope to all of us, because of the toll unsafe practices take on human lives. Follow the rules not only for your own health, which is critically important, but also, undeniably, for the health of the organization.

While I've been discussing the safety responsibilities of the Service, clearly, much of the responsibility lies directly with visitors and employees. Being safe requires good sense, which sometimes may involve getting additional information about an activity. I would hope that visitors ask rangers about possible weather conditions before taking off on an extended walk or hike. I hope also that, if they suspect some hazard, they contact us—that's what we're here for. But all the information and assistance in the world isn't worth much if it's ignored or disregarded. Ultimately, a visitor has a personal responsibility to heed advice and to seek information if it is not readily available.

Similarly, employees have a responsibility to learn and to follow appropriate safety procedures. Each of you should take it upon yourself to make the necessary efforts to avoid accidents. Unfortunately, some accidents won't be avoidable because the particular situations are not in our control, but most accidents can be avoided if we take it upon ourselves to play it safe.

I can't help but think of the old saying, "Better safe than sorry." There's a lot of truth in that!

A handwritten signature in black ink, appearing to read "William Penn Mott, Jr." The signature is fluid and cursive.

William Penn Mott, Jr.

FROM THE EDITOR

In less than a month, superintendents, assistant superintendents, regional staff, Washington staff and other NPS family members, near and far, will assemble outside of Jackson, Wyoming. They will be gathering for the first superintendents' conference in more than ten years—narrowing the gap by about two years between the previous superintendent's conference and its predecessor. There will be "big doings" then—a lot of forward glances toward the 21st century, some casting of the eyes back toward earlier accomplishments, and the opportunity, the incredibly important opportunity, to speak face-to-face about matters that have been knocking about in the stray corners of many individuals' minds, creative ideas that may have gone personally unacknowledged because the forum for sharing them was not at hand.

Apropos this month of the mental preparation already being made by conference attendees, let me call attention to Gary Machlis' article. Like several stories in this issue, his reflects a safety-related theme. Yet, also like the others, it bears the mark of unique thinking. Machlis writes about risk-taking—how it is perceived by the American public, where the parks fit into the equation, and what the chances of injury are to those who visit parks in contrast, as he points out, to university professors whose work requires them to travel for a living.

Making the long leap from Machlis' article back to the conference, there is, it seems, something equally risky about having ideas—even riskier about sharing them. Mental stretching into new and untried spaces can leave one feeling exposed, openly vulnerable.

Fortunately, risk is also a powerful magnet. As a member of a group of writers who gather to discuss each other's work, I often feel this dualism. On those evenings when one of my stories comes up for review, I swing back and forth between the

nervous energy born of being the center of attention and the equally powerful anxiety born of knowing that I—or at least everything I stand for in print—might be crushed by one incredibly telling, cutting remark.

But such is the price we pay for growth—for stretching physically or mentally beyond our limits. The body aches. The emotions are battered—a little. But an idea has been communicated. It is out there. It stands on its own. Then someone else takes it, possibly improves on it, and passes it along. It grows. And maybe—just maybe—it effects result that change something for the better.

I love change, not for its own sake but for the creative vitality it urges on those who seek it. Indeed, the most remarkable quality of this mercurial process is that it can either be controlled or be controlling. I may seek it out, choosing purposely to open myself to criticism in order to improve what I do, or, I may wait, accepting things as they are, until one day they alter on their own, and I find myself with no say in that process.

The upcoming superintendents' conference offers participants a rare, potentially revitalizing, opportunity to step forth with courage (accompanied by anxiety, but that's all right). It offers—again, potentially—a forum for the kind of brainstorming that may grow until the idea (not its creators) is the bright ideal mutually aimed for. What the conference is and what it may come to mean are in the hands of those who attend it. Ten years ago at the last conference, Margaret Murie described her vision of the ideal superintendent: "A person of enormous heart and enormous patience and love for people, who senses the feelings of staff and of the public, but who also...has a rod of steel up his spine."

The conference is certainly not the only forge on which this kind of person is made. But it may be an unbeatable opportunity for the views of such individuals to be shared.

INQUIRING MINDS WANT TO KNOW

Dixie Tourangeau

MARCH 23 —Brrr! By the time I read this in print, it had better be warm enough for hiking shorts. If this is Spring, why am I wearing the same amount of clothing as in January? Attention Everglades and Death Valley: Enough is enough! Send warmth immediately!

Many moons ago, Spring officially sprung for me only after my first sighting of baseball card packs stacked in store display cases. Now the cards are out in January to placate greedy and impatient "collectors." It's a hobby gone sour. For NPS folk, though, there is a highly recognizable trumpeter of the season. Consult your local press for the first story titled, "Are We Loving Our National Parks To Death?" or some equivalent headline. This type of article represents the cannon that signaled the Oklahoma Land Rush. What follows is the public deluge at information desks—questions about parks and the much heralded and feared crowds.

Park-visiting novices are interesting because they are always scheming how best to avoid these predicted thundering hordes in places they've never been. "Do you think if I go during May, during the week about 4 p.m., that I'll be all right?" Yeah, Glacier should be pretty quiet then.

Park information requesters who call this office fall into several categories. Some know nothing and plead for help. Some know nothing and try to fake it. Some know a little, but it's outdated. Some know a little, but apply it poorly. Some know plenty, except that it's incorrect information. Those who know plenty of correct information don't call. Camping (and accommodations) reservations have everyone confused. Some think we run every park campground in America with, naturally, a reservation system. Some have never heard of Ticketron. Some have camping and accommodations reservations in a tangled misinformational mess. Some think we have loads of accommodations in every park, and some

think we don't even have huts. "What town should we stay in if we visit Yellowstone?"

Can You Find Colorado?

Any basic geography that most of these decent sorts learned has long since rusted, and their map reading abilities are questionable. (People who can read maps can't understand why other people can't.) The ground they expect to cover would humble explorers Lewis and Clark. Their time is usually limited; and that's before they mention the stops at Uncle Charlie's or their high school buddy's for a couple days.

There are faulty trip plans and then there are well-thought-out disasters. In five years I've heard and tried to correct many strange trip ideas, but a round-faced, very excited guy who came in early this month wins the 1988 award for Abysmal Trip Routing. Worst of all, he spent "a lot of time figuring this out" before he walked into our office a month before leaving. He was ready to go! It's a trip to celebrate his 30th birthday, and his fifth wedding anniversary. His endurance test: a zig-zag course through southern Utah, Grand Canyon area, eastern Arizona, Phoenix, then Lake Tahoe, Yosemite and the California Coast. Time: three weeks! There are rental cars, small plane rides, a float trip and a rendezvous with his brother, who is joining the trip in mid-apocalypse. He's not camping so he already made some motel reservations. A magic carpet would have had a tough time making all those destinations on schedule. I told him it was thoughtful of him to be so close to Las Vegas, so his wife could get a quick divorce. His heart was good though; he really did want to spend time in all the parks and enjoy them to the fullest. Let's say he was almost convinced of his errors before he left for home. Can't wait to hear what happens.

Some travelers are actually afraid of the whole idea of day-after-day movement over long distances if it's their first attempt at it. One nice woman last year was so anxious about making an error in planning, thereby ruining her family's vacation, that when she realized how much I

knew from my own travels, she practically demanded that I tell her where to stay every night. She did fine, I later found out. I guess everyone else has too, because no one has ever called or written about getting bad information and there are repeat customers. Their postcards adorn our office door.

THE PERSONNEL SIDE

Terrie Fajardo

With the red lights flashing, the medics just lifted Pete into the ambulance. Standing at curb-side, I'm muttering to myself, "What's wrong with people? Why do they do the foolish things they do? Why can't they just be more safety-conscious?" Marie Williams, our employee relations specialist, just shakes her head, "I'd better get started on those forms."

Pete Martin's office in Main Interior is moving. He tried to save a little time by moving some of the furniture himself—now he's on his way to George Washington University Hospital with his back out of place. He should have waited for the movers!

Here in Washington, we're not as safety-minded as we should be. Since we seldom deal with manual labor, we are not geared to think "safety first." When filling file drawers, how many of us remember to start at the bottom? If you're like me—too lazy to bend over—you start at the top. Remember, those drawers are top-heavy. By filling from the bottom up, you're less likely to have them topple over on you. What about typewriter cords, telephone cords, computer cords and the like—do you always remember to tuck them under the desk or table? And how about open file drawers, especially the bottom ones? If you leave them open and walk away, the next thing you know an officemate has tripped over them. Most office mishaps can be avoided if we just take time to "look before we leap!"

If an on-duty accident does occur, what are my responsibilities as an employee or as a supervisor? What should be done first? Of course, the first order of business after an injury is medical attention. Secondly, the employee and his/her supervisor should contact the employee relations specialist in the Personnel Office. Like Marie Williams for the Headquarters Office, these individuals deal with injury compensation under the Federal Employee's Compensation Act (FECA). Thanks to Marie, I'm passing on the following injury guidelines:

1) An employee who sustains a disabling, job-related traumatic injury is entitled to continuation of regular pay for a period not to exceed 45 calendar days.

2) A traumatic injury is defined as a wound or other condition of the body caused by external force, including physical stress or strain. The injury must be identifiable by time and place of occurrence, and be caused by a specific event or incident within a single work day. Continuation of pay is not applicable for occupational diseases or illnesses (non-traumatic injury).

3) An employee is required to give his/her supervisor written notice of injury within 30 days after an injury occurs. The form to complete is CA-1, Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation. If the employee is physically unable to complete the form, someone else may complete it on his/her behalf.

4) The employee must state on the CA-1 form whether the employee wishes to receive sick or annual leave, or requests continuation of regular pay.

5) The injured employee's supervisor must complete form CA-16, Request for Examination and/or Treatment. Item 6A is to be checked when the supervisor has personal knowledge that the employee was injured while in the performance of duty. When this item is checked, the form authorizes all necessary treatment with the exception of elective surgery. Remember, this form need not be completed before medical assistance is received. It is vital that an injured employee seek treatment as

soon as possible. The CA-16 form and the employee's completed CA-1 form must be sent to the employee relations specialist in the Personnel Office.

Well, Marie just told me that Pete will be spending a few days in the hospital. I think I'll stop by and see him after work. Maybe he'd like a good book—"Traction Can Be Fun!"

For more information about job-related injuries, Federal Personnel Manual Chapter 810 is the place to "read more about it." Also contact your friendly personnelists. They're the ones with all the bandaids!

'Till next time, *be safe* and have a great day.

LETTERS

Editor's Note: On page 5 of its March issue, the *Courier* ran a letter from Bruce Craig, National Parks and Conservation Association, that discussed NPS treatment of skeletal remains found in parks. As it turns out, Craig's example of park management establishing "new designated burial areas" and being "at odds with veterans' organizations" at Saratoga NHP was inaccurate.

His reference concerns a storage project at the park. During an archeological investigation in the early '70s, skeletal remains were uncovered at Saratoga. The scientific community felt these remains contained important dietary and anthropological information and should be stored at the investigating institution. Later, in the 1980s, citizens who considered the remains to be American War dead called on the NPS to inter the remains in the park.

In order to remove the bones from the shelf while continuing to provide artifact access to the scientific community, the NPS placed the remains in underground storage in hermetically sealed containers near the park visitor center last September. While not jeopardizing the integrity of the artifacts, this compromise satisfied both scientists and veterans. To demonstrate their appreciation, the New York State Chapter of the American Legion passed, on January

30, 1988, a state-wide resolution supporting cultural activities at national parks, citing in particular the Saratoga case criticized by Craig.

These NPS efforts—finding an acceptable compromise to satisfy the differing concerns of various citizen groups—reflect the Service's commitment to cooperate with all interested parties.

I would like to compliment you on the January issue of the *Courier*, featuring the Harpers Ferry Center. It was well organized, well written, and well received by those of us at Harpers Ferry. I have no question about what was written, but rather about what was not written. A reprint of the section on Harpers Ferry was passed out among the employees, and many of them took copies home to their families. How many of these hundreds of people now believe that the Historic Furnishings Division is focused around living history demonstrations?

What happened to the hours and hours of research? The many hours on the road searching for just the right artifact to refurbish these many historic structures? Sometimes having to settle for just plain potluck! What about the people who have devoted years of their life doing all this, not to mention having to reconstruct a wallcovering from a mere scrap, or in the absence of any original sampling, search for period papers, carpet, or upholstery to complete the total picture of history. Not included in the above is the endless trail of paperwork involved in making the purchases, processing accession worksheets, object treatment requests, shipping, and, last but not least, endless telephone conversations with regions, parks, vendors, and other divisions; not to mention interviews with family members, friends or casual acquaintances just trying to put all the pieces together into one neat package.

The Russian Bishop's House in Sitka, Alaska, would have made a good feature article for this division, or Lincoln Home, Salem Maritime, Ellis Island, or the Fordyce Bathhouse in Hot Springs, Arkansas—only to name a few.

The time consumed by this division and procurement personnel on furniture acquisitions, reproduction objects and materials, and period purchases would fill one entire issue of the *Courier*.

Norma A. Smallwood
HFC Historic Furnishings Division

I read with some dismay Alan Hogenauer's remarks and Glenn Baker's reactions to them—the stuff about "marketing the national park system." The latter says "we should be aggressively marketing (the system) so that everybody will put visiting (the parks) at the top of their list of things to do with their leisure time." There is nothing in the Organic Act that can be interpreted as an injunction to promote. Such a reading of the mission is as invalid as the presumption that the postal service should encourage its patrons to send more packages, or that one of the Army's functions is to promote war.

The Service is charged with providing for enjoyment, but not necessarily encouraging enjoyment. Promotion of increased use could well make the preserving and protecting part of the job completely impossible.

Baker's enthusiasm for the parks is touching—we all share it, but let's leave aggressive salesmanship to side-show barkers and the excesses of Hollywood. The parks are not "products."

Alden C. Hayes
NPS, Retired

Editor's Note: The Courier seeks to encourage debate and provide a forum for that purpose. Nevertheless, it must be noted that the 1916 Act says, in part: "The Service thus established shall promote and regulate..."

THE WHAT, WHEN, WHERE OF RADON

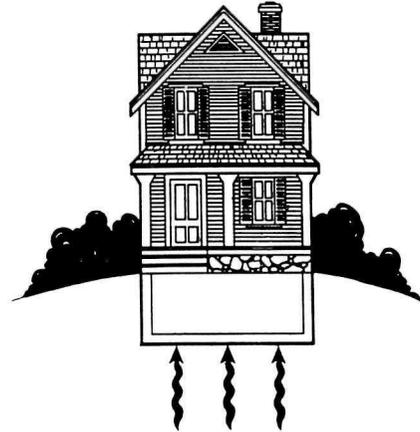
AND HOW TO LIVE WITH IT. For a colorless, odorless, tasteless gas produced by the normal radio-active decay of uranium, radon has been getting quite a lot of publicity lately. Grocery stores advertise kits to detect it. News reports treat it like an enemy slipping up on the unknowing homeowner. What's all the fuss?

High concentrations of radon occur naturally in soils and rocks containing uranium, granite, shale, phosphate, and pitchblende. Being a gas, radon rises to the surface of the earth. It poses little risk if it makes its way out to the open where it disperses and dissipates. However, if trapped in a building, it may accumulate in hazardous concentrations. Radon can seep into a building through dirt floors and minute cracks in concrete floors and walls, as well as through joints, sumps and pores in hollow-block walls. Some stone walls may even be a source of radon. It is not unusual to find that radon concentrations vary widely, even in adjacent buildings of similar construction. Just because your neighbor's house has a problem does not mean you can assume yours does also. Each building must be tested.

The only known health effect associated with exposure to radon is an increased risk of lung cancer. Radon breaks down in steps of radioactive decay producing a chain of radioactive daughter elements. Inhaled either directly or attached to dust specks, these solid daughters can lodge in the lungs where they emit radioactive alpha particles. An individual's risk of developing lung cancer depends on the concentration of radon and the length of exposure. Scientists estimate that as many as 20,000 extra lung cancer deaths in the United States each year are due to radon.

Radon gas is measured in picocuries per liter of air (pCi/l). The Environmental Protection Agency recommends remedial action if the annual average concentration exceeds 4pCi/l—the equivalent of receiving about 200 chest x-rays per year. Recognize that this figure is based on the assumption that you will be spending 75 percent of your time in the building over an estimated 70-year lifetime. So there's no need to panic. At this level EPA recommends mitigation be taken "within a few years."

Two basic testing devices for radon now are available: charcoal canisters and alpha track detectors. The canister measures radon concentration during a two- to four-day period. Left in place for one to twelve months, the alpha track



yields an average radon concentration for that time period. The canister gives a quick reading, but no indication of radon levels over time. Follow-up measurements generally need to be taken in order to verify the problem, gauge its seriousness, and decide what action to take.

To remedy a radon problem, the simplest course of action for a building that extends below ground level is to seal the joints where wall meets floor and wall meets wall, seal the top course of blocks in a cinder block wall, and apply paint-sealer to the walls and floors. This helps to keep radon gas from entering the building.

Another simple action is ventilation. Install air vents in basement walls or the crawlspace beneath the building. Then natural air currents or a fan can "move the good air in and the bad air out." This has obvious drawbacks in a cold, winter climate. In such cases an air-to-air heat exchanger is needed, and that's expensive. Another method involves sub-slab ventilation. If the floor slab rests on a bed of porous gravel, installing a vent pipe with a fan to draw air from under the slab and exhaust it harmlessly into the air above the roof may be a workable solution. What this does is take the bad air away before it gets into the building.

Although every building cannot be "fixed" right away, building owners and employees still can take steps to lower risk: 1) stop smoking—the risk of lung cancer from exposure to both radon and cigarette smoke is greater than the risk from either one alone; at the very least, give up smoking indoors; 2) spend less time in areas with higher concentrations of radon, such as a basement; especially don't use that area for sleeping; 3) whenever practical, open windows and operate fans to increase air flow through the building, a practice that is especially important in a basement; 4) keep crawlspace vents completely open all year. In severe winter areas, close vents only during the severest months.

For more detailed information, contact your nearest EPA office for a copy of publication OPA-86-004, "A Citizen's Guide to Radon: What It Is and What To Do About It."

Allen Kingsbury is the assistant director of the PHS/NPS Environmental Sanitation Program

HEY, MR. SAFETY OFFICER, WHAT'S NEW?

Did you ever have a conversation that appeared apropos of nothing at the time but later assumed much greater significance? I had such a conversation recently. It came in the form of a telephone call from a park ranger in one of the larger parks, and it caused me to reflect on a series of similar incidents. It seems that the ranger had become interested in the NPS safety program and wanted a full-time position. Not a big deal? Maybe—but his was one of more than ten such inquiries from all over the country in the past ten to twelve months. Every caller was seeking a full-time move into safety.

When I first joined the safety program in 1967, managers found it difficult to give such jobs away. Now career employees actively seek the assignment. In some parks, open competition exists among employees about who should “have the benefit” of the job. Experience in safety is listed increasingly on application forms as a valuable consideration for selection. Why? What has changed? Why would career employees seek a move into safety?

Vern Hurt, Regional Safety Manager in the North Atlantic Region, recently made such a move, giving up a supervisory park ranger position. Vern says it was because, as a ranger, he had been getting “wrapped up in park safety

problems.” He “recognized that safety problems, such as dealing with hazardous wastes, are becoming more and more a part of everything that goes on in the park,” and wanted to exert some influence, using his experience, to make these problems a greater part of the management picture.

What attracted Dawn Harrington was “the challenge of the safety program.” She wanted to get in on the ground floor of a program the park was beginning to push. Since 1985, Dawn has been the full-time park safety officer at Independence NHP. In her three years on the job, she says “there are no two days alike.” There is no monotony; there is a lot of challenge. She describes safety as “a broader job that deals with all managers and all divisions. The safety person can’t concentrate on one function but has to rely on a broad variety of skills that change constantly.”

Yes, things are changing. The old image of the program as a social welfare program, oriented towards putting up posters and stressing the need to wear hard hats, is past. The modern safety practitioner probably becomes more involved with a broader range of inter-divisional activities and contacts than anyone else in the park—except the superintendent. As Dawn observed, the needs keep changing and the safety person has to be able to meet them. One day, the



An accident in the making?



Dawn Harrington performing part of an inspection assuming “the challenge of the safety program.”

problem may be something basic, such as the proper use of woodworking tools in the carpenter shop. The next, it may require analyzing the contents of a hazardous substance or the safety of a three-level hotel for park visitors.

In all instances the safety officer is expected to keep park management apprised of work, or visitor, situations that might result in accidents and personal loss or claims against the government. Measured against the great personal loss often occasioned by accidents, financial loss appears less significant—but keep in mind that the Service could have operated all the parks in Arizona (except the Grand Canyon) for two years with the money it used to cover accident costs in 1987. It could have purchased more than 600 patrol cars or pickup trucks (at \$10,000 each) with the same funds. Similarly, the Service could have linked every park in the system to every other park with the help of desk-top computers, and done it three times over for the costs of the 1987 accidents.

As a result, managers are coming to recognize safety issues as a critical part of their planning and decision-making process. Bob Barbee, park superintendent at Yellowstone, sees the NPS safety program as “becoming more institutionalized in incremental, measurable ways... We are now viewing the idea of prevention as a major goal, rather than simply reacting to crises.”

He credits this to an upgrade in the overall professionalism and credibility of the Service’s safety managers. Once, safety was considered part of the “other duties as assigned” section of a job description, and there was neither training nor preparation for what that entailed. Now the Service has well-defined standards and training programs that prepare safety officers to better assist park management.

Properly prepared, safety officers identify potential problems on the job that may lead to accidental loss, problems such as proper design and rehabilitation of park facilities. The Service can point to improvements at facilities like the Old Faithful Hotel in Yellowstone and the Wawona Hotel in Yosemite to illustrate marked changes in concepts and values. Likewise, it can point to the skills and know-how of today’s park safety officers as the root of these changes, along with changing management attitudes.

Other changes should be taking effect in the near future. For example, the term “safety” may be replaced by “loss control management,” a phrase that illustrates the expanded role of the professional and includes occupational illness, property damage, and abuse of equipment through improper use and maintenance. Having graduated from the old “safety poster program,” professionals increasingly find themselves advising management on ways to reduce losses associated with accidents and waste. Objectives of today’s safety program have evolved to include an emphasis on improving work effectiveness, efficiency, and quality while reducing liability through established standards and accepted work practices.

Special emphasis programs also will be involved in safety’s new directions—that is, specially focused programs to control



A good safety record starts with the individual

critical sources of loss. Look for such emphasis in programs to control motor vehicle accidents and back injuries soon. A little farther down the line, there may be medical surveillance and a safety officer intake program to develop professionalism in-house.

Yes, there has been a significant improvement in National Park Service programs to protect employees and visitors from accidents. There will be others, as a result of the Service’s continuing effort to do the job better. The park safety officer, with full support and understanding from an enlightened management, has been the back bone of this movement. We expect that it will remain so. We invite you to join in this effort—after all, ultimately, it is for you.

Richard L. Wilburn is Chief, Branch of Safety Management, NPS-WASO.

AT COAL CREEK

PARK TAKES MULTI-DISCIPLINARY APPROACH TO HAZARDOUS WASTE.

In 1986, 69 mining claims, a mining camp and a floating gold dredge located within Yukon-Charley Rivers National Preserve were donated to the National Park Service. The donation from Coal Creek Mining Properties gave the Park Service a chance to evaluate the property for National Register of Historic Places status. The property will be known as the Coal Creek Mining Historical District.

Prospectors first looked for gold at Coal Creek in the mid-1890s, although no significant finds occurred until Frank Slaven made a strike in 1905. Slaven mined and trapped in the area and built the now historic Slaven's roadhouse on the banks of Coal Creek and the Yukon River. In 1934, Gold Placers Incorporated purchased Slaven's and other claims along Coal Creek, and began in earnest to conduct large-scale mining operations. The company had a medium-sized, floating-bucket-line dredge designed and built in Oakland, then disassembled and shipped by steamship up the Pacific Coast to Skagway, over the White Pass & Yukon Railroad and down the Yukon River, where it was reassembled on Coal Creek and put to work. By the time the federal government halted mining due to World War II, more than one million dollars in gold had been dredged from Coal Creek.

After the war, the dredge was reactivated and periodically operated through the mid-1960s when economic and logistical

problems halted operations. From the 1960s through the early 1980s, various operators mined on Coal Creek with heavy equipment and processing plants. In 1975 the dredge was activated again, but ran only one season.

Placer gold mining generally is not compatible with existing natural conditions. Because the gold deposit usually is found near bedrock depths, the top soil and overburden must first be removed to get to the gold-bearing material or "paydirt." Thus the technology requires the surface to be altered significantly, often with adverse impacts to habitat resources. Most placer operations involve removing the overburden, then washing the paydirt with water in a sluice box or similar device until only a heavy mineral, gold-rich concentrate remains. Water quality problems such as increased sediment transport and turbidity have long been associated with placer mining. The Coal Creek dredge had approximately 50 four-cubic-foot buckets operating in line on a large arm or "ladder." These buckets continually dredged the overburden and paydirt from the stream, carrying the material to the sluicing operation aboard the floating dredge.

During the mining seasons in the early 1980s, and prior to the donation, the Park Service recognized the opportunity for interpreting the Yukon River gold rush at Coal Creek. It also recognized that legal, logistical and safety difficulties existed if visitors were allowed around an active mining operation. The donation, therefore, provided numerous opportunities and benefits. The opportunities mainly consisted of obtaining, preserving and interpreting a valuable cultural and historical



Coal Creek Camp during its productive years.



Exterior of dredge. Photo by Jet Lowe, HAER.

resource, while the benefits included natural resource protection that likely would not have occurred had the mining operation continued. Since the donation, an interpretive handout and wayside have been developed at the dredge, and further interpretive media for the entire district is planned.

Soon after the donation, the Coal Creek Mining Camp Historic District Guide for Management was prepared, the objective being, *to establish a historic district that encompasses all historic resources related to the gold mining era in the val-*



Coal Creek Camp Assay Shop. Photo by Jet Lowe, HAER.



Interior of sheds at old machine shop. Photo by Jet Lowe, HAER.



Sheds in old machine shop area. Photo by Jet Lowe, HAER.

ley, and provide for protection and perpetuation of those historic and natural values. One of its several recommendations considers the management of hazardous waste. This recommendation resulted from good communication among park staff and cultural and environmental compliance personnel in the Alaska Regional Office while the guide was being developed.

General knowledge of the placer mining industry enabled park and regional staffs to plan a strategy that addressed potential hazardous waste problems. For example, certain hazardous

materials and chemicals were routinely used in the industry. Mercury was an ingredient in the gold amalgamation process. Nitric acid was used to cosmetically clean gold nuggets. It also cleaned and dissolved the mercury. Lead-acid batteries represented another problem. Often they were transported into mining camps, where sulfuric acid maintained them. However, once they were "dead," the batteries were discarded.

Explosives were yet another hazardous material used by the industry. Mining operations relied on explosives to build roads or clear overburden. Petroleum products provided fuel and lubrication. Hydraulic fluids operated heavy machinery, and solvents cleaned and degreased equipment.

Because intensive mining long had occurred at Coal Creek, and various park and regional office staff knew a considerable amount about both industry practices and the history of the area, they suspected that hazardous materials or wastes still might be on-site, and that safety hazards might exist. The superintendent was not surprised when 1986 field crews documenting cultural resources reported that a potential hazardous waste problem in fact did exist. As a result, he requested that a more detailed survey be completed to determine the extent of the problem.

In July 1987, Park Service and Environmental Protection Agency personnel conducted a field inspection to identify and assess potential threats to visitor health and safety. The team generally knew what to expect; their intent was to verify and quantify the potential problem, then make recommendations to the superintendent regarding necessary action. The team confirmed what others had speculated, finding only one surprise—a few cases of old, deteriorated dynamite, probably used in the 1930s to move the unassembled dredge from the Yukon River to the assembly point. The team recommended that the superintendent immediately post the area to warn visitors or hunters of the safety hazard, and to make plans to correct the situation. The superintendent carried out these recommendations, securing funds and arranging for a demolition team to burn the material on site early in the 1988 field season.

The team also came across an apparently abandoned jug of hydrochloric acid, still in the original container. It was located in an unsecured storage shed on a shelf directly above several cans of paint. The team's biggest concern was that it might be knocked off the shelf onto the paints, where chemical reactions could result in toxic chlorine gas being released. It recommended that the paints be removed from the shed and that the acid be neutralized on-site by qualified specialists.

Other potential dangers requiring attention included discarded batteries that needed to be recycled, and soils stained with oils and fluids that required further testing but probably didn't pose an immediate health or safety threat. Where it was practical and safe to do so, the team took samples of mine tailings and soils in order to determine whether or not there was contamination by mercury or other heavy metals. They recommended that the bilges of the floating dredge and the pond in which the dredge floats also be tested for heavy metal or other contamination.

All recommendations, however, were subject to one crucial

rule: actions undertaken to correct a problem had to be carried out by fully trained, qualified personnel. Whether to hire professional contractors or to train Park Service personnel to undertake the required work has yet to be decided.

Even though all Coal Creek problems aren't resolved, the lesson we are learning and want to share is that fulfilling the Service's mission of preservation and interpretation also means providing for visitor and employee health and safety. Once the hazardous waste and safety problems are resolved at Coal Creek, visitors and employees will have a richer taste of Yukon Gold Rush history.

Another important lesson involves communication. Without open lines of communication among park and regional offices, Coal Creek's problems might not have received proper attention. Indeed, the Park Service might have faced significant liability had the problems not been considered and identified before opening the historic site to visitation. Cultural and environmental compliance personnel need to understand each other's points of view so that problems addressed from an environmental compliance perspective do not destroy or endanger significant cultural resources. Similarly, effective communication skills help managers keep informed about which components have to be renovated or removed in order to meet environmental standards and which ones justify the investment of funds and staff time.

Because hazardous waste problems usually require an all-out effort from park and regional staffs, a multi-disciplinary approach has been used successfully in the Alaska Region. A hazardous waste committee, formed in 1987, draws on park personnel as well as regional staff from the divisions of Environmental Compliance, Lands, Cultural Resources, Minerals Management, Facilities Design and Maintenance, Ranger Activities, Safety Management, and Natural Resources. Park representation on the committee also has been improved by selecting regional representatives with park experience. The Department of the Interior regional environmental officer is an ad hoc member. Environmental Protection Agency representatives also have been eager to attend committee meetings, and have provided valuable advice. The committee meets every two months at least. It discusses various hazardous waste issues as well as how to help the region meet its goals in the area.

The environmental compliance aspects of Coal Creek are complex. Many problems have yet to be solved, and the issues they raise are neither black nor white. Although problems may seem unmanageable and solutions years away, communication with your fellow works remains the key. Provide the best information you can to them, and don't hesitate to ask for their expertise. Remember that even though disciplines such as history and environmental compliance may appear worlds apart, they can strongly complement each other. While there are no pat answers, the important thing is to get the process started and to share information.

Bill Lawrence is Chief of Environmental Compliance for the Alaska Regional Office.

A WEEK IN THE LIFE

A COLLATERAL-DUTY SAFETY OFFICER IN HAWAII.

Many Park Service folks dream of working in Hawaii. Visions of palm trees, beaches, and scantily clad men and women capture their fancy. On a clear day, the beaches are visible from the 10,023-foot summit of Haleakala volcano. They are an enchanting sight, but the Crater District, which serves as the observation post, experiences weather conditions far different from what most people expect. Because of high altitude, steep topography, and predominant trade winds, weather changes fast. High wind warnings, mist, and freezing rain can make roads hazardous. Hypothermia is a recurrent problem for both hikers and casual day-users who arrive from warm Lahaina in shorts and tee-shirts—at most. As a result, the work of the collateral-duty safety officer is never dull.

March (which comes conveniently after most of the winter road closures and just before the spring-break rush) is when I catch up on my safety responsibilities. Surprised? Yes, Hawaii

does have ice and snow. The most heavily visited portion of Haleakala, at elevations above 6,800 feet, is often 30 degrees colder than at sea level. But striking volcanic scenery and geology as well as fascinating plants and animals more than compensate for the weather. It also provides me with a very full week.

Monday—I meet with individuals who are applying for a commercial use license in order to conduct bicycle tours within the park. Three operators already haul bicycles up to the summit so that even inexperienced riders can enjoy the thrilling 10,000-foot descent. I discuss this latest proposal with the new applicants and review the park's bicycle tour operations and safety plan. Bicycle operators have to address special needs, such as brakes that can handle a 10,000-foot elevational drop in only 36 miles and that will work effectively when wet. Extensive first aid training is also a must. Accidents can and do happen when cyclists have to share the road with a million people per year, including local traffic, rental cars, and large buses.

The Kipahulu District Ranger calls. A visitor has broken her



Haleakala Crater, created by by wind and rain erosion, has cinder cones and lava flows on its floor. Photo by Karen S. Newton.

Visitor center parking lot acts as multi-use staging area—here for a bike tour, there for a horse tour.



hip, falling near one of the freshwater pools. During my conversation with the ranger, we review the sign situation in the area. Signs are indeed posted near maintained and unofficial trails. They articulate the hazards: “submerged rocks, do not dive”; “rocks slippery when wet.” We talk about using a special superintendent’s account to fund a sign using a cartoon character to depict water hazards more graphically.

Tuesday—I stop at the House of the Sun Visitor Center while on patrol. The stark landscape accents the beauty of the crater, a 15-square-mile, erosional depression dotted with cinder cones and swept with lava flows, some less than 2,000 years old. Few plants grow at this elevation (9,800 feet) because of the young volcanic surface and the harsh climate.

Inside the visitor center, I speak with a new volunteer about clearing rocks from the road, converting the “base” radio to a portable, and checking on the contents of the visitor center trauma kit. I learn that although she has first aid training, her CPR certification has expired. At these elevations, visitors may experience light-headedness and shortness of breath, but luckily the incidence of heart emergencies has been low.

The elevation complicates the job in other ways, too. Try doing motorist-assists with 80 mph winds. It takes one person to keep the hood from blowing off the car, two strong arms to prevent door hinges from bending backward, and someone else to do the necessary repairs. Problems are common up here, since most cars are tuned for sea-level operation.

Keeping these needs in mind, I pop in to see the interpretive specialist in order to schedule a tailgate session on assisting with vapor locks, jump starts, and lock outs. He checks on dates for the upcoming CPR refresher.

Wednesday—I conduct firearms training for staff involved in the feral animal reduction program. We spend 45 minutes reviewing home, range, and field safety. A staff member relates the way he has taught his children about firearms so as to satisfy their curiosity. I’m pleased that discussion concerning hearing

and sun protection is lively. Several participants have some hearing loss and emphasize how important hearing conservation has become to them.

Firing range work takes about five hours. Afterwards, a state hunter-safety instructor on the resource management staff speaks to the group. This training is repeated every six to eight months, and it is gratifying to see that interest and participation levels remain high.

Thursday—At a staff meeting, someone remarks that a *nene keiki* (the endangered Hawaiian goose—*keiki* means baby) and its parents have been frequenting the employee parking area. Employees are reminded to watch their driving speed and to back in when parking—a simple way to reduce the chance of backing over a *nene* at *pau hana* (finished work). At the staff meeting, we also review the urgent need for sunscreen and sunglasses on tropical mountaintops such as ours.

Friday—Time to put together a long-range game plan... The latest project involves implementing a Servicewide goal to have each supervisor conduct safety inspections in his *kuleana* (sphere of responsibilities). To help out, the B&U foreman has offered to show me his ongoing inspection workbook. Several other supervisors want assistance in implementing inspections for their work areas. I’m gathering ideas for inspections that don’t necessarily involve forms. What? Less paperwork? Yes, folks, you heard it here first.

Oops, there goes the radio—hang gliders at the top of the mountain. Gotta make sure they launch from outside the park. Seems the formal safety program bows to immediate safety concerns sometimes, but as long as we keep getting better, we’re A-OK.

Karen Newton is the protection specialist at Haleakala NP on the island of Maui.

VISITORS' PERCEPTIONS OF RISK

Introduction

Several young men and women are loading beer into a powerful speedboat on Lake Mead. They tease each other about the warning signs put up by the NPS, but keep an eye out for a park ranger, since one of them is underage. They roar off onto the lake for a day of "pleasure boating."

A young family is at the rim of Crater Lake near a scenic overlook. The father wants a photograph of his wife and daughter. To accommodate him, wife and child climb over the stone fence, ignoring the warning sign clearly displayed.

Why, so frequently, do visitors to national parks ignore posted warnings and the evidence of their own senses to put themselves in harm's way? How do visitors perceive risks in the national parks? And what do their perceptions imply for the NPS? The answers to these questions are important, for understanding how visitors perceive risks is a crucial step in designing effective safety programs.

What is Risk?

There are many definitions of risk. Generally, risk is the probability of loss. Doctors speak of "risk factors" associated with disease, often expressed as the probability of death. Engineers perform "risk assessments," measuring the probability that a piece of equipment will fail. Insurers are concerned with "risk management," i.e., reducing the number of claims against their policies. Visitor risk can be measured in similar ways, such as the probability of injury or the number of fatalities in national parks per million visits.

Of course, there are different kinds of risk, and risk takers. In his book *Chancing It: Why We Take Risk*, Ralph Keyes suggests the existence of two levels of risk. Level I includes those highly stimulating exciting activities that are often physically dangerous and short-term (risk recreations such as kayaking, mountain climbing and so forth). Level II involves long-term, less dramatic social risks (such as starting a family).

In the last decade, social scientists have begun to learn how people evaluate risk and respond to it. Much of the research deals with health and technology issues (cancer, nuclear accidents). The findings are useful to park management. Social factors are important. Knowledge, the opinions of friends and family, and previous experience all influence our perceptions of risk; we

evaluate risk through these "social filters." For example, climbers may alter their risk assessments as they progress from novice to intermediate to expert skill levels; the views of fellow climbers will also be influential. When they happen, accidents serve as signals, changing our perceptions while not necessarily changing actual risk.

Cultural factors also are important in the perception of risk, and American society is ambivalent on the issue. The same teenager praised for risk-taking on the football field is scolded for risky driving of the family automobile. We fear rare, lethal diseases (like AIDS) more than common, lethal ones (like asthma). Some risks offer status and recognition from peers (running class V rivers), others embarrassment (falling while crossing the street).

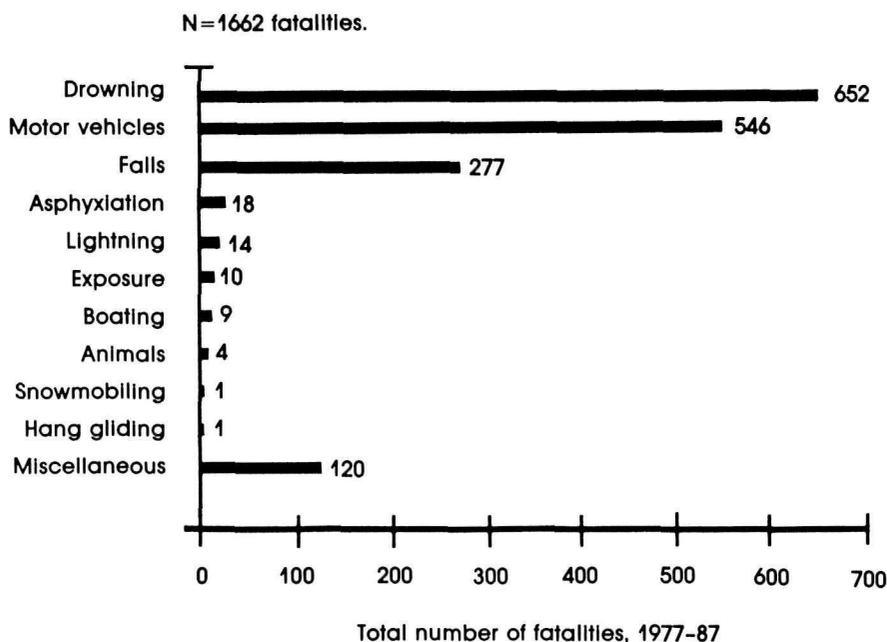
A recent national survey in the magazine *Public Opinion* found the American public divided as to who should be principally responsible for ensuring an acceptably safe society: 15 percent said the business community; 30 percent the government; and 47 percent chose the individual citizen. It is not surprising that visitors can misperceive risks and/or differ from managers' views: in a study of families camping in national parks, we found parents and park rangers both thinking the other had provided for the children's safety. In our daily lives, it is common to misjudge risks, deny uncertainties, ignore facts and believe guesses. The same occurs when visitors come to parks.

How Risky IS Visiting a National Park?

Contrary to popular belief, activities resulting in high numbers of fatalities in national parks are not those generally perceived as high-risk endeavors. Figure 1 shows that drowning is the number one cause of death, with 652 fatalities between 1977 and 1987. Motor vehicle accidents rank second, and falls from high places third. Animals, exposure and risk recreation activities account for only a small portion of fatal accidents.

When measured in such standard ways, the risk in visiting a national park has steadily decreased in the last ten years. Figure 2 shows that in 1977, there were .72 fatalities per million visits (a total of 190 deaths); by 1987 this had declined to .37 fatalities per million (136 deaths). This level of risk is low compared to other hazards in society. Using recent data from the journal *Science*, Table 1 compares several commonplace risks with visiting a national park.. Electrocution is 10 times more likely, a

Figure 1: Total fatalities by cause, 1977-87
 (Source: USNPS Branch of Safety Management, 1988)



university professor's frequent flying 100 times more risky, and death due to cigarette smoking 10,000 times more likely than dying during a national park visit!

Still, visiting national parks is not free from dangers, or from "zero-risk." It is not clear that zero-risk park visits are possible, or even preferred. Overconcern with minimizing risk can lead to other problems: degradation of park resources, unacceptable constraints upon visitors, a burdensome management responsibility and a distorted interpretive program. Risks always will be associated with national parks, thus making visitors' perception of these risks important to understand.

How do Visitors Perceive Risks?

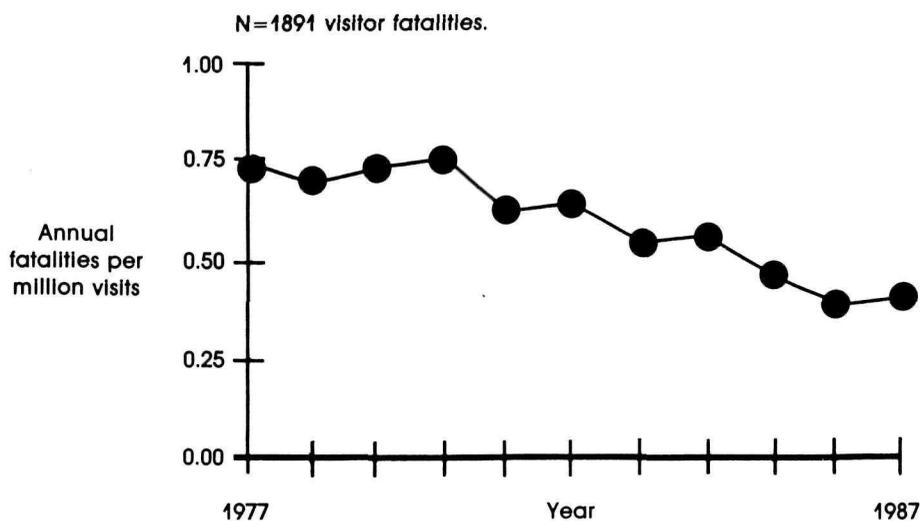
While managers and social scientists may have *hunches* about visitors' perception of risk, not a lot of factual information is available to support their perceptions. Data from a series of visitor studies conducted at the University of Idaho Cooperative Park Studies Unit (CPSU) suggest that certain visitor groups will have specific concerns: for example, seniors are often con-

Table 1. Visiting national parks in comparison to other commonplace risks.

Action	Annual Risk
Cigarette smoking (1 pack/day)	3.6×10^{-3}
Home accidents	1.1×10^{-4}
Frequent flyer professor	5.0×10^{-5}
Electrocution	5.3×10^{-6}
Visiting a national park (1987)	3.7×10^{-7}
Drinking water with EPA limit of chloroform	6.0×10^{-7}

(Source: *Science*, 1987 and US National Park Service Branch of Safety Management, 1988).

Figure 2: Fatalities per million visits, 1977-87
 (Source: USNPS Branch of Safety Management, 1988)



cerned with the risks of crime, yet see parks as safe places. Adolescents may accurately interpret risks involved in boating or unsafe swimming, but be drawn by these risks into hazardous activity. Most visitors are impressed with the professionalism of NPS management. If this good will is translated into the assumption that the NPS has removed most or all risks, visitors' perceptions can have dangerous consequences.

Unfortunately, we do not have an accurate picture of visitors' attitudes and opinions. There are several important questions: Do visitors perceive certain activities as low risk when they are not? What determines these perceptions, and can the NPS influence them? What strategies will be most effective in reducing risky behavior—facility design, management, enforcement, education, and in what combination? If we *learn* from visitors as well as *about* them, such information can be directly incorporated into NPS safety programs.

Conclusion

NPS policies toward visitor safety do not evolve in a social vacuum—the courts, Congress and public opinion greatly influence agency actions. Trends suggest that the debate over

acceptable levels of risk, not just in national parks, but throughout society in general, will be increasingly heated and impassioned. Management strategies will best gain support and success when based on realistic and accurate knowledge. As always, understanding visitors is a prerequisite for wise park management. Hence, the need to identify and understand visitors' perception of risk is likely to increase in the next decade.

Dr. Machlis is Associate Professor of Forest Resources and Sociology at the University of Idaho, and Sociology Project Leader of the Cooperative Park Studies Unit, National Park Service at the University. Ms. Bean is a graduate student in the Department of Wildland Recreation Management, University of Idaho, and currently a seasonal park ranger at Craters of the Moon NM.

CONCESSIONS INVOLVED IN NEW SAFETY PROGRAM

In 1983 a Servicewide task force began revising the Concessions Safety Program to correct safety deficiencies and identify appropriate responsibilities for both the National Park Service and concessioners. Representatives of both groups sat on the task force. Their recommendations encouraged a dramatic change in safety management responsibility: NPS safety personnel no longer have to inspect every concession-operated facility at least once a year but can conduct annual on-site evaluations of a concessioner self-inspection program. This shifts responsibility for conducting full-fledged regular safety inspections from the park safety officer and regional safety manager to the concessioner, thereby reducing travel and time demands often placed on these park and regional employees.

The first draft program roused field concern over the amount of paperwork required and the needs of small operators coping with program requirements. As a result, the revised program: contains only six elements to be considered by the concessioner (waiver provisions allow for further reduction in scope for smaller operations); makes it possible for very small operators to incorporate their loss control program into the park's; outlines non-NPS sources of possible safety inspectors available to concessioners as contractors for minimum fees or, in some cases, free. The program also allows a park's safety officers to conduct operational inspections in special situations where



Bob Gripentog, president of Las Vegas Boat Harbor, conducts his own safety inspection, resulting in an approved, documented safety program.

their expertise is needed, provided prior park approval has been given and these unusual conditions are explained in the concessioner's documented safety program.

Following these changes, the program started in 1985 on a trial basis with large and medium concessioners in selected park areas participating on a voluntary basis.

One of the concessioners who volunteered was Bob Gripen-tog, president of Las Vegas Boat Harbor at Lake Mead NRA. At first Bob feared the new program would require more than his staff of thirteen could handle. However, his fears were put to rest by Paul Rafalski, then park safety officer. To assure Bob's program worked properly, Paul initiated a three-phase implementation process: 1) introducing the program on-site for Bob and his staff; 2) providing periodic on-site assistance, solving problems as they developed; and 3) spreading full implementation of the program over a six-month period.

Once Bob became familiar with the relationship of loss control to his concession operation, he realized the program objectives could work for his small operation, as well as for other, similar small operations.

The program will not work successfully for either the concessioner or the park if the two don't work together to solve problems as they occur. During this critical developmental phase, the park's role is to guide, advise and approve program

content. The concessioner's responsibility is to make certain all applicable elements of the program are addressed and that a competent person (usually a collateral duty employee) has been assigned to perform safety inspections.

Once the concessioner's program is operating smoothly, the park's role will revert to monitoring and evaluating to assure compliance through on-site spot checks. Both Paul Rafalski and Bob Gripen-tog feel the initial work load for the park and the concessioner substantially pays off in the long term, for themselves and for the park visitor, who is, after all, the primary reason for a concessions loss-control program.

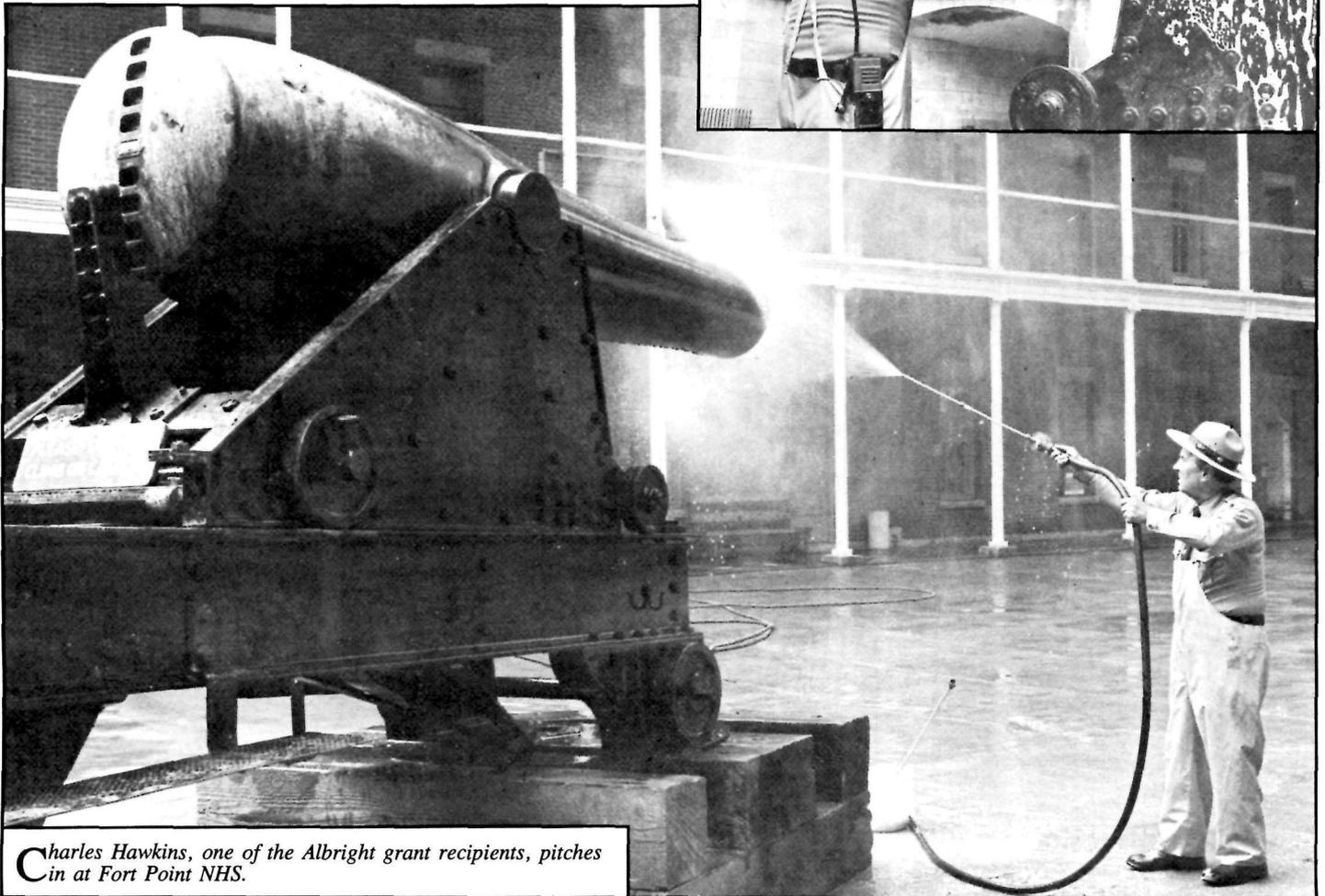
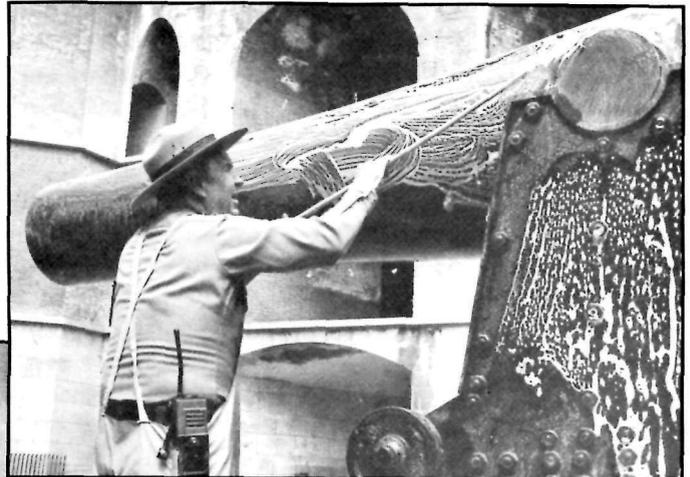
Service-wide implementation of this program is progressing in phases, with complete coverage scheduled for the 1990s. Regional directors are developing program schedules to add more concessioners to the program each year.

Dee Highnote is a program analyst in the Concessions Division, Washington, DC.



THE HORACE M. ALBRIGHT EMPLOYEE DEVELOPMENT FUND

Charles Hawkins, site manager of Fort Point NHS in California, was very surprised when he received a letter from Director Mott, announcing his receipt of grant money from the Horace M. Albright Educational Development Fund. "I really didn't think I would be chosen to receive an award. After all, I'm 71 years old with 17 years experience at one park. After filling out the application, I didn't think much about it any more. I felt it was just something I had to do."



Charles Hawkins, one of the Albright grant recipients, pitches in at Fort Point NHS.

Hawkins applied with last year's first group of applicants to the fund. His project proposal—to visit South Carolina's Fort Sumter National Monument and Fort Pulaski National Monument in Georgia—was motivated by his desire to study preservation and restoration techniques, as well as interpretive programs at these parks. "It will be something to finally see, with my own eyes, east-coast military fortifications of the 3rd System. I have graphically pictured these forts in my mind so many times when talking with visitors now for 17 years." Fort Point is the only one of its kind on the west coast. "It will be interesting to see other areas associated with this type of historical structure," said Hawkins, a man whose devotion to Fort Point was demonstrated by his efforts to push through Congress the bill designating it as a national historic site.

One year ago this summer, Director Mott announced the establishment of the Horace M. Albright Employee Development Fund that Hawkins and others applied to. An information packet was distributed last June to all employees, giving them a first-time opportunity to apply for a grant to fund a creative proposal—to reach out beyond regular employee development activities in a way that otherwise would not be covered by the Park Service.

A panel of NPS employees from a variety of backgrounds reviewed and evaluated more than 100 applications. Twenty-six were selected. "The first participants have offered an impressive array of projects and personal development programs that will have long-term benefits for the Service," said Director Mott. Some of these proposals funded by the program include: attendance at Kansas State University's prairie restoration course; attendance at the Fort Collins, CO, North American Technical Rescue Symposium; three-months leave to complete a Rappahannock River conservation planning project; the opportunity to conduct original research on the theme "landscaping and landscape architecture in the NPS"; a detail to the U.S. Forest Service in Montana to work with wildfire criminal investigators; and a trip to the 3-M Company to study their human resource development activities.

The Albright Fund is a program designed to reach all employees, regardless of their positions in the Service. The Director sees it as a way to help individuals seek new horizons that will benefit themselves and the Service by recharging each with new insights and energy.

Like Hawkins, Anna Ruth Clark also applied for and received a grant from the Albright Fund. As an administrative technician at the rapidly growing Big South Fork National River and Recreation Area, she feels that working with administrators at older established areas will broaden her knowledge and sharpen her skills, making it easier for her to handle an increased workload.

As a result of her Albright grant, she has participated in on-site training with personnel specialists, budget clerks, and safety and concessions officers in Mammoth Cave National

Park and in the Southeast Regional Office. "The park has come a long way since the time when I was hired," she says. "I was the second employee to start work; the park superintendent was the first. Since 1984, visitation here has increased 1,000 percent."

Continuing her effort to gain experience by working with personnel at older parks, Clark will be driving back and forth from Big South Fork to Great Smoky Mountains for a three-week period. Says Clark, "it's a hectic schedule, but the learning experience is worth it. I am grateful for the opportunity."

In order for Hawkins and Clark to qualify for their grants, their proposals had to meet criteria described in the employee information packet. The money distributed—\$70,000 total to employees—ranged from \$540 to \$8,600, the most money granted to one individual. The program is financed from interest earned on money privately contributed to the fund by groups such as the Wallace Foundation of Reader's Digest, as well as by employees, retirees, and the general public. Anyone interested in contributing to the Albright Fund should make checks payable to the National Park Foundation—Albright Fund and mail them to: National Park Foundation, P.O. Box 57473, Washington, DC 20037.

Applicants interested in this year's round of grants should watch the mails for the employee application packet being prepared by the Division of Employee Development and soon to be distributed.

Nancy Marcey is a public information assistant with the Office of Public Affairs, Washington.

ONE-OF-A-KIND

LISA RIEDEL IS A REMARKABLE NPS EMPLOYEE.

She was a skilled mountaineer, a winter survival instructor in the Antarctic and had fought more than 100 fires, occasionally rappelling from hovering helicopters, and never suffered more than a sprained ankle.

And then, in seconds, it all changed. Yet Lisa Riedel, now 28 and paralyzed at the waist, insists she will yet become the backcountry ranger she always intended to be.

Lisa is a tall, slender young woman with hazel eyes and chestnut hair worn in a pony-tail. She works as a National Park Service volunteer at Lee's Ferry in Glen Canyon NRA, hoping daily to demonstrate her competence at a variety of outdoor skills that might translate into a fulltime NPS job. See her in action—piloting a power boat, cleaning a campground, greeting hikers, erecting a trail marker—and you know she can do it.

"I'm still discovering the limits of my ability," she says. "I just hope someone will give me a chance (for a fulltime position)."

Lisa compiled a near-incredible record of accomplishment in the few years of her maturity that preceded her 1985 nightmare in a climbing accident. She has a degree in environmental science and is three credits short of a companion degree in archeology. She worked as a guide and instructor in Antarctica and at the South Pole, and was with a Forest Service hot-shot fire crew that combatted more than 100 fires in ten states, including Alaska. She herself wound up as a fully accredited fire boss.

She also worked as a volunteer at Olympic and Grand Canyon National Parks.

Her life changed one August day in 1985 when, belaying a climbing companion on a 200-foot cliff face in Arizona's Sycamore Canyon, something went wrong.

Lisa fell 110 feet before the rope came taut. Her back broke, leaving her paralyzed from the waist down. It took rescuers six hours to reach the scene and remove her to a Flagstaff hospital. Her companion suffered injuries much less serious.

She spent three weeks in the Flagstaff hospital before she was transferred to a hospital in Seattle, near her parents' home. There, she was an inpatient for six months. She continued daily therapy for months after that.

The confinement was torture for a young woman who had never spent a full day inside a building in her life, and so, with the help of Park Service friends, she signed on as a volunteer at Grand Canyon NP.

"I did a trail survey on top of the rim," she recalls. "They



gave me a 45-year-old mule named Holy Smoke. He was slightly arthritic, so used to going up and down the canyon that he'd cry every day they didn't take him down. He was so gentle that they let him carry precious cargo ranging from nitroglycerine to little kids, and so they let him carry me, too. We rode as much as 20 miles a day, and we got the survey done."

Yes, she says, there were skeptics who feared she'd not be up to the work; wheelchairs have limited capability on trails. "But they gave me the space to do what I wanted to do, and I loved it."

Bright, broad-shouldered and energetic, Lisa now is making valuable contributions to Glen Canyon NRA, where she and her friend and companion, Pat Horning, worked last winter as volunteers in the Lee's Ferry District of the park. Among their duties was cleaning and maintaining the several campgrounds along the 16-mile reach of river between Lee's Ferry and Glen Canyon Dam.

There are remarkably few functions for which Lisa requires assistance: entering and leaving a vehicle, boarding a boat and the like. She insists upon the greatest degree of independence, and refuses the prospect of a motorized wheelchair: "I wouldn't use one."

Where does she see herself in another five years?

"I'll be a Colorado River ranger in Grand Canyon or something similar," she says. "Wherever I am, it will be in the outdoors."

Jim Harpster, retired public affairs officer for the Rocky Mountain Region, has been volunteering his considerable talents at various NPS sites. He is presently working at Olympic NP.

That Cover Girl— A Living Treasure

The April 1987 *Courier* devoted space to the women of the National Park Service—past and present. Nowhere in that or subsequent issues was the “cover girl” identified (now, before my male and female friends get “honked off” at my use of the term “cover girl,” you must know I have her permission to use it).

In 1930, Polly Patraw (the cover girl for that April '87 issue) became one of the first women to work as a ranger naturalist for the National Park Service. Recently, she has been named a Santa Fe Living Treasure.

The Santa Fe Network for the Common Good just added Polly to a very prestigious list of about 50 Santa Feans recognized for their contributions to the life and spirit of Santa Fe, NM.

Polly was born in Mead, CO, and attended the University of Chicago High School. She was a classmate of Bertha Mather McPherson, daughter of Stephen Mather, and today they remain very close friends, keeping in touch by mail. Polly has a masters degree in botany from the University of Chicago. She wrote her thesis on the plants of the Kaibab Plateau while living at Grand Canyon in 1928. Stephen Mather invited her to attend the dedication of the North Rim Lodge. During this time, she met assistant superintendent Preston P. (Pat) Patraw, whom she later married. From 1930-1931 she worked as a ranger naturalist at Grand Canyon, stationed at the Yavapai Observation Station on the South Rim. She gave nature walks, evening campfire talks, and continued her work on the plants of the Grand Canyon. On May 31, 1931, Polly and Pat were married.

During the next 24 years, Pat's career with the National Park Service took them to several assignments. His first superintendency was at Bryce Canyon and Zion NPs in 1932-1939. He was also superintendent at Hot Springs NP and finance officer for the Washington Office located in Chicago, Illinois. In 1950, he was named associate regional director in the Southwest Region, a position he held until 1954 when he returned to Grand Canyon NP as superintendent. They remained at Grand Canyon until 1955 when he retired with 41 years in the federal government—35 with the NPS. They soon returned to



Polly Patraw. Photo by JoAnn Rijmes.

their home in Santa Fe where they spent 19 years together prior to his death in 1984.

Polly has remained very active in all areas, including the National Park Women's Organization of Santa Fe. She has written articles concerning plants, and is the author of the book, “Flowers of the Southwest Mesas.” While the honor of becoming a Living Treasure was conferred because of her volunteer efforts and publications, we in the National Park Service think of her as one of us, and appreciate her tireless energy and good humor.

Polly, congratulations and thank you for being you.

John E. Cook
Regional Director, SWR



On March 17, Midwest Regional Director Don Castleberry honored Patricia "Pat" Wheeler for her creativity in developing a logo design to promote the national parks in the Midwest, America's heartland.

Ms. Wheeler is a supervisory park ranger at Herbert Hoover NHS. She entered a Heartland design in competition with 43 other entries submitted by NPS employees in the ten-state region.

Castleberry said, "We created the logo contest for two reasons: we wanted to continue our year-long effort of team building through a little friendly competition and we intend to use the winning logo as a means of promoting the parks and the Park Service in the Midwest Region."

Lakes, rivers, and other segments of the winning design depict the diversity within the "Heartland" Region. Grain encircling the design symbolizes the unity of the NPS mission. Roots of a tree represent the cultural heritage that the Park Service is charged with preserving. The logo will be used to promote units of the Park Service in the "Heartland" through use on tee-shirts, caps, stickers, and informal communications. Officially, the region will remain known as the Midwest Region.

Wendy Synowicki

"Have fun in the sun, while learning carpentry and plumbing skills!" Well, that isn't quite the way a recent training announcement read, but it could have. When **Fire Island National Seashore** needed to replace a public restroom/bathroom near the swimming beach at Sailors Haven, it seemed only natural to Chief of Maintenance Tom Logan and Park Superintendent Noel Pachta to enlist the help of the North Atlantic Region's Maintenance Skills Team, especially since the park's carpenter, Mickey Lang, is a founding instructor-member of the team.

Under the direction of Lang, plumber Fred Stumpf, and volunteer Joe Feldman, a training opportunity was

organized that consisted of three week-long sessions combining 25/classroom work with 75/hands-on training and using architectural drawings prepared by Regional Architect George Stephen. The first session objective involved teaching each participant to safely and accurately lay out and construct a wood frame structure through the use of blueprints and materials approved in building codes. Class members made the sawdust fly while constructing the 1,200 square-foot deck and 800 square-foot usage area building.

The second session taught participants to determine materials needs and install windows and doors, as well as wall and roof shingles. Session three taught the installation of

waste and vent lines, water lines, plumbing fixtures, and related valves. (During the training, participants also had a chance to try their ability at surf casting, and at treading clams in the Great South Bay.)

What was gained from this fun in the sun? The trainees felt they learned a great deal that would help them do their jobs better at their home parks. Fire Island now has a visitor facility as a tribute to their hard work. Skills Team Leader Ron Hamel of Acadia feels that, "Our long-range goal is to establish a training program for all maintenance employees in various fields to better themselves and the National Park Service. Thanks to Fire Island we are off to a good start."

Not wanting for lack of work but suffering from lack of employees, **Death Valley NM** is large in area but small in staff. As a result, park management often finds itself trying out creative options to get work done. Money helps, of course, and with special funding from Western Region for saltcedar removal, fence repair and mine safing (building and installing steel cable nets over and in old mine openings), Death Valley management created a resource maintenance crew to accomplish these tasks—an idea whose time has come.

The crew consists of regular NPS employees with a work leader directly under the supervision of the roads and trails foreman. The crew's primary workload consists of resource management projects, with technical guidance supplied by the monument's resources management division chief and mining engineer. Thus the crew that builds fences also closes mine shafts, controls exotic plants, stabilizes deteri-



orating historic mining structures and removes hazardous trees, all thanks to an incredible network of cooperation and support among the facility manager, the resources management division chief, interpretive and cultural resources specialists, and the superintendent.

Part of the benefit is the ability of the park to provide a similar service for other NPS units. Recently an on-site preliminary survey and cost

estimate was provided to Coronado NM by the Death Valley project workleader. Then the mine safing crew traveled to the monument to do the work. Requests for information have been coming in from other park units also. Inquiries can be made by calling the resources management division at 619/786-2331.

Ron Cron

An Olympic NP maintenance crew joined with representatives from the U.S. Forest Service and the Washington State Department of Natural Resources to help the Quinault and Quileute Tribes with their projects planned to commemorate Washington State's Centennial in 1989. Each tribe will carve traditional ocean-going canoes, up to six feet in width and 40 to 50 feet in length, in the manner of their heritage, from massive, one thousand-year-old Western red cedar trees. The first step in this ambitious project was to fell the trees, which the tribes

acquired from the U.S. Forest Service. The second step was to move them to the respective tribes' work sites on reservations located adjacent to the park. This is where **Olympic NP** helped.

An NPS crew, using a TD-20 bulldozer, moved and loaded each log on an extra-long flat bed trailer for transportation. In all, five logs were moved over the course of one week. Standard commercial log trucks could not handle the dimensions of these giant trees. The largest log taken from one tree was 8-1/2 feet in diameter and 56 feet in length, weighing 75,000 pounds.



The carving and display of these canoes provides an exciting interpretive opportunity, reminding us of our native cul-

tures and Indian history while Olympic celebrates its 50th anniversary and Washington State its 100th anniversary.

What might a police officer, teacher, pharmacist, insurance salesman, attorney, and forensic chemist have in common? Some might say nothing. However, these were only six of some 30 different occupations represented by participants who traveled to **Buffalo NR** recently on a trail-building service trip sponsored by the Sierra Club. The Buffalo River Trail Project was initiated in January 1986 by Ken Smith, a native Arkansan and diligent participant in helping to establish Buffalo River as a park, and by the park's assistant superintendent, Jim Liles. To date, 179 individuals have participated in the trail project and a total of five miles of trail have been completed. Eventually the Buffalo River Trail will run parallel to the river for the length of the park, with some spur trails to outstanding natural features, and developed and historic areas. Anyone interested in helping build trails at the park may contact park headquarters in Harrison at 505/741-5443 or call Ken Smith in Fayetteville at 501/443-4098.

Nancy Godwin

Created by Ranger John F. Fiedor, a special postage cancellation honoring the 125th Battle of Gettysburg anniversary will be used to postmark mail at the local Gettysburg post office. Not a stamp collector himself, Fiedor had created other

designs for similar occasions. "It feels great," he observed. "I'm really proud about it. I wanted to make the design simple so it was readable after being reduced. On the commemorative days of the battle, July 1, 2, and 3, post office officials will use handstamps

slightly different in design from the machine dies in order to postmark letters. The dies will be destroyed after July 31. The original concept was the creation of Ranger James C. Roach of **Gettysburg NMP** who is active in planning the 125th anniversary activities.

On the final day of 1987, the red carpet treatment surprised record-setting visitors Richard and Mary Christman at **Grand Canyon NP**. The couple became the 3,513,084th to view the Canyon in 1987, representing the highest annual visitation ever recorded at the Arizona national Park. They

were starting their fourth annual New Year's Eve visit when they became instant celebrities. Superintendent Marks waived the park's entrance fee, arranged for a personally guided tour of the area, and presented the couple with a variety of publications, compliments of the park's natural history association.

General Manager of the Grand Canyon National Park Lodges William Bohannon provided a complimentary guest room and tickets to the New Year's Eve festivities at the historic El Tovar Hotel.

Charles V. Lundy

Disabled Awareness Day received special attention in the **Pacific Northwest Regional Office** last November. Participants, including Regional Director Charles Odgaard, Associate Regional Directors Mike Tollefson and Rich Winters, and EO Specialist Diana Amos, volunteered to acquire "disabilities for the day" ranging from cataract simulation to becoming wheelchair-bound. Later those

involved gathered to discuss reactions. Diana Amos, who had taken her wheelchair to the street for lunch, commented on the inconsistency of curb-cuts and difficulty in getting in and out of restrooms as well as opening office doors. Most of the participants noticed problems with carrying coffee cups and other objects while moving about. The gathering also gave those truly handicapped an opportunity to

share some of the psychological stresses they had to overcome on the way to productive adulthood. Steve Allen organized the program.

NEWS

Robert W. Reynolds, a veteran NPS superintendent with deep roots in Utah, has been named to the top post at Bryce Canyon NP. He will be in charge of a 35,800-acre park that contains some of the most unusual eroded landscape in the world—horseshoe-shaped natural amphitheaters of color-splashed pinnacles, walls and spires. Long a part of the Park Service family, Reynolds lived at Yellowstone until age 5, when his father's work took the family to Theodore Roosevelt NP, then on to Pipestone NM, the Midwest Regional Office and finally back to Yellowstone. Reynolds comes to the superintendency of Bryce Canyon from from the superintendent's job at Colorado NM. His brother, John, is superintendent of North Cascades NP.



■
Linda Lee Stoll, Everglades NP, has been named superintendent of Pecos NM in New Mexico. When informed of her appointment she said, "In my time with the Park Service, I have witnessed something I feel is fairly unusual for a government agency, an immense dedication at all levels of the organization to its mission and purpose. This has served as a real motivating force for me and has made me a believer in those same ideals." Since joining the National Park Service, Stoll has served as a personnel officer for four South Florida national parks.



J. William Tanner has returned to the Southwest Region as chief of ranger activities after a seven-year stint in Alaska as regional law enforcement specialist. In his new position he will provide assistance and advice on all matters of protection and visitor use to field managers in 38 parks. He also has worked at FLETC, Grand Canyon, Tuzigoot, Canyon de Chelly, Padre Island and WASO.

■
What NPS employee has viewed more movies in his lifetime than the rest of us? Probably **Joe Birdwell**. His theater career, mainly as a movie projectionist, spans more than 48 years. During the last 14 years, Joe has been working at Chamizal NM with—what else?—films. Referring to his career, Joe says, "It got in my system, and it was hard to wash out."

Though Joe was born in Dexter, NM, his pronounced "Texan" accent reflects his move to Austin as a youngster. During the latter years of the Depression, he became an usher at the Cactus Theater, a job he continued throughout high school. He entered the movie business at a time when downtown theaters were a hive of social activity. They were plushly decorated and sold low-priced popcorn. As an usher, Joe proudly directed patrons to their seats. He developed a love for the theater and decided to become a projectionist.

"Every chance I got while ushering, I trained to become a projectionist," Joe recalls. After

passing a test, he received his license. As a result, he had to make a major decision after graduation: to go to the University of Texas to study electronics or to continue his work in the theater. He chose the latter.

"After 11 years of school, I was tired of it, and I had a good job offer in a beautiful theater. If I had to do it over, I would do it again, though I'd correct some mistakes I have made."

Joe continued his projectionist work in Austin and Longview, TX, but calls El Paso home. It was here that the local theaters (the Plaza, Pershing, and Capri) competed for his expertise. Joe considers the Pershing his favorite: "I didn't have to climb five stories to get to the projection booth." When the El Paso County Coliseum needed their sound system installed, they turned to Joe for his skills.

Joe also made several trips into Mexico. He recalls one trip in



particular. He flew from El Paso to Ascension, Chihuahua, a small farming community south of Columbus, NM, to repair the town's theater equipment. He remembers landing at the edge of a cotton field where he was met by the town's Catholic priest. The theater and the church were the major organizations in town, with the theater doing a booming business since it was the only entertainment. Ascension lacked electricity, but the theater equipment was powered by its own generator. Though there was an absence of household refrigeration, Joe remembers "eating the best food I ever had."

During the 1950s, The Department of the Army and the Air Force Motion Picture Service hired Joe to install, inspect, and repair movie equipment on U.S. military bases. The most isolated base he worked was Camp Desert Rock. According to Joe, "It was out in the boondocks, barren, and had no trees within 100 miles. Water had to be hauled from Indian Springs Air Force Base near Las Vegas." Because of a Reduction-In-Force, Joe left federal service. He didn't go lacking for a job, however. Good projectionists were in high demand.

In 1973, Chamizal NM needed an expert to install its movie and sound equipment. Of course, they contacted Joe. After one month of 8- to 20-hour days, he installed Chamizal's sound system, the Southwest's largest regular movie screen, and one 16mm and two 35mm movie projectors. On opening day, November 17, 1973, everything was ready. Dignitaries from the NPS and the Department of the Interior filled the theater to view the park's documentary, *This Most Singular Country*, for the first time. Joe stayed on at Chamizal after that. For 14 years he has worked at the park, showing *This Most Singular Country* and *Tapestry* for visitors, maintaining the park's 200 educational and environmental films, being responsible for the park's AV equipment and projectors, and constructing interpretive audio visual exhibits for the visitor center.

If you've ever wondered what it would be like to rub elbows with movie stars or work on a set, you can ask Joe. Many movies were filmed in the El Paso region. Joe's first experience with movie-making came when he assisted on *Cave of the Outlaws*, filmed on location at Carlsbad Caverns NP. "It was a lot of fun," remembers Joe. Since the movie was a Class B film, "It wasn't much of a success," he recalls. He does remember that one of the stars, Hugh O'Brien, celebrated his birthday on the set, where he received "a bag of bat guano for a present."

More recently, Chamizal NM gave Universal Pictures permission to use the park's projectors. Joe assisted the cast and crew of *The Border*, a suspense-thriller about the U.S. Bord-

er Patrol, by showing them the prior day's film clips. Film clips are usually six to eight minutes in length. "I was going back and forth," says Joe. "The film was on one projector and the sound on the other."

In recent years, local interest in theater restoration has been profound. El Paso citizens are determined to save the Plaza, its downtown theater, from the wrecking ball. To help promote its restoration, the community conducted an open house, which Joe attended. He greeted people and passed along stories about his work there. Though the building lacked heat, Joe stayed the entire 2 1/2 hours.

The open house proved to be successful. Perhaps people are tired of

seeing movies at theaters with multiple screens, clone decor, and expensive popcorn. They remember the golden age of Hollywood, and that a trip to the movies once was very special indeed. El Paso's interest in its theaters is an indication that the community doesn't want that time to be lost. Joe provides insights to those past theater days. He has lived them. Just ask him. Who knows? Perhaps his favorite films—*Gone With The Wind*, *Doctor Zhivago*, *Gigi*, and *South Pacific*—may indeed play the Plaza again.

Faye Walmsley

ATTENTION ALL PARKS

The National Park Service Photographic Library
needs your help.

In an effort to update the photographic files of the National Park Service, the WASO Photographic Library is seeking up-to-date, *good quality* 35mm color slides and 8 x 10 black & white prints of all National Park Service areas around the country. Most needed are scenic shots, both with and without people, recreational use (including hiking, camping, fishing, boating, picnicking and sightseeing), park rangers and interpreters interacting with visitors, park entrances and signage, modern automobiles and recreation vehicles, overcrowding in the parks, wildlife, vandalism and litter. These photographs and slides would be incorporated into the library collection of public domain material and would be non-returnable. Please forward your submissions to:

U.S. Department of the Interior
National Park Service
Photographic Library
P.O. Box 37127
Washington, D.C. 20013-7127

Attention: Rick Lewis or Rosa Wilson

AWARDS

Timothy J. Priehs, Executive Director of Southwest Parks and Monuments Association, recently presented the Edward B. Danson Distinguished Associate Award to **Dr. Emil W. Haury** in recognition of his outstanding contributions to the association. Dr. Haury is Director Emeritus of the Arizona State Museum and former member of the National Park System Advisory Board and Council. Other awards presented by the Board of Directors included the Dr. Emil W. Haury Award conferred to **Dr. Watson Smith**; the Superior Performance Award for a Southwest Parks and Monuments' employee conferred to **Ellen Bond** of El Morro NM; the Superior Performance Award for a NPS employee conferred to **Scott Sticha**, formerly of Fort Bowie NHS; and an award recognizing superior operation of an Association sales outlet conferred on **Bandelier NM**.

■

John E. Cook, Southwest Regional Director, presented the first Garrison Gold Award to **Fort Davis NHS**. William Penn Mott, Jr., joined Cook in conferring this most prestigious regional award.

In making the award, Cook summarized a number of accomplishments that gave Fort Davis the winning edge. The staff initiated a series of superior living history programs that not only involved park visitors but spread participation into the surrounding communities. The interpretive programs displayed well-grounded research and covered a variety of topics in different types of media. The staff also strengthened working relationships with volunteers, neighbors and support organizations. "In summary," Cook said, "the staff at Fort Davis demonstrated innovation and balance in creating a very special park visit."

The award is named for the late Lemuel A. "Lon" Garrison, who played an important part in defining the role of NPS professionals today. In addition to the award, Fort Davis



1987 Garrison Gold Award winners, Fort Davis NHS

also received original art depicting a Pueblo storyteller figure, by prominent potter Marie Romero of Jemez Pueblo. This clay figure was selected to symbolize the Garrison Gold because it typified both the Southwest and the primary storytelling purpose of all NPS sites.

RETIREMENTS

Midwest Region's chief of maintenance, **Pat Pusey**, retired in March. She is happy not to have to trudge through wind and snow to arrive at a paper-covered desk and answer a ringing phone any longer. The Midwest Region wishes her all the best and congratulates her on her richly deserved independence.

■

Fred Bell retired from the National Park Service on January 2 after 37-1/2 years with the federal government. He joined the NPS in May 1966, retiring from the Division of Audiovisual Arts at Harpers Ferry. During his career with the National Park Service, Fred took some classic park shots that represent the beauty of park areas to visitors.

DEATHS

Walter G. Clark, who retired in 1982 from Colonial NHP as maintenance mechanic foreman, died on February 10 at Hampton, VA. He was 68. Clark spent his entire career at Colonial, where he filled a number of positions leading to his last job as foreman. He is survived by his wife, Rachel, two daughters, a son, four sisters, 10 grandchildren, and a great-grandchild. Expressions of sympathy may be sent to Mrs. Clark at 69 Woods Lane, Hampton, VA 23666.

■

Oscar M. Willis, 71, died of cancer August 10, 1987. He began his NPS career as a laborer in Bryce Canyon NP in 1946, later transferring to Grand Canyon NP, Glacier NP, and the Navajo Lands Group. In his retirement, Oscar Willis enjoyed fishing, hunting, gardening, and travel. He held many civic positions, among them president of the Bryce Valley Lions Club.

He is survived by two sons, Richard and Daryl; and two daughters, Suzanne Heaton and LaJune Arellano.

George W. Miller passed away in Albuquerque on February 7 after a long illness. He first joined the Service in 1925 as a park ranger at Yellowstone NP under the late Horace M. Albright. He worked as the chief ranger at Glacier NP from 1938 until 1942 when he transferred to Rocky Mountain NP as the acting superintendent. He returned to Glacier in 1948 as assistant superintendent. In 1955, he received his first superintendency at Big Bend NP. In 1960 he was named assistant regional director for the Southwest region, a position he held until February 1968 when he ended a 43-year federal career.

George Miller received the Department of the Interior's Meritorious Service Award "in recognition of his eminent achievements in park management during the critically formative years of the National Park Service."

He is survived by his wife, Mary, of 10501 Lagrima de Oro, NE, Apt. 340, Albuquerque, NM 87111; a son, George Jr.; three grandchildren, and a brother. Donations in his memory may be made to the Shriner's Hospital for Children, Fairfax Avenue at Virginia St., Salt Lake City, UT 84103; to the Education Trust Fund, P.O. Box 1490, Falls Church, VA 22041; or to the charity of your choice.



Claudia Thomas, a secretary in the NPS Accounting Operations Division in Reston, VA, passed away unexpectedly on February 23. She joined the Park Service in January 1984. Messages of condolence may be mailed to her uncle, Granville Thomas, at 4004 20th Road North, Arlington, VA 22207.



Margaret Williams passed away in Greene, NY, on January 12. She was the wife of artist Robert Williams who painted for several years in Death Valley and whose paintings are on loan in various parks. Margaret died just a month after her 99th birthday.

Virginia Boggs, wife of Ed Boggs, passed away in Concord, CA, this January after a long illness. She was a homemaker and devoted NPS wife, starting in 1970 when Ed came to the Western Service Center in San Francisco from the Portland Cement Company. The couple's odyssey with the Park Service took them from Yellowstone to Great Smoky Mountains, Cumberland Gap, Everglades and finally the Denver Service Center. Messages of condolence may be sent to Ed at 5111 Silva Road, Mariposa, CA 95338. Donations in Ginny's memory may be made to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.



William Harve Williams, 62, of 310 N. 6th St., El Paso, TX, died February 10. He joined the National Park Service in 1967, working first at Big Bend and then at Hot Springs NP. He had been buildings and utilities foreman at Carlsbad Caverns NP since 1981. Survivors include his wife Letha, three daughters, his father, three brothers, four sisters, and eight grandchildren.



Roslynn Birdwell, wife of M. J. (Joe) Birdwell, passed away January 10. She had retired from the El Paso Natural Gas Company, and was a member of the All Saints Episcopal Church. She is survived by her husband, a son, a sister, and two nephews. Memorial donations in Mrs. Birdwell's memory may be made to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041. Joe resides at 2804 Catnip Drive, El Paso, TX 79925. He is a life member of E&AA.



Ralph K. Ramsey, 79, died November 27 of respiratory illness at Valley Hospital in Las Vegas. Born in Decatur, IN, in 1908, he and his wife, Nina, moved to Washington, DC, during the Great Depression, where he took up federal service. He

joined the National Park Service in 1946, enjoying a career that took him from the nation's capital, to the NPS regional office in Santa Fe, followed by a four-year assignment at Grand Canyon NP, and finally a transfer to Lake Mead NRA where Ramsey served as an administrative officer until his retirement in 1968.

Ramsey is survived by his only child, Douglas, a State Department foreign service officer assigned to the American Embassy in Manila. His address is 9th Floor, Victoria Building, 429 United Nations Avenue, Ermita, Manila, Philippines. Donations in Ralph's memory may be made to St. Jude Ranch for Children, 100 St. Judes, Boulder City, NV 89005.

Douglas Ramsey recently informed E&AA that his father's personal financial papers were in better shape than the office files of any agency for which he has ever worked and that such meticulousness probably reflects the high standards that were expected of NPS administrative officers. Doug served as a seasonal ranger and a laborer during his student days.

UPDATE

The Architectural Conservation Summer Course, taught annually at West Dean College near Chichester, England, will convene July 15 through July 22. The theme of this year's session is "Perspectives and Prospects," an attempt to assess the achievements in building conservation and acknowledge pioneering work. For further information write The Preservation Trust, 920 Pennsylvania Avenue, SE, Washington, DC 20003, or call 202/543-1052.

MEMBER NEWS

Mrs. Harry C. "Kit" Parker recently observed that in the 27 years since her husband's death she continues to enjoy keeping up with NPS events. She retired as director of religious education at Camp Pendleton Marine Base, and has been troubled with cancer over the last four years. Her children both attended Stanford University after their father's death. The son, Dr. Harry McDougal Parker, is a mathematical geologist, working in Zambia for the past three years. Their daughter, Dr. Elizabeth Parker Hess, has her own clinical psychology practice in Massachusetts. An E&AA member, Kit resides at 4284 Jackdaw St., San Diego, CA 92103.

■ **Tony Stark has been honored** by the East Tennessee Human Resources Agency for his dedicated work as an advocate for the elderly. During the past five years, he has labored to help draw up a new Tennessee state law protecting nursing home residents, a law that went into effect July 1, 1987, and included a patients' bill of rights.

Tony continues his work in Washington, DC, as the Tennessee's Agency on Aging delegate to the National Citizens' Coalition for Nursing Home Reform. Although this keeps him busy, he enjoys every minute of it, saying that the big reward comes when "someone in trouble asks for help and you can clear up the problems."

In 1986 Tony received the Paul Douglas Goddard Award for Excellence as a volunteer advocate in East Tennessee. Instrumental in the organization of the East Tennessee Coalition on Advocacy, Inc., he also served as chairman of the Tennessee Coalition on Nursing Home Reform. He makes the 400-mile round trip from Sevierville to Nashville at his own expense once a month to appear at hearings to urge nursing home reform. Serving 30 years in the NPS ranger ranks, he closed his career in 1974 after four years as the regional safety officer for the Southeast.

Members of E&AA, he and his wife, Ginny, live at 1314 Riverview Drive, Sevierville, TN 37862. Daughter Sharon is married to Len Hooper, the training officer at Denver Service Center. Both are Life members of E&AA. Their other daughter, Toni, resides in Mississippi.

■ **E&AA heard from Hugh and Diane Beattie**, who plan to attend E&AA's Biennial Reunion in Isle Royale NP from September 5 to September 10, 1988, with accommodations at Rock Harbor Lodge. The couple live and travel full time in a 30-foot Avion trailer. They hope to stay healthy for the next ten to fifteen years so that they can do most of the things still remaining on their "North America" list. Hugh was Isle Royale superintendent from February 1969 to March 1975. He retired as St. Croix NSR superintendent in 1986. Hugh and Diane's address is P.O. Box 65656, Lubbock, TX 79464. This is a professional mail service that adds a week or more to normal delivery. If necessary, brief messages may be left by calling toll free 800/422-4663, Ext. 102.

■ **Cecil J. and Bernice Doty, 2129 Ptmarigan Drive, #3, Walnut Creek, CA 94595**, sent in a generous donation for the Alumni Directory. Although Mr. Doty has suffered from serious health problems recently, he fondly remembers Connie Wirth, Tom Vint, Clark Stratton, and Dale Doty. He also recalls fishing at the McCloud Arm of Mt. Shasta Lake with George Collins. Bernice adds that her husband feels the above mentioned gentlemen are the National Park Service.

■ **Rich Huber reports having a wonderful time in retirement** making dulcimers and wooden earrings. He attended seven craft shows last year, and also made some money. His wife, Portia, has enrolled in three art courses at Howard Community College in Columbia, MD. Life members of E&AA, they live at 5049 W. Running Brook, Columbia, MD 21044.

Elizabeth P. (Novak) Olson (19 Racquet Club Drive, San Rafael, CA 94901) sent E&AA a generous donation for the 1987 update of the Alumni Directory. She added that "the *Courier* is excellent, and the Directory is great to have." E&AAers Chet and Ebba Brooks (106 South 30th Avenue East, Duluth, MN 55812) also sent a generous donation, adding that they enjoyed receiving the directory before the Christmas card season.

Othello L. "Wally" Wallis and wife Nancy (58 Tan Oak Circle, San Rafael, CA 94903) advised E&AA that last summer was Wally's fourth as a VIP interpreter in Tuolumne Meadows in Yosemite NP. The couple likewise enjoy the Alumni Directory, and sent a generous donation in support of it.

Glen and Lois Bean (P.O. Box 657, Alamosa, CO 81101) sent the names and addresses of two alumni not listed in the directory. E&AA contacted these individuals in order to list them in the 1988 update. The Beans recently elevated their Life membership to Second Century.

■ **Arthayda Quick, widow of former Yosemite NP ranger Clyde E. Quick**, writes that their son, Gary, and his family continue to operate the Ben Hur Ranch in the family tradition. Clyde was the fifth generation to manage the ranch.

Clyde's friends will remember that he passed away on July 26, 1986, one day prior to his 75th birthday. Clyde considered one of his most significant assignments that of catching golden trout for the Steinert Museum in San Francisco's Golden Gate Park Aquarium in 1946. The fish came from Adair Lake in Yosemite, and were transported by horse and mule in fish cans to the aquarium—a journey of two days and 20 miles. Quick also donated the Pioneer Miller Rig (or Surrey) to Yosemite Natural History Association in 1973. The two-seat, four-passenger rig was sung about in "Oklahoma." It had been purchased by Clyde's great grandfather in the early 1860s and used by the family until the 1900s. Clyde's family can be reached at 270 Harnes Road 66, Watsonville, CA 95076.

In a letter to E&AA shortly after the death of her husband, Robert Bruce Kasparek, Sally J. Ryan said she has long admired the "family" closeness of the Park Service, but never before has she felt it so deeply and so personally as now. Jan Ryan, her sister who is an employee at Fort Bowie NHS, helped Sally select the Education Trust Fund as the primary choice for memorials in Bob's memory. It is Sally's wish is that the Fund benefit from hers and Bob's love for the National Park Service.

Superintendent Dean Ein-walter of Grand Portage NM said a recent incident brightened his day. It seems that last summer a worn, inexpensive camera showed up in the park's lost-and-found inventory. When no one claimed it, park staff wondered if the camera might contain a photographic clue to its owner. Park ranger Bernard Gestel made a special effort to determine the owner by having the photos developed at his own expense. Luckily, one photo showed a school bus with the words "Camp Buckskin" on it. The park found a camp in Ely, MN, with that name and sent a letter. Camp Buckskin's assistant director wrote a special thanks to Superintendent Einwalter, expressing appreciation for the camera's return and his campers' gratitude for the opportunity to visit Grand Portage (the campers all have learning disabilities or emotional/behavioral handicaps). He added his personal appreciation for the park's honesty and resourcefulness, concluding that not many people would have made the effort Ranger Gestel did.

Lew and Bobbye Farr enjoy retirement at 17833 Willowbrook Drive, Sun City, AZ 85373. In a letter to E&AA, Lew reminisced about the old times in WODC, WASO, and Washington Service Center. He considered them happy, satisfying days, and mentioned such people as Tom Vint, Fred Morrell, Red Hill, Bob Hall, Ed Smith, and Chuck Krueger.

He and Bobbye recently spent some time with LeRoy and Jeannette Brown (19516 N. 74th Dr., Glendale, AZ 85308). The couple looks forward to seeing Red Hill and Bob Hall in June. The Farris and Browns are life members of E&AA.

Duane and Elise (Demaray) Anderson have been staying busy. Husband Duane has been nursemaid, cook, and chauffeur while Elise's arm heals. Elise accepted a posthumous award from Eastern National Park and Monument Association on behalf of her father, former Director Arthur E. Demaray. She also received the Bent Spittoon Award for her work at the Spittoon area. The Andersons reside at 702 W. Camino Desierto, Tucson, AZ 85704.

Forrest Benson made his third hole-in-one on the 9th hole at Rolling Hills Country Club in November. He writes that it is the same hole on which he made his first hole-in-one in 1977: "It plays 165 yards, over water, and I used a 5 iron to sink the little rascal."

Alan Hogenauer, who has visited most of the areas in the national park system, had an assignment in Panama which lasted many weeks. Because of the unrest there, he left other members of the family at home on Long Island. "It was really OK," he reported, "except for the one day I had to drive through a wall of flaming debris ahead to avoid soldiers shooting at demonstrators behind. Thanks to a great "AeroPeru" deal, he also traveled to Chile, Peru, Bolivia, Paraguay, Brazil and Colombia.

Carolyn and Keith Miller, hav-ing retired from the Southwest Regional Office in Santa Fe, reported that they will be receiving welcoming letters at Box 897, Bar Harbor, Maine, and that they have a nine-

digit zip code (04609-0897). Carolyn writes that they are leaving sunny Santa Fe for the "equally loved granite, birch, pine, and soft fog horns of the Maine coast." Keith, of course, was once Acadia's superintendent.

Betty Francis, daughter of the late Elizabeth McNeill, says she and her husband had a fine trip to Santo Domingo, where her husband attended seminars for the lawyers while their wives baked in the sun. She says she also spent six weeks as a performer in The Sound of Music, "which was a lot of fun, something I used to do a good deal of in my youth."

The maintenance personnel at Cades Cove in the Great Smoky Mountains NP hosted a going away breakfast for Dave Mihalic, who has transferred to Mammoth Cave NP as its superintendent. The smell of bacon, country ham, biscuits and gravy, and coffee practically swept attendees off their feet as they entered the area. To top off the excellent breakfast, the employees and their spouses presented Dave with a framed print of three bears leaning on a trail sign. To quote the "Park News and Views from the 'Top of Old Smoky,'" what a way to start the day!

BUSINESS NEWS

Rain, wind and floods could not stop the National Park Women of Death Valley NP from raising \$847.50 for the Education Trust Fund as their contribution from the 1988 booth co-sponsored by the Death Valley Park Women and the Death Valley Employees Association. Marjorie Rothfuss and Althea Lane reported that adverse weather conditions slowed them down a little on the first day. The rains stopped at noon, allowing them to open their hamburger/hot dog stand. However at 3

pm, clouds and wind forced a quick close. On the way home, the ladies had to hitch a ride in a NPS 4-wheel vehicle in order to maneuver roads closed by flood conditions. But back they came for the next two days and fortunately the weather improved. E&AA is grateful to these wonderful women of Death Valley who contribute each year to the Trust Fund.

■

The three-year reign of Chattahoochee River's Graham Lewis as champion of the Frank F. Kowski Memorial Golf Tournament is over. His streak ended in the 13th annual event by Farrell West, a Bureau of Reclamation employee and spouse of Mary Alice West, a Lake Mead employee who also golfs and runs the local Kowski tournament there. West fired a net 70 under the Callaway Handicap System to nose out Lewis by a single stroke for the 1987 crown.

Lewis had the meet's low gross score, however, a 72. It was the fifth year in a row he has captured low gross honors, and the sixth time in seven years.

Tournament Director David Thompson, who announced the winner after extensive tabulation, had Graham in second place, followed by Washington's Wayne Carroll, who captured third for the second straight year.

Dave Mims of the Pacific Northwest Region, won the longest putt competition by sinking a 48-footer. Steve Drolet, a ranger at Lake Mead, missed the pin by only 48 inches to win closest to the pin from the tee honors.

There was only one tournament record, but it was in the most important category—the money raised for benefitting Employees and Alumni Association Education Trust Fund. The total donation of \$3,320.89 was far above the 1986 record of \$2,900 and raised the cumulative total over the 13 years of the competition to \$15,842.16.

A total of 413 golfers played in the event—which takes place at courses close to NPS sites—down from the record 433 of 1986. But generous donations beefed up the

Trust Fund, including \$231 from the Yosemite Park and Curry Company, \$545 from Guest Services, Inc., and \$140 in unused prize money from the Southwest NPS Geriatrics tourney, which was donated to the Kowski Fund. The DC area again had the largest number of participants, 109, while Lake Mead was second with 74.

Although spouses have won some of the minor prizes before, Farrell West is the first non-NPSer to become tournament champion. But since he works in the middle of Lake Mead, he said he almost feels like one. NPS employees, alumni and their spouses are eligible to win national honors. Anyone may play and contribute.

Ben Moffett

■

Rocky Mountain Region is producing a quarterly newsletter for its alumni entitled "A Newsletter for the Retirees of the Rocky Mountain Region." The first came out in February, followed by a second one in March because of the volume of news. The publication reported the following:

The Geriatrics Golf Meet was held in Rio Rico, AZ, April 12 to 14. A future *Courier* will report on festivities and winners.

Those who watched the Winter Olympics in Calgary, Canada, were sure to have met Josh Thompson who took part in two biathlon events (a combination of cross country skiing and shooting). Josh pointed out in several interviews that he hailed from NPS stock and partly attributed his success to that outdoor upbringing. His mother is Thea Nordling of Canyonlands NP. She is a district interpreter in the Needles District. Josh lives in Gunnison, CO. In March he competed in the World Cup Races in Europe.

The Rocky Mountain Regional Office and Denver Service Center hosted a successful open house on February 26, with some 80 alumni in attendance. The NPS employees furnished the luncheon, after which staffers led alumni on a tour of the building, their first chance to visit the new offices.

The Rocky Mountain newsletter also reported that Larry Wiese is now assistant superintendent at Zion NP; Bill Wellman has transferred from the superintendency of Timpanogos Cave NM to the superintendency of Great Sand Dunes; and Sandra Key leaves the superintendency of Bryce Canyon NP to accept the position of assistant superintendent at Glacier NP. Retirements include Ruby "Bee" Long from DSC, Johnny Syminow from Theodore Roosevelt NP, and Estle W. Sadorus from Yellowstone NP.

■

The past few years have made it apparent that E&AA does not always have accurate information to rely on when obituaries need to be written. Does anyone have a good suggestion?

In addition to whatever thoughts you can share, E&AA hopes everyone will become more aware of newspaper articles on NPS people. All such material should be sent to the E&AA offices for use in the *Courier*. E&AA needs everyone's assistance—NPS management in WASO and the field, E&AA representatives, E&AA members, and everyone with an interest in helping the Park Service keep its heritage alive by paying proper tribute to those who have gone before us. Please remember that the spouses play an important role in the management and administration of the Service. Send articles on spouses and their careers both within and outside of the Service.

One of the most reliable sources of information to date is E&AA's biographical sketch file. Those who have not completed a form for the file should do so. Mail completed forms to E&AA, P.O. Box 1490, Falls Church, VA 22041. Updates to the forms also are welcome. Keep in mind that E&AA wants accurate information on spouses also.

BIOGRAPHY FORM

Employees and Alumni Association
of the
NATIONAL PARK SERVICE

A file biographical data is the most reliable source of accurate information about NPS employees and alumni. If you have not previously supplied such information to the E&AA, or if you wish to supplement it, please, on a voluntary basis, fill out the form and send it to The Treasurer, Employees and Alumni Association of the National Park Service, P.O. Box 1490, Falls Church, VA 22041. Information is non-confidential and will serve a variety of NPS and E&AA needs.

1. Name _____
Last First Middle Initial

2. Present Address _____
Street City State Zip

3. Family
Date and place of birth _____
Date Place

Marriage _____
Date Where To whom

Spouse _____
Occupation Educational Background Occupational specialty

Children _____
Name Sex Date of Birth Occupation

4. Education
High School _____
Name Location

College or University _____
Name Location Degree Conferred Date

Briefly list school or college honors received _____

5. Military history (including where and when served and branch of Service)

6. National Park Service employment

Temp. Date Position Title Location

Date first perm. apptmt. Title Location

List important subsequent changes:

Date Title Location

Date current (or last) apptmt. Title Location

(Continued on back.)

7. NPS career highlights

Special Awards _____

Significant special details or assignments _____

Significant accomplishments or contributions made to NPS _____

List publications that you (include spouse) have authored _____

8. Additional personal highlights (Describe important achievements in other fields prior to and during Federal career) _____

9. Civil, Social, Religious, and other Activities (Identify your affiliations including offices held) _____

10. If transferred from NPS:

Date	Agency	Occupation	Location
11. Employees and Alumni Association: Are you a member? _____			
		Yes	No

Date	Agency	Occupation	Location
12. Home town newspaper _____			
	Name		Location

13. Retirement:

Date	Position Title	Location
Retirement address _____		
Retirement occupation. Briefly describe retirement activities _____		

Signature Date

Note: Use additional sheets if necessary and key additional data to appropriate numbered items.

BACK TRACKS





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