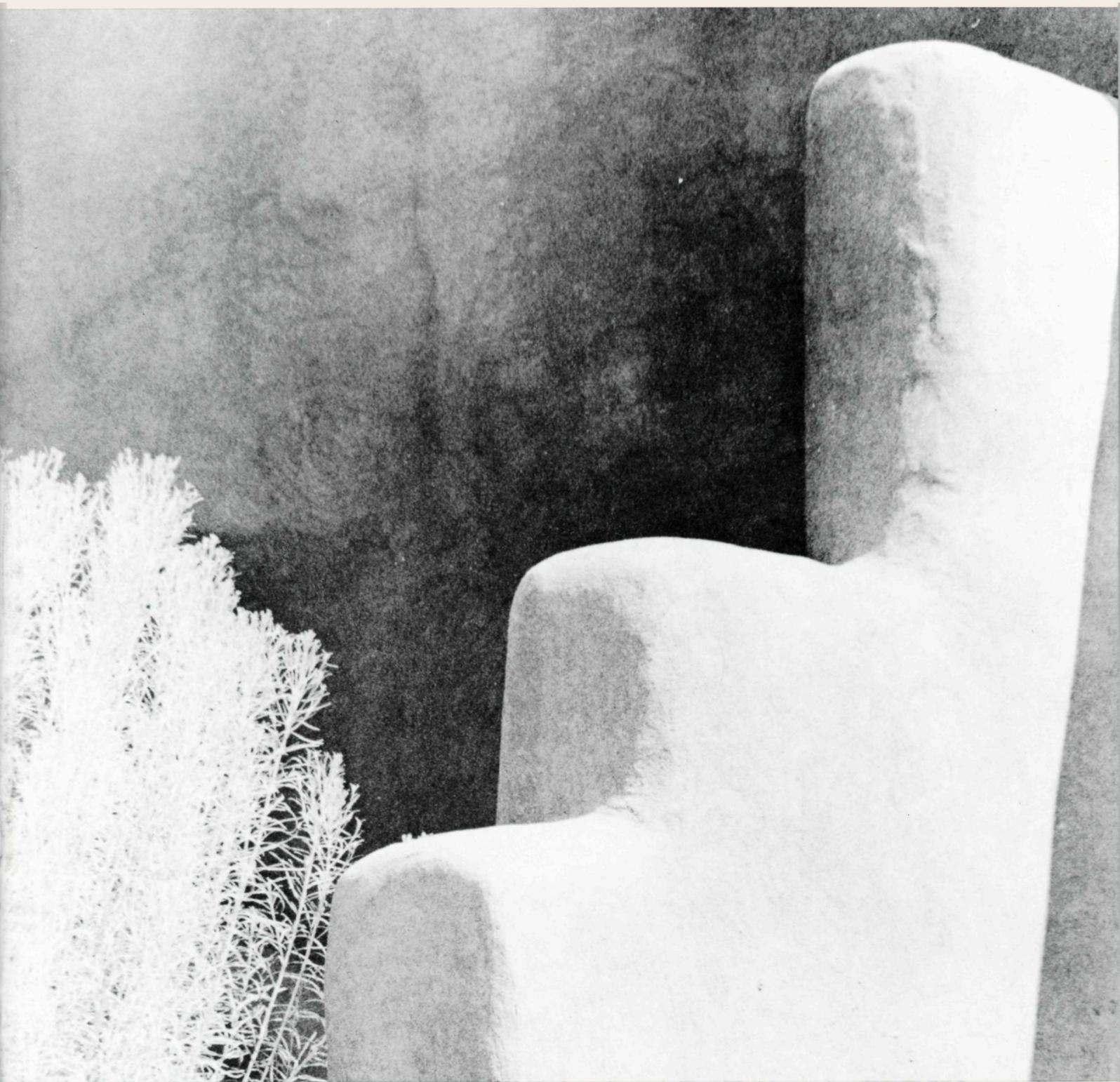


COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



VOL. 33, NO. 6

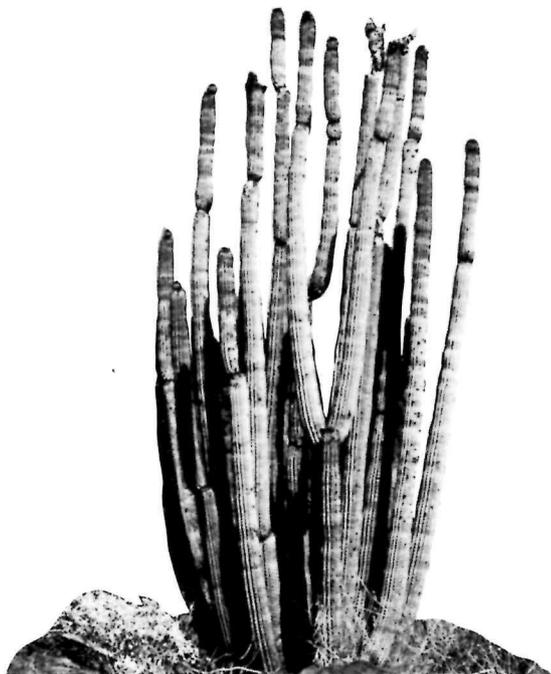
JUNE 1988

COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

Volume 33, Number 6

June 1988



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COVER

Nancy Payne is a freelance photographer whose work is done primarily in black and white, then toned and/or hand-colored with oils. She has a BA from George Washington University, and has studied with the Main Photographic Workshop in Arles, France, and the Corcoran School of Art. Her work is presented at the Kathleen Ewing Gallery in Washington, DC, and has been exhibited at Gallery Five on Capitol Hill and the Worthy Gallery in Georgetown.



STAFF

Mary Maruca - Editor
Ricardo Lewis - Graphics Artist

ADVISORS

Christina Watkins—Design Consultant
Duncan Morrow—Contributing Editor
George J. Berkclacy—Chief, Office of
Public Affairs
Naomi Hunt—Alumni Editor, E&AA
Theresa Wood—Executive Director, E&AA

National Park Service
U.S. Department of the Interior



THINKING CREATIVELY, ACTING BOLDLY



"You must never so much as think whether you like it or not, whether it is bearable or not; you must never think of anything except the need and how to meet it." These words of Clara Barton's reflect how I believe many ideas emerge. They come from the drive, the imagination, and the persistence to transform a vision from its abstract form to a concrete reality. These qualities, along with an almost single-minded intensity, enabled Clara Barton to found the American Red Cross. They also readied Wilbur and Orville Wright for the morning of December 17, 1903, when they lifted "The Flyer" skyward. Other men and women who had ideas and were driven by personal courage and vision also are commemorated at National Park Service sites: Benjamin Franklin who identified lightning as an electrical discharge; George Washington Carver who painstakingly explored the versatility of the peanut and sweet potato plant; and Thomas Edison, one of America's most ardent inventors, who created the phonograph, and contributed to the technology associated with moving pictures, to name but a few. Imagine what life would be like today were it not for the curiosity and the commitment of these monumental minds.

Ideas borne of the human intellect vary greatly in scale and importance. Not every one transforms the world. Some contribute in quieter ways. Some come and go unnoticed. For example, some items introduced at an inventor's fair in Japan last fall ranged from the interesting to the bizarre—a hot tub to be installed in the back of a car, musical bath slippers, and a dancing fig tree. To be quite honest, I don't foresee any of these inventions grabbing a major share of the American market. My reason for bringing them to your attention is that they represent two important things: the interest, energy, and excitement required to execute these ideas, and the courage to share them with others for inspection, possible modification, and even rejection. No one knows if an idea is good until it is exposed to objective evaluation, and even then the evaluation isn't always correct. It requires a delicate balance of confidence and judgement on the part of the creator to hold on when it's appropriate, and let go when it's time.

For this reason, I want to share with you a couple of my own ideas. They aren't earth-shattering, but I bring them up because I think they help illustrate what I mean by putting yourself on the line in order to promote an idea. I recently came up with the idea of having a button designed and produced to relate to the restoration of wolves in Yellowstone. It shows the head of a wolf, with eyes that blink on and off, and carries the message, "Bring Back the Wolf, The 'Eyes' Have It!" Though some may see the pin as a gimmick, I think it will be useful in building public support. As a highly condensed, eye-catching form of communication, it conveys to the viewer exactly what we are trying to do—encourage people to learn the facts about the wolf.

I've also been working on another idea that still has a way to go—to use the apples grown in some NPS historic orchards as a

means of informing visitors about these special fruits and the importance of protecting the genetic variety they represent. One of my thoughts has involved coming up with a way to sell visitors the individual fruits wrapped in tissue paper, each tissue having the history of the orchard printed on it. Once again I see this as a way to condense into a simple form the profoundly important topic of biological diversity. I don't know if this idea will pan out, but, like many ideas, I think it's worth working on to see what develops.

An organization moves forward or back, depending on its effectiveness at coming up with new ideas to meet changing times. To its credit, the National Park Service is an organization actively willing to work creatively. I've seen evidence of NPS interest and receptiveness to new ideas. You've dealt creatively with development encroaching on park areas; invented new ways to make your jobs more efficient; and worked cooperatively with those interested in raising funds for NPS areas.

I want to encourage this kind of receptivity. As Clara Barton says, liking something or not liking something is far less important than doing it—taking the chance to evaluate with open mind new ways of approaching old problems.

The Superintendents' Conference at Grand Teton NP provides us with an excellent opportunity to share and discuss ideas face to face. Such opportunities come along all too seldom; there is no excuse for not taking full advantage of them.

This conference should be only the beginning. The kind of creative interaction that I hope will happen in the closed environment of the conference should spread to all employees. When an employee shares an idea with a supervisor, it should never be rejected out of hand. It should be given the same thoughtful consideration that went into its creation. Then, if it is determined that the proposal doesn't work, the determination will have been fairly and thoughtfully made. Don't listen to an idea and say "no" immediately. Allow the idea time to settle and then determine what you think about it.

Remember that the National Park Service was itself a new idea—a stroke of creativity and boldness. In keeping with the genesis of this organization, let us recommit ourselves to thinking creatively and acting boldly.

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

William Penn Mott, Jr.

FROM THE EDITOR

When the chief of public affairs motioned me into his office, I knew there would be trouble. He pointed to a chair—the universal symbol for “sit down or else.” Nevertheless, I anxiously remained standing while he—he pushed away from his desk, folded his arms across his chest, and, in that way he has, mumbled “Mary, Mary, Mary,” like he had just read the results of my latest dental examination.

“Yes sir” (a serious tone seemed appropriate)—until he told me I had to have the June *Courier* out by May 30. I looked at him blankly. He was joking...*wasn't he?* Didn't he understand the impossibility of what he was asking, especially since I had never—absolutely never—published an issue earlier than the fifth day of any one month that the masthead promised it would appear in. May 30th for a June issue? Impossible.

“Do you—or don't you—want to go to the superintendents' conference?” he asked.

As it turned out, I *did not* go to the conference, but I *did* get the magazine out.

How? This *timely* issue of the *Courier* could not have happened, were it not for modern technology, Chuck Sicard, and a little bit of unexpected good luck. Serendipitously I acquired a modem at about the same time I discovered that the National Park Service was hooked into the CompuServe network.

This bit of news came from Chuck Sicard, one of the authors in this issue. But Chuck did not stop with sharing the information. He also showed me how to use the system—how to electronically exchange articles between authors and editor in order to eliminate retyping. Hallelujah, exclaimed a certain frazzled NPS employee who had been anxiously ticking off the remaining days before the June deadline.

And so, I spread the word to contributors to send material over CompuServe. And they did. Approximately twelve articles arrived that way. As a result, readers will be able to peruse material on new NPS areas, on research partnerships, on trends influencing the Service in the 21st Century, and on other topics—all by May 30, in time for the superintendents' conference.

Who knows? Perhaps sending articles over CompuServe eventually will become a trend. It is definitely one that a certain editor would like to encourage. Indeed, thanks to a marvelous chain of events, I happened to call John Byrne (21st Century Task Force) for advice, got hooked up instantaneously for a conference call among himself, Laura, and me, and concluded the conversation with Laura's commitment to write her article and to send it to me over CompuServe.

In face of the many complex issues being handled by the Park Service, this may seem a small accomplishment. But to me, it has greater ramifications. It says that the technology exists to simplify assignments, that people who take a certain delight in experimenting with the latest market advances are out there *improving working conditions* for all of us, and—perhaps most important of all—that the 21st Century is already here, if not in calendar terms, at least in the minds of those who are working to prepare for it.

That one early April afternoon, when Laura's voice so effortlessly joined John Byrne's to speak to me, I became convinced that some invisible barrier personally had been crossed. Indeed, a kind of New Year's Eve attitude descended. Was there not cause for celebration? I had been hoping for solutions to impossibilities that were not impossible after all. At the end of the 20th Century, I was experiencing a bit of the 21st.

Next time the chief of public affairs asks for the impossible, I'll know it'll be a snap to get it done.

PASSES AND PAMPHLETS —MORE OR LESS?

R. “Dixie” Tourangeau

“Timing is everything” some say. So I took a phone call and a piece of mail to be coincidental omens, when I was debating about what topic to choose to soothe an expectant editor.

The call came from a puzzled park person who was looking for information concerning our cute lil' Golden Eagle Pass. Her problem was that the Eaglets her park received didn't have any accompanying “stamps” and a visitor wanting to buy a mature Eagle naturally asked for his official stamps to make the \$25 purchase “valid.” Sadly, she didn't know anything about any “stamps,” though she admitted that her park dealt more with Golden Agers and Accessers. Here it was April and some NPS field people didn't have an inkling of the specifics concerning distribution of our most famous sales item!! Our informational filter must need Roto-Rooter service, I decided.

Oh yes, did you guess? Our mail pouch contained the 1988 list of park fees. Of the 141 parks charging this year, Yellowstone-Teton is tops at \$10/vehicle, then come 24 facilities (18 national parks) at \$5 and the rest cost \$3. (QUICK QUIZ: Besides NPS, what are the six federal land-managing agencies that collect funds? Answer later.)

Aah! I found myself yearning for those simpler days of 1980, when our Eagle Pass was a handy, colorful item of credit card size. Now 23 years old, it remains one of the world's best travel bargains, even at \$25. But I wonder about the “bells and whistles” now attached in the form of stamps and a new chunky shape. Maybe it's just that there are suddenly too many stamps to deal with: the official National Stamp(s), NPS regional stamps, park book cancellation stamps, Duck Stamps, S&H Green and the dreaded Post Office's 25-cent big E. Which stamps go where?

I know, I know. It's marketing and promotion, but must we tamper

with a simple product and cause confusion? My promotional concept is a 15-second Ad Council spot showing a family of five stopping at the Grand Canyon entrance station and flashing their Golden Eagle to a smiling ranger. As they leave with park maps and goodies, dad displays his Eagle card while saying, "See America's natural best for just \$25," or "Don't try to see America without it!"

Actually, the stamps aren't as bad as the usage of the word "passport," that we are too slowly moving away from. Whoever thought that tag up should be forced to answer an equal number of calls to those I've taken in five years from people looking to go to Europe courtesy of our "passport!" Why not just call it a "park-pass?"

Anyway, after I get all the right stamps in place, then I've got a nice loose folder to lose and an Eagle too wide to fit inside a (my) wallet. My Golden Eagle collection goes back to 1974 (first use at Glacier). Over the years, its size has gone from 3-3/8 by 2-1/8 to 3-1/2 by 2-1/2 back to 3-3/8 by 2-3/8. The smaller, credit card-size with no frills seems best.

Another Lifetime Supply

About a month ago Supt. Henry G. Law of Kalaupapa NHP kindly included our regional office in a mailing of his new park brochure. It's slick, spiffy and informative as they all usually are, but he sent us about 150 of them. Now, although Kalaupapa is in warm Hawaii, we just are not going to get a major influx of requests for this remote park that deals with the sad, misunderstood history of Hansen's Disease (leprosy). Truth is, we don't get that many calls for Hawaii Volcanoes NP!

What Supt. Law innocently did was uncover another aspect of the park brochure problem. NARO-PAO probably has 3,000 Touro Synagogue folders. We couldn't give these to enough "interested" people in a decade to dwindle that over-supply. But even in our own region Acadia, Lowell and Salem Maritime pamphlets seem to be as rare as Kalaupapa bus tours. This is to say nothing of our regional (supposed all-park information) office having an annual, less-

than-zero stack of Zion, Yosemite and Yellowstone brochures. When those Atlantic Research Corp. boxes arrive intermittently in the office, I am usually disappointed by the contents because it's some park we already have in abundance or a park we can't easily promote.

The trouble is we've got too many of quite a few lesser-used parks and surely not enough of the repeatedly requested major areas. Currently, almost no big park will send any of their Harper's Ferry "grid" brochures because they are probably selling them. Understandable, of course. But should Barbara Payne's troops at the WASO Inquiries Office be deluged even more because NARO doesn't have any Yosemite folders? Or should visitors be told to write each park or buy a Rand McNally Park Guide? It's becoming a prize for travelers who actually make it to Park X—they win a beautiful brochure to take home or, more often, lose. Though some park history buffs have started collections of those old, 5-1/2 by 3-1/4 brochures, most folks naturally prefer the larger, colorful ones with photos. Fine, but they do cost more to print, and tighter budget priorities mean fewer of them. In the semi-IDEAL Park Universe, NPS would have two park brochures: the grid, color one for specific park-area use and the old plain kind for regional office (and surrounding park) handouts. Right now the best type of trip-planning information is written in commercially available "park guide" books.

So step right up folks! Trader Dix has a few items for swap. Example: Assateague Island NS, Yorktown and a NAR park of your choice (maximum of 50 each) for either Shenandoah or Great Smoky Mountains. Come one, come all.

Quiz answer: Forest Service, Fish and Wildlife Service, Bureau of Reclamation, Bureau of Land Management, U.S. Army Corps of Engineers and the Tennessee Valley Authority.

NOTES FROM THE HILL

Rob Wallace

The General Superintendents' Conference at Jackson Lake Lodge in early June reminds me that my first job with the National Park Service was a few miles down the road at the Buffalo Entrance Station.

I recall many vivid memories from my first summer in the kiosk. In June, we froze to the floor. In July, the mosquitoes carried off all the loose change. In August, I began to notice that most RVs were more spacious than seasonal housing. And, in September, I met the superintendent.

As a new employee, my world revolved around the subdistrict. So the superintendent was a mysterious figure from headquarters—a place I'd only visited once. Throughout the summer I waved politely as he drove through with visiting VIPs—congressmen, senators, a governor or two, and other superintendents. Then one day in September, he pulled his green sedan into the adjacent turnaround and walked into my kiosk.

The pursuing conversation left me spellbound. I was fascinated by his knowledge of politics and parks. I thought I understood why all of these VIPs kept coming to the park. They were trying to find out how he wanted things run.

A few years later I moved to Washington, DC, as a congressional aide and saw my first detailed government organizational chart. It looked like a diagram of a DNA molecule. There were scores of independent agencies, 13 cabinet level offices including Interior—five assistant secretaries of Interior, ten bureau heads, associate directors, assistant directors, regional directors, deputy associate regional directors; the list went on and on.

But where were the superintendents? Didn't I have first hand knowledge that superintendents communicated routinely with members of Congress, and, more than likely, the President. Yet they weren't even on

the first page of the organizational chart. What was wrong?

After a few months' involvement with Park Service issues in the Senate, I came to realize that organizational charts don't tell the whole story. Superintendents do communicate daily with the President and Congress. They do so through their parks and by way of the impressions their areas leave with the millions of people who visit the national park system each year. Superintendents, and the dedicated employees they supervise, help visitors understand their history and environment, and the unique role we play in it. That effective communication explains why the Park Service has one of the richest legacies in the federal government and why there is such strong support in Congress.

This summer's gathering in Grand Teton National Park appropriately recognizes the critical, indispensable role of the Service's 341 superintendents.

As for news from the Hill, our appropriations subcommittees in the House and Senate held their annual hearings in March to review the Administration's FY89 budget request. The \$6.6 billion Interior Department request contained \$780 million for the Park Service.

Last year, Congress appropriated \$930 million to the NPS. As in years past, OMB is seeking to retract congressional "add ons" from the previous year. So, the proposed FY89 reduces the construction account by \$78 million, land acquisition by \$45 million, and historic preservation by \$28 million. It is unlikely Congress will accept these proposed cuts.

In April, two bills were sent to the President for signature. Legislation was enacted to add 146,000 acres to Big Cypress National Preserve in Florida. Also, Congress approved a bill that would strengthen the role of the National Park Service and the states in protecting historic shipwrecks from salvage divers.

LETTERS

Concerning Dixie Tourangeau's January 1988 column, "Don't Call Me, I'm Incompetent," the following observations are offered.

Here appear to be three groups of employees in the National Park Service. I am not referring to the groups we normally think of: maintenance, ranger, administrative, permanent, subject-to-furlough, seasonal employees and the like.

No, the real divisions are:

1) Those who are satisfied just to have a "job." We all know that civil service jobs are relatively secure, have decent benefits, and fair pay. The folks in this group may do their jobs quite well. But the fact remains that the jobs are most important. Who they work for—Park Service, Forest Service, military, private industry—is somewhat irrelevant.

2) Those for whom a "career" is most important. These people may have chosen specifically to work in the Park Service. It's the agency and the career within the agency that are primary. Therefore, they will make all the correct political decisions to protect and advance one and the same.

3) Those who are most concerned about the parks—protecting the resource in accordance with sound management principles. You remember: "To conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

I've actually run into some of those people in the last category, and they always astonish, motivate, and uplift me. They're not afraid of making the controversial decision on behalf of the resource. They put careers on the line if necessary. I've even met a few who have turned down promotions so they would be closer to the resource they love, be freer to speak out, less inhibited by political winds and less careful of the eggshells around which any career must carefully tread.

My question is, what do we put first in our public service, in validat-

ing the public trust? Where is our true and ultimate allegiance? It isn't so much a question of "incompetence," for most employees are capable in their own special tasks. It's more a matter of attitude—how we view the very essence of our roles in the Park Service: job first, career first, or park resource first. All subsequent decisions and actions flow from that priority. The NPS could do with fewer people in the first two groups, and many, many more in group three. Only then will the promise and hope and vision that the national park system represents be fulfilled.

Michael M. Bencic
Guadalupe Mountains NP

Eric Burr's letter in the March *Courier* reopens an issue that I thought had been settled. That is, what is the role of the national park ranger in law enforcement? A few years back, interpreters, fee collectors, and other non-commissioned personnel were briefly required to "turn in their badges," as they were not considered enforcement personnel. After much protest they got them back, and for good reason. In a real sense we are all interpreters, and we are all enforcers. The only difference is in the level of action that we are authorized to take to correct an illegal or incompatible activity.

If all members of our society would listen to reason, then even the police would not need guns. Unmistakably, the badge, name tag, and flat hat are symbols of authority, but unfortunately they are symbols of an authority that is necessary in the society in which we live. To avoid the cop image that Eric dislikes requires the ability to switch gears quickly. It is not uncommon for a ranger to be exploring nature with a child one minute, and the next be called upon to break up a gang of drunken individuals desecrating a historic site. In the latter instance the appearance of authority and command presence of the officer literally can mean the difference between life and death.

I did not join the National Park Service to become a cop; my degree

is in environmental studies. But in our society professional law enforcement is required to make our parks safe for those who wish to visit them. I believe that the generalist ranger, highly trained in law enforcement, still has a multifaceted role to play in the system. The image of the national park ranger as protector of our heritage is not one to be ashamed of.

Jack Gossett
Kennesaw Mountain NB

It was a pleasure to peruse the February issue of *Courier*, the news-magazine of the National Park Service. The issue, which commemorated Black History Month, was a literal treasure trove of little-known information about the black presence in and contribution to a government agency that each year brings so much pleasure to so many of the citizens of our nation and visitors to the United States from around the world.

In addition, this issue of the magazine offered young people and others a glimpse of the interesting career possibilities available in the National Park Service.

I commend the NPS and the magazine staff on the commemorative issue.

Benjamin L. Hooks
National Association for the
Advancement of Colored People

Through the pages of the *Courier* I would like to say thank you to the staff of Everglades NP for a most wonderful winter season. I arrived in early December 1987 to work with Everglades on a Student Conservation Association (SCA) internship. I was full of trepidation at that which lay ahead—a new country, new people, new culture. However from the outset I was made to feel part of the team—and what a team! Although I worked with the division of interpretation, I rapidly became aware of the enthusiasm for the national parks that all the staff shared.

The obvious open warmth for returning seasonals and new staff alike soon let me know I was onto something special—people all around

me re-establishing old friendships and cementing new ones. I never would have thought that I too would be making friendships to last a lifetime, but that is how I leave Everglades.

Upon my return to England I hope I will be working for our national parks, just one family of Yelowstone's children. If so, I will be forever indebted to Everglades, to the National Park Service, and, of course, to SCA for the opportunity and career enhancement.

Everglades, you have some major battles ahead of you in order to protect this very special place. It isn't going to be easy, that much you know. But it will be worthwhile.

"Foreverglades," this is my thank-you, Park Service, concessionaire and natural history association alike. Together we have created a bond seldom found, a bond to last a lifetime. Don't let it break. Waiting to hear from y'all.

David Elsey ('The Bloke')
Lancashire, England

THE PUBLIC SPEAKS

On a recent rainy afternoon... my wife and I decided to visit the Wright Brothers National Memorial.... The first person to greet us was **an older man with white hair** at the cash register. He went above and beyond the call of duty by just being naturally friendly—especially after we both found out we both originated from the New York-New Jersey area. But he made all who passed the register that day feel special and welcome. And it got better! The **ranger** you have giving the tour about the Wright Brothers was the best I have ever seen, and, believe me, with our interest in history, we have traveled all over this world, and been on many tours...but never have we seen such an excellent one. The ranger got the whole crowd involved by asking questions and making us feel a part of the program.... I own a horse and cattle

farm and I employ about 15 men, but I would give all 15 up to have two men like you have. I am sorry I did not get their names. But I am sure you know who they are. I never thought the day would come when I would say this, but—even though you're the government, you're a class act.

F.R., Barboursville, VA

...I was in Washington, DC, and visited the Lincoln Memorial with two friends of mine. We each had been to the memorial separately on several occasions over the years, but the information we received on that one night was amazing! The quality of this park ranger's knowledge was a tribute to his dedication to his job and to the Park Service in general. Never before had we heard such a wonderful, informative lecture. I assumed that the park ranger, **Mr. Lawrence E. Parish**, had worked for the Park Service many years and that his "specialty," so to speak, was the Lincoln Memorial. Much to my surprise he informed us that he had only been in the employ of the Park Service since August 1987. We were astonished. I commend the Park Service, and Mr. Parish in particular, for making that evening one of the highlights of my vacation.

B.V., Willimantic, CT

Several weeks ago we were in the Virgin Islands National Park on St. John's Island. We took the historical tour of the island sponsored by the National Park Service. It was led by **Rafael Valls**. The tour was exceedingly good. Mr. Valls is very well informed, not only on the history of St. John's Island, but U.S. history generally, is enthusiastic in his presentation, and very considerate of the needs of the group. In our case, he went out of his way to ensure that we were returned to our starting place in order to make an appointment. This tour was one of the highlights of our trip and the Park Service should be proud of Mr. Valls.

R.R., Minneapolis, MN

SERVING THE PUBLIC IN THE FUTURE

People, the “mystery resource” according to Ken Hornback of the NPS Statistical Office, are our customers, guests, visitors, neighbors, employees, and, as taxpayers, our ultimate supporters. Using our expertise at resource management, we can also make people our most valuable resource. As the NPS approaches its 100th birthday, these park partners may help fulfill the changing demands for services while maintaining the integrity of the system.

Southeast Regional Director Bob Baker heads the 21st Century Task Force, which is charged with looking at changes the National Park Service may face in the next 100 years. John Byrne, superintendent of the George Washington Memorial Parkway and member of the task force, is leading an effort to help predict natural, social, and demographic changes expected by the year 2016. This article suggests trends as they relate to the demand for outdoor recreation. The natural and cultural world, economic conditions and technological processes that will surround us in the future will impact the emphasis we choose.

As we look to the next 30 years, we can learn from the previous 30, and the changes that have occurred. According to a 1968 report about the history of public use in the national park system, balancing preservation and public use had become a significant problem. Examining visitation changes shows why. In 1946, visits to the national park system totalled less than 20 million. Spread out over 133 units of the system, that means about 150,000 visits per unit. During the late 50s and early 60s, visitation multiplied more than six times (133 million), increasing the pressure on 200 units to 665,000 visits per unit. At present, the system consists of 342 units supporting a visitation of 288 million, resulting in an explosion of 800,000 visits per unit. Of course, these visits are not distributed evenly throughout the system, but the illustration shows that even as the system grows, the pressure on the units from inside grows faster than the system.

Park units experience inside pressure on their boundaries as increased visitation strains frontcountry services and specialized programs. Outside pressures on boundaries also are



Photo by Nancy Payne



Fall River, above Chasm Falls. Photo by David Halpern.

expected to continue as people seek to retire to quieter, cleaner, more natural environments and as the nation's leaders seek land and other natural resources to support a growing population.

Most indicators point to an increasing demand for outdoor opportunities. Specific recreational activities may change, and the recreators may have grayer hair and move a little slower, but interest in the great outdoors and preserving heritage is expected to remain strong. The factors that most influence the demand for outdoor recreation and travel include time, income, companionship, mobility and health. Urbanization impacts the number of opportunities for outdoor recreation.

TIME. Consistently, the most important variable influencing people's participation and interest in outdoor recreation, time is our scarcest resource. A Louis Harris poll claims that leisure time for American adults has dropped 31% (about eight hours a week) since 1973. Since more options compete for time, our perception that we have less has only been enhanced. This perception of a time famine is expected to continue. Services, such as videocassette recorders and automatic teller machines, that allow people not to have schedules imposed on them, are becoming increasingly popular. Travel agents who can provide a travel package, including transportation, accommodations, and entertainment, with one telephone call are in growing demand. Advertisers market products based on time savings. Racquetball, for example, is advertised as an easy-to-learn sport for a fast workout.

A major determinant of available leisure time is hours spent at work. The 40-hour work week has strong support, with most workers saying they are satisfied with the amount of time they work. Those who do not prefer working more hours to receive more income. A flexible work schedule, thought to be a growing trend in the sixties, is available to only 12 percent of the work force. Few workers say they would trade less income for more leisure or family time, because of job security.

What is deceiving about the 40-hour work week is the amount of work people do at home. Eight million people work at least eight hours a week at home in addition to their full-time work schedule. The personal home computer increasingly will allow people to exercise more time control over their jobs.

INCOME. In 1985, disposable personal income devoted to recreation reached 6.4 percent. Adults over 50 account for half of all U.S. discretionary spending. This age group spends a greater proportion of annual income on vacations than does the general public. The income picture for the elderly, at least for the next ten years, continues to be good. Since 1982, people 65 and over have reported a lower poverty rate than the population as a whole—a historic reversal of a trend, considering that in the 1950s, 35 percent of older Americans lived in poverty. This reversal has resulted from massive federal assistance. Federal dollars devoted to the elderly has risen from 6 percent in the 1960s to a current 30 percent.

It is unknown how government support will continue or change in the next 20 years as the better educated, healthier,

more affluent Baby Boomers (born between 1946-66, the largest age group) reach retirement age. Today's elderly are adding years to their life and life to their years. The Boomers will enjoy longer life, but perhaps less leisure.

MOBILITY. The 1986 President's Commission on Americans Outdoors cited the deregulation of airlines, the decreased use of passenger trains, the evolution of comfortable tour buses and the resurgence of interest in cruise ships as major events in public recreation travel. However, more than 85 percent of park visitors arrive in private automobiles. The importance of the car in pleasure travel is expected to continue as the number of cars is increasing faster than the number of households, allowing individuals more personal transportation.

According to a 1987 report on leisure travel by the Marriott Corporation, two-thirds of Americans took pleasure trips during 1986. The majority (73 percent) of these trips lasted three days or less, typically over a weekend, in order to get away from it all. The most popular trip activity was sightseeing.



The elderly as travel consumers exhibit a different pattern. Typically more educated, more affluent, and less encumbered by dependents, they account for 72 percent of all trips in recreational vehicles. They tend to stay at campsites (on public lands) an average of two and a half days. With more time to spend, they seem eager to learn about the area and seek special experiences. Obviously, these changing patterns are significant to the National Park Service.

COMPANIONSHIP. Changes in household and family composition also influence interest and participation in outdoor recreation. Other than time and money, respondents to the 1982-83 Nationwide Outdoor Recreation Survey said that children determined how much time they spent on outdoor recreation. Sixty-three percent of all groups visiting national parks are family groups, making visitors predominantly 5-13 years old and 24-44 years old.

Also, in the 1982-83 survey, availability of companions for outdoor recreation showed up as an important element. Since the 1960s, the number of people who live alone has tripled to 21.2 million, or one quarter of all households. By 2000, more than seven million more people are expected to live alone.

To find companions for recreation, people are joining more specialized clubs and associations. Different combinations of groups are forming, i.e. walking, bicycling, canoeing, and crosscountry skiing groups. The number of athletic and hobby nonprofit clubs and organizations has risen faster than almost any other type of nonprofit organization. The emergence of

diverse interest groups make management of recreation resources more challenging.

HEALTH. People also spend more time in outdoor recreational pursuits to improve their health. We hear that greater numbers are exercising than ever before, yet we also hear they are not doing enough to improve their physical fitness. Nevertheless, the sales of barbells and weights have doubled since 1977. More than 600,000 stationary bikes were sold in 1977, and in 1984 sales were up to 2.9 million. However, hunting, fishing and camping equipment sales have been declining for the past ten years.

Evidence seems to indicate that Americans are adopting healthier lifestyles. Teenagers are smoking and drinking less than at any previous time. However, the percentage of fat children has increased 54 percent for school-aged (6-11 years old) groups, and 39 percent for teenagers since 1965.

URBANIZATION. One of the chief motivating forces behind the creation of the two presidential commissions' assessments of outdoor recreation is America's perceived loss of wide open spaces. In 1960, 70 percent of the U.S. population lived in metropolitan areas. Twenty years later the percentage rose to 75. By 2000, another increase is expected—up to 80 percent of the population. In 1950, approximately 13 acres of land were available per U.S. inhabitant. By 2000, that ratio is expected to drop to 5:1.

The 1950s represented a turning point in urban settlement. For the first time, central cities experienced a population loss. That population decline is continuing. The suburbs of the eighties are quite different than those of the fifties that served as bedroom communities for the central city. People worked, shopped and enjoyed recreation downtown. In the eighties, the suburbs are expanding beyond commuting distances from central cities, and diminishing their economic ties to larger metropolitan areas. With the rise in the service economy, new industry is no longer dependent on central city infrastructure, such as railroad tracks, to haul in raw material for manufacturing. Telecommunications allow ready access to information regardless of office location. Service industries move to where the people are. And the people are searching for open space.

Every year, 17 percent of Americans move to a different home, either following their jobs, or looking for better places to raise their children. This spreading development requires land. The reasons people leave inner cities—crowded streets, crime, lack of open space—are following them to the suburbs. Some areas purposely and rigorously control growth. Parks, lakes and wooded areas become integral to many of these subdivisions, community districts, and smaller cities and towns.

IMPLICATIONS. The Park Service manages a system of unique natural, cultural and recreational resources. In doing so, it performs a service to the American public. These trends suggest the park system will continue to feel internal and external pressures. The 21st Century Task Force will be using these trends, and others, to project the future and suggest how the NPS can prepare itself to deal with these pressures.

One of the Service's strengths is its knowledge and experience in natural and cultural resource management. Another strength is its overwhelming popularity. It reaches more people now than it did 30 years ago. In the 1982-83 National Recreation Survey, more than half (53 percent) of the American public recalled visiting a national park. In a 1955 survey, the figure was less than half (47 percent).

The weakness of the National Park Service, on the other hand, is its powerlessness to influence, beyond park boundaries, decisions that impact the integrity of the system. The Service can combat this weakness by nourishing partnerships with the American public in order to protect the resources. The Service needs to take the mystery out of its largest resource, delivering its resource protection lesson to the hurried traveler visiting for the first time as well as to the daily jogger on the trails. It must be aware of what people want, so that it can be creative in planting resource lessons throughout the course of a visit. The Service needs partners who will deliver its message in corporate board rooms, civic association meetings, planning hearings, government offices, and other places where development decisions are made.

The Service may encourage the internal pressure caused by visitor use of its special places. But, pressure can be eased by lending assistance to other providers in order to increase the supply of outdoor opportunities. In the 1920s, Stephen Mather helped organize the first conference of state park directors to highlight scenic wonders of state areas. Today, state parks are recognized as important assets fueling tourism and economic development in states.

To ease external pressures, the Service can nourish partnerships with people who have never crossed park boundaries by bringing them the resources through videocassettes, park guides, and the like. These information sources not only can explain the logistics of how to get to and through park areas, but also how to appreciate their majesty and wonder. The Service can make park units relevant to people by letting them know what parks can do for them—how parks contribute to personal health, make education come alive to school children, and serve as a necessary ingredient of clean, economically thriving communities.

As a 1968 public use report says, the units of the national park system are an expression of our national heritage. As 450,000 immigrants a year join the American population, the diversity of our national heritage becomes even greater and pressure to add new areas to represent that heritage increase. Human resources may be the key to helping the Park Service preserve recreation opportunities, natural wonders and irreplaceable cultural resources represented both in the current and future national park system.

Laura B. Szwak is an outdoor recreation planner with the Recreation Resources Assistance Division in Washington, DC.

GEORGE HARTZOG IS STILL BATTLING FOR THE NATIONAL PARKS



With a new book hitting the stands, George Hartzog, director of the National Park Service from 1964 through 1972, has some important things to say about the park system and the way it is managed.

Q: I understand you're a relative newcomer to the publishing world. How did you happen to write this book?

A: About two years ago when Stewart Udall went down to Clemson to give the Hartzog Distinguished Lecture in the fall, we got to reminiscing and telling stories to the students, and he said I ought to write a book. Now I had resisted the temptation to do just that when Alfred Knopf asked me to upon my leaving the National Park Service. The title Knopf suggested at the time was *Parks, Politics and People*. I ended up calling my book *Battling for the National Parks*.

Anyway, as a result of Stewart's encouragement, I set about jotting down some reminiscences. When I had about 150 pages or so, I sent it to one of Alfred's great friends. He sent it back saying "this is the best damned park book I ever read; let's finish it." I did, and that's when my turmoil really began, trying to find someone to publish it. However, through a stroke of good luck, I found a publisher in Mt. Kisco who took it.

Q: I gather this was your first experience writing a book.

A: Definitely. I resisted it like the plague. Remember when Job was involved in all his tribulations? He lamented "oh that mine enemy had written a book." Well, with that philosophy in mind, I steadfastly had refused to write one.

Q: Since you've gone and "done the deed," would you review some of the topics you cover in your book?

A: I start off by posing the question, "whose parks are these," and then I relate some of the things about that, beginning with the so-called riot in Yosemite in 1970. I also share my early experiences in the parks, and deal at some length about what I perceive to be the destructive influence of political bureaucrats in government. I make the point that this begins at the very top with presidential candidates oblivious to the fact that they are running to become the chief bureaucrat of all. I deal with seekers after special privileges. I relate a chapter on how I was fired. And I conclude with a chapter entitled "This Land is Your Land"—in other words, these are your parks; if they are to be saved, here are some of the things I think need to be done. I start off that chapter by saying some rather strong words about the Congress and how it has let things get out-of-

hand. I talk about park boundaries—where is the Park Service going to find new parks and how is it going to get them. I also talk about wildlife management. Here, I focus on Alston Chase's book, *Playing God in Yellowstone*, where I think he makes some very good points as well as some comments that aren't true because he didn't do his research. Then I come to the National Park Service and why it's in the shape I think it is today.

Q: National Parks and Conservation Association recently came out with a kind of blueprint for the future of the national park system. It sounds like your book offers its own blueprint.

A: Frankly, when I next have lunch with Paul Pritchard I'm thinking of mentioning that I should bring action against him for copyright infringement... No, we don't make precisely the same points, but we say much the same thing in different ways. NPCA is supporting Vento's bill that talks about a review board for the Park Service. I think that's fine, but it's an inadequate solution. The serious problems I see with the parks are outside their boundaries, and a review board just isn't going to be able to deal with these issues. It seems to me that what's needed is what I suggest in my book—a presidential council on nature preservation, similar to the president's council on historic preservation. Such a group could bring together conflicting demands and needs and policies, and recommend solutions.

Nobody really has made a case for how serious the crisis in the parks is—nobody except Chase, and I think his book would have served a great public purpose if he hadn't internalized and personalized it.

Q: Since I joined the Park Service, I've heard people talk about the golden age of the Service under "Director Hartzog."

A: That's not what those people were saying to me when I was there.

Q: Still, a number of employees seem to regard your directorship as a positive time for the Service. Do you think the state of the country is such that it would be impossible to lead the Service as you did?

A: There's no question that things have changed dramatically since my time. You now have the National Environmental Policy Act, plus a lot of public participation statutes. While we tried to involve the public in most of our planning and master plans, at least we could get through them. I don't know how it is now with Park Service master plans, but I don't think the Forest Service has gotten one management plan approved in the last five years. They are all in the courts.

Really, I don't know what I would do today. I do know it's much more complicated. But I never have been one to believe something can't be done. You just have a few more turns in the road, that's all. You may have to drive a little slower, but I think you can get there.

Q: What do you see as one of the greatest challenges facing the National Park Service?

A: For one thing, there's no such thing as a National Park Service. There are ten National Park Services, represented by ten regional directors. ...And nobody really pays attention to the Washington Office. It might as well not exist. In fact, less than five percent of the people in the Washington Office have ever served a day's duty in a national park—a condition as absurd as trying to operate a Navy with a corps that's never sailed a ship.

Q: Looking toward the Park Service of the future, do you foresee a change in the kind of employees hired? For example, do you anticipate the Service will rely more on specialists than it has in the past?

A: I really don't know. I have only one comment. I wonder what ever happened to the concept we adopted of paying scientists based on what they were worth. I remember I caught a lot of hell because there were scientists in the parks paid at a higher grade than the superintendents. I believe you pay people for what they do and not where they have to stand on some pyramid. And I think that's one of the real failings not only in the Park Service in recent years, but in the federal government as a whole. Classification of positions has magnified the importance of getting as many people as possible so an organization can show a bigger pyramid, instead of looking at the job that has to be done and figuring out how many capable, competent, creative people are really needed, then paying them what they are worth.

Q: Now that you have your first book behind you, do you anticipate a second one? What other projects are ahead?

A: I'm not a writer. So there's no other book. I'll continue to practice law. If I could break my wife and children of the habit of spending money I would retire. But as long as that habit persists, I still have to practice law.

Mr. Hartzog's book can be purchased at the Superintendents' Conference E&AA booth for \$14. Eastern National Park and Monument will be making it available for the benefit of E&AA. After June 15, autographed copies can be obtained by sending a check for \$15 (postage included) to Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041. Once again, the book is being supplied by Eastern National Park and Monument for the benefit of E&AA.



BOB CAHN—IN TUNE WITH THE NATIONAL PARKS

Presentation of NPCA's 1988 Marjory Stoneman Douglas award to Robert Cahn for citizen activity on behalf of national parks is a fitting acknowledgement of a long and unusual career dynamically focused on environmental concerns. Cahn is best known for his writing, which has earned the highest honors, but relatively few people realize how much of his life is devoted to activism on behalf of parks.

Most reporters write about national park issues and then go on to pursue other subjects and other assignments. Not Bob Cahn. In 1967, as a Washington reporter covering the Department of the Interior, the Supreme Court and urban affairs for *The Christian Science Monitor*, he was assigned to write a series of articles on the national parks. In 20 years of magazine and newspaper writing he had established a national reputation that made him reluctant to leave the fast-breaking stories of the turbulent urban scene of the late sixties. Nevertheless, Cahn set out to learn all he could about his new assignment. Ten months and 20,000 miles later, he became hooked on national parks—and his life never has been the same.

The 15-part series resulting from the assignment, entitled "Will Success Spoil the National Parks," won the 1969 Pulitzer Prize for national reporting, the first time the national reporting award had been given for writing on an environmental subject.

Talking extensively with NPS personnel and mingling freely with park visitors, Cahn became fascinated with the complex management problems facing the Service. His series examined overcrowding, expansion of the park system, overemphasis on visitation, wildlife management, wilderness designation, the impact of national recreation areas on the park system, and shortcomings in protecting natural and cultural resources. One article pointed out the need to help visitors get a real “park experience” and find the values parks can teach. He noticed that some visitors felt an unexpected pride of ownership in the parks and a willingness to accept responsibility for their protection. Cahn began to discover the existence of an environmental ethic that he felt compelled to examine in subsequent writing.

“After the series, I never returned to my former news beats,” Cahn recalls. “From then on I devoted my writing to the environment and, whenever possible, the national parks.”

In 1969 he took his first trip to Alaska. Out of his work in that state came articles about the national parks, the proposed oil pipeline, and the often controversial efforts to protect this last great expanse of wilderness through the creation of new and enlarged national parks and wildlife refuges. Over the next decade he wrote extensively on the legislative battle to protect Alaska public lands and worked actively for passage of the Alaska National Interest Lands Conservation Act (ANILCA). His 30,000-word booklet, “The Fight to Save Wild Alaska” (National Audubon Society, 1981), which told how 10,000 citizen activists throughout the country defeated powerful and heavily-financed development interests, has become a handbook for citizens involved in recent Alaska conservation battles.

Back on the Washington scene again, Cahn covered hearings and events leading to passage of the National Environmental Policy Act (NEPA) in late 1969. Early in 1970, by presidential appointment, he became one of the original members of the

Council on Environmental Quality mandated by NEPA. During nearly three years in the unaccustomed role of high government official in the Nixon Administration, Cahn earned a reputation for trying to be, as one writer put it, “the environmental conscience” of an Administration that didn’t want one.

One of the ideas he helped bring to fruition during those years was a project he covered in his 1968 Monitor series—Russell Train’s concept of a World Heritage Trust to help assure protection for the finest parks and cultural sites around the world. Cahn’s interest in this area developed into lasting involvement with international park activities. Since that time, he has met with park rangers and managers at several NPS International Short Courses, has been active for 15 years with IUCN’s Commission on National Parks and Protected Areas, and has participated in the world park conferences of 1972 (Grand Teton) and 1982 (Bali), as well as IUCN General Assemblies in Zaire, the USSR, Indonesia, Spain and Costa Rica.

Meeting Horace M. Albright at the 1972 World Park conference led to a friendship and then to a collaboration that resulted in Albright’s book, *The Birth of the National Park Service—the Founding Years 1913-33*, published by Howe Brothers in 1985. Cahn worked on the book six years without compensation because he felt a record of the founding and growth of the National Park Service, as told first-hand by Albright, to be of utmost importance. The book is now in its second printing. Cahn is donating 25 percent of the royalties to the Horace M. Albright Employee Development Fund, established by Director Mott to give sabbaticals to NPS employees, because, as Cahn says, he felt “Albright would have liked that.”

Another Cahn book, *Footprints on the Planet: A Search for an Environmental Ethic* (Universe, 1978), tells about the role of national parks in building an environmental ethic in the American consciousness. In his foreword, Jacques Cousteau wrote that the book “...will, I hope, be the trail leading to the



environmental ethic we urgently need.” And in *American Photographers and the National Parks* (Viking, 1980), Cahn traces the historical links between photography and the growth of support for national parks.

He has kept in close touch with each of the NPS directors from George Hartzog to Bill Mott, learned about the importance of interpretation and park values from the late Freeman Tilden, meets frequently with regional directors and WASO officials, visits parks, attends Park Service conferences, and, in recent years, the annual Rendezvous of the Association of National Park Rangers, of which he is an associate member. He also is a member of E&AA.

Cahn has involved himself in NPS policy ever since the 1968 Monitor series, which ended with a full-page questionnaire entitled “How Would You Run the National Parks?”

“More than 2,100 questionnaires were filled out by readers and mailed back to the Monitor, many with several pages of comments attached,” says Cahn. “The results and some reader comments, which the Monitor published, showed that people overwhelmingly supported limiting expansion of concessioner services, lowering speed limits, getting bears off the highways and into the backcountry, restoring wolves and protecting park resources. I turned all the questionnaires and comments over to the Park Service, which had been prohibited for many years from doing this kind of survey.”

Attitudes shown in the readers’ answers helped the Park Service change some of its policies, especially on wildlife management, reducing road speeds and limiting the increase of visitor facilities.

When asked about the significance of Cahn’s series, George Hartzog, then director of the National Park Service, observed ‘It was one of the most creative, constructive things the media did during that time. Bob raised a lot of consciousness and concern and made an extremely fine contribution to the dialogue going on about the parks.’”

Over the years, Cahn has continued to raise a strong voice on issues affecting the parks. He has urged the Service to give a higher priority and a larger budget to natural and cultural resources protection. He has encouraged Service administrators to improve and expand science and resource management programs. He has written several magazine articles about the 1980 State of the Parks Report, also basing his 1980 Horace M. Albright Lecture at the University of California on that report and the need for better NPS management of natural resources. With Destrý Jarvis of NPCA, Cahn has been a leading advocate of increased funding and higher priority for the completion of parks’ resource inventorying and monitoring programs in order to document threats as well as recognize potential problems.

In 1981 Cahn worked with the National Academy of Sciences to develop a proposal for a blue-ribbon commission to re-evaluate the Leopold Report and recommend improvements in the science, research and natural resources programs of the Park Service. Although the proposal ultimately did not receive

Department of the Interior approval, Cahn continued to advocate a science study. He recently was appointed to NPCA’s Commission on Research and Resource Management Policy in the National Park Service, which is studying NPS science and resource management programs in order to report its conclusions and recommendations at year’s end.

In all his writing and citizen activities he is assisted by his partner of 36 years, Patricia L. Cahn, who gained recognition in her own right as prize-winning editor of *American Education* magazine, a writer of numerous magazine articles and, in 1975 and 1976, Director of Public Affairs for EPA. During 1987 Bob and Pat served as contributing editors of *National Parks* magazine, and collaborated on several articles.

A native of Seattle, Cahn graduated from the University of Washington, and holds an honorary doctor of laws degree from Allegheny College. In addition to his writing for *The Christian Science Monitor*, he was a staff correspondent for Life magazine, senior editor and writer for *Colliers* and *The Saturday Evening Post*, Washington editor for *Audubon* magazine and White House reporter for the U.S. Information Service. He holds the Department of the Interiors Conservation Service Award and the Distinguished Service Award of the National Wildlife Federation. He formerly served on the President’s Citizens Advisory Committee for Environmental Quality and on the Coastal Zone Advisory Commission of NOAA. He is presently a member of the Boards of Directors of the Trust for Public Land and the Environmental Policy Institute.

Accepting NPCA’s Douglas Award at the Conference on Protecting and Planning for Parks of the Future, held last March in Washington, Cahn reaffirmed his commitment to the environment. He called for “a new way of looking at national parks.”

“Too many Americans are taking the national parks for granted. They view parks as destination places for low-cost vacations or as handy spots for picnicking, skiing, and other outdoor recreation. In hurried visits they miss the opportunity to learn the real values of the natural and cultural areas, to have a ‘park experience,’ to find out about their relationship with nature and history and even discover more about themselves, to find within the parks, as Enos Mills once wrote, ‘room in which to think and hope, to dream and plan, to rest and resolve.’”

Cahn also noted the pressures put on the NPS to increase emphasis on visitation at the expense of protecting natural and cultural resources. He urged increased attention to resources management and interpretation.

Recalling that a majority of the 4,300 threats to park resources listed in the 1980 State of the Parks report could not be verified by the NPS because of lack of data, Cahn asked: “How can we really know the condition of the parks and the extent of the problems until we can accurately assess what we have and then monitor what is happening to the resources?”

In all ways—as an observer, a chronicler, and a friend of the Service—Bob Cahn stays tuned to the national parks.

HARVARD UNIVERSITY, AN OPPORTUNITY OF A LIFETIME

The Senior Executive Fellows Program (SEF) at Harvard University was a very special opportunity, one that I will remember throughout my National Park Service career. By far the most meaningful, comprehensive management training I have ever participated in, it presented ideas, principles and philosophies that will have a long-lasting effect on the way I manage.

Once a park superintendent reaches a certain grade level, administrators assume they can manage. Little feedback on how they are doing is given. Almost no opportunities for advanced training exist, particularly in the area of executive leadership. Such managers end up focusing on immediate pressures instead of looking at long-term strategies and their own career development. The program at Harvard's Kennedy School not only allowed me to reflect on what I am doing now, but it forced me to look beyond my own park's sphere to the larger responsibilities of our agency and government.

CORE CURRICULUM. The largest, most important learning module offered to the fifty participants in the Senior Executive Fellows Program was the specially designed core curriculum. The twenty-one topic areas were taught by twenty-four of the Kennedy School's most outstanding faculty members. Subjects included: political management, strategic planning, public value, advocacy, leadership, small group problem solving, national issues (economics, foreign policy, science policy, competitiveness), program evaluation, and human resources. Most of the faculty had worked at the highest levels of government. The opportunity to discuss their viewpoints, prejudices and thoughts on a variety of issues was intellectually engaging and extremely enlightening.

ELECTIVES. Regular Kennedy School and Harvard classes could be taken as audit electives, as could the MIT continuing education courses. We could choose as many options as our afternoon and evening schedules allowed. Some classes even could be taken for credit if a participant sought special permission.

STUDY GROUPS. Sponsored by the Institute of Politics, these non-credit sessions were open to Kennedy School students only and ranged from foreign policy to Election '88. I attended a study group, led by the New Jersey Senate Minority Leader, that looked at the legislative branch. These sessions were intense



Chrysandra L. Walter

because they were designed to evoke active discussions among a small number of people. For example, my group contained only twelve students.

DINNER TALKS. SEF participants dined together each night at the faculty dining room, where various Kennedy School and Harvard faculty members shared dinner with the students and led discussions in their fields of expertise. Topics ranged from management of the Kennedy School to the CIA; life during the Kennedy, Johnson and Carter administrations; American relations with the Soviet Union; the future of the Space Shuttle Program; the world trade deficit and world economics.

ARCO FORUM EVENTS. Another extremely stimulating and engaging learning opportunity was the special lecture series presented by the Kennedy School's Arco Forum. Each semester, prominent government and world leaders speak on a variety of topics. During the Fall semester most of the presidential candidates spoke about their plans for leadership. The Prime Minister of Norway discussed her country's energy policies; Secretary of Defense Weinberger talked about the six criteria for using conventional forces; and Senator Edward Kennedy spoke on a variety of legislation before Congress. Offered one to two times per week, these events were open to all Harvard students, and those who attended usually were direct in the questions they asked. It is not often that we as American citizens, or as government employees for that matter, have the opportunity to hear first-hand and in a close environment the thoughts and opinions of the people who set national and world policy.

The Harvard Program was a very special opportunity for me, one I would strongly encourage other superintendents to take advantage of. I enjoyed being in an environment where my ideas and methods of management were examined in relationship to those of other government managers. Admittedly, too, it was wonderful to be "back in college" with all the youth, idealism and intellectual curiosity such an environment encourages. But it was more wonderful to be back with a lifetime of experience and knowledge behind me that I can apply more practically now than when I was twenty years old.

In the Harvard Program, the National Park Service offers the opportunity of a lifetime. Don't let it pass you by.

Chrysandra L. Walter is superintendent of Lowell NHP.

Servicewide Needs Assessment Process Under Development

The new Servicewide Needs Assessment Process (SNAP), taking the place of the old IDP system, operates on the principle that supervisors, in consultation with each employee, will be able to identify performance-related knowledges, skills, and abilities (KSAs) in need of improvement. These KSA needs can be identified both to improve performance in the current job and to prepare for the next logical career move. In some instances, when an established course is mandatory (law enforcement certification, for example), only the course will be identified. The appeal of this new identification process is the way in which it should enable the Division of Employee Development, the regions and the parks to improve their

decisionmaking concerning what kinds of developmental experiences to schedule. In addition, the needs identified can be used to help design training course curricula.

SNAP will be automated. Written on dBASE III PLUS, the process allows employee-needs information to be entered by any office that has IBM compatible hardware and the appropriate software. The data then can be forwarded by disk or modem from parks to regions and on to WASO. To become part of SNAP, each employee will have to complete an Employee Development Plan. Forms should be available by early summer, with the software following shortly.

News on Training- Accomplished System

Since the PAY/PERS SYSTEM began, the divisions of Employee Development and Information and Data Systems have worked in cooperation with others to automate a data system for recording and reporting the training histories of all Service employees. The result has been the Training Accomplished (TRAC) system for the input and query of training-accomplished data in a cost-effective, user-friendly manner. TRAC will function using a SF-182 (Request, Authorization, Agreement and Certification of Training form completed by employee and supervisor) and

a SF-182 Supplement designed for data needed by the PAY/PERS system but not required by the SF-182. Data from the forms then will be entered on a microcomputer using dBASE III PLUS, transmitted to regional offices, and then to PAY/PERS. Plans call for entering FY1986-87 data by the Division of Employee Development. FY1988 data will be entered, using the newly developed system. Employees will have the option of entering data for training completed before FY 86-88, if they desire.

New Educational Opportunities

For the first time, the Service is sponsoring executive/management developmental programs for six selected GS-12 through GS/GM-15, WG equivalent, and SES employees. This opportunity comes out of recommendations made by the Management Development Task Force chaired by Mid-Atlantic Regional Director Jim Coleman.

Recognizing that managers need to be knowledgeable and competitive not only in park operations and administration but among their own professional community, the Service is sending participants to developmental programs

at six universities: Carnegie-Mellon University, University of Houston, Northwestern University, University of Southern California, Harvard University, and the University of Michigan. Although each program varies, overall emphasis will be on leadership, decisionmaking, managing productivity, media relations, community relations, policy analysis, conflict negotiations and the like. Programs last from three to four weeks, the first being a Senior Executive Seminar at Carnegie-Mellon University, held in May.

What's New in Management Development?

In response to recommendations from the Management Development Task Force in 1986, the NPS embarked on a number of strategies designed to improve the competency of its managers and supervisors, who, along with its executives, constitute the NPS management team.

After review of the Service's management development approaches and managerial practices in the public and private sector, the task force recommended an NPS management improvement and development program with four parts: 1) an enhanced supervisory development program to ensure that supervisory skills development will receive a higher priority and that all new and incumbent supervisors will have the required skills to guide and monitor others; addressed in this portion will be skills required to make a successful transition from worker to supervisor, with particular attention on developing appropriate supervisory competencies for this initial stage of their second career; also addressed will be an understanding of the NPS management role in general and how individual supervisors contribute to achieving management excellence, including discussion of supervisory skill maintenance and development of advanced skills in order to direct their work units toward achieving results; 2) a management studies program established as a self-study, self-directed learning experience coordinated through an institution of higher learning and designed to aid both individual and organization in determining potential managerial capability; 3) a mid-level manager development strategy designed regionally around the coun-

selor/pupil concept, with a senior regional official serving as mentor to targeted participants at GS-7/12 or WG equivalent; and 4) an incumbent managerial development program to address the development needs of current managers, with the focus on growth rather than advancement.

Finally, nine general initiatives have been identified to improve overall management development: 1) conducting supervisory training for seasonal employee supervisors classified as non-supervisors; 2) using the computerized government training course directory; 3) expanding the Myers-Briggs Type Indicator; 4) purchasing and using computers in all supervisory and management training; 5) using the Servicewide needs-assessment process; 6) developing a career management concept; 7) using information from the permanent employee's survey, temporary employee survey, employee roundtables and other organization-sponsored sources to strengthen curriculum design for supervisory and managerial courses; 8) expanding participation to a limited number of non-NPS trainees for Servicewide training; and 9) creating a learning resource center and classroom in the Washington Office.

The management improvement and development program starts a major emphasis on manager development. This is an exciting time for anyone wanting to enter the next NPS decade better prepared for management. The results of the program should be widespread, and affect everyone willing to accept the challenge.

LAUNCHING A NEW NATIONAL MONUMENT

First impressions are always lasting! So are the first actions taken by top regional managers when it comes to launching a new area, especially one that requires joint planning and development by two Department of the Interior agencies. As Southwest Regional Director, I want to share with you the immediate actions we took after President Reagan signed Public Law 100-225 on New Year's Eve, 1987. I also will tell you of our progress to date and provide you with a better understanding of the types of actions that need to be taken to ensure that inter-agency efforts "start off on the right foot." As I said, the first steps are critical; they set the tone for all that follows.

On December 31, 1987, the National Park Service took on another critical responsibility for the American public as well as for all visitors. The establishment of El Malpais National Monument and El Malpais National Conservation Area, south of Grants, New Mexico, culminated years of effort to obtain full protection for this nationally significant natural and cultural resource, while encouraging tourism and continuing appropriate multiple use management. In addition to reaffirming the Service's long-standing ability to protect its most precious natural treasures, we also got an opportunity to show the public how two agencies with different missions can work together to establish viable management programs. Too often, such situations can create staff turf battles—a resistance to sharing information that can produce numerous bureaucratic paper barriers. The initial steps taken by regional management must set the stage for a sound and fruitful long-term partnership. Everyone must keep their "eye on the ball," that ball being the protection of a national treasure.

Bureau of Land Management New Mexico State Director Larry Woodard and I quickly joined on January 8, 1988, and held a press availability session at the New Mexico State Capitol Building in Santa Fe. We were also joined by Mike Pitel of the State of New Mexico State Travel and Tourism Division. At this session, we shared background information with the public as well as key points concerning the boundaries of the Monument and Conservation Area, status of current land ownership, planning and development timetables and how the Governor of the Acoma Pueblo and other Native American Indian Tribes would be consulted to insure them access and privacy for traditional religious activities. Further, this first public session demonstrated to everyone, including respective agency staff, top management's commitment to a successful cooperative effort.

Shortly after this press session, I took a series of steps to move agency efforts along quickly. Staff members were directed to prepare interagency agreements, to work together to determine where

public information signs were needed, to find a building suitable for a temporary visitor information center, to prepare letters to landowners informing them about Public Law 100-225 and the planning process, and to share appropriate resource protection and planning information. These management directions were enhanced by holding a joint agency activation meeting on February 18, 1988, to ensure that critical issues were addressed, tasks assigned and target dates set for completion of such items as legislative maps, legal land descriptions, general management plans and interim operations plans. Since the U. S. Forest Service (USFS) manages land adjacent to the National Conservation Area, staff from the Cibola National Forest also participated in this activation meeting.

On March 1, 1988, we met with Governor Ray Hista of the Acoma Pueblo to kick-off the planning process with the Acomas.

In late April, Grants, NM, was the site of our regularly scheduled interagency meeting between top management of the U.S. Forest Service, the Bureau of Land Management (BLM), and the National Park Service. This meeting is held semi-annually, with each agency hosting in turn. As the host on this occasion, we felt it appropriate to meet in the vicinity of this most recently designated area. In addition to dealing with the normal agenda items, we met with local leaders and reinforced our proud tradition of working together with all groups. Some local leaders were surprised that three regional agency heads could sit at the same table, quickly work out differences and identify opportunities for joint efforts to satisfy public needs. This meeting in Grants also enabled us to finalize plans for the official May opening of the temporary visitor contact center. We announced that New Mexico Senators Pete V. Domenici and Jeff Bingaman and Representative Bill Richardson, 3rd District, were committed to attend. By mid-summer, we also expect to host a formal dedication for the interagency information center to be developed near Grants, NM, adjacent to Interstate Route 40. Community leaders are excited about this coming event and are preparing the red carpet.

BLM State Director Larry Woodard and I continue to move together to update political leaders, the media, local officials, Native Americans and respective agency staff members. The full preservation and protection of the irreplaceable natural and cultural resources of El Malpais should alleviate the past problems of pot hunting, enhance the local economies of Grants and the Acoma Pueblo by increasing tourism, and insure access and enhance privacy for traditional Native American religious activities. As for the interagency information center to be devel-

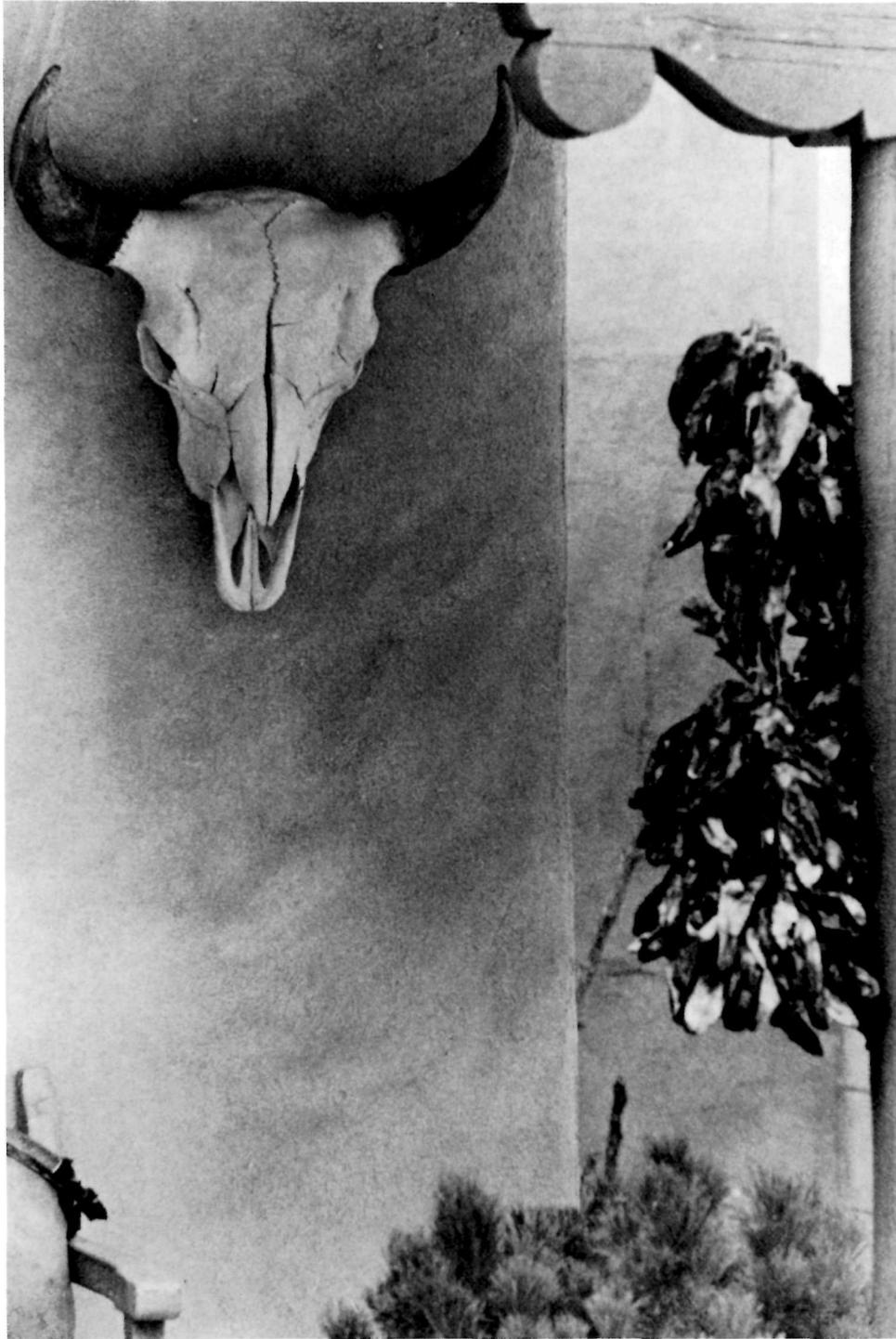


Photo by Nancy Payne

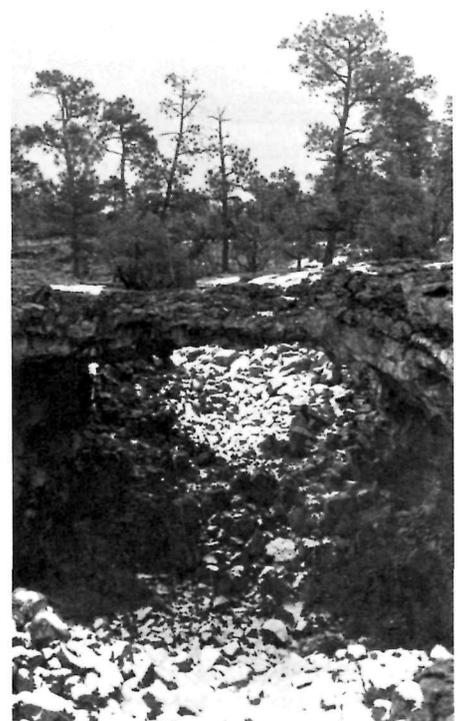
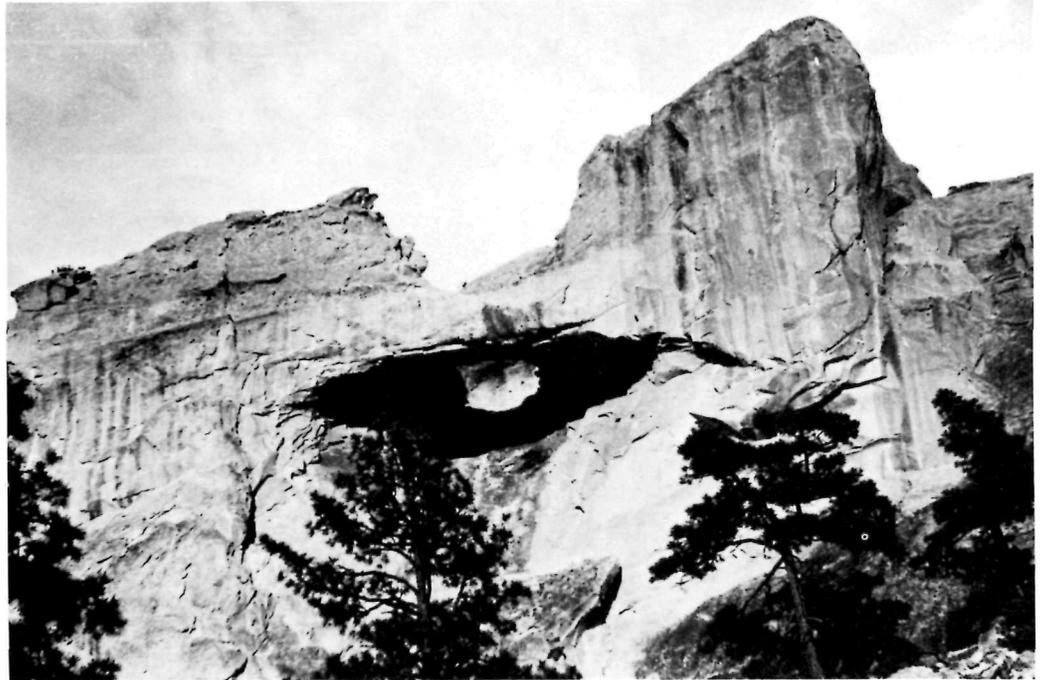
oped near Grants, how well visitors will be greeted there is rooted in how well top regional managers launch such cooperative interagency efforts. Given the foundation already laid, I expect future visitors to enjoy the time they spend in the area. It's the senior, field-level managers who set the tone for the

fulfillment of staff interagency tasks. The difference between making the job easy or difficult very often depends on their day-to-day interactions.

John E. Cook is the Southwest Regional Director.

BY DOUGLAS E. EURY

EL MALPAIS NATIONAL MONUMENT—AT LAST!



Photos by Grants Daily Beacon

“The combination of this virgin forest, the ice caves, the intriguing wild lava bed, where the experience of discovery can always be had, presents what we think should be set aside. It would appear that now is the time to have a careful examination of this country made by Park Service experts who will have authorization and the time to examine its wonders and its possibilities,” wrote Evon Z. Vogt, Custodian of El Morro National Monument, to National Park Service Director Arno B. Cammerer in a letter dated December 29, 1933.

“We have studied the area and believe that it has national significance,” said Director Mott on May 2, 1987.

El Malpais (meaning the badland), an area of extensive volcanic activity in western New Mexico, was the subject of both these quotes. The fifty-four years from 1933 until December 31, 1987, when the bill for El Malpais National Monument was signed by President Ronald Reagan probably approaches the record for the longest effort to establish a unit of the national park system.

In response to Vogt’s 1933 letter, Yellowstone Superintendent Roger Toll was dispatched to complete an assessment of the area. His evaluation consisted of a one-page letter in which he concluded that ice caves and lava beds were adequately represented in the national park and monument system. He also cited the isolation of the area and limited funding as factors which did not favor adding the area to the system.

Some thirty years later, in the late sixties, a more extensive new area study was completed. At that time, El Malpais was considered a suitable addition, recently having been designated as the first national natural landmark in New Mexico. But the political climate and economic conditions were not right to ensure passage of the legislation subsequently introduced in the Congress.

In the mid-eighties, attention once again focused on El Malpais. At last, conditions were right and the time had come to bestow national park status on the area. By the end of 1987, two years of intensive activity culminated with the designation of the 340th unit of the system, El Malpais National Monument, as well as the designation of El Malpais Conservation Area, the fourth such area to be managed by the Bureau of Land Management.

El Malpais is a large volcanic region located near Grants, New Mexico, west of Albuquerque. The area contains at least five different flows, with the most recent originating from McCarty’s Crater located in the southern part of the Monument.

Many of the classic features related to volcanism are present in abundance and indicate recent geological activity. Spatter cones, squeeze-ups, tree molds, collapsed depressions, lava tubes, kipukas, large cinder cones, ice caves, pahoehoe and aa flows are among the features that can be found throughout the area.

The longest known lava tubes in North America are found in El Malpais. One tube system has been measured to be sixteen miles in length. Bandera Crater, the source of the largest and longest tube, is a classic cinder cone that sits along the Con-

tinental Divide at 8,300 feet above sea level. Bandera is one-half mile across and more than 750 feet deep.

Lava tubes in the area are massive, with diameters of 90 feet. Natural bridges of basalt have been found where the roofs of the tubes have not collapsed. Frequently, mature ponderosa pines grow on the “bridges,” which have a thickness of 10 feet or less.

Along the eastern side of the monument, a series of sandstone bluffs provides a natural vantage point overlooking the McCarty’s flow. These bluffs contain several impressive natural arches and provide extensive raptor habitat. La Ventana (meaning window) is the largest sandstone arch in New Mexico and lies within the Bureau of Land Management’s National Conservation Area adjacent to the Monument.

Throughout El Malpais, there are many forested areas of Douglas fir, ponderosa pine, aspen and other species. Within the McCarty’s flow, a pygmy ponderosa forest contains trees of stunted and twisted shapes.

In addition to the natural resources of the area, there are significant cultural resources. Several Chacoan outliers have been identified in El Malpais, complete with great kivas and evidence of road structures. Not readily accessible to visitors now, they have great potential for future interpretive opportunities.

A prehistoric Anasazi foot trail crosses the lava flow. Used by the Dominguez-Escalante expedition in 1776, it is the only cross-lava flow trail that has been marked to assist hikers in following the route.

Finally, El Malpais has been identified as one of the significant sites along the Masau trail, linking it with six other NPS sites.

Southwest Regional Director John Cook recently commented, “It is exciting to see an area in which I have had a longtime interest become a new national monument. It will provide visitors a readily accessible National Park Service unit along Interstate Highway 40 while preserving a very special area.”

Throughout its long history, El Malpais has been special to a number of people. Now the nation as a whole can enjoy its remarkable beauty.

Douglas Eury is the new superintendent of El Malpais National Monument. Before the establishment of El Malpais, he spent countless hours exploring this interesting area.

New National Monument Requires Cooperation and Planning

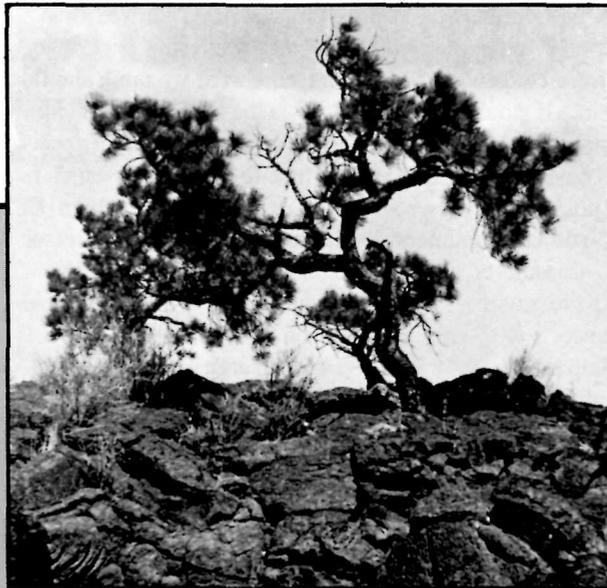
Approximately 75 miles west of Albuquerque, and south of the city of Grants, El Malpais, Spanish for "bad country," contains 376,000 acres in two special land management units. The national monument includes 114,000 acres, with lava flows, volcanic craters, lava tubes, associated ice caves, and cultural resources like the Las Ventanas Chaco Culture Archeological Protection Site. The surrounding national conservation area—to be managed by the Bureau of Land Management—includes 262,000 acres.

Planning for any new unit of the national park system normally involves some attempt to resolve land use issues for adjacent areas. El Malpais is no exception. Because new parks now are created from lands already in use, a range of issues may be involved.

In the case of El Malpais, Congress requested general management plans within three years. The National Park Service and the Bureau of Land Management will undertake joint planning for the two areas to assure compatibility between visitor use and resource management programs. Planners and managers involved in the process have a number of issues to consider as they prepare alternatives and progress toward a final plan. Key issues include:

Preparation of a visitor use plan to assure reasonable and safe visitor use of important resources while preserving fragile resource values. To accomplish this, team members will spend time in the field acquainting themselves with the natural and cultural resources. Visitor use plans for the two areas require careful coordination to avoid duplication, minimize visitor confusion, and maximize staff ability to provide resource protection.

Several natural and cultural resources management issues to be addressed in the planning project. Grazing within the national monument will be discontinued after a 10-year transition period. A grazing management plan will be prepared to guide grazing operations. The legislation provides for the preparation of a wildlife management plan that may include proposals by the State of New Mexico to reintroduce certain wildlife species. Cultural resources abound within the monument and conservation area. Plans for protecting the cultural resources will be needed as well as a plan for the management and interpretation of the Chaco Culture outlier known as the Las Ventanas site.



Acoma Pueblo lands bordering the eastern boundary of the two areas. The Acoma conduct religious and ceremonial activities here as they have for hundreds of years. The Zuni Pueblo to the west of El Malpais also has a religious interest in the monument, and the conservation area contains some Navajo trust land. By law, planning team members will work closely with all interested Native Americans. Native American concerns have to be incorporated into the plans, and access has to be assured for religious and ceremonial needs. Certain areas may be closed to public access when religious or ceremonial activities are being conducted.

Two wilderness areas within the national conservation area established by legislation, and a third area identified for further study, with potential wilderness designation in mind. The National Park Service was directed to evaluate the suitability for wilderness in all roadless lands within the national monument.

Facility development and tourism needs require attention. The Grants community expects tourism revenues to increase as visitors spend more money in the area. The team will be developing a site plan for an interagency information center near Grants, adjacent to Interstate 40.

Somehow, the struggle to prepare a plan for a new national area like El Malpais brings out the best in all involved and stimulates the creativity that is expected from the National Park Service. Who knows? Perhaps El Malpais may become a model of interagency management and planning.

Doug Faris
SWRO Planning and Design

WHAT EVER HAPPENED TO PLAINS, GA?

History happens in some unlikely places—Plains, GA, for instance.

Except for the fact that one of its citizens became President of the United States, Plains would be just another pleasant, non-descript farming community in southwest Georgia's peanut belt.

But now the story of this rural, southern town and its most famous resident will be preserved forever in one of the national park system's newest areas—the Jimmy Carter National Historic Site.



Plains High School

“This is not just an opportunity to tell a story about a little farm boy who became President. It is an opportunity to tell the story to visitors from this nation and around the world of what America is all about,” Carter said.

“You can talk to almost anyone who lives here and see characteristics of strength, of honesty, of integrity, of compassion, of understanding and of support,” he added. “This (historic site) is valuable not as a tribute to me but to the almost unique character of Plains. I hope in 100 years it will remain the same.”

And it should. A provision in the authorizing legislation, added at the suggestion of Director Mott, sets up a preservation district, in addition to the historic site, that will enable the Park Service to preserve Plains as it looks today through purchased or donated easements.

“By itself, the life story of Jimmy Carter has earned a place in our hearts as well as our history,” Mott told the gathering. “But we also have an opportunity to tell another story here—the story of the rural south, its agricultural heritage, the strength and character of its people.



About 500 people, a crowd nearly equal to Plains' entire population, gathered in front of the old railroad depot on a brisk Saturday morning, February 13, to dedicate Georgia's tenth national park unit. On hand were former President Carter, his wife, Rosalynn, his brother, Billy, Georgia Senator Wyche Fowler, Congressman Richard Ray and NPS Director William Penn Mott Jr.

For the townspeople, the scene was reminiscent of the days, during Carter's campaigns and his presidency, when the place crawled with news cameras, reporters, presidential aides and onlookers.

Maxine Reese, a local who now heads the Plains Historic Trust, described what it was like when a real-life, Georgia version of television's fictional Mayberry was propelled into the national limelight by one of its native sons.

“We became very cosmopolitan,” she said. “We had a good time. Our privacy was invaded, but we told ourselves it would soon be over. It's never going to be over now (with the new historic site), but we're proud.”

Picking up on the small-town theme in his dedication program remarks, Carter said that Plains always had a relaxing effect on him and “a way of reminding me that the achievements I have accomplished are not my own.”



Carter Boyhood Home

"This is the first time, I believe, where the Park Service will emphasize the story of a culture along with the story of a president," Mott said.

The historic site includes four main properties: the Carters' current ranch-style home; his boyhood home on the outskirts of Plains; the combination elementary and secondary school he attended; and the railroad depot that served as his headquarters during the 1976 presidential campaign. All properties are being donated to the Park Service with the exception of the boyhood home, which will be acquired from its current owner. The Carters will continue to occupy their house under a lifetime estate.



Railroad Depot

John Tucker, who will manage the Carter site in addition to his duties as superintendent of nearby Andersonville NHS, said he expects the new park to put Plains back on the maps as one of the southeast's top tourist attractions.

In its heyday during the Carter presidency, about 300,000 people a year visited Plains. That visitation has dropped about 70 percent since Carter left the White House.

"Once we rehabilitate some of the properties, build exhibits and get a good interpretive program going, visitation to Plains could climb back to its peak level," Tucker said. "We expect to attract a lot of people traveling up and down Interstate Highway 75."

Whatever happens, the people of Plains will continue to take life as it comes in a town that remains remarkably free of pretension. To them, Jimmy is just another neighbor, albeit a special one.

The Plains philosophy is best illustrated in a story told by Carter himself about his late mother, Miss Lillian.

"Momma had a way of bringing people back down to earth when she felt they were getting too puffed up," he said. "The day after I was elected President, a reporter said to her, 'Aren't you proud of your son now?'"

"She replied, 'Which one?'"

Paul Winegar is a public information specialist with the Southeast Region's Office of Public Affairs. He generously takes calls from overbearing editors to work on last-minute assignments.



Carter Home

How We Live

Our family roots are deep in this area. In ten minutes, traveling north or south, we can visit the graves of our ancestors, born in the 1700s, who first settled the land after the Indians were moved west to Oklahoma on the Trail of Tears. Our childhood homes are here, and so are the country roads, the fields, woods, and streams that we knew so well in our early years. We know where the wild azaleas are hidden near the remote creek banks, and it is a thrill to find the rare Pinckneya, a most beautiful little tree with bright pink leaves that we understand is native only to our coastal plains region.

We can still talk to some of the same older teachers who, in the first years of school, helped form our study habits and later those of our children. It is a place without hustle and bustle, where we can amble among neighbors who remember our fathers, love our mothers, and who would have been just as friendly to us if we had never done anything other than grow peanuts for a living. Humility for a former governor or president is *de rigueur* in these parts. We take our turns along with everyone else in arranging fresh flowers and cleaning up the church, in activities to preserve the historic sites of our community and beautify our town. We join with friends in visiting the sick and sitting with bereaved families in time of death. There is a feeling that we and our families are supported and strengthened by the community.

Plains is a place of stability, where human relationships change slowly, even while technology has as much impact as anywhere else. We have a good local airport, WATS telephone lines and satellite antennas for television, a nearby college, and a good library. The Atlanta International Airport is only little more than two hours away, and we have a small apartment in the new Carter Presidential Center to use when we stay in Atlanta. We travel a great deal in this and other countries for business and pleasure, but it is hard to remember a time when we were not glad to get back home. We enjoy just being among our own things—and our own people. Obviously, there are countless other communities that are as good in their own ways. Plains just happens to be ours.

From *Everything to Gain*
Reprinted by permission of
The Honorable Jimmy Carter

On the Shaping of a National Historic Site

The decision by Congress to establish a historic site in and around my home town of Plains offers the National Park Service a special opportunity to go well beyond recognition of one of our nation's presidents. This community will, because of its own distinction, long be of special interest to visitors from around the world.

Little has changed in Plains during this century. The town has not deteriorated as have many of our neighboring communities throughout the rural South. Plains is still the center of a thriving farm society, which is likely to survive for many years. There is also a remarkably stable population in both size and character, many of our leading citizens being descended from several generations who have grown up, been educated, and worked here. This offers an element of stability that can be of great value in presenting a continuing story of the rural South. Harmony between black and white citizens is also a demonstrable facet of our lives, based upon mutual respect and the sharing of responsibility among elected city officials.

I have been particularly thankful that the acquisition of property by the Park Service will be at minimum cost to our nation's taxpayers. The most significant sites—our personal home and its surroundings, the school my family attended, the railroad depot that was our campaign headquarters—will all be donated. Furthermore, there has been no evidence of a desire for financial profit by any of the Plains leaders who have helped to orchestrate the final legislation as it was passed. Typical jealousies and controversies that often arise from such projects have been avoided. The Park Service will find eager and dedicated partners as the plans move toward fruition.

Rosalynn and I are grateful for the fine work that already has been done, and look forward to working with historians and others who will present to visitors an interesting, educational, and exciting history of this region—mentioning, at least in passing, how a farm boy came to be President of the United States. We hope that the Park Service will make a maximum effort, through films and recorded personal comments of many Plains citizens, to record the essence of what our community has been, is now, and will always be—an extended family of people who represent the finest of America's ideals.

The Honorable Jimmy Carter

THE SANTA FE TRAIL THRIVES AGAIN!

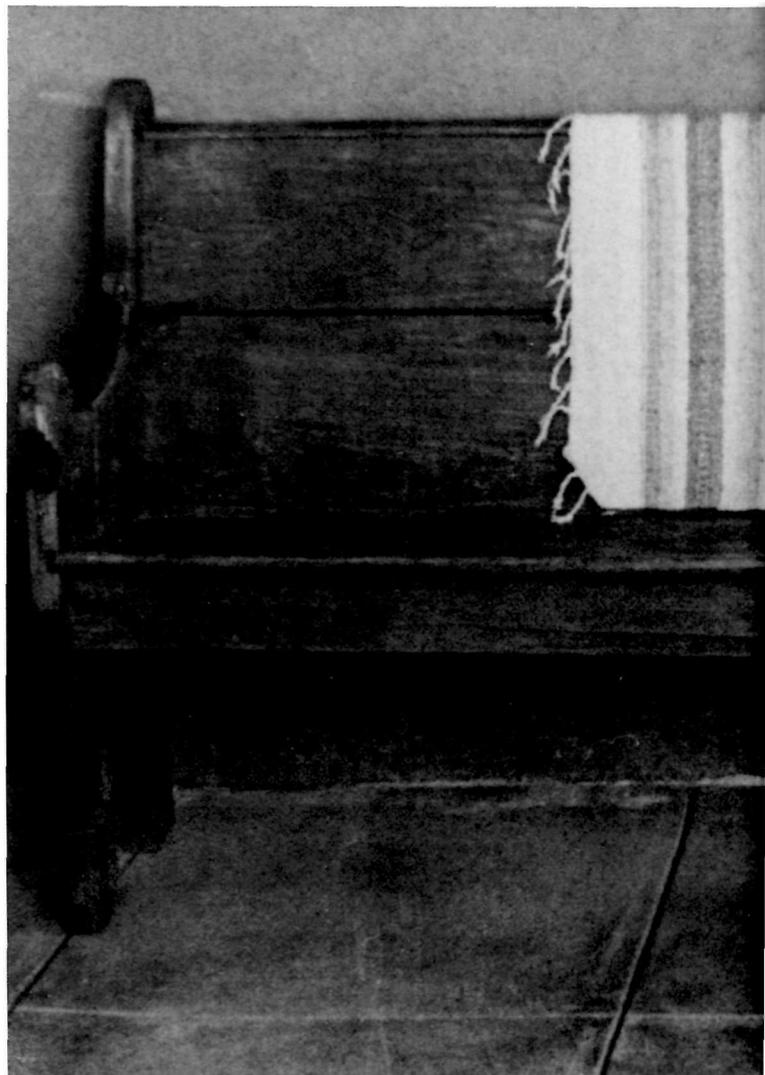


Santa Fe Trail at Raton Pass on the Colorado side. The dirt road is the historic trail.

Stretching across a vast area of what became five states (Missouri, Kansas, Oklahoma, Colorado, and New Mexico) the old Santa Fe Trail freight route has never faded from importance in the minds of Mexico and United States residents. It was a road of adventure, tribulation, and profit. On May 8, 1987, when President Ronald Reagan signed the Santa Fe National Historic Trail legislation into law, his action culminated the efforts of trail devotees nationwide.

Now interest is burgeoning. There are trail tours, local festivals, trail hikes and rides, and national symposia, beginning with an initial effort at Trinidad, CO, in September of 1986. There, a grassroots organization known as the Santa Fe Trail Association took form, and has quickly added some 700 members. The "Santa Fe Trail lives on" has become reality.

Forged along a route followed by native peoples, this national treasure was used by French, Spanish, and American travellers as trade and technology opened up. Earliest contacts along the trail resulted from word-of-mouth between the Spanish and



French during the first quarter of the eighteenth century. Both nations were probing the Great Plains by then, though actual contact did not occur until 1739 when the Mallet brothers reached New Mexico. After that, contacts between French traders and Spaniards, albeit clandestine, grew in frequency. Always the threat existed of Spanish authorities clamping down on illegal trade, but entrepreneurs and consumers often circumvented it.

As exploration and travel developed, knowledge accumulated about the vast plain stretching away to the east of the Sangre de Cristo mountains of New Mexico. This land both hindered and helped the traveler, and woe to those who assumed risks of place and time in a kind of environmental crap-shoot. For those who won, profits were large, especially after the independence of Mexico in 1821. In that year Santa Fe opened to international trade. Through an accident of history, William Becknell, called the "Father of the Santa Fe Trade," received permission to trade on the famous plaza. Until 1880, the trail

served first as a highway between nations, then as a highway between regions of the United States, as it stretched from Missouri to New Mexico and beyond.

What developed during 1822-1880 was a roadway, a conduit of trade and conquest, seasoned by stage coach travelers, gold seekers, and settlers. Most users were freighters, many of them Mexican. Trading houses of Mexico were linked with those of the lower Missouri River valley and others on Atlantic shores. Valuable supplies of silver and mules from Mexico were exchanged for manufactured goods from the states.

More freighting came from the United States Army. Supplies from Fort Leavenworth were moved to provision field campaign troops and frontier military posts of the southwest. Just as significantly, the trail carried the Army of the West in the successful 1846-1848 effort to take Mexico's northern provinces by force. Word had passed along this corridor of commerce that the weak economic, political, and military hold by Mexico might result in more territory for the United States, a nation then motivated by "manifest destiny."

The expansion of railroads westward from the Missouri River valley challenged the trail. As the 1870s wore on, the flow of trade grew less. Although portions of the Santa Fe Trail remained in use after 1880, the creation of highways in the 20th century sounded its death knell. Modern highways lay atop or closely parallel to the historic trail, a point not missed by those aware of the route today.

Preserving the Santa Fe Trail has taken many forms, among which were efforts by state chapters of the Daughters of the American Revolution to place markers along the trail during the first two decades of this century. Highway interest groups sought to commemorate the trail beginning with "The New Santa Fe Trail" organization linking Kansas and Colorado communities in 1905-1911. During the 1920s the "National Old Trails Road Association" also sought to save a segment of the Santa Fe Trail. At the federal level, Fort Larned, Bent's Old Fort, and Fort Union—all integrally related to the trail—became units of the national park system. Individuals, communities, organizations and all levels of government have shown keen interest in the legacy of the trail. For them, its new status as a national historic trail marks a major step forward in its preservation for future generations.

When Congress established the National Trails System Act, it intended the federal government's involvement in trail management to be limited, and grassroots public involvement to provide the backbone of day-to-day care. In keeping with this, the National Park Service will negotiate agreements with those groups assuming the task of interpreting, marking, and protecting the trail according to a comprehensive management and use plan now being prepared by the Denver Service Center and due for completion in 1989. From the public enthusiasm and interest being shown in the planning process, the Santa Fe Trail should not merely live on, but prosper and thrive!

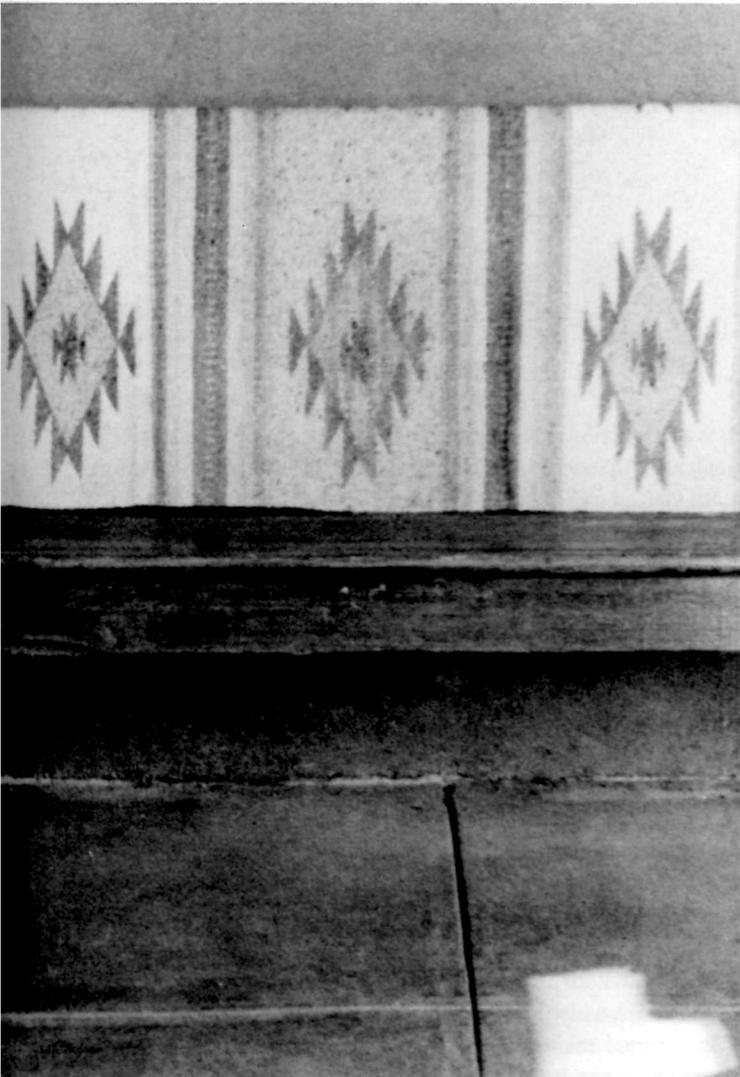


Photo by Nancy Payne

Jere Krakow is a historian with the Denver Service Center.

E-MAIL USING INFOPLEX

THERE GOES THE EXCUSE, "IT'S IN THE MAIL."

On a brisk October morning in 1998 a young woman ranger drives up to park headquarters in Lassen Volcanic National Park. She mentally reviews what she wants to get done during the day. Certain office duties are inescapable. However, modern technology has put at her disposal an excellent communication system that speeds things along.

As she enters the office, she turns on the lights, the coffee maker, and the desk-top computer. Sitting down, she activates her communication software. By depressing two keys, she sets in motion a macro (a pre-programed series of computer steps) that dials a local telephone number. Once connected, she enters the park's user ID, types her password and the letter "I," then presses her computer's return key. In a moment, she is linked into the CompuServe InfoPlex electronic mail system, where she reads a brief, friendly greeting from the Director of the National Park Service in Washington, DC.



Using the "browse" (/BRO ALL) command, she finds she has five messages: a priority request from GAO via the Western Regional Office (WRO) in San Francisco; a confirmation that her last message to the Ranger Activities Division in Washington, DC, was received; a reply to a maintenance question she had asked yesterday of a park ranger in Hawaii Volcanoes NP; a law enforcement alert from Yosemite NP; and the daily Washington, DC, ranger activities report on major incidents occurring in all national parks the day before. She remembers she had typed a report about a brush fire in the park, which she now sends to WRO by using the "up load" (/UPL) command. Within ten minutes she has read all her incoming electronic mail, and uploaded (sent) her fire report to San Francisco. She enters "compose" (/COM) and types a three-sentence

suggestion to the Lassen superintendent, which he will read later. Finished with this part of the day's activities, she exits the system by typing "bye" (/BYE) on her computer screen. In the length of time it took to make the coffee, she has received and sent the day's mail between Lassen and San Francisco, Hawaii, and Washington, in addition to leaving a message for her park superintendent.

If you think the future is going to be like this, you may be surprised to learn that the scenario just imagined does not have to be state-of-the-art communication in 1998. Substitute 1988 and you'll have an idea of what is now possible in the National Park Service. This electronic mail system, called InfoPlex, is now providing service for the U.S. Department of Interior via a contract with CompuServe. Today all National Park Service offices are linked with the InfoPlex electronic mail system. As soon as employees have mastered the new E-mail system, it is certain to become an indispensable tool.

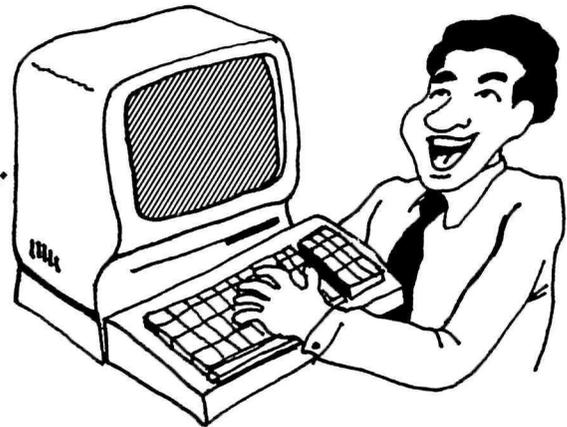
The real beauty of InfoPlex is that a document prepared in WordPerfect or in DBase Plus or Lotus 1-2-3 can be uploaded (remember, sent), using a couple of commands, and all the formatting and formulas already established in the document will be maintained. This is called a binary file transfer. The receiver then can download (receive) the same document at leisure for use on a microcomputer, provided the person receiving the document has the same software (the sender should identify the targeted software in the subject). It takes about one minute to send three pages of text (estimated at 12k a minute), at a cost of 14 cents per minute to send and 14 cents per minute to receive. Ideally, messages greater than a couple of sentences should be composed off-line (not connected to InfoPlex), then uploaded when ready; this saves considerable on-line costs (a maximum of \$8.50 per hour, though the average cost has been running \$6 per hour) and makes editing much simpler.

Sometimes one needs to send only the words in a document, rather than a pre-established format. This is simply a text file transfer (called an ASCII file, this contains words only, without

the formatting, i.e., tabs, underlining, margins). It is necessary to send a text file if the receiver does not use the same software. A text file is very flexible as it can almost always be opened and used in another word processor; this is the easiest form of data transfer.

Assistance is just a command away on CompuServe. Requesting help (/HEL) brings up a list of all commands. Enter the one you wish to learn more about and the details will be listed with examples.

CompuServe has hundreds of local telephone numbers throughout the United States. It also has international access capability. Thus, with the help of a portable computer terminal, mail can be received and sent from a hotel room while an employee is on travel.



The greatest shortcoming of the InfoPlex system is its inability to provide users with a list of messages sent (an index, so to speak). Users must keep a log of out-going message numbers in order to erase them, use them, or even confirm their whereabouts using the confirm (/CON) command. Improvements here and in the "edit" function are needed.

Since you are reading this article in the *Courier*, you might be interested to learn that the manuscript was uploaded to the editor in less than a minute, using InfoPlex. She didn't have to wait days for it to arrive in the mail, neither did she have to retype before editing. Of course, these new communications capabilities mean that managers may have to think twice before offering up the old excuse, "it's in the mail."

Or perhaps "it's in the mail" may come to mean something new. Perhaps the very words that now signify slow delivery eventually will stand for fast, efficient service. CompuServe's InfoPlex can open new doors for NPS users. It can make the parks accessible to each other as easily as dialing the phone. Who knows? Perhaps one day the *Courier* will be an electronic document. For now, the editor looks forward to receiving many more documents through InfoPlex from all parts of the National Park Service.

There are other commands that the average InfoPlex user probably doesn't need in order to operate the system effectively but that are useful to know. For example, mail can be sent today to be released to the receiver at some specified time in the future. Messages can be sent priority (/SEN/PRI), or forwarded with comments added (/FOR/COM), or delivered to a group of addresses with a confirmation message being returned (/SEN/REC) as each person reads the mail. The user may request a reply before a letter is deleted (tossed away), but "reply required" can be an annoyance, particularly for binary files that need to be downloaded. So use this command with care. Messages can always be erased if the recipient has not received them.

If someone creates an ideal program (for example a Lotus 1-2-3 spreadsheet) others might find useful, that spreadsheet (with formulas) can be sent as simply as a letter, using one of the binary download protocols. A drawing or picture in bit-mapped format (composed of dots that define the contours) also may be sent as a binary file, then altered and sent back, if sender and receiver have compatible graphics applications. Think of the value of electronically sharing a drawing or simple sketch between parks.

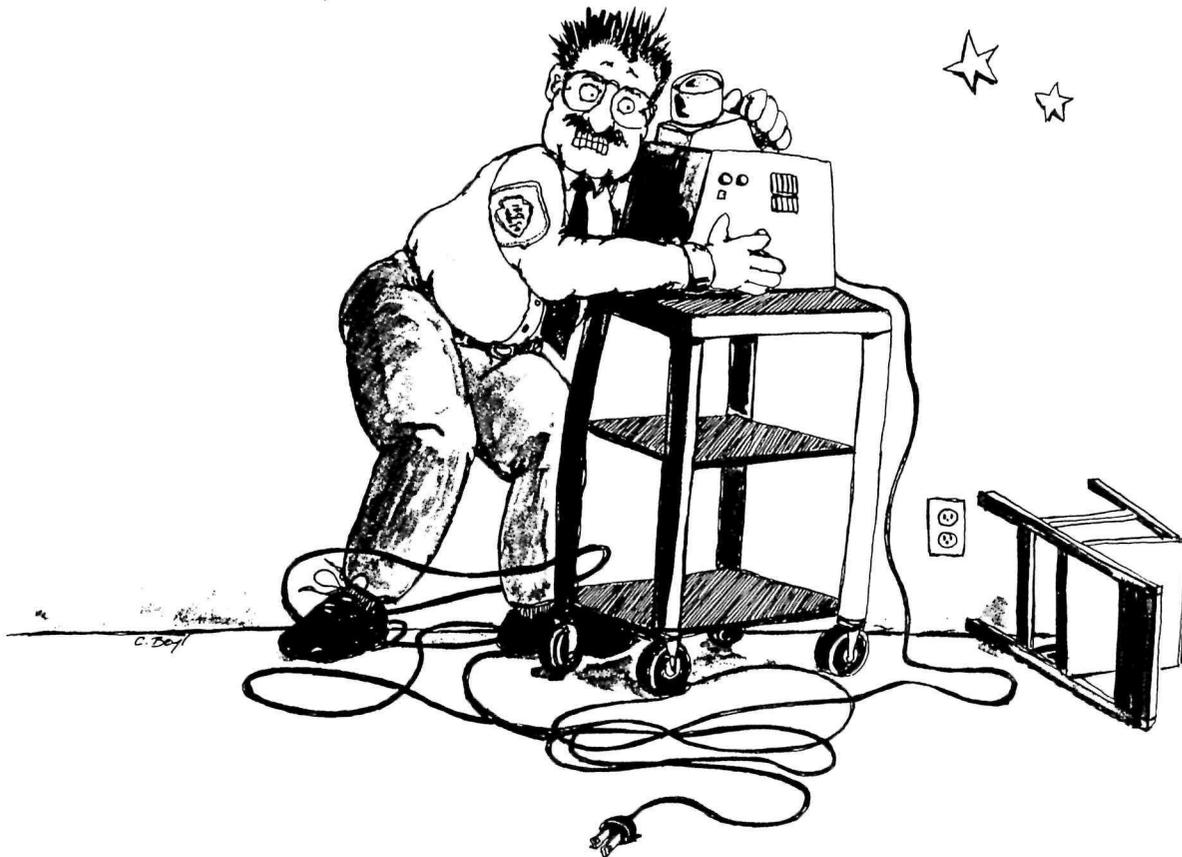
Charles "Chuck" Sicard is a program analyst in the Recreation Grants Division, Washington, DC. He also finds satisfaction in keeping up with the latest software for the Apple Macintosh. He serves as president for the Interior Mac user group.

THE SKY'S THE LIMIT

It was the last show of the day at the Rock Creek Planetarium. The park ranger watched the cub scouts file in. He smiled benevolently as he tried to determine the ratio of nine-year-old boys to adults—mothers, actually. Where were all the fathers, he wondered? Worse luck yet—a sister tagged along behind the boys, dragging a blanket that could have used a pass through the Maytag.

Bill busied himself with the projector he had nicknamed George. He and George had been together for years now. In a darkened room full of rowdy youngsters, George was his one true friend—he and George depended on each other.

Bill checked on the slide sequence while the boys stripped off their parkas and piled them on a mother. He was a little concerned when she vanished completely beneath a growing slag heap of puffy arms and slippery torsos. Only one boy kept his jacket on. The mother sputtered to the surface as Bill checked his watch. He didn't want to embarrass her by staring.





After this last show, all Bill had to do was feed Max, the one-winged owl, and lock up. Max had lived at the nature center ever since a visitor had found him wounded on the road. In a display room full of stuffed animals, Max's throaty hoots added a welcome note of reality. Kids came back again and again just to see the barred owl that sat majestically near the ceiling, surveying his domain. Max and the live king snake in the cage at eye level were continual hits. The mothers preferred the owl high on his perch.

The shuffling and chatter momentarily subsided when Bill dimmed the lights.

"Blackout," a boy shouted, and emitted a shriek like an air raid siren.

"Missile at four o'clock!" This was followed by the whine-blam of incoming bombs.

"It isn't going to get dark, is it?" a girl's voice pleaded.

"Oh great! A wimp sister."

"Idiot!" somebody shouted. "Get your missile out of my armpit."

"O.K. group!" Bill noticed that his voice was louder than usual for being this early in the program. "Let's imagine that we're spending the night out in a field under the stars. I hope you brought your pj's and..."

"...VCR," a voice added.

"Police Academy II."

"I saw that. It was awesome."

"Was that at Grant's slumber party?"

"How would you know? You fell asleep."

"NOW, do any of you recognize this group of stars?" Bill interjected quickly.

"It's twinkle twinkle," the little girl cried out.

"Oh brother," someone groaned—probably a brother.

"Actually, she's close," Bill said. "The North Star is an important part of the Little Dipper."

"It looks more like Eric's..."

"THOMAS!" a mother's voice boomed. Bill gave an involuntary shudder. His ears rang.

"I was going to say nose, not..."

In the awed silence that followed, Bill was able to get through the Little Dipper and move onto Cassiopeia and the Andromeda Galaxy. He used the pointer, appropriately nicknamed Sparkie, to outline Orion, Taurus, and the Seven Sisters.

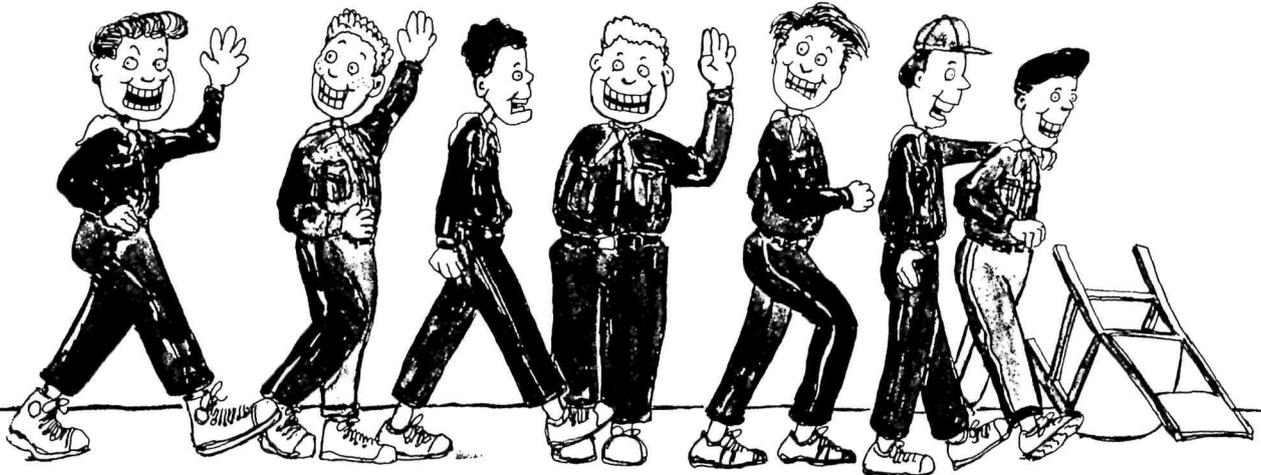
"Can you imagine seven sisters?" one of the boys called out.

"My Mom won't even let me have a dog."

"CHRIS!"

"Mother at three o'clock!" a young voice cautioned.

Bill strained to see. In his eagerness, Sparkie the Pointer strayed and ended up on a boy's teeth; the braces gleamed brightly. Bill brought Sparkie to heel, but missed the action. Squeaks were coming from the second row. He decided to skip ahead to the planets. Jupiter took shape overhead.





"Does anyone know what the red planet is?"
"Dinner," came the prompt reply. "Every night."
"You get pizza? Wow."
"No. It's burned every night."
Bill stifled a laugh. "The craters on Jupiter look like..."
"My sister's face."
"A dermatologist's dream."

Bill decided to ignore this. "These craters are thought to be..."
A flash equivalent to the explosion of a super nova blotted out the room.

"I'm blind!" Fifty boys began to scream.

"I can't see."

"I dropped my knife."

"Mommy, I can't find my blanket!"

"I got the picture," one lone voice called out triumphantly.

Bill staggered against the projector, groping for a familiar object in the total whiteness of the moment. He couldn't believe someone had actually taken a flash picture. As his vision slowly cleared, he discovered that he'd jarred the projector. All the stars appeared on the floor instead of the ceiling. Every bench was empty as the boys scrambled around trying to pick them up.

"Excuse me sir," said a large child slumped at the end of the row. "I need to sit by the window. I feel seasick."

"Seasick?" Bill blinked rapidly.

"Watch out. He's gonna blow."

"It's all this going up and down," someone next to him explained.

Bill quickly flipped the stars right side up.

"Put them back down again," someone yelled. "It got out of my pocket."

Something's loose in here, Bill registered, and put the stars back on the floor, scanning the spattered surface.

"What is it?" he asked, allowing Sparkie to rove freely among the galaxies.

"The mouse I brought to feed Max. I can't find it."

"No sweat, the snake'll eat it," a calm voice announced.

"Snake!" a mother roared. (Maybe it was all of them at once, Bill thought. He couldn't tell.)

"My stomach's sloshing," a weak voice muttered.

"Throw up at two o'clock."

Bill bounced the stars back to the sky and tried to jockey the projector around so he could reach the wall lights. The thick cable connecting the machine to the wall outlet had slipped to the other side. Bill didn't want to trip over it. The screaming of "Mouse" and "Snake" and "Throw up" made it difficult to think clearly. Before he could work his way around, a woman began to shriek hysterically.

"It's on my leg! Get it off. Oh my God!"

"What? Where?" Bill heard himself screaming.

"The snake."

"Awesome. Go for it, Mrs. Smedly."

"I can't stand it!" she shrieked again.

"Deck that sucker."

The entire projector stand lurched. Red Jupiter stained the faces of three rows of boys. The entire room went black as the terrified woman grabbed the snake/cable and threw it away from her.

Bill launched himself at the wall where, mercifully, he found the rheostat, and turned it to full illumination.

"What have they done to you?" he cried, hugging the projector to steady it. George still swayed on wobbly legs.

As his eyes adjusted, Bill suddenly noticed that the room was deathly quiet. He looked around tentatively. Fifty pairs of eyes were watching him.

"George and I go back a long ways," he explained, reluctantly withdrawing his arms from their protective embrace.

A mother got up and helped the boy who was seasick out the now-visible door. As if by mutual agreement, the group stood and began to file out.

"Great show."

"I got my mouse." The boy in a blue parka patted his pocket.

"Max doesn't eat live ones," Bill said.

"That's O.K. I'll give it to my sister."

"Maybe we can come back with our school. This was terrific."

Bill smiled and stood with his body between George and the departing scouts. Before following the troop out of the deserted planetarium, he checked under the benches for bodies. Nothing. It was hard to believe this room had been the scene of—wait! Was that squeaking coming from the third row? Wonder if the boy had lied about catching his mouse?

Let Cindy do the show tomorrow, he thought. I need a break.

He gave George a final pat and turned out the lights.

Julia Meek is a freelance writer, living in Chevy Chase, MD. As the mother of three children under ten, she has first-hand experience with the kind of group dynamics she writes about.

PARTNERSHIPS PAY OFF

Who knows how many good ideas have been lost because they didn't "catch on?" Catching on is not something that happens by chance—trial and error, a memorable phrase, a "look" (the packaging), a way to reach the appropriate audience (the marketing)—are vital in bringing a good idea to the attention of those who will appreciate it and use it well. The National Park Service is finding ways to use the expertise of the private sector with direct and creative approaches.

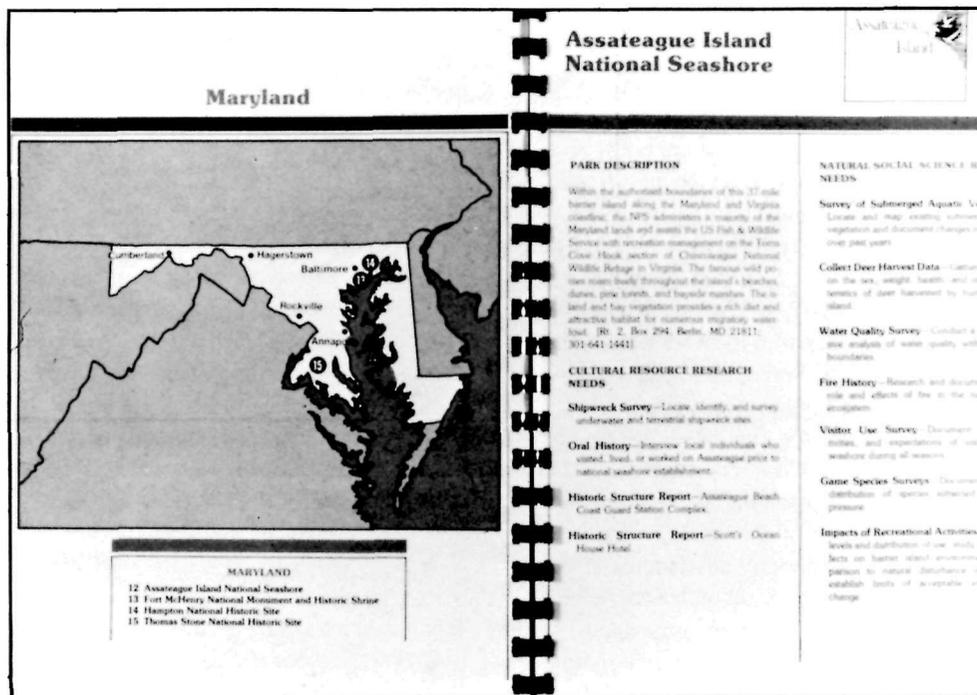
Mid-Atlantic Regional Director James Coleman had a very good idea, one that began back in graduate school when he needed a fresh topic for a thesis. He decided it would have been great if there had been a pool of ideas that graduate students could choose from. Jim never forgot that concept, and years later he took it a step further—into the parks.

Like most good ideas, it was relatively simple: to offer identified research needs in the parks to natural and social science researchers and cultural historians, as possible topics for theses and dissertations. The parks would provide the material for interesting and valuable studies along with invaluable resources—the living natural laboratories, the well-kept records, and a wealth of cultural artifacts—in exchange for the research product.

In 1982 Jim took the idea to Regional Scientist John Karish who immediately saw the possibilities and contacted all the parks in the region, gathering information on potential projects and organizing all the material into a coherent package. He collaborated with designers at Penn State University on the look of the catalog, an attractive layout that presents the parks by states and uses each park's logo. However, distributing the catalogs was not his field of expertise, so Mary Vavra, Planning and Grants Assistance, was brought into the project because of her experience in marketing.

Mary offered a plan for central distribution of the catalog, then entitled "A Recreation Needs Listing," but the idea was refined in favor of individual distribution by the parks. The catalog did not do well in some of the parks, although those that offered it to universities known to them began to get results.

The project might have withered away, but Jim Coleman and Mary Vavra believed it was a great idea that needed a different approach. Mary negotiated for the opportunity to try again—this time with the marketing effort coming from a single source. The catalog became "Partners in Research" to emphasize the mutual benefits to educational institutions and the parks. With help from John Karish and other regional specialists in 1985,





*W*ild ponies of Assateague Island NS

the second edition of needed projects was brought up to date, and subjected to a review process that eliminated some projects, then added others that supplemented or complemented projects already undertaken.

A list of the regional colleges and universities likely to be interested was compiled, and the catalog was sent to every appropriate department. News releases and notices of publication went to major professional magazines; direct ads were placed in student newspapers, university newspapers and alumni publications. Jim Coleman continued to urge superintendents to visit the educational institutions in their areas, copies of the catalog in hand—to use that extra something that a personalized approach often produces.

While the parks seeking donated research time are rarely able to offer funding, they routinely offer typing and copying—a boon to students. However, major undertakings require more incentive than those small services; John Karish has been able to use some of his funding to establish “research housing” at Assateague Island NS, Gettysburg NMP, and Shenandoah NP—free living quarters for the researchers who must spend months in the parks working on their projects. Sometimes the parks also provide vehicles for wide-ranging outdoor research.

In 1987 the third edition of the catalog expanded the number of parks involved in the project and offered more potential research opportunities. This is the edition that has really taken hold; there is much more active use of the catalog now.

Although the number of projects directly attributable to the catalog is difficult to compute, at least 35 are underway. There is great variety and scope in what is being accomplished. At Assateague researchers are studying the effects of visitors and wild ponies on the beaches and salt marshes, which relate to



*Y*orktown Battlefield

studies of the habitat and nesting habits of the piping plover. Erosion, water pollution and water quality are under study at New River Gorge National River and at Upper Delaware Scenic and Recreational River. The Jamestown and Yorktown collections of artifacts are being organized, documented and cataloged at Colonial NHP; and an oral history project is underway. The habits of bears, gypsy moths, and a variety of trout are under scrutiny at Shenandoah. Also at Shenandoah is a major study of air pollution and its effects on the environment.

A number of unforeseen benefits have occurred. Parks' relationships with educational institutions are flourishing where the catalog is most used. The University of Maryland-Eastern Shore offers undergraduate credit courses related to the Assateague research. Six to seven volunteer interns work on various projects at Colonial NHP, which has a long-standing relationship with the College of William and Mary. These interns are receiving a good introduction to the NPS and eventually may provide new recruits. Gettysburg is building strong relationships with Pennsylvania State University, Gettysburg College and Shippensburg State University. Shenandoah long has worked in cooperation with Penn State and Virginia Tech. University officials are beginning to telephone the parks and the regional office about possible collaborative research projects. The hard work that went into pursuing a very good idea is at last paying off in partnerships whose limits are yet to be defined.

This is just the beginning!

Dolores Mescher is with Planning and Grants Assistance, MARO. She served as issue consultant for the August 1987 Courier.

Housing—Employees Speak Up

“Thanks for the opportunity to fill out the questionnaire. Over the years, we have lived in Isle Royale NP, Yellowstone NP, Death Valley and Lava Beds NM. We have never had adequate Park Service housing. We started in a tent and we now occupy two one-bedroom, Mission 66, efficiency apartments for a family of four. Many of our belongings have to be stored outside in rain, snow, and extreme temperatures. We hope you will be able to improve housing and morale of the Required Occupant.”

This letter was just one of the handwritten comments forwarded with completed housing survey forms. It illustrates the great need throughout the Service for better living conditions. Employees returned 2,960 survey forms. Of that number, 242 sent handwritten comments, each one documenting housing needs as well as personal determination to do the job well. What follows describes those areas that permanent and seasonal employees considered most important.

CURRENT HOUSING PROBLEMS—*Poor condition of housing demoralizes employees and their families, as do poor design and quality, including the fact that many units weren't designed either for year-round occupancy or for families; trailers were considered unsatisfactory by all respondents; maintenance on units often is not kept up to date; more privacy is needed, i.e., units should be soundproofed, have more distance placed between them, and located so as to diminish visitor intrusion; not enough storage inside and outside housing units; bunkhouses or dorms that used to serve seasonals do not meet changing needs of today's older seasonals who may bring families with them; historic structures, sometimes used as housing, tend to be inflexible in design and expensive to heat and cool.*

DESIGN IMPROVEMENTS DESIRED—*Energy efficient, quality construction needed, perhaps even incorporating solar heating; varied design needed to accommodate couples with children, couples without children, and single persons; site locations should be chosen to minimize impact on the park but also give employees attractive surroundings; storage considerations that include a standard-sized garage suitable for a vehicle and other items would be appreciated, as well as kitchen and bathroom improvements to bring them up to date; and recreational facilities as well as garden areas are requested.*

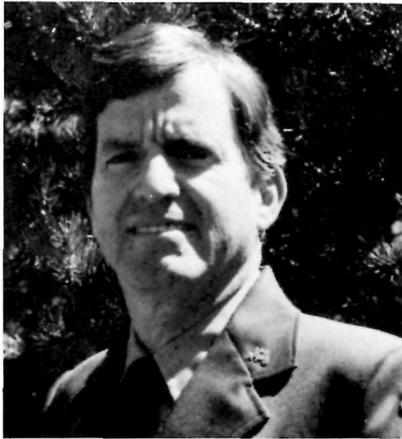
ADMINISTRATION—*carpeting and window coverings have been of poor quality and color; furniture, when replaced, should not be vinyl-covered; housing management tends to disregard housing policies and leave issues to be decided by superintendents (a problem to be corrected by the revised Operations Evaluation Special Directive to be issued shortly); rent versus pay is an issue where rent has increased and pay has not; seasonals feel unfairly treated since the Service expects them to work without employee benefits but gives them second-class housing and furniture; rental housing for residents' guests was suggested since housing units often are too small for such accommodations.*

The Housing Oversight Committee appreciated the responses of everyone who took time to complete the survey form. The results of the employee housing survey have been included in a variety of reports assembled by the Housing Office. These reports also have been given to Bob Lopenske of the oversight committee, who is developing design standards for new construction, and Irv Dunton, also on the committee, who is developing rehabilitation standards along with a checklist. Both sets of standards will be incorporated into the Housing Design and Rehabilitation Guideline which should be available in June.

Congressional hearings for FY89 generated a lot of discussion concerning NPS housing, and we are hopeful that funding will be available in the near future. The Employee Housing Initiative Report and accompanying brochure explain in detail the projected housing program for the next 10-15 years. They have been distributed to all parks and should be available to employees.

Contact any member of the Housing Oversight Committee if you have questions or wish to discuss a particular aspect of the housing initiative.

NEWS



Douglas E. Eury, superintendent of El Morro National Monument since July 1983, has been named superintendent of the newly created El Malpais National Monument in New Mexico.

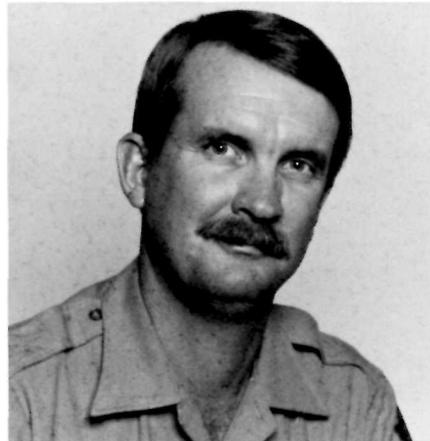
"El Malpais area is not new to Doug," Southwest Regional Director John Cook said. "His first involvement was in 1979 as national natural landmark program coordinator for the South Central Region of the Heritage Conservation and Recreation Service." In that capacity Eury was involved in coordination efforts with the Bureau of Land Management and private landowners in the wilderness study of the natural landmark.

A native of Albemarle, NC, Eury joined the NPS when the Heritage Conservation and Recreation Service was absorbed in 1981. While in the Southwest Regional Office, Eury served as an outdoor recreation planner and later as a park ranger. In 1983 he became superintendent of El Morro NM, and has spent countless hours exploring El Malpais area.

■

Janice A. Wobbenhorst, supervisory park ranger at Indiana Dunes NL since 1978, has been selected to fill the vacant chief of protection and resources management position at Guadalupe Mountains NP. Growing up on a farm near Belden, NE, she joined the NPS in 1969 as a seasonal in Washington, DC. Her first permanent position came at Carlsbad Caverns NP, followed by participation

in the ranger intake program and experience in a number of parks. Superintendent Karen Wade says Wobbenhorst has extensive training in all aspects of NPS operations and brings to Guadalupe Mountains experience that will greatly benefit the park.



■

Michael Owen Hill, a decorated ex-Marine sergeant, skilled horseman, and veteran NPS ranger, has been named superintendent of Timpanogos Cave NM. Coming from the position of chief ranger at Biscayne NP, he succeeds Bill Wellman, now superintendent of Great Sand Dunes NM.

■

Fonda G. Thomsen, mentioned in the January *Courier* as a member of the Harpers Ferry Center conservation staff, has left to go into private practice with Textile Preservation Associations, Inc., her new firm.

AWARDS

Sandy Rabinowitch, planner and landscape architect in the Alaska Regional Office, was presented with an honor award at the American Society of Landscape Architects, Alaska Chapter. The award came as a result of his work as team captain for the Cape Krusenstern National Monument General Management Plan, one of the first-generation plans for the Alaskan parks.

RETIREMENTS

■

John Kawamoto, associate regional director for planning and resource preservation for the Midwest Region, has retired from the ranks of the active employees of the National Park Service to join the ranks of the active golfers of Omaha and elsewhere. His friends throughout the Service wish him well.

■

Keith E. Miller, associate regional director for park operations, and **Charles H. McCurdy**, chief of the division of interpretation and visitor services, have retired, each with a 36-year federal career. Miller joined the Southwest Regional Office in 1984. His career took him to such parks as Mount Rainier, Acadia, and Glacier. McCurdy came to the region in 1980 after working in Grand Teton, Sequoia/Kings Canyon, Zion, Yellowstone and other park areas.

■

Ruby "Bee" Long, a member of E&AA, and her husband, Kenneth, look forward to traveling to all the national parks and points in between now that she has retired from her job as program analyst for the Denver Service Center. They also plan to participate in Elderhostel activities and volunteer work. Their daughter, Bonnie M. Long, works in the Rocky Mountain Region Personnel Office.

■

Charles "Al" Veitl retired in January 1988 as chief of the Division of Operations Evaluation, National Capital Region. His federal career spanned 32 years, 27 with the NPS. Beginning his NPS experience as a park ranger at Cumberland Gap NHP, he sojourned for a time at Mammoth Cave NP, Colonial NHP, Grand Canyon NP, Petrified Forest NP and George Washington Memorial Parkway. He also served in the Midwest Region and in WASO. Veitl observed that during all this time and all these moves, his wife, Gloria,

worked either full-time or part-time as a nurse. His three children changed schools and made new friends almost every two years. Perhaps part of that mobility helped develop daughter Patti Dienna's interest in Park Service work. Al and Gloria are life members of E&AA. They reside at 409 Council Drive, Vienna, VA 22180.

DEATHS

"I won't retire. This is my place," **Federico Sisneros**, then the oldest living park ranger, told a reporter in 1986. "My retirement is going to be when I go to the other world."

On Saturday, March 12, Don Federico, as he was often called, died of heart failure, just five days short of his 94th birthday. His one wish was to be buried with the children of Abo, and that wish was fulfilled, three days after his death, when he was laid to rest a few hundred yards from San Gregorio de Abo Mission, under the juniper tree. Don Federico had not only buried his own children in this area, but also children of those who had no home—no place in which to be laid to rest.

People from Mountainair and nearby villages gathered to pay their last respects to this monumental figure who was respected and loved by everyone he came to know. Don Federico was eulogized by Superintendent Rudy Baca "for the stories he told of his childhood, the experiences he related of his manhood, and the many years of labor to preserve the Abo ruins he so dearly loved." Condolences were given by representatives from the offices of Senator Jeff Bingaman, Congressman Bill Richardson, and Hopi Chairman Ivan Sidney.

San Gregorio de Abo Mission, one of three units composing Salinas National Monument in New Mexico, was not just a workplace for Don Federico, but his whole life. At the age of five, his father told him that he would become responsible for carrying out a family tradition that began with his great-great-grandparents in 1796—to protect the ruins handed down from generation to generation in the Sisneros family. Part of the Sisneros Ranch since 1796, these ruins

were donated to the State of New Mexico in 1938 by Don Federico and his wife, Guadalupe. Still, Sisneros respected his father's wishes, and continued to protect the ruins. Finally in 1944 the State of New Mexico hired him as a ranger. He continued in this position until 1980 when the state monument became a national monument, and Sisneros became an NPS ranger.

In 1981, the National Park Service presented him with a Superior Service Award for significant continuing contributions to the monument during most of the 20th century. "Working essentially alone, sometimes without pay, and disregarding scheduled hours, Don Federico accomplished all that he could do in taking care of the massive mission," the citation read. Then, in 1984, E&AA honored him with life membership. In October 1986, Don Federico received the prestigious Honor Award from the National Trust for Historic Preservation at the group's 40th annual meeting at Kansas City, MO. An accompanying citation noted "he practices preservation with religious devotion."

Those of us who knew this lively, witty, alert and agile man were very fortunate. Although Don Federico will never be seen again walking among the ruins, we know he will always be keeping a watchful eye over Abo. The "monument within the monument" will never die.

Cecilia L. Matic

■

Raymond Roy Johnson, Jr., 27, son of Dr. R. Roy Johnson, the unit leader at CPSU/University of Arizona, died February 29 of meningitis and encephalitis in New Delhi, India. He and his wife were serving as missionaries there. Ray is survived by his wife, Kimberly, his mother, his father, three sisters, a brother, and a step-sister. Donations in his memory may be made to Operation Mobilization, Casas Adobes Baptist Church, 2131 W. Ina Road., Tucson, AZ 85741, or to the Ray Johnson Memorial Fund for Physically Handicapped Students, R. Roy Johnson, 6325 E. Hayne, Tucson, AZ 85710.

Ralph Emerson Welles, 84, of Oceano, died January 8 in an Arroyo Grande hospital. Born November 25, 1903, in the Tonkawah Indian Territory of Oklahoma, he was a Hollywood actor in the early talking picture days, working with John Wayne, Edward G. Robinson, Greta Garbo and others. In 1932 he left Hollywood to direct the newly built Civic Theater in Palo Alto, CA, where he remained until 1950.

His next career was with the National Park Service as a ranger naturalist, wildlife research, and photographer. Welles was a founding member of the Desert Bighorn Council, a group made up of biologists and others concerned with preserving the desert bighorn. He retired in 1967.

He is survived by his wife of 61 years, Florence "Buddy" Welles, two sisters, a brother, and several nieces and nephews. Donations in his memory may be sent to the San Luis Obispo Art Association, the Symphony Guild, the Mozart Festival, the Arroyo Grande Community Hospital Auxilliary, or a charity of your choice.

■

E&AA learned recently of the deaths of **Mr. and Mrs. Gerald R. Underwood**. Gerald passed away January 28, 1986, at the couple's home in Manhattan, MT, where his wife, Vera, also resided until her recent death. Gerald began his NPS career as a Glacier NP seasonal in 1956. His 16-year career with the Service was spent there, except for two years at Death Valley NM. He retired as a procurement and property management officer in April 1969. Prior to his NPS career, he had served in the U.S. Army. In retirement, Jerry and Vera enjoyed hunting, fishing, and traveling. They are survived by their son, Patrick, and his family.

BUSINESS NEWS

Isle Royale rangerooms already are lining up to welcome E&AAers to the Biennial Reunion, being held this year in Isle Royale NP from Tuesday, September 6, to Saturday, September 10, with accommodations at Rock Harbor Lodge. Garner Hanson (National Park Concessions) is offering a generous group rate of \$50 per day (American Plan) for single occupancy room, and \$80 per day (American Plan) for double occupancy room. Please contact Mr. Hanson at Mammoth Cave, KY 42258-0007 by letter or call him (502/773-2191) as soon as possible to reserve rooms for the gathering.

E&AA participants can look forward to a reception at the park the day they arrive, the reception being generously hosted by Mr. Hanson. He will further honor our group with a planked fish/steak cookout Friday evening, September 9, prior to our departure on Saturday, September 10. Breakfast buffets will be available most days, with set menus for lunches and dinners. For the return trip Saturday, Mr. Hanson will have a Sailor's Treat buffet prepared, with sandwich makings, fresh vegetable trays, fruit trays, and sweet-tooth selections, plus coffee, tea and soft drinks.

Also, please be sure to book passage on the Ranger III by contacting Isle Royale Superintendent Tom Hobbs, 87 North Ripley Street, Isle Royale NP, Houghton, MI 49931 by letter, or call him at 906/482-0984. Round trip fares are \$60 per person. The Ranger III must leave the dock promptly at 9 am EDT on Tuesday, September 6. Those wishing to spend Monday evening, and Saturday evening of the return trip, in Houghton should contact either the King's Inn, 215 Shelden Avenue, Houghton, MI 49931 in writing or call 906/482-5000; or the Ramada Inn, Franklin Square, 820 Shelden Street, Houghton, MI 49931 in writing or call 906/487-1700. Accommodations at either motel will be approximately \$45 per night, double occupancy.

Garner Hanson hopes many E&AA members will attend the reunion, and, to show his enthusiasm, has

been very generous in making it a gala event. Superintendent Hobbs also is pleased we chose Isle Royale and is looking forward to meeting those he does not know and renewing acquaintances with those he does. Six former superintendents and their spouses will be at the park for the festivities: George and Gwen Bagley, Bob and Mary Gibbs, George and Helen Fry, Hank and Marian Schmidt, Bruce and Lee Miller, and Hugh and Diane Beattie. Also attending will be Howard Baker and a van entourage from the Midwest Region; Joe Brown from the Southeast Region, top management from WASO and the Midwest Region, and, to date, approximately 45 other E&AA members. Please make your reserva-

tions as early as possible. E&AA does not wish to disappoint anyone. After all, this announcement first appeared in the October 1987 *Courier*, so enthusiastic E&AA members have been thinking and planning for some time. Don't be left out because you forgot to make your reservations early.

■

Please check your *Courier* label for annual expiration date. Send dues to Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041. Also, if you have moved or are planning a move, notify E&AA of your new address in order to assure timely delivery of the *Courier*.



MEMBER NEWS

Most of the public at some point in their lives visit a national park, enjoy the beauty of the resources, and travel on without ever thinking of the bureaucracy that made the preservation of all that beauty possible. Part of that bureaucracy was a man, "a magnificent bureaucrat" according to those in the executive branch of government who dubbed him that because of his ability to win congressional approval and funding for park lands and monuments. Conrad L. Wirth, now a resident of New Lebanon, NY, has 36 years experience with National Park Service work. But his legacy goes further. In addition to establishing new parks, he won acclaim for his administration of the Civilian Conservation Corps and his implementation of Mission 66.

His career with the Park Service was a product of his early training. In 1899 he was born in a park to a father who was a park administrator. He grew up in parks and went on to earn a college degree in landscape architecture from what is now the University of Massachusetts. After honing his skills in San Francisco and New Orleans, he joined the National Capital Park and Planning Commission, accepting the position of assistant director of the National Park Service in 1932, at which time he administered Civilian Conservation Corps work in the parks. Wirth was responsible for building Conservation Corps camps, finding jobs for the thousands of men assigned each year to the Service and directing work projects that advanced park development by many years.

Wirth became director in 1951, holding that post until 1964, the longest of any director. The highlight of his directorship was the implementation of Mission 66.

"I took a man from each unit—an ecologist, historian, geologist, field man and an economist—stuck them all in my conference room, took the phone out, and told them what I wanted. I wanted a plan that would put the 'service' back in the National Park Service."

The committee worked on the plan for one year before it came to Presi-

dent Eisenhower. Mission 66 was approved by Congress, at a cost of more than one billion dollars for the ten-year project. The funding revitalized the park system by 1966 through renewed construction projects, improved care of park resources, further preservation of wilderness areas, establishment of park information services and improved living quarters for park personnel.

Says Wirth, "I think the parks are in pretty good shape today, but they are controlled by politics rather than by geographics. I believe very strongly that you can help the federal government, but that you can't tell them what to do. Congressmen pretty much get together in groups and that dictates what parks are approved or what monies are allocated."

David Tudge
Berkshires Week

Glen Bean stays busy with volunteer work for organizations ranging from the San Luis Valley Historical Society and Southwest Parks and Monuments Association to the Adams State College Alumni Association. He and his wife Lois may be reached at P.O. Box 657 (11824 Hwy. 160 E) Alamosa, CO 81101. They are second century members of E&AA.

Members of E&AA, Ben and Jane Thompson (P.O. Box 7, Greenwood, NM 88039) happened to mention in a recent letter that Oliver Howie of the Denver Service Center was their son. The Thompsons enjoy living on a bluff about a hundred feet above the San Francisco River. Very scenic!

Burton V. Coale writes that he has been serving as regional editor of *The Savant*, a publication of the Service Corps of Retired Executives, sponsored by the Small Business Administration. He also is involved in the fund-raising effort to construct the Kawuneeche Education Center at

the west entrance to Rocky Mountain National Park. Sponsorship is under C. W. Buchholtz, the executive director of the project. Already a number of NPS retirees have contributed. Those who would like to help can contact Mr. Buchholtz in care of the park at Estes Park, CO 80517, or call him at 303/586-2371.

A letter to Naomi Hunt from Woody Williams (P.O. Box 11, Dickerson, MD 20842) enclosed two clippings from Paul Fritz, former superintendent of Craters of the Moon NM and one-time Alaska region park planner. In retirement, Paul remains actively involved in park-related legislation. A life member of E&AA, he can be reached at P.O. Box 1772, Boise, ID 83701.

Woody also reported a visit from John Kauffmann, as well as the retirement of Fred Bell. He said Fred hopes to spend his retirement collecting historical pictures. Woody remembers that Fred procured the wonderful collection of photographs showing the C&O Canal operation in its heyday. Fred joined the Park Service in the 1960s, transferring from the U.S. Army. A life member of E&AA, he lives at 4804 S. Chesterfield Road, Arlington, VA 22206.

Eastern National Park & Monument Association has a new address: Constitution Place, 325 Chestnut Street, Suite 1212, Philadelphia, PA 19106.

Oops!

The January *Courier* stated that the NPS history collection was established in 1973. The correct date was December 1970; 1973 was the date the collection became part of the Harpers Ferry Center.

BOOKS

Merrill J. Mattes, a forty-year veteran of the National Park Service when he retired in 1975 as chief of historic preservation at the Denver Service Center, has continued a notable career in history with a book destined to be regarded by generations of researchers as a treasure house of reference material. The title accurately describes the contents: *Platte River Road Narratives: A Descriptive Bibliography of Travel Over the Great Central Overland Route to Oregon, California, Utah, Colorado, Montana, and Other Western States and Territories, 1812-1866*. The scope of the work is breathtakingly comprehensive: more than two thousand narratives, diaries, and other first-hand accounts of the trek across the continent, identified, described, analyzed, and evaluated, then compiled into a hefty 630 double-columned pages.

The covered-wagon journey up the Platte is a central feature of the history of the westward movement, as well as a romantic saga captivating to the popular imagination. Authentic renderings rest solidly on travel narratives such as Mattes has tirelessly sought out over the past several decades. Never again need historians grope blindly for documentation. They need only to consult Mattes.

Merrill's qualifications are captured in a foreword by James A. Michener, who became well acquainted with him when researching the novel *Centennial*. "I found

Mattes to be not the academic scholar I has supposed," he wrote, "holding a chair in western history at some good university, but a long-time employee of the National Park Service. As such he served in many of the places about which he has written, so that his unusual accumulation of knowledge is a rare combination of practical, hands-on experience and scholarly research. I suspect that Mattes is unique in having this dual background and that no one else but he could have written this book."

No one else could have, and the combination is indeed rare in the historical profession. It is not rare in the National Park Service. The opportunity for both indoor and outdoor research afforded National Park Service historians equips them to make important contributions to historical knowledge, and Merrill Mattes personifies that tradition.

I have known Merrill Mattes since 1949. The sudden death of Olaf Hagen lifted Merrill to the post of regional historian of the old Region Two in Omaha. I was a seasonal "historical aide" at Custer Battlefield National Monument. Our professional paths have crossed many times since, and I am well qualified to assess his attainments in the field of history. All illustrate the qualities spotlighted by Michener.

Platte River Narratives is a culmination of a long and distinguished record of historical writing. Among earlier books that made important contributions to knowledge, and were well received by the historical fraternity, three stand out. *Indians, Infants*

and *Infantry* (1960) opened new doors to understanding of the events that occurred along the Bozeman Trail in 1866-67, especially the Hayfield fight at Fort C.F. Smith, MT. *Colter's Hell and Jackson Hole* (1962) built on earlier research into the dawn of recorded history in the Yellowstone Park country. And *The Great Platte River Road* (1969), a forerunner of the present work, remains the best history of the eastern stretches of the Oregon-California Trail. In addition to books, Merrill may be credited with many articles in scholarly journals.

In his Denver retirement, Merrill Mattes now may sit back and enjoy the accolades that will shower on him as the historical profession greets *Platte River Road Narratives* with the praise it deserves. The book, which sells for \$95, is available from the University of Illinois Press, 54 E. Gregory Drive, Champaign, IL 61820.

Robert M. Utley

Garland Publishing Inc. (136 Madison Avenue, New York, NY 10016) seeks contributors for a compact encyclopedia, *The War of the American Revolution*. Writers who wish to contribute articles of 50 to 5,000 words on the military and naval aspects of the 1763-83 era should contact Richard L. Blanco, History Department, SUNY College at Brockport, Brockport, NY 14420.

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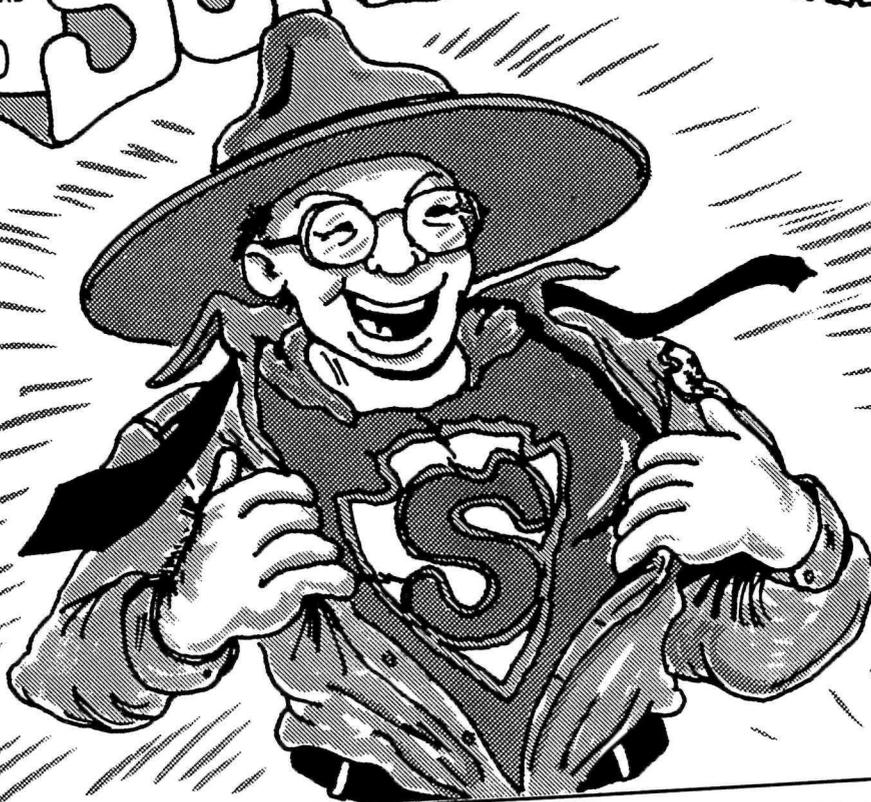
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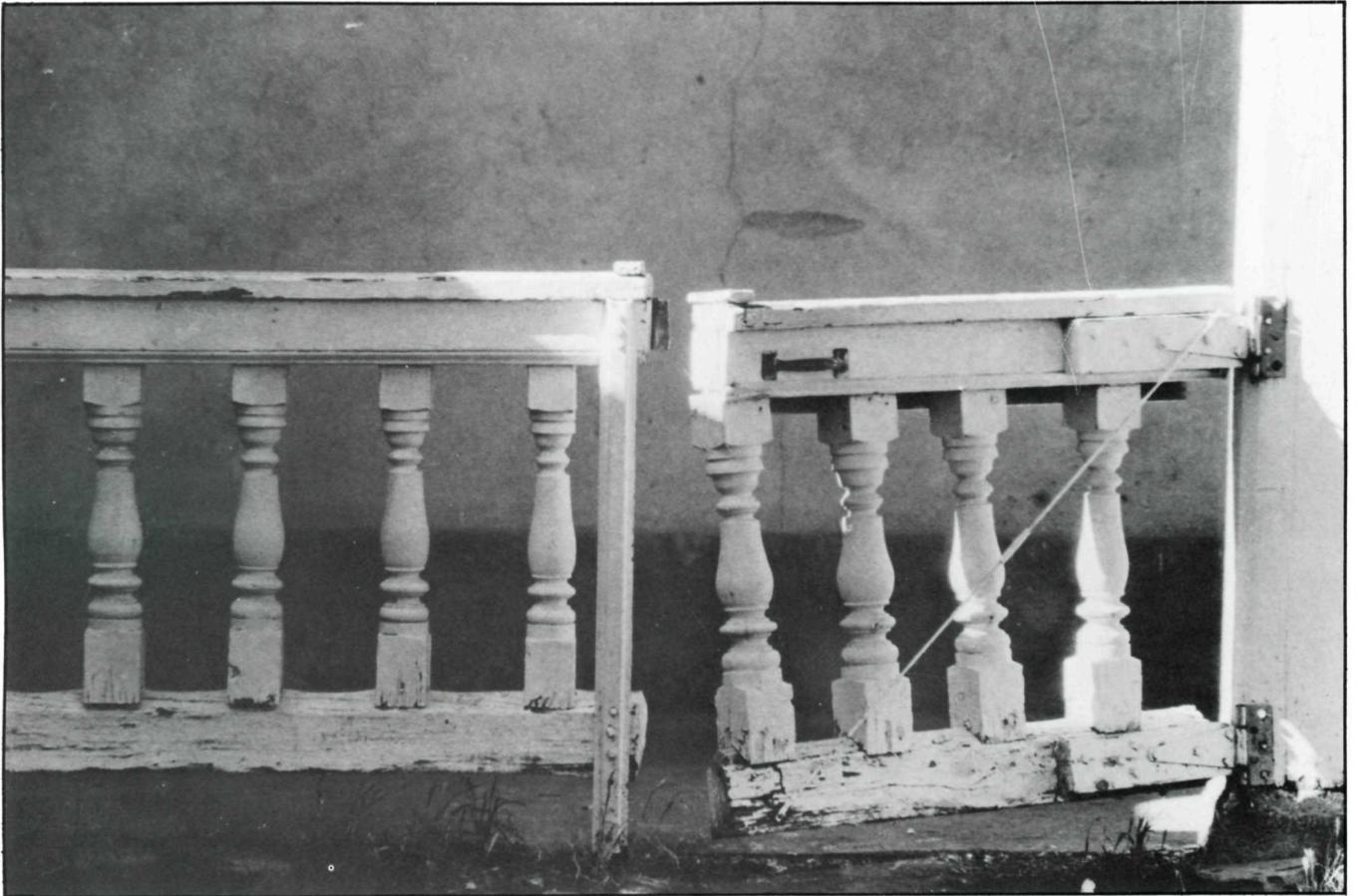
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