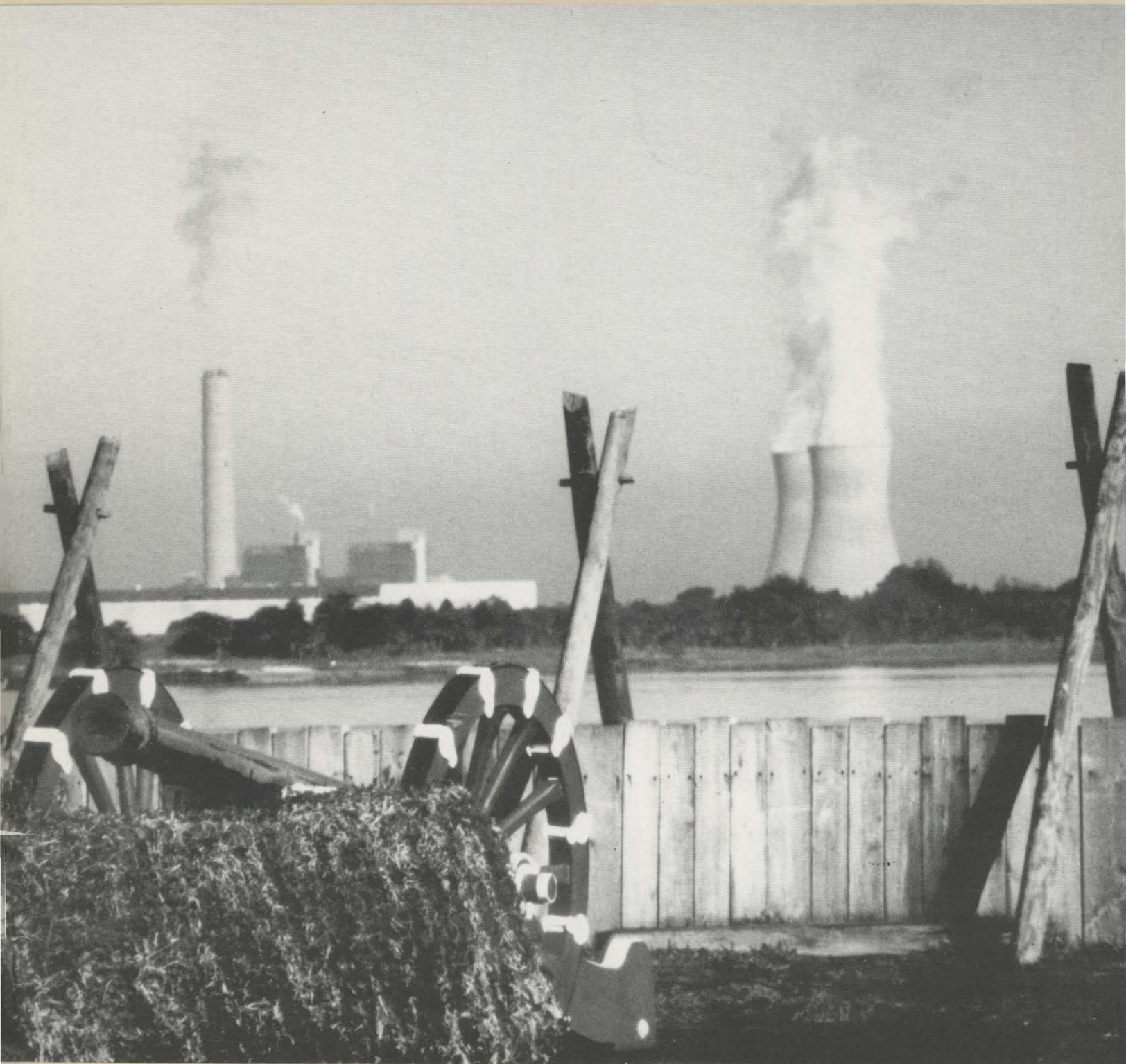


# COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



VOL. 35, NO. 8

AUGUST 1990

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## COVER

Warren Brown, this month's cover photographer, spends a good deal of time taking pictures of billboards, back-hoes, power plants and other land use problems rather than park scenery. His cover photo shows the fragile defenses of Fort Caroline NMem perched across the St. Johns River from the challenges posed by a growing city and industrial complex. It was taken as work was getting underway on a general management plan for the Timucuan Ecological and Historical Preserve that will encompass Fort Caroline and approximately 35,000 acres rich in natural and cultural resources within the Jacksonville, FL, metropolitan area.

The back photo, courtesy of the Mid-Atlantic Region's Jonathan Doherty, illustrates a sign of the times around some park areas. But the cardboard editorial attached to it also demonstrates increasing local interest in land and resource conservation. Often park values and local community values can become one and the same.



## STAFF

Mary Maruca — Editor  
Ricardo Lewis — Art & Production

## ADVISORS

George J. Berkclay — Associate Publisher  
Theresa Wood — Executive Director, E&AA  
Naomi Hunt — E&AA Editor

Issue Consultant — Warren Brown

Editorial Offices — 202/208-4996  
FTS - 268-4996

National Park Service  
U.S. Department of the Interior



### WORKING WITH OUR NEIGHBORS

This issue of the *Courier* looks at the many issues we're facing involving adjacent lands. These kinds of issues certainly aren't new news; we've all been aware for some time that the most serious threats to the long-term preservation of park resources originate outside park boundaries.

What's "news", and as far as I'm concerned the primary reason for focusing this issue of the *Courier* on the subject, is not "what" we're dealing with these days, but "how" we're dealing with it. And, from what I've seen and heard of the initiatives being undertaken throughout the system, park managers are making all efforts to strengthen the kind of skills, expertise, and information they need to build community support and be effectively involved in local and regional issues affecting their parks.

I was recently questioned at a Congressional hearing about whether I had encouraged superintendents to be involved in local planning and zoning issues. The way the question was asked implied that we may be overstepping our bounds. At the hearing, I *had* urged that we work cooperatively with park neighbors, and I want to take this opportunity to elaborate on that. I believe that we have both a legitimate point of view and a responsibility to express it. Parks are not units unto themselves; they're not *separate*. Parks are linked to communities, states, regions, ecosystems, this country, and the world. As caretakers of special places, we have been given the responsibility to protect and preserve them.

Of course, I'm well aware that taking the initiative to work with park neighbors to address issues that cross park boundaries sometimes places the Service in controversial and emotionally charged situations. Some of our neighbors feel threatened by the Park Service and the prospect of expanding park boundaries. Certainly, park boundaries may need adjustment in a few cases, but they can't expand indefinitely. Others view the protection of park resources as being at odds with local economic development; we are admonished that limiting the height or density of new construction near the park will mean less revenue from new development. But, that is rarely the whole picture. Such restrictions on land use along park boundaries rarely eliminate that growth and development—most often it occurs somewhere else nearby; and development has its own costs to the community, such as schools, roads, and sewers. However, to those that have these concerns, they are real and valid, and we need to address local concerns in local terms. Our success in winning and maintaining the support of our neighbors will depend heavily on our ability to understand how they see the issues, problems, and opportunities. Building our case around the importance of natural and cultural resources may not be enough. We need to be able to document the benefits of the park to the local economy, the costs of uncontrolled growth, and the advantages of open space to the livability and health of the community.

Nevertheless, in situations where our neighbors' actions are harming the resources or in some way negatively impacting on the park, we *must* speak out. Just as we would not expect our neighbors to quietly sit back and accept plans for construction of a road through their front yards, we also have a responsibility to participate in the planning and zoning processes that may impact the property we are responsible for. We have an



even greater responsibility than most other property owners to speak out because we manage these lands in trust for all Americans—present and future, national and local.

No one ever said it would be easy. Local issues are often complex and controversial. Inevitably, there will be those times when things will become difficult and hostile. These are some of the challenges that just come with the job. That said, I want to be clear that this *does not mean* we should have an *adversarial attitude* in our *approach* to these issues. I believe that our long-term responsibility for the preservation of the system will be served best by building *positive* relationships with those who surround us. It is through working together and communicating with each other in a constructive way that

we can best advance our vision for the parks. We need to be prepared to listen and be receptive to hearing what our neighbors say. We need to foster dialogue and understanding. As I've said before, being a good neighbor is a two way street. Everyone has to be a participant to cultivate a truly cooperative working relationship.

Many of our park managers are showing it's possible. The Mid-Atlantic Region has chalked up some notable successes in working with park neighbors to reach consensus on the future pattern of growth, development, and conservation around Gettysburg, Richmond and other parks. This has been accomplished by listening to the community and asking park neighbors what they want, by finding common ground and building upon it.

Fortunately, there is much common ground, and we have many allies. Most people do not want to see harm come to the parks, and there are many interested in helping to protect park areas. The extensive growth in the private land conservation movement—now including more than 800 local and regional organizations—is evidence of that concern and provides one of many opportunities for partnerships in protecting parks.

Realistically, we will never be able to please everyone all the time. I hope that we can, more frequently than not, be working with others to further *mutual* goals for the parks and the communities, that we will be able to work out problems and concerns with park neighbors. Of course, it is the job of elected officials to make the final decisions. But it is our job to provide them with the best information available. This is why it is important to continue to strengthen the Service's natural and cultural resource programs as we work with others to meet our mutual goals. As public servants, we must continue to accomplish our mission with intelligence, sensitivity, and integrity.

A handwritten signature in dark ink that reads "James M. Ridenour". The signature is written in a cursive, flowing style.

James M. Ridenour

## FROM THE EDITOR

On Earth Day, the Nature Conservancy concluded at least one real estate transaction in each of this country's fifty states. Parcels of land were set aside with little fanfare, a kind of guaranteed housing project for flora and fauna nationwide. Such a tremendous tipping of the hat to Mother Earth must have assured Conservancy members that the organization they invest in has been doing precisely what they want it to do—protecting areas where salamanders and cottonwoods and Indian paintbrush and all the other denizens of the wild, wet Earth can dance to no other tune but their own. What a relief—71,000 acres of wild, wet nature set aside!

But there are other plans too, even grander ones. The Conservancy's new president, John Sawhill, observes, "In the '70s we might have bought 40 acres of high-quality, old-growth forest. While this action saved the parcel from development, the forest could still be degraded by human activity in bordering areas. In the '80s we might have added to the original acquisition, assembling a preserve of more than 1,000 acres that included much of the woodland community. But even areas of this size remain vulnerable. Thus, our goal in the '90s is to ensure that our 1,000-acre forest does not become an embattled island in the midst of a hostile landscape. By addressing

ourselves to the long-term protection of whole, functioning ecosystems, we will become involved in protecting landscapes thousands of acres in size."

Congress and the American people already have seen to it that the National Park Service is involved in protecting landscapes of such dimensions and of much, much more. And, indeed, given the accumulated effects of the 20th century, we do find ourselves marshalling our strengths along boundaries that mark the beginnings of islands of life—embattled islands, sometimes, as Sawhill and others have noted.

What do we do about this? The August issue of the *Courier* summarizes some of the things that are being done. In the Mid-Atlantic Region, RD Jim Coleman is sponsoring related lands efforts, drawing on planning skills; partnerships; linkages between conservation, tourism, and economic stability; and other ingredients. Saguaro's superintendent Bill Paleck has made the assumption that some development close to park boundaries is inevitable. What can be controlled, however, is the kind of development, and he has focused his creative energies on that. Ebey's Landing superintendent Cynthia Orlando relies on partnerships among federal, state, and local constituencies to manage the reserve.

As the world changes, so do the parks. They are not what they were in Albright's

time. They are not what they were in Hartzog's time. They are as they are—in some cases, islands of natural beauty in a sea of change; in other cases, wild unfettered paradises only beginning to feel the stress of human restlessness.

The confrontation between nature and culture is one that ultimately affects all areas, no matter how distant or how close to zones of intense human development. It is an issue increasingly in the forefront of park management decisions. It is an issue that won't go away.

But we are in the same boat with our partners, and in that perhaps we can take comfort. Jean Hocker, president of the Land Trust Alliance, observes, "Across the country, a quiet revolution in conservation is taking place....It's happening because people are tired of progress." People are deciding that rainforests are more critical to their well-being than they knew. They're decided that just letting things be, letting them be born and live and die according to their own cycles—as they do with their own children and as Nature should be able to do with hers—is A-OK by them. At least they've decided this in some circles. The cadre of people who think first about Kermit the Frog and where he'll live if a new shopping center goes up is growing.

We are all of us less alone.

## FORGOTTEN AMONG THE GIANTS (Part 3)

Dixie

*Interior Secretary Franklin K. Lane resigned from President Wilson's Cabinet on February 6, 1920 (effective March 1).*

In national park dealings, Franklin Lane left office as he had entered it—shadowed by controversy involving water storage. This time he adamantly favored a dam within Yellowstone's boundary. Steven Mather fumed at the thought of it. Lane's obsession with this type of project nearly forced Mather's resignation, but, by cosmic luck, it was Lane who resigned. John Barton Payne, Lane's Secretarial successor, had a wonderful "national park attitude," and squelched the dam attempt short term; President Harding's Interior man, Albert Fall, though not in Payne's pro-park league, was convinced to finish it off.

Part of a 1912 letter to his brother, George, sheds more light on Lane's life-long water philosophy: "(For a nice house) you must have

one large room, and the house must be on some elevation, and you must have water, water and water. It is water that makes land valuable in California or anywhere else."

Though public administration was his pride and joy for 21 years, Lane, upon deciding to exit DC's bureaucratic whirl, confided to a friend that he barely had enough money for his family's train fares back to California. He was supposed to take a vice-presidency at Pan-American Petroleum for \$50,000, but for the next 14 months he spent more time at the Mayo Brothers Rochester, MN, clinic than behind a corporate desk.

From early 1920 into 1921 various ailments taxed his weak heart and curtailed his former active lifestyle. During the first week of May 1921, Lane notified his close friends, including Eleanor Roosevelt at Hyde Park, that he was "again going under the knife." On May 6 he underwent a dangerous gall stone operation (without anesthetic)—a last attempt to prolong his life. "It was a bet on the high card with a chance to win, and I took it," he wrote. He said of the experience: "Never before have I

been called upon to deliberately walk into the Valley of the Shadow and, say what you will, it is a great act. I am surprised to be alive. I hope to be able to live a long life doing good things for others without thoughts of money." His very last jottings were about how he'd like to meet Abe Lincoln: "I'd rather loaf with Lincoln along a river bank....and glance at a picture of our people—the negroes being lynched, the miners' civil war, labor's hold ups, employers' ruthlessness, the subordination of humanity to industry..."

### Final Un-Rest Commotion

Lane died May 18, 1921, one day before Chief Justice Edward White passed on.

Newspapers headlined the angle that "I accept" was Lane's deathbed creed and that his lifelong gospel was "Lead Kindly Light." Attributed to him were these two comments on life: "To spend and to be spent—isn't that what life is?" and "Life is just a beautiful adventure, to be flung away for any good cause!"

Though strongly in favor of particular ideas

that impressed him, Lane also possessed an off-beat open-mindedness. Writing to a friend (1918), he admitted: "I have a very old-fashioned love for writing from day to day what pops into my mind, contradicting each day what I said the day before, and gathering from my friends their impressions and their spirit the same way."

Among the many descriptions of this robust gentleman were: Democrat, liberal, conservative, radical, patriot, witty, efficient, statesman, kindly, fair-minded and distinguished. From his earliest days in office his reputation was that of "champion of the plain people."

Funeral services were held in Chicago. On May 21 *The New York Times* reported this tidbit: "The ashes of Franklin K. Lane will not be taken to the top of El Capitan Peak in Yosemite Valley and scattered to the winds as requested by Mr. Lane. His widow announced that the family had abandoned the plan, as they looked on it as sacrilege. His remains will be held (in Chicago) pending their final disposition when friends of the family have been consulted." (Hetch-Hetchy dam was still under construction then and the family could have heard or felt lingering bad vibes within the Yosemite establishment.)

Actually, Steven Mather had an inadvertent hand in where Lane finally was "scattered." During 1917-18, concerned western conservationists organized the Save-the-Redwoods League, to fight the timber industry's hell-bent cutting of California's beloved "tall" trees. The new group wanted a prestigious "Californian of national standing" to lead it. Who better than the respected favorite son who happened to be Interior Secretary? Mather aided League founders Madison Grant and Dr. John C. Merriam coax Lane into becoming the League's first president. He accepted the mostly figure-head position, which combined the responsibilities of advisor and trustee.

On Sunday, August 24, 1924, several hundred people gathered along one bend of the Eel River's South Fork, in a section of what is now Humboldt Redwoods State Park (established 1928) to witness the dedication of the Franklin Knight Lane Memorial Redwood Grove. The 193-acre Grove is located along northern California's Old Route 101, between Phillipsville and Miranda. That 31-mile portion of scenic highway through several Redwood forests is known as the "Avenue of the Giants." After three years and three months it is here that Lane's ashes finally mingled peacefully with Mother Earth. Ironically, floods, the natural occurrence Lane was always trying to curb, hit his Grove area badly in 1955 and '64.

### A Book of Odd Selections

About the only place one can get solid information concerning Franklin Lane's inner thoughts is from his wife's previously mentioned publication of his letters (1922). But there is one very strange thing about that Riverside Press (Cambridge, MA) semi-biog. NO letters are included that mention his relationship to national parks, except the two relating his visit with George Dorr at Lafayette (Acadia), and those mostly reflect his fast friendship with Acadia's "Father." No Mather, no Albright, no substantive park mention at all. Author's correspondence selection oversight? Maybe. This blatant ignoring of the parks in his personal prose becomes a magnified major oddity when you notice that four of the book's five photos featured him in national park settings: the Lanes and (Adolph) Millers at Glacier, Lane and Dorr atop Cadillac Mountain, Lane in a forest at Lafayette and Lane with Supt. Ethan Allen at Mt. Rainier. Otherwise, there is one official Interior portrait pose of him, and the book's last photo is of the Tatoosh Range's "Lane Peak" at Rainier.



Lane Peak (pictured above) brings us full circle in this three-part history lesson. Important or not, interesting or not, Lane Peak seems to be the lone, sole, only, remembrance the NPS has for this guy. Do any readers know of any canyon, butte, trail, stream, visitor center, viewpoint, pond, picnic area or cavern that bears his name? And, a fair question is: does his name *deserve* more than one nice but obscure mountain peak? (Okay, Mt. Rainier folks, how many of you *knew* who Lane Peak was named for?)

With our 75th Anniversary on the horizon, if any of you managers happen to be in the market for a name for some park area, wouldn't FK Lane make a quaint historical choice? (It seems to me that you needn't stretch your imagination very much to see how Lane's semi-ostracized situation is akin to "Shoeless" Joe Jackson's relationship to Cooperstown's Hall of Fame.)

So, make what you will of all these historic droppings. Maybe it's just something more to

talk about around the hors d'oeuvre table at your local Founders' Day fest. But always remember, it was Franklin Lane who said, "if you don't like it, Steve...."

Information for this three-part series was compiled from "The Letters of FK Lane," Anne W. Lane, 1922; "Steve Mather of the National Parks," Robert Shankland, 1970; "Birth of the NPS," H.M. Albright, 1985; "State Parks of California," J.H. Engbeck, Jr., 1980; "Dictionary of American Biography," Vol. 10; "North American Review," August 1917; "Franklin Lane," O.G. Villard, *The Nation*, June 1, 1921; "Dedication of the FK Lane Grove" (1924) booklet copy provided by Humboldt Redwoods Interpretive Assn.; *Eel River Current*, (1989), published by Seven Parks Natural History Assn. (CA State Parks); and various *The New York Times*, *San Francisco Examiner* and *Boston Globe* editions from Lane's era. Also, thanks to Save-the-Redwoods League president John DeWitt and Redwood National Park camper/taxpayer Mary V. Gelinis (my college friend) for their help in procuring pieces of this puzzle.

## NOTES FROM THE HILL

Gerry Tays

Environmental issues are in the forefront of Washington's lively political scene. The moratorium on off-shore oil leasing through the year 2000, the listing of the northern spotted owl as a threatened species, the Mt. Graham red squirrel, and the reintroduction of wolves into Yellowstone are but a few of the topics being discussed on both sides of the political aisle. Overshadowing all, however, is the President's reported reversal on his campaign pledge of no new taxes. The enormity of the national debt, exacerbated by the savings and loan debacle, will exert extensive pressure on all elements of government, including the National Park Service. Parks and programs now feeling the fiscal pinch will be joined by others as the pressure continues to mount. As we go to press, both the budget and appropriations committees of House and Senate are preparing for a final run at the numbers for FY 1991. Here's some of the other action on the Hill.

On May 1, the Senate Subcommittee on Public Lands, National Parks and Forests held a hearing at which Director Ridenour testified on the New Mexico establishment of Mimbres

Culture NM (defer) and Glorietta NB (non-support), amendment of the Act establishing Zuni-Cibola NHP to allow a longer period to accept leasehold interest in Zuni lands (support), and amendment of the Act establishing Pecos NM to enlarge and change the name to Pecos NHP. On June 27 President Bush signed into law the Act establishing Petroglyph NM, including the measures for Zuni-Cibola and Pecos NHPs.

On May 3, Director Ridenour, accompanied by NPS officials, testified along with Bureau of Land Management witnesses on a proposed exchange in Wyoming that eventually led to acquisition of a conservation easement over the J-Y Ranch at Grand Teton NP for coal leases acquired by Sloan-Kettering Institute for Cancer Research in New York. Then, on May 10, Associate Director Jack Morehead, accompanied by Dr. John Dennis of WASO's Division of Wildlife and Vegetation, testified before Chairman Bumpers' Subcommittee on Public Lands, National Parks and Forests of the Senate Energy and Natural Resources Committee on a bill requiring the NPS to reimburse the State of Montana for expenses incurred as a result of brucellosis organisms carried by Yellowstone NP elk and bison.

WASO Assistant Director (Planning) Jim Stewart testified on May 17 in opposition to a bill establishing the Cliff Walk in Newport, RI, as a unit of the national park system. As the name implies, this is a walk along the cliffs of Newport between the ocean and homes exhibiting Newport's Gilded Age of architecture. Its questionable ownership coupled with overwhelming maintenance and other operating problems render it unfeasible for NPS management.

A bill to expand Tumacacori NM came up for Senate hearing also on May 17. The measure would add the ruins of two missions, Calabazas and Guevavi, to the existing monument and change its name to Tumacacori NHP. The Committee passed the bill as modified in the House, and by the time you read this it will undoubtedly have been signed by the President.

During our last visit in June, I noted that the Secretary had refused to allow the NPS and F&WS to testify at a House hearing on a bill to legislatively mandate minimum flows at Glen Canyon Dam above Grand Canyon NP. At a rescheduled hearing on May 22, Director Ridenour and F&WS Director John Turner accompanied Bureau of Reclamation Commissioner Underwood at a joint hearing before the Subcommittees on National Parks and Public Lands and Water, Power, and Offshore Energy Resources of the House Interior and Insular Affairs Committee. The predicted fireworks

failed to materialize as key votes on the House floor kept several members away from the hearing.

NPS Research Biologist Doug Houston, stationed at Olympic NP, joined a distinguished panel on May 23rd to testify at a Senate oversight hearing on the Report of the Interagency Scientific Committee to Address the Conservation of the Northern Spotted Owl. Dr. Houston testified that the Service's management objectives are compatible with efforts designed to provide owl habitat. But he also observed that parks alone probably do not have sufficient land base to provide for the owl's long-term survival.

On May 24 Secretary Lujan, accompanied by NPS Director Ridenour and Interior Department Inspector General Richards, testified at a hastily called oversight hearing by Chairman Bruce Vento of the National Parks and Public Lands Subcommittee of the House Interior and Insular Affairs Committee on the subject of concessions. Secretary Lujan has spoken publicly of the need to rethink the way business is done in this area. The hearing responded to the Inspector General's audit report, which charged in part that the Service failed to receive adequate revenues from many concessioners for a variety of reasons. The Conference of National Park Concessioners earlier had received a temporary restraining order against release of the report, claiming that it contained privileged information.

On June 21 Associate Director Jerry Rogers, accompanied by Knife River Indian Villages Superintendent Mick Holm, testified at a House Subcommittee hearing in favor of that national historic site's proposed expansion. At the same hearing he also testified in opposition to a bill establishing Weir Farm NHS (CT) and in support of extending funding to the Mary McLeod Bethune Council House NHS in Washington, DC.

Director Ridenour testified before the Senate Public Lands, National Parks and Forests Subcommittee on June 26 in support of legislation adding the William Johnson House to the newly established Natchez NHP in Mississippi. At the same hearing the Director testified in opposition to a bill establishing a commission to address the possibility of a Mississippi River National Heritage Corridor throughout the length of the river. A similar bill passed the House of Representatives on June 12. Finally, the Director noted with obvious pride that he was delighted to testify in favor of the first measure to be heard in Congress that he had initiated as Director. It provided ceiling increases, both land acquisition and development, for five units of the

national park system. He expressed the hope that this was merely the first of several he would be proposing.

The House floor was the scene of intense political maneuvering on June 26 over whether or not Congress should designate a 76-mile segment of the Niobrara River (NE) as part of the wild and scenic rivers system. The key argument offered by opponents is that this would be the first time a river running primarily through private lands would be designated without formal study. Environmental organizations have targeted this legislation as one of several measuring members' environmental record in the 101st Congress.

## LETTER

I'm a fan of *Courier*, Newsmagazine of the National Park Service.

It's consistently well written, information laden and I'm sure enjoys excellent readership within the NPS family.

The March 1990 issue with Jennifer Jacobs' article "Deaf Services Program Prospers in Yosemite" was especially interesting as both my parents were deaf. I could relate to the unique human benefits the Yosemite Ranger crew provides many deaf.

I applaud those rangers participating in the deaf services program, plus the sensitivity of the NPS for enriching the lives of many, many deaf.

Thanks to *Courier*, I suspect other major parks will adopt the Yosemite program.

Bill Bowdren  
Reader's Digest

## ANNOUNCEMENT

Pigeon Forge in the beautiful Smoky Mountains of Tennessee is the site of the first Civilian Conservation Corps national reunion, September 27, 28 and 29. Except for the \$20 registration fee, participants are free to choose either to join or not to join in any of the scheduled activities. The registration fee after August 27 is \$25 per person. Make your check or money order payable to CCC Reunion and mail it to NACCCA Registration, P.O. Box 1555, Pigeon Forge, TN 37868. Reservations can be made by calling the Grand Hotel at 1-800-251-4444 (in Tennessee, dial 1-800-242-3333). For other hotel and campground information, call the Pigeon Forge Department of Tourism at 1-800-251-9100 or write to P.O. Box 1390 CCC, Pigeon Forge, TN 37868.

# PLANNING BEYOND PARK BOUNDARIES

Planning beyond park boundaries? Who has time for that type of work when we barely have enough staff or money to keep the lights burning in the visitor center and deal with the other problems inside the parks?

These and other questions were answered with fervor and enthusiasm during a week-long training program in Tucson this spring. No one seriously questioned that a multitude of problems such as air and water quality, shrinking wildlife habitat, subdivisions, shopping malls, and other facts of modern life do not respect park boundary lines drawn on maps. The real question was how. What tools and techniques are most effective?

This was the second year that NPS training for park planning focused on issues beyond park boundaries. Last year the Florida Everglades provided a case study in the complexities of negotiating with federal, state, and local officials as well as private interests to solve regional environmental problems. This year, Tucson provided a setting to study the impacts of rapid suburban growth and some creative methods for coping with development proposals adjacent to Saguaro NM.

Big Cypress NP Superintendent Fred Fagergren opened the program with a concise outline of basic negotiating principles: separate people from problems; focus on interests, not positions; and invent options for mutual gain. We were reminded that conflict is not necessarily bad, that it just needs to be managed—quite a challenge where it involves oil and gas operations, endangered species habitat, regional water quality and quantity, hunters, off road vehicles, and an array of different regulatory authorities at the federal, state, and local levels. Fred empha-



sized the power of information, understanding what others want or need, and the need to avoid adversarial relationships. Fred explained how these principles could be used in playing to win.

Several presentations offered advice on how to build community support and consensus before conflicts arise and a negotiated compromise is required. We learned about experiences in Gettysburg, Richmond, and George Washington Birthplace that illustrated how the public involvement process has worked. In spite of the potential for conflicts, the artful marshalling of many different NPS authorities and programs has been used to focus on the interests and concerns these parks and their neighbors have in common. The idea here is to find a solution so that everyone wins. Of course the friendly persuasion model used so effectively in the Mid-Atlantic area may not work in other places where people are accustomed to

attending meetings with their weapons loaded.

Another caution was sounded: success in the planning phase may develop community expectations that NPS can't deliver. Completing a plan and strategy for protection is one step. Making it work requires people, time and money in both park and the regional offices. In many cases NPS will be expected to provide technical assistance to the local government or follow through with plans to buy land or easements. Where will the people and money come from? One individual compared a park to a leaky rowboat with 20 holes; you can use ten fingers to plug any ones you choose.

Superintendent Bill Paleck of Saguaro NM is really on the cutting edge of creative efforts to address the problems of



Photo by Warren Brown

development around the park boundary. Position descriptions in the early days said park rangers were expected to carry heavy loads over rough terrain and sometimes deal with dangerous critters. These skills certainly apply to the challenges of working with community groups, developers, environmental organizations, and local officials.

The most common question facing parks often seems to be how to stop development next to the boundary. Get a bill passed, expand the park, and buy the land? Persuade local officials to pass a strong zoning ordinance? Get a private land trust or conservation group to buy it for the Service?

Bill Paleck recognizes that at Saguaro boundaries cannot expand indefinitely, and some type of development next to the park is inevitable. The question is simply what kind of development that will be. Here the important question about impacts on the park is not as simple as whether the development will be on lots of 1/4 acre or 5 acres.

Paleck's experience at Saguaro is especially inspiring and instructive because he has developed a practical strategy for confronting adjacent land use problems. This is based on understanding trends in the local economy, housing market, and—most important—local politics. A key part of the strategy is to have a good base of data on park resources, and the qualities that make adjacent land important. Another key is an inventory, not just of plants and animals but of potential friends and foes. Rather than wait for the next crisis to land on his doorstep, Bill is having some success staying ahead of the bulldozers and trying to guide them to do as little damage as possible.

While some citizens and NPS folks see our role as only fighting development, at Saguaro the Service is working for the best

possible outcome. Bill said he doesn't care about winning—he plays not to lose. In the case of some major project, this means working with the developers, not against them. It means pressing your case on the basis of business, not just emotion. It means defining what habitat is critical to the park and what doesn't matter so much. It means dancing on the razor blades of practical politics involving landowners, congressmen, and local community groups that have many other issues on their agendas.

Chris Monson, developer of one of the projects in question, gave a good lesson in how the private sector looks at these issues. He explained how people in government seem to wear watches that keep a different kind of time than a developer. This is not just a Rolex versus Timex story. It is the difference between having your own money tied up, and facing thousands of dollars a day in carrying costs, while local officials seem to be in no great hurry to reach a decision.

So Superintendent Paleck is in the *business* of running a park, and protecting wildlife. Developers are in the business of developing. How do these two competitors reach an agreement? In our case study, a compromise was found where more than 6,000 acres could be developed with resort hotels, and a virtual new town of housing and commercial development. The park was able to cajole, negotiate, or otherwise extract agreement not only to protect, but restore the primary riparian habitat on the property, at a cost of several million dollars. The site plan, road and storm drainage system, and building designs, were revised and re-revised to be a model of environmental sensitivity. This goes beyond the routine height and density limits to include guidelines on building materials and landscape treatments. To make sure all these promises were kept, a private non-profit

institute was organized. Although it would be funded primarily by revenues from the new development, this would be an independent group to monitor agreements, manage open spaces, and provide environmental education for new residents, employees, and guests at the hotels.

This type of agreement on a complex development project is not reached without controversy and more than a few sleepless nights. For Saguaro the outcome of these extensive negotiations remains to be seen. Local government, the real estate market, private owners, conservation groups, local civic organizations, and other forces beyond the National Park Service will play the leading roles in deciding *if* the agreements will be implemented and *how* they stand the test of time.

In a growing area like Tucson, development threats do not go away; they just resurface in different forms. Around Saguaro, incremental development of one-, two-, or three-acre lots may be worse for the park's natural resources than a major planned community that incorporates state-of-the-art measures to protect natural and scenic values. Some park managers probably hope that a slumping real estate market will drive projects and their sponsors into the wastebasket. To the contrary, Paleck hopes that the developers he is working with on this project are extremely successful. The goal is to create a model of how to do better by doing good—how to prosper by developing with sensitivity to the environment, and with special attention to the values of Saguaro NM; how to market a housing product with a deserved and documented stamp of approval for helping protect one of the nation's natural treasures.

It is not easy for the Park Service to support development on adjacent land. Sometimes we just have to say *no*. A simple *no* is certainly appropriate where we have facts to show how a proposal will conflict with park purposes and values. But if the development of adjacent land meets our goals and standards, then we may be well served by saying so. At the very least, this can help build credibility when we oppose the next plan that fails to do the best it can to protect values important to the park. The challenge is to decide when you can negotiate, when you can't; who holds the real power to control future development, and what real choices are available.

Some other highlights of the course included a chance to play the roles of developers and regulators, discussions about local land use controls, federal authorities to deal with air quality, using the NEPA process, NPS technical assistance programs for rivers and trails, working with cultural resource programs, help from cooperative park study units, private consultants working with developers, the policy perspective from the Washington Office, negotiations in the Santa Monica Mountains, and building community support for Golden Gate NRA. We also learned about how these issues were being addressed in planning for the Greater Yellowstone area, and how some national conservation groups see these problems.

The course concluded with group presentations on how to apply these tools to five different parks, and a summary from Denny Galvin that offered a framework for deciding when to use different models. Denny emphasized that what works depends on



**W**ith Saguaro NM in the background, Superintendent Bill Paleck and class participants consider plans for a major private development project adjacent to the park.

the social and economic forces driving the community as well as the type of issues and who owns the land. The Service needs to pick a strategy that fits the situation. It can't expect what works in one area to work everywhere.

Virtually everyone went home with a few new tricks and tools to try out on their adjacent land problems. On the plane back to Washington, I was reading Stephen Jay Gould's thoughts on Earth Day and reflecting on his observation that solutions to today's problems often breed catastrophes for the next generation. We have a history of trading solid waste for air pollution, or bad air for bad water. Asbestos, PCBs, CFCs, and a batch of other toxic or cancer causing substances were once heralded as modern miracles. We now know better. Our week in Tucson showed how some past *solutions* to protecting park resources have bred the problems we must face today and in the future. Perhaps what we learned can be applied to the search for more lasting solutions—solutions to the problems confronting parks from either side of the boundary.

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*Warren Brown is a planner with the Washington Office's Park Planning and Protection Division.*

# LAND TRUSTS, AND THE QUIET REVOLUTION

**A**cross the country, a quiet revolution in conservation is taking place. It's happening in places like Petoskey, MI, and Beaufort, SC; in Sonoma, CA, and Jackson, WY, and Brunswick, ME. It's going on in Iowa, Vermont, Maryland, Montana, and in just about every other state in the nation.

It's happening because people are tired of progress—at least

the kind of "progress" that turns pasture lands into shopping malls and wildlife habitat into subdivisions.

Even as the global implications of disappearing rain forests and climate change and ozone depletion become more apparent, people are also seeing changes in their own backyards, changes that are immediate and threatening, changes that, with dedication and hard work, they just might be able to redirect. These people are taking an idea that started in New England nearly a century ago and turning it into the fastest growing segment of the conservation movement. Across the country, in record numbers, they are forming and supporting and building land trusts.

**WHAT IS A LAND TRUST?** Land trusts are not "trusts" in the legal sense; they are generally private, nonprofit, tax-exempt organizations that work in their own communities or regions directly to protect open land. Like their national counterparts such as The Nature Conservancy and The Trust for Public Land, they are involved in the direct conservation of undeveloped land through some kind of land transactions. But land trusts are independent organizations that concentrate their efforts in a particular geographic area, which may be as small as a single neighborhood or as large as an entire state or inter-state region. They



**E**nterance to Gwynedd Wildlife Preserve in Montgomery County, Pennsylvania. The preserve is a conservation property of Natural Lands Trust, Inc. (Photo courtesy of Rocky Photo)

determine their open space goals based on the needs of the area they serve.

Beyond those commonalities, land trusts are as individual as the communities that spawn them and the people who support them. Today there are more than eight hundred local and regional land trusts in the country, operating in almost every state. Although the oldest land trust was established nearly a century ago, almost a third of existing land trusts have been formed in the last five years. Collectively they have protected nearly two million acres of land and have an aggregate membership of approximately 700,000 people, a remarkably large and growing force of supporters for open space protection.

About half of all land trusts are run solely by volunteers, focus on a small geographic area, and have operating budgets of under \$10,000 a year. The vast majority of Connecticut's 100-plus land trusts fall in that category.

But grass-roots doesn't always mean small. Some land trusts are substantial organizations, serving a large geographic area, operating with a staff of several professionals and undertaking complicated, multi-million dollar real estate transactions. The Trustees of Reservations, established in 1891, owns and manages some twenty thousand acres of Massachusetts land; its full-time staff exceeds fifty. And in between are the scores of land trusts, increasingly common, led by a combination of a small professional staff and dedicated volunteers, protecting a few hundred to a few thousand acres of high priority open space.

**VARIED LAND, VARIED TOOLS.** Land trusts save farm and ranch lands, forests, scenic properties, wildlife habitat, river corridors, islands, archeological sites, wetlands, urban gardens, greenways—whatever kinds of open land are important in shaping their communities and surroundings. And they use a variety of tools to do it.

**Outright Acquisition.** Land trusts acquire fee title by donations and sometimes by purchase (often at a bargain price). A land trust may hold and manage the land for public use; it may convey it to a public natural resources agency; or it may re-sell it, with use restrictions, to a private buyer. Land trusts also acquire remainder interests in land and receive property through gifts by will.

**Conservation Easements.** Land trusts increasingly protect land not by owning it, but by acquiring conservation easements, perpetual deed restrictions that limit future uses of a property to those that will not harm its conservation resources. Land trusts can be particularly effective at tailoring easement provisions to individual properties, protecting critical resources while allowing for productive uses of property. Because easements leave land in private ownership and usually don't permit much public access, they work best for lands that do not require intensive conservation management or public use. They can be ideal tools for buffering lands already in public ownership, including national park lands.

**Partial or Limited Development.** Like their public agency counterparts, land trusts recognize that they cannot acquire title or conservation easements on all the land that needs protecting. The answer is sometimes a compromise that combines protec-

tion of a property's most sensitive areas with controlled development of less sensitive portions. For example, a trust might work with a farmer who is thinking of subdividing to design a plan that leaves most of the property in open space, while permitting six homesites in one corner of the property. The trust might buy the property, sell the six homesites, and lease or sell the open space to a farmer, retaining a conservation easement to ensure its permanent protection. The result is that the farmer gets paid for his property, most of the land remains in open space, and the land trust recoups some or all of its costs, occasionally even making a profit that can be used for other land protection projects. Limited developments don't work for every property, and they require sophisticated legal, real estate, and financial planning skills. But they can succeed in protecting property that would otherwise be out of financial reach.

**Education and Advocacy.** Many land trusts expand their focus beyond land transactions, to include community education and advocacy on such issues as the need for open space, growth management, and enlightened land use planning. Some land trusts advise local planning officials, demonstrate alternatives to inappropriate development, and inventory conservation resources in their regions. Some have even prepared land use plans for communities that lack such plans. And land trusts have been very active and effective backers of open space bond issues and referenda in many states.

**LAND TRUSTS AS PUBLIC AGENCY PARTNERS.** Although land trusts operate in the private sector, they often play a critical land protection role as facilitators and partners with public agencies. The national conservancies like The Nature Conservancy and The Trust for Public Land have frequently served as pre-acquirers of land or easements, negotiating ownership and then selling the property to a federal or state agency.

Now, public agencies are seeing that the same partnerships can be built with local and regional land trusts. In fact, several states have specifically designated roles for land trusts in their land acquisition programs. In some states, land trusts leverage public funds by raising private matching funds and in-kind contributions. Sometimes, they assist in the administration of the acquisition program. And in some states, land trusts can receive direct grants from the state to acquire land or conservation easements as an alternative to state acquisition.

**PARTNERSHIPS FOR NATIONAL PARKS.** But such partnerships are not new for the national park system. Since its establishment in 1970, the Maine Coast Heritage Trust has negotiated the acquisition of more than a hundred conservation easements donated to Acadia NP. Here it was felt that easement acquisition by a private group could be less threatening than outright acquisition by the Park Service.

In Jackson Hole, WY, the Jackson Hole Land Trust has protected several thousand acres abutting or within a few miles of Grand Teton NP, and it holds one easement on property that lies partially within the park. These holdings help buffer the park from incompatible development and protect critical habitat for elk, moose, deer, and bald eagles that share the park ecosystem. In the case of the partial inholding, the owner was far more

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receptive to working with a private organization than with a government agency.

The Trust for Appalachian Trail Lands, a program of the Appalachian Trail Conference, is acquiring land and easements to protect the Trail from Georgia to Maine. With funding from the California Coastal Conservancy, the Mountains Restoration Trust in California, has acquired and held land for subsequent purchase by the Santa Monica Mountains NRA. Land trusts in Welfleet and Truro, MA, near Cape Cod NS, are working to see that those areas don't succumb to the rampant development that has overtaken so much of the area. The new Estes Valley Land Trust has the potential to do the same near Rocky Mountain NP in Colorado.

**WHY WORK WITH PRIVATE NON-PROFITS?** Developing partnerships with nonprofit conservancies, whether local and regional land trusts or the larger national land conservation organizations, can bring many advantages to national parks. Perhaps most important, land trusts can protect properties outside park boundaries, over which the Park Service has no jurisdiction but the development of which can have major impacts on park resources. In addition, private groups often have more flexibility than government agencies, can negotiate reduced acquisition prices or outright gifts because they do not have to pay fair market value for land, and often have credibility with landowners who may be suspicious of "the government." Land trusts also can often act quickly because they do not have a deal with a myriad of rules, regulations and procedures.

Of course, the ability of a land trust to do any of these things depends upon its size, sophistication, and experience. But even young land trusts can be very effective in negotiating and holding donated conservation easements that protect park adjacency areas. A regional land trust or national conservancy might be brought in for complicated transactions.

Another reason to encourage partnerships with land trusts, especially the local groups, is the support they can bring to park programs. Park managers are keenly aware of the ambivalent relationship landowners near national parks often have with the park unit. A land trust may be able to help bridge that gap. For example, a landowner who might refuse to give an easement to "the government" may have no reservations about having a land trust hold it. A government-sponsored study of land adjacent to park boundaries may bring a storm of protest from suspicious neighboring landowners, who are led to believe it is only a prelude to a massive "taking" of their land. The same study undertaken by a land trust, with no condemnation powers and a credible reputation, may be much more acceptable. And a land trust may be able to help influence local and state policy decisions in which the Park Service is not able to take an active role.

Because a land trust is part of the local community, the relationship between a national park unit and a nearby land trust will differ with prevailing politics, culture, and issues. In some areas, the relationship can be very close, with the land trust acting as a partner with the park. But in communities where the land trust's credibility and effectiveness derive substantially from its non-governmental nature, the land trust may need to preserve more

independence, working toward common goals through a less formal relationship. Likewise, a national park manager who wants to encourage a land trust where one doesn't exist needs to be sensitive about his or her role.

**A FUTURE VISION.** In the best of all possible worlds, there would be a land trust partner for every unit of the national park system, one concerned about inholdings and adjacent lands. Whether that partner should be a local organization operating in the gateway community or a regional or national group called in as needed—or some combination of these—depends on the kind of park unit, the surrounding land uses, the area culture and politics, and the nature of pressures on the land. There are models working well in several national park areas already. The role that land trusts are playing in state acquisition programs can be studied for adaptation to the federal level, as well.

Just as the potential of land trusts is only beginning to be recognized, so, too, is their relationship with national parks.

**TO FIND OUT MORE.** In 1982, as the land trust community began to experience great growth and geographic spread, several land trusts established an umbrella organization to help them share information, coordinate policy efforts, gain access to technical information, and promote open space protection through land trusts. Today, about 330 land trusts are members of The Land Trust Alliance, which provides leadership and services for the land trust community. To find out more about land trusts, where they are, how they operate, and how to establish one, a contact with the Alliance is a good place to start. Write to The Land Trust Alliance, 900 17th St., NW, Suite 410, Washington, DC 20006.

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*Jean Hocker is the president and executive director of The Land Trust Alliance, a position she has held since 1987. Previously she was founder and executive director of the Jackson Hole Land Trust in Wyoming.*

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## Do's and Don'ts of A Related Lands Strategy

The following list includes Bob Chandler's accumulated wisdom gleaned from experiences at Santa Monica Mountains NRA, Olympic NP, and Everglades NP, as well as the insights of other superintendents.

- Define the community. Note differences between immediate neighbors who may see the park as an intrusion and those who come from nearby metropolitan areas to use it.

- Be aware of population changes in neighboring communities—characteristics like age, ethnic origins, family size.

- Understand the economic base of the community and the role the park plays.

- Find local heroes and opinion leaders; these may not be the elected officials.

- Learn about community connections and coalitions, especially the non-obvious ones.

- Invest time and set a positive tone with the press before an issue becomes a crisis.

- Meet the opposition. Listen and let members know you are truly interested in their concerns.

- Understand the local culture and what is important to local people.

- Learn state and local laws controlling land use and development before a crisis appears.

- Be humble. Don't let your federal position imply superiority to locals or to elected officials.

- Take a long term view. Don't win a battle that will lose the war.

- Find ways to help with community projects. Find creative ways to say yes.

- Participate in community events and cultural activities. Keep in touch with the "good ole boys."

- Do not irritate the crocodile before you cross the river.

- Recognize that people are motivated as much by pride and vanity as by logic.

- Be in favor of parks and wildlife, rather than opposed to new development.

- Don't question the motives of your adversaries. Don't make issues personal.

- Use interpretive programs to inform people about threats to park resources.

- Gather data to support your position before a crisis erupts.

- Don't be afraid to test the legal limits of NPS authority.

- Support "good" development designed to maximize park benefits.

- Comment forcefully and emphasize park benefits to the local economy.

- Draw on all available tools, especially NPS programs for technical assistance.

- Use the best available resources and staff. Consider planning costs as an investment in the future.

- Understand issues as contests of different values, not just good versus evil.



## STATE AND LOCAL ACTION TO PROTECT PARK RESOURCES

Citizens across the country have been witnessing an unprecedented wave of activity at the state and local level to protect significant local resources—open spaces, natural areas, and historic resources. While substantial federal funds for land acquisition remain out of reach, voters in states such as Maine, California, Florida and Wisconsin, as well as those in scores of localities as diverse as Washoe County, NV, and Huntsville, AL, have committed dramatic funding levels to land acquisition.

Recent proposals from the governors of two large states currently are on the crest of this wave. New York's Governor Cuomo opened 1990 by proposing a \$1.9 billion Environmental Quality Bond Act, with \$800 million earmarked for acquiring open lands. This proposal has worked its way through the state legislature essentially intact and goes before the voters in November. Not to be outdone, Governor Martinez of Florida proposed to spend \$3.2 billion over the next ten years for land acquisition and restoration.

Growth management initiatives are also part of this wave. Legislatures in such states as Maryland, Rhode Island, New Jersey, Virginia, and Georgia recently have passed far-reaching comprehensive planning and land use regulation laws.

States can mandate planning and voters can buy critical parcels, but day-to-day decisions that affect critical resources lie

*Unsidly development such as this commercial strip near Fredericksburg and Spotsylvania County Battlefields Memorial NMP can detract from both community and park values. Cooperation and local leaders, landowners, and businessmen can ensure that private development near parks is more attractive and appropriate for the setting. (Photo courtesy of Thomas and Means.)*

principally with local land use decisionmakers. Critical decisions determining how a community grows will continue to be made at the local level. Because of this, The Conservation Foundation's Successful Communities program provides technical assistance and small grants to communities around the country that are concerned about protecting natural and cultural resources as they deal with growth.

From this experience, we have identified a number of factors, which, in various combinations, tend to distinguish communities that protect their local assets and distinctive character while accommodating quality development. Among the most important lessons is the need for communities to build their land-use strategies around a positive, shared vision of what the community can be. By focusing on a vision with popular appeal, communities can build lasting constituencies for protecting local assets. Successful communities base this vision around key natural and cultural assets that make them distinctive—rivers, waterfronts, historic downtowns, industrial heritage, open spaces.

Sanibel Island, FL, off the coast of Fort Myers, is an early example. In the early 1970s, a small but dedicated group of Sanibel citizens led efforts to incorporate and adopt strong, innovative land use plans and ordinances to protect the island's natural vegetation and wildlife habitat. Today these efforts guide municipal landscaping and zoning standards, spending decisions, and site plan review. A local non-profit foundation runs a native plant nursery which supplies plants to developers and homeowners for landscaping or vegetating damaged sites. As a result, Sanibel is one of the most biologically intact and attractive communities on the Florida coast.

Such local efforts can help protect national park system resources, and, in fact, can be nurtured by Park Service managers. Indeed, adjacent communities can be strong allies in protecting park resources. For example, in the face of tremendous growth pressure and minimal federal acquisition, five of the six towns neighboring Cape Cod NS have approved substantial local funding in the past several years to acquire and protect open space. Cape Cod voters also have approved creating the Cape Cod Commission, a potentially powerful regional land use authority.

A wide variety of state and local planning and regulatory strategies are available to protect park resources. While a basic familiarity with the technical and legal aspects of these strategies is essential, detailed technical knowledge is less important than an understanding of and active participation in the local processes in which land use decisions are made. Several factors—early participation, devotion of substantial time and energy, an understanding of how the real estate market and development process functions, political acumen, good humor, and persistence—are among the necessary ingredients for effective participation by park managers in local land use decisions. Beyond this, the following general principles should be kept in mind.

**KNOW THY NEIGHBOR.** Effective participation requires developing constructive working relationships with key local decisionmakers, landowners, and citizen activists. These relationships should be developed outside of council chambers and

public hearings to encourage understanding of one another's perspectives. Time spent taking coal leaders to lunch or on VIP park tours, or joining them for recreation will be well invested.

**GET INVOLVED EARLY AND OFTEN.** Effective participation requires early and continuous participation. The best opportunity to influence land use decisions is generally well before development proposals are made public, and pre-development activities (such as acquisition of a ranch or farm by developers, or local budgeting for utility extensions) have created expectations and momentum for an area's development. For this reason, the most effective strategy is to work with the community to develop a positive, popular vision for its future and then to devise methods to implement this vision—long before specific development proposals surface.

**DON'T BE INTIMIDATED BY LEGAL LIMITATIONS OR GROWTH MANAGEMENT TECHNIQUES.** Land use decisions that dramatically affect a parcel's value can raise significant legal concerns such as the "taking issue." These concerns, however, are often overstated. Exaggerated fear of a court challenge frequently imposes a greater limitation on effective action than it should. Park personnel can help local land use decisions withstand legal challenges by providing thorough documentation and evaluation of park resources and the adverse effects posed by incompatible development. This documentation is a critical element of effective local involvement.

Growth management involves a host of public and private tools and techniques—land use planning and regulations, land acquisition, conservation easements, and state condominium and common interest ownership laws (which allow developers to impose duties by deed restriction such as monthly home owner fees for conservation purposes). Basic familiarity with these tools is essential.

**RECOGNIZE THAT THE PROCESS IS POLITICAL.** Effective local conservation is much more a function of public concern and political will than reliance upon any particular growth management tool or technique. In the final analysis, state and local land-use decisions are made by elected officials, with political considerations foremost in their minds. Effective participation in these decisions requires an explicit acknowledgement of the political nature of the process.

The following general rules also help improve effectiveness.

**Be a credible resource for public officials.** There is no substitute for thorough preparation, so do your homework *and* their homework. Keep local officials informed about resource protection issues, and always fulfill your commitments.

**Build effective coalitions.** Encourage articulate and energetic people who care about their community to get involved. These allies generally need to be much broader-based than "Friends of" groups. Creatively identify common ground with others who are not natural allies, perhaps downtown merchant associations. On the other hand, it may be necessary to break ranks with traditional allies on some issues. You can do so without losing respect if you are guided by firm principles rather than political expediency.



**T**he Conservation Foundation's Successful Communities program provides technical assistance and small grants to local governments and citizens organizations around the country. The program seeks to improve the use of local land use planning, land and easement acquisition, and growth management to protect significant natural and cultural resources. The Apalachee Land Conservancy received a Successful Communities innovation grant to protect canopy roads near Tallahassee, FL. (Photo by Katherine Lisenby.)

**Clearly articulate why public officials should protect the park.** Appeals to non-economic values play best to the already converted, not to swing votes. The assertion by business leaders that a proposal is "bad for business" can wreck the best laid conservation plans. However, park protection appeals based upon quantifiable economic factors are increasingly credible, as local "quality of life" becomes a more important factor in business siting decisions. Although it can require substantial effort, documenting the extent to which a national park contributes to the local economy in property values, sales tax revenues, and jobs, can be a powerful tool.

**CONCLUSION.** Whether we like it or not, the condition of national park resources increasingly rests in the hands of state and local land use decisionmakers. The key to effective participation by park managers in state and local decisions affecting

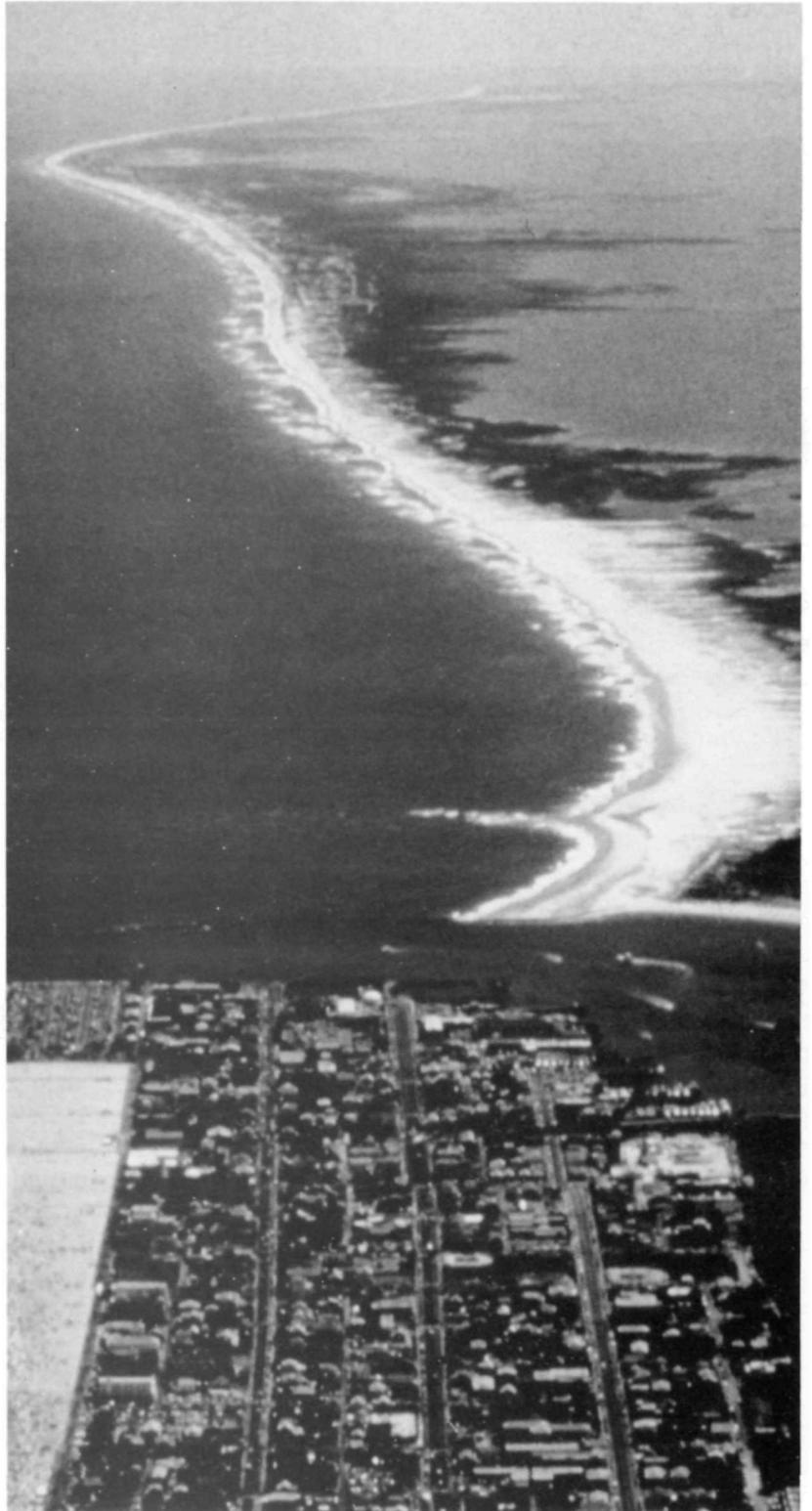
national parks is to help build local concern for protecting park resources and to help translate this concern into effective political action. This requires savvy, sustained involvement in local land use decisionmaking processes and a focus on the positive contributions that the park makes to the overall local quality of life.

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*Luther Propst is field director of The Conservation Foundation's Successful Communities program in Washington, DC, and is working with a number of communities adjacent to national parks. Michael Mantell is General Counsel of World Wildlife Fund and The Conservation Foundation.*

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# TURNING THE TIDE— THE RELATED LANDS CHALLENGE



*Photo courtesy of Assateague Island NS.*



**M**odern development with sensitivity to historic values in downtown Santa Fe, wildlife habitat adjacent to commercial uses in Estes Park, protection of the cultural landscape along the Blue Ridge Parkway, cooperation with the Conservation Fund to purchase a tract next to Rocky Mountain NP so the barriers can come down; a private residence nestled in trees almost invisible from Great Falls Park: these are some examples of compatible uses of adjacent lands that planners can encourage.

—Photos by Warren Brown.

# RELATED LANDS — A REGIONAL DIRECTOR'S PERSPECTIVE

**Q:** Why did you feel it was important to deal with related lands in the Mid-Atlantic Region? What led you to get the region involved?

**A:** When I first arrived, the big inventory of threats to the parks was going on. The major threat in this region was urban encroachment—development outside of park boundaries. It seemed that the only approach available was park expansion. The impracticality of this, coupled with the Administration's decision to make additional land acquisition a low priority, made it almost impossible to deal with this problem in a positive way.

Then, a few years ago the Secretary's Advisory Board toured Richmond NBP. Of all the parks that need a strategy for related lands, Richmond, I think, is the classic example. I don't know of

any other park in the country that has more impacts from urban encroachment. The Advisory Board members kept shaking their heads and saying there must be something we can do.

I was driving back from that session and for some reason—I don't know why it took me all those years—I thought of one of our division's river conservation work. By cooperating with interested parties—landowners, local and county governments—and applying a variety of techniques, they were making things happen. That same kind of approach could be successful with our neighbors surrounding the parks. We could help them as well as help ourselves. My approach was "let's send a planner down there." The Division of Park and Resource Planning worked out the process and we moved forward. The interesting

## MARO's Approach to Related Lands

A broad range of historic, natural and recreational resources related to NPS units require conservation. Many are critically important to park purposes. Increasingly, local communities also view them as critical to their own futures. But limited funding, staffing and expertise often mean parks need assistance in responding to issues that arise from these related lands.

Since 1985, MARO's Division of Park and Resource Planning has addressed related-lands issues through a cooperative planning process. The regional office has initiated and completed related-lands planning efforts at several parks. Other parks and regions may benefit from MAR park experience, the planning process used, and the key elements of the MAR related-lands program.

Regional office related-lands efforts have focused on four parks. At Gettysburg NMP, NPS staff used a congressionally directed "boundary study" to work with community and national interests to develop a broadly supported strategy for conserving park-related resources. The strategy, now being implemented, will: 1) add 2,000 acres of key battlefield sites to the park; 2) emphasize less-than-fee acquisition within the boundary to maintain com-

patible private ownership; and 3) set up a cooperative incentives-based conservation initiative for a 10,000 acre historic district surrounding the park. Legislation to enact these provisions has been passed by the House and is awaiting final action in the Senate.

At Richmond NBP, NPS staff worked with the city, three counties and the state to develop a strategy for conserving, interpreting and promoting Richmond's broadly dispersed battlefield resources. This "Richmond Civil War Heritage Initiative" will be implemented through: 1) a Heritage Council that coordinates a range of activities; 2) a conservation incentive program for landowners and local government; 3) a battlefield trail and interpretive program; and 4) a promotion effort to showcase Richmond's heritage.

At New River Gorge NR, the Service is working with county governments and private groups to develop a "Regional Vision" as the basis for a strategy to assure conservation of the area's key resources, while assisting local communities to develop compatible economic activities. Similar work with George Washington Birthplace NM related lands was described in the August 1989 *Courier*.

Despite the diverse nature and resources of these parks, all of the projects have common elements:

- a planning process based on: 1) broad public involvement to develop public consensus supporting all deci-

thing about this is that there were solutions and approaches right here in our own office that just needed to be applied.

**Q:** You mentioned process. What do you think is an important first step?

**A:** You need to get local officials, county commissioners, and county planners, as well as landowners, to agree on some basic values. Often the first step in doing that is to reduce their fears. Their obvious first fear is that you want to take their land. To convince them otherwise, you have to make them part of the solution. It's an age-old formula for getting things done.

Once you've gotten people involved and begun to clarify issues, you agree on some values. From there, it's an easy next step to say "let's work together and develop a strategy to protect these values." For example, let's say you agree that a certain ridge was a key strategical location in a Civil War battle. Then you agree that to understand that battle you need to see the ridge. People often are willing to say, "I can see that it's important to see the ridge and how far away it was. Now what are our options for protecting it?"

The process is based on cooperation, logic and a positive, rather than a negative outlook. You can't start out by saying, "I don't want you to build your shopping center." You try to establish something that you're *for*, before you come out *against* something. Plus, you try to be realistic. To say there won't be anything

modern in an area when people arrive in cars and buses and the park uses modern interpretive devices is unrealistic.

**Q:** You spoke of involving state agencies, local governments, landowners and private groups. What are their roles?

**A:** They are part of the team that needs to find solutions; to find methods to preserve the values that we all agree need to be preserved. State agencies, for example, know which state programs may be applicable. It is amazing where some of the solutions come from. At Gettysburg one of the things suggested was the application of the state's agricultural preservation programs. New tools and approaches are uncovered all the time.

The other thing that may encourage cooperation is the value of living next to a park. This is a real value for park neighbors, and they should take a selfish economic interest in preserving it. I think we should capitalize on this.

**Q:** It often seems that we work with people to address NPS concerns, but in the end the solutions have mutual benefits. What do you think?

**A:** Through our related lands work at New River Gorge NR we have a tremendous opportunity to influence development around the park before it gets out of hand. We also can help the local economy bring in new businesses that will complement the park environment.

sions; 2) a range of issues associated with national conservation interests and local economic needs; 3) a cooperative, comprehensive, resource-based concept;

- linkages between: 1) NPS facilities and programs, and state and local facilities and programs; 2) resources inside and outside park boundaries; 3) federally managed core areas and their locally managed surroundings; 4) national and local interests;

- a unifying concept that ties together conservation, tourism, recreation, and economic revitalization at the local, state and national park level;

- a cooperative partnership of federal, state and local government, landowners and private organizations to implement the concept;

- mutual benefits for both parks and surrounding communities—parks benefit through resource conservation, support and awareness; communities benefit through increased economic activity, quality of life, federal and state funding, and heritage conservation.

The Mid-Atlantic Region works to develop related lands strategies with these elements through a limited planning assistance program for parks and their surrounding communities. It is seeking funding to provide for several additional activities.

First, the region wants to respond to more park/community requests for resource conservation planning

assistance that could include: sharing information and ideas on conservation, land use options, and tourism; reviewing federal, state and local proposals which may influence important park and community resources; and helping to develop strategies for resource conservation.

Second, it could provide training for park managers and staff, regional professional staff, public officials, landowners and the development community in any number of ways. An annual conference on park and community resource issues could be held. NPS training programs could offer additional courses on developing related-lands strategies. The regional office could provide consultation workshops for specific parks and communities. A workbook and other written or video information could be developed to assist related-lands efforts. Most importantly, the region could initiate more programs at park units determined to be of regional priority. These programs would develop comprehensive strategies for conserving park and community resources.

I believe we need to reevaluate our outlook on development. We tend to be against it. But in many cases, we can identify or influence adjacent development so that it is compatible with park values. We're a lot better off that way than by opposing all local development needs and winding up without influence.

**Q:** You're suggesting working closely with neighboring communities. How do you react to the attitude that our responsibilities and focus should be primarily within our boundaries?

**A:** There *might* be a park somewhere in the system that doesn't need to look outside of its boundaries, but I doubt it. Air flows in; noise flows in; visitors come in, all from the outside. We impact our neighbors too. I don't think anybody could live in a community and not care what the neighbors do or say. We have mutual responsibilities.

**Q:** How do we incorporate this approach in our daily management?

**A:** Dealing with related lands is an on-going issue. Once we have reached agreement with our neighbors as to what values we need to preserve, we're talking about a long-term commitment. Such work happens over many, many years.

One important element is a good set of management objectives explaining what we are trying to achieve and measuring the impacts of things that happen outside the park. Good management objectives help evaluate when something is important and when it's not.

In terms of staffing, I think we need very skilled people working on this. We need related-lands experts throughout the system. In this region we have them in the regional office. We have some parks where we probably should have them on staff. No superintendent—at least in most of the parks we have been

## Shenandoah NP Begins Related Lands Study

"There should be a typical section of the Appalachian range established as a national park with its native flora and fauna conserved and made accessible for public use and its development undertaken with federal funds."

Director Stephen Mather wrote these words in 1923, but despite a tremendous effort by the Commonwealth of Virginia, the citizens of the Shenandoah Valley, the NPS and others, resource preservation still is not guaranteed.

The legislation establishing the park stated that the area should cover approximately 521,000 acres, a size considered necessary to preserve a representative sample of the southern Appalachian mountains. However, Shenandoah NP stopped at 195,000 acres because the Commonwealth of Virginia met resistance when it tried to purchase the land. Until recently, the park has been able to protect the area's vital natural and cultural resources while providing Americans with numerous opportunities for recreation.

But Shenandoah NP begins this decade of the 1990s faced with a challenge: how can the Service protect the values for which the park was created when so many of those values are influenced by private lands in a region that is developing rapidly. Panoramic views from Skyline Drive, wildlife habitat and corridors, air and water quality, all have contributed to Shenandoah's description as "a park outside a park" because so much of what is seen is not publicly owned. Park staff and friends worry that vital resources are disappearing.

In partial answer to these concerns, MARO Director Jim Coleman asked Superintendent Bill Wade to initiate a new effort to protect the critical resources of Shenandoah NP.

In December, 1989, Wade, Coleman, and others briefed Director Ridenour on the proposal to conduct a "related lands study."

Drawing on public involvement, Shenandoah NP's study will identify the critical values that contribute to the purposes for which the park was established. The comprehensive effort will assess the values and resources on lands both inside and outside Shenandoah NP—no small undertaking for an area that begins at Front Royal and stretches 105 miles to Rockfish Gap near Waynesboro, VA, touching eight county governments along the way.

The NPS is conducting the related lands study at Shenandoah NP because reacting to development proposals as they arise is often ineffective. Once a development has been proposed it is often too late to identify and implement successful protection or mitigation. The Service needs a sound resource base inventory extending beyond park boundaries, an inventory it can use to promote sound planning and land use decisions. The Service will be working with national environmental and conservation organizations to design the procedure for accomplishing this massive effort.

The related lands study will use state of the art technology. The park is analyzing infrared satellite photographs and digitizing the data to prepare a geographic information system data base that includes the park and surrounding lands. The park is also exploring a computerized modelling system that can show the impacts of area development.

Sandy Rives



**L**and surrounding the Garthright House unit of Richmond NBP would have been split into half-acre lots by a recent subdivision proposal. By providing planning assistance, NPS was able to develop alternatives which allowed the county to buy the land for a public park. NPS is now assisting in a masterplan for the county land.

working with—can devote as much time as is really required to deal with these issues. Related-lands issues are full-time requirements at Gettysburg, Richmond, Fredericksburg, and Shenandoah. Numerous things are going on in real estate, land use and related areas. I don't expect superintendents to manage alone.

**Q:** Some are concerned about funding staff to work outside park boundaries when funding is already short for activities within the park. What are your thoughts?

**A:** I think if you overlook threats to important park resources—whether those threats are inside or outside the park—you're likely to lose the resources. If you don't work on the problem when you have an opportunity, you may never get that opportunity again. If we put a building at the wrong place inside a park we can always tear it down or move it. But when somebody builds something outside park boundaries, like the tower in Gettysburg, it's very, very difficult to have it removed. A shopping center is not likely to be go away easily.

**Q:** What advice would you give parks facing external threats?

**A:** I suggest that superintendents come in, sit down and talk with those who have been dealing with related lands. It's important to start out carefully and get landowners and others involved in the best way. Quite frankly, if you antagonize adjacent landowners before you get started on a project, you have to undo that antagonism before you can make progress. So talk to experienced personnel first. In this region, call the Division of Park and Resource Planning. Superintendents from other regions should feel free to call some of the people here as well, or any one of the park superintendents who have had some experience.

**Q:** Do you have any final thoughts to share?

**A:** I think related-lands issues are the most important business we are handling right now. There are skeptics, of course, who claim we are trying to get basic agreements on the values of the parks. The skeptics say that anybody could come in and develop because our agreements are on paper, that unless you own the

land, you can't insure it will be managed the way you want it to be. In some sense that is accurate. But what is certain in life, anyway? If these things are important to us then we have to find solutions. We'll never be able to buy all the buffers that people talk about, so why not try a solution that really might work?

*Jonathan Doherty is a planner in the Mid-Atlantic Regional Office's Division of Park & Resource Planning. Joe DiBello is the acting chief of that division.*

## Tips From Shenandoah For Creating A Related Lands Strategy

- create staff awareness of the issues
- meet with planning directors, planning commissioners and board of supervisors of counties on park boundary
  - become familiar with county zoning and comprehensive plans
  - look for issue awareness: towers, airports, landfills, housing subdivisions, ozone, and visibility are possibilities
  - develop a list of people to call for help
  - develop a slide show and graphics
  - use GIS, satellite photos and other visual aids
  - build support for the values held by the park; look for areas of agreement rather than disagreement
    - if there must be a fight, choose the right fight; if you know you are going to lose, do it behind the scenes, or at least choose a fight that is important
  - develop media relations; the press can be a big help.

# WORKING OUTSIDE A TRADITIONAL PARK SETTING

I remember reading with interest a KSA associated with a vacancy announcement for the American Industrial Heritage Project (AIHP). It stressed "skill in furthering National Park Service goals and objectives outside of a traditional park setting." Coincidentally, a year ago I had been detailed to AIHP while participating in the OPM-sponsored Woman's Executive Leadership Program. Little did I know then how valuable that short period of time was and how important the above mentioned "skill" would prove to be to my career. Twenty years in the National Park Service and listening to a lot of "this is how we did it at...," would never work *here*.

*Here is Ebey's Landing NHR. Located on Whidbey Island, on the shores of Washington's northern Puget Sound, it began its history with Native American occupation, followed by the passage of white explorers, and then the first settlers. One hundred years later, Congress created Ebey's Landing National Historical Reserve to preserve and protect "a rural community providing an unbroken historic record from the nineteenth century exploration and settlement in Puget Sound to the present time." This unbroken historic record means that farms are still farmed, forests logged, and most historic buildings adaptively used as residences or places of business. In fact, the relationship that*



**T**he Ferry House is one of many historic structures in the heart of Ebey's Prairie. It served as a lodge and tavern, and now a private residence.



**T**oday, as in the past, the Admiralty Inlet serves as the gateway to Puget Sound. Scenic easements protect this critical area of Ebey's Prairie.

exists between the resources of the Reserve and evolving community values has shaped the area over time. Pioneer homes and landscape remnants reveal a continuous history of man's interaction with the immediate environment. A rich and telling historical document, it is a landscape of heritage. The relatively warm, dry climate, safety of harbor and landing, productivity of the prairies and breathtaking scenic vistas create a cultural landscape that is much the same today as it was when Captain George Vancouver explored the Puget Sound in 1792.

In 1970, Whidbey Island was identified by the former Bureau of Outdoor Recreation as having significant recreational potential. Possible uncontrolled development of this recreational potential rallied local citizens to support protection of Whidbey Island's west coast through national seashore status, even though no action resulted. In the early 1970s escalating property values and pressures for residential development created two crises that helped hasten the creation of the Reserve.

A pristine 8,000-foot cobble beach, the Keystone Spit, adjacent to an already existing popular state park first was threatened with large scale condominium development. Efforts for public acquisition of the property via a Land and Water Conservation Fund grant through the State Interagency Committee for Outdoor Recreation were unsuccessful. However, citizen lawsuits successfully stalled development.

About the same time the heart of Ebey's Prairie was threatened with a large lot subdivision. Development of this prime agricultural land dotted with historic farms dating from the mid-1800s would have impacted severely the island's small agricultural industry. Again a local citizens' suit stalled development, and efforts at public acquisition commenced. The Washington State Parks and Recreation Commission acquired a 200-foot wide shoreline portion of the Prairie. In April of 1978, Congressman Lloyd Meeds introduced legislation to recognize all of Central

Whidbey Island, including the critical areas mentioned above, as a unit of the national park system. The measure was incorporated in Public Law 95-625, which established the Reserve in November 1978.

The Service's Revised Land Acquisition Policy of April 26, 1976, defines national reserves: "federal, state and local governments form a special partnership around an area to be protected. Planning, implementation and maintenance is a joint effort and is based on a mutual desire to protect the resource. Under this concept, the federal government, through the National Park Service, may acquire core zones intended to protect and permit appropriate use of the most vital physical resources within authorized boundaries of the area. The balance of property within these areas may be protected through a combination of acquisition and management by the state and local governments, and the development of zoning or similar controls acceptable to the Secretary of the Interior."

More and more, people are recognizing that "they're not making any more land..." The reserve concept represents a creative, though non-traditional approach, to the challenge of land preservation facing the NPS today. Some examples of the way it works at Ebey's Landing include the following efforts.

Local real estate developers owning key Reserve parcels were not interested in selling scenic easements; so NPS purchased the lands in fee. Then, when adjacent landowners who wanted to expand their agricultural base lands could not afford the developable property, the NPS acquired scenic easements on the farmers' lands in exchange for a restricted fee interest (NPS retaining a scenic easement) in the land acquired from the developers. This type of creative land exchange helped protect nearly 500 acres of prime farmland.

Additional creative efforts by the National Park Service, with the cooperation of Washington State Parks, resulted in

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protective measures for the Keystone Spit. A special appropriation provided land acquisition funds for Olympic National Park to purchase this pristine resource from private developers. The Spit then was given to Washington State Parks in exchange for 57 miles of state-owned tidelands adjacent to Olympic. This effort required authorizing legislation by both the U.S. Congress and Washington State Legislature. Now preserved as open space for the Reserve, the Spit is available for public recreation under the management of Washington State Parks.

In keeping with this non-traditional approach to preservation, the enabling legislation for the Reserve allows the Secretary to delegate administrative responsibilities to an appropriate unit of local government while continuing to provide technical assistance in the management, protection and interpretation of the area. An Inter-Local Agreement between the National Park Service, Island County, Town of Coupeville and Washington State Parks established a joint administrative board called the Trust Board for Ebey's Landing National Historical Reserve. A cooperative agreement between the board and the Service defines the authorities and responsibilities of the Board and provides for federal funding of up to 50 percent of its annual operating costs. The county presently matches this amount with funding and in-kind services.

**MANAGEMENT.** To reaffirm NPS commitment to this unique area RD Charles Odegaard appointed a full-time superintendent to set the parameters for professional and efficient management of the reserve, represent him in the interpretation and implementation of Service policies and procedures, and serve on the Trust Board. In addition to daily operations, overseeing completion of the land acquisition program, implementing the wayside exhibit plan, coordinating the planning and construction of interpretive sites, and developing standards for operations evaluation, the superintendent establishes management direction and provides an administrative framework necessary to delegate daily operations to the appointed Board. A critical responsibility is the development of a scenic easement administration plan.

Establishing a management direction required some evaluation of what the reserve was intended to do. Board members completed an intensive series of strategic planning sessions in which they developed a mission statement, defined objectives and management policies, and identified individual development needs to ensure successful implementation of these policies. Board organization focused on committee delegations, emphasizing five areas: resource protection, interpretation/education, facilities maintenance, public affairs and administration. Roles and responsibilities specifically were defined, using the Organic Act, the Reserve's Enabling Legislation and its Comprehensive Plan. Seven Board members are volunteers and donated more than one thousand hours during 1989.

**PROTECTION.** Of the 2,500 acres identified for NPS protection, a little more than 100 acres will be retained in federal fee ownership, and 300 acres by Washington State Parks and Recreation Commission. The remaining 2,100 acres will remain in private ownership, protected in varying degrees by scenic easements restricting development. To date, 1,500 acres have been

protected, and negotiations are progressing to acquire scenic easements over an additional 300 acres. Of the initial \$4.5 million authorized, a little more than half a million dollars remains for further land acquisition within the reserve.

The original National Register nomination established the Central Whidbey Historic District in 1973. It did not include 20th-century structures as contributing elements to the District. The NPS is amending the nomination to include many more historic structures, the historic cultural landscape as an essential component of the district, and an expanded exploration and settlement theme to define history as it progressed, including all the "eras" reflected as a historical continuum.

**INTERPRETATION.** Resource protection is interpretation, and the Reserve story becomes more visible daily as major interpretive efforts are accomplished. One proposed wayside exhibit by Harper's Ferry Center will interpret cultural landscapes and preservation strategies, including scenic easements and development rights. Adjacent property owners have been involved. Cooperative agreements for NPS-funded design, construction and installation of interpretive exhibits on non-NPS owned property have been drafted with Washington State Parks, Washington State Department of Transportation (Marine Division), Island County and the Island County Historical Society.

Three interpretive sites and a trail rehabilitation project were completed with maintenance support from North Cascades' maintenance foreman. One project started on state parks land by a NPS YCC crew was finished by a Washington State Parks WCC crew. Materials, design elements and construction techniques were all done in accordance with NPS standards outlined in a set of Visual Compatibility Guidelines developed expressly for Reserve landscapes.

Management within Ebey's Landing NHR continues to reflect the increasing importance of partnerships, and all indications are that the formidable challenge to protect resources within the area through cooperation with federal, state and local entities is being met. The visionaries who fought *against* development and *for* preservation provided the framework on which the success of the Reserve concept will be built. My naivete of a year ago has been replaced with a great sense of accomplishment, and I hope I have developed the "skill in furthering NPS goals and objectives outside of a traditional park setting."

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*Ebey's Landing Superintendent Cynthia Orlando wishes to acknowledge NPS colleagues Harlan Hobbs, Reed Jarvis, Gretchen Luxenberg, and Trust Board staff Rob Harbour for their assistance with this article.*

## George Hartzog's Public Service Career Recognized at Awards Luncheon

When former NPS director George B. Hartzog, Jr., stood beside the podium to accept the Henry M. Jackson Award for Distinguished Public Service, we all stood with him—not literally, but certainly figuratively, because Mr. Hartzog has a way of speaking for everyone.

At the June awards luncheon in Washington, DC, that honored him and former Bureau of Budget deputy director Philip (Sam) Hughes, the room was crowded with Congressional dignitaries, with friends and colleagues of the award recipients, and with those who remembered *and* celebrated the extraordinary man known as "Scoop" Jackson in whose memory the award was presented. Elliot Richardson attended, as did Lindy Boggs and Slade Gorton and Sam Nunn, to name a few. James Schlesinger provided the opening remarks, and Paul Volker, chairman of the National Commission on the Public Service, set the tone with comments that described the two award recipients as "living embodiments of high professionalism dedicated to the public interest."

But it was George Hartzog who naturally spoke most clearly to the Service. To listen to him speak was to be charged with new energy to do the public good. To watch him receive the award was to be made more fully aware of the importance of heroes, not so much of what they accomplished as of the standard those accomplishments set for those who follow.

Hartzog defined public servants as those who "in the name of the people, minister to the suffering, defend our freedom, rescue the environment, explore the universe, maintain public order and perform myriads of other tasks essential to our well-being as a society."

Such a high standard might be contrasted to the statistics shared by Volker. A poll conducted by the National Commission on Public Service indicates that fifty percent of those who responded felt the federal government offered only routine work opportunities. In fact, eighty percent believed their contributions had no influence whatsoever on the outcome of federal programs. Volker also shared suggestions made by the commission to heighten interest in public service—options ranging from a fellowship program exchanging college undergraduate funding for several years of public service, to the reduction of political appointees in the federal ranks. He observed, however, that in the end he suspected something less tangible would make the difference in the federal workforce—"a matter of spirit, a matter of personal challenge."

A similar observation might have been deduced from Hartzog's and Hughes' selection for the Henry M. Jackson Award. It was the challenge of public service—the act of being dedicated to a higher goal—that seemed to motivate Hartzog, Hughes and, indeed, Scoop Jackson, the man Volker referred to as the "hero of public service," the man whose motto was "who can we help today." These men shared a mission motivated not by self-interest, but by a desire for the public good—a mission that may find greater expression in public service once again, if reforms like those Volker discussed are incorporated and if employees looking to instill new meaning into their careers can find that little something extra, that "spirit and personal challenge" Volker discussed.

For those and others looking for inspiration, the following words are offered—Hartzog's address on receipt of the Henry M. Jackson award.

I am the luckiest, most grateful man alive.

Forty-three years ago this month I was fortunate to marry the prettiest girl in Massachusetts. Many times I have acknowledged that was the smartest thing I ever did. One of my former NPS colleagues volunteered it was the *only* smart thing I ever did. I won't argue with that. We have been blessed with three magnificent children: two are Methodist preachers and the other is in the public service of the Congress.

Politics, the medium in which the people transact their common business, is honorable and indispensable to the survival of democratic government. The practitioners are the elected and appointed political leadership of the Republic and the career service. All of them—politicians and bureaucrats—are public servants. They interface on the "fire line" where political policy meets program execution. Each is essential to the success of the other; it is a disaster to the public interest when either believes otherwise.

In the name of the people, they minister to the suffering, defend our freedom, rescue the environment, protect the public health, explore the universe, maintain public order and perform myriads of other tasks essential to our well-being as a society.

Forty-four years ago I became an employee of the Department of the Interior. There I spent twenty-seven of the happiest, most fulfilling and hardest working years of my life. It was there that my bride, our children and I were privileged to live and work among the most talented, creative and dedicated people I have ever known. It was there that I had "the best job in the world"—Director of the National Park Service. With happy hearts all of us toiled to fulfill the role of government as defined by President Lincoln—doing for the people that which they cannot do for themselves. We tried not only to manage parks better but also to keep them continuously relevant to the changing needs of society. That, to me, is the essence of public service. And, I would gladly do it all again.

I have never known a greater exemplar of public service than the man whose memory we honor today. Scoop Jackson's dedicated life in service to others inspired people around the world. He was a towering rock of integrity; a courageous visionary who could challenge you to walk with him along uncharted paths in search of the public interest; and a companion in whom the well-springs of friendship and good fellowship never ran dry.

Early in my childhood I read a statement hanging on the walls of a country doctor's office, saying: "It is well to have money and the things that money can buy, but it is well to check up once in a while to see whether you have lost the things that money can't buy."

To young people in search of a career, I recommend the public service. I promise you a lifetime of challenging labor and the assurance that, in the end, you can say with pride and satisfaction—I have the things of life that money can't buy.

This is the happiest day of my life. With humility, I accept this award on behalf of my family and in the name of my co-laborers in the National Park Service. Thank you very much.

And we who stood with George Hartzog in spirit, if not in fact, also say thanks—for his courage, his dedication, his heroism—the example he continues to set of saying and doing for all of us what we cannot always say and do for ourselves.

# PARK BRIEFS

Staff from the **Mid-West Regional Office and Cuyahoga Valley NRA** are working with the park's neighboring communities to enhance the various "connections" between them. One major connection is the historic 65-mile Ohio & Erie Canal running through the park. Interested citizens have formed the Ohio & Erie Canal Corridor Coalition to establish a corridor along this

canal route from the southern boundary of the park to the town of Zoar. Paul Labovitz serves as the NPS liaison.

In April, groundbreaking ceremonies were held to inaugurate the restoration and development of the Ohio and Erie Canal tow-path as it is transformed into a 21-mile multi-purpose trail through Cuyahoga Valley NRA. The trail, which will be handicapped accessible for nearly all

its length, will pass various natural, historical and recreational features in the recreation area.

Superintendent Debo said, "This project is even more exciting now that community groups have organized to extend the trail along the Ohio and Erie Canal corridor all the way into downtown Cleveland on the north and through Akron and Massillon to Zoar on the south."



On hand to help break ground were (l to r) Cleveland Metroparks planner Steve Coles, Summit County Metro Parks director John Daily, CVNRA Superintendent John Debo, Jr., Ohio & Erie Corridor Coalition chairperson Ann McLaughlin, Congressman Thomas C. Sawyer, former Congressman John C. Seiberling, and North Cuyahoga Valley Corridor, Inc., trustee Tom Yablonsky.

**I**nterior Secretary Manuel Lujan visited the **North Atlantic Region** in May. He was in the area to give the commencement address at Anna Maria College near Worcester (MA) and for a conclave in Vermont. His schedule allowed for a 24-hour Boston stop

to meet with RD Gerry Patten, his staff and Boston NHP Supt. John Burchill and attend a reception with private sector representatives. On a raw, rainy afternoon he met and spoke to about 75 NAR employees at the historic Old South Meeting House, (part of Boston NHP, two blocks from

NARO). Secretary Lujan stressed his appreciation for the "daily work in the field" all NPS employees do and gave some background on recent Interior decisions. A short Q&A session followed.

R. Dixie Tourangeau

**T**he Battle of Five Forks was fought on April 1, 1865, and has been termed the "Waterloo of the Confederacy." The battlefield on which it was fought is critical to the story of the siege of Petersburg and the final days of the Civil War. For almost 30 years, NPS has been working to con-

serve the site. In 1962, the agency was authorized by Congress to acquire 1,200 acres of the battlefield; however, no funds were allocated for the purchase. Last January, with the assistance of the Conservation Fund, a non-profit organization, **Petersburg NB** began negotiations with major landowners. A total of 930 acres now

have been acquired in fee and a 437-acre conservation easement will be donated by the landowner to the Conservation Fund. NPS currently has a long-term lease on the easement portions and eventually will receive title to the property.

**T**he proposed New River Parkway, running along the river for 11 miles, will have a significant impact on the visitor's experience at **New River Gorge NR**. Without appropriate guidelines, future land uses along the parkway could be incompatible with the rural character of the area and threaten the visual experience of the New River. NPS is working with the New River Parkway Authority, local communities, the state and Virginia Tech University to develop a master plan and land use controls that encourage development that is affordable, responsive to landowner desires and compatible with the park's visitor experience.

**C**ape Cod is a great place for a lot of activities, including some illegal ones. Because of its 40-plus miles of "backcountry" Atlantic Ocean shoreline, **Cape Cod NS** draws hikers, fishermen and drug traffickers.

To help combat the latter's free movement, the National Guard is providing plane and helicopter surveillance of the vast Cape area. Supt. Andy Ringgold said the Guard's "Yankee Scout" program provides valuable assistance to the park's efforts to control offshore drug smuggling, traffic and cultivation of drugs (usually marijuana).

Naturally, the park's budget (or town coffers) cannot include a fleet of "choppers," so the Guard's assistance is crucial in giving all Cape law enforcement groups an aerial advantage. NG Lt. Col. Stewart Tauber said the helicopters are on call for local agencies throughout Massachusetts. It also was pointed out that helicopters can help detect offshore rendezvous between fishing boats and drug-carrying ships. Proving their "helpful" diversity, a chopper recently carried away for disposal a hefty, rusted fuel tank found at Highland Light Beach.

R. Dixie Tourangeau



## Wilson's Creek NB and the Midwest

**Regional Office** are working with the Greene County, MO, planning and zoning section as it updates its comprehensive county plan. Superintendent Mac Berg and the commission already have been working together to identify mutual concerns. Zoning, as it

relates to the park's viewshed, and greenbelts connecting the park with the city of Springfield, have been identified. Both groups feel that working together can ensure that the county's future growth and development will not compromise its historic and recreational values.

## Judge Harry Fisher, 103 years old young,

an important figure during the effort to designate Fort Scott as a national historic site, was on hand in May to help the park greet Governor Mike Hayden. Hayden stopped in at **Fort Scott NHS** to express his enthusiasm for the park and his continuing desire to improve Kansas' tourism profile.

When the motorcade arrived, Hayden was greeted by area residents dressed in frontier period costumes. A squad of U.S. Dragoons acted as honor guards. Steve Harry, dressed as a frontier soldier, sounded a welcoming call from the balcony of the post hospital building. Hayden told



the audience that the last three years have seen a 60 percent increase for Kansas' travel and tourism promotion.

## The 25th anniversary of Golden Spike

**NHS** was celebrated August 4 as part of the 14th Annual Railroaders Festival. All NPS family members who worked at Golden Spike in the past were invited to come out and enjoy a day of family fun and games. If they couldn't get away, they were

asked to send a card or letter letting the park know what they were up to and where they were located. In return, park staff mailed out copies of the latest publication called, of all things, *Golden Spike National Historic Site*.

**Arches NP** employees have adopted two miles of U.S. Highway 191, which runs along Moab Canyon past the visitor center, and are volunteering to clean up this section three times a year. Utah Department of Transportation (UDOT) will be putting up a sign naming **Arches NP** employees as

"adopters" of this road segment. Part of an unwritten agreement with UDOT, it repays UDOT for constructing a parking area near the site where the park plans to erect an entrance sign. UDOT hauled in 15-20 loads of dirt to construct the parking area at no cost to the park.

**G**reat Blue Heron Rookery was established approximately 15 years ago on a privately owned riparian site adjacent to **Curecanti NRA**. The herons use portions of the recreation area, which provides a habitat unique to the high, mountainous portions of western Colorado. Information obtained every spring by local

volunteer birders indicates that rookery use has remained constant in spite of increased development. Much of the rookery's success can be attributed to local community efforts, property owners who recognized the special nature of the rookery, and the National Park Service.



**T**he Southwest Regional Office has spent the past three years gathering data and doing preliminary planning for **Petroglyphs NM**. NPS Special Resource Study/Study of Alternatives (1988) was developed in concert with the City of Albuquerque's West Mesa Escarpment Plan. This plan, completed in 1988, defines not only a conservation area (similar to the proposed national monument boundaries) but also a design overlay zone, which includes building height restrictions and set-backs, as well as requirements for landscaping and colors. The purpose of the design overlay zone is to have the surround-

ing development as compatible as possible with the proposed conservation area/monument.

Since that time, the NPS has continued to provide technical assistance to the city in planning for drainage and recreation facilities near the petroglyphs. The NPS has also played an active assistance role in the planning and design of Unser Boulevard, a major roadway to be constructed directly adjacent to and through the proposed national monument. The city recently passed a resolution requiring Unser to be designed as a parkway, a measure supported by the NPS.

## PARK BRIEFS

As the result of the successful Gettysburg Boundary Study, several cooperative efforts are underway to conserve important related-lands resources near **Gettysburg NMP**. The Service, the Borough of Gettysburg, and others are working on a major technical assistance project—Gettysburg Historic Pathways. This effort will revitalize a key historic street corridor linking major interpretive facilities, nationally significant historic sites and structures associated with the Civil War and Presidents Lincoln and Eisenhower, plus downtown businesses. The project could include restoration of Lincoln Square, development of coordinated transportation and interpretive

signs, enhancement of historic buildings or street features, and support of compatible economic development.

In a separate matter, NPS staff recently worked with the State Historic Preservation Officer, the Bureau of Mines and a mining company to resolve a proposed quarry expansion near the park. The quarry, initially intending to expand to within 100 feet of a road, was granted a permit to expand only to within 300 feet so that nothing would be visible from the park. If NPS and the company can negotiate permanent protection of the view through donation of an easement and an endowment fund for perpetual screening, some further expansion may be allowed.



Recently, when a large Wisconsin construction company sought a special permit to expand a quarry in the Baraboo Hills, staff from the Ice Age Trail Project Office in Madison, WI, joined with other public and private groups to express their concern. The quarry expansion would have had serious impacts on one of the most scenic stretches of **Ice Age NST's**

proposed route. At the end of the long day of public input, the permit was denied. Trails Program Manager Tom Gilbert noted that, since that public meeting, representatives of the construction company have visited him seeking to work together to identify mutually acceptable sites for further quarry development.



*Park ranger Dan Mason addresses DARE program participants.*

Park rangers from **Pinnacles NM** and **Sequoia-Kings Canyon NP** recently joined forces in daring kids to say no to drugs. Pinnacles park ranger Joan Blais started the DARE (Drug Abuse Resistance Education) program during the past winter at two local elementary schools in San Benito County. This innovative program focuses on building self-esteem and helping kids resist peer pressure to experiment with drugs. DARE instructors not only bring the message of saying no but also encourage kids to think about their other choices in life. Role playing and completing workbook assignments help drive the anti-drug message home.

After setting up and beginning the weekly classes, Joan received an opportunity to transfer to the Grand Canyon. Park ranger Dan Mason from Sequoia was able to step in and complete the program, with graduation ceremonies held May 23. Students who successfully completed the course received specially made certificates and t-shirts. During the ceremonies, the NPS was commended by law enforcement officials for offering this program to the local schools. The joint Pinnacles and Sequoia effort reached more than 400 students, one of the largest DARE programs sponsored by the NPS.

### "Women's History in National

Parks," a traveling exhibit prepared by Harpers Ferry Center, was featured at the Berkshire Conference on the History of Women attended by 2,500 women's historians at the Douglass College campus of Rutgers University, in June.

The exhibit is divided into four sections: "Explorers and Adventurers," "Bringing Home the Bacon," "Family Life in Faraway Places," and "Helping People." Each section presents photographs interpreting the historic role of women in parks all over the country.

Megaly Green, HFC EEO manager, has been coordinating the

scheduling of the exhibit's showings. The photographs and information for the captions were compiled by Cynthia Kryston, NARO chief of interpretation, and Polly Kaufman, who is writing a history of women and national parks.

### The Mount Rushmore National Memorial

Society, a friends-of-the-park group, has volunteered to raise more than \$50 million for facilities rehabilitation at **Mount Rushmore NMem**. They already have paid for a project to determine the structural stability of the sculpture.

## NEWS

Booker T. Washington NM Acting Superintendent **Joseph Finan** has been named Saratoga NHP's new chief of maintenance. He began his NPS career in 1979, working in various wage grade positions until he accepted a permanent appointment at Fire Island NS in 1984. He transferred to Booker T. Washington in 1986. Some of his accomplishments at the monument include increasing division staff through the stay-in-school and cooperative education programs, implementing a regional maintenance skills team training program, and completing an extensive restoration project on the park's tobacco barn.

**Captain Frederick Jacobsen**, 47, has been appointed to supervise the maintenance of San Francisco Maritime NHP's historic ships. Before joining the Service, Jacobsen was master of the three-masted schooner, *Shenandoah of Sark*, and had supervised its restoration.

Twenty-three years ago, **Roy W. Weaver** was a seasonal ranger at Bandelier NM. Now SW RD John Cook has appointed him superintendent of that park area, following Jose Cisneros, who has moved on to the superintendency at Gettysburg NMP. Weaver comes to the position from the superintendency of Nez Perce NHP.

Guadalupe Mountains NP has a new superintendent—**Larry Henderson**, a 27-year NPS veteran and most recently the superintendent of Wupatki and Sunset Crater NMs. He follows Karen Wade who has moved on to the superintendency of Wrangell-St. Elias NP.

Sunset Crater NM's **Betty Wagner** has accepted a promotion and transfer to Chickasaw NRA. Also transferring is Sunset Crater's District ranger **Todd Brindle**, who will be serving as Wawona Sub-District ranger in Yosemite NP.

"Maintenance Training for Navajo Speaking Employees" was provided by the Southwest Region for sixteen Navajo employees from nine NPS areas. Classroom work was enhanced by field projects at Wupatki and Sunset Crater NMs. The training was coordinated by **Rose James** and **Steve Nez** of Navajo NM, **Teddy Halwood** of Canyon de Chelly NM,

and **Kerry King** of Wupatki/Sunset Crater NMs, and conducted primarily in the Navajo language. Other classroom assistance was provided by **Clarence Gorman**, **Bob Garber**, **Berta Ulibarri** and **Larry Henderson**. Field work included framing-up and wiring a garage at Sunset Crater to develop carpentry skills and building road shoulders at Wupatki to provide loader, motor grader, dump truck and road broom experience. Participants included **James Brown**, **Teddy Halwood**, **Joe Francis**, **Deswood Bitsoe**, **David Wagner**, **Teddy Dempsey**, **Tucsohn Smith**, **Lawrence Woody**, **John Laughter**, **Steven Nez**, **Kee Claw**, **Delbert Smallcanyon**, **Harrison John**, **Kee Natonie**, **Eugene Tsosie**, and **Silas Natonie**.

## AWARDS

This Spring, administrators from **Cape Cod NS** and **Gateway NRA** were honored by our "cousin" agency, the National Fish and Wildlife Service (F&WS), for their efforts to protect piping plovers.

At the Eastham Coast Guard Station, F&WS Northeast Regional Director Ronald Lambertson handed out a regional conservation award to new Cape Cod Superintendent Andy Ringgold, who immediately shared it with the seashore staff and former superintendent, Herbert Olsen, who is responsible for current piping plover rules that take effect whenever the birds begin nesting at the Cape. The award was for the park's stringent protective measures taken to restore nesting beach areas and its determination to educate the public about the birds and explain the "controversial" beach closings, especially to ORV users.

Plovers are picky; they don't like too much activity where they settle—so all motor and foot traffic is normally curtailed in the area. They are also sand-colored and small—not as visible as other shore birds. Unfortunately for human beachgoers, plovers nest between Memorial Day and July Fourth.

Down at Gateway's Breezy Point Unit RD Lambertson gave a similar award to Superintendent Robert McIntosh, Jr. and staff, for "implementing several vital management activities" in 1989 to help the plovers. The park fenced off areas and posted signs informing the public of the plovers' existence and stepped up enforcement of protective regulations. Possible predators were removed from the area and some beach closings were necessary. Superintendent McIntosh accepted the award on behalf of his staff and volunteers who worked on the plover project.

Piping plovers were listed as "threatened" on the 1986 addition to the 1973 Endangered Spe-

cies Act. According to Lambertson, Cape Cod was the first park to consult with F&WS about protective action and one of the first to use cage-like enclosures to fend off predators.

R. Dixie Tourangeau



*NPS chief historian Edwin C. Bearss (left) conducts a summer tour of Gettysburg NMP as Interior secretary Manuel Lujan looks on.*

Chief Historian **Ed Bearss** was honored June 20 by Assistant Secretary for Fish and Wildlife and Parks Constance Harriman and the rest of the Harriman family for "making the Civil War come alive for us." Bearss led a tour of Chickamauga and Chattanooga, and Shiloh NMPs, which the Harriman family, long-time Civil War buffs, attended. Bearss says, "Outside of Yellowstone, the Grand Canyon, and Yosemite, military parks are the best known because so many people are interested in the Civil War."

A 35-year NPS veteran, Bearss said he became interested in the Civil War in the seventh grade: "My father used to read books to my brother and me about military history...I'm not sure if he was reading them to amuse himself or us."

**Dick Ashbaker**, a Hawaii Volcanoes NP volunteer, won the First Lady's Outstanding Volunteer Award in the adult category for the Big Island. All expenses were paid for a trip to Honolulu, where he dined with First Lady Lynn Waihee in the Sheraton Waikiki Hotel Hawaii Ballroom.

Ashbaker's volunteer position is unusual. Under a blazing sun, sometimes through noxious fumes and over rugged terrain, he safely guides visitors interested in a close-up view of active lava. Dick cites two motivations for his dedication and enthusiasm: "I really love the volcano and I like to work with people. It's a real thrill for me to see their faces when they first see the flowing lava. The feeling you get when you make people happy is something money can't buy."

■

**R. Merrick Smith**, retired DSC senior landscape architect, received a special achievement award for landscape consultation on special White House design projects during 1989. The award was presented in the gardens of Frederick Law Olmsted NHS by Jim McDaniel, White House Liaison. Superintendent Rolf Diamant and the park staff participated in the ceremony. Smith, who developed the award-winning design for East Executive Park, currently works part-time for the Office of White House Liaison.

■

**Doug Hicks** received a Special Act Award for managing the Williamsport Preservation Training Center from November 1988 to March 1990. During this time Doug provided planning, direction and leadership for a staff of 34 employees. Hicks' contributions kept the Center's annual training programs on track and allowed for the completion of all projects within established timeframes and budget.

■

Shenandoah NP's assistant superintendent, **Paul Anderson**, was recognized by the Arizona State Sheriff's Association for his improvement of search and rescue management skills in the sheriff's department and throughout the state. The award also was presented to **James O'Brien**, a former NPS ranger now with the Clark County, NV, Department of Emergency Management.

■

Carlsbad Caverns NP Park Ranger **Richard Fedorchak** received the highest rating in his class during a nine-week law enforcement training program at Glynco, GA. Twenty-four students from different federal agencies took part in the course held at the Federal Law Enforcement Training Center's main campus. The training center's Edward Kehoe, Jr., said of Fedorchak's accomplishments, "an achievement of this caliber cannot be attained without

strong self-motivation and a willingness to put forth the extra effort and study necessary to go beyond that which normally is required or expected." Fedorchak also received a commendation from Deputy Regional Director Richard Marks for his work as an interpretive skills course instructor. Unfortunately, Carlsbad Caverns NP will not benefit much longer from Fedorchak's skills and expertise, as both he and his wife, Sheri, are transferring to dual career positions at Lassen Volcanic NP.

■

Three PNR employees were honored with the 1990 RD's awards: Whitman Mission NHS Superintendent **Francis T. (Terry) Darby** for fiscal resources management while at Oregon Caves NM; North Cascades NPS Complex employee **Jonathan B. Jarvis** for environmental resource management; and PNRO employee **Richard W. Lazeris** for human resources management.

■

While the nation observed Earth Day, Big Thicket NPRE honored park volunteers with a dedication and ribbon-cutting ceremony for the Big Sandy Creek Unit horse trail. Preserve Superintendent Ron Switzer presented native Texans **Steve Young, Clayton Lilley, Gerald Humble, Weldon Talent, Ted Adams, Kenneth and Tim Lambright, Ricky Cain and Randy Parker**, who founded the Big Sandy Horse Trail Group, with framed NPS certificates and pins for their outstanding work in clearing and constructing the eighteen-mile trail. On the day set aside to commemorate our relationship with the earth, individuals attending the event had the opportunity to turn their thoughts back to the earth on a guided trail ride. From the saddle, participants came to better understand the rugged individuals who settled the region and whose lives were strongly intertwined with the earth's resources.

## RETIREMENTS

After 37 years of federal service, **Zeb V. McKinney**, superintendent of Shiloh NMP since 1976, retired to return to his boyhood home in Spruce Pine, NC. Zeb first worked as a seasonal ranger naturalist on the Blue Ridge Parkway, serving initially during summer vacations from college and then while teaching math and science in North Carolina public schools. He also worked at Everglades NP, Isle Royale NP, Tonto NM, Grand Canyon NP and Fort Jefferson NM. He, his wife Chris, and daughter Lynn plan to travel to national parks.



He also hopes to spend more time bicycling, drawing, painting, woodworking and "just puttering."

■

Grand Teton's chief of maintenance, **Roger Haney**, has retired after 30 years of assignments in National Capital Region parks, Everglades NP, and Grand Teton NP.

■

Rosa Tribby, secretary to four superintendents at Manassas NBP, retired June 30. Her dedication, courtesy, dependable service and cooperativeness were acknowledged with a special achievement award presented by Superintendent Ken Apschnikat prior to her retirement.

## DEATHS

Marblemount District Ranger **John Dalle-Molle**, 51, died of cancer in Wenatchee, Washington. John was among the first NPS scuba divers trained at Scripps, one of the first EMT's in the state of Washington, and a law enforcement officer who conducted road patrols, made felony arrests, and once contacted the Manson family in the backcountry of Death Valley. He was the first climbing ranger at Mt. Schurman in Rainier, ran many technical mountain rescues, and wrote one of the first manuals on helicopter use in SAR. During his career, he published more than 25 research papers on wilderness use, backcountry impact monitoring, bear-human interaction, revegetation, traffic-wildlife interaction, and other topics. He served at Denali from 1978 to 1989, playing a crucial role in developing the resource management policies of the park. He is

survived by his wife Lois, who is working as a clerk at the Skagit office in Marblemount, and sons Andrew, 7, and Daniel, 5. A scholarship fund is being established for the boys. Donations can be sent to North Cascades NP, c/o Pat Young, 2105 Highway 20, Sedro Woolley, WA 98284.

■  
Twenty-three-year-old **Sharon T. Hart**, MARO's Resource Management and Visitor Protection clerk/typist, died May 28, 1990, after a 1-1/2-year battle with malignant lymphoma. Her bright spirit and determination inspired her co-workers and was a manifestation of her own inner strength and her family's loving support. The Mid-Atlantic Region and others who knew Sharon donated more than 2,000 hours of leave. Donations in her memory can be sent to Oncology Research, c/o Pennsylvania Hospital Development Office, 737 Pine Street, Philadelphia, PA 19106.

■  
**William T. Ingersoll**, 60, died June 17 in Burlingame, CA, after a long illness. Bill joined the Service in 1960, serving as park historian at Sitka NHP, Edison NHS, and Harpers Ferry NHP. In late 1966, he joined the Washington Office as a historian in the Division of Interpretation & Visitor Services, subsequently transferring to San Francisco as an interpretive planner. He resigned from the NPS in the early 1970s.

■  
**Helena Yazhe**, wife of Canyon de Chelly NM Superintendent Herb Yazhe, died May 30 while awaiting a liver transplant. During her 30-year professional career, she worked for the Navajo Tribe and the Indian Health Service. She is survived by her husband, a daughter, and a son. Messages of condolences may be sent to the family at Box 2191, Chinle, AZ 86503. Those wishing to help defray the enormous expense of Helena's illness may send contributions payable to Herbert Yazhe, c/o Butch Wilson, Chief of Operations, Canyon de Chelly NM, P.O. Box 588, Chinle, AZ 87503.

■  
**Joel Bromberg**, 33, son of retired NPS employee Bill Bromberg, drowned at Rio Rancho, NM. Born in Alpine, TX, during his father's first assignment as a seasonal ranger, Joel became interested in politics while still in grade school. At nineteen he was the youngest person ever elected to chair the Wisconsin State Young Democrats and the second young-

est in the nation to chair a state Democratic organization. After graduating from the University of Wisconsin, he returned to Washburn where he was elected to the county board. In 1980 Joel was selected as an "Outstanding Young Man of America," nominated to that honor, ironically, by a Republican mayor.

Graveside services were held May 12 in Monero Canyon near Lumberton, NM. Joel is survived by two sisters, his mother Ginger, and father Bill.

■  
Zion NP seasonal park ranger/naturalist **John Ethridge**, 40, died June 20. He was descending Hidden Canyon trail with some visitors who'd been on his nature hike when he lost his balance, apparently as a result of his foot sliding on sandstone rock. He slid and bounced about 75 feet before dropping another 90 feet into a high-angle gully. John began his seasonal employment at Zion in May 1978. He held numerous positions in the Division of Resource Management and Visitor Protection over the subsequent twelve years, and worked in fee collection, backcountry, fire and general resource management. He is survived by his mother and two brothers.

Cards may be sent to Mrs. Florence M. Ethridge, 113 White Street, Martin, TN 38237. Contributions should go to the John Ethridge Fund through the Zion Natural History Association, Zion National Park, Springdale, UT 84767. Checks should be made out to Zion NHA, with a note as to purpose.

■  
NPS retiree and archaeologist **Dr. Robert Lister** passed away May 17 of a heart attack while leading a field trip under the sponsorship of the Crow Canyon Archeological Center. He was accompanied by colleague Ned Danson.

Lister served as the chief of the Chaco Center until his retirement in 1978. During his NPS career, he directed archaeological investigations at Dinosaur NM, Glen Canyon NRA, Rocky Mountain NP and Mesa Verde NP. In 1978 he received the Department of Interior's Meritorious Service Award.

After retirement Bob joined the staff at the University of New Mexico as a professor of archeology. He also served as an instructor at Colorado University. He and Florence, his co-author and spouse of 48 years, had just completed the *Administrative History of Aztec Ruins*. They also had co-authored a number of books on archaeology.

In expressing her appreciation of support from the Southwest Cultural Resources Center, Florence Lister wrote: "Our sons, Frank

and Gary, and I console ourselves that Bob's passing was poetically appropriate for a weathered old archaeologist—instantly, without pain, in a place of prehistoric interest and natural grandeur, with friends, doing what he most loved to do, and at home having a full calendar of commitments into the fall. As Dave Breternitz said, "Bob saw a job to be done and he did it without fuss and with class." His was a special life which he allowed me to share for 48 years.

The boys made a beautiful eagle feather prayer plume, to which they attached some items of significance to Bob—an old worn pipe, a Chaco and a Mesa Verde potsherd, an earthenware spindle whorl plucked long ago from a Mexican cornfield, and a tiny Anasazi turquoise pendant which Al Lancaster gave him some thirty-five years ago—and they hid it near the spot where their dad collapsed. Bob's ashes were scattered by air over Cedar Mesa, the Dolores gorge, the Mancos Canyon, and Mesa Verde. And on a crystalline Southwestern morning at Escalante Ruins, we all said farewell."

Bob Lister is survived by his wife, Florence, and their two sons. Messages of condolence may be sent to the family at P.O. Box 596, Mancos, CO 81328. A Robert Lister Memorial Fellowship Fund has been established at Crow Canyon Archeological Center by Dr. Danson and his family. The fund will aid graduate students doing research there. Contributions may be sent to the fund, c/o Crow Canyon Archeological Center, 23390 County Road K, Cortez, CO 81321.

■  
**Maude C. Harriott**, 76, died April 22 in Homestead, FL. Born in Tennessee, she came to Florida in 1950 with husband William H. Harriott to live in one of the coral rock houses of west Homestead. Known to friends and co-workers at Everglades NP as "Mother Nature," she retired in the early 1970s. During her years with the park, thousands of visitors to Royal Palm experienced her highly original and sometimes unpredictable nature walks on the Anhinga Trail. She was a self-taught naturalist and an authority on the behavior of the Anhinga, the peculiar bird that nests in the trees surrounding the pond.

Maude is survived by her husband, Bill (30900 SW 189th Avenue, Homestead, FL 33030), a sister and a brother.

## E&AA 1990 FALL ELECTION

As members of the Employees and Alumni Association of the National Park Service (E&AA), please use the ballot at the end of this insert to vote in September to fill the expired terms of the following Board members. Mail your ballot to Theresa G. Wood, Executive Director, E&AA, P.O. Box 1490, Falls Church, VA 22041. Circle your choice for the representative in your region and category **ONLY**.

### *Employee Representatives*

Jim Sleznick, Western Region's employee representative\*

Ed Carlin, Midwest Region's employee representative\*

Margaret Davis, National Capital Region's employee representative

Herb Olsen, North Atlantic Region's employee representative\*\*

Bob Deskins, Southeast Region's employee representative

Dave Wallace, Harpers Ferry Center's employee representative

### *Alumni Representatives*

Bob Haraden, Rocky Mountain Region

John Craig, Pacific Northwest Region\*\*

Keith Miller, North-Atlantic Region

Dave Thompson, Southwest Region

Nan Ketter, Denver Service Center

\*indicates that the employee reps have only been serving a few months and so will continue to serve as representatives for their regions through December 1994

\*\*indicates no material was received by submission deadline. Biographies of the election candidates, where available, follow.

### **NATIONAL CAPITAL REGION**

**Margaret Davis** has the region's support as its E&AA employee rep.

### **SOUTHEAST REGION**

**Tom Hartman**, Cape Hatteras NS superintendent

**Bob Armstrong**, Ninety Six NHS superintendent

**Dave Mihalic**, Mammoth Cave NP superintendent

### **HARPERS FERRY CENTER**

Ever since spending boyhood summer vacations in Yellowstone NP, **Thomas E. White** has had a keen interest in "Steve Mather's Family." A 27-year NPS veteran, he served as a seasonal ranger at Fort Laramie NHS and Scotts

Bluff NM while teaching in Montana public schools. In his permanent NPS career, he has served in interpretive positions at Manassas NBP, Central NCR, Fort Laramie NHS, Southern Arizona Group, and Hawaii Volcanoes NP. Now an interpretive planner at HFC, he and his wife reside near Shepherdstown, WV.

**Michael Paskowsky** began his NPS career in 1974 as an interpreter at Independence NHP. He joined HFC's Conservation Division in 1976 and later transferred to the Interpretive Planning Division.

Since 1977 **John Demer** has worked at HFC, first as chief of historic furnishings, next as chief of the Conservation Division, and most recently as assistant to the Manager. Prior to joining the NPS he worked at the Renfrew Museum, Concord Museum, and New York State Historical Association. If elected as HFC's representative he would look at ways to raise money for the scholarship fund through events similar to the popular Kowski golf tournament.

### **ROCKY MOUNTAIN REGION**

**Robert C. (Bob) Haraden** began his Park Service career in 1955 as a civil engineer in Philadelphia. His career took him to Rocky Mountain NP, Sequoia-Kings Canyon NPs, Grand Teton NP; Natchez Trace Parkway; Yellowstone NP, Big Bend NP and Glacier NP. He

received the Department's Meritorious Service Award in 1982. Bob has agreed to fill the unexpired term of the region's alumni rep and to serve as key person for the 1990 E&AA Biennial Reunion planning. He has contributed greatly to the mission of E&AA during his short two-year term.

**David deLancey Condon** has been affiliated with E&AA since its inception. He began his Service career in 1931 in Yellowstone NP, then moved on to Rocky Mountain NP, Great Smoky Mountains NP, Yosemite NP, Grand Canyon NP and other areas of the system, chiefly in assistant superintendent positions.

### **NORTH ATLANTIC REGION**

**Francis J. Derwin** has been president of Chapter 60 of the National Association of Civilian Conservation Corps Alumni for several years, with experience establishing chapters throughout the New England states. He would like to run as an E&AA alumni rep in order to contribute to an organization that serves so many Civilian Conservation Corps alumni.

**William J. Lewis** was a professor of sociology with the University of Vermont and a park ranger naturalist at Yellowstone NP for 29 seasons. The recipient of numerous awards and other forms of recognition, he has authored several books on park interpretive techniques and received training in a number of park areas.

## **BALLOT FOR E&AA ELECTION**

(Executive Director's note: Please check your choice for the representative in your region and category *only*, and send your ballot by October 15 to:

Theresa G. Wood, Executive Director, E&AA, P.O. Box 1490, Falls Church, VA 22041.

### **NATIONAL CAPITOL REGION**

*Employee nominee:*

\_\_\_Margaret Davis

### **SOUTHEAST REGION**

*Employee nominees:*

\_\_\_Tom Hartman

\_\_\_Bob Armstrong

\_\_\_Dave Mihalic

### **HARPERS FERRY CENTER**

*Employee nominees:*

\_\_\_Thomas E. White

\_\_\_Michael Paskowsky

\_\_\_John Demer

### **ROCKY MOUNTAIN REGION**

*Alumni nominees:*

\_\_\_Robert C. Haraden

\_\_\_David deLancey Condon

### **NORTH ATLANTIC REGION**

*Alumni nominees:*

\_\_\_Francis J. Derwin

\_\_\_William J. Lewis

### **SOUTHWEST REGION**

*Alumni nominees:*

\_\_\_Eldon Reyer

\_\_\_Fred Quesenberry

\_\_\_Don Dayton

### **DENVER SERVICE CENTER**

*Alumni nominees:*

\_\_\_Larry Knowles

\_\_\_Donald Marley

\_\_\_Ken Goslin

## SOUTHWEST REGION

**Eldon Reyer** retired July 1, 1989, as the region's associate regional director. A member of E&AA throughout his 30-year NPS career, he is presently a Second Century member. Eldon and his wife, Karen Garrison Reyer, served in some ten park system areas. Eldon was E&AA's employee rep for the region and continues his interest and support. In retirement Eldon and Karen plan to attend the E&AA biennial reunions. He supports the leadership of E&AA Chair, Lorraine Mintzmyer. In his words, "There are opportunities in the E&AA that can be the vehicles for continuing that close-knit family spirit we all know."

**Fred Quesenberry** retired in 1980 as the region's supervisory personnel staffing specialist.

**Don Dayton** retired in 1988 as the region's deputy regional director.

## DENVER SERVICE CENTER

**Larry Knowles** joined the Park Service in 1954 as a landscape architect. He has worked in Joshua Tree NM, Death Valley NM, Yosemite NP and Denver Service Center, among other Service assignments.

**Donald Marley** entered the NPS at the start of Mission 66, working in the Western Office of Design and Construction. He relocated to Denver at the formation of the offices there, then retired in 1983.

**Ken Goslin** also worked in the Western Office of Design and Construction, carrying out projects in western parks that included Olympic, Grand Teton, and Yellowstone NPs. He worked in Washington, DC, during the 1960s, then held various positions of responsibility at DSC until he retired in 1986.

## BUSINESS NEWS

*Glacier NP Superintendent Gil Lusk penned the following greeting to all E&AAers attending the upcoming reunion at the park.*

I want to personally invite each of you to join us in Glacier this September for the Employee and Alumni Association Reunion. The gathering will take place in Waterton-Glacier, September 10-15.

The week will get underway with three nights spent at the recently renovated historic Lake McDonald Lodge nestled in a scenic spot on the shore of Lake McDonald in Glacier NP, and finish with two nights at the Bayshore Inn in Waterton Townsite, Waterton Lakes NP, Alberta, Canada.

In September the fall weather and colors should be spectacular. The alpine vegetation

near Logan Pass will be approaching its full splendor, yet at the lower elevations it still will feel much like summer. Days are warm (and clear, we hope), nights cool and crisp. (You'll need to bring both warm and cold weather clothing along.)

Reunion coordinator Bob Haraden is working with Terry Wood and members of my staff to prepare a full and enjoyable schedule of activities. Possible activities include boat rides, half-day river trips, horseback rides, a visit to Logan Pass, wildlife-watching, golfing, and various walks and hikes. There also will be ample time to sit and visit with old friends, Montana-style.

If you haven't already done so, I urge you to make your reservations soon. For lodging at Lake McDonald Lodge or the Apgar Village Lodge, please fill out the registration form and send it to Glacier Park, Incorporated (GPI), our major concessioner hosting the group. You also need to call the Bayshore Inn to make reservations in Waterton. Their telephone number is 1-800-661-8080. When making reservations at either location, be sure to note you are with the NPS reunion.

If you have any questions, please feel free to call us at Glacier at (406) 888-5441. We look forward to seeing many of you in September.

## MEMBER NEWS

As reported in the May issue of the *Courier*, Helen Olson Wirth, wife of Conrad L. Wirth, died May 12th of heart failure after a short stay in the hospital. She was married 64 years, and she and her husband spent most of their married life in Washington.

An active part of the NPS family since joining the Service in 1931, Helen and Connie had many friends. Traveling with Connie when he was director of the Park Service and a trustee of the National Geographic Society was both a joy and a challenge which she executed with grace. Her adventures were always recounted with wit and humor. She lived a full and busy life, always the epitome of a lady and a loyal, loving wife and mother. She has been described by those who knew and loved her as "a dear, wonderful person and we were devoted to her...she will live on in our hearts" (Mary & Laurance Rockefeller), "I picture in my mind's eye so many good times together, and keep such loving memories" (Ladybird Johnson), "Trev and I remember so many happy times we have shared over the years. She had a full, beautiful, wonderful life" (Ellie & Trev Povah).

John and Irene DeLay attended Mrs. Wirth's funeral as did St. Croix NSR rangers Joe Hudick and Don Watson. Among several oth-

ers, George R. Lamb of the Rockefeller Foundation sent a generous donation in her memory to E&AA's Education Trust Fund, as did Howard Baker, who remembered Helen Wirth's graciousness and her endearing personality. George Fry recollected that the first time he met the Wirths was in July 1936 when he drove them and RD Lawrence Merriman from Crater Lake NP to Oregon Caves NM. The Laurance Rockefellers also remembered Helen with a donation of \$10,000 to the Education Trust Fund because of Helen's love for the National Park Service and its dedicated employees.

**George Byer, 77, former NPS Indian Liaison Officer to the Crow Indians in Montana, is the founder of the Children's Friendship Corps, an organization that seeks to realize Albert Einstein's desire to gather the children of the work together for "Good." His latest initiative was the June 1990 "Children of the World Friendship Month," a special event that was part of the 1990 Year of World Friendship. Since the 1960s when Byer, as mayor of Anchorage, AK, initiated a goodwill Christmas greeting through the Voice of America, he has been working to increase understanding among world cultures.**

**Kathryn A. Schram, secretary to the Zion NP superintendent from 1934 to 1941, visited the park in April with her nephew. She reports that the weather was ideal and the staff greeted them warmly. Tim Manns, the park naturalist called J. L. Crawford, the naturalist when Kathryn was there, and he and his wife met them at park headquarters. Kathryn remembers seeing Zion in all the different lights of day and evening. She said it remains for her one of the great beauty spots of the earth.**

**Fred McLaren gave his family a scare in May when he developed health problems that required a five-day hospital visit. But his good health has returned and things are back to normal again. Son Dick reports that he is doing well also and hopes to try walking again soon. Doug McLaren is volunteering his services at a local auto shop. He goes on ski patrol during the winter. Bert also helps out at a ski-rental business during the winter months.**



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