



COURIER

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NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

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NATIONAL PARK SERVICE



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COVER

The photograph on the cover was provided by Vitale Fireworks

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TAKING ON THE CHALLENGE

A *challenge* brought Stephen Mather—a successful businessman, enthusiastic outdoorsman, and first Director of the National Park Service—to Washington 76 years ago. At the request of Secretary of the Interior Franklin K. Lane, he visited and inspected a number of park areas and wrote back to the Secretary, strongly criticizing what he had seen. Mather probably didn't expect the response he received from Lane. It was simple and to the point: "Dear Steve, If you don't like the way national parks are being run, come on down to Washington and run them yourself."

Mather did just that. And the following year, 1916, Congress created the National Park Service to manage the parks "to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

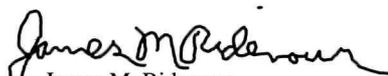
Since Lane's initial *challenge*, the National Park Service has grown from an organization with but a handful of employees managing 36 areas to a diverse and sophisticated workforce of as many as 18,000 men and women managing a system composed of close to 360 areas. In addition, the Service now has a myriad of programs to enhance recreation and preserve historic resources. Today, as at its creation, the Service is an organization of employees committed to taking on *challenges*, just as Stephen Mather stepped forward to accept his 76 years ago.

The National Park Service is proud to have been entrusted with the extraordinary responsibility for protecting and preserving some of the most precious cultural and natural resources this nation has. We have been charged with protecting and preserving these places, not just today, but forever, so that all Americans can enjoy and appreciate our heritage—a heritage that has shaped who we are as a people.



When people think of the National Park Service, they most likely think of the highly visible, and certainly indispensable, park rangers. These are the men and women who visitors most often come in contact with—they're the ones interpreting (telling the story of a park to visitors); protecting the visitors as well as the park's resources from harm; and conducting search and rescue efforts. But behind the scenes, there are many others—historians, biologists, architects, planners, archeologists, curators, exhibit designers, scientists, landscape architects, writers and editors, electricians, carpenters, engineers, road and trail crews, and administrative and clerical staff—all working together to effectively manage the system.

For 75 years, the men and women of the National Park Service have been dedicating their energies and talents to meeting and overcoming the daily challenges inherent in serving the public and managing complex, diverse, fragile resources highly susceptible to the impacts of modern life. While we take pride in our past accomplishments, we must also look to the future with a renewed commitment to preserving our rich heritage and our irreplaceable national system of parks.


James M. Ridenour

FROM THE EDITOR

When I was a child and my mother was trying to turn my wild ways into more acceptable behavior, she hit upon an image that succeeded far more than all her words. Imagine each morning as a clean sheet, she instructed, and see how bright and fresh you can keep it throughout the day. Those might not have been her exact words, but her exact words didn't matter. She had given me an image so tangible that I could see it with the eye of my mind and use it to measure myself against. I have come awake now for more mornings than I like to remember with that sheet dangling in front of my eyes, making me question what I would do with its clean, bright surface.

The 75th anniversary of the National Park Service is such a sheet of possibility. It presents us with options and opportunities, not simply for agency commitment but, also, for the small, personal daily actions that few notice but that, sheet by sheet, write the book of our relationship with the people and the resources we value enough to involve ourselves with. The 75th anniversary is certainly something to think about, if we haven't done so already. It is something to use as a standard to evaluate what we hope to accomplish, not simply as part of a land managing organization but also in conjunction with the communities of which we are a part.

A recent article decried the multiple contexts in which the word "community" is now seeing use. Is community a clear concept? Is it a group of like-minded people working toward a specific goal? Is it a coming together of individuals who simply live in relationship with one another? I interpret community in planetary terms, and because, as the poet said, I am a part of all that I have met, that makes for a rather large community of fellow travellers—both those who have been and those who will be. As individuals living in the here and now, we have responsibilities to both groups. We are the bridge across which the past travels to become the future, and it is up to us to make certain that the values of more distant times are not so changed that they lose their meaning for future generations.

It used to be that individuals thought seriously about the shapes of their lives, the

plans or outlines they would follow. Like knights of the Round Table or Dickensian heroes, they felt the need to determine what their purpose was and then to use the passing days to shape their contributions to the world in which they lived.

It's more difficult to determine our personal missions now. Perhaps there are more distractions than there used to be. Perhaps the need to commit to a plan appears too rigid for those of us who prefer to remain flexible. But a plan has certain advantages. Like that sheet I've imagined for so many years now, a plan is dependable. It provides structure. It establishes boundaries. It saves us from having to accomplish everything—just what we've set out to do—because others travelling with us have accepted responsibility for their particular parts of the journey. A plan also helps us to determine just how much compromise we can permit before we compromise ourselves.

And so the 75th is a time for planning, as all good celebrations are, but not simply for corporate planning, though there has been and will be a lot of that as 1991 rolls on. It is a time for personal evaluation also. Are we, individually as well as corporately, serving as the kind of bridges that will allow the past to be reflected in the future in a healthy way? Are we doing the small, obvious, inconvenient, committed things that don't appear to make a difference now, though, in the distant future, they just might? Are we trying to do too much without allowing others to do enough? Do we have a plan that allows room for personal spontaneity while also providing the ethical restraints that will force us to make those difficult but necessary decisions we need to make again and again?

It's hard to come up with a plan, harder still to stick to it, as one who has discarded many a sheet of possibility knows all too well. Nevertheless, as one step in support of the environmental accountability that I believe is everyone's responsibility, *Courier* finally is appearing on recycled paper. It is but a very small gesture toward a very large problem—though one that has required a great deal of negotiation and maneuvering to achieve. In a sense, it is a corporate gesture. It acknowledges in a visible way the importance of taking stewardship seriously.

But there are less visible forms of stewardship that happen daily—or that need

to happen daily. There are those who are forging new habits, making a point of setting aside cans, bottles, cardboard, anything and everything that can be used again, in an effort to practice a new way of respecting the world community in which they live. Several of those efforts are mentioned in this *Courier* in salute to the perseverance of those carrying them out.

And so the fireworks on the front of this month's cover become symbolic of our small heroic personal actions as well as our larger more easily recognizable ones. The dramatic color shown on the cover was made possible by a generous donation from Pali Arts Communications. It is their way of recognizing and of helping the *Courier* to recognize the years of small, personal, often unrequited actions by NPS employees who have upheld the Service from 1916 to the present day.

Any 75th anniversary celebration worth its salt can't do without some nostalgia, and readers certainly will find that in the pages of the *Courier* this month. But they will find something more also—statements from men and women (former as well as current NPS employees) who acknowledge the importance of this special anniversary not for the backward glance that it permits but for the tougher challenges it presents. Not one of them regrets the work and the commitment required, but looks forward, instead, to that clean sheet of possibility.

As Margaret Mead counseled, "Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it's the only thing that ever has."

ALL IN A DAY'S WORK

Bill Davis

Providing for the care and safety of visitors and employees has been as central to the Service's mission as if it were contained in the wording of the 1916 Organic Act itself. In his book, *"Oh Ranger,"* Horace Albright described rangers as "gifted with a working knowledge of woodcraft, of trail-blazing, of the ways of wild life, and with sufficient instinctive resourcefulness...to

take care of themselves and others under any circumstances." That's quite a charge, and one that has evolved significantly over the past 75 years.

The first Safety Division was created in Washington, DC, as early as 1938, years before passage of the Federal Tort Claims Act of 1946. While all other Interior bureaus have elected to house the safety function under their administrative umbrella, NPS management placed safety under park operations, where it remains today. Supervised by then chief of operations Hillory Tolson, Frank Ahern was the first NPS safety officer. After Ahern, this position was filled successively by Edwin Kenner, Nathan Baker, John Hast, Fred Tidwell, Leroy Spivey, and Richard Wilburn. Each made significant contributions to NPS operations.

Providing a safe, healthy environment for employees and visitors in areas that cannot be modified because of their cultural or natural significance has made NPS line management very concerned with the many, and varied, safety aspects of park operations. Whether spearheading preparation of a fire safety code for overnight accommodations in historic structures, or perfecting search-and-rescue techniques, the Service leads in the development of specialized safety standards and practices in parks and recreation areas.

Historically, the-ranger force carried out a broad spectrum of activities that fell under the general category of "safety." These duties were viewed as necessary and required, though often no training or specialized equipment was provided. Structural and wildland fire fighting, law enforcement, search and rescue, emergency medical services, and aspects of maintenance, interpretation, and natural and cultural resources management contributed to the growing body of knowledge that we now consider the "public safety" aspect of park management. As more became known of the potential for on-the-job accidents and illnesses, the "occupational safety and health" aspect of park management became a specialization, in and of itself.

"All in a day's work," concluded Albright, "can be almost anything for a national park ranger." While some things haven't changed in 75 years, it is reassuring to know that in today's National Park Service, we have a group of highly skilled, professional safety specialists, safety engineers, occupational health specialists, and industrial hygienists,

who are working in support of park management, as they undertake their operational duties.

THE PERSONNEL SIDE

Terrie Fajardo

From time to time, I enjoy going to seminars sponsored by the cultural resource divisions. They are always informative and offer me the opportunity to keep up with the "doings" in our programs. Speakers are either headquarters office staff or guest lecturers. Today, the Anthropology Division has invited a guest speaker.

Fineous P. Pratt, an NPS cultural anthropologist, sits next to me. "Listen to that lady, will ya!" he leans over and whispers in my ear, "Boy, she sure knows her stuff. I never thought I'd find anybody like that!"

Looking him straight in the eye, I asked, "Fin, what are you talking about? Somebody like what?"

"You know," he stammered, "somebody who knows more than I do! Terrie, what about that vacant job I was going to advertise? Ya think she'll come and work for me?"

"Fin, sometimes you Culture folks surprise me. Let's go and talk to her," I said, feeling a warm glow inside me. As we started up the aisle, Ms. Kathy Burns was rolling her wheelchair our way.

Selective placement programs have been an avenue of hiring opportunity for many years. Unfortunately, most managers, and, I regret, some personnelists (myself included), forget the flexibility and wealth of untapped resources these programs provide. Take Fineous for instance. If he hadn't just hired someone under another selective placement authority, Veterans Readjustment Appointment, I doubt if he'd remember the noncompetitive aspects of the handicapped program. While Fin and Kathy are talking, let me outline the handicapped program for you.

P.L. 93-112 (September 27, 1973), P.L. 93-516 (December 7, 1974) and P.L. 95-602 (November 6, 1978) provide the legal basis for programs to promote and expand employment opportunities for handicapped individuals. There is a two-fold purpose for the employment of persons with disabilities. The first is to permit individuals with

disabilities to demonstrate that they can perform effectively as an integral part of the governmental workforce by using their knowledges, skills and abilities. The second is to permit agencies to benefit from the talents that disabled persons bring to the job.

To be eligible, an individual must be a U.S. citizen with a physical impairment that substantially limits one or more of his or her major life activities: deafness, blindness distortion of limbs, mental illness, mental retardation, partial paralysis, missing extremities or convulsive disorders. For severely disabled persons, certification by a state vocational rehabilitation or VA counselor is required for appointment.

Handicapped employees may serve in any professional, administrative, technical, clerical or wage position for which the person qualifies at GS/GM-15 or below or equivalent, including wage grade. The OPM qualification standard (X-118) applies. Additionally, the position that the handicapped employee occupies is subject to the FTE ceiling.

Initial appointments are noncompetitive and are usually made under the 700-hour temporary authority 316.402(a) or the excepted authority 213.3102(t) or (u) depending on the nature of the disability. After two years of successful performance, the handicapped employee may be noncompetitively converted to the competitive service.

As with other employees, handicapped staff members are eligible for retirement (FERS), health benefits, life insurance and the accrual of annual and sick leave.

Should you wish more information about handicapped appointments or other types of selective placement program options, "read more about it" in Federal Personnel Manual chapters 213, 306, and 316.

Here comes Fin looking like the cat that just swallowed the proverbial canary. Bet Kathy said "yes."

"Terrie, talking always makes me hungry. Let's go down to the cafeteria and have some lunch. Then you can tell me all about handicapped appointments."

"Oh, no you don't. If I have to work on my lunch hour, we're going out!"

"Til next time, happy spring."

BOOKS

Park and Recreation Structures, by Albert H. Good, 1990. Graybooks, 2555 55th Street, Boulder, CO 80301 (originally published in 1938).

Perhaps no policy statements have been more consistent and more long-lived than those governing the design of park structures. In 1865 Frederick Law Olmsted counseled "...the restriction...within the narrowest limits consistent with the necessary accommodation of visitors, of all constructions markedly inharmonious with the scenery..." The latest version of the Management Policies (1988) offers similar precepts: "Designs...will be harmonious and integrated into the park environment..." and "Facilities will be integrated into the park landscape and environs so as to cause minimum impact. Development will not compete with or dominate park features."

The result of the consistent domination of landscape principles is a distinguished and long-lasting collection of structures that Robin Winks has called "...the best small-scale architecture in the United States..." He goes on to state the reason for its distinction, "...emphasis on local and compatible building materials and low or hidden profiles that do not contradict the resource being interpreted by the structure."

With this re-printing of Albert H. Good's book we can examine the best-documented

and most-revered period of park architectural history, that set of principles and practice that has become known as "Rustic."

Interestingly, the term "Rustic" is not prevalent in the original text. In fact, the term is described as "...worn and misused." The more frequent reference is to a "natural park concept."

The original purpose of the publication was pedagogical. In a new introduction, Laura Soulliere Harrison points out that, "Because of the vast proliferation of the Emergency Conservation Work programs throughout the United States, Park Service officials at first found it hard to maintain the levels of quality in state- and county-park design that they had insisted upon in national park architecture." Thus the volume was constructed as a "...teaching tool for designers." In the original foreword, Director Arno B. Cammerer expressed hope, "It should be immensely helpful in stimulating still further improvement in this special field of design."

An acknowledgment section by then-Assistant Director Conrad Wirth outlines the background of the publication. The scope of work undertaken is impressive even today. At its height, there were 120,000 people employed in park emergency conservation work directed by National Park Service professionals. Their legacy is rich and widespread.

By the conjunction of its original purpose

and this reprinting we have a book that is doubly purposeful—as an insight into the principles of design dominant in that period, and as an historical record of significant accomplishment.

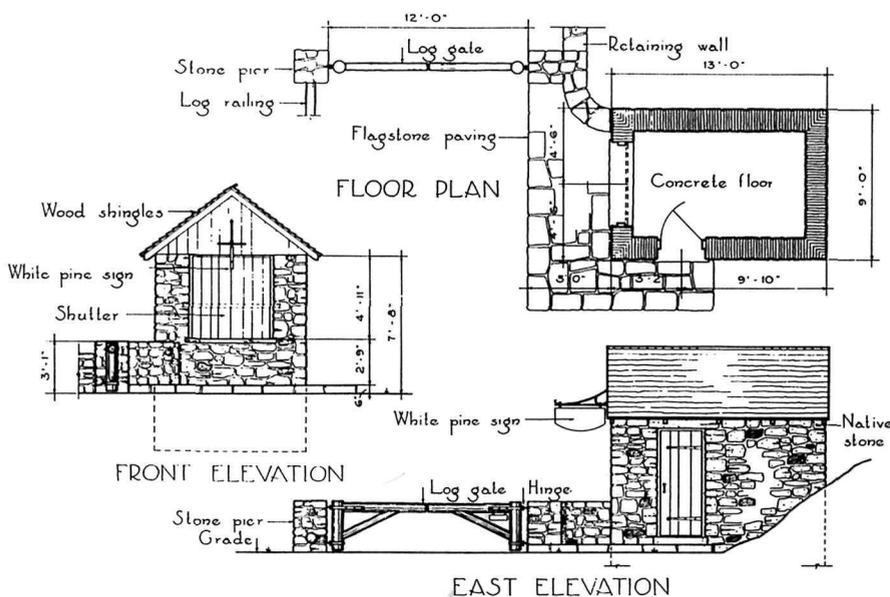
Good's text is detailed and salty: "rocks should be placed on their natural beds, the stratification on bedding planes horizontal, never vertical....Logs should never be selected because they are good poles. There is nothing aesthetically beautiful in a pole."

And there are the illustrations. In one 50-page section I counted 149 photographs and 16 drawings. The original three volumes (reproduced here as one) total 600 pages. At that calculated rate the book contains more than 1,500 pictures of facilities and nearly 200 drawings. Perusing them is a delight. I have worked in some of these buildings, and on some of them. Everyone in the National Park Service will find particular favorites.

The existence and renewed availability of this record makes me reflect that no such document exists for other periods of NPS design history. The recent passing of Cecil Doty and Bill Carnes, noted in the October *Courier*, reminds us that talented Park Service employees made the transition to a different, if equally effective design approach. The work of individuals like Howard Baker, Ray Freeman, Don Benson, Bob Steenhagen, John Ronscavage, Merrick Smith, Ben Biderman, and many others should be similarly recorded. They continued to apply the principles used throughout park history to achieve high quality design. That continued commitment to quality has been demonstrated by seven presidential design awards and thirteen federal design achievement awards received from the National Endowment for the Arts in juried competition. The National Park Service leads all federal agencies in this program.

Graybooks, the publisher, is making the book available to cooperating associations at a quantity discount. Orders placed through their catalog cost \$59.50, a generous discount from the \$75.00 list.

Denis P. Galvin



National Park Service: The First 75 Years, edited by William H. Sontag, Eastern National Park & Monument Association, Philadelphia, PA; 64 pages.

This is a new publication that all NPS employees will want for their bookshelves to set side-by-side with such classics as *Interpreting Our Heritage* by Freeman

Tilden (1883-1980), *The National Park Service* by William C. Everhart (1921-present), and *The Making of a Ranger* by Lemuel (Lon) Garrison (1903-1984). Appropriately, these three authors are profiled in *The First 75 Years*. Published by Eastern National Park & Monument Association, this book reviews NPS history and profiles 36 individuals who made those 75 years great. The book is graphically enticing and contains touching photos of the individuals who are featured.

An essay titled "Parks and People: Preserving Our Past for the Future" by NPS Agency Historian Barry Mackintosh examines the evolution of the national park concept over the past three-quarters of a century. Interwoven with his educational essay are biographical vignettes of legendary people who contributed to this evolution. Written by a variety of authors, these vignettes bring Mackintosh's history alive by illustrating it with personalities.

It was surely difficult to decide which 36 "legends" to include in this publication. Such giants as Stephen T. Mather (1867-1930), Horace M. Albright (1890-1987), and Frederick Law Olmsted, Jr. (1870-1957) are naturally included. Less well-known but equally important individuals such as Gilbert Stanley Underwood (1890-1960), Ansel F. Hall (1894-1962), and Herma Albertson Bagley (1896-1981) round out the group, though names like Thomas Moran, Theodore Roosevelt, and Harold Ickes are missing altogether. But nit-picking as to who should have been included or excluded should be left to late-night training session exercises or a second volume.

I was extremely moved to read about those who have made the system and Service great. Some of them I know or have known. Others are legends I have studied. Some are unfamiliar. All represent a diversity of individuals from a variety of disciplines that contributed to the strength of the system and the organization in this century.

I was struck as I read *The First 75 Years* that when *The Second 75 Years* is written in the year 2066, individuals around us now will be profiled. We already know them—they are in the NPS, other federal agencies, universities, the private sector; they just have to be identified. Their accomplishments will be built on the foundations that the individuals in *The First 75 Years* have left as a legacy.

The first 75 years of the NPS have been

remarkable. The individuals of the past, present, and future are all contributors to this greatness. *National Park Service: The First 75 Years* makes us proud of who we are, and what we are doing, and gives us vision for the future.

Michael D. Watson

Other books of interest include: *The National Park Service, A History in Photographs*, compiled by William Sontag and Linda Griffin, with an essay on the evolution of the Service by Paul Schullery. Schullery has authored, co-authored, or edited a number of books on nature and national parks. This current contribution, available for \$19 in paperback or \$30 for hardback from Roberts Rinehart Publishers (P.O. Box 666, Niwot, CO 80544-0666), blends text and photos to create a 75th anniversary "family album" for the Park Service. Hardback copies are available through E&AA for \$23.

The Painted Desert, Land of Light and Shadow, written by Rose Houk, with photography by George H. H. Huey, and published by the Petrified Forest Museum Association, is a scrumptious, 56-page, soft-cover book that invites the reader in. The interplay of text and photos is as captivating as the play of light and shadow in the Painted Desert. It sells through the association for \$7.95.

Wildflowers of Zion National Park,

written by Dr. Stanley L. Welsh of Brigham Young University, is a publication of the Zion Natural History Association priced at \$9.95. A pocket-sized paperback of 136 pages, it is illustrated by crisp photos and clearly written text, and it has the added advantage of being color coded for quick reference checks.

From Southwest Parks and Monuments Association comes *John Muir National Historic Site*, written by Ariel Rubissow and priced at \$2.95. It is a very readable way to keep the major details of Muir's life within easy reach.

When NPS Chief Historian Edwin C. Bearss praises a publication, expect only the best. About Dennis Kelly's *Kennesaw Mountain and the Atlanta Campaign: A Tour Guide*, Bearss observes, "For the first time, those people who like to step back into history to follow in the footsteps of Sherman's Yankees and Joe Johnston's and John Bell Hood's Confederates can easily do so....Historian Kelly...not only knows the countryside but also possesses the rare talent of writing good history that is exciting to read." Kelly's book, a \$9.95 value, published by the Kennesaw Mountain Historical Association, contains maps clearly outlining battle maneuvers and, as Bearss observes, some rousing good writing.

CALL FOR ENTRIES: NATIONAL PARK WOMEN'S STORYBOOK

No, it's not a cookbook this time. It's a storybook. And you definitely do not want to be among the missing when this new National Park Women's Storybook is published. Everyone is invited to contribute short anecdotes about life in the Service. As many of these as possible will be printed. The editor, NPW historian Thelma Warnock, advises that you'll be disappointed in yourself and you'll miss a lot of fun if you don't think up some stories and submit them.

Best of all, there's no limit to the number of items you can submit, and naming other NPSers is encouraged to generate interest. Everyone will want to see who's mentioned and how, and to do this they'll need their own personal copy. NPW is asking a \$10 contribution from each family who submits material in order to reserve a copy of the book and to help with printing costs. Proceeds will go to the E&AA Education Trust Fund, which continues to be the main project of the NPW.

The storybook will celebrate the 40th anniversary of the women's organization, which was founded in 1952. Possible story categories include: wildlife, visitors, babies, families, weather, neighbors, moving, work, emergencies, fun times, social life, coincidences, education, hardships, appreciation, historic interest, commentary, and, of course, anything else. Make sure your name, address and phone number are included with your check. The deadline for entries is September 30, 1991. All stories should be sent to Thelma Warnock at 4951 North Bank Road, Crescent City, CA 95531. Call 707/458-3373 for more information.

LETTER

In December 1990 I realized a long-cherished goal to devote my energies to research, writing, and other pursuits. After twenty-five years in the parks, the regional offices, the service centers, and the Washington office (a week at a time!), it was time to move on to other endeavors.

Looking at the whole of my career with the Park Service, I believe it has been mutually beneficial. I have literally walked on water, hiked McKinley in the moonlight, participated in about twenty special-issue task forces, reviewed preservation projects in Death Valley on the Fourth of July at 125 degrees fahrenheit, surveyed all of the National Natural Landmarks in the Western Region—including the Hawaiian fishponds, and mostly had a jolly good time of it. The Park Service has NPS-28, Legislative Compliance, a National Preservation Award, the Iowa State Award for Exhibit Excellence, and other achievements that have reflected well on the Service.

Thank you for your friendship, your support, your camaraderie, and especially for your commitment to the national park system and the resources we love. Good luck to us all.

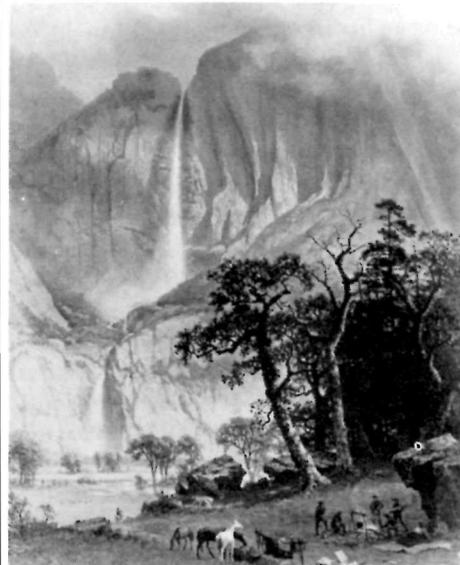
Glennie Murray Wall

ANNOUNCEMENTS

Photographs wanted: black-and-white prints for use in upcoming *Courier* photo essay, "At Home In The Park." Photos can be either of buildings and their surroundings or of family and social activities in and around them. All should be clearly identified and labeled. Please submit to George Stephen, Regional Architect, North Atlantic Regional Office, 15 State Street, Boston, MA 02109.

Earthwatch, a private non-profit organization that promotes significant scholarship by offering capital, labor, and greater visibility to the scientific community, will award 140 grants in 1992. The average field grant is around \$20,000. Funds are contributed by nonspecialist volunteers who participate in the field research. Preliminary proposals may be made by telephone or by a detailed letter; upon favorable review, full proposals will be invited for submittal 12 months before the starting date of the project. For further information contact Dee Robbins, Program Director, The Center for Field Research, 680 Mt. Auburn Street, P.O. Box 403, Watertown, MA 02172, or call 617/926-8200

The Brooklyn Museum is hosting the first major exhibition in almost 20 years of the work of Albert Bierstadt, one of the most prominent American landscape painters of the 19th



century, best known for his dramatic views of the American West. The exhibit closes at the Brooklyn on May 5, but can be seen at San Francisco's M. H. de Young Memorial Museum June 8 to September 1 and at Washington's National Gallery of Art November 3, 1991 to February 17, 1992

EXCERPTS FROM ASSISTANT SECRETARY HARRIMAN'S SPEECH, NPS WOMEN'S CONFERENCE

Historically, the Assistant Secretary for Fish and Wildlife and Parks has been a man's man—an avid duck hunter and a dedicated fisherman. You can understand, then, that the announcement of my nomination was greeted with horror in several quarters, including the National Park Service and the Fish and Wildlife Service...two traditionally male agencies...

The most successful women I know repudiate the psychology of defeat. No matter how many impediments they encounter, they do not lapse into self-pity and cynicism. While they recognize they are not the cause of their predicament, they hold themselves accountable for coming up with a solution. Thus, they find a way to go around or over a barrier: ways such as improving their qualifications through training...seeking out mentors and allies in the Service...and stepping off the traditional agency ladder.

When people ask me about solutions, I tell them I believe each of us must develop our own personal strategies to guide our daily

working lives. I'd like to suggest a few.

First, develop your expertise. Get that degree; sign up for training; ask about jobs that provide on-the-job training. If your park or region won't pay for it, do it on your own time. Consider it an investment in your future...The only SES woman in the Fish and Wildlife Service went back to college in mid-career for a biology degree. Why? Because it was required of all FWS executives. In my own case, my masters degree in history and my law degree have given me not only heightened self-confidence, but also added leverage to get what I want. People tend to assume, albeit unfairly, that women are not as smart as men and not as capable. So, the additional certificate or title is definitely worth pursuing. It can validate you and open many doors.

Second, don't be afraid to challenge the rules. A line you'll hear often is that to advance, you must get your ticket punched—that is, you must go from park to park, slowly accumulating grade increases. Unfortunately, it's not necessarily true. Ask yourself, how many of the top jobs in NPS are filled by people who got their tickets punched? Not many—in fact, very few. NPS leadership comes from a wide variety of backgrounds. Some came in from other organizations or were top program specialists. Others catapulted themselves into prominence by taking an unusual job or tough assignment and doing it well. You can drift around in a park or between parks forever with no senior professional being aware of you, unless you find a way to distinguish yourself from the pack and make yourself visible.

Third, cultivate a positive attitude. It is a given that the higher you go, the more people shoot at you. Worrying about it or complaining about it doesn't stop it. In fact, there is little you can do to prevent it. A reputation as a perpetual complainer will do you no good. So avoid it, no matter how tempting it may be. If you experience blatant discrimination, bring it to people's attention. In the meantime, concentrate on doing superior work, and on building honest, friendly working relationships with your subordinates, peers and supervisors. Let the small slights slide. Keep your attention and energy focused on your goal. You must make things happen for yourself. No one is going to do it for you.

Connie Harriman has policy, budget and oversight responsibility for the Fish and Wildlife Service and the National Park Service. Her speech was the most requested audio tape at the Women's Conference. As Courier went to press, her pending nomination to the Board of Directors, Export-Import Bank, was announced by the White House.

75TH ANNIVERSARY— CELEBRATING ACCOMPLISHMENTS

It is my great pleasure to serve as chairman of the National Park Service's 75th anniversary, a celebration of our employees and of Park Service accomplishments. The history of the Service is rich with accounts of dedicated men and women, committed to our mission to preserve park resources "unimpaired" for the enjoyment of future generations. National parks protect America's most significant cultural, natural, and recreational resources; they are, without a doubt, treasures of the nation. During this 75th anniversary year, we will tell this story—and we will take actions to improve and strengthen the national park system for the next 75 years.

We are delighted that First Lady Barbara Bush is serving as Honorary Chairman of the 75th anniversary and is helping to communicate our message. We have planned a year-long anniversary program of special events and educational activities for visitors to the parks, and technical conferences for park practitioners and professionals. A key element of this communications effort is media coverage of park activities and issues. Our goals are to enhance public awareness of the Service and broaden its constituencies, spark a renewed dedication and pride among our own employees, and develop plans for future management.

Park activities play a critical role in reaching the public. Most units are offering interpretive programs focusing on the Service's history and missions, and many are planning special demonstrations and celebrations to mark the anniversary date on August 25. I encourage all units to display 75th anniversary signage and use every opportunity to communicate our story to visitors.

A number of special events during the year may attract nationwide media attention, including the kick-off birthday party at the Grand Canyon, a nationally-televised Independence Day fete on the Washington Monument grounds, Mount Rushmore's 50th anniversary celebration, also on July 4, dedication of the Ranger Museum at Yellowstone on August 25, and a program of exhibits and demonstrations for the Veiled Prophet Fair at St. Louis on Labor Day.

The print and broadcast media are joining us, and we expect extensive coverage throughout the year. Look for a special issue of *Life* magazine, feature articles in *Countryside*, *Modern Maturity*, *National Geographic*, and *Newsweek*; a three-part special report in the *Christian Science Monitor*, and special broadcasts by the *Today Show*, *Sunday Morning*, and *Good Morning America*.

But our 75th anniversary is not simply an opportunity to inform the public about our history and programs; it is also an ob-

ligation to look to the future. A number of conferences for professional audiences will stimulate employee career opportunities and development of action plans for park managers. The Women's Conference in New Orleans, April 2-4, spotlighted the contributions of women in the Service and offered participants the opportunity to enhance their skills and chart career aspirations in the future. The Partnerships in Parks and Preservation Conference in Albany, New York, September 9-12, will examine, develop, and advance the "technology" of public-private partnerships to preserve natural and cultural resources and to create and manage parks across the country. October's International Symposium in Vail, Colorado, will provide a major review of the Service's institutional capability, structure, programs, and policies. It will result in a comprehensive set of recommendations to the director for an agenda of future actions.

The 75th anniversary is an opportunity to reflect on our past accomplishments, build public support, and prepare for our next 75 years. National parks play an important role in America, and the National Park Service is a leader in the parks and preservation movement. We have much to be proud of.

Herbert S. Cables, Jr., is Deputy Director of the National Park Service.





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THE ARROW OF TIME

The present is a compartment in which we travel on the arrow of time. We face backward: events just past are brightly lit; the more distant landscapes of human and earth history are viewed in a dimmer light. The time called "now" flashes by as a peripheral vision. The future is unseen, its content divined from the panorama of present and past.

By a trick of the mind we can place ourselves in the past and look forward. Garland Wright, managing director of the Guthrie Theater, points out that, "We are the future of the past...." Thus, we are the future that the founders of the National Park Service hoped would inherit and enjoy an "unimpaired" national park system.

Seventy-five years is not a long measure on the arrow of time. It is one person's life span, about two working careers. But in that three score and fifteen years the National Park Service has come to manage a great catalogue of this country's symbols. It includes not only places found on a map but ideas that shape the nation's character.

Out of the depths of economic crisis of the 1930s came a "...national policy to preserve...historic sites, buildings and objects of national significance for the inspiration and benefit of the people of the United States." Later in that act it is made clear that the policy prevails "...regardless as to whether the title thereto is in the United States..."

Less than a year later the Park Service was directed to make "...a comprehensive study... of the public park, parkway, and recreational-area programs of the United States...such as will provide data helpful in developing a plan for coordinated and adequate public park, parkway, and recreational-area facilities for the people..."

By the twentieth year of its history the entire stewardship of the Service was in place; the caring for the units of the system, and the planning for the preservation of that portion of our national heritage that lies beyond park boundaries.

Could the founders of the new agency have seen its growth and evolution on that sultry Friday evening in August 1916 when President Wilson signed the bill creating the National Park Service? Certainly not. But good ideas sometimes become better, and preservation is intrinsically passive. One of the things preserved is the future's opportunity. Perhaps that's one of the meanings of unimpaired—passing on to future generations some options.

Petrified Forest was set aside in 1906 to preserve "...the mineralized remains of Mesozoic forests..." Its sponsors did not know that scientists of our time would characterize the park as the most complete record of the mid-Triassic Period (231 to 235 million years ago) discovered on the planet. Its preservation has allowed us to study 200 fossil plants, 40 vertebrate fossils, the emergence and evolution of dinosaurs, and the relation of these things to climate change. The founders of Petrified Forest knew little of this, but they passed to us the opportunity to enlarge our knowledge of the planet. It is a rich legacy.

We celebrate these, our predecessors, for their service to the quality of our lives: for the vision to recognize the potential for beauty on the spine of the old Blue Ridge; for the planning and promotion of state parks; for the protection of trails and rivers; for the creation of parks and open space in and near our communities.

As we divine the next 75 years, we are unlikely to get it exactly right. Will the sequoia, remnant of a time before flowers, last another century? Will our great grandchildren hear the howl of the wolf on the wind? Will they understand the force of the Dakota wilds on Theodore Roosevelt? Will they wonder at the ideas poured forth during the hot summer of 1787 in Philadelphia? Will they stroll in the evening on a green path near their home?

The outcome rests only partially on our knowledge. It is also a question of values. And values are held and expressed by humans. In expressing these values we exercise our stewardship. Carl Sagan says it well: "We live on a fragile planet, whose thoughtful preservation is essential if our children are to have a future. We are only custodians for a moment of a world that is itself no more than a mote of dust in a universe incomprehensibly vast and old. May we therefore learn to act, before all else, for the species and the planet."

Denis P. Galvin is WASO's associate director for planning and development. He last wrote for the November/December 1990 issue of Courier.

"Rock and Tundra" by David Halpern (1986)

A CAPSULIZED HISTORY OF THE NATIONAL PARK SERVICE

1791: Washington commissioned park watchmen to monitor federal city areas

1849: Dept. of Interior established

21 Apr 1838: John Muir born

1864: Congress donated Yosemite Valley & Mariposa Grove to California for preservation

DEAR NATIONAL PARK SERVICE, HAPPY ANNIVERSARY

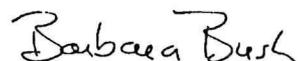
As honorary chairman for the 75th anniversary of the National Park Service, I am delighted to join in celebrating three-quarters of a century of caring for our nation's scenic and historic treasures.

Like snapshots in a family album, our national parks tell the story of America—its wondrous places, momentous events, and unforgettable people. The national park system includes our most beloved and stirring sites—Yellowstone, the Grand Canyon, Independence Hall, the Lincoln Memorial, and our welcoming Statue of Liberty.

For Americans and international visitors alike, our national parks offer splendid opportunities to explore this country's great beauty and to learn the rich lessons of our past. Parks exist for us to enjoy and to cherish—now and for generations to come.

On this special anniversary, we owe a debt of thanks to the workers and volunteers who watch over our national estate and who share their knowledge and enthusiasm with millions of visitor every year.

At its outset the concept of a national park system was unique to our young country. Today we can take pride in knowing that this innovative idea—this ethic of conservation—has spread throughout the world. Happy anniversary to the National Park Service and to all of us who share in the infinite pleasures of America's national parks.



Barbara Bush
Honorary Chairman



National parks are a uniquely American idea now emulated the world over. And the National Park Service is a unique organization that has earned a reputation for public service and the protection of our American heritage—both natural and historical. It too is recognized and emulated the world over. The Department of the Interior is proud to count among its family those who have dedicated their lives to the protection and preservation of the nation's crown jewels.



Manuel Lujan, Jr.
Secretary of the Interior

4 Jul 1867: Stephen Mather born

1 Mar 1872: Yellowstone NP created

21 Feb 1885: Washington Monument dedicated

1871: Hayden expedition to survey the Yellowstone region

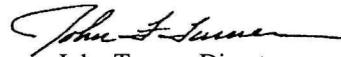
1881: Tunnel cut through Wawona tree in Mariposa Grove

28 Oct 1886: Statue of Liberty dedicated

One of the United States' greatest inventions and important gifts to the world has been the commitment to save and set aside lands for their own intrinsic values for the enrichment of future generations.

This remarkable concept, conceived, in part, by a small band of American conservationists around a campfire in the wilds of Yellowstone Country, has led to the creation of our marvelous national park, wilderness, wild and scenic, and wildlife refuge systems. These unique tracts, corridors, historical areas, and biological systems are treasures for our citizens and sources of inspiration to the the entire globe. We are only beginning to appreciate their significance for the future well-being of our planet.

As one privileged to have grown up and lived on a ranch in the shadow of the Grand Teton range, I tip my hat in hearty salute to the National Park Service in recognition of its diamond anniversary. As all of us celebrate, it seems appropriate to offer a silent prayer of thanksgiving to the pioneers who persevered with this bold invention, and to recommit ourselves to the saving of wild places and wild critters for the enjoyment of those who will come after us.



John Turner, Director
U.S. Fish & Wildlife Service



I'm proud to be congratulating the National Park Service on its 75th anniversary. It's an exciting time for all those involved in the management of our public lands. It's a time to reflect on our accomplishments, and gear up for new challenges on the horizon.



With 75 years of service under its belt, I'm most confident that the NPS will continue to build on its reputation for excellence in recreation and conservation. As the director of the Bureau of Land Management, I look forward to our continued partnership with the National Park Service as we work together to offer generations of Americans public lands that they can be proud of and enjoy.



Cy Jamison, Director
Bureau of Land Management

Congratulations to the National Park Service on your 75th anniversary. You're a great agency. We in the Forest Service have enjoyed our long and close relationship with you and look forward to even closer ties in the future.

We're proud to be partners with you in caring for some of the nation's greatest natural treasures, our national parks and national forests. I encourage you to take the time this special year to look back on your history with pride and, perhaps more importantly, to look forward to your future with confidence.



F. Dale Robertson, Chief
U.S. Forest Service
Department of Agriculture



1888: Casa Grande Ruins Reservation

1892: Muir founds Sierra Club

8 Jun 1906: Antiquities Act

1890: Yosemite, Sequoia and General Grant NPs created

23 Jun 1900: 1st auto enters Yosemite Valley

24 Sept 1906: Devils Tower 1st NM

A HISTORICAL PERSPECTIVE ON THE NATIONAL PARK SYSTEM

Which came first: the National Park Service or the national park system?

The fact is they came together. Although there were federal-administered parks since the beginning of the 19th century (in Washington, DC) and places called national parks beginning with Yellowstone in 1872, there was no real system of parks until the NPS was created in 1916 to manage certain of these areas in a systematic fashion. In legislating the new Interior Department bureau, Congress gave it responsibility for the 14 national parks, 21 national monuments, Hot Springs Reservation then under Interior, and "such other national parks and reservations of like character as may be hereafter created by Congress."

Yellowstone set the precedent for what most succeeding national parks would be: large and spectacular national areas. But there were no established criteria for national parks, and the NPS inherited a few places bearing the designation—Platt and Sullys Hill, for example—that were a far cry from Yellowstone, Yosemite, Mount Rainier, and the like. National monuments were divided roughly among natural and cultural features. They were generally smaller and less diverse than the national parks, and most of the cultural ones centered on prehistoric remains. All but one of the Service's initial parks and monuments lay west of the Mississippi.



The NPS Organic Act stated that "the scenery and the natural and historic objects and the wild life" in these areas were to be conserved for public enjoyment then and in the future. Early NPS policies and practices reflected this anthropocentric purpose.

Great emphasis was placed on improving park access and visitor accommodations. The bureau's first general policy statement, prepared by Assistant Director Horace M. Albright in 1918, encouraged "all outdoor sports" except hunting. "Every opportunity should be afforded the public, wherever possible, to enjoy the national parks in the manner that best satisfies the individual taste," it declared.

The same policy statement contained the first express criteria for additions to the national park system. Proposed parks should have "scenery of supreme and distinctive quality or some natural feature so extraordinary or unique as to be of national interest and importance....The national park system as now constituted should not be lowered in standard, dignity, and prestige by the inclusion of areas which express in less than the highest

terms the particular class or kind of exhibit which they represent."

During the next decade, wanting to serve more of the American people and increase political support for the parks, NPS leaders sought to expand the national park system both

11 Sept 1911: 1st national park conference (Yellowstone)

2 Feb 1912: Taft urges creation of national parks bureau

1914: Secretary of Interior Franklin Lane challenges Mather to come to Washington

6 Jun 1912: Mt. Katmai exploded

geographically and categorically: geographically, by moving east of the Mississippi, where most of the nation's people and congressional districts were located; categorically, by adding areas of historical significance, which existed nationwide but especially in the East.

The eastward drive achieved its first success in 1926 when Congress authorized Shenandoah, Great Smoky Mountains, and Mammoth Cave National Parks. The expansion campaign culminated in 1933 when the historic battlefields and forts administered as national military parks and monuments by the War Department, the national monuments on national forest lands under the Agriculture Department, and the parks and memorials of the nation's capital were transferred to the NPS in a general government reorganization. Thereafter, although the image of the national park system would remain closely linked to the great natural areas, historical areas would constitute the majority of park system units.

Another broad park category that materialized in the 1930s comprised areas intended to serve mass recreation at least as much as to preserve natural and cultural resources. The Blue Ridge and Natchez Trace Parkways, begun as Depression-era public works projects, were landscaped for "recreational motor-ing" over scenic and historic terrain. The NPS was called upon to build and administer recreational facilities at several large reservoirs; Lake Mead National Recreation Area behind Hoover Dam, dating from 1936, was the first of this type. Cape Hatteras National Seashore, authorized in 1937, and the national seashores and lakeshores that followed were essentially natural areas, but most were oriented more toward active recreation than the national parks and monuments and allowed hunting and certain other activities generally forbidden in those places. Beginning in 1972 with Gateway and Golden Gate, a number of national recreation areas with diverse resource bases designed to serve large urban populations joined the system.

The expansion of the system to include these historical and recreational areas was not universally applauded within or outside the Service. Some conservationists, represented by such organizations as the National Parks Association and the Wilderness Society, saw them as threatening the primacy of the great scenic parks and monuments. Nor were all pleased with the levels of development and recreation that the NPS was providing and accommodating in the latter. In 1938 the National Parks Association went so far as to advocate a separate "national primeval park system" to segregate the finest, most pristine natural parks from undesirable additions and influences.

Recalling the losing fight against the damming of Yosemite's Hetch Hetchy Valley in the early decades of the century, some park supporters were particularly unhappy about the Service's involvement at reservoirs. During another protracted—and ultimately successful—battle to keep a dam from flooding

part of Dinosaur National Monument, a 1953 act of Congress defined the national park system to exclude the reservoir areas. They were administratively restored to the system in a 1964 policy memorandum prepared by Director George B. Hartzog, Jr. The memorandum formally categorized all areas administered by the NPS as natural, historical, or recreational, and prescribed separate management policies for each category, thereby allaying concern that the kinds of development and use permitted in recreational areas might spread to the others. This fear of contagion evidently having ebbed, Congress in 1970 redefined the national park system to include all areas administered "for park, monument, historic, parkway, recreational, or other purposes" by the NPS.

But the management categories soon proved troublesome. This was particularly true of the recreational category, which suggested levels of development and use inappropriate for some mostly natural areas that had to be assigned there because they permitted activities forbidden by the natural area policies. More refined land classification and management zoning within areas, reflecting the range of resource values each possessed and uses each properly could accommodate, eliminated whatever purpose remained in pigeonholing whole areas as natural, historical, or recreational, and in 1977 Director William J. Whalen officially abolished the management categories.

Like the reservoir areas, the urban national recreation areas encountered objections. While Gateway and Golden Gate encompassed significant resources, they were established primarily to serve local populations—a job traditionally left to state and local governments. They required much money, staff, and management attention, at the perceived expense of other system units. Although they further enlarged the bureau's public and political constituency, the urban recreation areas generally proved less accessible to inner-city dwellers than their proponents had hoped.

The extension of the national park system to accommodate local and regional recreation pointed up the fundamental tension between two longstanding NPS objectives: restricting system membership to the most outstanding areas of national significance, and serving more people and gaining political support from all parts of the country. With the first objective, the resource is paramount. With the second objective, location takes precedence over intrinsic resource significance.

The Service's move to acquire historical areas in the 1930s was in part an attempt to finesse the conflict posed by these objectives. Historic sites were most numerous in the East, where the bureau's presence was weakest. And historic sites, being fundamentally different in character from the natural parks, could be found nationally significant under different criteria. While some saw the historical areas as a distraction from the Service's original focus on the natural parks, as a class they

1915: 1st automobile permitted in Yellowstone

Apr 1916: *National Geographic Magazine* devoted to park

17 Apr 1917: 1st funds appropriated

25 Aug 1916: Organic Act

16 May 1917: Stephen Mather becomes 1st director

Charlie Adair and Billy Nelson share a chuckle over Horace Albright's "Oh, Ranger!". Serving in Yosemite during the 1930s, they were part of the Park Service during one of its early expansionist phases that added recreational and historical areas.



generally were accepted as worthy additions on their own terms.

The recreation areas, being based on natural or natural-appearing resources but selected and developed for their visitor-use potential, have been more controversial. Whereas natural and historical areas could be accepted as apples and oranges, recreation areas appeared to some as rotten apples—inferior natural areas degraded by developments and uses prohibited elsewhere in the system. One's position on the issue had—and still has—much to do with one's perception of what the system should be. Should it encompass only "feature[s] so extraordinary or unique as to be of national interest and importance," in the language of its first criteria? Or should it serve more people with areas comparable to state and local parks? To what degree, if any, does the presence of recreational resources sully its image as comprising the nation's "crown jewels?"

Another issue has been the extent to which the national park system should represent the principal natural and historical aspects of the nation. The idea that there should be parks for all the major themes of American history and prehistory arose in the 1930s and reached its peak in the 1972 *National Park System Plan*, commissioned by George Hartzog. The plan's history component presented a thematic outline of America's past, indicated which themes were represented by existing parks, and concluded that at least 196 more historical areas were needed to fill the thematic gaps in the system. The natural history component of the plan, taking a similar approach based on physiographic provinces or natural regions, identified more than 300 aspects of natural history requiring initial or greater representation in the system.

As the expansionist impulse behind the plan cooled in the 1980s, the notion that the system needed to represent every facet of human and natural history came under critical scrutiny. It

was recognized that extant physical resources capable of being preserved and interpreted to park visitors are not equally dispersed among the many facets of human history, nor are all facets well conveyed through physical resources. Much of military history is intrinsically site-related and can be appreciated by visiting battlefields and forts; thus there is value in maintaining and presenting these resources within parks, as the NPS amply does. The history of topics like philosophy and education, on the other hand, is less readily embodied in sites, structures, and objects, and the system is weak in such fields. In *America's National Parks and Their Keepers* (Resources for the Future, 1984), Ronald A. Foresta observed that the NPS was responsible not for the nation's history but for some of its major historical resources: "[O]nly part of the past lends itself to interpretation through physical remains and...this part...is the proper realm of the Park Service."

Natural themes directly encompass or reflect physical features or phenomena and so are inherently place-related. In theory, all are capable of being represented by national parks and monuments. Whether all deserve to be is another question. Parks, by definition, are places set aside for public enjoyment. Foresta faulted the natural history component of the *National Park System Plan* for relying on purely scientific criteria and ignoring the scenic or human appeal factor. "This comes close to abandoning the idea of a park altogether," he noted. "Perhaps some representative of exposed Silurian rock face should be preserved on a federally owned site (although I cannot see why). There is no reason for such a site to be called a park,

1918: Clare Marie Hodges 1st woman ranger (Yosemite); museum at Mesa Verde opened

1919: Park watchmen became U.S. Park Police

1920: Visitation hits one million

19 May 1919: National Parks Association

1920: 1st full-time park naturalist hired in Yellowstone



Alphonso Promutico operated a 75-horse powered alcohol-fueled lawnmower on the National Mall not so very long ago, a very different image of the National Park Service than those that characterized the early years of the agency.

however, or for it to be part of the national park system unless it has more to recommend it than pure representativeness."

This issue, too, comes down to a question of the system's proper scope. Should it seek to reflect all natural and cultural themes? Or should it focus on themes capable of representation by areas with high popular appeal and strongly illustrative resources?

The 1975 and 1978 editions of the Service's *Management Policies* contained new area criteria that constituted a distinct departure from the expansionist *National Park System Plan*. They stressed that the national park system was but one of the ways in which the national policy of preserving nationally significant natural and cultural resources was carried out. Other such resources—many recognized through the Service's natural and historic landmarks programs—included wilderness areas, wild and scenic rivers, and wildlife refuges administered by other agencies and numerous properties owned by state and local governments and private organizations.

Under the revised criteria, a proposed park would not only have to possess national significance. It "should represent themes presently unrepresented or poorly represented in the system, or should transcend related units of the system in resource values or interpretive potential." There also should be no alternative for its preservation and public appreciation. Similar language was included in the 1988 *Management Policies*, currently in effect.

The adoption and reaffirmation of this restrictive new areas policy during the Ford and Carter administrations indicate that

the omnibus park bills of the 1970s (14 parks flowed from one 1978 enactment), the virtual moratorium on new areas from 1981 to 1986 came as a relief to many.

Expansion resumed thereafter. William Penn Mott, Jr., then NPS director, was generally receptive to new park proposals and took a broader view of national significance than his predecessor, Russell E. Dickenson.

When James M. Ridenour succeeded Mott in April 1989, he circulated a statement of his "philosophical thoughts on the National Park Service." His first point was that "additional units of the national park system should truly be places of national significance." *Criteria for Parklands*, a brochure published and distributed by the Service in 1990, frankly addressed the issue: "Many communities...are looking for ways to combine conservation with efforts to attract visitors who will help support the local economy. The National Park Service is responsible for carefully screening proposals for new park units to assure that only the most outstanding resources are added to the national park system. Regardless of economic considerations or other factors, a new national park area must meet criteria for national significance, suitability and feasibility."

Ridenour had clearly signaled the direction he wanted to take—a direction welcomed by those who cared about the "standard, dignity, and prestige" of the national park system.

Barry Mackintosh is Bureau Historian. He works in the History Division in Washington, DC.

1920: Washo willow burden basket 1st object in Yosemite's museum collection

2 Aug 1921: Yosemite NP auto mechanics class to help employees help visitors

17 Sept 1921: 1st home-on-wheels (Yosemite)

30 May 1922: Lincoln Memorial dedicated

PLACES IN THE HEART

Seventy-five years have passed into history since Congress and President Woodrow Wilson approved the Act that created the National Park Service on August 25, 1916. Until that time the national parks and monuments had not been managed in any centralized way. The legislation passed in 1916 changed all that.

Thirty-nine years later in 1955, Mission 66 was inaugurated, as was the Employees and Alumni Association (E&AA) during a conference held in Great Smoky Mountains National Park by NPS Director Conrad Wirth. The goals of Connie Wirth's Mission 66 program illustrated just how far the Park Service had come as an agency committed to carrying out its growing public service responsibilities. Wirth's was a long-range program of renovation, repair and construction, as well as proposed expansion of the system, acquisition of critical lands, construction of visitor centers and creation of training facilities—all to be accomplished when the Service celebrated its golden anniversary in 1966.

The aims of the Employees and Alumni Association, which also had its debut then, likewise showed how far the Service had come as a body of closely connected individuals—as a family that believed individual good was linked to that of the group.

Credited with the creation of E&AA was Earl (Tiny) Semingsen. At that time Tiny was the superintendent of Wind Cave National Park, and one of the most energetic employees of the Service. Thanks to his enthusiasm, the Association began with 600 charter members, most of them recruited at Director Wirth's conference in the Smokies. In the years that followed, E&AA membership has grown to more than 2,500. Even now, in 1991, the year that the Park Service celebrates its 75th birthday and E&AA its 36th, the principal purpose of the organiza-

tion continues to be fostering close ties among Service employees and alumni. Keeping the Park Service family strong and vital was the organization's goal in 1955, and it is its goal today.



Carter Shield Cabin, Cade's Cove

21 Feb 1925: Act for acquiring Appalachian lands

15 Jan 1926: 1st chief ranger conference (Sequoia)

12 Jan 1929: Horace Albright becomes 2nd NPS director



Tiny Semingsen, who was largely responsible for the founding of E&AA, proudly peruses the November 1980 issue of the *Courier*. Note the page 1 figure of Steve Mather on horseback, in recognition of Mather's emphasize early on of strong internal communications among parks.

Of course, there have been some ups and downs along the way, and there probably will be others in the future, but several things have helped to keep interest in the association strong. Starting in 1974, E&AA began managing its Education Trust Fund, which provides interest-free college loans to children of Park Service families. Publication of the *Courier*, begun by Tiny, was another contribution. It helped keep alumni informed of what was happening in the parks and with each other. During these past 36 years, hundreds of individuals have worked to insure that E&AA survives. Deserving a lot of credit, if we named a few, would be Howard Baker, Terry Wood, and Naomi Hunt.

So this year, as we celebrate the origins of the National Park Service, we also celebrate the beginnings of E&AA, and we remember Tiny Semingsen with appreciation and affection. The Employees and Alumni Association will be doing some of this remembering in the Great Smoky Mountains where, thanks to Tiny, the organization first was formed. In so doing it also will be commemorating the 75 years of NPS traditions that made possible its formation and that have continued to support it as an active association.

The earliest roots of an idea for a park like the Smokies where so much Park Service and park system history has taken place occurred as early as 1916, when Director Mather began to seek support for an Appalachian park. Up until then much of the national park activity had occurred in the West. Mather finally succeeded in getting the Secretary of the Interior to appoint a Southern Appalachian Park Commission to assess the national park qualifications of areas in the southern Appalachians. The Commissioners reviewed at least two dozen sites, but ultimately recommended only two—one in the Great Smokies and the other in the Blue Ridge Mountains of Virginia. Acquiring these areas from private ownership was a formidable undertaking, but in 1926 Congress

did approve the proposals. Final authorization depended on the acquisition of large private acreage, at a conservative estimate of some ten million dollars.

In the late twenties the legislatures of Tennessee and North Carolina pledged \$2 million each for land acquisition in the Great Smokies. An additional million was raised by individuals, private groups, and even school children who pledged their pennies. A donation from John D. Rockefeller, Jr., of \$5 million, through the Laura Spellman Rockefeller Memorial Fund, brought the pledge to a needed \$10 million. Subsequently, an additional \$2 million in federal funds were made available for critical land acquisition.

The Shenandoah purchase was to come half from private funds and the balance from the Commonwealth of Virginia. This action ushered in the first national parks in the Appalachians, and set a precedent for creating national parks within large areas of private lands.

A quarter of a century has passed since Mission 66 ran its course. Millions of visitors now come to the national parks each year and thrill to exciting moments perhaps never before experienced. These range from seeing the Liberty Bell to watching the explosion of Old Faithful. Hundreds of such special park places offer visitors a moment of discovery in the field of human emotions and a connection with what has gone before. Yet if parks and park employees attempt to provide these experiences for visitors, the Employees & Alumni Association attempts to do the same for NPS employees and retirees. What E&AA offers is a chance to connect with each other—to connect with the past as well as the future.

This year in the Great Smokies, E&AA will celebrate 36 years of working to preserve this connection, as well as 36 years of loyalty to an organization that is almost 40 years its senior. Preserved in the Great Smokies are examples of the early history of the frontier settlements—at Cades Cove, Oconaluftee, and Cherokee. But for NPS employees and former employees, preserved here also are some very important moments in the history and the growth of the National Park Service as well.

Granville Liles last contributed to the September 1990 issue of Courier.

1931: 1st park historian hired at Colonial

1932: 64 sites in system

May 1932: George Wright's *Fauna of the National Parks of the United States* published

2 Mar 1933: Morristown 1st NHP

10 Jun 1933: Reorganization Order

REFLECTIONS FROM THE "SALAD DAYS"

portance of interpreting the park...to the visitors. It was his attitude that changed the old-time rangers who thought of naturalists as butterfly chases.

Dorr G. Yeager, WRO
ret'd naturalist, 1957

I owe so much to the NPS. They gave me the breaks in 1930 and I have been indebted to them ever since, and I tried to do my best to show how much I appreciated their trust in me.

I believe there was a closer knit between the personnel than there is now. They remained in the same area for a longer period of time.

Bill Butler, Mt. Rainier, 1964
ret'd asst. chief ranger

THEY STILL HAVE THE NPS AT HEART.

These excerpts from retired NPS people are direct quotes, edited only for purposes of length. Whenever this was done I attempted to retain the "flavor" of the comment, rather than to edit from an editorial viewpoint. In some cases I received several pages of "memories" and I very much appreciate everyone taking the time to share them.

...started in 1940...Frankly, I am far too critical of appearances of uniformed people...because of my career spent with a "Spit & Polish" uniform code! That is out now...and I regret its passing.



...(we) visit the parks often...the management is good. New ideas are often evident to us...and I am not afraid that the areas will suffer greatly from new approaches. Good housekeeping...in most cases. Those uniformed people are doing a good job too...many are dedicated to saving the areas

and in serving Service needs in spite of heavy visitor pressures. I just wish I felt more welcome as I talk to them...

...pride and the enthusiasm I felt was not always shared by all with whom I worked, but I would not change a thing in my career. May most of these young people feel the same way when they retire.

Thomas F. Ela, SWRO, 1976
ret'd chief of visitor protection

...began in the early 20s when I was a pack rat (baggage smasher)...in Yellowstone. I used to watch the rangers with envy when they checked their side arms at the desk when they came to the evening dances. From then on I was hooked. In 1928 I received my first permanent appointment.

...fortunate in having Horace Albright as my first superintendent...one of the few superintendents at that time to realize the im-

...started as a park ranger (1936) at Crater Lake National Park....Those were the "good old days," low grades (I worked 23 years before I reached GS-11), low salaries, slow promotions, poor housing. Worked 23 years before we got that \$100 a year uniform allowance! But we had the best of two worlds, working in the "crown jewels"...



I wouldn't trade places with today's rangers, low grades, poor salaries, slow promotions, the frustrations of civil rights quotas, politics, no thank you. We retired at the right time...Still have the NPS at heart...had the winning design for the logo for the Diamond Anniversary.

George W. Fry, SERO, 1973
ret'd Southeast Deputy RD

...began in 1931 (Yosemite)...The early days...saw the evolution of a sort of mystique among employees, proud of the Service...a feeling of being members of a Park Service family. Each park had its own community. Social contacts were everyday events among neighbors...similar park "family" interests and problems. Children were of general concern. There developed between...areas a "family newspaper," mimeographed, very informal and folksy...news of doings of each park. As time went on and the park system enlarged, many changes became inevitable.



...many changes since...first association with the Service. I...would choose the same career as naturalist that I pursued for 33 years if I could do it over again. Even my wife of 57 years feels we saw the finest era...to date.

Russell K. Grater
Sequoia & Kings Canyon NPs
ret'd chief naturalist, 1969

10 Aug 1933: National Capital Parks to NPS

10 Aug 1933: Arno B. Cammerer becomes 3rd director

1935: NPS oversees 600 CCC camps, 118 in national parklands

21 Aug 1935: Historic Sites Act

In recalling those past years as an active Park Service wife, I do so with a great deal of nostalgia. I was married to Ernie Field, whose career began as a seasonal ranger in Rocky Mountain in 1933...ended with his death in 1962.



...stationed in outlying areas for many years often lived in sub-standard housing. Our children frequently had to travel for many miles by bus to and from school, thus foregoing participation in extracurricular sports and other activities...However, we were...dedicated employees who performed routine duties and those "beyond the call" with much pride and little complaint.

We established firm friendships within our close-knit family, supported each other, and created our own social activities.

I would hope that Park Service goals and policies will never be compromised through political persuasion; that the "enjoyment of this and future generations" will never supercede the "preserving of wilderness areas" and that employee perception of the Service as an extended family with common goals will never be threatened.

Anne K. Hirst
ret'd to Hawaii

I joined in 1930....In my early days the limit that could be spent for a passenger car was \$700. The superintendent could let contracts to buy their cars which Congress authorized. The superintendent of Lassen...wanted a heater for his car...(it) exceed(ed) the limit so paid for the heater himself...cost...a year of (jail).

...as I have traveled around...I am truly amazed at the figures (staff size and budgets)...seriously question...awards and payments to employees for doing their job.

Howard W. Baker
ret'd MW RD, 1968

...started in 1957...worked with some of the finest, most loyal, and enthusiastic men and women in the world....I saw the NPS evolve...from a relatively small, family-type organization to a much more diverse, far-flung, and complex outfit. I was pleased to see...however, that even though administrative services have become quite centralized...considerable decision making authority has been retained by our (field). Fortunately, we haven't become too big to remain proud, loyal and dedicated. Though many challenges lie ahead, the NPS can look forward with hope, zest and progress to another 25 years.



Henry J. Pratt, RMR, 1984
ret'd chief, Program Evaluation
& Employee Relations

I first came into contact with the Service at Shenandoah NP in March 1941 when rangers still wore boots and breeches.

Looking back now, it is hard to realize how the present NPS has evolved from the closely knit family-like organization so many of us grew up in. Great things happened along the way like Mission 66...When new areas were added and rapid shifts of employees to new jobs broke down the old system of job tenure, we began to lose an important element of employee seasoning and stability....The park ranger with his friendly smile and his broad brimmed hat is no more. Now he has evolved into a professional specialist trained to deal with many problems, yet some say that he can no longer afford to raise a family and live on his ranger pay.



As...superintendent, my principal realization is of how I went from managing what happened within...to trying to manage or influence everything outside of the area...

Thomas F. Norris
ret'd superintendent,
Assateague Island NS

...from 1952 to 1955 I was a park ranger...I recall those times as perhaps the most enjoyable of my 30 years with the Service...

...I recall that when the "Hardtesvelt Report" regarding...fire...management of giant sequoias was sent to the Service, one old line forester who had spent his entire career putting fires out locked the report in his desk and refused to acknowledge he knew anything about it. We've come a long way since then...

Looking back on all this, I can't say that I'd have done anything different...the Service today as opposed to..."the old days," it seems...there is far too much paperwork—forms, forms, forms. Perhaps that's inevitable..But, when reports eat into serious rangering and interpretive programs...time...to change some basic operating procedures.

Bob Linn, Michigan Tech, 1982
ret'd CPSU chief

Of course Yosemite needed a new jail, hell, everybody knew that. We had a top flight jailer and assorted staff, a federal magistrate, a court room, magistrate quarters, and a whiz-bang all-inspiring cadre of ranger types and, most importantly, customer satisfaction with the "cage" was at an all time low. And, it was a hellishly long, hot, bumpy, cold, slick, cloudy, windy, rock-slidden, detoured and snow-covered ride in the paddie wagon to the closest federal pen.

Nobody, I mean nobody in or out of uniform, wanted the chore to drive the cage-on-wheels to the Valley. Therefore, dear brothers and sisters, a new jail just had to happen.

The famous, fab-u-lous, five-star, fully equipped, federal

1936: Lake Mead 1st NRA

30 Jun 1936: Blue Ridge Parkway Act

9 Jul 1937: 1st Boy Scout Jamboree on Mall

28 Jan 1936: 1st plane donated

30 Jan 1937: NPS moves to new Interior Bldg.

1 Aug 1937: Region III, Oklahoma City (Santa Fe after 1939)

prison (F-5) was to have a boys' section, a girls' section, an adult male section, an adult female section, and a brand X section...(it) was the first, the trail-blazer, the cutting edge and way out front with the first microwave oven for food preparation in the free world for federal prisoners. And it all happened, dear friends, in our beloved Yosemite National Park where the air is pure and the rents are comparable with maintenance money.

Jim Wolfe, WRO
ret'd regional maintenance chief

The first summer in Yellowstone for me was 1946...The old days were wonderful. My beginnings brought me in contact with many old timers like Horace Albright, Frank Hardin, Lon Garrison, Connie Wirth, George Hartzog, Death Valley Scottie, and Mary Liddecoat. They were great innovators and dedicated pioneers. Their example and administrative skills make the NPS the great organization it is today.

My intuition tells me that as great as those leaders were, the best is yet to come. It will take time and balance.

Warren W. Ost, Director
Christian Ministry in the National Parks

...it was my good fortune to start out as a seasonal ranger in Sequoia in 1930...All through those years there seemed to be quite a family spirit among the employees and, in the main, they enjoyed their work serving the public in any way they could to make their visit enjoyable. During those times quite an effort was made to have personal contact with the people visiting the areas to interpret the human or natural history.



I felt very fortunate to be employed in the (NPS) doing a type of work that I enjoyed practically all of the time. That is especially so since many people dislike the work they are doing. A lot of credit for doing so well in this career is due to my wife, Elaine...

It is a wonderful feeling at this time of life to have so many friends throughout the country made in the various parks and the surrounding areas.

Warren Hamilton, Zion NP
ret'd superintendent, 1968

I started in 1948 at the South Entrance Station. If they did not have someone in the kiosk, the gate was shut and the road was locked....You only got in by walking. Many an employee made a hard run up the road to get there before the gate closed. The smart ones came out in two vehicles and parked one inside the entrance....Yosemite Valley was more crowded then than now. There was no limitation on how many could squeeze into a campsite or campground....It used to be that the people did not overstay

their limit but the "canvas compound" stayed all summer with rotating families.

...had no radio system and the NPS owned the crank telephone system...on night patrol in the valley and were wanted for some emergency, the switchboard operator would turn on the "red lights" that were scattered around the upper valley...(seeing) them on, you called the operator...All rangers, general, were just that. They were expected...to do whatever came their way.

I took my bride of three days to Yosemite...There was no tent when we arrived, so Ken Ashley and Tom Tucker scrounged one...It didn't fit...dirty...no screens...wood stove. You went up the hill to the pitters, carried...water...provided...own light. For all of this we were charged \$7 per pay period.

Dick Rogers, Yosemite NP
seasonal ranger, 40 years

All career employees probably recall their own early years as the "salad days." Certainly, the different age groups perceive the time of National Park Service's finest period dissimilarly. To me, 1954 was an exciting and rewarding time to experience Mesa Verde's congruence of scenery, social science and intense interaction with a selective public...was both challenging and exhilarating...what lured me away from graduate studies was the ethos and chemistry of the personnel of the early 1950s. It was one where the rough-edged ranger, the scholar, and the bohemian were comfortable working with and for each other.



...the desired result was achieved by the early 1970s of "de-glamorizing" the NPS, and breaking up its "family" or "regimental" nature. Thus ended the NPS for many of us, but I am confident that many feel that the Service saw its finest years during various of just those periods I found so disappointing.

Jackson W. (Smokey) Moore, Jr.
ret'd SERO

Butch Farabee is the new superintendent of Padre Island NS.

1 Aug 1937: Region IV, San Francisco

8 Aug 1937: Region II, Omaha

17 Mar 1938: Salem Maritime 1st NHS

7 Aug 1937: Region I, Richmond (everything east of Mississippi); Atlanta after 1971

17 Aug 1937: Cape Hatteras 1st NS

28 Jan 1939: 1st snowplows in Yellowstone

USE IT UP, WEAR IT OUT, MAKE IT DO, OR DO WITHOUT

THE ECONOMICS OF RECYCLING.

The trash crisis is here. Many of America's cities will run out of trash space this year and the options for the cities with remaining landfill space are complex. Although much is being said about the "rightness" of recycling, economic realities are making this issue far more than a philosophical one. By 1993, approximately one third of our nation's landfills will have reached capacity and be forced to close. The process of siting a new landfill requires five to seven years, more if local citizens resist a siting. Stringent construction and monitoring requirements now in place also will increase the cost of disposal. This reality mandates our need to recycle in order to extend the usefulness of the landfills we have now.

Recognizing this, the National Park Service shortly will initiate an integrated solid waste alternative program. This program embraces source reduction, recycling, community outreach and interpretive efforts as well as the use of recycled products. Its Servicewide integrated approach will make the NPS a stellar example for other federal agencies and help maintain its leadership role in the protection and preservation of the environment.

Already, more than 100 park units have implemented some form of recycling. Aluminum, office paper, waste oil, antifreeze, glass, scrap metal, cardboard, chipboard (flat cardboard) and newsprint have gone back into the system. Many parks also compost leaves, branches and other vegetative matter. Yosemite NP, which has one of the most successful recycling programs, annually recycles 540,587 tons of paper, aluminum, glass, cardboard and plastic, plus 520 gallons of waste oil. Hazardous wastes also are being dealt with to preclude their disposal in community landfills where they can pose pollution problems.

Besides extending a landfill's usefulness, other benefits derive from recycling, some of them obvious, others less so. The more obvious economic benefits that come to mind include

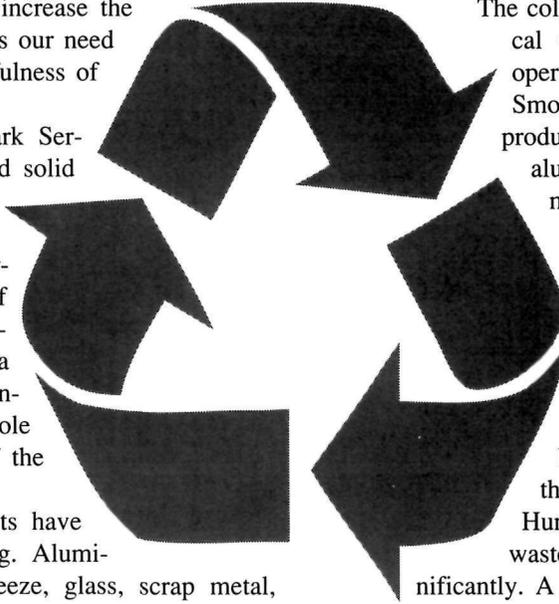
reduction of disposal fees, and profits from redemption or sale of recyclables. The less obvious benefits include the form of energy savings and natural resource preservation.

TIPPING FEES. Recycling reduces the amount of money expended in landfill disposal or "tipping" fees. The actual amount of savings varies across the country and depends on what the local landfill charges. For example, tipping fees in the National Capitol Region average \$45 per ton; Yellowstone NP pays between \$60 and \$83 per ton; and Mount Rainier NP spends approximately \$42 per ton.

The collaborative NPS/DOW-Huntsman Chemical Companies recycling initiative already operating in three parks (Acadia, Great Smoky Mountains and Grand Canyon NPs) produced more than 100,000 pounds of glass, aluminum and plastic during its first two months. After the summer of 1991, summaries from the first year's operation should provide an idea of the actual savings.

These landfill savings will apply only to Acadia and Great Smoky Mountain NPs, because Grand Canyon NP operates its own landfill within its boundaries. However, the park reported that since the inception of the DOW-Huntsman recycling program, the volume of waste going to the landfill has decreased significantly. A strong recycling program now may extend the life of the current landfill, which is expected to reach capacity in a few years, and reduce potential disposal costs going to landfills located outside the park.

PROFITING FROM RECYCLABLES. The past decade has seen a nationwide proliferation of recycling centers and brokers handling recyclables. However the amount of money that can be realized from recyclables varies according to the geographic area, distance to a center, and specific materials being sold. Currently, little or no profit comes from the sale of recycled newsprint. In fact, the glut on the market and the backlog at de-inking facilities often keep newsprint from being accepted.



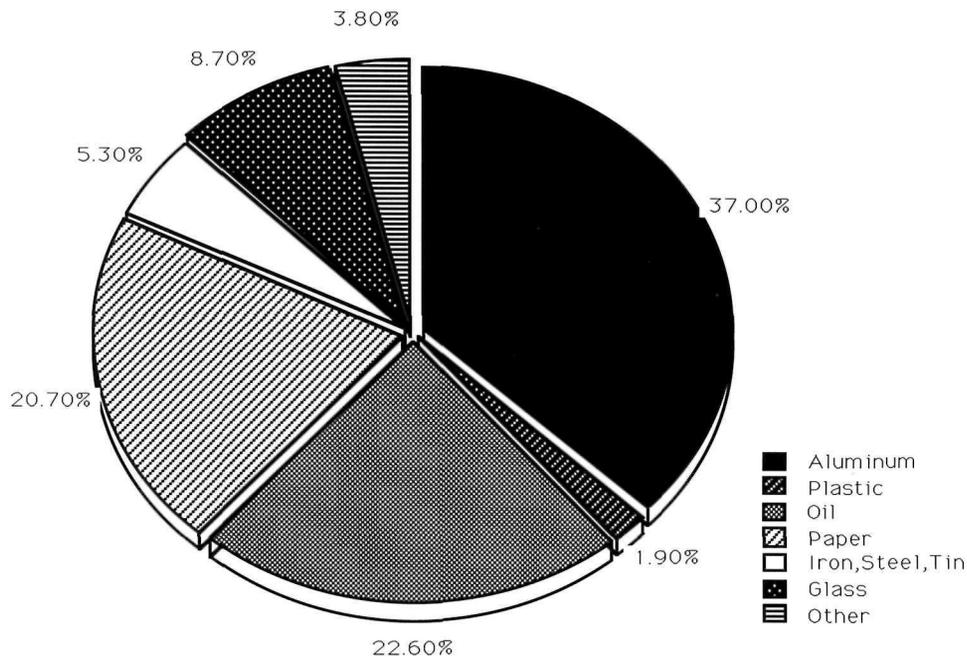
6 Mar 1939: \$1 climbing fee at Mt. Ranier

16 Jul 1940: Gladys Cooper 1st female superintendent (Vanderbilt Mansion NHS)

1941: 25th anniversary; visits total 21.2 million

29 Jun 1940: Newton B. Drury becomes 4th director

NATIONAL PARK SERVICE
TYPES OF MATERIALS RECYCLED (1988)



It is hoped that pending EPA regulations setting national goals for the percentage of recycled newsprint in newspaper manufacturing will boost the newsprint recycling industry.

Conversely, a big market exists for white bond or computer paper. Prices range from \$80 to \$180 per ton. Cardboard and chipboard are also marketable, and range from \$20 to \$90 per ton. Probably the most profitable material for recycling both from the amount of profit returned and the amount of waste diminished is aluminum beverage containers. Current rates for the redemption of used beverage cans are at thirty cents per pound (\$600 per ton). Glass and plastic containers are also recyclable. However, many centers require that glass containers be segregated according to color (white from green) and plastic by the code on the container bottom or by construction material.

Composting is a possibility where parks have chipping or mowing operations. This conserves landfill space and also produces mulch for weed control and soil enrichment.

ADDITIONAL BENEFITS. When considering whether or not to institute a recycling program, a site manager may only consider obvious factors like cost of implementation, reduction in waste materials sent to the landfills, and income from the redemption of recyclable materials. However, the picture is only complete when the hidden benefits are considered.

CREATION OF NEW INDUSTRIES, PRESERVATION OF RESOURCES. Through the sound management of solid waste, innovative environmental controls, and entrepreneurship, we are tackling the "garbage crisis." Examples include manufacturers making product containers from recycled materials, new packaging concepts such as providing concentrates as refills, and businesses that purchase recyclables and act as middlemen between consumers and manufacturers. These approaches help preserve virgin resources (trees, ore, minerals, water used in manufacturing) and savings in the energy that would have been needed to produce the materials.

Richard G. Austin of the General Services Administration recently said that if the 1,000,000 federal employees who work in the 7,000 offices throughout the country were to recycle just a year's worth of the high grade paper they use, that action would save 220,000 cubic yards of landfill space, one million trees, and 25 million gallons of oil.

Industry has already taken the initiative in source reduction and recycling. By 1988, McDonalds, the chain of fast-food restaurants, had eliminated almost 24 million pounds of packaging and was expected to shortly reach 35 million pounds. This reduction came about, in part, through redesigning food and drink packaging to use less material and shipping concentrates

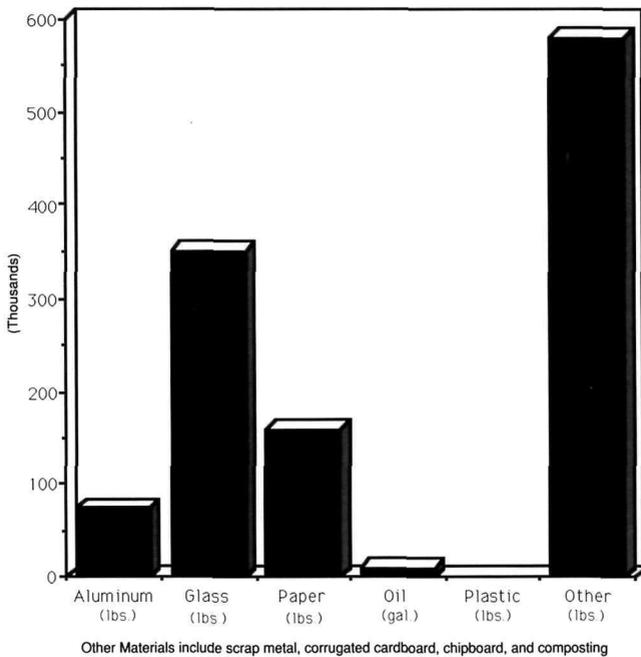
8 Aug 1942: During WWII NPS headquarters moved from Washington to Chicago

1943: NPS budget slashed as CCC program dismantled

1945: Olaus Murie became director of the Wilderness Society and a voice for parks

1944: Surplus Property Act

NATIONAL PARK SERVICE
AMOUNT OF MATERIAL RECYCLED (1988)



to the franchises, instead of already formulated juices. McDonald's also used 63.6 million pounds of recycled paper in 1988.

Another area of progress is in the disposition of old tires. Of the 240 million scrap tires generated annually in this country, 17 percent are being recycled into new products. Old tires are being used to retread used tires. Retreading uses only 30 percent of the energy required to produce new tires and produces 80 percent of the mileage available from a new tire. Discarded tires are also being used to create artificial reefs and marine habitat. Shredded rubber is an ingredient in asphalt rubber used to treat or surface roads.

The aluminum industry long advocated recycling. Data from 1972, the year the aluminum industry first started keeping records, showed 53 million pounds of aluminum cans being recycled. By 1981, the numbers had increased to one billion pounds of aluminum, representing 24.8 billion cans or approximately 50 percent of the beverage cans produced in 1981. Current estimates indicate 75 percent of beverage cans are being recycled. In 1988 alone, aluminum can recycling saved more than 11 billion kilowatt hours of electricity, enough to supply the residential electric needs of New York City for six months. The energy saved from recycling one aluminum can is enough

to operate a television set for three hours. In addition, aluminum from recycled products requires 90 percent less energy than that taken from aluminum ore.

The recycling of tin cans (99 percent steel) is also encouraged. Recycling and reusing tin reduces energy use by 74 percent, air pollution by 85 percent, solid waste by 95 percent and water pollution by 76 percent.

Imagine: each park unit embracing such source reduction and recycling initiatives could dramatically further the cause of resource stewardship in the National Park Service.

WASTE-TO-ENERGY ACTIONS. Even the trash that is left after source reduction and recycling can be put to work. It does not have to go to the landfill. Modern, efficient waste-to-energy incinerators produce energy for our communities. State-of-the-art scrubbers have the potential to nearly eliminate air pollution. So when considering the cost of instituting recycling programs, each park manager should factor in the hidden as well as the obvious benefits associated with source reduction and recycling. It is only then that the true value and benefit of the park's action can be realized.

Constance Kurtz is an industrial hygienist with WASO's Division of Safety.

Taking The First Step

The first step is usually the hardest—for a child or for a publication. In the case of the *Courier*, simply researching the kinds of recycled paper available and juggling costs were far more time-consuming than placing an order with the printer. But this is behind us now. The first issue is here, printed on recycled and recyclable paper. Certainly, every recycling effort requires us to develop a new way of thinking first—taking personal responsibility for what we use and throw away, as well as acting for the good of the whole (and ultimately the good of the planet), rather than out of our own personal convenience. Printing the *Courier* on recycled paper is a small step, but we know that small steps, taken together, have the potential to make a remarkable difference.

1946: Federal Interagency Committee on Recreation

7 Aug 1946: Act empowering NPS to administer lands under other agencies

15 Jan 1949: Ghost Riders in the Sky, written by NPS employee, hits #1 on top 40 charts

YOU NAME IT AND CUMBERLAND GAP NHP RECYCLES IT

Visit Cumberland Gap NHP and you will see a lively bunch of Park Service employees organizing craft demonstrations, living history events, and campfire programs.

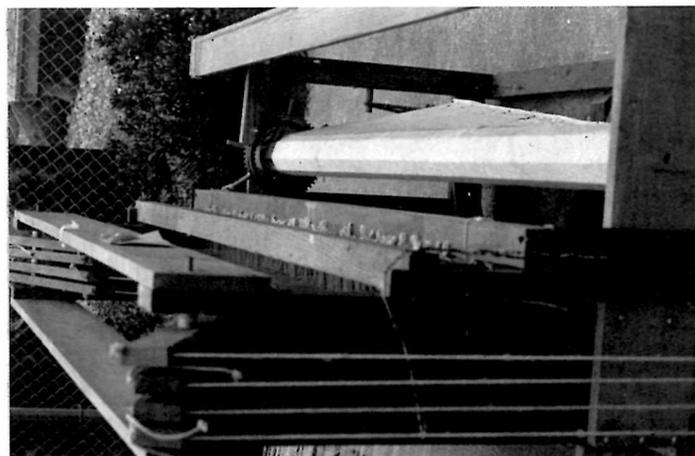
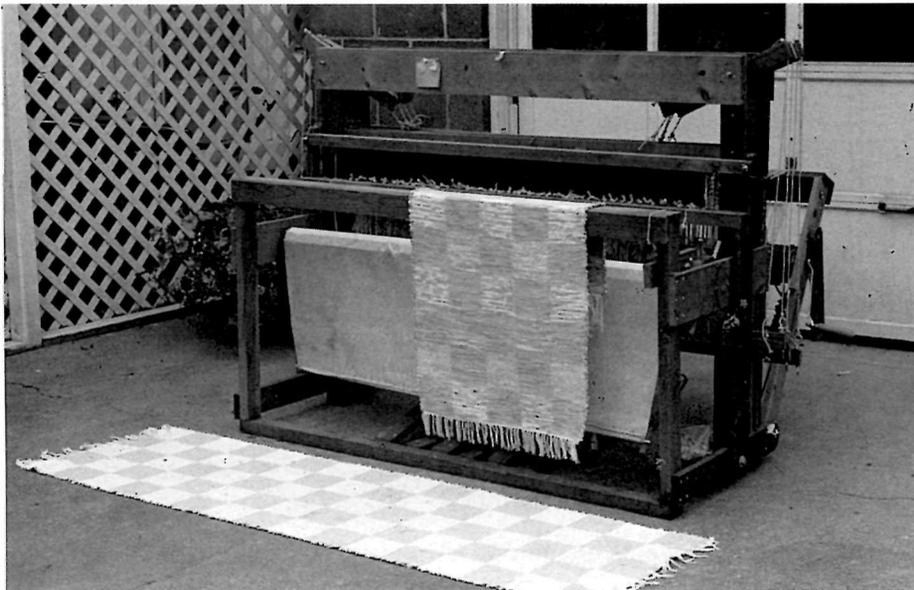
What you may not see is how much creativity, dedication, and time these employees have put into recycling. They do much more than collect cans, separate trash, and toss paper into bins. They go more than the extra mile.

An ever-growing interest in recycling throughout the Park Service prompted Wesley Leishman, Cumberland Gap's chief of interpretation, to begin documenting his division's efforts this past spring. "I was hoping that I could eventually share my list with other parks so they could find out what we're doing and we could find out what they're doing. There might be some things we haven't thought of yet," said Leishman. He admitted that recycling is so much fun he wants to know of more ways to do it.

Leishman also has enlisted the help of the park's maintenance division, individual interpreters, and federal highway administrators by encouraging them to keep their own lists.

According to Leishman, Cumberland Gap already was recycling things when he came to the park in 1977. The park follows a pioneer theme and emphasizes the satisfaction of doing things for oneself. Interpretive exhibits focus on westward expansion and the eighteenth-century subsistence lifestyle in Appalachia.

As one of its management objectives, the park encourages local communities to work with the Service. Locals use the Park Service as a sales outlet for mountain crafts. Cornhusk flowers, cornhusk dolls, and woven rag rugs all represent the culture of the area, which finds new uses for discarded items. Recycling long has been a way of life for those who came to populate the area around Cumberland Gap. Otherwise husks would have been thrown away. Rags would have been discarded. There would have been no cornhusk dolls and no rag rugs.



Loom with six-foot long runner in front and three-foot long runner draped over breast beam. The recycled sheet hanging behind the rug serves as the loom's apron. Half the wood in the loom came from an old building. The rugs are a colonial design known as "twice woven," meaning they are twice as thick as an ordinary rag rug. They are made from recycled clothing and sheets. The sprocket on the cloth beam came from an old bicycle, the rope from some discarded draperies.

1951: Freeman Tilden's *National Parks: What They Mean to You and Me* published

1 Apr 1951: Arthur E. Demaray becomes 5th director

9 Dec 1951: Conrad L. Wirth becomes 6th director

1953: Visitation hits 50 million



The doughnut-shaped computer disks clang against each other and chime in the wind. They were free.

leaves discarded from a local produce market. Rabbit droppings make their own contribution—fertilizer.

Individual interpreters also have used the spinning wheels they built from recycled wood to spin yarn for knitting and weaving. Knitted caps, sweaters, socks, and a hand woven coat are the results.

Heavy plastic buckets no longer needed at an ice cream shop have become storage bins for bulk foods, bookshelves, and scrub buckets. Computer disks have been made into a windchime. Plastic jugs have become bird feeders.

The maintenance division saves waste oil from park vehicles. They don't use it for anything else, but they do save the cost of paying for approved disposal because someone removes the oil free of charge. They've also renovated several vehicles discarded by other park areas. Dead trees are salvaged for firewood in the campgrounds.

Cumberland Gap NHP staff certainly is doing its part. Many other parks also are recycling or beginning similar programs.

"Now with the resources of the Park Service being cut back all the time, people are going to be forced to do something—either start re-using stuff or cut manpower," says Leishman. "Yes, it looks good on our records that we do recycling, but there's more to it. It says that we're ready to look at different ways of doing business."

Debbie Dortch is the newest member of the WASO public affairs staff. This is her second article for Courier.

Park efforts support recycling in other ways. The interpretation division uses a hand-me-down computer. Employees use scrap paper for note pads; re-use padded envelopes and cardboard boxes for mailing, carrying, and storage; and extend the usefulness of manila folders simply by turning them inside out. Don't be surprised if you see a brick bookend either. And if something breaks, these guys can fix it. They've already taken it upon themselves to repair a broken tape dispenser, a two-hole punch, and a pricing gun.

Their holiday float this past year was recycling on wheels—recycled wheels, of course. They put together a scenic float by salvaging an old hay wagon as the foundation, then topping it off with mountains (scrap carpet stuffed with old newspaper), forest floor (painter's old drop cloth), trail (used gravel), and a scenic stump (dead tree stump found by a park employee). Left-over Christmas tree decorations and grass clippings trimmed the float.

Individual interpreters have found that grocery shopping yields more than staples. In fact, those paper and plastic bags can come in quite handy. Park staff use bags as litter box liners, storage containers for wet paint brushes, trash can liners for little trash cans, protection for young plants from early frost, car litter bags, and containers for sales items.

They recycle plastic milk jugs to use as water containers too. Plastic bread bags become freezer bags and food storage bags. Cardboard boxes help prevent weeds in gardens, and serve as mats for working under cars.

Recycled wood is another big item that gets a lot of use. So far, re-used wood has come in handy for a carport roof, a porch, a wood bin, two spinning wheels, two looms, and a garage work table. The wood has even been combined with discarded wire fencing to make rabbit cages. But that's not the end of the recycling effort. The rabbits eat lettuce and cabbage

1955: Grandma Gatewood 1st woman to hike entire Appalachian trail

1957: 1st SCA programs at Olympic and Grand Teton

1961: Outdoor Recreation Resources Review Commission created

1 Jul 1956: Mission 66 Program

GOING FOR ALL THE MARBLES

MOUNT RUSHMORE NATIONAL MEMORIAL SOCIETY HELPS CELEBRATE PARK'S 50th.

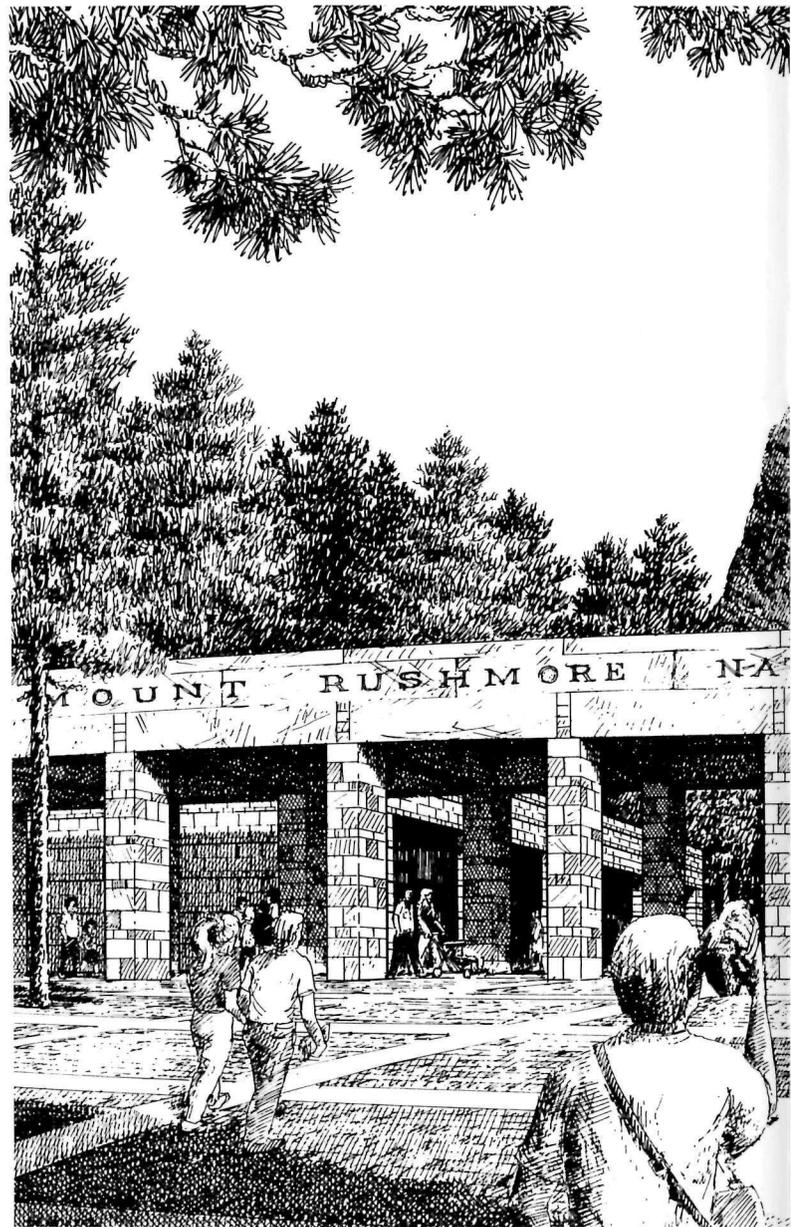
In October 1988, the Mount Rushmore Society made a move that can only be described as gutsy. It decided to try to raise \$40 million for improvements to Mount Rushmore National Memorial in South Dakota. Thus began the necessary groundwork for a three-year campaign tied to the 50th anniversary of Mount Rushmore. The funds raised will be used for preservation work on the faces of the Memorial, renovation of the sculptor's studio, and updating the park's visitor facilities, including a redesigned amphitheater, visitor's center, and entrance road and parking area.

When the Society first voiced interest in taking on such a campaign, there were those who were skeptical, and their skepticism initially appeared justified. First of all, the Society had no track record as a fundraiser. The fundraising they'd done was nowhere near the level of a \$40 million effort. A fundraising history limited to projects costing at most \$100,000, and the prevailing attitude in the fundraising arena that you're only as good as your last campaign cast further doubt on the Society's ability to pull this effort off.

The Society's amateur status as a fundraiser wasn't its only problem. Another major question was the location of the memorial. Although undeniably an American icon equal in many respects to the Statue of Liberty, it certainly wasn't positioned smack in the middle of one of the United States' largest cities, but rather, in a remote area of the country. At the very least, because of its remoteness, corporate tie-ins and sponsorships would be a harder sale.

Finally, the Society would be seeking funds for a large number of projects. There was much, maybe *too* much, to be done. Unfortunately, from a fundraising standpoint, the more complex or numerous the projects, the more difficult it can be to obtain necessary funds. Keeping the campaign simple wouldn't be easy; another potential problem had appeared.

With all these perceived difficulties, many considered that,



at best, the Society was taking on an intimidating task and, at worst, an impossibly foolhardy one. With so much going against them, how has the Society managed to conduct such a competent and sophisticated campaign—one that promises to be spectacularly successful?

The complexity of the goals and the need to present them in a concise, easily understandable, and readily recognizable manner was perhaps the easiest obstacle to overcome. The Society did this fairly quickly. Identifying the many projects to be funded through the campaign took teamwork. The Society

1963: Leopold Report recommends restructuring natural resource management

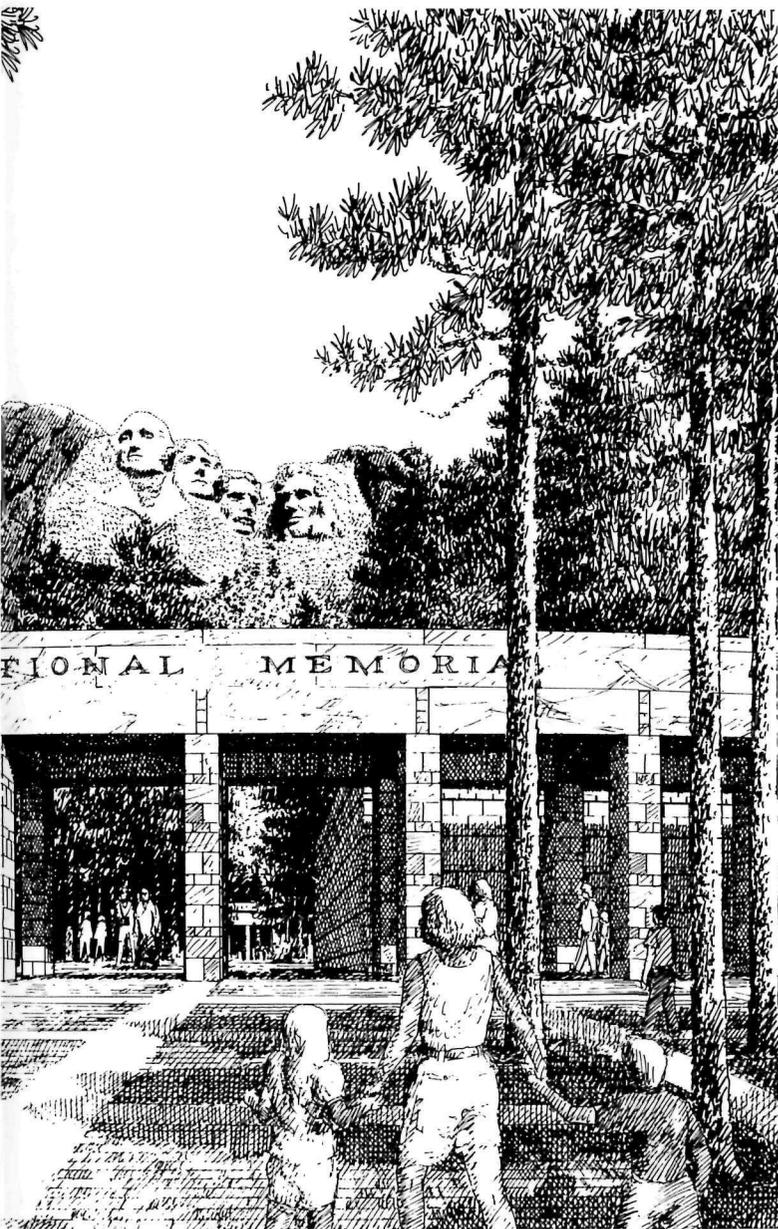
26 Oct 1963: Albright Training Center

1964: Ozark 1st NSR

8 Jan 1964: George B. Hartzog, Jr., becomes 7th director

17 Apr 1964: Mather Training Center

3 Sept 1964: Wilderness Act; Land & Water Conservation Fund Act



Entrance to visitor area

the goals is more than evident in the tremendous support they've received from the public, the state of South Dakota, and the nonprofit and corporate community."

But what about the memorial's location? That still gave cause for concern. Certainly, Mount Rushmore, while a prominent landmark in South Dakota, is a destination trip for most visitors. Visitors aren't just passing through, and, without a major city nearby, generally there isn't the "proximity" tie with donors. This could have had a serious impact on the Society's ability to obtain funds. Carolyn Mollers, the Society's president, also made it clear that the group wanted to make sure this campaign was run professionally and by the numbers: "We wanted to take on a campaign that was doable. If it wasn't feasible, we needed to decide either to scale back or come up with other options. To find out where we stood, we hired Brakley, John Price Jones Inc., to perform a feasibility study."

That study supported the Society's "gut feeling" that a \$40 million campaign was possible. It also confirmed—with no disrespect to the state of South Dakota—the general feeling that Mount Rushmore's remote location could hardly be viewed as a plus when attempting such a campaign. However, the responses of the numerous people interviewed through the feasibility study made it equally clear that Mount Rushmore is a strong, patriotic symbol to the American people. With regard to raising money, *what* Mount Rushmore symbolized more than compensated for *where* Mount Rushmore was.

The greatest miscalculation was the capabilities and determination of the Society. When the concept of the campaign first surfaced in the Washington Office, some people thought the Society was out of its league. "There's no way they're going to raise that kind of money" was a common refrain. But there were also clues that the Society had a lot more going for it than most people recognized. Created 60 years ago, it is an organization not only well established, but also made up of members who thoroughly know the park, are dedicated to the preservation of the memorial; and who are willing to put in the time and effort this kind of a campaign requires. The commitment of the membership to the campaign is evidenced by the fact that more than 100 out of its 154 members already have made personal financial commitments.

Although indispensable to the campaign's success, the Society has exhibited a great deal more than *heart* throughout this fundraising endeavor. Early on they took the right steps to initiate the campaign: they sought and received advice and assistance from the best and brightest in the fields of marketing,

worked with Superintendent Dan Wenk and his staff to ensure that all the necessary projects were appropriately identified. As Superintendent Wenk put it, "The Society wasn't interested in reinventing the wheel by creating projects to be fundraised for. They looked to us for that. Obviously, they were aware and supportive of the park's newly revised General Management Plan. The problem was that there was so much to do and everyone wanted to avoid a laundry-list approach. The Society consulted with an advertising agency in how to best package the goals of the campaign. I think their success in packaging

1965: Visitation reaches more than 100 million

1966: 50th anniversary of NPS; 108 million visits

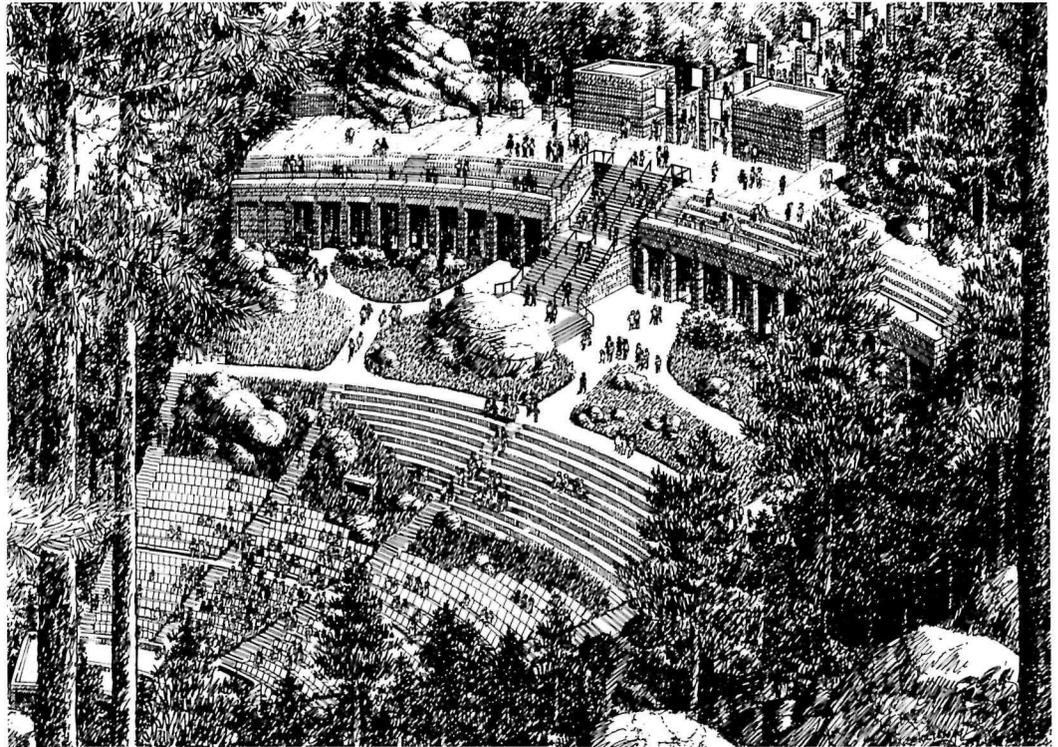
15 Oct 1966: National Historic Preservation Act

9 Oct 1965: Concessions Policy Act

Oct 1966: Pictured Rocks 1st NL



Mount Rushmore stamp



fundraising, and public relations; they worked closely *with* and *within* the policies and philosophy of the National Park Service; and they created a

fundraising committee separate from the Society. This committee, the National Campaign Committee, then recruited high-powered volunteers who took charge of the campaign. Membership in the National Campaign Committee, which handles all solicitations, still continues to grow.

Finally, the philosophy of "volunteerism," a characteristic strength of the Society, has been reinforced throughout the entire campaign. This belief in the importance of volunteering, as well as assisting the park, sets the Society apart from many nonprofits. With this kind of ethic, not surprisingly, the Society has kept the operating costs of the campaign to a minimum. Unfortunately, some organizations undertaking a major campaign do the opposite. They anticipate major donations and then are tempted to build elaborate staffs and incur unnecessary, high administrative costs.

Success in any endeavor largely depends on the individuals involved, and the Society's leadership is exceptionally strong. Although there are many others, two individuals particularly stand out: Society President Carolyn Mollers and Vice President Ray Aldrich. On the Park Service side, Superintendent Dan Wenk and his staff have capably assisted the Society's work. When asked about her dealings with Superintendent Wenk, President Mollers said, "Superintendent Wenk is bright, articulate, and cooperative. I believe his skills and vision for this park and its mission will have a profound effect for decades. Working with him has been a rewarding

New interpretive center and amphitheater

experience benefitting the park, the visitors, and the Society."

According to Aldrich, the Society now has close to \$10 million in cash and pledges. That's quite an accomplishment in only 2-1/2 years. A commemorative coin, approved by Congress, recently has been released, and has potential to bring in \$18 million. A stamp featuring the United States flag flying above Mount Rushmore was issued on March 29, and is expected to stay in use until 1995. Aldrich, also anticipating several major gifts and sponsorships, says he's confident that the Society will reach its \$40 million goal.

All in all, it's shaping up to be a tremendous success story. The little South Dakota Society with a big idea in 1988 just may surprise everyone by walking away with the whole bag of marbles.

Tracy Fortmann is a program analyst in WASO's Office of Policy, with lead responsibility for NPS fundraising policy and oversight.

18 Dec 1967: National Park Foundation created

2 Oct 1968: Wild & Scenic Rivers Act
National Trails System Act

30 Dec 1969: Pacific Northwest Regional Office

19 Jul 1969: Volunteers in Parks Act

A DIAMOND IN THE ROUGH

SHAPING THE 75TH ANNIVERSARY SYMPOSIUM.

NPS managers wanted the agency's 75th anniversary to be more than a celebration of its longevity. The time was ripe for addressing our organizational needs, charting the agency's future, and facing up to the critical internal and external issues affecting the Service. The main question was how to go about accomplishing all that in an event that would have a suitable short-term impact and get the desired long-term results. After exploring several options, Director James Ride-nour, Deputy Director Herb Cables, and Pacific Northwest Deputy Regional Director Bill Briggie decided on a major symposium as the appropriate vehicle. It would be the first time since the 1963 Leopold report that the Service had commissioned such an in-depth look at its mission and management capability to address major issues facing the organization.

One of their first organizational moves was to seek private sector involvement in the development of a program that would appeal to the wide range of interests they wanted to attract. Within a short time, Henry Diamond, co-principal of a prestigious Washington, DC, law firm, was on board as Symposium General Chair, sharing responsibility with Deputy Regional Director Bill Briggie, Steering Committee Chair.

Exercising their shared proclivity for thinking big, they decided to invite a few additional participants—outstanding leaders from the international conservation community, agency heads from all levels of government, and some of the country's most prominent business executives and private citizens. They planned a fall symposium to serve as a forum to address "Protecting Our National Parks: Challenges and Strategies for the 21st Century."

Early in the planning stages, they decided that a truly vision-ary symposium should invite the involvement of divergent interests such as the conservation community, academic institutions, business leaders, and others with a stake in America's natural and cultural heritage. Working from that premise, a steering committee made up of NPS personnel, business executives, and leaders from the World Wildlife Fund, The Conservation

Foundation, Harvard University's John F. Kennedy School of Government, the National Park Foundation, and others was formed to coordinate the ambitious project. After months of research, the group completed an exhaustive review of significant reports and recommendations produced by the conservation community in recent years. The committee has since condensed that review into four major issues the Service must face as it approaches the 21st century.

ORGANIZATIONAL RENEWAL. Employee morale; strategic organizational planning; leadership; agency accountability and effectiveness; fiscal responsibility; funding needs; attracting and holding employees; developing a dynamic corps of managers.

RESOURCE STEWARDSHIP. Long- and short-range goals and objectives; research; cultural diversity; legislative agendas; external programs; data management; more sophisticated scientific capability; historic and cultural resource protection; habitat management; monitoring programs; and restoration ecology.

PARK USE AND ENJOYMENT. Visitor needs, expectations, and impacts; planning and design; service delivery methods; future roles of concession operators and other service providers; balance between human and physical resource needs.

ENVIRONMENTAL LEADERSHIP. Changing and expanding roles of NPS within and beyond park boundaries; environmental education; policy development; resource protection; ecosystem management; increased liaison with communities, industries, and landowners; environmental ethics.

The symposium is evolving into a complex exercise that has, even in the early stages, tapped some of the best minds in the nation to give some serious consideration to the future of the Service. And, while NPS is a participant in the proceedings, managers have opted for a moderate role, with the expectation of tapping the diverse experience of outside interests and expertise. We plan on doing a lot of listening.

The steering committee will coordinate the activities of four working groups, one for each of the major issues to be addressed at the symposium. Each group will consist of nine members—three from NPS and the remainder drawn from the

1970: The Uniform Relocation & Real Properties Act

1 Jan 1970: National Environmental Policy Act

13 Aug 1970: Youth Conservation Corps

2 Mar 1970: Harpers Ferry Center

9 Feb 1970: Free shuttle bus operation in Yosemite Valley

business, government, conservation and academic communities. Between now and October, the groups will meet to weigh strategies and develop action plans for their respective issues.

During the year, NPS employees will have several opportunities to contribute to the work leading up to the symposium. Since the event is an outgrowth of the Service's 21st Century Task Force and a recent comprehensive report by the National Parks and Conservation Association (both of which reflected substantial input from NPS professionals), many of us already have played a meaningful role in the evolution of the symposium. The *Courier* also will serve as a vehicle for participation by inviting selected employees to contribute articles on specific subjects and keeping employees informed of the progress of the symposium. One of the best opportunities for employee involvement will be the working group sessions, now being organized. Each group plans to meet in national parks relevant to the topic under review (e.g., the Resource Stewardship group will meet at parks dealing with significant resource management issues) to obtain the perspective of the park staff in an environment that provides convenient, specific examples of the issue under consideration.

All these elements, along with some 600 invited participants, will come together October 7-10, 1991, in Vail, CO, for the formal symposium. The invitation list includes NPS personnel, members of Congress, conservation leaders from America and other nations, academicians, representatives from major corporations with resource management missions, agency heads from various levels of government, and prominent citizens. Participants will get a full agenda—formal presentation of action plans developed by the working groups for each of the four major issues, plenary sessions, VIP keynote speakers, and concurrent workshops to critique and modify work group findings. Their collective deliberations will then be assimilated and refined into a final comprehensive report to Director Ridenour, with recommendations for charting a short- and long-term course that will carry NPS into the new century.

The NPS 75th Anniversary Symposium translates into a mammoth exercise in creative teamwork that will give us a forward-looking approach to managing, interpreting, and protecting the irreplaceable resources entrusted to our care.

Glenn Baker is a concessions management analyst in the Pacific Northwest Regional Office, who also is volunteering some time to work on the symposium.

NPS 75th Anniversary Gifts and Commemoratives

Caps and calendars. Banners and books. Posters and plaques. Mugs and medallions. Get the feeling the diamond anniversary is a commercial event rather than a dignified celebration? Think again. When are these two aspects mutually exclusive, anyway?

The 75th anniversary logo, conceived by NPS retiree George Fry and designed by NPS graphic designer Glenda Heronema, was trademarked by the National Park Foundation. Three chief criteria, or "strings," strictly govern the use of the logo by any would-be manufacturer or publisher. The criteria require an educational dimension, a licensing fee, and adherence to graphic specifications.

The licensing fees, due to the National Park Foundation on a quarterly basis, are placed directly in two restricted accounts: the Horace Albright Employee Development Fund and the (new) Ansel Hall Fund for Education and Interpretive Programs in Parks. The fee is five percent of the wholesale cost of each licensed product, though some manufacturers have voluntarily increased that amount.

Currently, approximately forty products produced by eighteen companies have been licensed for manufacture or publication. Information regarding the criteria and the availability of licensed products have been made available to all parks through regional 75th anniversary coordinators. The merchandise is uniformly high in quality and, as mentioned, a portion of all sales are reinvested in improved "service of the Service," thanks to the logistical assistance of the National Park Foundation.

Some of the commemorative products will be of primary interest to park visitors, but many are likely to have more appeal to employees, retirees, and volunteers. Concessioners have been encouraged to carry all of the available items, and many are appropriate for cooperating associations as well. However, complete product lists, catalogs, and ordering forms are available to describe the range of items being produced. These lists are available through your park or regional 75th anniversary coordinator. If you can't find or don't know who your regional coordinator is, please call me at 303/969-2958 or FTS 327-2958.

Bill Sontag

1971: Alaska Native Claims Settlement Act

1 Jan 1973: Ronald H. Walker becomes
8th director

30 Nov 1973: North Atlantic Regional
Office

27 Dec 1973: Endangered Species Act

1974: Park Police assigned to Gateway and
Golden Gate NRAs

WHAT DOES THE 75TH ANNIVERSARY MEAN TO YOU?



I hope the symbolism of the 75th anniversary inspires those of us who work for "the mission" to continue to blaze with a diamond's fire but also to cut with a diamond's edge. The NPS should face the next 75 years with a commitment to bold, proactive strategy to meet and solve the problems we know are coming. Shine on, you crazy diamond.

Tom Ulrich, park ranger
Homestead NM



I've lived in Montana all my life and have seen visitation increase in the national parks through the years. I think people are becoming more concerned about natural resources. The 75th anniversary happens to come at a good time to help us tie all this together.

Holly Griebel, personnel clerk
Bighorn Canyon NRA

I think the Park Service is a wonderful thing. I've worked for the Service 15 years and, as a Native American, I feel at home. The Park Service is always interested in people regardless of nationality. Private interest doesn't seem to have room for cultural heritage like the Park Service does.

Raymond (Chuck) Derby
maintenance foreman
Pipestone NM



At a time of rising prices and a fluctuating economy one thing is constant: the National Park Service is one of the best bargains available to the American public.

James Jackson, park ranger
Jefferson National Expansion Memorial



I like the Park Service. I sort of have to. There are other ways of making money but I haven't found any other that makes me this happy. The mission of the Park Service and what the Park Service stands for keeps me here.

Greg Jones, supervisory park ranger
Lowell NHP



As an NPS education coordinator, I consider it a privilege to help students develop their own preservation ethic toward this nation's historic and natural sites. I am sure that NPS employees will continue their successful efforts to inspire and motivate visitors to take appropriate actions through quality interpretive and educational programs for another 75 years.

Joanne M. Gangie, education coordinator
Springfield Armory NHS



The Park Service helps people recognize the foundation of culture, history, and natural resources on which this country was built. The 75th anniversary helps them understand that the ideals motivating the Park Service are ideals that everyone of us can apply in our everyday lives.

Levetta Gordon, budget assistant
Bighorn Canyon NRA

Conservation is the key when it comes to the 75th anniversary. We have to get the word out that we need to preserve the places where we can see biological diversity in action. We need people to realize that there might be budget problems in the future and that the role of the Park Service can't be diminished because of that. We need to think of where we want to be in 25 years.

Deanne Adams, chief of interpretation
Shenandoah NP

6 Jan 1974: Rocky Mountain Regional Office

11 Oct 1974: Big Thicket & Big Cypress the 1st National Preserves as part of 1st major omnibus park legislation

13 Jan 1975: Gary E. Everhardt becomes 9th director

28 Sept 1976: Mining in the Parks Act



I've been with the Park Service five years and I love it. I don't think I'm ever going to leave. Being here is like being in a different world because the employees and the visitors are interesting and friendly. That proves to me that the National Park Service is doing a great job, very worthwhile, making this beauty available to everyone.

Pat Brimmer, administrative clerk
Devils Tower NM



I am excited about the environmental awareness people are showing, especially during the last year or two. The Park Service has been a big part of that emphasis due to its involvement with other groups interested in preserving the environment. I'm sure the 75th anniversary will be an environmental one.

Diane Schaeffer, secretary
Indiana Dunes NL

The 75th anniversary will show people that the Park Service is here for a good reason—we help people and we're here for everybody. Even if a visitor is blind, wheelchair-bound, or a shut-in, the Park Service always has its doors open. It's a shame that people don't realize there are as many Park Service sites as there are. Some people might live 30 miles from a site and only know about Yosemite 1,000 miles away. The 75th anniversary will let people know that we're their neighbors, in addition to being their friends.

Jim Tarnow, electrical worker
Indiana Dunes NL



As a former history teacher, I feel the parks give generation after generation an opportunity to appreciate and feel a part of life as it was lived long ago. I used to be a seasonal ranger when I was a teacher, but the Park Service has always been very important to me and now, of course, that importance has only grown.

John Austin, ranger
Aztec Ruins NM



For me it's a very special feeling to be involved even in a small way with preserving the nation's natural and cultural treasures. In fact, these values of preservation are so ingrained that they're part of my daily life.

Mary Graves, cultural resource specialist
Voyageurs NP



Even though there are many different units of the national park system, they all strive toward a common goal—to serve the public.

Jeanne Rhoades, park ranger
Jefferson National Expansion Memorial



The 75th anniversary will create awareness of the Park Service as an organization with its own identity. And because the Park Service is dealing with some pretty popular issues, like the environment, air quality, and recycling, people have a chance to be much more than tourists.

They can help the Park Service by volunteering, attending interpretive programs, or getting others enthusiastic about preserving park resources. I think a lot of park programs make Americans feel closer to this country and more willing to help save its natural resources.

Cathy Beeler, clerk-typist
Antietam NB

A happy 75th to the National Park Service—for all of its natural and cultural resources, its employees, its principles, and the attitude of caring it demonstrates every day.

Peter LaChapelle, chief of visitor services
Salem Maritime NHS

21 Oct 1976: National Capital Parks became National Capital Region

May 1977 Ira J. Hutchison becomes the Service's first black deputy director

5 Jul 1977 William J. Whalen becomes 10th director

1977: 295 sites in system

7 Aug 1977: Amendments to Clean Air Act

JAMES "TUBBY" SKAGGS— PROFILE IN COURAGE



We said our good-byes in a simple place. Bordered by a pastoral scene of grazing cows, the Louisville and Nashville rail line and rolling farmland dotted by white frame houses, we gathered with a friend for the last time. I stood among a crowd of green and gray uniforms, pink summer dresses and "Sunday" suits, trying to call up sensory memories of laughing blue eyes, the smell of pipe tobacco, the feel of calloused hands on my shoulder. The cracking retort of rifles over the small Kentucky town caught the attention of the nearby cows and brought immediate tears to my eyes. I felt as if each resounding rifle shot fired in tribute carried Tubby farther away from his lifelong home.

James "Tubby" Skaggs was born within the boundaries of what is today Mammoth Cave National Park. He often recollected childhood days spent dangling his legs over the worn porch of the old Mammoth Cave Hotel while his mother washed hotel linens. In the mid-1930s, Tubby worked as a Civilian Conservation Corpsman in one of four camps located at the then proposed Mammoth Cave National Park.

"Yeah, I was born not a hundred feet from this elevator," Tubby often stated, seated in the small building that houses an elevator



James E. "Tubby" Skaggs spent many years guiding visitors through the rambling passages of Mammoth Cave. At left, Alvie and Ollie Skaggs pose outside their home near Mammoth Cave. Son, James, sits on his father's lap.

servicing Mammoth Cave, 267 feet below. "And I used to cook for the three C's over at Cade, across the river. I cooked for them boys and they never did complain."

Tubby Skaggs met every challenge—all sizes and shapes—with a courage that was forged by the steady fires of childhood in an isolated rural community. The Skaggs household was a simple one, not unlike their neighbors. They had "just enough to get by" and sometimes not even that. With less formal education than any of his co-workers, Tubby was schooled in the class-

rooms of LIFE. He learned to love and respect the beauty of the earth that supported him. He stood firmly on his convictions, never being swayed by doubt or fear of reprisal. He protected his family and his country, serving in the armed forces during World War II and sustaining life-threatening injuries, which affected him all his life.

Joe McGown, Mammoth Cave NP's interpretive operations supervisor, said this about Tubby: "He was a teacher, a mentor, a friend. He was, for me, a link between the past and the present. He was a very strong individual. He wasn't afraid of *anything*."

Tubby began working for the National Park Service in 1950 and performed a variety of jobs during this tenure at Mammoth

1978: 325 sites in system

14 May 1980: Russell E. Dickenson becomes 11th director

2 Dec 1980: Alaska National Interest Lands Conservation Act; Alaska Regional Office

1 May 1985: William Penn Mott, Jr., becomes 12th NPS director

27 Aug 1986: Federal Lands Cleanup Act

Cave National Park. He worked as both laborer and fire control aid. For many years, he guided visitors through the passageways of Mammoth, paddling hundreds of boatloads of visitors across the waters of Echo River on the now discontinued seven hour "All day Tour." In his last years, Tubby worked in the Maintenance Division, protecting the cave from human impact. Through it all, Tubby never stopped interpreting, never stopped serving the visitor, never stopped loving Mammoth Cave. For years, it was customary for park rangers to take a moment in the cave to visit Tubby at his "office," an old sky-blue metal table hidden in a far corner of the Snowball Dining Room.

Hundreds of seasonal and permanent park rangers crossed paths with Tubby over the years. Bobby Carson, the Denver Service Center Air Quality Division's monitoring systems specialist, has this story to tell:

Tubby was as much a part of the cave as any cave formation that exists today. He knew the cave as any of us know our way home from work. I remember when new employees started at the park, especially seasonal employees. They'd be fresh off a week of intensive training, ready to use their newly acquired knowledge of the longest cave in the world. Tubby was ready!

It always amazed him that these new employees could absorb so much knowledge in a week's time. But, he couldn't help having a little fun. He'd say it was his first day on the job and ask for directions to a cave area called "Mount McKinley." The new seasonal, thinking they'd found someone who knew even less about the cave than they did, would suddenly become a cave expert. It wasn't until they returned to the visitor center, talking about the new maintenance man turned loose in the cave with a flashlight, that they learned he had been "lost" in the cave since May of 1950. Tubby got a kick out of that every time he pulled it. My fondest memory of Tubby is his laugh. I'll miss my friend every time I visit Mammoth Cave.

Lora Peppers, a park ranger at Castillo de San Marcos in St. Augustine, FL, says Tubby was always "...cutting up, always smiling. He knew the cave better than any of us. When I'd come through the Snowball Dining Room with a group, Tubby'd wink and smile and tell me my supervisor, Joe McGown, had called down and said it was my turn to clean the bathrooms. Tubby was always smiling. I remember him every time I think about Mammoth Cave."

Tubby did have an elfin look about him, bright pale blue eyes and a hint of what once was reddish hair. He had a distinctive voice, like one of the "little Rascals" who grew up, but never allowed himself to grow old. He had a kind heart, a generous manner and never met anyone who wasn't a potential friend.

Bob Deskins, the Southeast Region's associate director of operations and past a Mammoth Cave NP superintendent, remembers spending Saturday mornings with Tubby. "Delma'd fix a cake and send it over with Tubby. He'd make us some coffee and give me a call at home. Then we'd sit around the elevator, tellin' cave stories and eatin' some of the best cake you ever tasted."

Not long ago, I visited Tubby's wife, Delma, several of his daughters and a grandson, Jamie—oh, the "Jamie" stories I've heard from Tubby through the years! As I walked up on their porch and entered Tubby and Delma's home, my mind filled with memories of Tubby talking about the latest knife he'd bought at auction, or telling me about his newly planted garden. I recalled his "you think you got it rough" stories and the time he bought me a Snowball Dining Room sandwich because my stomach was growling.

We walked through the house. Displayed on the wall was a large neon orange piece of poster board, emblazoned with the words "Happy Birthday, Tubby" and covered with signatures. I remembered signing it back in August of 1986. Delma began telling me how he'd put it on the wall the day we gave it to him and he'd never taken it down. Now, a year and a half after his death, she still keeps it on her wall. I listened to Delma and her grown daughters tell me how he always bought her candy on Valentine's Day, sometimes opting to pay the higher price at the local drugstore when he could have bought it cheaper at Wal-Mart. My mind flooded with the still fresh feeling of loss.

Tubby Skaggs was a loyal friend and a dedicated employee of the National Park Service. Reared on land above the rambling passageways of Mammoth Cave, he felt a special attachment to the park. His reverence for the cave and the rolling hill country above it was not limited to the Skaggs family homesites or weathering grave markers. Tubby Skaggs turned his love for Mammoth Cave into productive energy, sharing his knowledge of the park's natural and cultural history with both visitors and co-workers.

Tubby's early experience guiding groups through Mammoth Cave focused his later years as a maintenance worker. His work ethic inspired dozens of co-workers and influenced NPS family in Alaska, Florida, West Virginia and New Mexico. His knowledge of the complex routes within Mammoth Cave were shared with fellow cavers from Texas, Missouri, South Dakota and Ohio. His flair for storytelling rubbed off on friends now located in Atlanta, Denver, Washington, DC, and Johnson City, TN. Tubby Skaggs *celebrated* life. He tackled adversity with a smile, and always respected the opinions of others. He never met a stranger. Tubby could encounter a family from New York City 267 feet underground in the Snowball Dining Room, and mop over his shoulder, paint verbal pictures that left them spellbound, begging for more. Tubby proved you can take the park employee out of interpretation, but you can't take the interpreter out of the park employee.

As I stood in Tubby's home that wonderful day, I could hear my mind telling my body to shed tears for a cherished friend. But part of me wasn't listening, so no tears came. My eyes searched Tubby's home for familiar memories of a teacher now lost—a tobacco pipe, a pocket knife, a Stetson hat. And my heart? My heart was too busy smiling.

Joy Medley Lyons is a park ranger at Mammoth Cave NP (KY).

1987: 342 sites in system

20 Aug 1988: Federal Land Exchange Facilitation Act

16 Sept 1988: Constitution Heritage Act

28 Apr 1988: Abandoned Shipwrecks Act

17 Apr 1989: James M. Ridenour becomes 13th director

I Was The Ranger At Cedar Grove

Cedar Grove—not just any place, but a special place in an often overlooked national park named Kings Canyon, a place where people come year after year to enjoy the sound of the Kings River and the peace of this "rival to Yosemite." It is also a place they share with their families, bringing children, grandchildren, and great grandchildren summer after summer.

For me it's a special place where a dream was created, and realized.

As a child, I looked forward to my two weeks in August, the family's time to vacation at Cedar Grove where we enjoyed camping, fishing, swimming, eating, hiking, playing and laughing. I was born in 1965, the same year the Park Service took over the management of Cedar Grove. I missed that first summer, not being born until Thanksgiving, but I have been there every year since. Mom always made a point to take me. She shared her appreciation of the place she loved so dearly. And it worked—I too feel the need to return year after year.

It was here I first met the park ranger. He hiked; he sang; he was smart; he was funny; he was friendly and he *lived* at Cedar Grove. Finally, when the park started a junior ranger program, I had a chance to join him on hikes and be rewarded with a patch at the campfire program. When I was 10, I was excited about it. When I was 12, my brother teased me for my efforts, especially when I had to pick up litter! But, I earned my patch all the same. The ranger called me to the front of the campfire group, awarded my patch, and shook my hand while the audience applauded. It was a lasting memory, one that Mom and Dad documented on film. It was also the night a decision was made—I wanted to be a ranger too.

Throughout my teenage years I annually returned to Cedar Grove, always with the dream of becoming a ranger. Later, college courses were chosen with the hope of obtaining that title. In 1987, I applied for a seasonal position with Sequoia and Kings Canyon NPs. To my surprise I was offered an interpreter position at Ash Mountain. My main duties were at the headquarters visitor center, which was an educational, positive first step. Mom's weekly visits to ask the ranger (me) silly questions made it fun also. I returned

in 1988 and 1989 as a seasonal field interpreter at Grant Grove in Kings Canyon NP. My dream of being a ranger became more and more a reality as I guided hikes and gave talks and campfire programs.

The winter of 1989-1990 found me at Redwood NP. Spring brought an opportunity to work for the California state parks as an interpretive specialist. It would have been a profitable experience, both in skills and dollars, but it would have meant I couldn't return to Cedar Grove, for the first time in my life.

In mid-May I decided I couldn't do it. I telephoned Sequoia and Kings Canyon NPs instead. The park had a ranger position at Cedar Grove.

So many memorable moments occurred at Cedar Grove this past summer—walking into the rustic log cabin that served as the ranger station, seeing former childhood friends, taking my mother on a nature walk to Mist Falls (where she had taken me when I was five), awarding *her* a patch for attending walks and activities. But the best moment of the summer was my first evening program at the same amphitheater where I had received my own patch 15 years before.

The excitement built as I prepared for the first campfire program of the summer season—the first for me as well as Cedar Grove. My parents were in the audience that evening. As I built the campfire, children came and offered help—just as I had done. I began the warm-up. I introduced myself, and was almost in tears from excitement. That night I awarded a patch to a child who had gone on walks and picked up litter. As I gave him his patch and shook his hand, I wondered what effect I would have on him, and whether he realized the effect he had on me—he was, in effect, the final step to achieving my dream. The evening was almost like that evening 15 summers before, except, at long last, *I* was the ranger at Cedar Grove.

Diane Gifford

Editor's Note: Diane Gifford's strong spirit of determination is reflected time and time again throughout the Service. It is one woman's story, with implications for many.

July 1990: Richard King Mellon Foundation made largest single park donation of \$10.5 for lands at Antietam, Gettysburg, Fredericksburg, Petersburg and Shenandoah

31 Oct 1990: Weir Farm the 357th unit in the system

CELEBRATING THE 75TH
IN THE PARKS –
A SELECTED CALENDAR OF EVENTS



MAY

Life Magazine issue on national park system

Herbert Hoover NHS – Gazebo Festival and White House Weekend, celebrating the outdoors with nineteenth century games and sports (May 3-5)

Yellowstone NP – Celebration of Lake Hotel Centennial (May 22)

Colorado NM – 80th anniversary celebration (May 24)

JUNE

Southern Living & Newsweek will carry lengthy material on national park system

Moore's Creek NB – 65th anniversary celebration (June 1-2)

Acadia NP – Campfire programs highlighting the creation of the park and the NPS ("Square Rods to Acres: A look at 75 years of Park Growth"; "Magnificence in Trust: Our National Parks") (June-September)

Mammoth Cave NP – 50th anniversary celebration with a 1941 antique automobile show & bluegrass music festival (June 29-30)

Fort Davis NHS – 100th anniversary of fort's abandonment tied into 75th anniversary (June 29-30)

JULY

National Mall – Independence Day & the NPS 75th anniversary celebration with parade, concerts, fireworks and more (July 4)

Mount Rushmore NM – 50th anniversary celebration of Mount Rushmore sculpture (July 4)

Boston NHP – USS Constitution turnaround, with 75th anniversary theme (July 4)

Chickamauga & Chattanooga NMP – Pops in the Park concert by Chattanooga Symphony, featuring songs linked to parks (July 4)

Fort Davis NHS – Community celebration in conjunction with Chamber of Commerce to enhance awareness of NPS 75th anniversary (July 4)

Acadia NP – Celebration of park's founding as Sieur de Monts NM 75 years ago, featuring a rededication ceremony with readings from original ceremony and more (July 8)

Glacier NP – Joint celebration between NPS and U.S. Forest Service to rededicate recently rehabilitated highway on Glacier NP's south boundary near Lewis & Clark National Forest (July 10)

Women's Rights NHP Convention Days celebration, with fashion show & parade featuring women's uniforms (July 19 & 20)

AUGUST

Herbert Hoover NHS – Hoover Fest, expanded annual weekend event of 19th-century crafts and demonstrations (August 10-11)

Ft. Pulaski NM – 75th anniversary celebration with ranger talks, Civil War-era music, and demonstrations of garrison life (August 17)

National Mall – 75th anniversary "parkfest," showcasing the parks in the DC area, with interpretive exhibits, period music, entertainment, and volunteer and seasonal park ranger recruitment (August 23-25)

Boston NHP – Cake-cutting ceremony and dedication of Mather Plaque (August 25)

National Mall – Founders Day celebration for NPS employees and their families, including commemorative signing of the 1916 Act (August 25)

Acadia NP – 75th anniversary sunrise ceremony on Cadillac Mountain at the first park to greet the sun (August 25)

Apostle Islands NL – Open house for local community (August 25)

Bandelier NP – Native American pueblo dancers as part of NPS & park's 75th anniversary celebration (August 25)

Yellowstone NP – Dedication of Ranger Museum (August 25)

Fort Clatsop NMem – Visitor center dedication, a 75th anniversary project (August 27-28)

OTHER SUMMER ACTIVITIES

Andersonville NHS – Brochure program introducing visitors to other parks in system

San Francisco Maritime NHP – Cruise on the Alma for directors of the National Park Service, California Department of Parks, East Bay Regional Parks, and California Department of Fish & Wildlife to emphasize the partnership among these organizations that manage the Golden Gate area.

SEPTEMBER

Great Smoky Mountains NP – E&AA Reunion celebrating NPS 75th and E&AA's 36th anniversary (September 23-27)

Albany, NY — Partnerships in Parks and Preservation Conference (September 9-12)

Indiana Dunes NL – Duneland Harvest Festival (September 21-22)

OCTOBER

Vail, CO – NPS 75th Anniversary Symposium (October 7-10)

Fort Larned NHS – 25th anniversary celebration (October 14)

Big Bend NP – International Good Neighbor Fiesta (October 19)

DECEMBER

George Washington Birthplace NM – 75th anniversary quilt, with a quilt square from every park in the system, to be exhibited through the year, with a drawing in December

What's In A Name?

Young Albright first visited Jackson Hole with Stephen Mather in 1915. From that point on he committed his energy to the proposition that the Teton Mountains and the broad valley known as northern Jackson Hole would become part of the national park system. It was Albright who worked with recalcitrant ranchers, cooperative dude ranchers, angry businessmen, and, most important, John D. Rockefeller, Jr., whom he interested in the idea. Albright's commitment covered 35 years, from 1915 until the park was completed in 1950. In that year, with the passage of the Grand Teton National Park Act, an elderly Rockefeller wrote Albright: "The project which you...initiated, and the significance of which I was quick to appreciate, has taken much longer to work out than either of us dreamed."

Without the energy of Horace Albright, Grand Teton NP would not exist. He once stated that the establishment of the park was "the proudest accomplishment of my life."

For these reasons, naming an unnamed peak in the Teton Range for Mr. Albright seems especially meaningful. The selected peak is visible from the park's visitor center at Moose, WY, as well as from the main road traversing Jackson Hole. The formal dedication of Albright Peak will take place at park headquarters on August 24, as part of the Service's 75th anniversary celebration.

PARK BRIEFS

From Sulphur Springs Reservation to Platt NP to Chickasaw NRA (OK), this area of mineral and fresh water springs, streams and lakes has gone through many changes. And what may be the longest used park headquarters building in the NPS has served through all of them.

In 1894, Graves Leeper built a small two-room stone structure for his family residence on Chickasaw Indian land in the developing town of Sulphur. Since that time, the structure has been used as a school, post office, courtroom, community center, hardware store and, for the past 87 years, the park administration office.

In 1902, Sulphur Springs Reservation was established, forcing the town of Sulphur to move. Of the few buildings that remained, new Superintendent Joseph Swords selected the Leeper House for the park office in March 1904. Two years later the reservation became Platt National Park, giving to its 912 acres the distinction of being the smallest national park in the system. The following year, staff noticed that the mortar in the outer walls of the Leeper House was crumbling. By the time Superintendent William French arrived in 1909, the house had fallen into serious disrepair. The building was damp, and smelled in warm weather (it still does). Rats and snakes lived in its walls; mice used park files to make nests in the desk drawers (they still do). The chimney was propped up with timber to keep it from falling and pulling the wall down with it. French's request for a new office building was denied, but a general renovation was authorized.

By the 1930s the park office was once again in need of repair, as some feared the walls would crumble and the office slide down the hill. When the Civilian Conservation Corps arrived, they were assigned to the old building because of its place in the history of the park. They repointed the

walls and reconditioned the interior. Stone matching the original building fabric was used to create a new west wing. A new porch on the east side completed the renovation.

As the years passed, changes continued in the small national park. In 1976, legislation combined Platt NP with Arbuckle Recreation Area and additional lands. The result was Chickasaw NRA. Today, the old Leeper house continues to serve as the park's administration headquarters. Listed on the National Register of Historic Sites, it is the last remnant of the old town of Sulphur that is still standing. Although the structure has served the park well, plans are under way to retire it to the status of district ranger office. Its replace-



ment will be a new visitor center/administration office. When these facilities are completed, Oklahoma's only unit of the national park system should have adequate visitor and office facilities. Then, after almost 90 years, the

park's oldest building will experience yet another adaptation, in keeping with its long history of use.

Christine Czazasty

Lincoln Boyhood NMem (IN) has plans to celebrate a year of anniversaries: the 50th anniversary for the Nancy Hanks Lincoln Memorial building; the 25th for the visitor center; the 175th anniversary of Indiana's statehood as well as Abraham Lincoln's

arrival in the state; and the 75th anniversary of the National Park Service. One of the important dates for the park is the fifty-year benchmark commemorating the dedication of the laying of the cornerstone for the Memorial Building, now the Memorial Visitor Center at **Lincoln**

Boyhood NMem. In celebration the park is preparing a special ceremony for May 19, plus formal recognition of the Lincoln family's arrival later in the year.

Jerry Sanders

Approximately one half of the island of St. John is set aside as **Virgin Islands NP.** It's an American paradise with pristine waters, thriving coral reefs, and white sandy beaches. But the island's 20 square miles also contain a landfill that is close to capacity. In July 1990, representatives from the park as well as Cinnamon Bay and Maho Bay campgrounds started talking about recycling.

At the first meeting the St. John Recycling Council was established. The community-wide effort agreed that aluminum beverage cans were the easiest items to begin with. Members researched collection sites and receptacles, compacting equipment, potential markets and transportation logistics.

Donations are the heart of the

current program. An NPS carpenter volunteered his expertise to construct collection receptacles from donated materials. The four-foot cubical bins are strategically located throughout the island. Donated funds also purchased a Cram-A-Lot hydraulic compactor, which reduces about six cubic feet of cans into a small six-pound bail. The park permitted the compactor to be installed at an old incinerator site. Then collection areas were established with the cooperation of numerous community leaders. In addition, concerned citizens and area businesses have joined forces with donations of labor, materials, transportation and (perhaps most important) time.

Approximately 100,000 cans, or about one-half of the amount necessary to fill a transport con-

tainer, have been collected. When there are enough, a donated container will transport them to San Juan, Puerto Rico, where the aluminum will be sold to the Seven-Up Bottling Company. Proceeds will be earmarked for recycling and environmental education in the Virgin Islands.

The St. John Recycling Council looks forward to expanding to include other recyclables in the future. Recycling can be successful with minimal capital investment, as the Council has shown, but not without the cooperation and dedication of those involved. For further information, contact Thomas Kelley, VINP, P.O. Box 710, St. John, USVI 00830 or call (809)776-4704.

Maintenance crews at Glacier NP (MT) are building "Super Good Cents" homes in the park according to construction standards developed by the Bonneville Power Administration. These homes use less energy for heating, cooling, and water heating than older

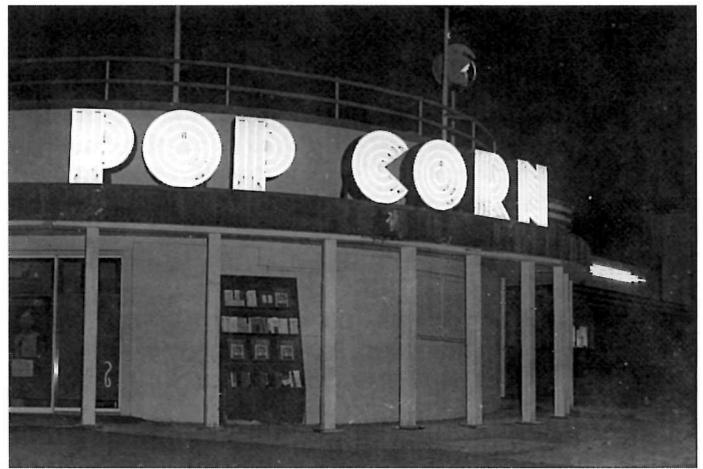
structures, and are tightly sealed and well insulated. Along with lowered electric bills comes the added benefit of a \$2,000 credit for each house built to the "Super Good Cents" standards. The four Glacier homes, funded with Congressionally authorized funds for this purpose, replace obsolete and trailer housing in the park.



Shaped like a straight-edged knife, commonly referred to as the "sun dagger," this one-of-a-kind formation is found near the summit of Fajada Butte in **Chaco Culture NHP** (NM). In 1989, the light patterns on this marker appeared to have changed, an indication that the slabs had moved. This brought out NPS, U.S. Geological Survey, and University of Arizona experts to evaluate the site and provide recommendations. In 1990, park staff, led by archeologist Dabney Ford and ruins maintenance foreman Cecil Werito, completed emergency stabilization at the base of the formation, hand-carrying approximately four tons

of rock and fill dirt up the 375-foot butte. They were assisted by the stabilization crew from **Mesa Verde NP** (CO), which helped the Chaco crew discover a way to bring materials up to the sun-dagger location.

"We stabilized what was there now and did not attempt to correct what had gone wrong," Ford said. "The slabs rest in loose soil and rubble and are remnants of eroded cliff house sandstone, soft, crumbly and internally fractured. They are so heavy and so carefully placed that if anyone had tried to move them, the chances are that we would have lost them all together."



As the sun goes down, the lights go up at historic **Glen Echo Park** (MD). The red, white, yellow and blue neon light of **POPCORN, CRYSTAL POOL, CUDDLE UP** and **CANDY CORNER** has been restored, bringing back memories of Glen Echo Park's heyday as an amusement park from the early 1900s until 1968.

Brainchild of neon artist Craig Kraft and NPS employee Stan Fowler, the neon project is an outstanding example of public and private sector cooperation. The materials were donated by several neon supply firms; expertise and labor by area neon studios and shops; funds for incidentals by the park's VIP account and a donation from a park cooperating organization; and the installation of the neon by park

volunteers. The end result has raised the visibility of the park, which is operated as a unit of the George Washington Memorial Parkway, and increased visitation.

Glen Echo Park is involved in a number of restoration projects, but none has revived its nostalgic atmosphere as much as the lighting of the neon. It breathes new life into the community of rangers and artists who work at the park and provides a sense of warmth and familiarity for visitors—everyone from the children riding the carousel, to the dancers on the ballroom floor and the elderly couple fondly remembering their first kiss under the **CUDDLE UP** sign.

Nancy Mierzwa

Active community involvement at **St. Paul's NHS** (NY) has led to several publications celebrating the bicentennial of the ratification of the Bill of Rights. *Eastchester—Birthplace of the Bill of Rights* was prepared and illustrated by the school children of Eastchester. It tells the stories of such notables as Ann Hutchinson and John Peter Zenger, as well as the history of Eastchester during the Revolutionary War and the role of St. Paul's Church, designated by Congress in 1943 as the national

shrine of the Bill of Rights and now featuring the nation's first Bill of Rights Museum. In addition, an historic map of the area as it was in the 18th and 19th century has been prepared, thanks to the efforts of the Eastchester Historical Society.

There is a semi-famous NAR picture of what the thousands of Frederick Law Olmsted Landscape Design Company drawings looked like when the NPS gained access to them. The phrase "a complete mess" would be a gross understatement for the decades of careless rolling and stacking, dampness, temperature fluctuations and just plain dirt overtaking the collection.

In 1983, **Olmsted NHS** Manager Shary Berg discussed a problem with her former boss, Superintendent Doug Lindsay of Springfield Armory. She was a planner there before going to Olmsted. Her problem was the storage (then 3 to 5 years) of 140,000 rolled Olmsted landscape firm drawings (5,000 nationwide projects) that had to be removed during the rehab of portions of "Fairsted," Olmsted's Brookline home/offices. Each possibility around Greater Boston failed on one count or another, so Berg took Lindsay up on his offer of the massive, space-abundant Armory—its only drawback being the 85-mile trek west across the Massachusetts Turnpike (*Courier*, November 1983, p.6).

Through the years the two parks have worked jointly to safeguard the enormous, historically significant collection, even when the Armory itself underwent rehabilitation in 1988-89. Current FLO Supt. Rolf Diamant and Lindsay (now at Saratoga

NHP in NY) worked out another page in the saga when Lindsay offered rooms in the cozy Commandant's House for an Archives Processing Laboratory that could clean and restore the decaying drawings. It's located 100 yards from the Main Arsenal Museum Building. Predictably, there was some checker playing before all elements found their proper places. The Olmsted collection moved from the Armory's second to third floor (no heat or water there). The post-rehab new Armory library took over second-floor space, freeing up several second-floor rooms in the Commandant's House that already had work-related amenities like phones, heat and air-conditioning, and manageable floor-space. Part of the Armory's equally huge gun collection now occupies the room originally planned for drawing storage.

Each drawing will be unrolled (special humidifier), catalogued (exclusive number and essential info recorded) and receive appropriate mending and conservation treatment (remove dust and mold; use inert paste, erasers and special paper). The FLO Museum staff has streamlined these techniques and the new Springfield "branch" will double the production of processed plans from 175 to 350 per week. The huge Main Arsenal third-floor space would need a cost-prohibitive renovation to make it acceptable for such work to be done there.



Photos by R. Dixie Tourangeau

On September 27, RD Gerry Patten and FLO Supt. Rolf Diamant cut the ceremonial ribbon to open the new Archives Processing Lab. Maintenance workers from Olmsted renovated the Commandant's House rooms intermittently over four months. Now welded even stronger, the

Olmsted-Armory joint venture continues into its ninth year.
R. Dixie Tourangeau

(With thanks to FLO staffers Lee Farrow and Diane Alper for the technical information they supplied.)

As the party of mounted conquistadors, led by Onate, vigorously approached, blue-robed Franciscan padres patiently waited, anticipating the mile-long walk to the prehistoric Tompiro Indian village and Spanish mission.

As the procession approached the church, Los Matachines, a group of colorfully costumed dancers, joined the entourage, leading it around the church and then inside while hundreds of

spectators looked on.

This was the scene at the ruins of the Missions of San Gregorio de Abo last year, where more than 1,200 visitors relived a traditional 17th-century feast day at **Salinas Pueblo Missions NM** in New Mexico. The first fiesta at Abo in more than 300 years, it was respectfully dedicated to the memory of Don Federico Sisenros who passed away in 1988 at the age of 93, after a lifetime dedicated to watching over the ruins of the 380-year-old church and convento.

Following the mass, the fiesta continued as the village celebrated with traditional ceremonial dance and authentic foods. In the heart of the village, an area well defined by nature, where arroyos meet and clear water flows, Native Americans performed their sacred ceremonial dances. The movement of their bodies created pictures of the ancient, the present, and the future. They sang in unison to move the sun and grow the corn, but mainly they sang to bring the rain and quench the thirst of the people of

the land. On this day, artisans also shared their intricately beautiful designs.

Emotions ran high throughout La Fiesta de San Gregorio de Abo, encouraging sensitivity and respect for the people involved in this meeting of cultures almost 400 years ago and the traditions passed down for centuries. The staff of Salinas Pueblo Missions NM was proud to host this special day.

Norma Pineda

Seventy-five years of **National Park Service** history have produced some extraordinary photographs. U S WEST Inc. recognized this when it featured some of these evocative black-and-white representations of the Park Service's and the park system's past in its 1991 calendar as a tribute to the agency's 75th anniversary. Most of the photos are from NPS archives and were taken between 1915 and 1955. Five thousand calendars have been donated to the National Park Foundation for fundraising purposes, thanks to the generosity of U S WEST CEO and long-time park supporter Jack MacAllister. They provide a photographic record of park development in the west.

History buff Dan Sharp of Boise City, OK, recently assisted the National Park Service in its guardianship of the **Santa Fe National Historic Trail**. He opened "Autograph Rock," a well-known landmark and popular 19th-century watering hole, to public viewing. The rock is located within the boundaries of his ranch, making Sharp's agreement with the Service the first time private property has been designated as an official part of the 1,200-mile national historic trail. Sharp is a member of the Santa Fe National Historic Trail Advisory Council and a representative of the Cimarron County Historical Society. Southwest RD John Cook calls this "a delightful partnership which...can enliven our country's wagon trail story without infringing on private ownership."

The National Park Academy's "Arts for the Parks" exhibit at the Anchorage Museum of History and Art provided a springboard from which to celebrate the 10th anniversary of the **Alaska National Interest Lands Conservation Act (ANILCA)**. The program featured Alaska RD Boyd Evison, Associate RD (Resources) Paul Haertel, special assistant Janet McCabe and management assistant Ray Bane. McCabe summarized ANILCA accomplishments during the past ten years. Haertel discussed the work of the first rangers and superintendents in the new parks.

The NPS, New Mexico Department of Game and Fish, and the U.S. Fish and Wildlife Service are cooperating to reintroduce native fish into Rattlesnake Springs at **Carlsbad Caverns NP**. An 80-acre tract, the spring contains exotic predator fish that will be removed using electric shocking methods, then relocated outside the parks into areas open to public fishing. The pond will remain dormant several months, then be restocked with native non-game species, possibly including the Green-Throated Darter, Mexican Tetra, Blunt-Nose Minnow, and Pecos Pupfish.

In the Southwest Region, several areas received name changes as a result of legislation passed last year. Two of the most heavily visited NPS areas in Texas have received national status. Amistad and Lake Meredith Recreation Areas now may be referred to respectively as **Amistad National Recreation Area** and **Lake Meredith National Recreation Area**. In addition, Sunset Crater National Monument has been re-christened **Sunset Crater Volcano National Monument** in recognition of its status as an extinct volcano.



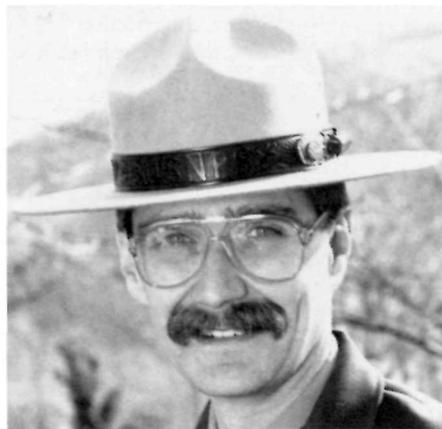
An unknown, unheralded and unrecorded little plant, discovered on a steep cliff in the arid **Guadalupe Mountains NP** (TX), is now listed as a new species. "This violet is proof positive that the purpose of preserving vignettes of our natural and cultural environment have values we have yet to contemplate," said SW RD John Cook. The small yellow violet, *Viola guadalupensis*, named after the Guadalupe Mountains, the only mountain range in which it is known to occur, was discovered by park

ranger Brent Wauer, who took his find to Dr. Michael Powell, a botanist at Sul Ross State University (TX). An exhaustive study and chromosome check confirmed that the violet was indeed new. The feisty little violet, an immediate candidate for endangered status, grows on one small rock formation and may be a survivor of an ancient mesic forest that disappeared eight to ten thousand years ago.

NEWS



Noel Poe is back in Utah. From 1984 to 1988, he served at Capitol Reef NP. Now after two years as superintendent of Florissant Fossil Beds NM (CO), he is assuming the reins of Arches NP. He replaces Paul Guraedy, the new superintendent of Lincoln Boyhood NM (IN). Poe's 22-year career with the Service has taken him from coast to coast and border to border, including assignments at North Cascades NP (WA) Federal Hall NM (NY) and Isle Royale NP (MI).



Dale Ditmanson, training specialist at Mather Employee Development Center in Harpers Ferry, has been named superintendent of Florissant Fossil Beds NM (CO). He replaces Noel Poe.

Ditmanson arrives at an exciting time for the monument, which has a new visitor center and other improvements on the drawing board.

Four corners don't always make a square. And, in the case of **Chuck Lundy**, four corners make him a rather well-rounded fellow.

The four corners are in the four corner states—Colorado, New Mexico, Arizona and Utah. Now that Lundy has taken the reins as superintendent of Capitol Reef NP, he adds Utah to the other states he has worked in.

"Lundy's experience at five different parks and the variety of his past responsibilities will be great assets as he begins his first superintendency," said Rocky Mountain RD Lorraine Mintzmyer, giving him her vote of confidence.

Walnut Canyon NM (AZ) Superintendent **Sam Henderson** has accepted the superintendency of nearby Sunset Crater and Wupatki NMs, while continuing to manage Walnut Canyon. Sam Henderson replaces Larry Henderson who is now superintendent of Guadalupe Mountains NP.

"Director James Ridenour consolidated the three sites under one superintendent on the basis of economic savings and cultural relationships," Southwest Region RD John Cook said.

Major Dale L. Dickerhoof has been appointed commander of the U.S. Park Police New York Field Office headquartered at Gateway NRA's Floyd Bennett Field. He has served as the North Atlantic Region's law enforcement specialist since 1988.

Robert Belous, who has been serving as the Southwest Region's assistant RD and acting associate RD for Administration, has been appointed superintendent of Jean Lafitte NHP (LA). During the past two years Belous also has served as the regional representative for legal issues related to trapping and management of fur-bearers in Jean Lafitte's Barataria Preserve unit. He replaces M. Ann Belkov, now superintendent of Statue of Liberty and Ellis Island NMs (NY).

Carlsbad Caverns NP's cave specialist **Ron Kerbo** has joined the Southwest Regional Office to work in the Division of Natural Resources Management. Kerbo's remarkable contributions to the field of cave management will continue in the regional office where he will work closely with the region's four parks containing significant cave resources as well

as advise managers throughout the NPS on ways to preserve their cave resources and mitigate cave problems.

Dr. Alan S. Downer, an anthropologist currently serving as the Navajo Nation's historic preservation officer, is the new chairman of the Chaco Culture Inter-Agency Management Group. This is the first time since the establishment of this group that the chairmanship has passed from federal to non-federal hands. Previously the responsibility was shared between the National Park Service and the Bureau of Land Management.

Charles R. (Butch) Farabee, a supervisory ranger in WASO's Ranger Activities Division, has been named superintendent of Padre Island NS (TX). He replaces John D. Hunter, now with the regional office in Santa Fe. "I'm very excited about my first superintendency," said Farabee, "and look forward to the challenge."

James R. Zinck has been named the first NPS project manager for Green Springs National Historic Landmark District, a 14,000-acre district located in Louisa County, VA. This historically significant area contains 35 structures, which range from rural log cabins to elegant estates, representing the diversity of the time. Prior to this assignment, Zinck served as assistant superintendent of Delaware Water Gap.

An organizational change at Carlsbad Caverns NP (NM) has established a new Division of Interpretation and Visitor Services, with **Ed Greene** as its new chief. Greene has held a similar position at Bandelier NM since 1978. Currently, he is also researching and writing a series of traveler's guides to New Mexico.

"In **Rob Arnberger**, we have an experienced career professional who has worked in ocean, desert and river environments," said SW RD John Cook when he announced Arnberger's appointment as Big Bend NP's new superintendent.

Currently assistant superintendent at Everglades NP, Arnberger follows Jim

Carrico, who retired last year as Big Bend's superintendent. Amberger is a second-generation NPS employee. His father, a park naturalist at Grand Canyon NP when he was born, retired as Yosemite NP superintendent.

AWARDS

Shawn Frensley and **John Tesar** received the Department of the Interior's Exemplary Act Award in honor of action taken on July 4. Making their rounds ten hours into a



thirteen-hour shift, they encountered an unconscious visitor who had collapsed from heat exhaustion and stopped breathing. Frensley gave mouth-to-mouth resuscitation and Tesar monitored vital signs until the emergency medical services unit arrived. This was accomplished under difficult conditions, in total darkness, among crowds of people departing from the fireworks display.

John Cook presented **Williard Chilcott** of the Santa Fe Trail Bicycle Committee with a certificate of appreciation recently. The award recognized Chilcott's efforts in promoting public awareness and enjoyment of Santa Fe Trail resources. It followed a bicycle trek along the trail that covered 1,040 miles between Santa Fe, NM, and New Franklin, MO. Participating were educators, artists, scientists and others from around the country, people ranging in age from 25 to 80 who braved weather and hilly terrain to participate.

Before the spanning of the North American continent by telegraph, and opening of the West by railroads, the fastest means of communication was the Pony Express. Although only in existence for a short time, it remains one of the most colorful aspects of American frontier history. To commemorate



Photo by Jolynn Fox, Holbrook Tribune

this, the Navajo County Sheriff's Hashknife Posse presents an annual event where riders carry mail on horseback from points in Northern Arizona to Scottsdale. Each letter is marked with a special cancellation. On January 22, Petrified Forest NP rangers **Greg Caffey**, **John Williams**, and **John Stobinski** took part in the ride. They carried mail 22 miles from the park to Holbrook, AZ, in two-mile relays. The Petrified Forest team captured the award for delivering the largest volume of letters to the Holbrook Post Office.
Gary Cummins

Hope Aldrich, editor and publisher of the *Santa Fe Reporter*, and former staff writer

Keith Easthouse recently received the Conservationist of the Year Award from the National Parks and Conservation Association for "outstanding and courageous investigative reporting." The award recognized a series of articles that began last December in the *Reporter* describing attempts by Florida developer Jerry Crassas to buy the 10,000-acre Forked Lightning River from Greer Garson Fogelson and turn it into a major destination resort. National Park Service officials feared that the development would threaten the fragile Pecos National Monument, surrounded by the ranch. The articles helped rouse public opposition to the resort in the Pecos area and prompted the Pittsburgh-based Richard King Mellon Foundation to purchase the Fogelson ranch



Hope Aldrich, Russ Burther, and Keith Easthouse

and turn it over to the National Park Service. In July 1990, the ranch became part of the new Pecos National Historical Park.

The Gulf Islands NS Adopt-A-Beach Program was the state winner in the 1990 Take Pride in Mississippi Awards. The seashore's winning effort was developed to better organize offshore barrier island cleanups. Since the first cleanup in 1987, awareness of the marine debris problem has grown. Each year more individuals and groups inquire about participating. In 1987, 110 volunteers removed marine debris. In 1990, approximately 875 banded together to remove more than eight tons of trash.

An ongoing activity at **Gulf Islands NS**, the Adopt-A-Beach Program helps clean offshore barrier island beaches at least three times a year, develops a sense of community concern to improve beach conditions, lessens threats to animals from beach trash, and shows that individuals working together *can* make a difference.



Former Arches NP Superintendent **Paul D. Guraedy** received the Department of the Interior's Superior Service Award. Southeast Utah Group Superintendent Harvey Wickware presented it at a gathering of employees and friends before Guraedy departed for his new position as the superintendent of Lincoln Boyhood NMem. Wickware cited Guraedy's contributions in the field of park management and public service.

From Richmond NBP and Maggie L. Walker NHS (VA) come the following special achievement awards: maintenance worker **Joe Burrell** for the high standards he set for water systems monitoring; motor vehicle operator

Jim Owen for assuming maintenance mechanic duties while the position was vacant; motor vehicle operator **Cliff Walker** for performing duties outside his position description; park ranger **Leslie Winston** for participation in the equal opportunity program; park ranger **Michael Litterest** for developing battlefield bus tours; park ranger **Erv Gasser** for obtaining non-base funding to cover resource management programs; and supervisory park ranger **Keith Morgan** for participation in the "Related Lands Study" as well as his handling of the FY90 budget while serving as the parks' acting superintendent.



Two traditions, a love for national parks and a love for books, have united NPS career employees **Harry and George Robinson** for years.

Most recently, Harry, age 87 and retired, completed a 738-hour, five-year VIP project appraising Yellowstone NP's research library collection for son George. This project adds yet another accomplishment to his distinguished NPS career.

In 1940, after serving on the geography and geology faculty of the University of Missouri, he started his NPS career with seasonal museum work at Lassen Volcanic NP (CA), becoming a permanent employee in 1941. Harry, his wife Millie and then two-year-old son George stayed at Lassen until 1949. His next career move was to Yosemite as a ranger naturalist, from which position he went to the Midwest Region's Missouri River Basin Survey and then to the regional office as curator and historian. He also served at Dinosaur NM, and Glacier and Sequoia-Kings Canyon NPs. His last NPS assignment was at the former Western Service Center in San Francisco as a planning team captain.

After retirement, Harry became an expert on rare and hard-to-find books. Gradually university scholars and others recognized his talents and came to him for help. During this time, Harry developed his book appraisal abilities, now a part of his business.

Harry's work in Yellowstone involved evaluating the library's 10,000 volumes,

which he appraised at more than \$500,000. As the park's chief of interpretation, George plans to use the results of Harry's appraisal to enhance the library collection in the future.

Ginny Cowan

Lake Mead NRA (NV-AZ) athletes represented the NPS in the 1990 Law Enforcement Games held in Edmonton, Alberta, Canada. The team, consisting of **four Lake Mead rangers** and five county employees, won a silver medal in the men's over-40 volleyball tournament.

Upper Delaware Scenic and Recreational River resource management specialist **Malcolm Ross** received a first-place award in the 1990 "Take Pride in Pennsylvania" competition. The award recognized Ross' initiation of area-wide recycling and recycling education programs along the Upper Delaware River, an effort that required extensive coordination among NPS offices, area communities, media and schools.

Theo Dean Hugs received recognition for her 20 years of NPS service by Bighorn Canyon Superintendent Bill Binnewies. Over the years, Hugs has received numerous awards and special recognition, among them a superior performance award, for her contribution to the park's Interpretive Division and her work as North District interpreter. A



member of the Crow Indian Tribe, she has conducted a number of seminars and workshops on Native American issues in recent years. Along with her other duties, she serves as liaison officer between the Crow Tribe and the National Park Service, helping the two agencies better understand the issues associated with each.

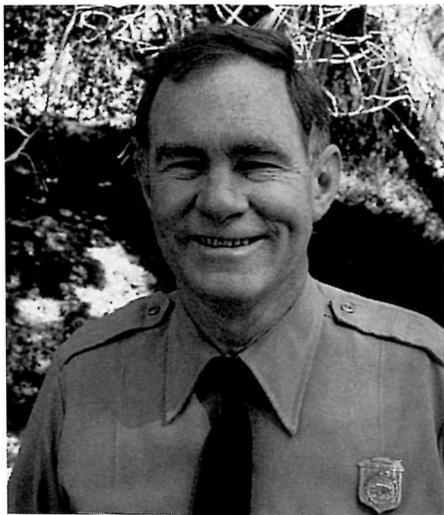
The faithfully restored, historic Roebing Bridge/Delaware Aqueduct received top honors in the Waterfront Center's annual Excellence on the Waterfront competition. The bridge was one of the first works of noted

American engineer John A. Roebing, and is part of Upper Delaware Scenic and Recreational River. Chief of Planning and Support Services **Sandra Speers** and Superintendent **John Hutzky** accepted the award.

■

James (Jimmy) Angell received a special achievement award for exceptional service as a maintenance employee of Catoctin Mountain Park (MD). Angell, who has worked for eight years on a seasonal basis as a part- and full-time employee, was nominated by his supervisor for duties that include buildings and roads maintenance. He is also head dormitory counselor at the Frederick Campus of Maryland School for the Deaf, in which capacity he received Governor Schaefer's 1990 *Can Do* Citizen Service Award. An alumnus of the school, Angell has been employed there 21 years.

RETIREMENTS



Edward R. Carlson, Pinnacles NM's chief ranger, has retired after a 33-year NPS career. Born in Yosemite Park and influenced by his father, S.T. Carlson, who retired as the superintendent of Olympic NP, Ed worked first at Carlsbad Caverns NP (NM), then Everglades (FL), Grand Canyon (AZ), and Sequoia NPs (CA), as well as Joshua Tree and Pinnacles NMs (CA). At Grand Canyon, he helped establish the farsighted backcountry management plan, and, at Pinnacles, to obtain funding for two state-of-the-art fire engines as well as the pars DARE program. His wife, Cary, has been the park's purchasing agent for

past eight years, and has worked in interpretation throughout the park system. The couple will be retiring to Santa Fe.

■

Fort Raleigh NHS (NC) motor vehicle operator **Geraldine Moore** retired after 24 years of service. Her father, Henry Davenport, was the only black excavator on NPS archeologist J. C. (Pinky) Harrington's late



1940s crew that restored the 1585 earthworks fort at the park. Geraldine also served at Cape Hatteras NS (NC) and Wright Brothers NMem (NC). Her husband, Sam, also works in maintenance for Cape Hatteras NS.

■

E&AA life member **John Hartman** retired from the Park Service after a 33-year career as a seasonal park ranger. He worked six seasons at Grand Canyon NP's North Rim, five seasons at Zion, and 22 summers at Yosemite, serving in every capacity from fire lookout and entrance ranger to backcountry horse patrol. Charlotte, his wife, also joined him as a North Rim fire lookout and as a VIP in Zion. The couple plan to make their home at Route 3, Box 58A, Fort Seybert, WV 26806, with occasional trips to California and Tempe, AZ, to visit family.

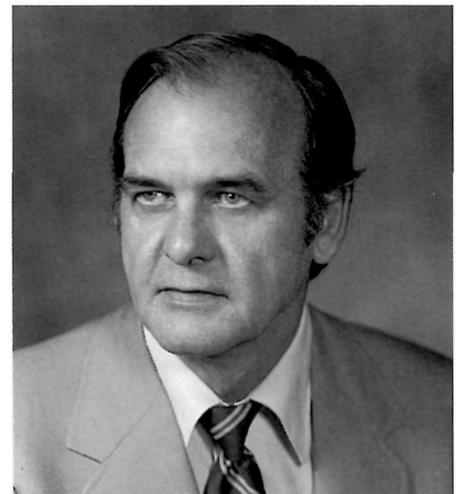
■

Mount Rushmore NMem (SD) superintendent's secretary, **Alice Rose Gregson**, started her federal career as a clerk stenographer for the memorial in 1960, then transferred to the Forest Service in 1962. She returned in 1967 and spent the next 25 years working for the eight superintendents the memorial has had since that time. She recently retired after a long and distinguished career at Mount Rushmore.

After a 31-year NPS career, **Don Jackson** retired as Olympic NP (WA) assistant superintendent. He joined the Service in 1958 as a seasonal naturalist at Sequoia & Kings Canyon NP (CA), becoming permanent in 1959 at Coronado NMem (AZ). He served twice at Glen Canyon NRA (AZ-UT), and was also stationed at Albright Training Center (AZ), Fredericksburg & Spotsylvania NMP (VA), WASO, and the North Atlantic Regional Office. One of Don's major interests outside the NPS is the work he does as a violinist. He received the Biz Gehrke Award from the Port Angeles Symphony in 1987.

■

The dean of the Southeast Region's park superintendents retired in October after 46 years of federal service. **Willard W. (Trapper Dan) Danielson** served as superintendent of Guilford Courthouse NMP since 1967. He and



his wife, Lovie Maxine, plan to remain in the Greensboro, NC, area. Danielson's first NPS job was at Natchez Trace Parkway in 1948. He served as a chief ranger at Death Valley NM and Mammoth Cave NP before moving to Guilford Courthouse.

■

St. Croix NSR (WI) facility manager **Peter R. (Jerry) Peterson** retired December 28, 1990, after 32 years of federal service. His NPS career began with seasonal maintenance work at Glacier NP. After a short stop at Flaming Gorge NRA, UT, he spent ten years at Grand Teton NP (WY), working his way up to general foreman, before he transferred to St. Croix NSR. He recalls his years with the NPS as very enjoyable, and now intends to travel until he finds a place he likes enough to settle down.

Gary Brown, Yellowstone's assistant chief ranger, has retired after 30 years of Service and a fulfilling career in such places as Yosemite NP (CA), Carlsbad Caverns NP (NM), and Point Reyes NS (CA). A barbecue party was held in his honor at the park.

■

Southeast Utah Group Superintendent **Harvey Wickware** has announced his retirement, following 30 years of looking after some of the most spectacular land in America. Since 1987, he has been in charge of Canyonlands, and had oversight responsibilities for Arches NP and Natural Bridges NM. He is also state coordinator for all Utah parks, handling liaison duties with other state and federal agencies and private sector interests.

The areas Wickware has supervised or worked at during three decades reads like a who's who of famous addresses: Mount Rushmore, Theodore Roosevelt, Everglades, Great Smoky Mountains, Assateague Island, and Fort Caroline. In recognition of his accomplishments, Wickware received the Department of the Interior's highly coveted Meritorious Service Award.

■

Arches NP (UT) maintenance worker **Dave Baker** retired after a 20-year career. Before his years as an NPS employee, he was hired by the Bureau of Public Roads as a seasonal laborer. In this position, he began working on the roads in Canyonlands ten years before it became a national park.

DEATHS

Howard B. Stricklin, 82, died in November, 1990. He joined the Park Service as a seasonal laborer at Wind Cave NP (SD) in 1925, his first permanent appointment coming in 1939. His career took him to Badlands (SD) in 1940, Grand Canyon NP (AZ) in 1948 as chief ranger; the Blue Ridge Parkway (VA-NC) in 1955 as assistant superintendent, WASO in 1962, and finally back to Grand Canyon in 1964 as superintendent, a position from which he retired in 1969. In 1964 he received a unit citation for long range planning. He also received the Department of the Interior's Distinguished Service Award.

His wife, Alta, preceded him in death on March 20, 1986. He is survived by his son, Mike Stricklin, who enjoyed a 24-year NPS

career and is an E&AA life member, a daughter, Alta George, and ten grandchildren. Those wishing to remember Howard with a memorial donation may send a contribution to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.

■

Ruth Mott, wife of former Director William Penn Mott, Jr., passed away in early December. Memorial contributions in her memory may be made to the American Heart Association or to the California State Park Foundation, 800 College Avenue, Box 548, Kentfield, CA 94914.

■

Ross F. Sweeney, 81, died October 23, 1990. He began his Park Service career in 1935, assuming various supervisory responsibilities in the Virgin Islands, then ending that career with his retirement in 1969 as a supervisory engineer in the Eastern Office of Design and Construction. In between he supervised the engineering surveys, location and design for Everglades NP (FL) from 1948 to 1950. In recognition of his career, he received the Department of the Interior's Meritorious Service Award. Following retirement, he then worked as a hydraulic engineer and as a consulting engineer in New Jersey.

He is survived by his wife, Kit, who can be reached in care of their daughter, Katherine Gustafson (631 11th Avenue, Huntington, WV 25701), and by his son, Ross, Jr. Those wishing to remember him with a memorial donation may send their contribution to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.

■

Katharine Johnson Parker, 73, a leader in finding shelter for homeless women, died October 2, 1990. A graduate of Radcliffe College, she married naturalist Harry Parker. They lived much of their life together in national park areas. After her husband's death in 1961, she earned her master's degree in religious education from Columbia University and Union Theological Seminary. In recent years, she worked actively in the San Diego Episcopal Diocese. Survivors include a son, a daughter, a brother, and two grandchildren. Memorial contributions may be made to All Souls Episcopal Church, 1475 Catalina Blvd., San Diego, or Julian's Anchorage, Episcopal Community Services, 3776 4th Ave., San Diego, CA.

Icel Wright, 87, wife of former Yellowstone warehouseman William A. Wright, passed away October 16, 1990. She was an outdoorswoman who loved to fish and favored all outdoor sports. During the 35 years she spent in Yellowstone, she worked as an NPS fire guard and a telephone operator. She also held various positions with the Whittaker and Pryor Stores in the 1920s. She is survived by her husband, now 92, two sons, three grandchildren, and five great grandchildren. Memorial donations in her memory may be made to the Riverton Senior Citizens Center, Riverton, WY 82501.

■

C. Lynn (Hopkins) Garbarino, 49, long-time NPS VIP and former spouse of an NPS employee, died in a motor vehicle accident in Tucson, AZ, December 16, 1990. At the time of her death she was working on her Ph.D. in special education at the University of Arizona, and teaching at the Arizona School for the Deaf and Blind. She is survived by two daughters and a granddaughter. Contributions in her memory may be sent to the memorial fund established in her name to aid special education at the school where she taught: C. Lynn Garbarino Memorial Fund, c/o ASBD/ADTEC, P.O. Box 5545, Tucson, AZ 85703-0545, Attn: Sharon or Gloria.

■

Hazel W. Hanks, 80, widow of former Rocky Mountain NP superintendent Allyn Hanks, died November 11, 1990. A self-employed real estate agent, she married Hanks in 1940. She is survived by a son, a brother, a sister, and an aunt.

■

Oscar Sheppard, father of Grace Sheppard, the deputy chief of WASO's Land Resources Division, died in November 1990. Contributions in his memory may be made to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.

■

John C. Higgins, 64, former superintendent of Lake Meredith Recreation Area, died October 20, 1990, of a massive heart attack. Higgins' federal service career spanned more than 42 years, 10 spent at Lake Meredith. He also saw service at Lake Mead NRA (NV), Glacier NP (MT), Grand Canyon NP (AZ), Grand Teton NP (WY), Homestead NM (NE), and Chickasaw NRA (OK). He is

survived by his wife, Caroline (206 Lariat Lane, Fritch, TX 79036), one son, three daughters, six grandchildren, one sister, and his mother. Donations in his memory may be made to the Adult Literacy Society.

■

Bennett T. Gale, 84, died November 30, 1990. He began his NPS career as a ranger at Colonial NHP (VA) in 1936. From there he went to Grand Teton (WY), Petrified Forest (AZ) and Carlsbad Caverns NPs (NM) as a park naturalist. In 1953 he went to work in Washington, then transferred to the Western Region as regional chief of interpretation in 1958. In 1965 he became Olympic NP superintendent, then, in 1969, Pacific Northwest associate regional director, from which position he retired in 1974 after a 40-year career recognized by a Meritorious Service Award.

He is survived by his wife, Barbara (139 Meadowlark Lane, Sequim, CA 98382); son Rick Gale, who is the NPS fire suppression specialist; and two daughters. Two granddaughters also work for the NPS, Beth at Shenandoah NP (VA), and Cindy at Grand Canyon NP (AZ). Contributions in Ben's memory may be made to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.

■

Richard (Dick) C. McLaren, 69, died January 23 in Fresno, CA, after complications from surgery, further compounded by cancer. He was a member of the U.S. Army's famous 10th Mountain Division, and a purple heart veteran of World War II, having been wounded on two separate occasions on the same day during the Italian campaign. In addition to having served his nation in war, Dick was a dedicated servant in the stewardship of our national park lands.

As a teenager, he began his career as a seasonal fire control aide in Rocky Mountain NP. Following military service Dick received his first permanent appointment in 1950 at Olympic NP (WA). In 1952 he transferred to Yosemite NP (CA) where he served in all districts of the park. His Yosemite assignment covered a diverse range of field operations, including entrance station supervision, search and rescue, backcountry management, law enforcement and structural and wildfire suppression. He was a member of a rescue team given a unit citation for the difficult rescue of a teenager stranded on the cliffs below Glacier Point. He also was instrumental in ushering in the era of helicopters for park emergencies.

In 1961, Dick was transferred and promoted to district ranger at Grant Grove in Sequoia-Kings Canyon NPs (CA). This assignment led to a seven-year tour in Sequoia supervising backcountry and wilderness operations. Dick also contributed greatly to the reintroduction of fire as a management tool in western parks.

Following his Sequoia assignment, Dick was promoted to assistant chief ranger at Grand Canyon NP in 1968. Twelve years later, after 37 years of federal service, including 32 years in the NPS, Dick retired. He spent a lifetime serving his nation, which included a full career caring for the resources in five premier national parks.

Dick invested his retirement years from 1980 to the time of his death enjoying his family and the close proximity of two of his favorite parks, Yosemite and Sequoia-Kings Canyon NPs, where he often renewed his acquaintanceships in his leisure time.

Dick is survived by his wife, Lady Dee (3159 E. Palo Alto, Fresno, CA 93710), two daughters, three grandchildren, two sisters, two brothers (retired park rangers Bert and Doug), and his father, retired park ranger Fred McLaren, who celebrated his 99th birthday February 5, 1991. Memorial donations may be sent to the Education Trust Fund, c/o E&AA, P.O. Box 1490, Falls Church, VA 22041.

Tom Tucker & Frank Betts

■

Thurman A. Mayes, 83, died October 24, 1990, in Williams, AZ. He worked as a park ranger in Carlsbad Caverns NP in the 1920s, and was a founding member of the Bill Williams Mountain Men, a troupe of horsemen who annually make a trail ride to Phoenix. He leaves his wife, Mahala, three daughters, nine grandchildren, four great-grandchildren and numerous nieces and nephews.

■

John C. (Jack) Carroll, 62, died of a brain tumor in November 1990. He was the Mid-Atlantic Region's personnel officer from 1978 until his retirement in 1985. After retirement, Jack worked part-time as an OPM contractor, conducting employee background investigations. He is survived by his wife, Jo, three children, and three grandchildren.

■

Harley W. (Doc) Blevins, 80, died December 8, 1990, in Luray, VA. He started work as a junior property and supply clerk in Shenandoah NP (VA) on June 16, 1937. Volunteer activities with the CCC earned him

his nickname of Doc, which he carried with him to Colonial NHP (VA) in 1966. He retired from this position in 1970 after 33 years with the NPS. He is survived by his wife Katherine (9 Terrace Lane, Luray, VA 22835), a daughter, a son, and three grandchildren. Memorial donations may be sent to the Main Street Baptist Church or the Luray Volunteer Rescue Squad, Luray, VA 22835.

■

RMRO's Cultural Resources Division staffer, **JoAnn D'Ascenz**, died unexpectedly last November. She is survived by her husband, a son, and a brother and sister.

■

Mildred J. (Hap) Dodge passed away January 20, 1991. She is survived by two daughters, a son, five grandchildren, and four great-grandchildren, as well as numerous cousins, nephews and nieces. Her husband, Natt, passed away in 1982. Hap was active in National Park Service circles, living in Mount Rainier NP (WA), Grand Canyon NP (AZ) and Casa Grande NM (AZ). In 1942, when Natt was assigned to the regional office in Santa Fe, she became involved with a variety of area organizations. She sang in the choir of First Presbyterian Church for 30 years and was the first woman elected as an elder. Memorial donations in her name may be made to the Organ Fund of First Presbyterian Church of Santa Fe or to the donor's favorite charity.

■

Ron Gibbs, a 24-year NPS veteran and the first historian for New River Gorge NR (WV), was killed in a car accident October 27, 1990. A second-generation NPS employee, he grew up travelling the Civil War battlefield circuit with his father, Superintendent Russell A. Gibbs. Ron's own career took him to Stones River NB (TN), Blue Ridge Parkway, Harpers Ferry Center, Southeast Regional Office, San Juan NHS (PR) and New River Gorge NR. He is survived by his son, Carl Russell Gibbs.

IN APPRECIATION STEVE BEESLEY

JULY 23, 1949 — JANUARY 15, 1991

It's very hard to accept the fact that a close, long-time friend and colleague will no longer be there. Steve Beesley, with his love of life, was a force in mine. And he was a force in river conservation in America. Steve loved rivers intensely and worked untiringly for their preservation. As a real and proper Texan, he also showed passion for his family, his hunting dogs, his books, and his guns. But that is only part of the story. Steve's joy of living, creative spirit and love for the Southwest were his gift to all who knew him.

I had the good fortune to have Steve share with me both his intensity and his compassion. With our sons we trudged through the Jemez Mountains, finding the best fishing hole; with Steve's father and my son we camped on the Rio Chama, telling stories we did not know one could share with one's father or son. With Ray Murray and Brian and Marty O'Neill we experienced some small part of Steve's inner vision as we watched dawn break over the spirit people on the West Mesa. And then that penultimate green chili!

I will always remember the sly smile on Steve's face as he shot Vern's hat full of holes to make it river ready and less "pretentious"; the grin as he pulled the lid off the dutch oven and steam rose from the pudding; his passion as he talked about protecting rivers; and his ultimate sacrifice for me when he got into a kayak and joined me on the Potomac.

Steve taught me to get the most out of each day, and that Haygood lives.

Bill Spitzer

There are a few times in life when you meet somebody for the first time and know that you have met an exceptional person, someone who touches your heart. This past August my wife and I had the opportunity to meet such a person when we had the privilege of being with Steve Beesley in Santa Fe, New Mexico, for three days. People had told me about Steve and his unique qualities. Coming face to face with them made those conversations a reality.

There were special places in Steve's life as well as special people, and he wanted to share both with my wife and me. One of those places was north of Taos on the Rio Grande. We journeyed there one afternoon to sit and gaze upon the beauty of that extraordinary stretch of wild river. There Steve reflected on

how lucky he had been to be blessed with friends, family, and such a wonderful life. It was a sincere feeling of appreciation that brought tears to my wife's eyes and to mine.

The Sunday we left New Mexico, we met Steve, his son, Adam, and his father, Vernon, three generations of Beesleys, at the petroglyphs outside Albuquerque. Our early morning tour of that ancient place was significant, but what impressed us more were the traits of sharing, concern, and love that we saw in three generations of this remarkable family.

We will not forget those three days, nor will we forget Steve, his values, and what he saw as his vision. The poet said, "It is better to have loved and lost than never to have loved at all." We were privileged to have loved Steve in the short time we knew him. We know his spirit is not lost but has been passed on, not only to his son, but to all of us who carry on the work he felt was so important in this world.

Bill Walters

When they passed out cancer cells, it is clear that no one as good as Steve Beesley should have gotten one. He did, however, and after his courageous three-year battle with the disease, we have lost a true friend.

Our memories of Steve will remain. What we will remember the most was his determination. No matter what task he began, whether it was to carve a backyard out of the area behind his house or to launch an ambitious rivers and trails program in a state on behalf of the National Park Service, Steve was resolved to finish the project in a quality fashion. It almost seemed impossible to discourage him. When confronted with an obstacle that would have stopped others, Steve always found a way to overcome the problem and get on with the job. Defeat wasn't a word in his vocabulary.

We will also remember his enthusiasm. He was always excited about the next river trip, the next fishing expedition, the next backpacking trip, or even the next chapter in the book he was writing. He was eager to share this enthusiasm with others, and our experiences were enhanced by his zest for what we were doing. He was a patient teacher for those less experienced than he. His goal was to make sure that everyone valued the experience as much as he did.

His vitality was special for all of us who knew him. He

savored the essence of life, recognizing that we get out of our lives what we are willing to put into them. He had the capacity to inspire others to see life as a series of opportunities, not as a collection of problems. Even after he knew that he was seriously ill, he remained open to others, letting them share the optimism that he always maintained he felt. It takes a special person to share himself with others in this way.

Finally, we will remember Steve as a loving father and husband. No one could see him with Adam or Cathy and miss his love for them. There was a tenderness at the base of their relationship that touched all of us.

We were all better for having shared part of our lives with Steve. Let us pledge that the lessons he taught us will stay with us. It is the surest way that we can honor his memory.

Rick Smith

Since I had the luxury of being Steve's office partner and friend for eleven years I was able to witness and enjoy the many facets of this crazy, determined Renaissance man. To share the simple pleasures, whether they be a good fight over the meaning of "general level of deficiency" of a Urban Park and Recreation Recovery Program plan, or a good sip of wine right out of the bottle while watching the glow of an exquisite New Mexico sunset, Steve and I depended on each other to complete our work, to complete our lives, to finish sentences. Through it all, there was an understanding that it was all right to lean and be leaned on, and there were always the smiles and the hearty heartfelt rumbles of laughter.

I think of Steve as a giving person: he'd buy groceries for a homeless man found outside a store; he'd spend hours detailing wooden Christmas ornaments (Christmas was his favorite holiday, although Halloween came a close second) or picture frames to give to friends. Those across the country who have these Beesley originals cherish them.

He was crazy. His seasonal appearance at Halloween and his talking-chin character of Leonard Lipoff help us to remember that Steve wanted everyone to smile.

He was a perfectionist's perfectionist, sanding and oiling twenty coats on a piece of old mesquite to make a table. Many a commuting hour was spent sanding wooden Valentine hearts to a glass-like finish. Sometimes we grew tired of his perfectionism and challenged him just to do a job and be done with it. If you lived through income tax or check book balancing time you would understand his frustration.

Steve was a Renaissance man, sponging up new music and new authors, working on new writing and making new friends. Many of his close friends were new friends but he never forgot the old ones.

He was strong in pulling more than his weight of responsibility and in protecting the rest of us. He buckled rarely. When he first found out he had cancer he told me "I'm glad it's me rather than someone else because I know that I can handle it and I wouldn't want anyone else to go through with this."

Before he died I reminded him of this. He smiled in agreement and nodded that he still felt that way. Steve was unafraid to share his feelings and emotions. Maybe that helped us feel so close to him and to miss him even more.

There are unsettled, long standing disagreements as to which is the true bean for red beans and rice, the value of athletic scholarships and the meaning of the word cruet. How Steve loved the English language, and how he would massage it, tease it, stretch it, embellish it in his writing and in his day-to-day humor!

The two strongest lessons Steve taught me were that every day is a good day and that real friends are priceless. He was stubborn; he was strong; he was loving; he was fun. He was and will always be my friend and my Office Partner.

Diane Souder

Petroglyphs NM (NM)

"Yes, you can. You can do it. I'll help you." Whenever there's a challenge I think I can't meet, I hear Steve Beesley telling me, "Yes, you can."

Steve was a doer, filled with the excitement of life and eager to meet and master each of life's challenges. He had an incredible range of talents, each applied, and total sensitivity to all that he encountered. Steve loved life and believed that it should be lived to the fullest. He hungered for knowledge, seeking both books and experiences. He valued the uniqueness of each offering and accepted it for its own merit. Steve actualized what he learned.

While many will remember Steve for his beautiful poetry, music, cabinetry and commitment to nature, recreation and planning, I will remember his encouragement and sharing. Steve always gave of himself in everything that he did.

Steve and I were not close friends; we were colleagues, acquaintances. Yet, thanks to Steve, I enjoyed two of the greatest experiences of my life: white water rafting the Rio Grande and the Colorado Rivers. Had Steve not given of himself, not cared or shared, I would have missed the rhapsody of the river; the adventure and thrill; the incredible serenity and beauty; the camaraderie; and, perhaps, most importantly, the esteem that comes from sharing life with friends, taking risks and conquering fear. Yes, Steve, I can, and I thank you.

Margaret Pepin-Donat, WRO

Peek into my thoughts and you can pick out some impressions of Steve Beesley, the guy with that goofy sense of humor. Working with him, which invariably meant laughing with (or at) him, made my work assignments more pleasant to tackle.

Dealing with the Land and Water Conservation Fund Program for New Mexico gave him his share of thrills and spills; not even the cockroach fairies (they creep around your desk

when you're not there and move your paperwork around) would touch his desk, figuring someone wrecked his on a daily basis.

Whenever I went to his office to cuss and discuss, then happened to find that letter or report I was looking for on his desk, we always managed to get a lot of work done. He'd try to maintain a stern look for at least two seconds. But by the time I'd be ready to walk out the door, he'd have two pencils stuck up his nose to let me know he was definitely in need of a vacation. I never got out of there without his last minute plea to "be sure to bring some food when you come back this way again." His smile was usually sincere despite the fact that I came by mostly to harass him with something work-related.

We had Spanish lessons at intervals to enhance his knowledge of two languages, just in case he needed it on the road when he conducted project inspections. I gave him his Spanish word or phrase for the day, which did not at all correlate with the interpretation. Then, that uncertain look would cross his face as he hoped that what I told him in fact was true and not another prank to set him up. Either way he always researched it, never sure whether his interpreter would laugh in his face or slap it. I don't know why he didn't trust me; at least he learned what not to repeat...

I was fortunate that Steve was assigned to New Mexico, and that he had a sense of humor he brought to work with him and easily shared with those that welcomed it.

I'm sure he's setting up camp around the river bend for his friends and I pray that he has an ice-cold glass of "Blue Sky" waiting for me because we have a lot of unfinished stories and trips to complete.

Sandra Massengill
New Mexico State Parks

At certain times, words provide us with very little understanding, but Steve Beesley loved to use words creatively, and this strength and concern for his friends as well as his words showed us his special way of dealing with adversity.

Steve told us he would fight the good fight. He said, "We have the ability to swing the bright sword of hope in our own defense. We must all believe in the power of the human spirit."

His courage taught us a valuable lesson and his special smile and cheerful spirit will always be with us. We need to celebrate his life, strength, concern and many contributions toward conservation. While Steve has passed over to a new existence, he is not really gone. We will find his spirit in the beauty of the New Mexico sky and its enchanted landscape that he loved so much.

Doug Faris

Steve was a fun-loving person. He spoke of his many adventures—his fishing, white-water rafting, and camping trips—until his stories almost made me feel as if I had taken these trips. Then there were the pranks: like Halloween—he really enjoyed that day. This past Halloween he dressed up in

his costume (one of many) and went down the halls scaring people, making them wonder who he was. Finally Steve was always there to lend support or simply just to listen. He took the time to listen and to console. He will be truly missed.

Olivia Gurule, SWRO

What I always loved about Steve was the way he could make me laugh. Most of my long-distance calls, supposedly for UPARR advice, were really to have my spirits lifted by his humor. He became my friend long before I met him in person. He remained my friend long after UPARR ended, even though I never saw him again.

Amanda Pape Bolme
formerly with City of Corpus Christi

I first met Steve Beesley five years ago when he helped me to prevent several park parcels from reverting back to the Department of Interior. We became close and shared much of our lives with each other. I came to know him as a kind, sensitive, caring person. Steve appreciated people and always looked for the best in them. He made life a little better wherever he was. I especially appreciated the fact that he laughed often and always cared.

Richard W. McCarthy
Director, El Paso Parks & Recreation

SPECIAL ANNOUNCEMENT

Anyone wishing to celebrate the 75th anniversary of the Service by attending the "Old-Fashioned Family Picnic" August 25 on the Mall should call Terry Wood at 202/208-4481 or FTS 268-4481 for information on reduced room rates at a local hotel. The more employees, alumni and friends, the better!

BUSINESS NEWS

This year E&AA is digressing from its regular biennial reunion schedule to join in celebrating the National Park Service's 75th anniversary. Plans are now underway to recognize this diamond jubilee event during E&AA's 36th anniversary celebration in Gatlinburg, TN, from September 23 to 27, 1991. Founded on September 25, 1955, during an NPS Superintendents Conference at Great Smoky Mountains NP and Fontana Dam Recreation Area, E&AA has enjoyed 36 years of growth and service to National Park Service employees, alumni, and their families. There is much to celebrate.

These dual anniversary commemorations will begin with arrivals in Gatlinburg on September 23 and end on September 27. A gala anniversary banquet dinner is planned for the evening of September 25 at the Holiday Inn in Gatlinburg. One hundred rooms also have been set aside for our use, at \$62.02 per room, tax included, double or single. (Please state type of reservation, number of nights you will require accommodations, number of adults, number of children over 12 and number under 12 who will be included in your reservation. Also please advise if disabled access to the room is needed.)

A meeting room has been reserved for E&AA business. The cost of the anniversary banquet and the meeting room will be included in the E&AA registration fee.

Please make your room reservations directly with Reservation Manager Peggy Carver, on 1-800-435-9202 for in-state calls or 1-800-435-9201 for out-of-state calls. Visa (especially your E&AA Visa Card), Master Card, Diners Club, American Express, and personal checks are all accepted. The mailing address for the Holiday Inn is: 333 Airport Road, P.O. Box 1130, Gatlinburg, TN 37738.

One night's lodging must accompany your reservation.

The deadline for room reservations is September 5, 1991; those made after September 5 will be provided on a space available basis. Don't forget the services of Travel Square One; they are available simply by dialing 800/232-4142.

Look forward to ample opportunities to discover what's going on in the region. Gatlinburg also is a great place to shop. Special tours of Great Smoky Mountains National Park are being planned, and time is being set aside for golfing, fishing and bridge playing. With your attendance, this could be the best reunion E&AA ever had. Join us for this dual celebration!

(E&AA hopes to return to the regular biennial reunion schedule with a gathering tentatively planned for Yosemite NP in 1993).

Glacier NP law enforcement ranger

Scott Emmerich won the 16th annual Frank F. Kowski Memorial Golf Tournament, leading a Rocky Mountain sweep that had Lorin Street and Romeo Magalong of the Denver Service Center finishing second and third respectively.

Emmerich, a 6-3, 195-pounder who played college golf at the University of Wisconsin, credits his success to some tips from Rocky Mountain Associate RD Homer Rouse. "Homer's tips were definitely the key," said Emmerich, who played from the age of ten through college, but didn't pick up a club for ten years prior to his Glacier assignment.

Emmerich's net 71 nosed out Street and Magalong under the Callaway Handicap System. The low gross winner, also a 71, was posted by David Clark of Blue Ridge Parkway. Clark, a strapping teenager who can hit a golf ball well over 300 yards, is good enough to make the pro tour someday in the eyes of Blue Ridge tournament director and two-time tourney runner-up Larry Freeman. Clark's low gross victory prevented him from claiming a trophy in the handicap category under rules initiated in recent years.

Mark Yuhas of Everglades NP won the closest-to-the-pin-off-a-designated-tee competition with a shot that missed a hole-in-one by two feet, three inches. The longest putt title went to Bob Deskins, the Southeast's associate regional director for operations, with a 48 foot, 5 inch effort that bested four other 40-foot plus putts.

Tournament Director and former Southeast RD Dave Thompson reported that the tourney netted \$5,375.58 for the E&AA Education Trust Fund, easily breaking the 1989 mark of \$4,186. Santa Monica Mountains NRA (CA)

had the biggest single contribution, raising \$1,185.06, with Lake Mead NRA close behind at \$1,165. They both beat out the Washington, DC, area, which was the highest contributor a year ago at \$1,468.34.

A total of 492 golfers participated or paid entry fees, breaking the previous record of 433 set in 1986. The total dollars received by E&AA comes from donations as well as entry fees. Except for the cost of incidentals and trophies, all the money collected goes to the E&AA Education Trust Fund.

In accordance with the agreement

between Travel Square One (800/232-4142) and E&AA, which went into effect in 1989, the Education Trust Fund received its second donation of \$85.74, a sum representing 3 percent of the net profit from eight members of E&AA who used Travel Square One during 1990. Please remember there is no additional charge to travelers for these services, and the tax-deductible contribution to the E&AA Education Trust Fund is an added benefit at income tax time.

E&AA distributed \$65,000 in Trust Fund loans for the 1990 fall semester and \$16,000 for the 1991 spring semester. Each and every donation helps keep the fund available for use by the college-aged children of Park Service families.

Dick Martin, WASO Ranger Activities,

is the new E&AA Education Trust Fund officer. He replaces Charles (Butch) Farabee, who recently transferred to the superintendency of Padre Island NS (TX). A 28-year NPS veteran, Dick has served at Wrangell-St. Elias (AK), Yosemite (CA), Sequoia-Kings Canyon (CA), Mt. Rainier (WA), and Olympic NPs (WA). He also served as president of the Association of National Park Rangers from 1983 to 1985. He and his wife, Mary, are E&AA life members.

Don Jackson's retirement as Olympic

NP's assistant superintendent also led to his resignation as E&AA's PNRO employee rep, a position he has held for ten years. Steve Butterworth, a former ranger currently assigned to PNRO's Division of Maintenance, has stepped in to fill the vacancy.

E&AA received a quarterly donation of \$203.68 from Wupatki & Sunset Crater NMs (AZ) for the Education Trust Fund. This, plus other generous donations Servicewide, goes toward the approximately \$81,000 in loans made to NPS families for their children's college education in 1990.

■
E&AA Chair and Rocky Mountain RD
Lorraine Mintzmyer has appointed George A. Fisher, Jr., as the E&AA alumni rep for the Denver area. "My goal in accepting this appointment," Fisher said, "is to do what I can for the alumni of the NPS in this region. I'm wide open for whatever you want to put before me," he continued. "Try me."

Fisher worked 35 years for the federal government. He joined the Park Service in 1964 at Coronado NMem (AZ), working his way through various appointments to retire from the Rocky Mountain Regional Office in 1986 as he says to do his own thing while he felt he still had plenty of time to do it.

In retirement Fisher has had more time for his various collecting activities. His wife, Joyce, a third-grade teacher, has time off to travel every March to the New Mexico pueblos with him, and to California right after Christmas for two or three weeks of leisurely driving around the state while it's green. He also takes advantage of reasonable airfares when they're offered to visit his home state of Connecticut. From time to time, the Fishers even visit Joyce's Minnesota rootlands.

In May 1990, Fisher published a well-received 253-sheet translation of a Chinese ancient-coin catalog (mostly pictures). About once a month he volunteers at a museum in Colorado Springs, where he handles accessioning, deaccessioning, and translating Japanese and Chinese. He can be reached by mail at 10749 West Saratoga Place, Littleton, CO 80127, or by phone at 303/973-0375.

■
E&AA's reunion at Glacier NP and Waterton Lakes NP was a smashing success for all who attended. E&AAers had the opportunity to meet up with old friends and make new ones against the spectacular backdrop of some matchless scenery. There were hikes, boat tours, and, of course, bridge to pass the hours, plus excellent meals and accommodations. Credit for the success of the reunion goes to many people, chief among them Bob Haraden, E&AA's hard-working alumni rep for the Rocky Mountain Region; Amy Vanderbilt, Glacier's equally hard-working public affairs officer; and

Glacier Superintendent Gil Lusk who made everyone attending the reunion feel welcome.

Certainly, there's nothing like relaxing with friends to bring out the best in all of us, and E&AA plans to do it again, in 1991, at Great Smoky Mountains NP, when E&AAers will be gathering to celebrate the Service's 75th anniversary and the 36th anniversary of E&AA. Here's hoping that everyone attending the reunion at Glacier will be able to see each other again at the Smokies, and that those unable to travel west last year will take the opportunity to join up with friends for some old-fashioned southern hospitality in September of 1991.

■
A day in the life of the executive director of E&AA: to begin with, it sure is busy. The first major decision every Monday morning, after I turn on the all-important coffee pot around 7:00, is where to begin. My office is inundated with piles of must-do work, arranged according to the day, week, or month it needs to be completed. There's always been a lot to do in the E&AA office, but things have gotten even more hectic since Lou Krebs, who had been assisting me, retired last year.

So after my first Monday-morning sip of coffee and a few moments considering how I should organize my day, I generally start in on the bank deposits and mail from the Falls Church post office box that Maureen Hoffman, E&AA's treasurer, has given me earlier. After balancing my figures against Maureen's, I work up a schedule of receipts, make copies for the reps, and see to it that all payments are posted. These include membership funds, trust fund payments, and donations to the trust fund and/or the operating fund.

Much of Monday's incoming mail requires reply, which I try to do next, though, honestly, only the most urgent are answered on the same day. By this time, most employees have arrived at their offices, and that's when the phone calls begin—calls for information pertaining to alumni, as well as calls from the reps concerning pending loans, ongoing loans, and planned celebrations. Currently being planned is an old-fashioned picnic on the Mall, August 25, and the association's 36th anniversary celebration in Great Smoky Mountains beginning September 23.

In between phone calls, I prepare letters for the transmittal of Education Trust Fund checks for those who have completed all the necessary paperwork. And there's always time for a chat with someone I meet in the hall on my way to or from the xerox room just to inform him or her about all the things E&AA is doing in 1991.

Somewhere before or after lunch, I fit in whatever has to be done to assist with the latest alumni directory, to keep *Courier* mailing labels up to date, and to follow up on potential membership contacts. I spend my quiet moments brainstorming about what E&AA can do next for its members. This might involve planning reunions, securing calendars for sale to members, contacting authors of books related to the NPS to arrange for their sale to benefit the Education Trust Fund, and any number of other approaches that potentially could help E&AA bring the NPS family closer together.

There is no doubt that E&AA is big business. Membership stands at more than 2,500 members. The Education Trust Fund has grown from assets in 1974 of \$13,000 to approximately \$350,000. The alumni directory now lists close to 1,000 members, up from 347 in 1984. To continue to strive to increase membership, keep all trust fund loans up to date and the fund revolving, and add to the alumni directory is a lot of work. But I keep doing it because it is something I enjoy and something I am compensated for by the numerous messages of thanks.

Of course, I take work home with me. I probably wouldn't have the Park Service in my blood if I didn't. Sometimes I work with Maureen in the evenings, who conveniently happens to be my downstairs condominium neighbor. And I frequently hear from Park Service friends, both alumni and employees, during this time. It's great to stay in touch, wonderful to know that my days are full and busy ones, and even better to do what I can to make sure that, as much as possible, the NPS family feeling will remain.

Terry Wood

MEMBER NEWS

■
Last spring, Forrest Benson, his two sons, and his youngest son's wife enjoyed a deep-sea fishing expedition at Cabo San Lucas, Mexico. They were rewarded beyond their wildest dreams when, in three days, they caught nine marlin, five tuna, and two mahi-mahi. Only one marlin may be boated per day, however. The others are fought until brought in to the boat, and then they are released to fight again some other day. The experience of fishing in Mexican waters was great fun for all.

■
E&AA is pleased to pass on the good news that Mrs. David L. (Gertrude) Hieb

married John H. Johnsen last year on March 17. The couple are making their home at 10015 Royal Oaks Road, Apt. 125, Sun City, AZ 85351, in the winter, and Estes Park in the summer.



Wilma Johnson Rose and her husband, Dan, now live in Sierra Vista, AZ. She would appreciate hearing from former NPS friends at their new address: 5513 S. Osage Ave., Sierra Vista, AZ 85635.



Jay and Twinsa Sahd can rest a little easier these days, knowing that their four children have all graduated from college and entered the workforce. David, the oldest, works in Omaha as a district manager for Ryan Associates. Debbie teaches music in the Albuquerque public school system. Gerald works as a commercial loan analyst with the First National Bank of Albuquerque, and Cheryl, the youngest, is a manager trainee with Zales Corporation.



Chris and Silvey Cameron returned to Hawaii for the first time in ten years. They enjoyed a heart-warming family reunion with their four boys. Chris, a second generation NPS employee, works as a visitor protection specialist in the Western Regional Office.



L.B. (Tex) Worley enlivened the biennial Old Timers Reunion at Grand Canyon when he served as the reunion's master of ceremonies. The group is composed of those who worked at the Canyon during the 1920s, '30s, '40s and '50s, but anyone with ten or more years of Canyon experience qualifies. Tex worked as a

park ranger and Service employee from 1932 to 1943 when he moved to Carlsbad Caverns as chief ranger. The Worleys have two sons, five grandchildren and two great-grandchildren.



Doug and Gene Scovill stay busy, Doug as WASO's chief anthropologist, and Gene volunteering to help E&AA. She continues to serve as the National Park Women's rep on the Education Trust Fund and is again involved with the 1916 Society as plans move forward for the August 25, 1991, NPS family picnic to celebrate the NPS 75th anniversary.



Although Connie Wirth lost his beloved Helen last year, he reports that, with the help of family and friends, he is coping. He spent time in Montana with son Ted and Ted's wife, Gloria, then attended the annual board meetings of the American Conservation Association and the Jackson Hole Preserve. On the way back home to New York, he stopped to attend the christening of great-grandson, Jace Conrad Wirth. In November, Connie enjoyed a visit from Helen's niece, then spent a pleasant Christmas with family in Wisconsin. Connie says he is well for his 91 years and hopes to see his "younger" and "older" friend who happen to be in New England in 1991.



E&AA Life members Joe and Helene Jensen (211 Judy Street, Petersburg, WV 26847) celebrated their 50th wedding anniversary in style with friends and family at two events hosted by their children last summer. Joe came to the Park Service from Eero Saarinen and Associates in 1967. He served as the first assistant director for the

Denver Service Center, retiring in 1976 as WASO's associate director for planning and development. The couple plans to catch up with friends at E&AA's Great Smoky Mountains NP Reunion in September.



Margaret Melvin had cataract surgery last year but is doing quite well. She and her sister went to Europe for two weeks, spending most of their time in Switzerland. They also rented a houseboat and spent a week on Lake Vermillion in northern Minnesota before traveling to Milwaukee for her 50th nursing school reunion.



Several notes to E&AA included reminisces of the E&AA Reunion in Glacier-Waterton Lakes NPs, along with promises to attend the E&AA Reunion in Gatlinburg, TN, September 23 to 27, 1991. E&AA's 36th anniversary will be celebrated September 25. Watch upcoming *Couriers* for further information.



Fred Quesenberry, the Southwest Region's newly elected alumni rep, is pleased with his new position and pledges his support for E&AA. He retired from the regional office as supervisory personnel staffing specialist in 1980.



Elbert Smith missed the Glacier Reunion last year due to eye surgery, which has restricted his activities, including his golfing. He did have opportunities to visit his sons and their families, but he says that, all in all, it's still been lonesome without his wife, Roberta.

Join the E&AA

TREASURER, EMPLOYEES AND ALUMNI ASSOCIATION OF THE NPS, P.O. BOX 1490, FALLS CHURCH, VA 22041
 I AM A NEW MEMBER, RENEWAL, OR OTHER. I AM ALSO AN EMPLOYEE OR ALUMNUS
 ENCLOSED IS & _____ FOR E&AA MEMBERSHIP AND SUBSCRIPTION TO THE NATIONAL PARK COURIER,
 ALSO ENCLOSED IS \$ _____ AS AN ADDITIONAL GIFT TO THE E&AA.

NAME: _____

STREET _____

CITY, STATE, ZIP CODE _____

MEMBERSHIP RATE: 1 YEAR - \$10.
 SPECIAL MEMBERSHIP RATE: LIFE - \$100 (PAY IN FULL; OR 4 PARTIAL PAYMENTS OF \$25 A YEAR FOR 4 YEARS; OR 2 PARTIAL PAYMENTS OF \$50 A YEAR FOR TWO YEARS.)
 SECOND CENTURY CLUB - \$200. THIRD CENTURY CLUB - \$300. FOURTH CENTURY CLUB - \$400. SUPPORTING DONOR - \$500.
 FOUNDER - \$1,000. SPECIAL 75TH ANNIVERSARY LIFE MEMBERSHIP - \$75 IF PAID IN LUMP SUM.

**ALL IN THE FAMILY: A SALUTE TO NPS EMPLOYEES
AND THEIR RELATIVES IN THE PERSIAN GULF**

Baron, E., Ed Baron's son (Petersburg NB)
Beitel, Warren (Amistad RA)
Berry, John, Nelson Berry, Sr.'s cousin (Colonial NHP)
Best, Tasby, employee's son (Gateway NRA)
Blackmon, Robert, Mary Lou Douglas' son-in-law (Lake Mead NRA)
Blasingame, Samuel L. (Lincoln Home NHS)
Blue, Robert S., Linda Whitlock's brother (MARO)
Bodden, Nestor (U.S. Park Police)
Boliek, Keith (Statue of Liberty NM)
Brewer, Jim Jr., clerk-typist's husband (Fort Stanwix NM)
Brightmire, Richard K. (seasonal at Sequoia/Kings Canyon NPs)
Brown, James (MARO)
Brown, Richard H. (Antietam NBP)
Burchell, Kenneth (U.S. Park Police)
Butler, Antonio, employee's son (Gateway NRA)
Cahill, Daniel (George Washington Memorial Parkway)
Carbon, Kenneth L., Jr., Clarence Pratt, Jr.'s brother-in-law (Apostle Islands NL)
Carlson, Richard, Dwain Nading's nephew (Effigy Mounds NM)
Carpenter, Joel (Pinnacles NM)
Carr, Gary, Joseph Temple's cousin (Colonial NHP)
Carr, Robin, Joseph Temple's cousin (Colonial NHP)
Castro, Pablo (Saguaro NM)
Cross, Michael, Leonard L. Cross's son (Wolf Trap Farm Park)
Courtney, Mike, Ellen Hand-Harris' son (North Cascades NP)
Datcher, Anthony (U.S. Park Police)
Davis, Alfred S., Edward Davis' son (Colonial NHP)
Dick, Raymond K., Jean Dick's son (Hopewell Furnace NHS)
Dockery, Tara (WASO)
Ellington, Sherman D., Pearl E. Reddix's nephew (MWRO)
Esqueda, Leo, Cindy Lou Milestone's cousin (Crater Lake NP)
Evans, John W., Dan Evans' nephew (Lincoln Home NHS)
Falco, Frank, carpenter's son (Fire Island NS)
Fleshman, Eddie, John Shackelford's cousin (Colonial NHP)
Fleshman, Ewell, John Shackelford's cousin (Colonial NHP)
Flora, Mark (WASO)
Franklyn, David D. Jr., employees' friend (Perry's Victory & International Peace Mem)
Gibbons, Paul, Dianne Cram's cousin (Hopewell Furnace NHS)
Gibson, Charles, Ernest Gibson's brother (Rock Creek Park)
Goggin, Chris, gardener's son (Boston NHP)
Gorham, Freddie, Moses Jones' stepson (George Washington Birthplace NM)
Gregory, Michael J., Annette Spragan's husband (Colonial NHP)
Griffith, Jon C., Jim Holcomb's nephew (George Rogers Clark NHP)
Hall, Ronnie, Nelson Berry, Jr.'s cousin (Colonial NHP)
Halsted, Steve E. (Buffalo NR seasonal)
Hansen, Kurt, employee's son (Gateway NRA)
Hansford, J. E., Mark Chavez's brother-in-law (MWRO)
Haskins, Richard, Tammy Rubalcaba's brother-in-law (Lake Mead NRA)
Hayden, Walter R., Jr., Maggie Hayden's nephew (George Washington Birthplace NM)
Hedge, Chris, Don Hedge's nephew (George Rogers Clark NHP)
Henry, George, Chuck Henry's son (Lake Mead NRA)
Hoffman, Walter M. (Sequoia/Kings Canyon NPs)
Horn, Robert, Jr., member of employee's family (Sequoia/Kings Canyon NPs)
Houston, Gary, Teresa Houston's brother-in-law (MARO)
Inman, John L., John Inman's son (Crater Lake NP)
Irving, Melvin, Tammy Rubalcaba's cousin (Lake Mead NRA)
Irving, Raymond, Tammy Rubalcaba's brother (Lake Mead NRA)
Jackson, Matthew G., Doyle Jackson's son (Ozark NSR)
Jackson, Michael G., Doyle Jackson's son (Ozark NSR)
Jarvis, Reed (PNRO)
Jenkins, William, John Luffman, Sr.'s stepson (Wolf Trap Farm Park)
Jones, Paul, ranger's brother (Lowell NHP)
Keogh, Matthew (Canyonlands NP)
King, Scott D., Gary Stork's friend (MWRO)
Knight, Stephen, a former seasonal (MWRO)
Knowles, John L., Sue Knowles' brother (Lake Mead NRA)
Kosorowski, Ben, Eric Ackerman's cousin (Colonial NHP)
Kuehn, Barbara A., Jane Beu's friend (MWRO)
Lenley, Richard, Bill Sherman's brother-in-law (Lake Mead NRA)
Leone, James, ranger's brother (Acadia NP)
Lippert, David, secretary's son (Acadia NP)
Losea, Thomas C., Thomas Losea, Sr.'s son (Buffalo NR)
Lund, Paul, John Shackelford's cousin (Colonial NHP)
McCament, Rick (Buffalo NR)
McCarter, Shane R., Don Hedge's nephew (George Rogers Clark NHP)
McCoy, Lionel E., Ricardo Lewis' nephew (WASO)
McKeeman, Wanda, Nora Lehmer's sister (MWRO)
Macalooloy, Edward A., Marline Cruz's nephew (San Francisco Maritime NHP)
Maher, Brian, Terry Wood's cousin (WASO)
Marr, Jon, ranger's son (Lowell NHP)
Maske, Craig T., Judy Maske's nephew (Herbert Hoover NHS)
Martinez, Joseph, Stan Martinez's son (Lake Mead NRA)
Mauldin, Jimmie IV (NCP-Central)
Meadows, Joe (Indiana Dunes NL)
Mobley, Curtis, seasonal Jerry Mobley's son (Dinosaur NM)
Moeyhens, Paul, ranger's brother (Salem Maritime NHS)
Murphy, Mark A., Don Hedge's nephew (George Rogers Clark NHP)
Murrell, Gerell R., Julia Murrell's son (Petersburg NB)
Muse, Thomas, Gloria Muse's son (Colonial NHP)
Nelson, Chad, Kathie Perry's son (Fort Laramie NHS)
Nelson, David, Kathie Perry's son (Fort Laramie NHS)
Ness, Mike, Curt Ahola's son (Fort Clatsop NMem)
Newton, James W., Theora McVay's nephew (Midwest Archeological Center)
Novickis, Darius, Liudyte Novickis's brother (Death Valley NM)
Ortiz, David, Wilson Echevarria's nephew (Colonial NHP)
Palmieri, Dave, purchasing agent's son (Saratoga NHP)
Parker, Herbert Jr., John Patterson's son (Rock Creek Park)
Patterson, Douglas M., Terri Utt's cousin (George Rogers Clark NHP)
Peeples, Jimmie E., Jr., member of employee's family (Sequoia/Kings Canyon NPs)
Penrod, Sandra, Mary Foley's cousin (NARO)
Perlinski, Chester (U. S. Park Police)
Pocernich, Mark J., Marie Kaseno's cousin (Apostle Islands NL)
Porter, Keith, Gloria Porter's son (MARO)
Pugh, John, Dave Pugh's son (City of Rocks NR & Hagerman Fossil Beds NM)
Randall, Clare R., Elizabeth Eskola's brother (Apostle Islands NL)
Rautanen, William G., Jr., David Snyder's nephew (Effigy Mounds NM)
Robbins, Tracie, Dennard Purnell's daughter (Assateague Island NS)
Romero, Arthur B. (Sequoia/Kings Canyon NPs)
Rovang, Gene, Rodney Rovang's brother (Effigy Mounds NM)
Rowell, Jessica, Mike & Linda Rowell's daughter (Lake Mead NRA)
Russell, Claretta, Willie Russell's wife (Klondike Gold Rush NHP-Seattle Unit)
Roy, Russell (WASO)
Russo, Robert M., Jr., Marline Cruz's friend (San Francisco Maritime NHP)
St. John, Kenneth, III, member of employee's family (Sequoia/Kings Canyon NPs)
Schoenberger, Kurt M. (Jean Lafitte NHP)
Smith, Donald, Hoss Smith's father (Lake Mead NRA)
Smith, Larry, Vincent Smith's brother (Rock Creek Park)
Smith, Scott (volunteer at Fort McHenry NM & HS)
Smith, Victor, Joseph Smith's son (Rock Creek Park)
Smyth, Daniel, Don Smyth's brother (MWRO)
Snyder, John, Stu Snyder's son (PNRO)
Thomas, James, Oliver Thomas' brother (Rock Creek Park)
Thomas, Michael W. (Indiana Dunes NL)
Towery, Michael, Wright & Sharon Towery's son (Lake Mead NRA)
Trut, Brent D., Marie Johnson's nephew (Midwest Archeological Center)
Vann, Timothy, Danny Vann's son (Lake Mead NRA)
Velesquez, Jesus, maintenance employee (Lake Mead NRA)
Vinson, Lewter, Horace Vinson's brother (Rock Creek Park)
Vinson, Sarahjane, Horace Vinson sister-in-law (Rock Creek Park)
Wahley, Patrick, Dennard Purnell's son (Assateague Island NS)
West, Fred, Mary Alice West's nephew (Lake Mead NRA)
West, Jeff (Canyonlands NP)
Williams, Eric, Tamia Williams' brother (WASO)
Yancey, Rodney, Janie Spiers' son (WASO)
Yates, Roland III, Roland Yates Jr.'s son (Rock Creek Park)

Apologies to employees or family members not listed here. Names were solicited through regional offices and may have been overlooked.



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