

COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



VOL. 36, NO. 3

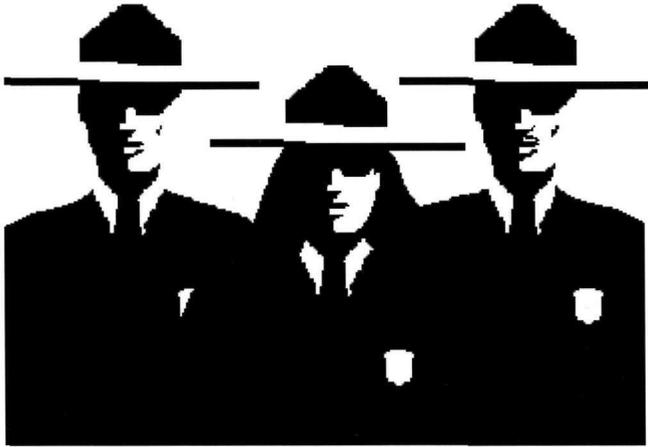
FALL 1991

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NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

Volume 36, Number 3

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COVER

Thanks to Bob Daum of Indiana Dunes NL whose front cover photo illustrates the energy NPS employees put into their work, and to Bill Clark of National Capital Region whose back cover photo represents their dedication and attention to detail.



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FAMILY MATTERS

This issue of the *Courier* is focusing on employee-related matters that I know many of you are concerned about, and I thought it would be a good opportunity to discuss some of them. I think in this our 75th anniversary year it is particularly important that we focus on not only who we are as far as our mission is concerned, but also on how we function internally—a side of us others rarely see, but one that is nonetheless critical to the health of the Service.

Over the past few months, the Park Service has received a lot of media attention. Much of that attention inevitably has been on the parks, but since it's the anniversary of the Service, there's also been a fair amount of coverage on NPS employees, current as well as past, and the kinds of contributions they've made. One question that comes up is whether there are differences in the contributions or in the nature of employees today and in the past. I do see some differences between the two, but I think these are differences in society, not unique to the Park Service. In fact, the changes probably aren't as radical in the Park Service by the very nature of our activities as they are in society in general. We mirror society; so in many ways we mirror the problems. Problems of adequate compensation, of people being able to afford education for their children, all those kinds of problems that we talk about are not unusual. They are discussed in the homes of school teachers, construction workers, State employees, and many other Americans. In addition, the pace of our society has picked up from what it was 25, 30 years ago. We're probably in a more stressed situation than were employees of the Park Service 30 years ago. That isn't to say that employees of 30 years ago had no stress, but they were dealing with fewer parks, as well as much fewer visitors, and there was less known about the impacts or potential impacts on the resources and the environment. Today, we're much more technologically sophisticated, and that makes life more complex. It has required us to become more specialized, rather than the generalists we used to be; and you lose something when you become more specialized. You lose a little bit of a feeling for what the broad picture is while gaining the experience of becoming more of a specialist. So, as society has become more complex and as change has become more rapid and constant, it has become more difficult for our employees.

Another question that comes up from time to time is what our employees who dedicate themselves to the Park Service should be able to expect from the Service in return. To be frank, it obviously isn't going to be 100 percent either way. It's very difficult to get a job working for this agency, but the people who are really dedicated seem to find a way. (I think that approach to obstacles holds true once a person becomes a Park Service employee too.) The Service offers many development opportunities—anything from informal assignments to more formal education and training—but employees have to want them and seek them out. These opportunities aren't going to leap out and smack you in the face. I think the Park Service as a whole is moving in a direction that will provide more opportunities for people in these areas, but at the same time there's a responsibility for employees to take the initiative by looking out and asking for these kinds of opportunities. I think that's not unusual.

In 1989, an Association of National Park Rangers survey identified supervision as a problem in the field. It's a little difficult to evaluate what that means. Does it mean that I as an employee get direction that I don't agree with, or that I as an employee have no direction? As a manager, I generally expect people who report to me to work under a very broad mandate. Basically I say, "you've been well educated; you've been



trained; I trust you." That's my management style. Some people aren't comfortable working that way—others flourish. However, in terms of management and supervision techniques and things of that nature, we are doing a great deal in providing training experiences.

I also want to address the issue of morale—an issue that is difficult to deal with. In fact, while I would not want to underestimate the problems caused by low morale, I would also say this—the more you talk about low morale, the more it feeds on itself and the more it is a self-fulfilling prophecy. I want to do everything I can to make conditions as good as they can be for our Park Service employees. At the same time, I'm hoping that employees are out there giving the Park Service the best they can because that enhances my case to make conditions better for them. I've seen a lot of articles in which low morale has been talked about and I think that there are

situations where low morale is a problem, but I don't think it's pervasive throughout the Service. I try to meet and talk with people throughout the organization—from the backcountry clear through the front offices of parks—I get the indication that there are some problems that need to be addressed, but I don't think the indication is that morale is at an all time low. I think there are some people who are kind of naysayers in terms of their predictions, and I just don't believe that our situation in terms of morale is as bad as some portray it.

I think one characteristic of this organization that might cause frustration for employees and undermine morale is the very low turnover rate above GS-7 level. Career advancement is dependent primarily on the number of positions that become available, and the Service has one of the lowest turnover rates in the federal government. Or to put it more positively, we have one of the highest retention rates, which is supposed to be a good sign, an indication of employee job satisfaction and organizational stability. People who make it into the Park Service see it as the place they want to spend their career, and they stay a long time. If predictions are correct, a number of positions will be opening up in the next few years. We're facing a situation where there is the potential for a significant number of retirements. But, when you look out across the Service you see a lot of bright-eyed, eager people ready to assume those positions. I think we have a lot of bright individuals who need to take the next step. I am not terribly concerned about a so-called "brain drain!" I think we'll be up to the challenge.

I'd like to close by discussing the concept of the NPS family—a concept which means a great deal, but one that also means different things to different people. The family-like attitude of this organization is one of its unique strengths and values—an important part of our corporate culture, if you will. Some say we're losing that sense of family; all I can say is, I hope not. It starts within each park in the system, but it's not something one can impose. We're all members of the NPS family by choice alone. It comes mostly from caring about each other and leads to the organization caring about its employees. Yes, we're a big family and we lose track of some of our relatives, and we have hard times, but somehow we know the basic caring is still there, and that's important. We can't force it; we can only value and nurture it. I hope each of us will.


James M. Ridenour

FROM THE EDITOR

In the school system I was part of, a child sat in class and listened. A child answered questions when called upon. A child did homework, and sometimes, depending on how energetic that child was, cooled heels in the principal's office. Teachers struggled to impart academic skills as well as some degree of self-discipline, but reinforcing self-esteem was not the concern that it is today. Classes did not revolve around it. Books were not written about it. Children were not raised to think in terms of its value to their lives. Too bad, because out of self-esteem everything else grows. The child respects self and others, not out of fearful obedience but personal choice. The Me-Generation surrenders the field to more integrated individuals capable of giving and taking in equal amounts because the core of who they are is sound. This at least is the theory. The results remain to be seen, and, yet logic suggests that the theory is right.

For children, self-esteem comes step by step, through growing responsibility and personal accomplishment, through praise and the respect of family and friends. It requires time and patience. But what about adults? Can self-esteem be nurtured as it can in children? Do failures as well as successes play a part? More specifically, what contributes to an employee's self-esteem? Is it the organization he or she belongs to? Is it the nature of that employee?

I think it is the hard-to-do things, the broom in your own hand, as George Hartzog, Jr., called it at a recent NPS conference. Speaking before a group of alumni, he referred to Ed Hummell, who, he observed, gave employees credit for what they did right and stood beside them if they made a mess. "I think nothing teaches you like the broom in your own hand," he observed.

What he advocated has something in common with self-esteem, and, like it, is easy in theory, difficult in practice. Its formula for success is two-fold: individual willingness to take responsibility for one's own mistakes, to mop up, to go on; and supervisory willingness to place the broom where it belongs—to support the growth of an employee and then to step aside when that employee is ready to expand to other things. To take any other approach—to mop up the mess for the one who made it, to offer easy outs, to postpone dealing with a problem in hope that it just might go away—is to create weak people, people who need others to pull them out of scrapes, people who can't stand on their own, people who continue to need help rather than those who can help others.

Putting the broom where it belongs takes courage, no doubt about it, and risk. It takes courage on the part of the supervisor as well as the one being supervised. Who wouldn't rather smile and pat a back than advise, "Hey, let's talk. We have a problem here." For a supervisor, the second approach invites risk of being disliked, of stepping over the line into the unknown territory of another human life and initiating disagreement. The first retains the status quo. No one is intruded upon.

As for the one being supervised, who wouldn't prefer to avoid taking responsibility for a mistake rather than shoulder it? To acknowledge a mistake comes too close these days to acknowledging a flaw. But what if it came closer to acknowledging a strength? Saying "yes, this is my problem and I'll deal with it" takes courage, takes strength, takes turning away from the offer of the easy out, builds inner character, though less often external recognition.

I doubt that those who shaped the early history of this country had such difficulty with self-esteem—other problems certainly, but not this one. How could they have formed a new country or pushed west if they'd doubted their ability to deal with challenge? Perhaps they did it because other doors had closed, and such action was the only alternative. Nevertheless, for all the hardship, they accomplished what they had to accomplish with a kind of brisk dispatch. When they decided that an action was necessary, they did not sit around and wait for their neighbors to get the idea first. And when they made a mistake, more often than not, they acknowledged that too, before a solitary mistake grew into a history of mistakes for which there was no way to make amends. Of course, there were the shirkers even then, but they had a reputation for evasion and were not as well received.

So how do we profit from such examples in the decade of the 90s when the need for self-esteem seems sometimes to have reached epidemic proportions? How do we, as adults who have this skill in minimal amounts, find ways to apply it to our daily working lives? How do we pick up the broom and either hand it to those it belongs to or keep it in our own hands, when that is the course of action we need to take?

The authors this month have various suggestions, some of which require action on the part of the organization, others that require personal commitment and resolve. John Reynolds writes about agency morale, a condition as much the responsibility of the employee as it is the organization, one that requires picking up the broom as well as passing it on.

Bob Cunningham discusses the 025 series and the positive education requirement, an issue of concern to many employees, though one in which the organization has to take the lead. Coping with isolation is a challenge for some. However, this month those who share their views on where they work seem well adapted to the areas of the country their careers have taken them. The ranger intake program, strategic planning, fundraising, even the Vail symposium are all topics that affect employees and their ability to put their personal self-esteem to work for themselves and the Service. These areas of consideration are here too.

At the last Ranger Rendezvous, the registration table displayed a sign that cautioned "no sniveling." Sniveling is energy put to no positive use. Being a sniveller is somehow akin to being a shirker. Self-esteem, on the other hand, leads one to voice an opinion, initiate an action, make a decision. It is brimful of positive, change-producing energy. Perhaps the bottom line in all of this is simply bending down and picking up the broom—an act of courage, an act of risk, but, basically, also a very simple act.

THE PERSONNEL SIDE

Terrie Fajardo

I hate paying bills, don't you? Twice a month, the night before pay day, I sit down to make organizations like my mortgage company and American Express a little richer. This little ritual, "paying my debts," reminds me that, like everyone else in the world, I owe something to someone for the items I want—my townhouse, my car or that wonderful dinner I had at that new seafood house in Annapolis!

Where is all this leading? To a recent chance meeting I had near the waterfront on Haines Point, home of the National Capital Region. Talking to an old friend reminded me that there is more than one kind of debt—what we owe to others *and* what we owe to ourselves.

Leopold is an administrative assistant in a Midwest Region park. He was briefly in Washington to attend a special meeting and happened to be standing looking out over the waterfront during his lunch hour when I came along.

"They owe me this, Terrie. They owe me," he said, "I've been in this same park for 12 years. I've watched others be promoted around me, but no one thinks of me. Not a word. Now there's this job in budget that I want, and, once

again, no one's thinking about me."

"O.K.," I said, "so what are you doing to help yourself? What makes you qualified for this budget job? Merely wanting it is not enough. What preparations have you made?"

After talking further, I learned that Leo was making several common mistakes, the most important being that he felt that the Service "owed" him a job in exchange for his long tenure at the park and that the Service wasn't paying its debt. Taking Leo by the arm and pointing toward the club house at the golf course I said, "Let's go grab a little lunch while we talk about debt management. I always think better with a big burger!" There were a number of things we talked about over burgers and fries, and I'd like to share some of them with you.

1) Management does not owe anyone anything. That's a tough statement for me to make, and I know it was hard for Leo to hear, but it's true. Each of us is hired to do a specific job for which we are paid. All of us have days when we think "Gosh, they don't pay me enough to do this!" But like it or not, we accepted our jobs for the wage that the government set. So, there is no debt incurred—we work; we are paid.

2) If we wish to change jobs, we must apply. That is the way we "tell" someone we would like to do something else. Leo felt that his supervisors should be taking care of him; they should recognize how well he does in his current job and be planning for his future. This is partly true. Supervisors should be aware of the talents of their staffs and provide opportunities for employees to learn different things. They should give them opportunities to attend training classes to enhance their current performance and prepare them for future positions. But considering the budget problems, training money is sometimes scarce. On-the-job or cross-training can oftentimes be accomplished to serve the same purpose. Supervisors should nurture their employees, but they are not responsible for them. The bottom line here is that we are the only ones responsible for our futures. We must ask our supervisors for work experiences that could enhance our skills and meet our goals. We can't sit back and wait for the supervisor to think of this for us. They do not *owe* us a future. *We owe it to ourselves.*

3) We also have to nurture ourselves. We can take classes at local community colleges to improve our marketability. We can volunteer to help organizations who need people with our talents. All this is creditable experience. Unfortunately, Leo has never done anything in the budget area. He has not prepared himself to compete for this position. Therefore, he would not be qualified even if he applied for the job.

When I left Leo, he was on his second burger. He promised to think about our conversation and go back and discuss his future with his supervisor. Maybe between the two of them they'll plan a strategy that will help Leo meet his goal.

How about you? Don't you have a debt to yourself you have to pay? Like the old coach of my beloved Redskins used to say, "The future is NOW!" And I add, "if you plan for it!"

Till next time—take good care!

OUR ANNIVERSARY LITANY (or PLACES OF THE MIND)

Dixie

Firehole River, Wonder Lake, Big Stump, Kettle Falls, Elephant Seal Cove, Gold Bluffs, Bumpass Hell, Boston Peak, Roe's Misery, Kukak Volcano, Bush Mountain and Lehman Cave.

Wizard Island, Elliott Key, Grand Wash, Brady Icefield, Siskiwit Lake, Cinnamon Bay, Chetina River, Ozette Beach, Bashful Elephant, Landscape Arch, Cades Cove and Cliff Palace.

Cadillac Mountain, Angels Landing, Moraine Park, Echo River, Kilauaea, Point Sublime, Harding Icefield, Tuxendi Bay, Stevens Canyon, Giant Forest, Talkington Trail and Gulpha Gorge.

Glacier Point, Kaupo Trail, Two Medicine, The Confluence, Big Foot Pass, Kobuk River, Blue Mesa, Pink Cliffs, Endicott Mountains, Colter Bay, Mahogany Hammock, Emory Peak and Skyline Drive.

Hurricane Ridge, Hallo Bay, Kachina Point, Blue Grotto, Baird Mountains, Rock Harbor, Snake Range, McCarty Fjord, Cathedral Valley, Panther Junction, Sage Creek Wilderness and McKittrick Canyon.

Thor's Hammer, Iliamna Volcano, Frozen Niagara, Beartrack Cove, Fishing Bridge, Bald Hills, Kabetogama, Bat Cave, Soledad Peak, Bowles Bank, Brooks Range and Squaw Flat.

Checkerboard Mesa, Hawksbill Gap, Longs Peak, Kennicott Glacier, Halemaumau, Bathhouse Row, Mount Mather, Courthouse Towers, Annaburg Ruins, Kaweah River, Tenaya Canyon and the Devastated Area.

Logan Pass, Dorr Mountain, Whitewater Bay, Newfound Gap, Grant Grove, Wetherill Mesa, Edge of Glacier, High Bridge, Kipahulu, Rolling Thunder Mountain, Cape Royale, Nisqually Glacier and The Watchman.

Shark Valley, Mauna Loa, Juniper Lake, Flint Ridge, Namakan Island, Narrows Trail, Arch Rock, Jordan Pond, Rainbow Point,

Amygdaloid, Broadway and the Rainbow Forest.

Clingman's Dome, Fruita, Great Sand Dunes, Far View, Kintla Lake, Harris Peninsula, Sol Duc Hot Springs, Loft Mountain, Bagley Icefield, Artist Point, Stella Lake and Hermits Rest.

Skillet Glacier, Fiery Furnace, Caesar Creek, Hall of Giants, Noatak River, Island in the Sky, Muir Glacier, Kawuneeche, Naknek Lake, Frijole, Cleetwood Cove and Sunrise.

Santa Elena Canyon, Polychrome Pass, Waimoku Falls, Fordyce Bath, Four Guardsmen, Medora, Trunk Bay, Frostwork Ledge, Mariposa Grove, White River, Chigmit Mountains, Challenger Glacier and Zumwalt Meadow.

Stehekin River, Monte Cristo Palace, Enderts Beach, Lamar Valley, Cedar Grove, Cedar Pass, Valley of Ten Thousand Smokes, Ten Thousand Islands, Kallarchuk, Bordeaux Mountains, Redoubt Volcano and Volcano House.

Balcony House, Convoy Point, Lassen Peak, PuuUlaula, Ishpeming Point, Aialik Glacier, Chisos Mountains, Waterpocket Fold, Mount Igikpak, Boicourt Overlook, the Fairweather Range and Thunderhole.

Delicate Arch, Nashata Point, Chugach Mountains, Big Meadows, Frustrated Lovers, Wheeler Peak, Wall Street, Jenny Lake, Jasper Forest, El Capitan(s), Music Mountain and The Maze.

Moro Rock, Many Glacier, Anacapa Island, Kolob Canyon, Teklanika River, Fat Man's Misery, Phantom Ship, Hoh Rain Forest, Bierstadt Lake, Bright Angel Trail, Ohanapeosh, Oconaluftee and Half Dome.

Though a "bit" out of everyone's normal travel path, maybe by 1996 American Samoa will have an official grid that will show four sweet-sounding locales for our 80th birthday.

SAFETY & HEALTH

William W. Davis

Four news items crossed my desk last month. Each came from an independent source. Yet, when taken together, they delivered an important message for any organization concerned about its own well-being and productivity. Here's a summary:

1. Different categories of employees tend to leave their jobs for different reasons, a new Office of Personnel Management report concluded. Managers and supervisors will leave when they see few opportunities for growth or advancement, while technical employees will leave when they believe the organization is un-

concerned about them, their work environment, and their morale. Scientists, engineers and other professional employees leave when the organization does not support their interests and excludes them from managerial decisions.

2. Analysis of thousands of workers' compensation cases in California recently identified the single, most important factor determining the length of time an employee will be away from work, as the result of an on-the-job accident. The factor turned out to be the strength of the relationship the employee had with his or her supervisor. A good relationship brought employees back more quickly. A poor relationship resulted in employees staying out longer, and finding excuses for not returning to the work force.

3. Earlier this year, the House Committee on Post Office and Civil Service held a hearing on health and safety in the federal workplace. The Congressional Research Service identified the top federal agencies, or sub-agencies, with the highest lost worktime injury/illness rates for 1989. The National Park Service ranked sixth, with a rate of 5.9 lost workdays for every 100 employees. Wildland fire fighting and youth program injuries and illnesses were excluded in developing the NPS rate. By comparison, the U.S. Forest Service had a rate of 4.6, and the Department of the Navy had a rate of 4.1.

4. The fiscal year 1993 NPS budget proposed that \$10,400,000 be set aside for workers' compensation payments. Described as fixed costs, these are the top priority of the Service. They must and will be paid, regardless of the ultimate budgetary allowance provided. The FY93 figure represents a 53 percent growth over the past six years. In 1987, by comparison, NPS workers' compensation costs were \$6,839,000.

There's a "golden thread" running through these statements that pulls the whole cloth together. A vibrant, well administered safety and occupational health program can provide all the employees of an organization with a means to achieve important institutional and personal objectives. Apparently, work places which fail to pay attention to employee concerns experience low morale, high turn-over and increased costs from accidents, illnesses, and poor productivity.

On the other hand, managers and supervisors can volunteer their skills to develop program initiatives that bring down the high costs of accidents and illnesses when they work as part of a safety program. By doing so, they apply their problem-solving skills, receive recognition, and advance in their careers. In the safety program, technical employees also have a forum to express concerns about their work en-

vironment. This engenders a feeling of being "in on things," and allows supervisors to help with any problems that arise. Professional employees may find themselves looking to the safety committee as a way to involve themselves in the establishment of important workplace operating procedures. Mutual aid, understanding and support are enhanced with a proactive safety program. More work gets accomplished; fixed costs are decreased; and the organizational climate is enhanced for all.

A lot of emphasis has been placed on the "Total Quality Management" concept. Replace

the word "quality" with "safety," and philosophically the two management modes have much in common. It's something to think about—how are we doing in safety in the NPS?

ANNOUNCEMENTS

Eastern National Park & Monument Association offers the Harold L. Peterson Award annually. The award honors the prolific military author who was chief curator of the National Park Service and chairman of the



Donald Lee Jones, Jr.

September 20, 1991
(enroute Andrews Air Force Base)

Dear Jim:

I'm sorry you could not be with us at Grand Canyon National Park. It was magnificent! But you know that, and you know, too, what a great group of people are serving our country in the National Park Service. I salute you for your leadership and share your pride in the outstanding work that all of you in the National Park Service are doing. To all of you, my thanks and my respects.

Sincerely,

The Honorable James Ridenour
Director
National Park Service
3104 Main Interior Building
Post Office Box 32127
Washington, D.C. 20013-7127

Director Ridenour received this from President Bush and wished to share it with the Service as a way of expressing both his and the President's pride in the work of NPS employees.

Board of Eastern National. The award carries an honorarium of \$1,000 for the best scholarly, footnoted article on any facet of American military history. Nominations for the award will cover articles published during the twelve months prior to June 30th of each year and should be made by the editor or managing editor of the publication in which the article appeared. Three clear copies of the article must be submitted to ENP&MA, Peterson Award Committee, 446 North Lane, Conshohocken, PA 19428, no later than October 15. The award will be announced in January.

Castillo de San Marcos NM and Fort Caroline NMem are cosponsoring a Columbus Quincentenary forum January 23-25, 1992, in St. Augustine, FL. Exploring the events surrounding "first encounters" in the southeastern United States, the forum is funded in part by a grant from the Florida Endowment for the Humanities. More information on the event may be obtained from Bob Fliegel, Coordinator, Columbus Quincentenary, 1 Castillo Drive, East, St. Augustine, FL 32084 (phone: 904/829-6506).

NCR Regional Historian Gary Scott and the Citizen Exchange Council invite interested individuals to participate in a travel seminar for historic preservation professionals in Russia April 3-13, 1992. Contact Gary Scott, 1100 Ohio Drive, SW, Washington, DC 20242 (phone 202/619-7279) for more information.

The Attingham Summer School is preparing next summer's study of the British country house. Brochures and application forms may be obtained from Sybil Bruel, 285 Central Park West, New York, NY 10024 (phone 212/362-0701). Applications must be received by mid-January.

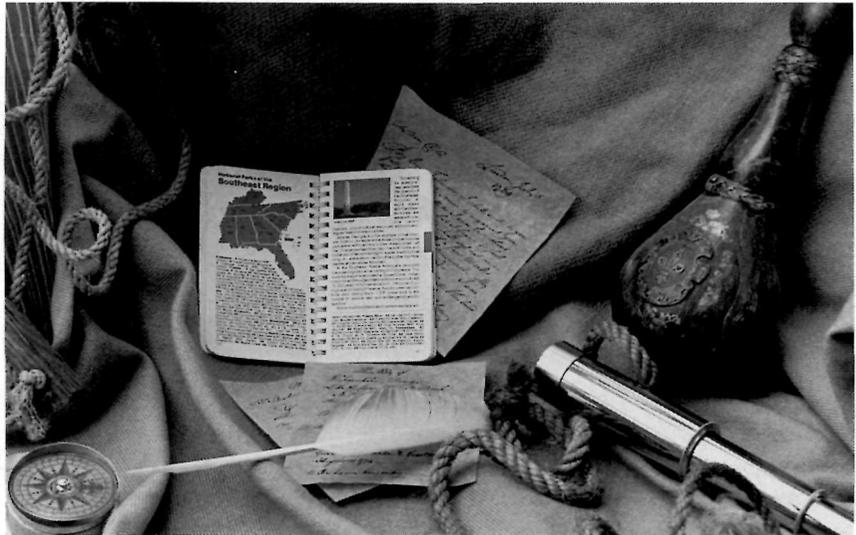
LETTER

I've just returned from the 75th Anniversary celebration on the Mall in Washington, DC, and want to express my appreciation to everyone involved in the planning and participation in the event. It really was a special affair. I was fortunate enough to be an award recipient, with friends in attendance. They were very impressed with the program and the spirit of camaraderie that prevailed.

Obviously a host of individuals and offices were involved, so it seems the best way to say *thank you* to everyone responsible for the event is through the *Courier*. Splendid job, everyone.

Jane Buxbaum

A Photo Challenge: '92 Passport Stamps Re-discover Americas Explorers & Pioneers



1992 Passport To Your National Parks Photography Contest

sponsored by Eastern National Park & Monument Association

All National Park Service employees are eligible to enter until December 2, 1991

Winning entries will appear on the

1992 Passport To Your National Parks commemorative stamps

Guidelines for Submissions:

1.) The 1992 Passport Stamps Photography Contest will honor NPS sites associated with explorers and pioneers in exploration, science, technology, medicine, politics, religion, education, literature, and the arts...

Images from parks such as Cabrillo and Coronado, George Rogers Clark or Clara Barton, Thomas Edison, and George Washington Carver are encouraged, and special consideration will be given to NPS sites associated with the Christopher Columbus Quincentenary or hosting their own 1992 anniversary events.

A brief statement about the significant achievement of the park's namesake or a description of the commemorative event should be enclosed with the photographic image.

2.) Prizewinners will be announced January 13, 1992. Eastern National will pay the photographer \$500.00 for the winning photograph in each category. If the winning image is a National Park Service slide/transparency or taken on government time, Eastern National will donate \$500.00 to the photographer's park to support the interpretive program.

3.) Submissions must be received in Conshohocken by December 2, 1991. Photography will be accepted for each of the following categories: North Atlantic, Mid-Atlantic, National Capital, Southeast, Midwest, Rocky Mountain, Southwest, Western, and Pacific Northwest/Alaska regions.

4.) Images of national parks previously featured on 1986, 1987, 1988, 1989, 1990, or 1991 Passport stamps will not be accepted.

5.) All submissions must be clearly labeled stating park name and image location; photographer's name, current park assignment, and mailing address; category submission. (Indicated on slide or transparency.)

6.) All submissions must be originals of reproduction quality: 35 mm or 4" x 5" transparency.

7.) Eastern National will review all submissions and make final decisions. Images will be judged on quality, interpretive merit, and subject matter appropriateness. Lacking a suitable entry, Eastern National reserves the right to select a suitable photograph.

8.) Photographers agree that, by submitting their work for review, Eastern National may use the winning photograph for the Passport stamp and promotional purposes. All submissions will be returned to the photographer; those images not selected for stamp reproduction will be returned to the photographer by January 31, 1992.

9.) Individual submissions are limited to ten (10) in any given category.

10.) Mail submissions to Dave Holt; Eastern National; 1992 Passport Photography Competition; 446 North Lane; Conshohocken, PA 19428. For information call (215) 832-0189.



SIZING UP SERVICE MORALE

Morale in the National Park Service? A consolidated, aggregated look is probably impossible, even if it is just confined to the field. But in my two years studying, watching, listening, talking, and writing about the subject, there is one recurring theme. Almost everyone says something like: "well, my morale is pretty good, but the morale of the organization isn't."

What is happening here? What's going on?

Factors like adequate pay, decent housing, opportunity for advancement, and dual career issues affect individual morale. Most of them can lead to negative morale easily enough, but, when fixed, don't seem to build the positive morale you would expect.

I think there has been substantial progress on issues such as these since the time I began framing the debate on morale several years ago. Several things are happening, many of them begun before the issue was focused. Fiscal years 1990 and 1991 saw \$16 million applied to employee housing—not counting the line item construction, cyclic maintenance, and regular repair/rehab funds also used. The initiative to reclassify rangers has resulted in a number of promotions. The interpreters are working on professionalizing their classifications as well. Basic pay rates have been increased in high-cost urban areas across the country. The Pay Reform Act has passed and will have a positive impact on

pay throughout the Service. Although I don't have statistical proof, my "ear to the ground" tells me that opportunities for advancement through mobility are also increasing.

These changes provide hope, but, in and of themselves, they will not produce high morale. We have too many fundamental issues still to work on, such as creating a truly positive atmosphere for dual career couples. There are five issues that feel to me like "bridge issues" in the morale milieu: 1) supervision; 2) continuing education; 3) culturally balanced workforce; 4) direction for the future; and 5) the National Park Service family.

Supervision is a factor mentioned in all conversations and studies—and in statistics on the subject from all agencies (in recent Department of the Interior studies the NPS ranked lower than most). It is a critical ingredient in both morale and productivity, and one of the two or three most important issues that the Service—and especially the individuals who hold supervisory positions—must face. Supervision is the key to doing the things that need to be done in the right priority. It is the place where one employee can empower another to be his or her full self. It is the single most important point for the transfer of agency cultural values and operational expectations. It is the reward given or withheld. It is where the winnowing of those without the "right stuff" from those with it takes place...and where nurturing and

caring *build* "right stuff." It is the most important step in achieving organizational and individual productivity and self-worth. The NPS needs to place great and enduring emphasis on building universal, high quality supervision throughout the organization. But not one of us who is a supervisor needs to wait for the Service to take the first step. Each of us can start alone, without any help from anyone else. It is our responsibility to help ourselves and our employees. Personal initiative can result in huge improvements.

Continuing education at all levels and in all series is becoming ever more important. In some cases it will start by bringing a new employee up to speed. In all cases it is the only way to keep us current during the 30 or more years of a career. This is partly an issue of Servicewide and supervisory commitment. It is also one of personal initiative. Each of us must assume some responsibility for staying current, for developing new professional or technical skills to do our work better, for being up-to-date on what is happening in the world around us. But I believe just as strongly that the Service must give more intellectual and financial resources and organizational commitment to providing opportunity for meaningful, job-related continuing education. Unless we do, we will become mediocre in our ability to fulfill our mission, and to recruit and retain fine new employees.

The survival of the NPS as a viable part of our national culture depends on our ability to become a culturally and ethnically balanced family and community. Our public (the "future generations") is becoming more diverse—more Black, Hispanic, Asian, Native American—than ever before. And the diversity of values and experiences of the nation's people is also expanding. The mass is breaking up into an ever diversifying mosaic. Coalitions that once were simple and static are now complex and changeable. Where identifying with a predominantly white Christian culture once was the norm, that no longer can be the case. It will be hard to change our own culture, and initially efforts to achieve a new family mix will take its toll on the morale of some, maybe many. I predict, however, that success in achieving deep, pervasive diversification of our family, so long as we retain quality, will pay back in morale, productivity, pride, and relevance of our mission in ways that we cannot even envision today.

All organizations and people in them need to feel that there exists an overarching, unifying, agreed-upon direction for the future. We are no different. We see the impacts of our society on the natural, cultural, and recreational heritage of our nation and the world. We care deeply. We do not need charismatic leadership or pontification. We do not need to believe we have the only right answer. But we do need to feel that a unifying, wide, accepted path to the future is being followed, and that it is relevant to whatever changes to the basic structure of our national and global heritage that are taking place. We need to feel that our mission is not politicized, even if the means to achieve it are rooted in the political activities of our democracy. And we need to feel as though our agency is respected for its missions and the way it approaches achieving them. Meeting this need is again one that all of us can participate in. We can learn and hold dear all of the responsibilities Congress has given us. We can speak

professionally at all times, with fellow employees, with our neighbors, and with our partners. We can support our leadership for what it does, and help empower it to do more. Responsibility for direction to the future lies with each and every one of us, from the Director to volunteers.

Finally, there is the NPS family. Its demise is much be-moaned of late. There is no doubt it has changed, as have all family structures. Our family ideal must not be the ghost of a past dream. It must be rooted in today's realities. It must grow from and be knitted together with a commitment from each of us to participate, to contribute, to take time out to care. Stephen Mather's family ideal is achievable—I see it happen every day. But not in the way it happened back then. Let us not be afraid to call ourselves a family—a modern family—where each and every one of us commit to contribute every day or every week to the family good. Stay in touch with each other, even with those who are "higher" or "lower" than you. Listen to and care for one another. Value variety of approaches, experiences, ideas, and values. Treat each other as individuals. You will be amazed at how much each and everyone of us has in common and what we can contribute to each other.

I believe the most important and fundamental ingredient in the morale milieu is you and me as individuals. In the end, it is you and me—everyone of us at every grade—who make or break the morale of the NPS. Each of us must dedicate ourselves to the mission of the Service as it is defined from Congress, not as we might like to be. We need to realize and embrace the responsibilities we have been given, not just the ones we personally like. It is not just the grand natural parks, nor is it just the historic or recreation areas that comprise the system. As the 1970 amendment to the 1916 Organic Act tells us, "...these areas...are united through their interrelated purposes and resources into one national park system as cumulative expressions of a single national heritage..." It is our responsibility to treat them as such.

It is also our responsibility as partners in preservation of natural and cultural resources, to provide the best there is in technical assistance, and to be an international leader.

The people of the United States and the Congress believe in us, in what we can do. They see an evolving role for us, not a static one. It is our responsibility—our opportunity—to grow to a stature in our society commensurate with the ways we are viewed. As we run headlong into the 21st century, what we do and how we do it—professionally, as individuals, protecting our parks, providing for the enjoyment of an incredibly diverse national and international population, and responding as responsible partners locally, nationally, and internationally—will shape our morale, our relevance, and our success. The answer lies mostly in you and me. I accept the challenge as an individual and as a part of our NPS family. I hope you do too, and that our individual and focused action will bring us all together in a renewed NPS family achieving what needs to be done.

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STRATEGIC MANAGEMENT IN THE NPS

The first tractor I remember on our farm was an old, rusty, blue McCormick-Deering. As tractors go today, it wasn't much. It went forward and backward and it pulled things. "The ol' McCormick," as Dad called it, did what it was intended to—it replaced Joe and Jerry, my grandfather's team of pulling horses. It pulled the same implements; nothing else needed changing. It had the disadvantage of needing to be driven by somebody (you just had to talk to old Joe), but the singular advantages for a small farmer that it didn't eat when it wasn't used, that it was affordable, and that it ran forever.

Our family had Cyrus H. McCormick to thank for the reliability of that old tractor. McCormick lived from 1809 to 1884 and is primarily known for having invented the mechanical harvester. What few people know is that he also invented something more far-reaching—the fundamental principals that evolved into the concept of strategic management.

Cyrus invented the harvester after he'd done some research to find out what farmers needed, what they could afford, and how reliable they needed it to be. In business terminology, he invented market research and market analysis. He also invented the concepts of market standing, pricing policies, the service salesman, parts and service supply to the customer, and installment credit. He was a radical.

McCormick had done all this by 1850, but the rest of the business community didn't really catch on until the turn of the century (*People and Performance: The Best of Peter Drucker on Management*, Peter Drucker, 1977, p. 90). That he was successful in getting the jump on them is evident by what McCormick-Deering became—International Harvester.

From that beginning evolved what is today called "strategic planning" or "strategic management." Business and academic people became interested in trying to find out why some businesses succeeded over others. "Management by objectives" was one product of this investigation. "Marketing," defined not as selling what you make but as knowing *what* to make, was another.

The ideas coalesced in the 1970s into strategic management, strategic planning being arguably just the planning part of a total management concept. Through this process, say authors John Pearce and Richard Robinson, "'long-range planning,' 'new venture management,' 'planing, programming, budgeting,' and 'business policy' were blended with increased emphasis on environmental forecasting and external as well as internal considerations in formulating and implementing plans" (*Formulation and Implementation of Competitive Strategy*, John Pearce & Richard

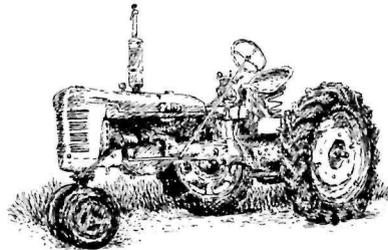


Illustration by Ann Smyth

Robinson, 1988, p. 6). As a result, strategic management is now a primary component of business school curricula.

Strategic management is a concept and a process that we in the National Park Service can and should be using and, in some areas, already are. Some individuals and some parks are developing or have developed "strategic plans." Presently, though, there are few completed plans and the process is

not uniformly well understood or implemented. In effect, a few progressive individuals are experimenting with the application of a concept that has been proven in the private sector but has yet to be fully applied in the public sector.

Some agencies, however, are applying most of the concepts without generally calling the product a "strategic plan." The recent emphasis on recreation and redirection of resources to that area by the U.S. Forest Service is an example.

According to Pearce and Robinson, "strategic management is defined as the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an organization" (*ibid*). Business writer Arthur Thompson has provided another definition perhaps more illuminating and relevant to the NPS: "Strategic management is the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve those objectives in the light of all relevant internal and external circumstances, and undertake to execute the chosen action plans" (*Strategic Management: Concepts and Cases*, Arthur A. Thompson & A.J. Stickland, 1985, p.4).

Various authors list from five to nine critical components of strategic management. They 1) start by defining the organization's mission, then 2) take stock of where they are, 3) identify where they could go, 4) choose where they should go, 5) figure out how to get there, and, as the Nike people say, 6) "just do it." Finally, they 7) evaluate their progress to determine if either the plans or the implementation process need changing.

The obvious question at this point is: "Why bother?" The answer can be found in our mission as defined by Congress, the importance of which is reinforced by even a perfunctory observation of some of the internal and external forces affecting the agency. That mission is:

"to conserve the scenery and the natural and historic objects and the wild life [of the parks]...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...These [park] areas, though distinct in character, are united through their inter-related purposes and resources into one national park sys-

tem as cumulative expressions of a single national heritage...preserved and managed for the benefit and inspiration of all the people of the United States...."

Conservation of something in an unimpaired state is synonymous with preservation. A heritage is an inheritance of a legacy. The NPS mission, then, as defined by Congress, is to preserve park resources as part of a national inheritance, and to provide enjoyment, benefit and inspiration from those resources for all the people of the United States. Rick Tate, a management consultant with Performance Impact Systems, has said more than once that major corporations would kill to have a mission statement like ours.

Someone charged with managing an inheritance is a trustee. One could therefore make a legal case that the NPS is the trustee for the resources of the parks and that, since Congress didn't specify how many future generations, the beneficiaries of that trust are "all the people of the United States" into the infinite future.

Now balance that mandate with daily reality. The NPS has existed on less-than-adequate fiscal resources throughout its history. Recent history and pragmatic projections of the future suggest that there will be no radical changes in that situation. The management of parks is becoming increasingly complex in almost all areas. More and more governmental and private organizations are offering the same services that we do to many of the same people, and are perceived to be doing as good or better a job.

The situation is clear. We are in business for the longest haul imaginable; we have an affirmative trust responsibility; we are facing increasing competition. Yet we are (in the terminology of Clarke and McCool's *Staking Out the Terrain*) simply "muddling through."

Why bother with strategic management? If for no other reason than because we have an affirmative legal obligation to plan for the indefinite future. Let's look at the issue in a more practical light. If people feel that they are getting better entertainment from theme parks, less structured wilderness recreation from the BLM, better natural resource preservation from the Nature Conservancy, and more exciting living history at Colonial Williamsburg, then why should they support the National Park Service?

In Stephen Mather's days, more visitors equalled more support for the parks. However, we are reaching the carrying capacity of many park facilities, and that old horse won't take us much farther. More people doesn't necessarily translate into more support. If they have a lousy time, the principle will work in reverse. If they are merely passive visitors, it won't mean anything one way or the other except to the resources they impact while passing through. To effectively carry the park resources with which we are entrusted into the future, we need to devise a plan—a strategic management plan.

Let's look at the seven key components of such a plan, as noted above, and examine ways in which they bear on the National Park Service.

1. Development of a mission statement—Congress has already given us one, and the 21st century task force generated another which includes responsibilities we absorbed from the

Heritage, Conservation and Recreation Service (HCRS). It's discouraging to find how many employees are unfamiliar with the original Organic Act, much less subsequent changes. Our mission must be defined clearly, and thoroughly understood by every employee.

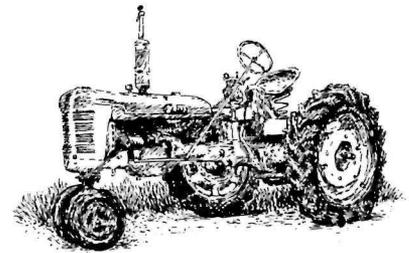
2. Analysis of our present situation—Called a SWOT (strengths, weaknesses, opportunities, and threats) analysis in strategic communications parlance, it would focus on both the NPS organization and the national park system. There are, for instance, other organizations that have torn pages from our book and are now doing our job as well or better than we are—and we helped pay for a lot of their projects and much of their education! Although there are other things which we still do better than anyone else, too few people know of them. Our legislated mission gives us room to run in several directions. For each direction, though, there's at least one organization ready to race us, and a SWOT analysis would show us where we stand relative to these others.

3. Examining future directions—this would be a brainstorming exercise to examine what we could become. Such an examination would play to one of our strengths—employees with vision in the organization. We simply haven't put all their visionary ideas into a sack or up on a chalkboard to work with them in a comprehensive way.

4. Deciding where we should be going—this might be harder than it seems. What we ought to do and what we are permitted to do may be two radically different things. What we ought to do should be determined by our trust responsibility to all the people of the United States. What we are permitted to do derives from the actively involved, currently registered electorate. Strategically, each generation should do as much as it can in the "ought to do" direction, realizing that an informed, involved electorate is our best support and that limits can only be determined by getting your ears boxed.

5. Assessment of how to attain goals—figuring out how to get there while keeping your hearing is also an exercise in the possible. It is imperative that we be ruthlessly pragmatic about developing strategies. Every strategy has a cost/benefit ratio which can almost always be determined in advance. No matter how "good" a particular strategy seems, it's probably not worthwhile if it will hurt us more than it will help us.

6. Development of an implementation plan—if it gains more than it loses, then we should do it! Implementation may be the hardest part of any plan, as it is difficult to do something consistently well throughout an entire organization. Unless the majority of an organization's members support an objective, it's almost impossible to attain it. Of course, asking those who will have to make something happen if they think it is a good idea might encourage them to try to make it happen. Listening to their



answers might make it work better. And acting on those answers might be better still.

7. An effective evaluation must be uncompromisingly realistic. Warm fuzzy intentions don't compensate for cold hard failures. The plan worked or it didn't. Excuses do neither the agency nor the resource any good. Innovative companies assume that nine out of ten innovations won't be worth pursuing. They encourage all ten because the one that works makes up for the nine that didn't. *But they don't keep trying all ten.*

The 75th anniversary provides us with an opportune time to develop and begin to implement a strategic plan.

The first, most critical, step will be to conceive and elucidate a mission statement that is at once comprehensive and comprehensible to everyone in the NPS. A careful rereading of Title 16, particularly the amendment to the Redwoods National Park expansion act (para 1a-a) reveals that we have much more legal latitude than we currently exercise. We regularly quote the original Organic Act which mandates that parks be conserved for the "enjoyment" of people, but we consistently fail to quote the amendment to that act that adds "benefit" and "inspiration" and (more than once) states that we do this for all the people of the United States.

I would argue that one cannot be truly inspired by something unless he or she first understands it. The amendment makes it clear that we have a legislated responsibility to provide adequate education about the heritage contained in parks so that all the people of the United States may be inspired by that heritage.

By logical extension, this means that interpretation generally is inappropriately confined to within-park activities and that the NPS ought to be significantly involved in off-site interpretive/educational activities. Given the present concern about education nationwide, this ought to be "do-able" if we could fund it.

Similarly, a very real benefit to "all" of the people is the amount of foreign money brought into this country by people who visit parks from overseas. While foreign visitors may potentially displace some citizen visitors to the parks, our legislated responsibility is to all the people, not just those who choose to visit the parks. Greater efforts to explain and inspire foreign visitors with our heritage, perhaps even before their visits, are well within the realm of possibility. These are just two examples of the kind of latitude inherent in our legislation if we simply choose to exercise it.

A symposium on the future of the National Park Service was held in Vail this fall. The symposium and its follow-up provides us with a perfect opportunity to accomplish four things:

1. redefine the mission of the Service within the constraints of existing legislation to take advantage of the latitude available and clearly state the role of the national park system in our society. Are we simply in the conservation and recreation business like other land managing agencies, or do we have a special place in society as the protectors and explainers of our heritage? Are we land and people managers, or are we the "institutional memory" of this polyglot culture called America? If we aren't the trustees of our cultural and national inheritance, who is?

2. Take a hard-nosed look at where we really stand in regard to this mission statement. If we're in the "park business," how well

are we really doing compared to other park operations? If we're in the "resource preservation business," how are we doing compared to other public and private conservation organizations? If we are realistic and objective, we may find that we have both overestimated our success and underestimated the competition.

3. Within the redefined mission statement, identify our opportunities. What could we do or be? At this point, political realities and fiscal constraints should not be used to limit the vision. Premature censorship so limits the horizon that many excellent ideas often never surface. This is the "brainstorming" part of developing the plan, and it can be both revealing and exciting if approached with the right attitude.

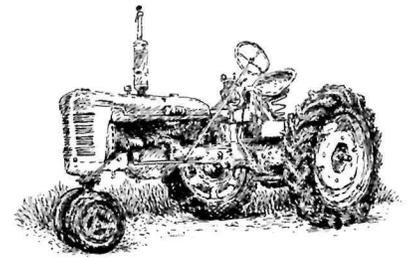
4. Establish a "rough cut" version of where we ought to go. This is the point where political and fiscal realities must be considered. These realities are so complex that they need to be thoroughly understood and the risks, costs, and benefits carefully weighted. At this point, it is worth bearing in mind that innovative companies assume that a ten percent success rate for new products or programs is a realistic expectation. We should be prepared to accept a ninety percent failure rate in the "ought to's" as the price of striving for improvement, then drop the failures and move on. We need to give good ideas a fair chance for success, evaluate them after they've been given a chance, and toss the turkeys. This will be painful, as no one likes to abandon a pet project, but we must be ruthless. Anything less would be a waste of the taxpayer's money.

If we can accomplish these four things in our 75th year and establish the strategic planning process as part of our basic operational repertoire, the time will be very well spent. In order for it to truly be worthwhile, though, we must keep it rolling. Strategic planning is a process, not a product.

The process involves continual evaluation and adaptation to changing internal and external environmental conditions. If this sounds like a definition of evolution, it may be that it took

the business community almost 150 years to figure out what the parks could have told them all along—if we had explained it well and if they had just listened.

We need to do our job so the parks can deliver whatever message they may have for the citizens of 2016 and beyond. To do that, we need a plan. If we use the strategic management process which evolved from the thinking of Cyrus McCormick, then, like that old blue tractor, we can do what we were intended to...forever.



Mike Hill is the Service's Bevinetto Fellow assigned to a year's detail with the Senate Energy and Natural Resources Committee. His article is reprinted with permission from the Spring 1991 issue of Ranger.

NATIONAL PARKS, RANGERS AND THE NEXT 25 YEARS

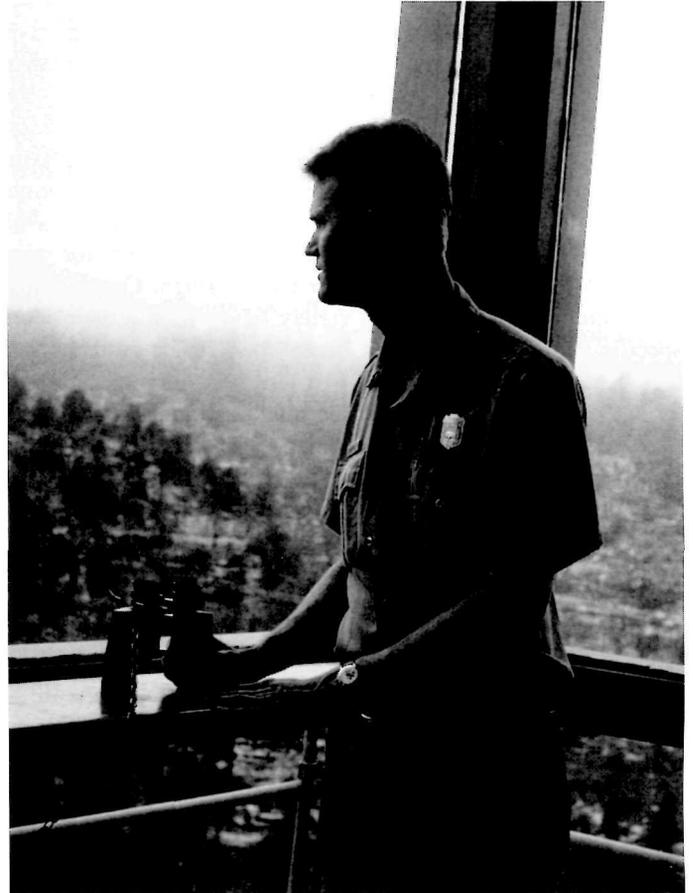
The National Park Service manages 357 areas throughout the United States, the Virgin Islands and American Samoa. This responsibility covers more than 79 million acres of our country's finest natural and cultural holdings, of which approximately 47 million acres (59%) are designated as national park lands; 3.6+ million acres (4.5%) as recreational lands, and the balance of 28.4 million acres (36.5%) as recognized historic sites. Approximately 38.5 million acres (48%) are designated wilderness.

The diversity of NPS areas and the complexity of management issues have increased significantly since the 1950s when the Service was responsible for only natural and cultural areas. During the 1960s the NPS assumed responsibility for its first water-oriented recreational area. Management challenges were further compounded with the acquisition of Golden Gate, Gateway and Cuyahoga Valley NRA in the early 1970s. This diversity is better understood by realizing that 53+ million acres (66%) of the 79+ million acres under NPS management are extensive natural areas in the "Last Frontier" of Alaska. Despite the numerous operational and visitor use problems associated with intensively used urban recreational areas, a large majority of the agency's responsibilities and the need for ecological understanding stem from the massive natural and wilderness areas under NPS management.

Park managers and rangers need a thorough understanding of the agency's administrative policies and extensive training, in addition to a science education, to adequately preserve, manage and interpret each park area. This holds true whether the park is the 1/4-acre Ford's Theatre NHS or the 13.1 million-acre Wrangell-St. Elias NP & Pre.

Today's park rangers must provide recreational and interpretive/educational programs for urban populations visiting parks while attempting to understand the ecology of the natural wonders of Yosemite and Yellowstone. They must provide preservation and historical interpretive services at sites ranging from pre-historic ruins to Civil War battlefields, yet be able to comprehend and apply the principles of ecology in planning and managing the unspoiled remote areas of Alaska.

There are 13,600 permanent employees in the Service. The park ranger series is the largest single occupational category in the NPS with 3,279 employees or 24 percent of the total NPS work force. More than 80 percent of all park superintendents (managers) ascend from within the park ranger ranks. Some 70 percent (2,295) of all park rangers hold a four-year or better college degree; however, those degrees are in 170 different academic concentrations. Approximately half of the park rangers (1,610) hold degrees in an academic field related to natural and/or cultural resource studies. However many "rangers" are



Seasonal ranger at Walnut Canyon. Photo by Diana Adams.

doing work not related to natural or cultural resources. The GS-025 park ranger series begins at grade GS-1, and many lower graded positions presently classified in the GS-025 series are performing fee collection, dispatch, clerical and similar functions.

The park ranger series is not recognized by the Office of Personnel Management (OPM) as a professional series. OPM maintains a written description of the experience and education requirements to qualify for an *entry* level park ranger position. The description known as the qualification standard is classified as non-professional by OPM because it does not require a full four-year college degree with a specific educational major, but allows the substitution of experience for education. Prospective rangers could qualify by either their education or a combination of education and experience.

The types of college majors and the number of semester hours needed to qualify for the park ranger series have changed

three times since 1957 when entering GS-5 rangers were required to have a 4-year college degree with the "major study in such fields as forestry, conservation, physical geography, or wildlife management, or in the natural history or field phases of biology, geology...training not directly applicable to the work of park ranger positions...not...qualifying unless supplemented by an adequate amount of course work which is applicable to the work of park ranger positions." While the ranger series was labeled non-professional, emphasis was placed on a 4-year college degree requirement in the field aspects of natural science. In the 1960s, successful candidates had to pass the Federal Service Entrance Exam (FSEE), then undergo an interview prior to selection. Those selected attended a 12-week Introduction to Park Operations course at the Horace Albright Training Center in Grand Canyon NP. From 1966 to 1968 rangers were assigned to selected training parks for nine months of on-the-job training after their Albright Center study. The training park provided a variety of opportunities to learn specific skills under a mentor before their first park ranger assignment.

In 1969, the NPS changed the qualification standard previously designated GS-452 (park naturalist) and GS-453 (park ranger) to GS-025 (park manager). The new standard for entry level positions still accepted a full 4-year course in an accredited college or university or a combination of education and experience. This time, the bachelor's degree had to include at least "24 semester hours in *one or not more than two* of the following: park and recreation management, any field-oriented natural science, history, archeology, police science, sociology, business administration, the behavioral sciences, or closely related subjects applicable to park management." Note that the areas of acceptable studies were expanded and that 24 semester hours did not qualify as a major field of study in any one of the fields listed. During this period there was also the requirement of passing the FSEE; there was a pre-employment interview; and successful candidates attended the 12-week Park Operations course. The FSEE was abolished in 1973 and replaced with the Professional Administrative Career Exam (PACE), later abolished in 1980. The comprehensive 12-week training experience became a Ranger Skills Course in 1979 and varied from 6 to 9 weeks in subsequent years.

Educational qualifications were changed again in 1985. They were still designated as GS-025, park manager, and still accepted a 4-year bachelor's degree for entry at the GS-5 level. However, the 1985 qualification standard now listed "30 semester hours of course work in *any one or a combination* of the following: any field-oriented natural science, natural resource management, earth science, history, archeology, anthropology, park and recreation management, or closely related subjects pertinent to the management and protection of natural and cultural resources." A qualified candidate could have a college major in one of the above areas of study or six semester hours in each of any five applicable areas of study. There were no general exams such as the FSEE or PACE, no interview process and no centralized training experience for new rangers.

That year was also the year that more than 1,700 GS-026 park technicians were merged with the GS-025 park rangers. The average grade for rangers went down from a GS-11 to a GS-7.2.

Recently, OPM changed the park ranger qualification standard again to be compatible with other occupation standards. In 1990, qualification by education alone was still a 4-year college course of study but the bachelor's degree only required "24 semester hours of *related* course work in the fields of natural resource management, natural sciences, earth science, history, archeology, anthropology, park and recreation management, law enforcement, police science, social sciences, museum sciences, business administration, public administration, behavioral sciences, sociology or other closely related subjects. Course work in a field other than those specified was accepted if it clearly provided applicants with the knowledge and skills necessary to perform successfully in the position." This standard offers hiring officials considerable latitude regarding a prospective candidate's qualifications. OPM also instituted a new set of exams entitled Administrative Careers With America (ACWA); potential park rangers are required to take the test for law enforcement officers under this exam.

The expanded and more numerous acceptable courses of study and the lack of a required major field since 1969 account for the fact that only half of all park rangers hold degrees in natural or cultural resource studies. Only 64 percent of all new employees in the park ranger series for the past year had a degree of any kind due to OPM decisions that allow experience to substitute for education in a non-professional series. Approximately half of these new employees have degrees in the natural or cultural sciences.

It is ironic that as we enter the environmentally conscious decade of the 1990s, America's premier conservation agency, the NPS—the only non-commodity conservation agency of government—has witnessed the consistent lowering of educational requirements and the dilution of college majors for rangers during the past 22 years. The agency's use of the GS-025 standard for the past 22 years to recruit rangers, and the merging of the GS-026 park technicians with the rangers in 1985, virtually guaranteed the scenario we find this employee group in today. The impact on park resources is cumulative and could be astronomical, but it is invisible and not measurable on a Service-wide basis. This is not a unique erosion of ranger qualification standards OPM has aimed only at the NPS. Many other professional standards were reduced to 24 semester hours as well. I'm not aware of any college or university in this nation that only requires 24 semester hours for a college major. On a nationwide scale, involving all professions, this may be the nexus of a whole passel of problems. But, that is for some other publication to explore.

There are those who have argued (apparently successfully) that national park rangers do not need a professional degree in the natural or cultural sciences because their jobs are so diverse. The work of park rangers varies widely depending on the type of area assigned within the system. Specified duties

break down into park conservation, public safety, public use and recreation, interpretation, public relations, law enforcement and park management.

There are others who claim that rangers should have a professional degree in the natural or cultural sciences because the agency's mission and purpose is oversight and management of America's finest natural and cultural areas. Their claim is that the work of park rangers cannot be done in perpetuity, without incremental and detrimental impacts, unless all park rangers are professionally trained and capable of recognizing research needs or designing research, performing functional resource management activities, interpreting complex ecological and historical information for visitors and measuring impacts. They must have a basic knowledge of the ecological and/or cultural processes at work in a park environment.

The NPS also has 1,512 employees (11%) who hold positions classified as professional.



Seasonal ranger at Grand Canyon. Photo by Diana Adams.

These are occupations for which a 4-year college degree in a specific academic concentration is a requirement for employment. Fifty-one professional occupations are represented including architecture, landscape architecture, engineering, history, archeology, anthropology, biology and museum curatorship. Some of these employees are working in parks and universities. However, most are assigned to the Denver Design Center and/or the Harpers Ferry Interpretive Design Center where they are involved in construction project design, park planning, interpretive

planning, environmental assessment and impact statement preparation and historic resource study reports. Of these professionals, 566 (37%) hold degrees in natural or cultural science. Of the 13,600 NPS employees, 2,176 (16%—which includes the professional category and the rangers) hold at least one degree in the natural or cultural sciences.

Should national park rangers be professionally qualified with degrees in the natural or cultural sciences? Should the GS-025 series be abandoned and all future park rangers qualify under the OPM professional standards for history (GS-170), anthropology (GS-190), archeology (GS-193), ecology (GS-408), zoology (GS-410), botany (GS-430), range conservation (GS-454), soil conservation (GS-457), forestry (GS-460), fishery biology (GS-482), or wildlife biology (GS-486)? Such a requirement would professionalize the ranger series and ensure that future rangers were educated in fields applicable to the agency's responsibility, mission and purpose.

Under the present set of directives from OPM, a park superintendent might determine that the district ranger or chief of interpretation needs a professional understanding of natural re-



Ranger addressing visitors. Photo by Nick Clark, NPCA.

sources. The position description written for this need might classify as GS-401, General Biological Science, a professional position requiring a major in natural science. While the person would wear the uniform of a park ranger and perform all the duties of a district ranger or chief of interpretation, he or she would be classified as a professional employee. This is a method of acquiring professionals in the uniformed ranks when the use of the ranger series, GS-025, might be too general or un-specific to serve the needs of the hiring official. These and numerous other questions were examined by some of America's leading conservationists, business, government and academic leaders during the NPS Vail symposium on October 7-10, 1991, and will continue to be examined in the months following.

This year is the 75th anniversary of the founding of the National Park Service. The centerpiece for that celebration has been the coming together of 36 prominent, knowledgeable authorities to examine four major themes: organization renewal, environmental leadership, public use and enjoyment, and resources stewardship. Nine members assigned to each theme have met in national park areas during the past several months to interact with park employees, review available literature and devise solutions to issues facing the NPS. Their recommendations were presented to 600 attendees at the symposium for further refinement before going to Director Ridenour.

Through this unique working symposium, Director Ridenour is preparing the NPS to adhere to the mandates of the Act of 1916 creating the Service and to meet the challenges of the future.

Robert Clay Cunningham is general superintendent of the Southern Arizona Group. His article is reprinted from Earthwork, a new venture of the Student Conservation Association, which features articles and other information aimed at enhancing conservation careers. For more information, contact SCA at P.O. Box 550, Charlestown, NH 03603.

From time to time *Courier* plans to focus on private sector initiatives that are contributing to new environmental directions. These articles are in no way endorsements of those organizations, individuals or others profiled, but rather are intended to inform readers of private sector as well as public efforts in important arenas of change.

WELCOME TO HASSLE-FREE RECYCLING

VENDING MACHINES THAT TAKE IT BACK!

Think back to the last time you talked to a *human* teller. It has been a while, hasn't it? Since the creation of those wonderful Automated Teller Machines (ATM), you now can take care of practically all your financial business through them. ATMs have proven to be faster, more efficient, and easier to deal with than human tellers, particularly when the teller has an "attitude." For banks, ATMs have been a godsend; they are easier and cheaper to maintain than having to hire, train, and manage someone to do the same job.

Now switch your thinking from banking to recycling. Wouldn't it be nice to have a machine similar to the ATM that would be easy to use, convenient, and open twenty-four hours a day to take in your recyclable cans, bottles, and plastics? If such a machine existed wouldn't you be more likely to recycle than you are now? Well, help is on the way.

Imagine a vending machine—well, not your *ordinary* vending machine. Imagine one that accepts aluminum, glass, or plastic beverage containers, smashes, shreds, and sorts them for the recycling plant, and, in return, dispenses either money, merchandise coupons, or the opportunity to donate to a particular charity, tax deductible! Although this concept may seem far-fetched, the "reverse" vending machine is, in fact, reality. Five of the ten states with mandatory bottle deposit laws (California, New York, Massachusetts, Vermont, and Connecticut) are becoming familiar with this latest aid to recycling.

Not long ago, recycling was a strictly grass-roots, voluntary activity. For most of us, it was easier to throw away cans, bottles and other recyclables than drive to a



Hassle-free recycling with vending machine recycler that accepts cans.

recycling center to drop them off. Now, however, recycling is required in many jurisdictions. As a result, it is now "in" to recycle; recycling of aluminum, glass, plastic, and newspaper has emerged as a part of every-day life for millions of Americans. With increased publicity, pressure for more efficient use of landfills, and such solid waste management problems as ground water pollution, Americans have become more aware that resources are limited and that it is necessary to use them more efficiently. This new awareness has driven a number of technologically innovative developments, like the "can crushing" machine.

In the United States, the industry leader in reverse vending machines is a Northern Virginia company known as Environmental Products Corporation (ENVIPCO). Presently the company produces three types of reverse vending machines: one that accepts cans, another glass, and a third plastics. The Can Redeemer holds between 1,500-2,000 compacted cans, and can take in 40 per minute. The latest model has been equipped with a shredder to increase the number of cans each machine can hold. In addition, the newer models have computer screens to display advertisements, public messages, or an overview of the charity to which the machine is programmed to donate.

The Glass Bottle Redeemer identifies the color of the bottle for separation before crushing it. The crushed glass goes into separate bins which then can be stored until trucks come to deliver them to recyclers. Presently these machines are equipped with two-color separation—colored and non-colored—but future plans include development of a machine equipped with three-color separation: clear, green, and amber.

There's a machine for plastic bottle recycling, too. This one comes equipped with a custom-designed shredder that cuts the plastic into tiny pieces, allowing the machine to hold a great many more bottles. It also recycles the metal or plastic bottle tops.

According to Director of Corporate Communication Kathy Lyon, this for-profit corporation has approximately 4,000 machines in operation, recycling several million cans and bottles each day. Primarily the company leases their machines to grocery stores, an obvious market because the machines attract customers while providing a more convenient method of storage for the recyclables they are mandated by law to handle. The retailers do the daily maintenance, while ENVIPCO services the machines.

Since the creation of these reverse vending machines, more than four million containers have been recovered. Keep in mind, that number doesn't include the containers being recycled by other companies like ENVIPCO. That's good; but

what's bad is that the total number of containers reclaimed through reverse vending machines could and should be a lot larger. Unfortunately, a market for these machines does not exist in states that do not require mandatory deposits on beverage containers. Where this economic incentive exists, people recycle. And while recycling may still go on in states without these laws, the amount recycled is not even close to what it could be.

One possible new arena for reverse vending machines is public lands. In fact, although in very preliminary stages, consideration is being given to the feasibility and appropriateness of these machines in parks and wildlife refuges. Perhaps some day we'll see reverse vending machines throughout the country on both private and public lands; it would be a nice demonstration of the public and private sectors working together for a better environment.

The success of reverse vending machines as a means of mass recycling remains to be seen. However, the same hesitancy accompanied ATM machines in the late seventies. Who would have believed at that time that these machines would become second nature in the banking world just a few years later. Reverse vending machines may be going through a similar process. Who knows, a couple years from now reverse vending machines may be just as commonplace, found right alongside soda machines in stores, offices, and perhaps even on public lands.

Caroline Haigh, a senior majoring in public policy studies and history at Duke University, spent her summer as an intern in WASO's Office of Policy. She worked on such issues as commemorative naming in connection with the U.S. Board on Geographic Names, fundraising, and friends groups policy.

BILL LANE REFLECTS ON NPS 75TH

Fitting an interview with Bill Lane into a regular-length *Courier* article is like trying to condense the classics. The problem is not what to put in, but what to leave out.

It's even difficult to write an introductory paragraph on the man—his list of accomplishments runs a full six pages. Perhaps best known as the publisher of *Sunset Magazine*, Lane has served every President since Lyndon Johnson—U.S. Ambassador to Australia, member of the Secretary of the Interior's Advisory Board, Ambassador-at-Large to Expo '75 in Japan, Chairman of the President's National Parks Centennial Commission, member of the Council on National Parks under Nixon, Ford, Carter, and Reagan.

Lane's association with the NPS spans more than 50 years. Beginning as a packer and mountain guide at Sequoia and Yosemite NPs, he currently most recently served as Secretary Lujan's representative to the NPS 75th Anniversary Steering Committee. His references to "working groups" comes out of his experiences with the committee and refers to the experts, professionals, and other prominent individuals on the sub-committees set up to analyze NPS organizational renewal, resource stewardship, park use and enjoyment, and environmental leadership issues. These groups reported their findings at the NPS 75th Anniversary Symposium October 7-10, 1991 in Vail, CO.

Herewith is a bit of perspective from a true friend of the national parks.

Q: This year, the NPS is 75 years old. Since you've been involved with the Service for more than 50 years, discuss how you think we've done so far.

A: I think the National Park Service has done a fantastic job. Not that there aren't problems, but I think, first of all, that those problems are correctable. Secondly, a great many of them are from forces outside the Service. On the positive side, the fact that the NPS is so well regarded around the world offers pretty good back-up to my contention that the organization is almost without comparison in terms of its overall accomplishments.

In terms of areas I see for improvement, one of them is predicated on getting more support to meet the demands of a growing population and the increased mobility of Americans. We have to recognize increased demands and pressures—not from the normal functions of the agency, but from outside the national parks—for example, urbanization and encroachment of pollutants beyond the capacity of the NPS to control. We're going to need a lot of support, not only from Congress, but indeed from the very top of our government, meaning the President of the United States. I think it's fortunate that we have Mrs. Bush as our Honorary Chair for the Service's 75th anniversary—her role will foster additional interest from the administration, as well as



Congress, which will, in turn, help to us at the symposium in October as we address some of those problems that go beyond esprit de corps, good management, and other things that are *modus operandi* for any government agency.

Q: NPS has always been fairly conservative. What do you think the organization needs to do to cope with the current speed of social change?

A: One of the big items being debated is whether the Park Service should be an independent agency similar to NASA or some of the other autonomous agencies. I guess I don't feel, at this time, that this is the answer. I'd rather work within the present framework of the Department of the Interior.

Dealing with the social changes you're referring to is one of the major goals of our 75th anniversary symposium committees. We've assembled knowledgeable people for the working groups and the Vail program who can examine some of these things and help NPS prepare for the future.

The Park Service has already made a good start. The Gateway and Golden Gate parks have tried to meet some of the urban needs of underprivileged and minority children, and are doing an excellent job. Today, I don't know how many hundreds of children come into Yosemite from school districts that have park visits as part of their formal curriculum.

I've always had a philosophy in business, my own family, church, and certainly I would apply this to the national parks—before you start trying to change things, don't just accentuate the negative; try to get the whole picture. With respect to the NPS, until you analyze the good things that are happening in the agency and the positive changes that have taken place over the years, you don't have a full perspective.

Q: In the past, the park ranger was a generalist. Now, we have specialists in law enforcement, resource management, and other fields. Is this as a desirable trend or not?

A: I don't think we've lost anything; we've just added to it. In the military, in the State Department, or in business today, you're required to know more and do more. My brother and I own a cattle ranch. To say we can run a cattle ranch the same way we could if we'd lived 100 years ago is ridiculous. Today, the cowboys are out on motor bikes; we've got drip gardening; we're dealing with all kinds of environmental issues—the owner of a cattle ranch today is doing a lot more and he has to be far better educated.

I think some in the Park Service play the martyr because of having to change, when, really, that's just the name of the game. What I think is true is that the Park Service has not been given the funding, and maybe sometimes has not had the leadership to inspire and create needed changes. We have to bring along potential superintendents and leaders in the Park Service who have the qualifications to meet new demands. That is something I find is needed in almost every walk of life. For example, the U.S. military, in my opinion, has done a remarkable job broadening and increasing the skills, motivation, compensation, and attitudes of their personnel, enabling them to meet dramatic challenges in the Gulf War.

Q: The NPS Anniversary Symposium invitation list includes academicians, corporate leaders, agency heads, conservationists, and elected officials. What do you think the Service will gain by sponsoring a public review bringing such diverse elements together?

A: First, I think you found that just getting these people together took us a significant step forward in getting better communications. When I was Chairman of the *President's National Parks Centennial Commission* in '72, I insisted on having the environmental sub-conference in Yosemite prior to the final session at Yellowstone. We brought together people who were dumbfounded at how natural Yosemite was. There were some people who came up there from several of the park organizations expecting the whole place to be asphalted over...

It was just amazing to see these people talking and sharing the contrast between perception and reality. Yosemite has fewer

campsites today than it ever had before—the traffic's been cut out of the upper end of the valley, the old village is gone... When I worked there, we had two movie theaters, two dance halls, motor boats in the Merced, and God knows what-all. It's a much more pristine national park today.

Anyway, we got these people all together and talking in that environment. That happened at Vail also, and the benefits from it will last for years and years.

Second, I think that people were impressed with how much unanimity there is about the good things that are in the national parks.

Our national park system is regarded as an international institution that is probably more duplicated than any other single institution in the United States. You don't find a hundred countries duplicating our Constitution, but there are well over 100 countries that look to the United States National Park Service as a mecca for their park planners.

Q: Is there anything else you'd like to add?

A: I would only say that I have made some of my very best friends among the ranks of the NPS. There's no group that I can put in the same category of commitment, dedication, and desire to serve the public as the members of the National Park Service.

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

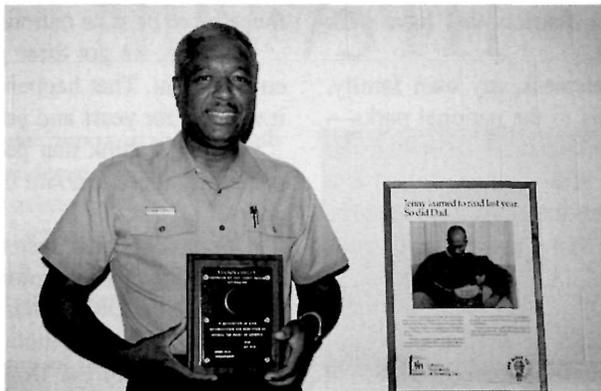
LITERACY PROGRAM AT NCPE

If you can read this article, you are not among the estimated 13 percent (17 million to 21 million) of American adults who are deemed illiterate. If you can read and understand this article, you are not among the additional 34 million adults who have difficulty comprehending basic written English. Although the NPS is a relatively small federal agency, it represents a cross-section of American society. Thus, the above percentages likely represent our total work force.

Unfortunately, the labels "illiterate," "functionally illiterate," or "marginally literate" are negative terms, suggesting that there is something wrong with the individuals that carry these labels. In general terms, however, these people are highly intelligent. For various reasons they simply did not learn to read. They compensate for their reading difficulties with remarkable memories. They are able to process large amounts of information "in their heads." And, they have created sophisticated methods to mask their inability to read. To almost any observer, they are as smart as anyone else. Yet, their highly developed defense mechanisms make it difficult for the literate people around them to recognize their inability to read.

To the employees at National Capital Parks-East, Vernon Chisley, the engineering equipment supervisor, was one of the more intelligent employees in the work force. They were correct in their perceptions. Yet they were unaware that he was functionally illiterate. Vernon was raised on a farm in southern Maryland. Education was low in the hierarchy of priorities on his family farm. So when Vernon left home at age 16 to seek his fame and fortune in Washington, DC, he left with the equivalent of a first or second grade education. When he came to Washington, he worked in housing construction, then found an opportunity to enter federal service with the Navy Department. He, of course, was unable to complete his SF-171 form. His brother-in-law filled out his application, and he started to work for the government. A short time later, he joined the Park Service as a laborer. With his working abilities, he progressed to the position of work leader, then to his present supervisory position.

Vernon was able to disguise his inability to read by asking his fellow workers to read memos and other correspondence; then he would pose questions to find out what he needed to know. As work leader, he would assign various employees to complete the necessary forms. However, when he was promoted to supervisor, he soon recognized that his new responsibilities simply would not allow him to cover-up his reading problem. With a feeling of desperation and a sense of urgency, he responded to a public service radio announcement and enrolled in a literacy program. He



started at the most basic level, completed the full course, and then started an adult education program to complete his GED. When he finishes that, he plans to attend college and work toward a business degree.

Vernon has become one of the leading advocates for literacy programs in the Washington, DC, area. He is president of the student literacy support group. He is the student representative to the local literacy

council's board of directors. And he appears on local public service literacy television advertisements. Vernon carries his message to business leaders and members of Congress to show them that their money and support are invaluable.

"I have more confidence in myself," Vernon says. "I'm more relaxed and have more balance in my life. Now my working skills—in which I have always had confidence—are balanced with my new knowledge. I can talk to people who I used to think were above my level. Now I strive for better things, better positions, and higher goals. I'm more relaxed. I feel like the weight of the world is off my shoulders. Knowledge is not something that you put in a bank or sit on. It is something that you need to share with others to help them overcome hurdles."

Vernon Chisley decided that his expanded horizons were so valuable, he wanted to offer the same opportunities to his fellow workers. He understood the excuses like "I forgot my glasses. Could you read this for me?," and convinced Superintendent Gentry Davis to start a literacy program in the park. With the help of the park historian, Vernon secured NPS training funds to create a park literacy program. They studied the various programs available in the Washington area and concluded that the Laubach method, which pairs a tutor with a student one-on-one could best meet the park's needs. The Literacy Council of Prince George's County, MD, then became involved, working to train tutors, screen prospective students, and match students with tutors. To date, the park has 17 certified tutors working with 17 students (another five students are ready to be placed with tutors). The park is preparing to start another round of tutor training that will include tutors from other parks in the region as well. The park's goal—which now seems quite reasonable—is to have a 100 percent literate work force in the next year.

Park Historian Bob Sutton has been closely involved with the literacy program at NCP-East. Readers interested in establishing a literacy program in their park or region should contact Vernon Chisley at 202/426-6911 or Bob Sutton at 202/433-1157. The address is National Capital Parks-East, 1900 Anacostia Drive, SE, Washington, DC 20020.

THE UNITED STATES PARK POLICE 1791-1991



THE TRADITION CONTINUES. "In 1776 the founders of this nation had a dream for a new nation governed by the people," explained Barry Mackintosh in an administrative of the U.S. Park Police. "At the time they understood that a new nation had to have a seat of power worthy of the respect of European Royalty. A federal city as envisioned by Pierre J. L'Enfant, began to take shape in the 1790s. A commission appointed by President George Washington purchased land for public buildings and grounds."

"Surely," Mackintosh continued, "they (the commissioners) employed watchmen for security at the completed buildings and their grounds..." From these beginnings the Park Police trace their lineage to the present as they celebrate their 200th anniversary.

For their bicentennial theme the U.S. Park Police selected "The Tradition Continues," which reflects, not only their status as the oldest uniformed law enforcement agency, but also the web that has bound them to the history and growth of the American people.

As the federal city grew, so did the complexity of enforcing laws on federal property. In 1849 the Department of the Interior was established and the Commissioner of Public Buildings fell into obscurity; by 1867 the Park Watchmen, as the security force was called, had been placed under the Chief Engineer of the Army. In 1925 Congress abolished the Public Buildings and Grounds office under the Army's Chief of Engineers and assigned its responsibilities to an independent agency—the Office of Public Buildings and Public Parks of the National Capital. President Franklin D. Roosevelt signed an Executive Order in 1933 that transferred the duties of the Park Police to National Capital Parks, by then a division of the Park Service.



United States Park Policeman near the State, War, and Navy Building in 1904.

The early Park Watchmen had no standard of education, knowledge, or experience other than prior military experience, and could not be older than 58 years old. Today's officers represent the growth of America's ethnic culture. Blacks, Asians, Hispanics, and women are actively recruited. The average new officer is in his/her early 20s and has at least two years of college or military experience.

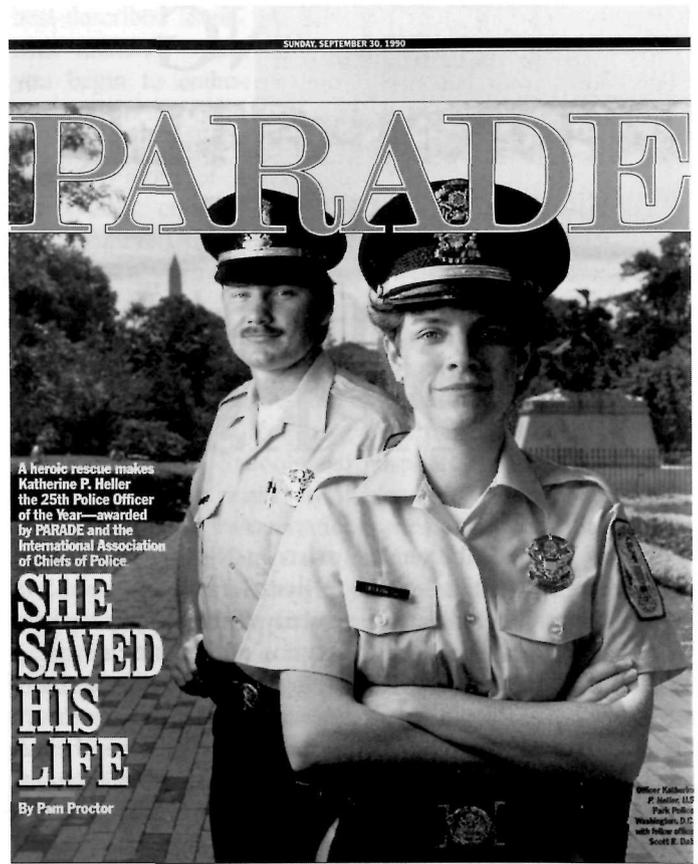


A soaring twin engine "Eagle One" bridges 200 years of Park Police history to future law enforcement technology.

In 1942, the first Park policewoman joined the force after ten years with the Metropolitan Police; however, it wasn't until 1971 that armed female police officers were allowed to go on patrol. Today female field commanders oversee the day-to-day operations of street patrol units. In 1990, a female United States Police Officer was selected as Parade Magazine/International Association of Chiefs of Police "Officer of the Year."

Advanced technology has required the Force to change with the times. Police cars, scooters, motorcycles, boats, horses, and helicopters are all part of today's modern Park Police. Officers are required to graduate from an intensive 18-week police school at the Federal Law Enforcement Training Center, Brunswick, GA. The recruits are then paired up with field training officers for an additional 11 weeks of actual street experience.

Where once only a handful of officers were assigned to limited Capital Grounds, they now are allocated 655 positions, with the majority assigned to the Washington area. However,



Officer Katherine P. Heller, U.S. Park Police, with fellow officer Scott R. Dahl. Heller was cited for her brave action during an encounter with an assailant in Lafayette Park across from the White House.

in 1972, Congress expanded their responsibilities by assigning units to Gateway NRA (NY) and Golden Gate NRA (CA).

Even with greater technology, advanced training, and education, are today's officers that different from those 200 years ago? Today's shrinking pool of candidates requires greater emphasis on recruiting. Once recruited, retention becomes such a concern that Park Police representatives have gone to Capital Hill to petition for pay raises as they did before in 1900. In city after city, police departments are involved in reviewing pay, benefits, and working conditions. Shift work, mid-week days off, and single-parent issues are a continuing concern for today's officers. To some extent, Congress is beginning to address problems of all federal employees assigned to high-cost living areas, which demand two incomes to make ends meet. Concerns such as these would have been beyond belief 200 years ago.

Many officers cannot afford to buy houses in the areas they work. Some are even required to hold second jobs to meet normal cost-of-living expenses. In 1985, a change in retirement laws began a new age for officers as well as many federal agencies. Those hired prior to 1985 are covered under the D.C. Re-

irement System, while those hired since 1985 fall under a new system. Although the new system allows for a liberal matching of government funds for retirement, many officers cannot maximize its use because of the need to allocate most of their pay for living expenses.

From the beginning of this nation to the present, the men and women of the U. S. Park Police have displayed the highest degree of honor, integrity, and service. The Park Police command an international reputation as an elite force dedicated to the protection and preservation not only of natural resources, but of the tourists who visit each year. As the tradition continues, Park Police officers send out ripples of their own toward an uncertain but challenging future.

John P. Farrell is a U.S. Park Police officer specializing in public affairs.

FEELING CONNECTED IN THE NATIONAL PARKS

Urban v. rural: the tension exists in NPS decisions about where to work and where to live. Some places are so far out that the mail doesn't arrive regularly. Others enjoy mail service several times a day, not to mention all the other advantages of city life. Though NPS employees recognize that living anywhere has its down sides, those who make their homes in the most remote parts of the country find the wonders there as much to their liking as those who've chosen to explore the vast reaches of an urban wilderness. Finding a workable solution to the urban v. rural dilemma seems to be a matter of personal taste. What follows are the stories of some employees who have come to terms with the issue.

In 1988 Dr. Barrett Caldwell conducted field research for his Ph.D. dissertation. His topic: the affects on people of living in a small, isolated community. His subjects: park staff at Guadalupe Mountains NP. Pine Springs, the park housing and administrative area (population 50 more or less) sits inconspicuously in the Chihuahuan desert that comprises the vast expanse of west Texas, 110 miles east of El Paso. A two-hour drive or six-



hour hike from Pine Springs will get you to my residence.

Dog Canyon (population four, counting the two horses) straddles the Texas-New Mexico border. Deer outnumber human inhabitants even on a busy weekend. At 6250 feet, pinyon and juniper mix readily with madronne, big-tooth maple, and ponderosa pine. The 250 million-year-old Permian Reef provides scenic relief.

Our nearest "gas-'n-go" convenience store is an 80-minute drive to Carlsbad. So is the nearest grocery store, hospital, school, and restaurant. We're literally at the end of the road, and at the end of the telephone and electric lines.

Bad weather (thunderstorm-precipitated floods; the occasional winter snow and ice storm) will periodically close the road. The U.S. Post Office deigns to service the isolated ranches, and therefore us, thrice weekly. UPS delivered here once three years ago and hasn't returned since.

As with any detached duty station, we suffer "benign neglect" from headquarters. Getting supplies, equipment, or additional personnel to help with large projects requires much advanced planning (and almost as often experiences last minute changes in plans). Lack of timely communication with the "other side" of the park can be frustrating. As with any detached duty station, benign neglect is sometimes a blessing in disguise.

Our small operation includes a campground, restrooms, maintenance shop, water well with pump and storage facilities, contact station, and residences. Duties include everything from campground clean-up, utility repair, and minor vehicle maintenance, to whatever medical or search and rescue emergencies arise.

Certain strengths are engendered by living in an isolated location: independence, flexibility, cooperation, and a sense of humor (possibly leaning towards irony). Equally important is simple delight in figuring things out—not having to be an expert in everything while still welcoming the opportunity to learn and make things work.

Another quality one nurtures is being able to enjoy a diversity of people. Perhaps the most interesting challenge is attempting to instill in the casual visitor a sense of place—sensing the specialness of one distant canyon in one park, in a country full of canyons and parks.

Sometimes I think it would be nice to live closer to a library, Italian restaurant, museum, theater. I do miss not being able to read the Sunday paper on Sunday. I subscribe to more magazines now than ever before. And there is an undeniable thrill that arrives with each and every mail order package.

But then at some point the spring song of mockingbirds, grosbeaks, and tanagers will entice me to arrest whatever I'm doing and listen; yucca, agave, and cactus will be in bloom and demand attention; a sweet fragrance (algerita perhaps) will permeate the evening air, and I'll stop dead in mid-stride to linger in wild perfume; the cool refreshment of storm breezes will carry away all thoughts of art, espresso, and first-run movies. Nature provides endless opportunities for education and entertainment, very often at no charge.

From Dog Canyon, while writing this, I have a crystal clear view of the conjunction of Venus, Jupiter, Mars, and the crescent moon. Just think of it—the first park in outer space. Now *that* would be a far out assignment!

Mike Bencic

Guadalupe Mountains NP

Traffic jams, pollution, and industry on every corner—these were some of the horror stories that my wife, Tammy, and I, had heard about life at an urban park. Since we had just accepted jobs as interpreters at Indiana Dunes NL, we were

somewhat concerned about what we would find. Fortunately, the reality of the situation was very different from our expectations.

Instead, we discovered a park containing a diversity of plant species surpassed by only three other NPS areas. Beautiful oak savannahs, beach-maple woods, and a sphagnum bog were just some of the pleasant surprises.



Despite the unexpected beauty and diversity of the park, we won't pretend that life here doesn't present some unique difficulties. However, many of the problems we face are not unique to urban

parcs. Pollution, traffic, and crime now effect most NPS units. While some problems are more pronounced in the urban areas like Indiana Dunes, others, like traffic, are often worse in some of the large western parks.

Housing, on the other hand, can present a unique problem. While substandard housing may be the major concern in many parks, here the concern is price. However, a young Park Service couple can find homes within their budget. It does take some looking and a willingness to commute 10 to 15 miles. Despite an occasional delay from the unusually large number of railroad crossings in the area, the commuting is fairly quick and painless.

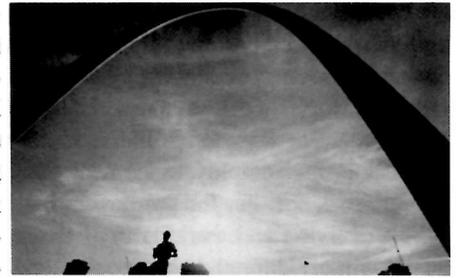
Despite these challenges, we are enjoying our time at Indiana Dunes. We have the cultural opportunities of nearby Chicago, as well as the beauty of the park's trails and Lake Michigan. And it really isn't very urbanized here compared to our last assignment—WASO! By the way, does anyone need a Metro farecard with 55 cents still left on it?

Bruce Rowe and Tammy Fox-Rowe
Indiana Dunes NL

For a lot of people the traditional image of the NPS employee is of someone hiking through the wilderness or manning a remote post in a place where nature has outdone itself creating a magnificent setting. I must confess to having had such visions myself before joining the NPS eight years ago. As fate would have it, however, I have spent my entire career in urban parks and have discovered that they can offer a unique set of challenges and opportunities.

There are aspects of living in a major city or urban area that may not be particularly pleasant. The cost of living can be rather high; there is usually a lot of noise; and you generally can expect a lot of traffic too, regardless of where or when you want to go somewhere. Also, from a professional standpoint, you can suffer a bit of an identity crisis. Visitors to your park often do not realize that it is part of the national park system. They may confuse you with the city park people. In addition, your non-NPS friends sometimes will treat you with what is

best described as patient tolerance when you begin to enthusiastically expound on the imperative need for more of a preservation ethic in this country. Outsiders do not always understand.



But despite all these seeming disadvantages, there are benefits of living in a city and working in an urban park. For instance, most places are within easy traveling distance, whether you are interested in shopping, need to visit a doctor, or have your car repaired. Schools and hospitals are nearby; all emergency services are readily available; and you can often take advantage of public transportation systems that make the traffic a bit easier to deal with.

On the job, the challenges you encounter can be converted to opportunities. While a number of visitors do not realize initially that they are in a national park, you still can help them gain an entirely new perspective on the role of the National Park Service. They can learn that significant resources can and do exist in urban areas and that the NPS is concerned with the preservation of all resources regardless of where they are. Also, because visitation tends to be greater in urban areas the opportunity to explain the mission of the National Park Service is significantly expanded. Each visitor contacted can carry the message to others with a resultant ripple effect that ultimately works to our advantage. This kind of contact can even spread beyond our time on the job to those patiently tolerant non-NPS friends. Sometimes their tolerance becomes enthusiasm and can result in increased opportunities for partnerships and cooperation with the private sector.

The factors involved in deciding whether to work in an urban or a rural park vary for each individual and ultimately we must all decide for ourselves. Regardless of where we are, though, there will always be challenges and opportunities. It is by rising to them and taking advantage of them that we can reflect the pride we take in our work and maintain the high standards for which the National Park Service is known.

Michael A. Capps
Jefferson Expansion NMem

Canyonlands Maze District is one of the truly remote park districts in the lower 48 states. It lies five hours (76 miles) from the nearest paved road, and six hours (90 miles) from the nearest town. The 80 thousand-acre district is bounded on the east by the Green and Colorado Rivers, on



the west by Glen Canyon NRA. Named for its 35 thousand-acre labyrinth of narrow twisting canyons cut into the colorful Cedar Mesa sandstone and Organ Rock shale, the district also includes Horseshoe Canyon, a detached unit northwest of the park containing impressive Indian rock art.

Visitors and employees come to the Maze expecting a remote experience, but the employees have to deal with the difficulties of living and working in an isolated area for a long period of time. Unpredictable road conditions, harsh weather, isolation and limited facilities are some of the challenges faced. The 46-mile dirt road from Highway 24 to the ranger station is minimally maintained. During dry months (most are), it becomes severely wash-boarded and can limit travel to 10 to 20 miles an hour. During thunderstorm season (July, August), roads wash out or become seas of mud. Sanddrifts and snowdrifts also make them impassable. A dependable 4-wheel drive vehicle and winch are helpful.

Beyond the ranger station, travel becomes even more difficult. The Maze District lies 30 miles further east of the station. It is reached only by foot or 4-wheel drive. During rain and snow seasons, access is limited to foot travel. Winters and summers bring extreme temperatures, fewer visitors, and more projects. But high winds and blowing sand hamper work outdoors.

Separation from family and relatives is usually difficult for employees, but the Maze setting lacks nearby schools or employment for spouses, thus making family life difficult. In addition, there are never more than eight employees living near the station, so people must work and socialize together. Employees work ten days on with four days off. This gives time to travel out, get supplies and still have a couple days to relax.

As expected, facilities are limited. Electricity is powered by a generator, and can be unpredictable; water is hauled in; the only telephone is a mobile radio unit (it doesn't always work); and there is no television or newspapers. The closest groceries, bank, and service station are two hours away. U.S. and park mail are received only when someone passes through town. Careful planning and stocking-up are essential.

To employees, these difficulties are a challenge and part of the Maze experience. Difficulties are many, but so are rewards. Maybe in the next *Courier*?

Scott Brown
Canyonlands NP

For those favored few who revel in quiet isolation and rugged beauty, Big Bend is an awesome place. Here in remote West Texas, 100 miles from the nearest town, solitude is abundant. The park is 1,250 square miles of the best desert, river and mountain combination anywhere. And the three different biological zones provide diverse plant and animal life, recreation, and climatic variations that make summer more bearable.

"Do you live here?" is a question we hear frequently in Big Bend NP. It seems that by the time visitors finally get to the park they realize it's a long way from everywhere. And, although the question seems an innocent one, we have learned that it can be asked in a variety of ways and with a wide range

of implications. The nicest way to hear the question is with just a *bat squeak* of envy.

A visitor, obviously much enthralled with the park, complemented us by asking "How much do they charge you to let you live here?" That's our favorite kind of visitor. Others, less enthralled and yet attempting to be sympathetic, observe, "It must be hard to live out here." Or they ask what we do for fun. Where do we shop? go to school? eat out? go to church? and the like.

Fun things to do for us include most of what the visitors come here to do—hiking, running the river, biking, exploring the history of the area, taking trips to bordering Mexico, and just enjoying the peace of being so far from everything.

On the other hand it is a long, long way to town. The grocery store is 100 miles away, the mall 230 miles. But we help each other out by sharing trips and picking up necessities when we go to town. Plus, we have a frozen food truck that comes every two weeks and a food co-op order that goes in every other month. Besides, we save lots of money by not going to the store very often.

We have an excellent school here in the park. It only covers grades K-8, but the student/teacher ratio is very low, about 6 to 1, and the children get great personal attention. For high school there is a bus to Alpine, which students can catch 26 miles west of park headquarters, but most families either transfer out before the high school years or board the students in town.

The small community west of the park has both Episcopal and Baptist church services and the Catholic priest makes a circuit through the area with mass at park headquarters once a week. The Christian Ministry in the Parks program provides a non-denominational service for visitors and residents every Sunday morning.

And like most park communities, we don't miss many chances to throw a pot-luck dinner or barbecue. "Welcome," "Welcome back," "Good-bye, good luck," "Happy retirement," "another birthday," and a host of other "occasions" make us an active social group.

Yes, we have problems with TV, telephone, and electricity at times. Satellite dishes have made TV reception almost like having cable, but "when the wind blows, the power goes"—and there are no generators for the housing areas. Phone service frankly is not very good, but we hope to get "touch-tone" within the next few years. The good part is that the phone system is so old we only have to dial the last four digits within the exchange. But it's long distance to everywhere, even to the west end of the park.

Park visitors low on cash always ask where the nearest Au-



tomated Teller Machine is. Fort Stockton, 137 miles from park headquarters, is the neighborhood "money machine."

We do get tired of the isolation sometimes, but never tired enough not to wince when we hear "Do you actually live here?" Translated, this least favorite visitor question means, "Do you really live out here in the middle of nowhere in this God-forsaken, hotter-than-Hell, wasteland?"

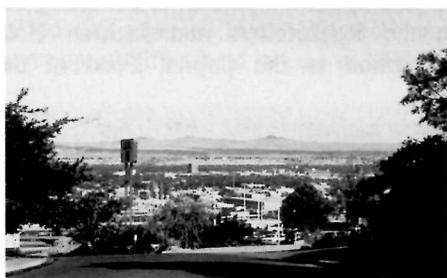
We're tempted to send those folks to Death Valley and Organ Pipe in the summer, and to Alaska in the winter.

Cheryl Long
Big Bend NP

Lest there be any doubt, I love living in Albuquerque, the largest city in the state of New Mexico. Though some might question our urbanity out on the frontier, the advantages of urban living far outweigh the disadvantages.

Every morning I get a kick when I open my front door, coffee mug in hand, and look out at the lush Rio Grande bosque. I thrill to know the headwaters are on my right up in Colorado and that, on my left, downstream, is the Gulf of Mexico and Brownsville, TX. The river reminds me of my connections—physical, social, political and economic.

The personal advantages of urban living center around connections and the opportunity to be linked in a very real sense to



the pulse of the community. To invest in a home; to select a neighborhood; to find friends with common, yet diverse, interests; to participate in civic and social groups; to enjoy job opportunities for spouses and

significant others; to have a selection of schools and day care alternatives; to absorb like a sponge the myriad of entertainment options from the symphony to salsa music, from the theater to mime, from movies to museums; to bask in anonymity one day and throw down the gauntlet for a favorite cause the next—these are the connections to our urban environment.

It all boils down to choice, and just how delicious those options are depends largely on one's own energy and imagination.

Whether one buys or rents, to decide to live in a condominium, a co-op, an apartment, a townhouse or a single-family home gives us a sense of freedom. To select a downtown neighborhood, a suburban lifestyle or an environment with land for gardens and animals allows us to direct our energies as we wish and define our own lifestyle.

Years ago I bought a 100-year-old Victorian house in what they used to call a "changing neighborhood." Not only did I have a chance to throw myself into a major renovation project but I also took on the challenge of restoring a neighborhood. I can look back now and say that my efforts did make a difference and that I was energized by the role of urban

pioneer. Today, three houses and plenty of projects later, I live with my husband and daughter in a home across from open space that stretches for miles. I am thankful for options and that I have a choice.

Friends are important to us all, and no one likes to be surrounded by mirrored images. Art, history, recreation, social and environmental concerns and politics help us sift and sort. The pool of friends is far more diverse in urban areas, and it is fun to take advantage of that diversity. Most importantly we can commit ourselves to NPS missions while still committing ourselves to our personal missions in our free time—be they improvement of the local school, raising funds for the homeless, selecting a site for a performing arts center, promoting a park or working on neighborhood or city boards and committees. The volunteer opportunities are also limitless.

Choice for my family is also important. I enjoy having a diversity of school and day care options. My architect husband would be hard pressed to work in a rural area. Aside from the concentration of health care and education providers, the zoos, libraries, museums, galleries, shops and festivals add depth to our family life. Still, we can walk in the bosque, enter a family bicycle tour, or enjoy picnics right in the city.

The professional advantages are exciting too. Applicants for urban NPS jobs are seeking diversity, anonymity, employment and economic opportunities. What is the real estate market like? how are the schools? are there children's theater groups? can I bicycle to work?—these are the questions I've been asked by prospective applicants. A rich cultural urban experience can be a competitive selling point. It's also nice to diversify our staff and shake up the work force of today.

Some days I throw my briefcase over my shoulder and bicycle downtown to work. It makes me happy to ride through my neighborhood, past my local cafe, by the ballfield where my husband plays and the school where my daughter will go, to wave at neighbors and feel connected. I'm connected not only to my job and my park, but also to my city. I hope I can make a difference here too.

Diane Souder
Petroglyphs NM

NATIONAL PARK FOUNDATION SETS FUNDRAISING GOALS

AN INTERVIEW WITH NATIONAL PARK FOUNDATION PRESIDENT ALAN A. RUBIN.

Q: The employees of the National Park Service are noted for their dedication to the agency's mission. Comment on how the Foundation focuses its efforts to reinforce the Service agendas to which the employees are committed.

A: Two years ago, the foundation undertook a major study in strategic planning to determine future directions. For five months, one of the top teams at the management consulting firm of Booz-Allen & Hamilton worked with the Foundation to focus its missions. Those missions now are closely tied to the missions of the National Park Service. The results were four different focus areas: outreach and education; interpretation; volunteering; and, finally, support for Service employees. It's important to note that all ideas for funding or organizational support are coming to us from the Park Service.

The Foundation is interested in supporting projects that will have lasting value for the park or the system as a whole.

Q: What kinds of activities are going on in the employee development area?

A: As you know, we manage the trust funds for the Horace Albright Employee Development Fund. The board of the Foundation is determined to meet a challenge arranged by former Director Mott with Laurence Rockefeller and Jackson Hole Preserve Inc., which will place another \$250,000 each into the fund once it reaches a million dollars from sources other than the Rockefellers. Right now we need to raise another \$500,000. I know there's a lot of curiosity about how the Foundation will use the Yosemite NP concessions purchase contribution, and one of the plans is to use the funds to meet this challenge grant.

Q: That's only a small portion of what the Foundation will receive from the Yosemite purchase, is it not? How will the remainder be used?

A: I've been asked to submit ideas for a plan for the use of the \$6 million the Foundation will receive, and matching the challenge grant is one of the top priorities. Final decisions will be made by the board in close consultation with the Park Service. But I can imagine a scenario where a certain amount of that money would go to Yosemite projects, a certain amount to projects throughout the park system, a portion to collecting the challenge grant from the Rockefellers and Jackson Hole Preserve Inc., and a portion to the Capital Fund of the



Foundation, which is a long-term endowment, the income from which goes back into park projects.

Q: One emphasis of Secretary of the Interior Lujan's FY 1992 budget was volunteers. I note that the Foundation is focusing on volunteers also. Yet, as an agency, the Service has always had an active volunteer program. Is there a point where the advantages of volunteer assistance are counterbalanced by training expenses?

A: Volunteers need management wherever they are. They need to be trained, equipped, cared for and given jobs. There are real costs associated with using them, and everybody acknowledges it.

Q: If volunteering has a sizeable price tag attached, is

fundraising an important cost-cutting measure?

A: Yes, although management oversight for volunteers is provided by the Service's career employees assigned to do that job. As far as the Foundation is concerned, however, we are anxious to help build partnerships between large volunteer organizations and the park system. In this regard, we've established ties with the Telephone Pioneers of America, one of the largest industry-driven volunteer organizations in the world. We think they can be a catalyst to improve recreational opportunities for persons with disabilities in the parks.

We are anxious to help build partnerships between large volunteer organizations and the park system.

Q: Since the Park Foundation was authorized by Congress to support the NPS, would you clarify the process through which the Foundation decides how to do that?

A: The Foundation has two types of funds available to support the national parks—donor restricted funds and unrestricted funds. All of our resources, however, go to fund projects in the parks. Some projects come to us as final proposals, some as ideas. We also learn about funding needs and opportunities from talking to NPS managers.

Q: How would you describe the difference between donor restricted funds and unrestricted funds?

A: Donor restricted funds are dedicated to specific parks, monuments or purposes. They range from the Horace Albright Fund to the LBJ Memorial Grove Fund, St. Gaudens NHS Fund, the Ranger Museum in Yellowstone, the 75th Anniversary Symposium and approximately 30 others.

Unrestricted funds are available for direct grants to projects. As a result of our successfully locating new sources of park support, we recently launched a grantmaking program with approximately \$1 million in unrestricted funds. The program's goal is to support important projects benefitting the park system. Individual parks, "Friends of" groups and Volunteers in the Parks (VIPs) are also encouraged to take advantage of this program as good ideas come to us through formal proposals as well as conversations with NPS managers. In addition we are building a network of partner corporations and foundations to join with this Foundation in supporting different projects.

Our overriding goal, mine and the Foundation's, is to become a much more reliable funding source for NPS projects. We are making every effort to raise funds to meet this goal.

Q: How does the Foundation manage such funds?

A: The Foundation's 1967 charter called for it to receive gifts and manage funds for the benefit of parks, and it does manage and invest considerable trust funds, the management fee for which is 2% per year. The Foundation invests the funds,

keeps the books, and does the accounting according to the terms of the trust or instructions from the donor. We would like to provide this service to more park support groups.

Q: How does the Foundation decide on projects to support with its unrestricted funds?

A: First of all, projects need to fit into one of our four focus areas. Second, we need to be able to afford them. We try to fill the needs that are out there. So if we can't support the project ourselves, we act as brokers, and try to find a foundation,



corporation, or individuals who can provide the funding. The Foundation is interested in supporting projects that will have lasting value for the park or the system as a whole.

Q: In a sense, the Yosemite purchase agreement gave the foundation a new legitimacy it seemed to lack in a national environmental milieu containing some influential players. How will the Foundation capitalize on this new status?

A: In reality, there's a small industry of organizations that work effectively year after year in this field. Look back at the results of this organization—they are impressive. The Foundation simply needs to express itself better. Over the years, a lot of land, money, and artifacts have passed through here on their way to the Service. That's one of the reasons why we're small. We don't accumulate funds. Now, of course, there's the Yosemite deal. The Foundation may not have been as visible as other foundations before this purchase, but it has done good work through the years.

Q: You've been with the Foundation for more than two years. Discuss some of your achievements, as well as what's taught you the most?

A: I've learned the most from contact with the Park Service. You are the people providing the overall direction for what we're doing. Although our goal is to become a more reliable funding source for NPS projects, we had few resources to dedicate to this when I first came. Now the board is more heavily involved in fundraising—multi-year sustaining funds, not just funds for one year at a time. It's fair to say that this year our funding of that type will be more than two times what it was previously.

MAINTENANCE EMPLOYEES HAVE A CHANCE TO CATCH UP

Former Secretary of the Interior James Watt happened to be at Snow King Resort attending a realty luncheon on Tuesday, April 16, and asked Maintenance Division Secretary Debbie Quadhamer "What NPS event was being held?" She explained that some of the NPS family had assembled for the first Multi-Region Maintenance Workshop to unload a mountain of backlogged news.

So began the workshop the Midwest and Rocky Mountain Regions had planned for more than two years to provide a forum for leadership and sharing across regional lines. If the reactions from

speakers, participants, wives, and guests were any indication of success, then we accomplished all of our goals: "It was very beneficial to us," said Assistant Director John Reynolds to the Denver Service Center. Curt Townsend of the Office of Operations Engineering said "the interaction between employees

from various areas throughout the regions was very positive, which I am sure will improve future park operations." Voyageurs Facility Manager Raoul Lufbery said that "participants in attendance from parks throughout the country felt this conference was outstanding and professional in all aspects." "The workshop was a great success for the NPS and maintenance employees" said Jefferson National Expansion Memorial Facility Manager Bob Kelly.

In their opening remarks then Superintendent Jack Stark and Midwest RD Don Castleberry discussed the changes they have seen in the NPS during their careers. As the group celebrated the Service's 75th anniversary and looked toward a new century, Castleberry and Stark encouraged us to reach beyond. Their encouragement played on the workshop theme, "Reaching Beyond...", adapted from the old Star Trek series. It acknowledges the changing identity of the NPS and the changing role of managers concerned with NPS boundaries and those of our neighbors.

Dorothy Nelms explained how to master "Oops Management"—we do this by taking risks. She said that "leadership means using everyone in an organization to accomplish projects, not just a select few....The managers of the NPS need to have vision for the multi-cultural society that will be with us in the year 2000....How are we as individuals and as managers within the

NPS going to be affected and how will it affect employees?" She concluded her topic by motivating employees to change NPS values, attitudes and statistics with the statement, "Yes, I can."

RD Bob Baker supported this when he concluded that all of us "can make a difference within the NPS. It is our ideas and solutions that will help preserve our nation's treasures."

Glacier NP Superintendent Gil Lusk discussed the role of stewardship and what it means to be agents of change, as individuals living in a transition zone between the industrial and the informational age.



Workshop participants generally receive nametags at the reception desk, though by the afternoon they seem to have disappeared. Not at this workshop—those caught without a name tag were fined a dollar, to be donated to an NPS association. This was one way to make sure the nametags were worn and people got to network with each other.

Jack Morehead, Alaska's new regional director, had kind words for everyone in his final remarks: "Being ambassadors for the NPS is a critical role that has been placed before each of us, and we must be willing and able to bridge the gap between the mission of the NPS and our park neighbors as we serve people and protect our natural and cultural heritage....By reaching beyond our boundaries and working with our neighbors, we will heighten the public's awareness of our natural resources and historic sites."

*Ted Hillmer is the Regional Chief of Maintenance at the Midwest Regional Office. As he explains, the 1991 multi-region maintenance workshop was a mammoth undertaking that became a huge success thanks to the efforts of many people. Unfortunately, space does not permit *Courier* to give everyone the credit that is deserved. Nevertheless, the entire proceedings were recorded by Grand Teton personnel and the tapes are available through the Rocky Mountain and Midwest Region maintenance offices.*

MEET THE NEW TRAINEES

INTAKE TRAINEE PROGRAM TAKES OFF.

In its effort to offer high quality developmental opportunities, the NPS ranger intake trainee program has taken on new dimensions. The twenty people who make up the 1991 group range in experience and background, from a ranger with a Master's degree in multi-ethnic history to one with 14 years of NPS experience. Taken together, they bring an impressive body of knowledge and enthusiasm to the National Park Service.

The program they are a part of has been structured to respond to future NPS skill and academic needs in targeted occupational areas. It has been calculated to provide advancement opportunities for current employees, improve the attraction and retention of highly qualified candidates, increase the number of professional positions, make the Service more competitive in a nationally shrinking labor market, and assist in diversifying the Service's work force so it is more representative of the nation's growing ethnic and cultural diversity. This is a lot to ask, but the level of involvement the program has attracted should help to make these goals reality.

Consisting of twenty positions Servicewide, the first intake trainee class includes: four administrative officers, one personnel management specialist, twelve park rangers, one facilities manager, one curator, and one natural resource management specialist. The mix of occupational groups could change in future years depending on the requirements of the Service. All positions start at GS-05, and graduates can earn a GS-09.

Broad-based recruitment for the program resulted in more than 400 applications. Applicants signed a mobility agreement specifying availability for extensive travel and one or more permanent change-of-stations to any location in the national park system. Trainees will be placed into GS-09 target positions, subject to the person's abilities and Service needs.

A document entitled the "Intake Excellence Framework" focuses the program's developmental strategy. It lists the competencies and characteristics desired of all trainees by the end of the three-year curriculum. Examples of framework competencies include knowledge of safety policies and practices, skill in problem solving and decision making, and ability to manage time productively. Examples of framework characteristics include flexibility, leadership, action orientation, and a strategic view. The curriculum thus far consists of an orientation to the intake trainee program, a six-week introduction to NPS operations at the Albright Employee Development Center, and two subsequent introductory courses on natural and cultural resources management. These will be supplemented by alternative developmental activities to be identified in each trainee's individual development plan. Shadow assignments, details, correspondence courses, and attendance at educational institutions also may become principle components of each trainee's development.

The trainee's supervisor and/or advisor at each work site plays a key role in the success of the program. These individuals initiate the individual development plan in consort with the trainee, act as mentors, and counsel the trainee on a continuing basis. The supervisors and advisors were selected for their commitment to the NPS mission and their ability to work with the trainees.

The second class of the Intake Trainee Program is tentatively scheduled to start June, 1992, with a third class scheduled for 1993. Watch for the 1992 class vacancy announcement this winter. All NPS employees who meet the minimum qualifications are urged to apply. Applicants should prepare their application package carefully as the competition is fierce.

For 75 years the men and women of the NPS have been preserving and protecting some of America's finest natural and cultural resources. During this diamond jubilee year, the Service has

recognized employees who have protected the past, and who are managing the present and investing in the future. The Intake Trainee Program represents a commitment by the NPS to invest in its human resources—thus, the theme for the program: "Excellence for the 1990s and Beyond."

Christopher Perry is the Intake Employee Development Officer. Susan Kraft is an intake trainee.



Trainees and advisors at the Iwo Jima Memorial in Washington, DC. Director Ridenour joined the group for the photo session. Photo by Rick Lewis.

Trainee Who's Who

Sherie Hind

Administrative Assistant, National Capital Parks-Central



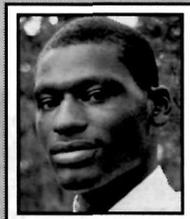
A background in zoo management and exotic animal handling would seem an unlikely one for an administrative assistant, but Sherie Hind's interest in national and international wildlife issues has brought her to the NPS. Recognizing the value and challenges of all occupational fields in the Service, Sherie reports to Washington, DC, and park headquarters in East Potomac Park this September to pursue an administrative career path.

A former zookeeper and animal trainer, Sherie, 31, has worked in a variety of small zoos and educational centers in California and Alaska, finally serving in public relations at the Alaska Zoo in Anchorage. After earning an MBA from Sonoma State University in northern California, Sherie took her first NPS job as a personnel clerk in the Alaska Regional Office.

Seeking a solid foundation in the NPS, Sherie applied to the intake program on the recommendation of her supervisors. During her 3-year assignment, she plans to work toward becoming an administrative officer in a national park area, and, with the experience she will gain working in NCP-Central, hopes to "share insight into working in the nation's capital." Sherie's advisor is Administrative Officer Karen Pittleman.

Bruce Phillips

Park Ranger (Visitor Protection), Yosemite NP



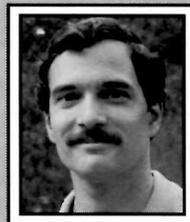
When Bruce Phillips, 24, arrived as an intake trainee at Yosemite NP in mid-June, he brought with him the experience of two NPS seasonal law enforcement positions and a BA in criminal justice.

A 1991 graduate of the University of Arkansas at Pine Bluff, Bruce worked as a co-op student with the NPS. His first assignment, in the summer of 1989, was as a non-commissioned visitor protection ranger at Colonial NHP. Most recently, with a seasonal commission earned as part of his college curriculum, he worked for six months as a visitor protection ranger at Valley Forge NHP.

Born and raised in Arkansas, Bruce now finds himself performing a variety of law enforcement duties in the bustling Yosemite Valley, where he plans to gain useful experience in NPS practices and become well versed in public safety. Enthusiastic about the challenges of the intake program, his immediate goals are to obtain a permanent law enforcement commission as well as to share the educational experience and training of the intake program with others. "I want especially to thank Fontaine Black (EO Manager for Mid-Atlantic Region) for her support during my co-op experience," he says. Bruce's advisor is Yosemite NP Supervisory Park Ranger Jim Tucker.

George San Miguel

Natural Resource Management Specialist, Big Cypress NPre



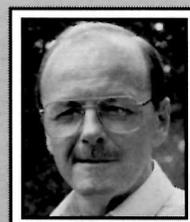
Nine years with the National Park Service have left George San Miguel with no doubts about his career choice. He is primarily interested in natural resource management, biological diversity, and ornithology, and holds a bachelor's degree in biogeography from UCLA. George is leaving his position as an interpreter at Kings Canyon NP to join the resource management staff at Big Cypress. As an intake trainee, he hopes to "become thoroughly trained in the techniques and technology of resource management."

After growing up in Los Angeles, George worked as a seasonal in resource management at Olympic NP and Santa Monica Mountains NRA, and as a seasonal interpreter at Sequoia NP, Joshua Tree NM, and Kings Canyon NP. In 1989 George obtained his first permanent position in interpretation at Kings Canyon NP. He applied to the intake program to concentrate in resource management and anticipates sharing his intake experiences with other employees.

A strong advocate of the 1991 intake program, George says "The NPS has made a great investment in me, and I am energized to dedicate my whole career to the benefit of the national parks." George's principal advisor is Big Cypress NPre Environmental Specialist Ron Clark.

Vincent Sweeney

Park Ranger (Interpretation), Gateway NRA



A native New Yorker, Vincent Sweeney was happy to learn that his assignment as a new intake trainee would be at Gateway NRA. With a Master's degree in multi-cultural/multi-ethnic history and his new superintendent's multi-cultural approach to interpretation, he feels that he and Gateway are a good match. "My motivation and his focus and ambition for the future of Gateway coincide beautifully," he observed.

Vince, 48, entered the Intake Trainee Program via the Veterans Readjustment Act, which provides a means for veterans of the U.S. Armed Forces to complete for federal positions. An 11-year veteran of the Marine Corps, Vincent served for 13 months as a staff sergeant in the Vietnam War. As part of the NPS team, he has been asked to develop multi-cultural interpretation programs. "I think there is a need for including and educating other cultures in how they contributed to American history," he says. Vince's advisor is Jeanette Parker, park ranger, Gateway NRA.

Name, Hometown, Education	NPS Experience & Work Areas	Intake Assignment & Principal Advisor
Steven Borders, Springfield, IL; B.S., Criminal Justice/Sociology,	3 years—Lincoln Home	ranger, Olympic—Howard Yanish
Martin D. Golden, Wabaseka, AR; B.S., Criminal Justice	6 months—Hopewell Furnace, Petersburg	ranger, Delaware Water Gap— Harold Grovert, Jr.
Stephen Handly, Northfield, VT; BS, Secondary Education/Physics and Geology,	14 years—Mammoth Cave, Great Onyx Job Corps Center	facilities mngt. specialist, Vicksburg—Mike Doelger
Shelton Johnson, Detroit, MI; BA, English	5 years—Yellowstone, Grand Teton	ranger (naturalist), Yellowstone; park ranger (interpretation), NCP-East—James Reilly
Susan Kraft, Coatesville, PA; BA, English	3 years—Salem Maritime, Valley Forge, Independence, Saint-Gaudens	museum technician, Saint-Gaudens; curator, NARO—John Maounis
Laurie Lee, Evergreen, CO; B.S. Natural Resources	10 years—Rocky Mountain, Curecanti , Black Canyon of the Gunnison	co-op, Black Canyon of the Gunnison & Curecanti NRA; ranger, Yellowstone—Stu Coleman
David Liboff, Manhattan, NY; BS, Literature; M.A., Wildlife Biology	8 years—Petroglyph, Guadalupe Mountains, Gila Cliff Dwellings, Badlands, Zion	admin. technician, Petroglyph; admin. assistant, Rocky Mountain—Gregg Yarrow
Alisa Lynch, Mokelumne Hill, CA; BA, Drama/English,	2 years—Yosemite, Wolf Trap, WASO	clerk/typist, WASO; ranger (interpretation), Independence—Mary Jenkins
Lynn Mattos, Belchertown, MA; BA	4 years—Pinnacles, Rocky Mountain	admin. clerk, Rocky Mountain, admin. assistant, ARO—William Locke
Cicely Muldoon, Sausalito, CA; BS, Zoology,	7 years—Sitka	museum technician, Sitka; ranger (natural resources), Buffalo NR—George Oviatt, Jr.
Max Peacock, Orlando, FL; BA, History/Political Science	None	education, Omaha, NE; ranger, Lyndon B. Johnson NHP—Sandy Hodges
Marci Phillips, Washington, DC; BA, Recreational Leadership	4 years—Ford's Theatre, NCP-Central	personnel clerk/EEO counselor, NCP-Central; admin. assistant, MWRO—Frank Palombo
Richard (Michael) Quijano, El Paso, TX; BA, Anthropology,	8 years—Chamizal, Denali, Santa Monica Mountains, Golden Gate	ranger, Golden Gate & Coulee Dam—Gil Goodrich
Alvino Reyes, Fort Worth, TX; BS, Recreation/Parks Mngt.	None	fundraising, Houston, TX; personnel mngt. specialist, Redwood—Thomas Webb
Russell Smith, Amarillo, TX; BS, Park Admin.	1 year—Buffalo NR	co-op, Buffalo NR; ranger (interp.), Indiana Dunes NL—Bruce Rowe
Timothy Steidel, Alexandria, VA; BS Forestry & Wildlife	4 years—Assateague Island, Prince William Forest	ranger, Prince William Forest & Kenai Fjords—Peter Fitzmaurice

THE FOUNDING FATHERS' LEGACY AND SOME MEMORIES

Aniversary celebrations direct our thoughts to the past, to remember a time, a place, an event, a group.

Seventy-five years ago, 1916, was the year my father was born. Twenty-five years later—the NPS 25th anniversary year—I was an Iowa baby (one year and one day old). I never even heard of the National Park Service, that I can remember, until I became an NPS "family member" in the 50th anniversary year, 1966. My spouse was an intake trainee at the Albright Training Center, Grand Canyon, Arizona. We had very little money and were down to counting our pennies before the first government paycheck arrived. Our son celebrated his first birthday anniversary, our daughter her fourth, that Grand Canyon summer.

I remember seeing the Grand Canyon for the first time and feeling like "I had come home." You need to understand—I was an Iowa original with midwestern upbringing in a tiny town of 150 people in the middle of corn-farming country. And I was feeling "at home" in front of a geological world wonder??? I surprised myself! I felt good being there.

Working for the National Park Service was more than a job; it was and is a style of living—sometimes button-down formality, sometimes blue-jeans informality. The NPS is a "family" affair, complete with singles and nuclear family (mama, papa, and...)—a network of dedicated people living and working together in isolated areas or not-so-isolated areas. I am convinced, the potluck dinners are the one single event that keeps the "family" together and renews the ties that bind.

Our first permanent assignment was Big Bend NP. I thought I was going to the end of the earth. And when I experienced the temperature at Boquillas (110 degrees in the shade), not only did I think was I at the end of the earth but that I had reached hell as well. But those were only temporary feelings, which disappeared with familiarity and a settling-in.

A family of four with the annual income of a GS-5 (\$5,000) could live economically in Big Bend. Government housing (\$25/mo) was a newly constructed 3-bedroom, air conditioned

Mission 66 house: first location in the Chisos Mountains (Basin district); six weeks later moved to Boquillas; one year later moved to Panther Junction (headquarters). Even within a park you may be packing, unpacking, and packing once again. I set the record for cleaning refrigerators: three in one day—the one I was leaving, the one in the "new" residence, and the third, when Maintenance decided to switch refrigerators. I baked all our bread for three years and used only powdered milk for drinking as well as baking. There was one trip a month to Alpine, TX, for \$235 worth of groceries to last until the next trip, plus whatever else had to be done at the same time—the other errands, doctor visits, and miscellaneous shopping—followed by the more than 100-mile drive back as the day mercifully came to an end.

Entertainment was dinner parties, card playing, hiking, camping. One spin-off from an evening party surprised even me. The day after, I served thirsty children and playmates leftover party punch, only to discover that "punch" had really been added to the fruit juice. I made a bunch of kids a whole lot happier than I had intended. Must have been a mellow group playing that afternoon!

There were no credit cards during those years and once not even enough cash to buy gas to drive to headquarters, 21 miles away. But there were beautiful sunsets over pink mountains, the Sierra del Carmen mountain range south across the Rio Grande River. Javelina running wild throughout the park (javelina are usually depicted as ferocious, but they are not; those wild "mini" pigs, especially compared to the Iowa variety, would rather get out of your way than bare their teeth and fight).

When you start at the bottom of the map or the end of the earth there is no place to go but up. Statistically our family averaged a move every year for seven years. That was difficult for our daughter. It seemed she was always a stranger attending yet another new school. But, now she wouldn't trade her childhood with anyone. Iowa cousins have confessed to being envious of our nomadic life.

My father asked me once, "what's so 'great' about the Great Sand Dunes?" I had answers for him—had so many answers I prepared a toastmaster speech with that for my title.

Here and now, 25 years later, thirteen park experiences later, the west to the east coast and back again, I marvel...I wonder about those men who made the National Park Service my reality.

The National Park Service Founders Day, August 25, 1991, a time to remember those inspired men who worked hard to institute a concept—"national park." I am thankful they were there in 1916 with wisdom and foresight to put aside personal motives, ambitions, opportunity for profit, to establish a national park system for the public good and the enjoyment of all—an enduring legacy from founding fathers. This year they are the "diamond dads" I never met.

Bev Siglin is a budget analyst at Boston NHP. She is also a proud mom. See the announcement of her son's accomplishments under the Awards section of People.

OLD BUDGET RECORDS TAKE US BACK TO 75 YEARS AGO

A reporter writing an anniversary story about the Service called to find out the size of the NPS budget 75 years ago. I looked into some old budget records I had never seen before, and was pleasantly surprised by their colorful details about our national parks and the beginning of the new agency. As a budget analyst who enjoys being in the National Park Service, I found this task a special pleasure, a trip back in time, like opening a time capsule, or watching baseball game played with old-fashioned uniforms and scoreboard, or traveling in a time machine. I'll share some highlights so you may have some of the same experience. Let's go back...

It's August 25, 1916, and President Woodrow Wilson has just signed the act creating the National Park Service. A total of \$514, 800 was appropriated earlier in this fiscal year 1917, in separate amounts for each of 11 national parks already established and for the several national monuments together. Some of these funds have been pooled to pay a "superintendent of national parks" and his office staff of four.

If you think of the legislation creating the the NPS as giving it birth, you can imagine its baptism coming almost eight months later on April 17, 1917. It's that day now, and an appropriation act has been signed that includes funds for the new agency under a heading with its new name—"National Park Service." The amount? \$3,666.67—"...or so much thereof as may be necessary"—for the new director and office staff of nine from April 15 to June 30. Hmmm—that's \$17,600 annually times a fraction for two and a half months out of twelve, calculated to the penny. That shows how important pennies are in the government in fiscal year 1917, although appropriation amounts are usually rounded, often to the nearest hundred dollars. The appropriation language also includes staff positions and their associated salaries: "director, \$4,500; assistant director, \$2,500; chief clerk, \$2,000; draftsman, \$1,800; clerks—one of class three, two of class two, two at \$900 each; messenger, \$600..."

Now fiscal year 1917 is over, and data reporting how funds were spent that fiscal year is included in the President's budget to Congress for fiscal year 1919, which has just been released in one big book. Government is small and money goes far. The

President's budget shows much detail. It shows the number of employees with each job title and salary, and costs itemized in dollars and cents and in descriptive detail similar to a bookkeeping record. Some items even show the cost per unit. Let's start on page 756. The director spent only \$2,513.62 of the \$3,666.767; he had not yet filled two of his new staff positions, clerk and messenger. Most of the parks literally spent every penny of their appropriations for fiscal year 1917. In addition, the parks were allowed to spend their revenues.

Let's look at some employee titles and their annual salaries: supervisor of Hot Springs Reservation, \$3,600; park superintendent, \$1,000 to \$3,000; chief ranger, \$1,500 to \$1,800; clerk-stenographer \$1,000 to \$1,500; buffalo keeper, \$1,200; ranger (regular) \$900 to \$1,200; blacksmith, \$1,140; switchboard operator, \$900; Teamster, \$720 to \$900; buffalo herder, \$600 to \$720; male attendant at Hot Springs government free bathhouse, \$600; and female attendant there, \$480. That tells you something. I counted the total employees in fiscal year 1917: 162 permanent and 66 others.

Now let's look at some "other objects of expenditure" reported at various parks: plowing 30 acres of land at \$7.80 per acre, \$234; caring for earth closets, etc., \$885.40; raising 108.176 tons of hay for wild animals at \$5 per ton, \$540.88; cutting 220 tons of hay for tame buffalo at \$4.7182 per ton, \$1,038; supplies for snowshoe cabins, \$253.42; team hire for transporting supplies for elk census, \$156; construction of telephone lines from Belly River to Kennedy Creek, 7 miles, at \$80.55 per mile, \$563.88; labor for getting out shakes for shelter cabins, \$87.75; forage, \$9,000.21; construction of new El Portal Road, 0.85 of a mile at \$35,300 per mile, \$30,000; 5,000 copies of auto map, \$65; fighting forest fires, \$37.550; archeological work—further excavation of Mummy Lake group of mounds and miscellaneous cliff dwellings, \$1,497.25; oil, lamps, etc., for use in lighting cave, \$78.84; telegraph charges, \$1.28; purchase of mule and wagon, \$275...

Suddenly I realize I have work to do in the present, with budget data in thousands of dollars instead of pennies, and in much less detail. How time flies! We've returned to the present now. I hope you enjoyed the trip.

Andrew Teter is a WASO budget analyst.

"10" DAY, "10" GUEST

Back on May 30, 100-plus children and 40-plus adults didn't need a weatherman or Mr. Rogers to tell them that it was "a beautiful day in their neighborhood." It was another of those sparkling, warm New England spring mornings of 1991 that seemed to be nature's reparation for the region's "May-June Monsoon" of 1990.

John F. Kennedy Birthplace NHS Supt. Rolf Diamant was particularly pleased with the weather because it meant the annual JFK birthday celebration that includes third-grade students of the Devotion School could be held outdoors. Devotion is two blocks away. It is where young John Kennedy did his grammar school work.

Brookline's quiet, tree-lined Beals Street was closed to traffic for a few hours so that chairs could be set up in front of the house. Each year the school and site co-sponsor a "What JFK Means To Me" essay contest and the finalists read their writings at the gathering. Part of the tradition has become the presence of third-graders from "Our Lady of the Valley School" from Uxbridge (central MA). They perform their original, up-tempo tune depicting highlights of the President's life.

It seemed as if things couldn't get any better, but they did when special guest of honor Caroline Kennedy (Schlossberg) arrived. Now make no mistake here. Because they add so much to the whole atmosphere, Supt. Diamant is very grateful when any member of the Kennedy clan takes the time to represent the family at this event. But Caroline is not just "any Kennedy," especially in the eyes of the children assembled that day. You could hear and feel their excitement as the elegant and charming daughter of the late President mingled with them before the ceremony. The mother of a three- and a one-year-old, she lives in New York and was in Boston for a Kennedy Library function the night before.

Supt. Diamant was informed only the previous evening that Caroline would be able to participate. She spoke impromptu during the program and gave out medals and prizes to the essay winners. (Supt. Diamant and NAR Dep. Dir. Marie Rust also spoke at the event.) But when the "official program" ended Caroline's real celebrity with the kids became clear. She was



From left: Nadia Sicoto, Ana Rasansky (essay winner), Ms. Kennedy, Supt. Diamant, Rachel Brighton (top) and Tamara Kort.



Caroline Kennedy speaks at her father's Birthplace.

engulfed by a polite but determined four-foot-high wave of heads and arms, most seeking an autograph, handshake or "hello." Obtaining her scrawl here was equal to getting Clemens at Fenway or Bird in his Garden. Chatting and smiling all the while, Caroline signed quite a few event programs and posed for pictures with the essay winners and singers before she had to depart.

Hers will be a tough act to follow in 1992.

Dixie Tourangeau is a regular contributor.

THE PANACHE OF GENTLEMAN GERRY WAINDEL

It was the gathering of the clan on March 30, 1991, that drew one old Marine into perspective.

Trained to kill in World War II, he went on to touch in a positive fashion the lives around him—in news, advertising, and government, especially in the National Park Service.

Now on his 75th birthday, Gerald A. Waindel joined his beloved Betty and sons Patrick, Kevin and Jim to celebrate their 50th wedding anniversary at the top of the Guest House in Alexandria.

Here I found my friend and mentor confined to a wheelchair (due to a series of strokes some years ago), but sporting a bright yellow shirt—as a metaphor for courage and love in difficult times. Relatives—long apart—reunited from five states. Colleagues from Interior and NPS joined the celebration of Gerry's and Betty's influence on their lives.

"Gerry was my mentor for Park Service," said Sandra Alley, public affairs officer for NCR. "I admired and respected him as a journalist...a great personal friend...always kept me straightened out—but with a touch of a sense of humor." Such humor spun from family clips mounted against the hotel wall.

"Today is the first day of the rest of your life," Gerry penned from the South Pacific. "Think of that while you pull your socks on or hoist your girdle." (Ladies wore girdles in those days.) And on wisdom's side he wrote: "Dear Pat: You're six months old today and I'm glad and sad at the same time. The flames of war are everywhere in this world and your Daddy and your Uncle—like Daddies and Uncles of 1,000 other little boys and girls—are far from home, trying to stop those flames."

Looking at old Speed Graphic glossies, Harmon Kallman, Gerry's boss at Interior observed: "Gerry was a dignified devil; and Betty looked like Carol Lombard." They met in 1941 while Gerry reported for the *Milwaukee Sentinel* and Betty worked for Internal Revenue.

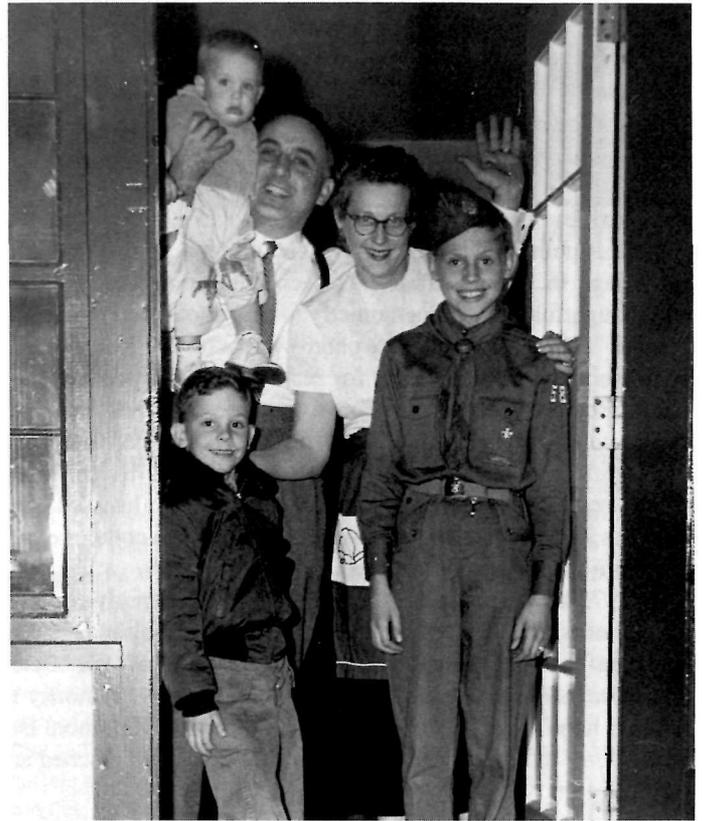
Gerry volunteered for the Marine Corps—was shipped to the South Pacific where he received a battlefield commission.

"Why?" I asked.

"I took a lot of prisoners," the combat correspondent replied. Since then he has "taken" a lot of friends. Judging from another photo, Ronald Reagan among them. There stood the two in a plush San Francisco spa—flashing the event grin. But then it was Gerry's job—as director of advertising and public relations for the Studebaker-Packard Corporation of South Bend, Indiana.

From 1956 to 1962 Gerry's corporate style (including an airplane) flourished between Reaganite VIP's and on-location photography, such as that done with models ornamenting a Studebaker roadster on Fisherman's Wharf. (To this day details of those shoots do not escape him.)

In 1963 the Waindels moved to Washington to write publicity



Gerry Waindel and family.

and TV spots for Postmaster General Edward Day—Mr. Zip Code. No doubt Gerry's copy broke through a hard sell to a doubting, resistant public.

In 1965 Gerry became the press secretary for Senator Vance Hartke of Indiana. Then in 1968 the Waindels brought their wealth of newspaper, corporate, and political savvy to the National Park Service.

Here Gerry "handled director George Hartzog's press, radio and TV engagements," said Betty Waindel. Party guest and writer, Ed Essertier (from Interior) added:

"Gerry worked to promote the Park Service. Likewise he helped guys to get service from the Park Service...and arrange guided tours for out-of-town guests. "He was a coordinator," said Alley. In 1972, I, too, became aware of Gerry's negotiating skills.

On day, assistant director Theodore Swem told me that I "was aboard" as photographer for the Alaska Task Force. The unprecedented group was to report on the nature of some 80 million

Gerry and Betty Waindel.



acres of land under the authority of the Alaska Native Claims Settlement Act of 1971. These lands were to be considered for preservation as national parks, wildlife refuges and wild rivers. As mandated by law, the task force had to report to Congress on a tight schedule.

Normally field photos would have gone through either Ed Winge's photo branch under Cecil Stoughton or to my home base at Harpers Ferry. However Ted and I agreed that Task Force photography must avoid the complexities of established turf. But how to do it?

At this point I walked Gerry Waindel, representing Ed Winge in Public Affairs. This courtly, courteous, and thoughtful man listened quietly to my emotional spiel. Then he said: "I agree," to a separate photo system for the Task Force...

To this day I credit Gerry for making possible an expedited photo program for the Task Force, the files of which today remain safe at regional headquarters in Anchorage. Then too, when two gentlemen, such as Gerry Waindel and Ted Swem meet, there's bound to be music. Harmon Kallman, who handled NPS business in the Secretary's public affairs office, is another gentleman with whom Gerry prospered.

In 1973 he joined Kallman as a media officer. Shortly, thereafter, his new boss found Gerry volunteering to help the new Department of Energy organize their public affairs office. "Gerry made decisions off the cuff, not worrying about his authority to do so. 'I hope I don't have to go to jail,'" Gerry told Harmon. But when Gerry returned to Interior at the year's end, he launched another project.

Margaret B. Hushelpeck sat close by Gerry at the celebration, a natural thing to do. Between 1974 and 1977 the two orchestrated the news bulletin, *Inside Interior*, the Department's "high" in ebullient writing and editing. Yet, "it had the lowest budget of any government publication," said Gerry. Even so, the "sheet" was canceled—along with a regular of long standing, Interior's *Conservation Yearbook*.

In 1979 the *Yearbook* resurfaced at a critical time when the fate of large sections of Alaska lay ambiguously between contentious factions. Gerry was named editor and Margaret associate editor. At Gerry's request, I came down from Harpers Ferry to help with pictures...

Called "Living with Our Environment," the *Yearbook* presaged the addition of 47 million acres in Alaska to the national park system and 54 million acres to the wildlife Refuge System.

The yearbook spoke out at a crucial juncture in the legislative battle between environmentalists and developers over the future of lands recommended for preservation by the Task Force. Gerry's *Conservation Yearbook* gave Cecil Andrus, Secretary of the Interior, a handsome "pilot" for the final passage of the Alaska National Interest Lands Conservation Act of 1980.

ANILCA is "one of the most important conservation enact-

ments of the 20th Century," wrote NPS historians Robert M. Utley and Barry Mackintosh in their 1988 history of Interior. Perhaps NPS's contributions to the *Yearbook* and something to do with all of this.

As I recall, Gerry wrote the "Secretary's Message" for the *Yearbook* and "Alaska—Our Last Chance," both pieces signed by the Secretary. Robert (Bob) Belous of the Alaska Task Force submitted two superb articles: "The Age of Alaska" and "Why Wildlifes" as well as outstanding photos. These theme stories were undergirded by reports from earlier NPS frontiers:

Jean Mathews, editor of *Park Science*, returned from the Everglades with "The Okeechobee Connections." Margaret Hushelpeck described "In Partnership with Youth," the work of the YACC on the Blue Ridge Parkway. Imogene Mebane, wife of the chief naturalist, Alan, explains the why of "Let Them Burn" (controlled fires) in Yellowstone; and NCR's John Hoke added "The Greening of Technology." Gerry even permitted a photographer to toss in "One Man's Environment" and "California's Point Reyes—the City Wilderness."

Suddenly the chatter of memories ceased in the Waindel reception. Betty stood next to Gerry holding his hand. Father John Kelly stood to renew their marriage vows. Upon completing the formal readings, he added, "It's a little late for an annulment..."

Certainly not these two lives. Harmon Kallman concurred:

"Gerry," he said, "has a poet's gift for language, a continuing curiosity about our world, and a sense of how to work with the public, sharpened by long practical experience. He is a rare blend of idealist and doer. But the guy has always been such a pleasure to work with—so witty, warm, and wise that we would have treasured him as a team member—even without his other virtues."

Writer and photographer M. Woodbridge Williams lives with his family at his home base in Dickerson, MD. From here he journeys out wherever his interests and his camera take him.

PARK BRIEFS

On Armistice Day 1938, thousands of New Englanders were still cleaning up the rubble left by September's "Great Hurricane." **Acadia NP(ME)** Ranger Karl A. Jacobson, 22, left his auto and was walking the Schoodic Peninsula with Joyce, his bride of six months. He was on routine "poacher patrol." Suddenly a rifle shot rang out. George Dyer, 76, a resident of Gouldsboro (who later readily admitted being a poacher) had mistaken Jacobson for a deer and fired what proved to be a fatal shot.

Efforts to save the young ranger at Mt. Desert Hospital failed and he died two days later. Jacobson was a native of Eagle Lake, MN. He had worked for the

Park Service only six months when the tragic accident occurred.

Nearly 1,000 persons gathered in Augusta, ME, this May 25 where a large granite memorial honoring Ranger Jacobson, along with 64 other Maine police officers killed in the line of duty, was dedicated. The names carved on the memorial date back to 1808 and include state police, border patrol, warden service and town departments. Jacobson is listed as "National Park Service." Current Acadia Chief Ranger Norm Dodge was instrumental in getting Jacobson's name included but his search found no relatives to notify about the honor.

Dixie Tourangeau



Park rangers Bennett (l) and Wageman-Scott (middle) help VIP interpreter teach the art of making tortillas

On July 13, Monocacy NB

(MD) opened to the public—57 years after its legislative creation. "At last we're here," said Governor Schaefer, referring to the long-awaited dedication. Interior Secretary Manuel Lujan, Jr., announced that "this battlefield will now be properly protected as a cherished legacy."

Monocacy National Military park was created by Congress in 1934 to recognize the Civil War

battle of 1864 that drove the Union forces back and allowed General Early to reach Washington. It was this Confederate victory that permitted General Wallace to "buy time" and warn the city of Washington before Early could arrive at the city gates. The city was prepared with reinforcements sent from Grant.

On May 11, 1961, John F. Kennedy

designated **Russell Cave** in the mountains of north Alabama as a national monument. The cave and surrounding area, which had previously belonged to the National Geographic Society, became a part of the national park system, and now celebrates the 30th anniversary of this event.

To celebrate the last three decades and to tie the event in with the 75th anniversary of the Park Service, the staff planned a special interpretive program featuring those who participated in the early archeological excavations at Russell Cave in

the 1950s. Lebaron Pahmayer, one of the archeologists who brought Russell Cave to the attention of the Smithsonian Institution in 1953, shared his experiences and reminiscences of those early days, along with personal slides of the excavation. Archeologist Bettye Broyles discussed the significance of the initial archeological findings at the site. Park Ranger Larry Beane completed the story from the period of the Smithsonian Institution/National Geographic excavations of 1956-58, through the establishment of the cave as a national monument.

Arthur McDade

As we celebrate this very important NPS

anniversary, I remember how much the Service has influenced my life. At age eleven, I began volunteering at **Bent's Old Fort NHS (CO)**. My friend Kimberly Wageman-Scott had been there a year already. We became volunteers in the living history program. As fifth-graders, both of us completed a college course on the history of the Fort. We then learned how to start fires with flint and steel, cook foods such as buffalo and tortillas, make tallow candles, and do laundry on a washboard. We worked alongside now Chief Ranger Alexandra Aldred, who taught us skills we still use in our daily life, as well as visitor interpretation.

Although we've gone on to college and married life, we returned to Bent's Old Fort this summer to work together as seasonal park rangers. Times have changed, but not the history that brings the park alive. Now we are able to work with a new group of outstanding young volunteers who present their own demonstrations on frontier cooking and games. When we were volunteers, we thought the greatest thing in the world was volunteering. Now we know that the greatest thing in the world is growing up to work with volunteers.

Margaret E. Bennett

A newly completed map of cave

passages at **Jewel Cave NM (SD)** illustrates 80 miles of the explored cave trails. The project took 400 hours of dedicated painting by Michael Wiles (pictured at right), a summer seasonal ranger who worked on the map during the winter months. The outline was drawn by hand on 29 sheets of mylar, then photographed in five large panels. Funding was made available by the Black Hills Parks and Forests Association.



PARK BRIEFS

If you work at Fort Jefferson NM, hidden

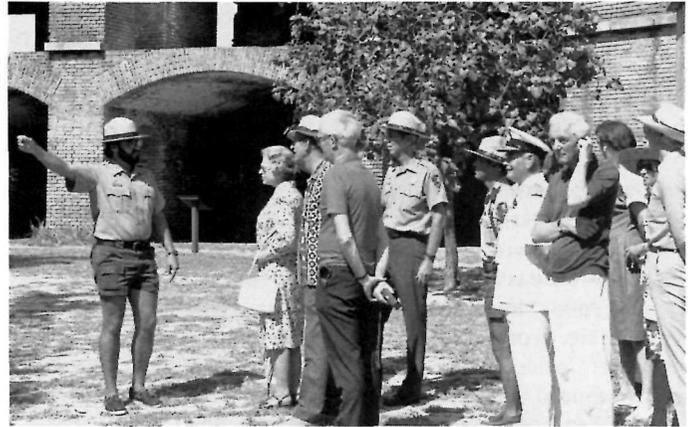
70 nautical miles west of Key West and accessible only by boat or seaplane, you adjust to the unexpected. The complexity of simple problems is greatly compounded by the isolation, historic structure, and small staff. Annual visitation averages about 27,000, with a fair share of dignitaries and park professionals making the trip. The staff is innovative and adaptable.

Some events, however, exceed even the wildest daydreams and such was the magnitude of the recent visit by Queen Elizabeth II and Prince Philip aboard the royal yacht, *Britannia*.

Following her State visit to Washington and the first-ever speech to the Congress by a

reigning monarch, the queen flew to Miami for an intense 12-hour schedule ending with a formal dinner and reception aboard *Britannia* which had sailed in from a tour of the Amazon River with Prince Philip.

Officially the weekend itinerary was set aside for sailing in the Keys, but quietly a visit to Fort Jefferson had been planned. The Queen, Prince Philip, and approximately 40 of the royal party arrived at the dock, where they were greeted by Everglades NP Superintendent Bob Chandler, Fort Jefferson Superintendent Mike Eng, and the mayor of Monroe County, Wilhelmina Harvey, who presented the Queen with a conch shell symbolic of the Florida Keys. More than 200 visitors also had the unexpected opportunity to share in this visit.



Interpreter Mat Fagan led Queen Elizabeth II and Prince Philip on a special tour of Fort Jefferson.

Led by ranger Matt Fagan, the party spent more than an hour touring the historic ruins. While the Queen and Prince Philip were intensely interested in the fort's

history, they also revealed a keen knowledge of the birdlife.

Pat Tolle



President of Poland Lech Walesa with Deputy Supt. Tom Bradley and Supt. Ann Belkov. Photo by Brian Feeney.

More than one million visitors have come through the front doors of the Ellis Island Immigration Museum since it opened to the public in 1990. None, however, has appeared to enjoy himself as much as the former shipyard worker from Gdansk, Lech Walesa. Ellis Island Superintendent M. Ann Belkov, who accompanied the Polish President on his whirlwind tour of the museum last March,

observed that Walesa was especially interested in the exhibits about Polish immigration, the labor movement, and the Wall of Honor at which he sought names of his family. But he also took time to inquire about fishing in New York Harbor and discuss pollution of Poland's streams and rivers. The tour was sponsored by Virginia-based Project Hope.

Manny Strumpf

What a year this has been! Boston

African American NHS has been celebrating its tenth anniversary since October 1990.

We started off with a living history tour. Visitors met and chatted with historic people on the Black Heritage Trail. For Black History Month, Shirley Chisholm addressed a crowded African Meeting House. The first African American congresswoman warned her audience, "The foundation is being laid for yet another generation of minority Americans to be denied the American dream."

Ranger Brent Wolfe developed an Underground Railroad slide show, which he took around the city. Currently it is being converted into a school program.

This spring the African Meeting House was filled, once again, with the sound of gospel music. The voices of the Saint Mark's Church and Charles Street AME choirs rolled and flowed through the acoustically perfect sanctuary. Then, during the summer, the Massachusetts 54th Volunteer Infantry Regiment

Reenactors shared the experiences of the black Civil War soldier with visitors. In August we borrowed "Granny Foster" from the Blue Ridge Parkway. She told visitors what it was like to be an African American in "Appalata" country. We wrapped up the year with an Equality Day lecture on African American Suffragists, a ranger program that also will be converted into a school program.

Now our tenth anniversary is over. It was a lot of work, but well worth it.

Maria G. Cole

Lyme disease is a very real concern for NPS employees in the Northeast. At Fire Island NS (NY) the staff has developed an enjoyable way to periodically test for the disease. Lyme Fest, an annual end-of-summer picnic and free blood-testing, was held for employees and their families, concession employees, and NPS volunteers in August. It was the eighth year the seashore unit had coordinated with the State University of NY Hospital at Stony Brook.

NPS PEOPLE

NEWS

Secretary of the Interior **Manuel Lujan, Jr.**, did not have time to enjoy the thermal spring water at Hot Springs NP but he did meet with SWRD John Cook, Superintendent Roger Giddings, park staff, city and state officials, Congressman Beryl Anthony, and others. During his visit he made time for an auto and walking tour of some of the park's natural and cultural resource programs.

The end of FY1991 marked a record year in the number of craftspeople graduating from the three-year preservation program at the Williamsport Preservation Training Center. Four completed the program and were promoted to GS-II exhibit specialists: **Craig Struble, Joe Bilphuh, Mike Colyer, Christian Bookter.**

Irving D. Tubbs, Jr., a 29-year veteran of federal service, has been appointed Chief of Law Enforcement for the Department of the



Interior. He will have oversight of law enforcement programs managed by the bureaus under the Department, write Departmental policy and oversees inspections and audit compliance for these bureaus. Tubbs and his family live in Easton, MD. His 150-mile commute to and from Washington is believed to be the longest of any Interior employee.

Warren Hill has been selected as the first superintendent of the Niobrara and Missouri National Scenic Rivers. A 31-year veteran of the Service, Hill has spent the last 11 years as Associate Regional Director, Operations, and has overseen programs in science and natural resource management, interpretation and land protection for the Midwest Region.

Fred J. Fagergren, a second generation NPS employee and Big Cypress NPre superintendent, has been named superintendent of Bryce Canyon NP (UT).

"I'm excited to be coming back to Utah... it will be like coming home," said Fagergren. Fagergren has also worked at Chiricahua NM (AZ), Saguaro NM (AZ), Florissant Fossil Beds NM (CO), Rocky Mountain NP (CO), and Bent's Old Fort NHS (CO).

After serving as chief ranger at Yukon Charley Rivers NP (AK) **Mary "Jeff" Karraker** has been named to her first



superintendency at Capulin Colvado National Monument (NM). Karraker began her NPS career in 1962 as a seasonal ranger at Everglades NP (FL). She has worked at the Chesapeake and Ohio Canal NHP (MD), National Capital Parks (Washington, DC), Rocky Mountain NP (CO), and Gates of the Arctic NP (AK). She replaces Ralph Harris who retired after a 30-year federal career.

Jim Erickson, former assistant chief of maintenance at Grand Canyon NP, has joined Glacier NP as the new chief of maintenance. He replaces Pete Fielding, who retired this spring.

Kathy Dimont has accepted a position as an editor with the Denver Service Center. She is transferring to Denver from Glacier NP.

Wallace Hibbard has been appointed superintendent of Big Cypress NPre. He succeeds Fred Fagergren, the new superintendent of Bryce Canyon NP. Hibbard comes to the position from that of Southeast regional environmental coordinator.

Don Falvey reported to Zion NP (UT) in July as the new superintendent for that park, replacing retired Superintendent Harry Grafe. Falvey began his Park Service career in 1972 at the Denver Service Center as an engineer. Later, he worked as the chief of engineering in the Rocky Mountain Regional Office. In 1985, Falvey became superintendent of

Badlands NP (ND), returning to DSC in 1988 to be the Eastern Team Manager.

Bob Scott, former superintendent of Craters of the Moon NM (ID) has been named superintendent of San Juan NHP, on San Juan Island in Washington. Scott follows retiring superintendent Richard Hoffman.

Mary E. "Beth" Gale, a third generation NPS family member, recently transferred from Shenandoah NP (VA) to the Division of Ranger Activities, Southwest Regional Office, with a promotion to the position of park ranger (fire dispatcher). Beth's mother, Mary Elizabeth Gale, is an employee housing officer at Grand Canyon NP (AZ). Her father, Rick Gale, is a fire suppression specialist in Boise, ID. Her paternal grandfather was Ben Gale, who retired after a 40-year NPS career.

Harlan F. Hobbs recently became chief reality officer for the Southwest Region. Hobbs has worked for the past seven years as chief reality officer for the Pacific Northwest Regional Office. He replaces Willis "Bill" Bramhall, who retired recently after a 30-year federal career.

Stephen E. Whitesell, a 14-year NPS veteran, has been named the first superintendent of Petroglyph NM. In naming Whitesell, SWRD John Cook said Steve's previous experience in park management, maintenance, and planning in a variety of locations gives him an excellent background for the top management position



of this unusual tri-government partnership. He comes to the assignment from the superintendency of the Gateway NRA Sandy Hook Unit.

Kit Oesterling has been selected as the new Agate Fossil Beds NM (NE) maintenance worker. Oesterling began his career with the

National Park Service in 1983 as a park ranger (interpretation) at Independence NHP (PA), working next for National Capital Parks, Big Bend NP (TX), the U.S. Forest Service, the U.S. Army Corps of Engineers, and various state parks in Pennsylvania.

■ **Walt Dabney**, the Service's chief ranger since early 1986, became superintendent of Canyonlands NP (UT) this past summer. He replaced Harvey Wickware. Dabney has served in some of America's most famous parks, beginning in Yellowstone as a seasonal ranger. Following a short stint as an Army officer, he won the enviable opportunity of a year-long assignment—travelling to parks with the legendary writer, Freeman Tilden, the father of the "interpretive" approach to teaching visitors about cultural values.



AWARDS

Rocky Mountain Region's EO manager **Judith Cordova** received the Department of the Interior's Superior Service Award, along with **Lea Scow**, regional chief of human relations and development; **Ron Everhart**, chief of concessions management; **Rodd L. Wheaton**, chief of cultural resources; **Mike Snyder**, chief of the division of planning and compliance; **Dan Huff**, chief of science and natural resources; and **Bruce Brownrigg**, chief of information management.

■ **Meryl R. Goldin**, formerly of Gateway NRA (NY), was one of 20 individuals nationwide who received a Chevron Conservation Award in mid-May. Chevron cited the Sag Harbor (Long Island) native for her efforts to help increase the fledgling survival rate of the threatened piping plover population at Breezy Point in Queens. Through her research she found that high-impact recreational activities had a negative effect on the nesting success of the plovers. She worked with the Fish and Wildlife Service and NPS to close Breezy Point (Tip) to those high-impact activities during the shorebirds' mating season. In 1988,

before her study, only 16 percent of the plover chicks fledged, but in 1990, 49 percent made it.

Goldin carried the project further by creating educational programs, presentations and displays for rangers and beach users on the needs of the plovers. Earlier this year she was named science and stewardship director of the South Fork/Shelter Island chapter of the Nature Conservancy where she is looking after 90 nesting sites of piping plovers and other shorebirds on Long Island beaches.

■ **San Juan Island NHP rangers and volunteers** were the proud recipients of "first place" and "special awards" ribbons at the annual 4th of July parade. At the beginning of the park's entry was a U.S. and British Color Guard, celebrating the peaceful settlement of the San Juan Island boundary dispute. The float consisted of a structure built on a 1964 Ford pick-up, with a theme reading "The Bill of Rights Protects Your Freedoms."

Detlef Wieck

■ National Parks and Conservation Association announced that its 1991 Conservationist of the Year award will be presented to the **Association of National Park Rangers** in recognition of their "tireless efforts protecting and showcasing our nation's richest treasures—the national parks."



■ On August 16, Lance Corporal **Kurt J. Siglin**, son of Boston NHP's budget analyst, Beverly Siglin, graduated from Marine Corp officer candidate school in Quantico, VA, as an honor graduate with a cumulative average of 98.89 (which includes leadership, academics, and physical evaluation). He was commissioned a second lieutenant. The future includes leadership training and a transfer to Pensacola for flight training.

Kudos to **Tony Bonanno** whose vacation in Costa Rica coincided with the earthquake in that country. Bonanno stayed two extra weeks at the request of the U.S. and Costa Rican Park Service to help reach isolated villages in the back country.

■ NCR's E. **Joseph Bocci** received the 1990-91 American Society of Safety Engineers (ASSE) Management Division "Safety Professional of the Year" award in June. The bronze statuette was presented in recognition of his achievements during the past six years.



■ The Williamsport Preservation Training Center recently recognized the following employees with Special Achievement and Performance Awards: **Archie Kendle, Dan Matteson, Carol Burkhard, Billy Hendrick, Doug Hicks, Helen Winn, Ken Sandri, Dean Wigfield, Dominic DeRubis**.

■ Park Rangers **Augusto F. Conde, Michael Morales, and Loretta Farley** received Pinnacles NM (CA) special achievement awards, Conde and Morales for their successful completion of a bi-lingual DARE (Drug Abuse Resistance Education) program attended by more than 300 fifth-graders, and Farley for significant contributions to the monument's EEO efforts.

■ **Kevin C. Buckley**, general superintendent of Gateway NRA, was named "Superintendent of the Year" by the North Atlantic Region. Buckley was honored for his activities as superintendent of the Statue of Liberty and Ellis Island.

■ San Francisco Maritime NHP received the California Heritage Council Award of Merit for restoration and preservation of the ferryboat *Eureka*. Superintendent **William G. Thomas** accepted the honor.

Gettysburg Supervisory Park Ranger **Carol Hegeman** has been chosen as the Mid-Atlantic Region's "Interpreter of the Year." The honor recognizes her planning, organization, coordination and supervision of numerous projects for the Eisenhower Centennial.

Delaware Water Gap NRA Roads & Trails Foreman **Robert Geis** received the Mid-Atlantic Regional Director's Safety Achievement Award for his contributions to visitors' and employees' safety along Highway 209.

Jack Potter, supervisory park ranger at Glacier NP (MT), recently received the Regional Director's 1990 Equal Opportunity



Award for the Rocky Mountain Region. Potter is Glacier's backcountry supervisor. He was recognized for hiring a hearing-impaired female to work on a resource management crew.

Yosemite NP Ranger **Dan Horner** received the Valor Award in Washington, DC, for his rescue of an injured climber on October 13, 1989. The climber had fallen 15 feet and was lying on a narrow ledge on El Capitan. Horner rappelled 200 feet from a helicopter to reach the victim.



Badlands Superintendent **Irv Mortenson** was honored with the Department of the Interior's Superior Service Award. A 27-year veteran, Mortenson was recognized for his contributions in park and resource management.

RETIREMENTS



Danz



Strait

Two of the three Rocky Mountain associate regional directors have retired. **Harold Danz**, in charge of administration, and **Richard Strait**, planning and cultural resources, have been in the region since it was formed. Both will continue to live in the area.

San Juan Island NHP Superintendent **Richard Hoffman** has retired after more than 30 years with the Park Service. At San Juan, he encouraged community support for the park, supported an active volunteer program and replaced ground utility lines with underground ones. He also served as project manager for Ebey's Landing NHR during his San Juan Island superintendency.

Long-time ranger and Valor Award-winner **Gary Brown** has retired after 35 years with the National Park Service. Brown was a pioneer of backcountry preservation in Alaska's Denali NP and the architect of modern bear management in Yellowstone. Brown and his wife, Pat, will be living near Bozeman, and he will be writing a book on bears.

DEATHS

Joe Wagoner, 55, died August 10 at his home near Mammoth Cave NP. Diagnosed with a brain tumor in mid-April, he spent most of his last months at home. For the last 14 years Joe worked at the park, serving finally as special assistant to the superintendent to coordinate the park's 1991 anniversary activities. His career spanned the nation, with assignments in Grand Canyon, Dinosaur, Petrified Forest, Sequoia-Kings Canyon, Blue Ridge Parkway and Cumberland Gap.

Joe will be fondly remembered throughout the Southeast Region for his contributions as

captain of the 1983-1988 Regional Interpretive Skills Team. His creative approach and talents as a master instructor of "romantic interpretation" inspired his fellow skills team members. Despite his rank in the National Park Service he continued to describe himself simply as "interpreter" on business cards. This was followed by the message: "To know and understand our natural and historical heritage is to know and understand ourselves."

Joe was close to his family and took pride in being part of their lives. He is survived by his wife, Virginia (407 Ollie Ridge Road, Mammoth Cave, KY 42259), and his children, Chip, Katrinka and Kymric.

Lois Winter

Eva Morrow, 85, died August 29 at Guadalupe Medical Center. Born and raised in New Mexico, she was the first woman ranger at Carlsbad Caverns NP. Survivors include her husband, three sons, two daughters, one sister, and 14 grandchildren.

Ida Curtis Ealy, widow of Dewey R. Ealy, former supervisory ranger of Great Smoky Mountains NP (TN), died April 29, 1991, in St. George, Utah. Ida started the Natural History Association in Great Smoky Mountains NP, after her husband transferred there from the U.S. Forest Service in Jackson Hole, Wyoming. Dewey was a charter member of the Employees and Alumni Association. He preceded her in death on February 8, 1991.

Ida is survived by three nephews and many cousins. Memorial contributions can be made to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041. The family may be reached through Von R. Curtis, 735 W. Sunny Land, Orem, Utah 84058.

Philip Van Cleave died August 1 at 70. He spent 35 years in government service, working at Wupatki NM (AZ), Lake Mead NRA (NV), Mesa Verde NP (CO), Petrified Forest NP (AZ) and Carlsbad Caverns NP (NM). After retiring in 1976, he served four summers as director of the Youth Conservation Corps. He received the Department of Interior's Meritorious Service award in 1977. He is survived by his wife, one son, and two daughters.



J. Ruth Ketchum as she is best remembered, interpreting for the National Park Service at Lincoln Home NHS.

■

J. Ruth Ketchum, 72, died April 25, 1991. She joined the National Park Service at Lincoln Home NHS when the site came under NPS administration in 1972. She was the only former State of Illinois employee to remain at the Lincoln Home, remaining until her retirement in 1984. In March, 1991, Ruth was honored with a book dedication and ceremonies naming her the "First Lady" of Lincoln Home. She will be missed by many friends. Her family may be contacted through her daughter, Susan Bowen, at 1603 North 12th Street, Springfield, Illinois 62702.

■

James E. Simon, 68, died of a heart attack at his home in Greenbelt, Maryland, May 31. Simon worked 10 years for the Park Service, starting as a position classifier and later as a personnel management specialist and employee development specialist. Simon also worked for the Maritime Administration, the Agency for International Development, the Public Health Service, and the Department of the Navy.

■

Devereux Butcher, 84, died of complications from a fall May 22 at his Pennsylvania home. The author of four books about the park system, he was a founding editor of *National Parks* magazine from 1942 to 1957 and executive director of the National Parks Association, now the National Parks and

Conservation Association, from 1942 to 1950.

He campaigned against a wide variety of projects that threatened the parks, from proposed hydroelectric power dams at Dinosaur NM (UT) to a plan to log a primeval rain forest in Olympic NP (WA).

Butcher was a founding board member of the organization, Defenders of Forbearers, now Defenders of Wildlife, and was on the board of Hawk Mountain Sanctuary in Pennsylvania. He was a member of the advisory committee on conservation of the Interior Department.

■

Ronald Dean Dickson, E&AA Life Member and retired architect of the White House, died at his San Francisco home September 12. As senior architect, he was in charge of maintenance and repair of the White House as well as design for new rooms, decorations and furniture. Survivors include his mother, two brothers, and many friends.

■

Forrest M. Benson, Jr., 71, passed away on May 25 after a short illness. Forrest was born on December 8, 1919, in Enid Oklahoma. He attended Central High in Tulsa and earned his Bachelor's degree in forest recreation from Colorado State University. On August 6, 1942, he married his wife of 49 years, Mary, in Fort Collins. Forrest served in the U.S. Army from August 1942 until December 1945, spending

26 months overseas in the South Pacific. He received the Philippine Liberation Ribbon with two bronze stars and a bronze star arrowhead.

He began his Park Service career in the summer of 1942 as a campground caretaker in Rocky Mountain NP, then spent the summer of 1946 as a park ranger there and the summer of 1947 as a park ranger at Scotts Bluff NM (NE). He received his first permanent appointment in 1952 as chief ranger of Hot Springs NP (AR). His career took him to the superintendency of Wupatki-Sunset Crater NM (AZ), to the Washington office as a park planner, to the superintendency of Haleakala NP (HI), and to the Rocky Mountain office also as a park planner. He retired from this position on March 1, 1977.

Forrest received the Meritorious Service Award in 1977, along with several commendations for his service on the Wild River Service Team in Washington in 1964. He summed up his Park Service career as a lifetime devoted to the protection and preservation of a portion of our nation's heritage—a true labor of love.

■

Wilhelmia (Sellers) Harris, 95, former superintendent of Adams NHS in Quincy, Massachusetts, died last May. She was the National Park Service's first woman superintendent of a national historic site.

Harris arrived in Boston in 1918 to study music. Two years later, however, she accepted a position as a social secretary to Brooks Adams, the last Adams family member to reside in the family mansion. In a 1951 interview, she told of being hired by Mr. Adams: "I was accepted because I admitted that I could neither write, read, or balance a checkbook. My education has been mostly musical and even that, very elementary," she said.

Mr. Adams, she said, responded by saying, "It is refreshing to meet a young girl of 22 who does not know it all. If you will adapt yourself to Mrs. Adams and to me, the secretarial work will not be difficult to learn."

She worked for the Adams family until Brooks Adams' death in 1927. During this period she continued studying music and taught piano in Quincy. Joining the National Park Service in 1948 as an historical aide at the Adams Mansion, she was promoted to superintendent in 1950. She retired at age 91 in 1987.

BUSINESS NEWS

Wanted: People with similar interests, who've been through thick and thin together, who have a can-do attitude and a relaxed approach to life

For: Good times in the Smoky Mountains

Purpose: To renew old ties, make new ones, and celebrate E&AA's 36th anniversary as well as the 75th anniversary of the NPS

It was a grand old time for everyone involved, as those who attended the 36th anniversary of the Employees and Alumni Association can attest. Some flew into Knoxville, then rented a car and drove to the park. Others came in mobile homes and camped out. Still others traveled with friends, then joined up with other friends once they arrived in Gatlinburg. Somehow and some way, approximately 200 E&AA members converged on the Holiday Inn outside of Great Smoky Mountains National Park. Then, with the hotel as their base of operations, they fanned out for activities inside the park as well as out, on both the Tennessee and the North Carolina side. It was a green-and-gray reunion and, by the end of the four days, everyone had plenty of opportunities to celebrate with old friends while still acquainting or reacquainting themselves with the natural and cultural pleasures of the Smokies.

"If you do everything we've planned for you, you'll come away with a pretty good introduction to this park," promised the park's management assistant and public affairs officer, Bob Miller. He was true to his word. From the opening trek to the Sugarlands Visitor Center to the final day's lunch at the Job Corps Center on the other side of the park, events were calculated to show off the beauty of the Smokies while allowing attendees the always-important free time. There was even a mother bear and three cubs that put in an appearance at the Twin Creeks barbecue—merely a coincidence, guests were assured, rather than a calculated part of the program. Nevertheless the unexpected visitors did lure a number of nature lovers away from the buffet table for a quick photo opportunity.

An elegant reception, sponsored by Great Smoky Mountains Natural History Association, and anniversary dinner were held the following evening at the Holiday Inn. An NPS/E&AA all-star lineup (bears weren't invited to this) set the tone for the occasion. Master of Ceremonies John Reynolds reminded attendees that he had been a child—the youngest attendee—at the



Former NPS Director George B. Hartzog (top photo) addresses those gathered at the E&AA reunion.

Superintendents Conference in the Smokies 36 years before, the conference that provided the springboard for E&AA. He remarked that since that time his life had been dramatically shaped by some of the people now sitting before him—by Ken Krabbenhoft who convinced him to become a landscape architect, by Ray Freeman who gave him his first job, by Jim Wolfe who taught him "what maintenance was all about."

"I think the folks that don't belong [to E&AA] and don't come to things like this miss what the National Park Service is all about, what the Park Service is and what it

can become," Reynolds concluded.

Guest of honor George B. Hartzog, Jr., seconded Reynold's endorsement. "In my family, I find a source of pride and inspiration," Hartzog said. He too had his heroes and his stories to tell. Citing Stephen Mather who, with Horace Albright, placed "service above self," Hartzog remarked that "in this household of ours, greed is not an acceptable way of doing business." He saluted "competent, concerned, candid" Howard Baker, Jim Lloyd "whose creed was simply work and his ethic perfection," Ed Hummell "who never said 'no' to a new idea," and

Granville Liles who "could get something done and still have a long range view."

The mention of Granville Liles struck a responsive chord in all who attended. For two years, Liles worked with park staff to plan the reunion. Then several months before the gathering, ill health forced him to place the remaining details in the capable hands of Joe Brown. If anyone's absence was felt, however, it was Granville Liles. Several attendees called and spoke with him during the conference and during his own final weeks of struggle with terminal cancer. One recalled telling him that several days of rain had not dampened anyone's enthusiasm. "Well, I'm sorry it's raining for you," Liles replied, always a gentleman, always thinking of others first.

E&AA reps and park staff worked flawlessly together to make the reunion a success, with park staff assuming the responsibility for many of the arrangements. Superintendent Randall Pope opened numerous doors for the planners and set aside staff time to assure that all would go as promised. The generous support of the Great Smoky Mountains Natural History Association made many events possible. Claudette Pridemore, Blue Ridge Parkway Superintendent Gary Everhardt, and Ninety-Six and Cowpens Superintendent Bob Armstrong put together an array of wonderful objects for the auction (which brought the Education Trust Fund \$1587), and George Minnucci of Eastern National Parks & Monument Association generously contributed to the door prizes. Bob Miller and Nancy Gray worked tirelessly to bring all the details of the reunion together.

The value of their efforts could be seen on the faces of attendees. Yes, there were the backward glances: recognition for Flora Semingsen whose husband, Tiny, was "sold" on E&AA and kept it going, with Flora's help, through good times and bad; the photo display that featured the younger faces of many who had attended the Smokies conference 36 years before and who also attended now; Ed Bearss' tribute to the "characters" of the Service, and, of course, the well-deserved congratulations shared by all E&AAers who have kept the association growing for 36 years. Nevertheless, what went on in the Smokies the last week of September gave more than a nod to the accomplishments of the past, recognized, indeed, that everyone who attended was certainly as interested in each other's present as they were in their past. Yes, E&AA celebrated its past in the Smokies, but it also

celebrated its present, and, with the support of people like John Reynolds and Bob Armstrong, it held out the potential for a strong and viable future. Who knows? Perhaps Dave Milhalic's children, who attended this conference, will one day stand at a podium and remember, as John Reynolds did this year, the strong and happy influence of the NPS personalities who eventually shaped their lives.



Remember, the special \$75 rate for Life membership during the NPS 75th anniversary year is good through December 31, 1991. Also Life members or those in higher membership categories who wish to upgrade can do so by remitting \$75 as a lump sum in 1991. Each level of special membership—Life to Second Century, Third Century, Fourth Century and Supporting Donor—qualifies for the special \$75 rate. From Supporting Donor to Founder is a \$500 increase, and does not apply.

FOUNDERS DAY '91

It was a perfect day. It was a day that almost didn't happen, money problems being what they are. But those involved were determined that the Park Service would have a 75th anniversary picnic on the Mall, and that's exactly what the Park Service had. Almost 1600 people showed up for a *comfortably* warm August day—an anomaly in itself—a day that couldn't have been improved upon.

Who was there? Well, *almost* everyone, at least almost everyone from the Washington metropolitan NPS family. In addition, three regional directors were on hand: NARO's Gerry Patten, NCR's Bob Stanton, and MWRO's Don Castleberry. Former director George B. Hartzog, Jr., also helped the family celebrate 75 years of public service, as did many superintendents and their families. Flip Hagood served as master of ceremonies, occasionally surrendering the podium to dignitaries such as Director James Ridenour who recognized the special guests attending the event, and Deputy Director Herb Cables whose support was critical to the success of the picnic. The presence of Stephen Mather's grandchildren and great-grandchildren, ten family members in all, provided continuity for those who otherwise might have felt too far removed from that great man. The

Albrights were in Grand Teton on the 25th, attending a ceremony honoring Horace Albright, or they too would have been in Washington among long-time friends. Shenandoah Superintendent Bill Wade brought eight Russian exchange students with him to the celebration, and they enthusiastically participated in all events.

What was there to do? Well, *almost* everything. The U. S. Park Police brought their dogs, horses and helicopter. The helicopter rappelling couldn't help but raise a gasp of appreciation from the crowd. The roar of the engine, the flying grass blades, the park policemen suspended on a rope between chopper and ground: now *that* was drama. For those who liked their excitement in a slightly less technological form, there was the NCR-WASO Tug 'O War at 3:30 to determine who got to eat dinner first. George Hartzog was the judge, and you can imagine how much he enjoyed that honor! Sack races, egg races and other family games organized earlier in the afternoon by Gene Scovill helped Tug 'O War participants gear up for battle. The WASO v. NCR softball game also raised some blood pressures—all in good fun of course.

While dinner was being served and the losers were struggling through the food line, music of the National Symphony recorded for the occasion helped keep the atmosphere lively. A little later in the program, an employee chorus directed by Terrie Fajardo set the tone for the celebration—the music reminded attendees that they were there to pay tribute to each other and to the hard work that their predecessors had accomplished down through the years. Several of the numbers were original music composed by Terrie for the occasion. The U.S. Army Choral Group followed the award presentation with what one person described as "lively" vocals. Everyone seemed impressed by the professionalism of this *group of men and women*. The last bit of music for the evening was provided at 8:00 by Bessie Sherman, the administrative officer for Colonial NHP. She capped the celebration with a rendition of "God Bless America."

The *when* and *where* of the event about takes care of itself. As everyone knows, Founders Day can't be any day other than August 25th, and since August 25 fell on a Sunday, that was the day of the celebration. A seventy-five year anniversary also deserves to be recognized in a special place, and few places are more special in Washington than the Mall, site of the federal city's national public celebrations.

But *how* did this perfect day come about? Chiefly through the extra push made by a handful of hardworking employees. The effort spread out from there, to committees and subcommittees, to individuals and groups that got into the complex issue of fundraising, but the yeoman's work was done by Pat Smith, who chaired the oversight committee, by Terry Carlstrom and Dick

Martin, her co-chairs, by Central Superintendent Arnie Goldstein, by Herb Cables whose support was critical, and by Terry Wood, who was determined, as George Hartzog reported to a group of E&AA members in the Smokies, that NPS employees would have a bang-up celebration on August 25. It was such a great day, in fact, that people didn't even seem to mind

cleaning up. NPSers stayed late to pack up tables and chairs and to clean up trash. Even in this there was a party atmosphere.

And best of all, beyond the good times and the celebration, the E&AA Education Trust Fund, which provides loans to college-bound students, profited to the sum of \$8,805.

**NATIONAL PARK SERVICE
75TH ANNIVERSARY PICNIC
SPECIAL
ACKNOWLEDGEMENTS**

Employee and Alumni Association
1916 Society
Government Employees Insurance Company
Giant Food, Inc
Government Service's Inc.
Tom Mack, Tourmobile, Inc.
National Parks & Conservation Association
National Geographic Society
National Symphony
Laurance Rockefeller
Time/Warner
National Park Foundation
Conrad L. Wirth
George B. Hartzog, Jr.
Jack Fish
Ed Bearss
Herb Cables
Terry Carlstrom
Bill Clark
Margaret Davis
John Demer
Debbie Dortch

Hank Drews
Ed Duffy
Kay Ellis
Gary Everhardt
Bill Faylor
Terrie Fajardo
Gordon Fredine
Francis Gipson
Arnie Goldstein
Flip Hagood
Lars Hanslin
Glenda Heronema
Dee Highnote
Mary Hodapp
Maureen Hoffman
Margaret Hushelpeck
Dave Jervis
Connie Kurtz
Bobby Langston
Barry Mackintosh
Dick Martin
Mary Martin
Lisa McCluney
Dick Morishige
Dick Powers
John Reynolds
Jim Ridenour
Joe Rogers
Dan Salisbury
Peggy Sandretzky
Ana Maria Scott

Gene Scovill
Pat Smith
Bob Stanton
Jim Stewart
Dianne Spriggs
Steve Tisinger
Tom Wilkins
Terry Wood
Dave Wright
Maintenance Staff,
Central Parks

National Capital
Roxanne L. Brown
Richard E. Powers
Pamela Beth West
William I. Newman
William Hasenbuhler

Pacific Northwest
Daniel H. Babbitt
Elizabeth J. Buxbaum
Donald W. Tinkham, Jr.
Nelsa & Buck Buckingham

AWARDS

Director's Award
Dale Enquist

Outstanding Employee Awards

Alaska Region
Jim Hannah
Keith Hoofnagle
John Warder

Denver Service Center
Aki Kawakami
Dick Morishige

Harpers Ferry Center
Angelynne O. Reeler
G. Bruce Hopkins
Lucy McNelly

Mid-Atlantic
Christopher Calkins
Brenda Shelton
Wayne Sanders
Thomas F. McCallum

Midwest
Lana K. Henry
Jude Rakowski
Ted Hillmer, Jr.
James L. Ryan

North Atlantic
Ruth Sawyer
William Tate
Leroy Reninger
John F. McCauley

Rocky Mountain
William Sontag
Harold Danz
Yellowstone Special Projects Unit
Thelma Maguire

Southeast
Margaret L. Garvin
Gerry Hightower
Sabrina Freeman
Charlotte Williams

Southwest
Richard L. Bennett
Sandra Hodges
Ray Bruemmer
Barbara Woolsey

Washington Office
Ralph Lewis
Don Herring
Edwin C. Bearss
Barbara Edwards

Western Region
Rita Hanamoto
Katherine Domingo
Herbert C. Thurman
James Harpster

Founders Day Awards
Edna Guest
Ralph & Julia Parker
Robert S. McDaniel

NATIONAL PARK SERVICE



1916 - 1991

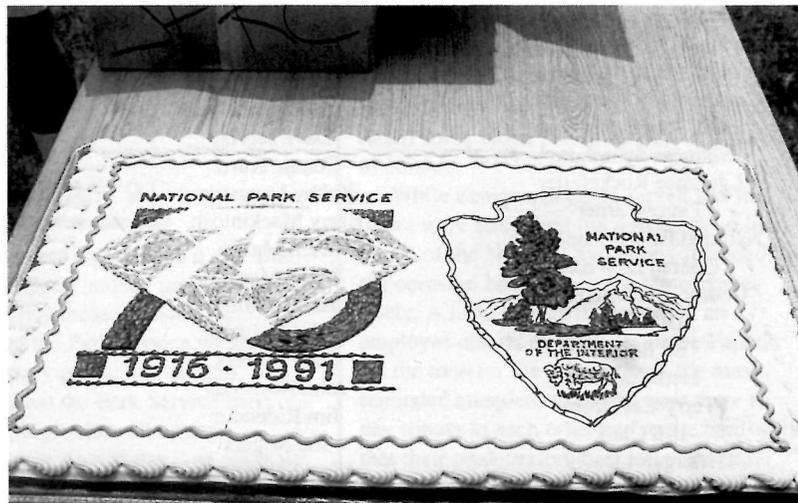
FOUNDERS DAY PICNIC -1991-



Employee chorus led by Terrie Fajardo



Fun



Food



Mather grandchildren



Picnickers



U.S. Army Chorus



Russians



Awards



Games

75TH ANNIVERSARY EVENTS AROUND THE NATION



Homestead NM of America (NE)



Lyndon B. Johnson NHS (TX)



Secretary Lujan cuts 75th anniversary cake at Acadia NP (ME)



Mount Rainier NP (WA)



Petersburg NB (VA)



Colorado NM (CO)



Ranger Museum Dedication at Yellowstone NP (WY)



Jefferson National Expansion Memorial NHS (MO)

FOUND: PORTRAIT OF A TEENAGE NPS

Dixie

Larry, my college friend and tenant, has never been able to keep his hands off any kind of printed material. Recently, for \$3 he salvaged an "oldie" while he was rummaging in a suburban Beantown mall flea market. It's a 16-page New York Times Magazine (Section 6) from Sunday, September 2, 1934.

Folded to the outside as a marketing strategy was a story about Babe Ruth's Yankee career coming to a close. The black-and-white publication was wrapped in plastic and the seller correctly thought that promoting Babe's thoughts would be the key to dealing this historical item.

Upon closer inspection before purchase, Larry found a nice, though apt surprise inside, considering he was buying this "baseball" piece for me.

Later, when I paged through it, I noticed that Arthur Krock wrote the actual "cover" story on the Roosevelt administration. The cartoon advertisements on the back page hyped Lifebuoy soap and shaving cream and "Rinso" laundry soap. Inside there were stories on Daniel Boone's legacy to Kentucky, a polo challenge match, the flamboyant Huey Long and a classic piece on "Woman's Changing Role in Nazi Germany." Of course there was the Bambino's thoughts, "Babe Ruth Yields to Time, The Umpire." The surprise, however, in this now yellowed, frayed journalistic gem was the centerspread story.

On pages 8-9 begins "Ten Wonders of the Nation" by NPS director Arno B. Cammerer. At that point Cammerer had been director for just over a year and the Park Service had celebrated its 18th birthday just the week before. Stephen Mather had been dead for more than four years and the newest national park, Everglades, had been one (officially) for fewer than 100 days.

In Horace Albright's wonderful book, "The Birth of the National Park Service," Arno is portrayed as an extremely conscientious administrator and the Washington rock upon which Mather and Albright depended when they were out in the wilderness and important legislation was in the works. It is likely however, that the Nebraskan never saw any of the parks in the NYT mag piece under his byline. He seldom ventured out of the Nation's Capital and, when he did, it was always along the east coast. Coming to the infant NPS from the Fine Arts Commission, he was not the outdoorsy park-type like Mather or Albright.

Who's or Whose Story?

The article was probably written by "secretary" Isabelle Story, who, almost by default, slowly took over writing the NPS general publications from Robert Sterling Yard when he left government employ in 1919.

Surrounded by 10 photos, Isabelle's H-shaped text begins, "Scattered throughout the United States is a series of wonder areas known as national monuments." All 67 national monuments had been consolidated under the Park Service by President Franklin Roosevelt and 10 were chosen as spectacular representatives of the rest. Selected were: Rainbow Bridge, Devils Tower, El Morro, Muir Woods, Chaco Canyon, Death Valley, Petrified Forest (before NP status), Cedar Breaks, Grand Canyon (west section) and Valley of Ten Thousand Smokes (Katmai).

To 1934 *Times* readers the pictures alone must have been a revelation as to what wonders are contained in the West. "They (monuments) not only present the work of Nature in infinite beauty and variety, but they speak of our history—and of a time before our history began," reads the headline kicker.

Vivid vignettes accompany the photos. Each park got a few column inches to go along with its photo. Most of page 14 is taken up with these "continued" descriptions and one small

picture of Death Valley's landscape to break up the type. Unfortunately, Devils Tower, my personal fave monument, got the least print space—not even four inches: "The world has many columnar rock formations, ... but of them all the Devil's (sic) Tower in Wyoming is believed to be the greatest." Little did readers know that Mateo Tepee would star in a major film decades later. Cedar Breaks, where I spent one of the chilliest of sunny summer afternoons, got the best treatment overall—it's picture is the best: it is the first monument written about and has seven inches of puff verbiage.

If Ms. Story did write this, she was obviously ahead of her time in promoting what have come to be known as our "lesser-used" areas. It's nice to see an underrated spot such as El Morro get some ink, even if it was 57 years ago. Certainly of this particular grouping, El Morro and Cedar Breaks are still the least known. And except for Katmai's Smokes, New Mexico's natural fortress and inscription rock of ages probably is the one most inadvertently bypassed by (I-40) travelers because of its "too far off" location. Too bad, its peaceful majestic setting, so far away from almost anything else, should be reason enough to visit.

Unfortunately, the NYT Magazine doesn't do this sort of scenic fluff stuff anymore. At least an update could be done in color.



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