

COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



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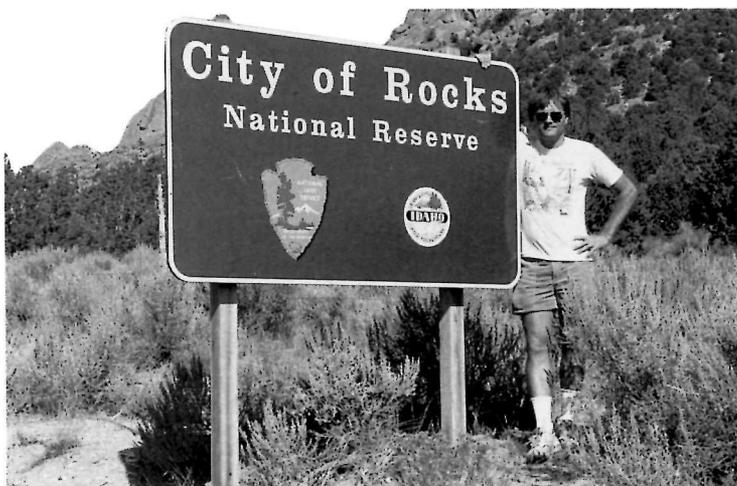
AUGUST 1992

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Volume 37, Number 7

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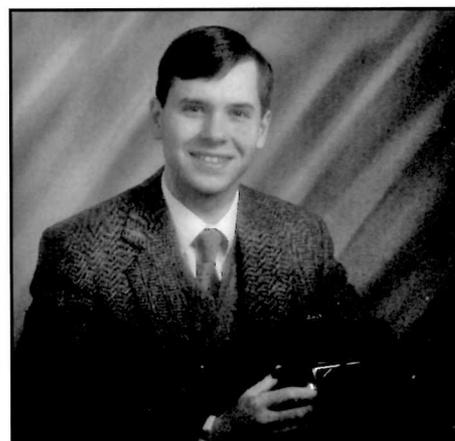
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COVER

John Alan Loeb is a freelance photographer living in Holland, Pennsylvania. John sees faces, unusual buildings, deserted towns—almost everything—as though they were framed in the lens of his camera. During a recent cross-country trip he photographed such marvels as this month's cover, the ancient bristlecone pine outside of Denver, Colorado.

But since the work of the National Park Service includes both natural and cultural resources, this month's back cover by Dewey Livingston depicts the Point Reyes Lifeboat Station, designated as a National Historic Landmark in 1990. Here, as *Home at Last* by Douglas Brooks explains, the Service preserves one of the original old station lifeboats, perhaps not as old as a bristlecone pine, but an irreplaceable resource all the same.



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CREATING OUR FUTURE



In the next few months, we'll be widely distributing copies of the Service's first strategic plan—*Creating Our Future*. It will represent a major commitment by me, as I hope it will by each of you, to become more proactive in shaping the future of the National Park Service. The Vail Agenda gave us insights into changes in our society that are profoundly influencing our ability to carry out our mission. American culture is becoming more diverse. People's recreational interests are changing. Cities and their suburbs are encroaching on what once were isolated natural areas, and employees are having to balance the needs of either dual-career or single-parent families with the demands of their jobs, to name just a few of the social changes that we face. Instead of being the passive victims of change, we need to anticipate it and work with it to shape the kind of future we want.

Interestingly, while strategic planning is future-oriented, it is concerned less with what we should do *in the future* than with what we should do *now* to shape the future. And the things we can do now are innumerable. In fact, almost any management decision you can think of has strategic implications. For example, even when we do something as routine as filling a job vacancy, we are making a decision that will influence how a Park Service program will be carried out in the future. If we recognize this and make our selection with the future in mind, we are acting strategically. If we choose to ignore the future implications of the selection, we are still effecting the future, but we are not taking full responsibility for our actions by doing the best job we can to make the future turn out the way we want it to.

The initiatives coming out of the Vail Agenda have created an unprecedented opportunity to shape the future of the National Park Service. To make the most of this opportunity, we must all be able to clearly visualize the kind of agency we want this to be and we must agree to focus our energies on getting there. I'm sure that anyone who watched the summer Olympics was struck, as I was, not only by the skill of the many athletes who participated from around the world, but also by their dedication, their seemingly single-minded focus, their ability to visualize exactly what it was they wanted to do, and their intense discipline directed toward achieving their goals. And it clearly contributed a great deal to their success. Without belaboring the analogy, I think there are some real parallels between what athletes do to prepare for the best performances of their lives and what we can do to make the National Park Service the best that it can be.

Every athlete will tell you that visualization—seeing in your mind's eye exactly the moves you want to make or the race you want to run—is a vital technique for achieving success. Similarly, to create the future we want for the National Park Service, we must be able to state our mission and values clearly, and have a good picture in our minds of what the agency should be doing and what it should be like.

Simply visualizing our future, however, will not be enough to make

it happen. As with a world class athlete, we must also have the will and the discipline to focus our energies on achieving the desired results. The strategic plan will help us do this by building upon the objectives in the Vail Agenda. It will be a statement of the things we intend to do and how we intend to do them. The things we intend to do will further our mission. How we intend to do them is tied to our organizational resources (how we allocate funds, organize our efforts, structure our workforce). We want to make sure that we are doing the right things and we are doing them well.

To make this happen, we will take an approach that will help strengthen the relationships between various program areas, and ensure that all our efforts are complementary and actively contributing to our becoming the agency we want to be. Program goals and actions will be assigned to the Directorate, and to program and park managers. Their progress in achieving those goals will be tracked. Where things need to be done that we cannot do ourselves, we will call on others for help. We also will identify those things that can be deferred, and those things we did in the past that are no longer really necessary.

A lot of effort will have gone into the preparation of the strategic plan and I don't intend to have it gather dust on a shelf. It will be an action document, with implementation actions monitored throughout the year. The strategic plan itself will be updated and modified on a yearly basis to respond to changing conditions. Just like Olympic training, strategic planning must be a dynamic and continuous process or we will not achieve the promise that it offers.

I know that many of you have been working with Gerry Patten and the staff of the Strategic Planning Office to get ideas on paper. I appreciate your efforts. As we gain experience and continue to develop our strategic planning capability, many more of you will have the opportunity to participate in this ongoing process. It was Gerry's and my intent that, instead of creating a large staff in that office, we put together a core staff that would periodically call on people throughout the Service as well as outside to help.

I believe that strategic planning is the most important tool we have for guiding the National Park Service into the 21st century. It will help give us a clear sense of direction, identify things happening around us, describe a path to follow to get where we want to go.

You're the players on the NPS "Dream Team," and soon you'll have the initial game plan. Then, we GO for it!

A handwritten signature in dark ink, reading "James M. Ridenour". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

James M. Ridenour

FROM THE EDITOR

I am a fanatic about energy conservation. I use compact fluorescent light bulbs; I open windows even on the hottest days; I own a push mower. It is the push mower that I truly love. Love? Is that the word I intend here? Yes. Oh yes. I love its simplicity, its silence, its summer green paint on handle and frame—a shade reminiscent of carousel horses. I love the clack and whirl of its solitary rotating blade drum as it skims the grass, sounding for all the world like a miniature merry-go-round in need of an oil can. And most of all, I love the companionable way I accompany it across the green expanse of lawn before me, feeling my own strength direct it, knowing that what we do we do together, this machine and I.

Across the street my neighbor is always plugged in. He wears a walkman whenever he mows his lawn. In front of him he pushes the usual gasoline powered engine. I suppose he could argue that he directs his lawn mower too, that they work as a team, but I do not think so. The way he yanks it around corners and drags it across cement suggests that he has certain expectations of this machine that are different than my own, that he expects it to be serviceable and dependable no matter how he uses it, that he expects it to perform like a tool to which he has no responsibilities in return.

I hope that my example will soften him, that he will see me extending my strength in the summer bright air, stepping in and out of shadow, listening to summer sounds—kids on the street, crows overhead, the whisper fall of grass blades underfoot—and that he will understand I can do this because of the silent, energy-efficient company I keep. But my neighbor never looks up, never glances across the street, never smiles. His face is usually hard.

The other day another neighbor asked the question I wish the man I've been observing would ask. He squinted at the upright piece of machinery with the one rolling blade that I was pushing before me. "Is that a...lawn mower?" he hesitated, puzzled by the unfamiliar, simple form.

Yes, of course. Don't you remember, I wanted to ask. Don't you remember when you were a kid and the air smelled fresh, and some older, grayer head than yours pushed one of these mowers up a hot June hill? Don't you remember running after, chattering something as innocent as childhood, running in the newly mown grass, slipping, rising again with green stains on your knees, coming away happy?

I wanted to say all this and more, offering it as a testimony to every homeowner on the street choosing to push their own roaring, grass-spewing machine in front of them. I didn't, of course, because my particular corner of suburbia is not accustomed to such fanaticism. Yet, outspoken or not, I still continue to push my mower through the hot June air because it does for me precisely what I wanted to proclaim that it could do for these others. It stirs memory, and memory connects me to the past.

We do forget without such aids. The present is with us so intensely that we sometimes fail to look back, to determine whether or not we've misplaced some bit of information, even a perception or two that might be of assistance in these more crowded, jumbled, information-overloaded times. Says Bill McKibben in his recent book, *The Age of Missing Information*, "We believe that we live in the 'age of information,' that there has been an information 'explosion,' an information 'revolution.'...While in a certain narrow sense this is the case, in many important ways just the opposite is true. We also live at a moment of deep ignorance, when vital knowledge that humans have always possessed about who we are and where we live seems beyond our reach."

Having forgotten or misplaced this "vital knowledge," most of us tend to presume that the historical past was not really *that* much different than our own present time. How could the sky have been more filled with birds than today? How could there have been more frogs? We forget because we were not there, because this space and time we call the *present* is all we experientially have with which to make the comparison. But making such assumptions leads us to believe that where we are is the only place we've ever been, that *now* is preferable to *then* and thus must be the model for the future. How could we possibly need more birds, more trees, cleaner water, fresher air, more open space, indeed, more silence than we have now? With long-term memories such as ours, no wonder we've forgotten what a push mower looks like.

This forgetfulness can also happen in even smaller increments of time, within the span of several years, months, or even weeks. Witness the Gulf War, a memory now, when it consumed our minds and passions such a very short time ago. What has happened since? Those who wrote the stories have passed on to other things. Even now when we speak of the

war it is in tones set aside for memory. That war was *then*. This is *now*. A link with the past has been broken.

And the disappearing amphibians? Occasionally, that story attracts someone's attention. An article is written. We focus on the issue for a while, and then, it too becomes something recollected only in passing.

McKibben underscores this point: "The worst disasters move much more slowly and thereby sneak past the cameras...Grinding glaciers that are slowly, patiently, methodically changing the topography of the world around us, the decay of the global environment, and the wicked, miserable poverty that traps so much of the country. Everyone, including the people who produce news programs, recognizes the seriousness of these problems, and yet television fails to get them across... because they happen on time scales that defy television's relentless dailiness."

Not simply television's dailiness, but the dailiness of all our lives—the dailiness that severs the link to the past, causes us to forget in the rush to do that a long, slow history of doing already exists from which our present has evolved.

The Park Service serves as a counterweight to some of the dailiness. As an organization, it is a little like that favorite old lawn mower of mine. It is positioned between the past and the present, fully a part of neither one. It speaks for the past, but with the voice of present time. It reminds us of how things used to be, though it can not always fully replicate them honestly. How could it, when even under the best conditions we can expect to find some element missing?

Yet missing elements or not, the Service does a reasonably good job of jogging memory—and sometimes, as articles in the August *Courier* remind us, missing elements can be identified, reparation made, and the ties between past and present clarified. Arthur McDade's article, *The Return of the Native*, invites us to view the Smokies differently now than we might have several years ago, to view them as they were when otters freely roamed, and as they have become now that otters once again are part of that environment. Douglas Brooks' *Home at Last* recounts the restoration and return of Motor Lifeboat 36542 to Point Reyes NS and, along the way, reminds us that past and present are inextricably linked. Carol Sperling's account of "lady rangers" at Big Bend NP perhaps suggests that even the past may be missing some important ingredients that the present now provides—in this case,

full acknowledgement for those who have worked extraordinarily hard to shape a place and a name for themselves alongside male employees in park environments. And Assistant Secretary Mike Hayden, whose interview fills these pages, shares his thoughts on the re-introduction of missing members of a park—and ecosystem—community.

Escaping the dailiness of the present is something that certain segments of Western society have long found necessary—in the distant past it happened within the protective walls of monasteries; in today's fast-paced business environment it frequently happens on "retreats" in environments that break the spell of the present simply by changing the scene. In parks it happens for visitors who find themselves in the presence of a Civil War uniform, Lincoln's blood stained pillowcase, George Washington's tent, some humble tool once used by human hands.

For me even a push mower can accomplish magic. The connection is there, electric. And though my example hasn't boosted sales along my street as yet, I have not given up. I am not through. I wonder if these neighbors of mine might melt before the energy efficient silence of a scythe...

LEGISLATIVE UPDATE

During the month of June Congress introduced 16 park-related bills. The House held hearings on eleven bills and markup on seven bills. It passed the following nine bills: HR 4801, Historic Preservation Fund/authorization; HR 3905, Historic Preservation Act/amendment; HJ Res 320, African American Memorial, DC/establish; HR 1624, World II Memorial, DC/establish; HJ Res 306, Port Chicago National Memorial Act of 1991/amend; S. 1254, Assateague Island NS, MD/VA acreage; HR 1623, World War II/mint coins; H Res 504, resolution to dispose of Senate amendments to HR 2032, Nez Perce National Historical Park Additions Act of 1991.

The Senate held hearings on thirteen bills and markup on one bill. It passed the following two bills: HR 1642, Palo Alto Battlefield National Historic Site, TX/establish; S. 2079, Marsh-Billings National Historical Park, VT/establish.

The President signed into law the following bills: S 870, a bill authorizing inclusion of a tract of land in Golden Gate NRA (CA), on June 9; HR 1642, a bill establishing Palo Alto

Battlefield NHS, TX, on June 23; S. 1254, a bill increasing the authorized acreage limit at Assateague Island NS (MD), on July 10.

SYMPOSIUM UPDATE

Team Implement has developed

proposed action items and an organizational structure to carry out the eight reform goals agreed to by Director Ridenour on May 22.

Goal: Develop a comprehensive natural, cultural, and social sciences resources management and research program.

Actions: Revise NPS management planning to emphasize resource inventory and evaluation; evaluate organizational structures and staffing for natural and cultural resource management to promote improved consistency between WASO, regions, parks; evaluate organizational structures and staffing for social sciences and develop strategies to integrate into Servicewide decision-making; provide a scientific and professional foundation for managing natural and cultural resources; promote sound ecological and cultural resource management with consistent visitor use policies; develop more effective data management systems; identify and analyze natural, cultural, and social science needs in the parks, regions, and WASO.

Goal: Promote more effective use of protection authorities and seek additional legislation, if necessary.

Actions: Develop summary of all protec-

tion tools and distribute; initiate intensive training of park managers in resource protection tools and techniques; review tools needed to address external problems.

Goal: Foster and support partnerships and strategies to identify and protect significant natural and cultural and outdoor resources nationwide.

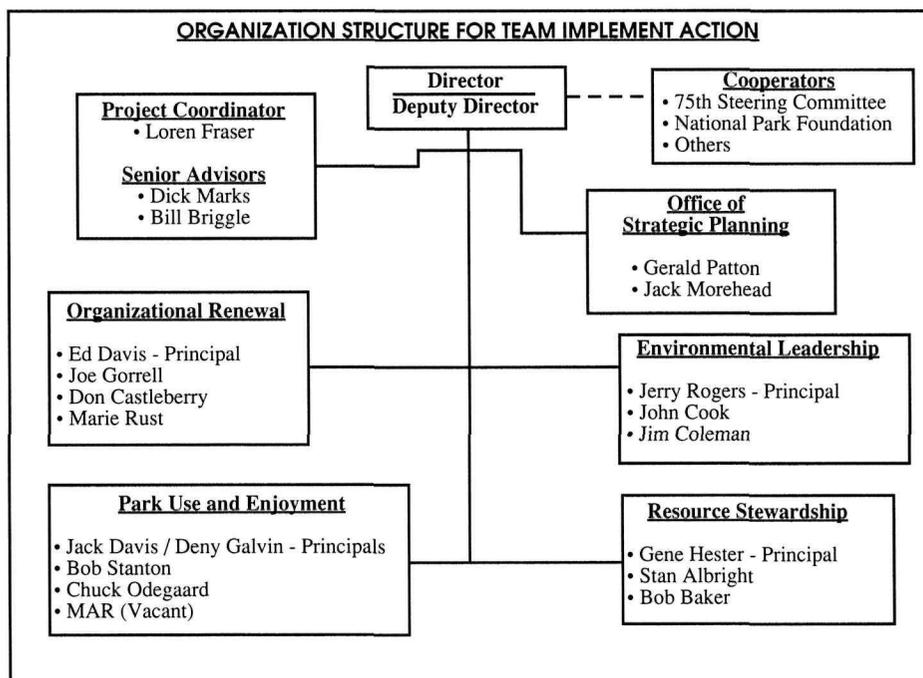
Actions: Develop an integrated, strategic program and budget proposal for non-park programs and a grassroots planning process to save the diversity of America's heritage; form new partnerships to further NPS mission; revise theme structures, new area studies, and national landmark programs.

Goal: Develop national and international leadership by "leading by example" at all levels of the Service.

Actions: Develop an integrated, proactive policy, legislative, and budget program; institute forums to explore new approaches to furthering NPS mission; develop a comprehensive NPS communications plan.

Goal: Develop a strategy for delivering information and educational programs to a culturally diverse audience, including both in-park and out-of-park publics.

Actions: Assess the role that park employees, concessions, and cooperators should perform in delivering information and develop implementation strategy; use modern communications technology; establish a tourist information database; interpret park resources to culturally diverse audiences and provide transportation to youth of neighboring communities; educate visitors to minimize impact on



resources; integrate research findings and current environmental issues into interpretive programs; integrate multiple points of view in programs; develop a comprehensive approach to educational outreach to schools and community groups.

Goal: Undertake a system-wide analysis of visitor impacts on park resources and determine approaches to minimize through facility planning, design and maintenance.

Actions: Recommend where alternative visitor transportation systems could alleviate impacts; identify units where crowding exists and recommend mitigation; undertake experimental programs where alternative techniques to minimize impacts can be applied; integrate visitor-based perspectives into decision-making; integrate the concept of minimizing development within boundaries into Service planning; use the concept of "sustainability" in facility location and scale and in evaluations of need and usefulness of existing roads, trails, and other facilities; expose NPS professionals to innovative thinking in facility design; undertake pilot projects to assist gateway communities with land use and visitor facility planning.

Goal: Develop and implement a comprehensive program of personnel management with appropriate training and career development. Develop mechanisms to identify and nurture mid- and senior-level employees for leadership.

Actions: Develop strategy to evaluate select occupational series (as adjunct to ongoing ranger series review); analyze the status of management work force and project vacancies; identify skills needed to perform at management levels; conduct a comprehensive review of recruitment; identify minimum competencies for each position at each grade and develop training tied to career progression; examine the system of administering training and modify to support the new career management plan.

Goal: Conduct pilot audits of functions performed in parks, regions, service centers, and headquarters, and establish standards of service and determine the real costs of those services.

Actions: Develop an audit system and select pilot parks auditing projects; design a system for defining standards of performance; examine delegations of authority through agency; evaluate the effectiveness of MMS; prepare an overview of funding mechanisms; conduct a review of WR R-Map.

LETTERS

Just a note to tell you how much I enjoyed the April issue of the *Courier*, an entire issue devoted to one subject, Maintenance.

This is the key to successful park management, and most don't appreciate it, because they know very little about it. There are so few of us whose career dealt so much with this area of park operations. The one thing most needed is to know that preventive maintenance is the key to money management. If park budgets contained just enough to do a thorough job of preventive maintenance, it would save much of the deterioration and wearing out of our facilities.

I am glad *Courier* got the handle on this one, and look forward to more of the same type of coverage.

George Fry

I really enjoyed the April issue of the *Courier*. I was pleased to see maintenance get some well deserved recognition. I do have one major concern with regard to the *Courier's* coverage of maintenance, however. In both the April and May issues there are some very interesting photographs depicting maintenance employees working throughout the Park Service. What disturbs me is that several of these photographs are vivid examples of very unsafe behavior. Opposite the front cover of the May issue, 4 workers are standing on a platform, under a crane or some type of boom truck. Only one of these workers has a hard hat. This is an unacceptable practice. In the April issue, there were several instances where workers with power and/or hand tools wore no goggles or hearing protection. There was also an instance where a foreman on top of a partially framed building wore no hard hat.

Taken individually, these instances of unsafe behavior might, at first, seem insignificant. Given that the National Park Service comprises 24 percent of the Department of Interior's work force and accounts for 42 percent of the Department of Interior's lost time injuries, I think there is more than enough cause to scrutinize our work practices. Included in the same report was that 80 percent of the accidents in the NPS result from unsafe *acts*. Only 20 percent result from unsafe *conditions*. These figures were obtained from the Department of Interior Safety Conference report.

A basic safety premise is that accident prevention begins with education. Hopefully this education will lead and encourage individuals to develop safe work habits. Photo-

graphs of safe or unsafe activities reinforce the activities they depict. Most professional building journals do not print photographs if they reinforce dangerous practices. I think that this would be a good policy for *Courier* to follow in the future.

Current OSHA standards address the legal requirements with regard to protective gear. However, legal requirements, rules and regulations can not force a person to work in a safe manner. In most cases, common sense should suffice.

Please do not take this as a criticism of maintenance or of your past coverage of their activities. I hope to see more articles on maintenance in the future. I do not think they get the recognition they are due. I just want maintenance to enhance their professional image as we move into the 21st century

Ralph Bell
Mount Rainier NP

Thanks for reminding us all about the importance of such safety precautions.

JUST A REMINDER

Guadalupe NP turns 20 years old this October. The park plans a celebration October 10-12. Former employees are cordially invited to a reunion featuring a catered supper on October 11. Contact the park at 915/828-3251 or write to the staff at HC 60 Box 400, Salt Flat, TX 79847. Everyone's welcome to the big weekend, and the park especially encourages former employees to attend.

ANDREW RELIEF FUND

More than 300 employees at Biscayne and Everglades NPs and the Miami satellite Land office either have lost their homes or suffered major damage from Hurricane Andrew. The Southeast Regional Office requested Eastern National Park & Monument Association to set up a reserve account for "Andrew Relief," to meet the immediate needs of South Florida employees. Eastern already has donated funds to begin relief efforts, but more contributions are needed. Make out your tax-deductible check to Eastern National Park & Monument Association, 446 North Lane, Conshohocken, PA 19428. For more information call Pat Stanek, SERO, 404/331-3527 or Richard Jamgochian, ENP&MA, 215/832-0555.

CREATING CHANGE

INTERVIEW WITH ASSISTANT SECRETARY HAYDEN.

Fish, Wildlife, and Parks Assistant Secretary Michael Hayden recently set aside time to reflect on his past year in Washington and the goals he has set for the year ahead. With some exciting new projects in the works and a variety of issues to resolve, he views the next year as a challenging one, with continued progress for Departmental programs.



Q: One of the most difficult aspects of a job like yours must be the time required to set changes in motion. What kinds of concrete changes are you beginning to witness as the result of your actions? What directions would you like to see the Park Service take within the next five years?

A: I've tried to develop a good working relationship between the Assistant Secretary's office and the National Park Service—not only with the director's immediate staff but with individual superintendents and park personnel. I think it's important that we work together, that we're on the same team, that we're not adversarial, that we support each other. As a result, I've seen a definite improvement in the harmonious relationships between the Assistant Secretary's office and the Park Service. I think we're going to continue improving in that area. We'll continue to try to bring down the barriers that have existed in the past. Part of our success is that we've been able to recruit good people from the Park Service to work in our hallway. We've also been able to reward them with good advancement or with promotion after they leave.

As far as a five-year plan is concerned, I'm going to continue to emphasize increased professionalism among employees, increased educational training and standards, a definite career

path, and similar opportunities that have been lacking, essentially at the lower grades. I firmly believe that if employees are going to dedicate their careers to the Park Service they need to have an understanding of where their careers could lead and what the appropriate rewards are along the way.

Q: Like NPS Director Ridenour, you advocate a sound, science-based management agenda. To help reinforce the scientific focus of the Park Service and improve the Fish & Wildlife Service's public outreach, you recently proposed that the two agencies cross-train employees: that the NPS take on FWS sci-

I'm going to continue to emphasize increased professionalism among employees, increased educational training and standards, a definite career path, and similar opportunities that have been lacking.

entists and that FWS take on NPS interpreters. What are the specifics of your proposal? How is it being received? In what concrete ways does FWS have a more science-based program than the Park Service in your opinion?

A: In the year that I've been here, observing the two bureaus, I've come to recognize that they both have strengths that can benefit each other. In the Park Service, we have a long history of not recruiting many scientists, especially many multidisciplinary scientists. The NPS has focused more on interpretation of our cultural, historical and natural resources.

While the Park Service is short on science, the Fish & Wildlife Service is equally short on interpretation. It's also terribly short on experience dealing with cultural resources, though it's actually entrusted with a surprising number of these resources. So it seems to me these two sister agencies could benefit greatly from each other. What I'm proposing to the directors is an exchange program, which we expect will be agreed on by August 1, to take effect by October 1. We'd be looking for 50 NPS volunteers to agree to spend one year working for FWS, and 50 FWS volunteers to work for the Park Service, each being paid by their own agency as they've historically been but accepting new responsibilities and assignments.

Q: In the same areas where these employees are now located?



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A: Obviously if we can find areas where relocation is not necessary that would be the easiest. For example, both agencies have large human resource bases in Denver, where the Fish & Wildlife Service will be coming

into possession of the Rocky Mountain Arsenal. It will be turning this old munitions plant into a national wildlife refuge, an urban national wildlife refuge. Since it's going to be an urban refuge, interpretation is tremendously important. For an eagle viewing day this last spring more than 22,000 people showed up; we weren't prepared for the crowds. We didn't have the transportation; we didn't have the interpretation; we didn't have the mechanisms in place to deal with that kind of an influx. The Park Service can provide tremendous expertise for FWS in the planning stage as to how to deal with the interpretation of this urban wildlife refuge.

Q: Do you anticipate that most of the exchanges will come from upper management?

A: I think opportunities exist all throughout the bureaus. What I hope is that this will precipitate new ideas as to how to use the expertise of employees on loan from each bureau. Here in Washington, for example, there are major fishery issues in the C&O Canal, where we're reconstructing and going to rewater a portion of the canal. The Park Service has virtually no biologists on staff to deal with this situation. It's relying on a few other agencies—not FWS by and large—on how to deal with the fishery aspect of rewatering the canal. The park may not have the expertise but FWS does. I believe it takes a real multi-disciplinary approach to solve problems like these. What happens many times in our bureaus is that we get caught up in our own mission and lose sight of the big picture.

Q: It sounds like this proposal might tie into the recommendations made at the symposium in Vail.

A: I think that this fits hand-in-glove with a lot of the recommendations.

Q: The Great Plains Initiative is another recent proposal. As I understand the initiative, it looks at endangered species from a preventive medicine perspective—fix it before it's broken, so

to speak—and encourages the states to coordinate their wildlife research and conservation efforts across state and regional lines. Would you comment?

A: The Great Plains Initiative arose out of a concern by governors in the West as well as certain non-government organizations (NGOs) involved with natural resource issues. It arose from the fact that a number of environmental train wrecks have occurred with threatened and endangered species—there were warnings back in the 70s that the spotted owl was headed toward extinction but those warnings were not heeded, and consequently we now have extensive litigation, and all kinds of social relocation and job loss involved. In addition to that, our traditional approach to many of these natural resource problems has been single species management. The Great Plains Initiative, on the other hand, is about the idea of taking migratory species and looking at their management on an ecosystem-wide basis, not only across state lines but even across international boundaries. It's a proactive approach to anticipating these problems, identifying the trends and trying to get out ahead of them. One of the reasons the governors are interested is that it might be a mechanism to avoid listing certain species—if we could identify the decline, then look at the total ecosystem and see which portions are deteriorating, then perhaps we can reduce that decline and maybe even prevent the gene pool from getting so low that listing would be required. In this way we can begin to avoid some of these economic hardships.

Q: The Fish & Wildlife Service is playing a part in the Great Plains Initiative, helping to provide some seed money and share research. How would you wrap the Park Service into the equation?

A: The Park Service could be a very effective partner in this effort, along with the Environmental Protection Agency, the Fish & Wildlife Service, and the Department of Agriculture. The Park Service has a number of areas in the Great Plains. In fact some of the most pristine habitat left in certain areas is under NPS jurisdiction. So the Park Service can be a player in the research as well as in habitat protection. It also has a working relationship with our international neighbors, and therefore can be very helpful there.

Q: Will the role the NPS plays depend on its own outreach abilities or will this relationship evolve mutually between the NPS and the states?

A: I think it will evolve mutually between the Western Governors Association and the Park Service, as we work as partners in getting the data and research necessary to ascertain

what's really happening to migratory species and then helping to develop recovery plans, conservation plans, or whatever else is needed to help avoid listing species. If the Great Plains Initiative works, it can become a blueprint replicated for migratory routes across the country, some of them more complex, where the NPS may have an even greater presence.

Q: We've talked about making natural resource decisions based on sound science. Now let's fold in politics. One area where science and politics could work together is in Yellowstone. Sound science says that the wolf needs to be reintroduced there, but politics bring in other human considerations. In your mind, what is the bottom line for wolf reintroduction?

A: Let me start by referring back to the Great Plains Initiative. One of the things that's exciting to me is that we're getting the political decisionmakers involved up front. Since the initiative originated with the Western Governors Association, we've had the governors involved at the very start, which I think is critically important. I think we're way ahead of the political game when it comes to the Great Plains Initiative. I think we're not so far ahead when it comes to the Endangered Species Act and in particular the wolf. I'm confident that our science is good as far as the wolf recovery plan is concerned. Now the question is how to deal with the politics. First off the politics of the Endangered Species Act is contentious in many cases but, beyond that, the politics of the wolf is even more contentious because it was a species that to a great degree the government exterminated. It is also a species about which there is a lot of legend and myth. It evokes strong emotion.

Ultimately I believe that the wolf will be reintroduced one way or the other. It will either be reintroduced intentionally using sound science and management, or it will be reintroduced naturally because there are some substantial populations in Canada and, from time to time, individuals are sighted in Montana and Idaho. I think the preferred alternative is to use the scientific approach, to use the approach based on knowledge



and not on chance, that in fact has some political safeguards built in. You'll remember last year when the Fish & Wildlife Service director proposed that the animals be reintroduced and that those that got outside the park be classified as "experimen-



I think the preferred alternative is to use the scientific approach, to use the approach based on knowledge and not on chance, that in fact has some political safeguards built in.

tal nonessential," so that if they caused severe problems action could be taken under certain guidelines without violating the Endangered Species Act. I think such safeguards are more prudent than simply waiting for natural reintroduction, which, when it happens, may cause substantial social and economic problems.

Q: Do you think the same formula could apply to all endangered species reintroduction: sound science as the research base with prudent managerial safeguards for the human population?

A: You can't make it totally universal but I think that statement could be the cornerstone for most of the recovery plans.

Q: On another front, how do you foresee the NPS carrying out the resolutions of the Vail Symposium in the light of these tight fiscal times and reductions in appropriations?

A: Actually, I think this gives us an excellent opportunity because I've always found that during hard times you make the best decisions. Congress has been appropriating money to the Park Service that's been going into expansion and construction, rather than core needs such as infrastructure, employee housing, and a career ladder. Perhaps we'll be able to get the Congress to focus on these higher priorities, and in fact slow down the expansion and construction somewhat.

Q: Has any thought been given to an internal review of

It's a proactive approach to anticipating these problems, identifying the trends and trying to get out ahead of them.



If the Great Plains Initiative works, it can become a blueprint replicated for migratory routes across the country.

Q: There's been a lot of press coverage of NPS employee housing. Certainly, in recent years the Service has made important headway in the design and construction of new employee housing and, in addition, Senator Wallop recently introduced legislation that would help ease some of the pressure connected with monthly rents. But the backlog of work to be done and the dollars needed to do it remains at an extraordinary level. Where do you stand on this issue?

A: If we're to continue to have good employees we've got to have adequate housing. Right now, the backlog is tremendous. Some progress has been made but the problem is far from solved. I think we have to make a real effort to reduce that backlog through appropriations over time. I also think we need to look to the private sector, to look at privatization of employee housing through bond payment mechanisms, that kind of thing, where we could build some large scale employee housing through the private sector, sell bonds for that housing, and use the rent payments against those bonds. Places like Yosemite offer an excellent opportunity to do that, because there's a large number of houses needed. Overall, I think better housing's going to require increased appropriations, innovative ideas, privatization and the use of bond financing if we're really going to make a major dent.

Q: Finally, in your opinion, why does President Bush deserve the title "environmental president?"

A: In the last 3 1/2 years we have added more national wildlife refuges to the federal system than we did during the entire 8 years that Teddy Roosevelt was president. George Bush is an outdoorsman; he is someone who is concerned about the resource; he's got an excellent record in support of the Park Service and the Fish & Wildlife Service. In fact, the budget recommendations that we have received out of OMB the last 2 or 3 years have been outstanding. I just appreciate working for someone who has a commitment to the resources of this country like George Bush has.

where allocated dollars go—one that tracks whether appropriated dollars go to the NPS projects they're allocated for?

A: At this point, such a system is not in place. I think there definitely is a need for a tracking system, though it may be a while before one exists.

Q: I understand that you wrote a strong response to the Inspector General's report dealing with the Nature Conservancy and the Trust for Public Land. Would you comment?

A: A number of bureaus within the Department and within the federal government are involved with NGOs when it comes to purchasing property. Actually very few Park Service acquisitions come through that mechanism. So in reality the major players are primarily the Fish & Wildlife Service as well as BLM and Forest Service. NPS acquisitions mostly come through direct congressional authority and delegation, and are more clearly defined than the refuge acquisition process. So the Park Service has a small role in this partnership. However I think it's important to recognize the value of that partnership no matter what scale it exists on because many of us believe that savings do accrue to the American taxpayer through this relationship. Many of us also believe that it gives the opportunity for certain habitat or other valuable properties to be set aside and protected where, otherwise, development might occur.

HOME AT LAST

RESTORATION OF MOTOR LIFEBOAT 36542.

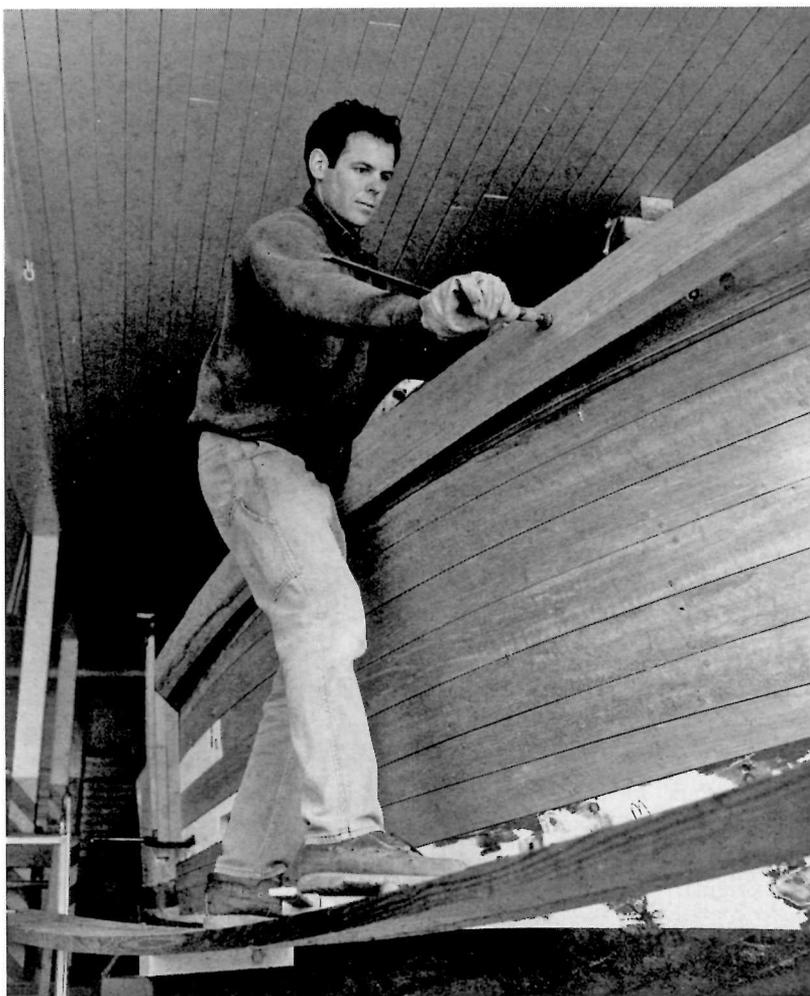
Most people think of Point Reyes NS as a great wilderness area with unsurpassed natural beauty and bountiful wildlife. But there is a great deal of human history along the seashore as well. A re-created Coast Miwok Indian village, a dozen 19th-century dairy ranches and an 1870 lighthouse help tell the complex story of people and Point Reyes.

Recently, another historic facility was opened to the public: the historic Point Reyes Lifeboat Station at Drakes Bay, built by the U.S. Coast Guard in 1927 to replace an aging Life-Saving Station on the Pacific Ocean nearby. It is one of only a handful of Coast Guard rescue stations remaining on the California coast, and is the only one on the west coast that has intact not only the marine railway, but one of the station's original 36-foot motor lifeboats. Appropriately, the lifeboat returned to its old station the day of their dedication as a National Historic Landmark.

When retired motor lifeboat 36542 rode up the marine railway and into the Point Reyes Lifeboat Station on September 30, 1990, she had finally come home. The vessel last rested inside this boathouse in 1963, five years before the station was decommissioned. Almost since the day she was launched in 1953 she had served as the primary boat for the Point Reyes station, which was staffed by an officer-in-charge, a cook and up to 12 crewmen, all standing in readiness to aid ships and boats in distress.

By the late 1960s, small stations like Point Reyes, which had once dotted the coast, were being consolidated into fewer stations possessing modern rescue craft with increased range. Helicopters and larger, faster steel-hulled boats made the classic wooden 36-footers obsolete. While the era of the 36-footer is over, its successors are hard pressed to match the longevity and durability of this wooden fleet.

HALF CENTURY OF HARD WORKING LIFEBOATS. The 36-foot motor lifeboat was the mainstay of the United States Coast Guard's small boat rescue fleet for more than 40 years. It is testimony to the strength of its design that the three major models, designated types T, TR and TRS, were nearly indistinguishable from one another. They were designed to operate in all kinds of weather. A watertight house was installed forward for the protection of persons rescued which, along with four other watertight compartments and a 2,000-pound bronze keel, insured that the vessel would automatically right itself if capsized. Furthermore, the engine was equipped with dual exhaust and special carburetion to insure that it did not quit when inverted.



The author removing the white oak guard from the steambox. After steaming in an insulated plywood box for two hours the guard, already cut to shape, has to be carefully removed and clamped in place before the wood cools and loses its flexibility. Photo by Dewey Livingston.

In fact, it was this self-righting ability that contributed to a bizarre tragedy involving lifeboat 36542. On Thanksgiving Eve in 1960 the boat was dispatched from Drakes Bay with two crewmen to tow a disabled fishing boat into Bodega Bay, 12 miles to the north. An hour from the station on its return voyage, a radio dispatch was received from the lifeboat crew. That was the last time they were heard from. The next day the boat was found on the vast Point Reyes beach, nosed into the sand, its engine still turning. No trace of the crew was found until year's end when their bodies washed ashore. The accepted explanation is that the lifeboat ventured in too close to the breakers (reports indicate it was a foggy night) or that it was struck by an unexpected large wave and capsized; it then righted itself and steamed away from its unfortunate crew. For a few years after this incident, crews

were wary about using the boat, as if it held ghosts or bad luck.

Of the hundreds of motor lifeboats built at the Coast Guard shipyard in Curtis Bay, MD, from the late 1920s through 1956, only a few remain in their original form. In the 1930s and 1940s some were sold to private owners through auctions of surplus government property, and many of these were converted, with varying degrees of success, to fishing boats and sailing yachts. After World War II, however, the Coast Guard determined that the liability involved in selling surplus boats was not worth the risk. Decommissioned boats were usually stripped of their hardware and machinery and then cut up or burned.

NEW LEASE ON LIFE. It has taken more than a measure of luck for motor lifeboat 36542 to have survived, one of just a handful of these boats that have been preserved by maritime museums and historical societies. When decommissioned in 1982 the boat was serving at the Humboldt Bay Coast Guard Station in northern California. At that time only one other wooden motor lifeboat was still in service. The Coast Guard transferred 36542 to Point Reyes NS, which by this time had taken over the boat's old home, the lifeboat station.

After an extensive renovation, including emergency stabilization of the marine railway, the building was ready to receive its primary boat once again. Over ten years of exposure, however, had caused a great deal of damage to the hull and superstructures. I was hired as marine carpenter in March of 1991 to restore the boat to its original condition, using the boathouse as a temporary shop facility.

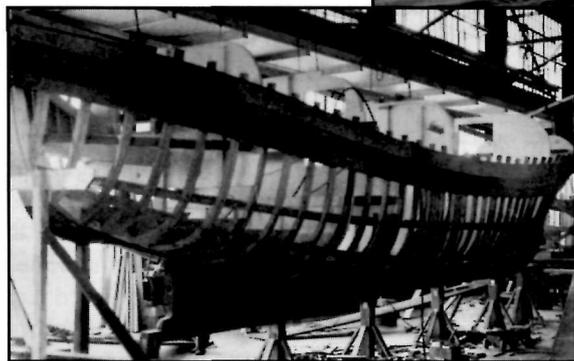
In any historic restoration project, the participants may stand in one or more of several relationships to the structure being renovated. Park historian Dewey Livingston was seeking information on the boat's past: what was the original paint scheme? is there evidence of previous damage and repair? what modifica-

tions, if any, were made to the boat during its career? As a boat builder, I was interested in construction methods and materials. Its design, the methods and materials used in its construction and documentary evidence combined to paint a picture of what proved to be the end of an era of mass-produced wooden boats in this country.

The question of how far the restoration should go was a sticky one. This has long been a debate in the maritime museum world where extensive rebuilding of historic ships has left our generation pondering whether or not a ship can be called "historic" when most of its parts have been replaced. It seemed clear to me that the major goal of this restoration should be to return the boat to its original condition (i.e. seaworthiness), but that all wood that was structurally sound should be retained. This course meant that a cosmetic restoration was out of the question, particularly since the park wanted to have the option of operating the boat sometime in the future.

In the case of lifeboat 36542 it was decided from the outset to keep all work as close to original as possible. The first consideration was wood. The Curtis Bay yard employed the finest materials available: southern cypress planking below the waterline with Philippine mahogany topsides, white oak for frames and long leaf yellow pine for decks. Prior models had been planked entirely with cypress, perhaps the finest wood for planking available on the east coast. It appears likely mahogany was later substituted as a cost cutting measure. I ordered the cypress from a small sawmill in Florida that had barely enough material in the lengths needed. The topsides planking was a different story. Philippine mahogany is readily available, but today

Coast Guard shipyard, Curtis Bay, Maryland, in 1939. A 36-foot motor lifeboat is completely framed with bulkheads installed, starting to be planked. Coast Guard photo courtesy of Lowell Yund.



Motor lifeboat 36542 in Drakes Bay, 1962. The pronounced rise in the hull fore and aft was designed to cleave heaving seas, yet the rail remained low enough amidships for persons in the water to grab lifelines and be assisted aboard. Photo courtesy of Jim Crunk.

it is from second growth forests. The light, porous wood I purchased barely resembled the heavy, blood red mahogany available in the 1950s. Worse still was the fact that Philippine mahogany today is only exported after having been kiln-dried. To steam-bend planking ideally one wants air-dried lumber for its higher moisture content. In the end the mahogany worked fine, despite the gloomy forecast of my boat building books, all of which said that kiln dried wood could not be steamed.

MYSTERIES UNCOVERED. In his research, historian Livingston found photographs of the Curtis Bay shipyard. These showed that at any one time up to three of these 36-foot boats were under construction. The laying of the keel to completion took less than two months, a phenomenal rate that indicated not only that many boat builders were employed at the yard, but that the process of building motor lifeboats had been standardized. For instance, the bronze screws, of which there are thousands in the hull, are all size 14 and come in only four different lengths. No doubt the yard had patterns for nearly every piece that went into the hull.

One of the most interesting pieces of documentary evidence to emerge during the project was a complete set of construction drawings on microfilm. In more than 125 different drawings, nearly every detail was drawn and specified, down to the length of each plank and the kind of fastenings. The types of materials to be used were made clear, and drawings were subsequently updated to reflect changes in design and construction of later boats. These drawings proved invaluable in the restoration.

As work progressed the boat yielded other clues to its past. In removing topside planking, I found that pieces of cypress were used instead of the mahogany specified. Initially it appeared that they might have been part of a later repair, but as I found more cypress planks (eventually I found 25 percent of the topside planking was cypress) it became clear that they were evenly spread throughout the hull. Later documents emerged showing that only two more motor lifeboats were built after 36542, the last being completed in 1956. Given the rapid production of the early 30s and 40s, the boat shop at Curtis Bay must have seemed idle producing just three boats between 1953 and 1956. My guess is that as production waned, stockpiled lumber systematically was used to complete these last boats.

While the discrepancy in planking symbolized the change from wood to steel and aluminum, other discoveries were more personal. One day while tearing apart the guards and sheer planking I uncovered a piece of blocking. The blocking consisted of small pieces of fir used to fill the gap between the ribs at the rail, creating a solid band of wood around the hull to bolt the guards to. One piece that was not rotten had the word "port" labelled clearly in pencil across its face. It was a reminder written by someone who never imagined that I would be reading it nearly forty years later. It was written in the old-fashioned, backward canted style taught to left-handers (I too am left-handed). The boat builder who had put in what I was now taking out felt like a kindred spirit.

By the close of the project I felt grateful to have had the chance to disassemble, and therefore study, the work of boat

builders with far more experience than I. To have learned more about my craft is one of the results of this restoration and the National Park Service can be proud of its rare 36-foot motor lifeboat as part of the National Historic Landmark heritage it helps protect.

Douglas Brooks worked as the boat builder at San Francisco Maritime NHP's demonstration boat shop before being hired by Point Reyes NS. He now builds wooden boats in Portland, Oregon.

Behind the Scenes

The restoration of motor lifeboat 36542 took less than a year, but the preliminaries took almost two decades. The veteran boat was in service until 1982 at the Coast Guard station at Humboldt Bay, CA. Since 1973, Park Service staff, including Point Reyes NS Superintendent John Sansing and then-Western Regional Director Howard Chapman, had carried on a writing campaign to the Coast Guard Commander requesting the boat for interpretive purposes when it became surplus property. These efforts paid off when the boat was retired; it was loaded onto a flatbed truck in the fall of 1982 and taken home to Point Reyes.

The boat was in fair shape when it arrived, and was occasionally used by the Division of Interpretation to ferry visitors and park staff on Tomales Bay on the other side of the park from the lifeboat station. After stormy weather caused the boat to be taken off its mooring and stored on land, time began to take its toll. Dry rot set in, and engine parts deteriorated. Meanwhile, the lifeboat station was undergoing adaptive restoration and was, lifeboat included, designated a National Historic Landmark. The lifeboat needed to come home to the station, and needed repairs. Wheels started to turn.

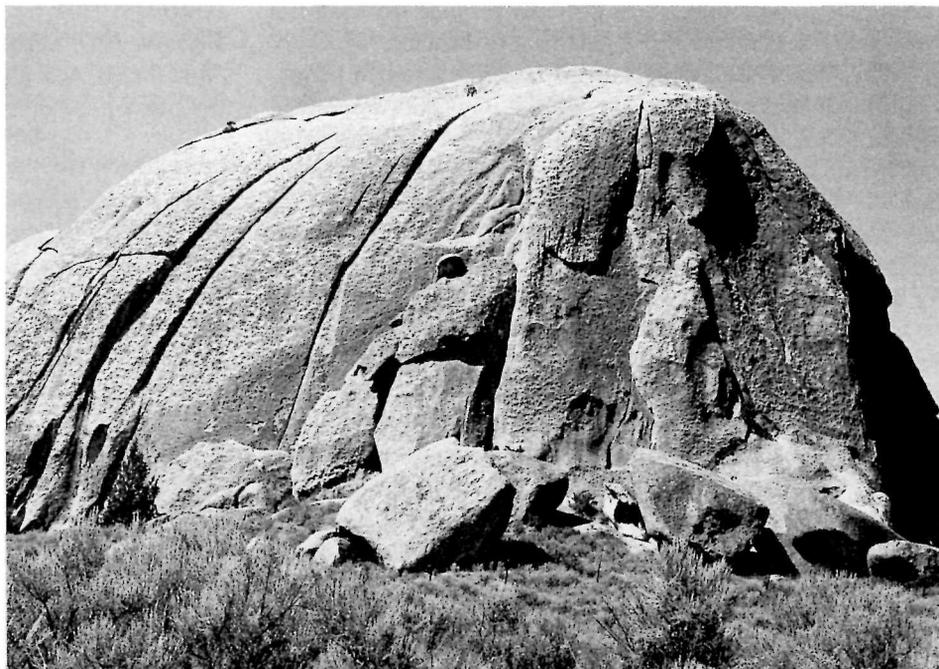
At the request of Superintendent Sansing and supporters of the boat, the Western Region's Chief of Park Historic Preservation Thomas L. Mulhern allotted cultural cyclic maintenance funds to restore it. Experienced NPS marine carpenter Douglas Brooks, who had long expressed concern and interest in the boat, was hired for the job. Supervised by Regional Historic Architects Craig Kenkel and Hank Florence, and by the park's Chief of Interpretation Don Neubacher, Brooks researched building methods and materials, and finished the project on time.

The motor lifeboat is now on display in the room of the Point Reyes Lifeboat Station, testament to NPS dedication to historic preservation.

Dewey Livingston

ROCK CLIMBERS' METROPOLIS

As old as 2.5 billion years—City of Rocks' massive granite formations are thought to be among the oldest rocks in western North America.



Giant granite spires, domes and monoliths such as 150-foot-high "Elephant Rock" provide unlimited climbing possibilities.

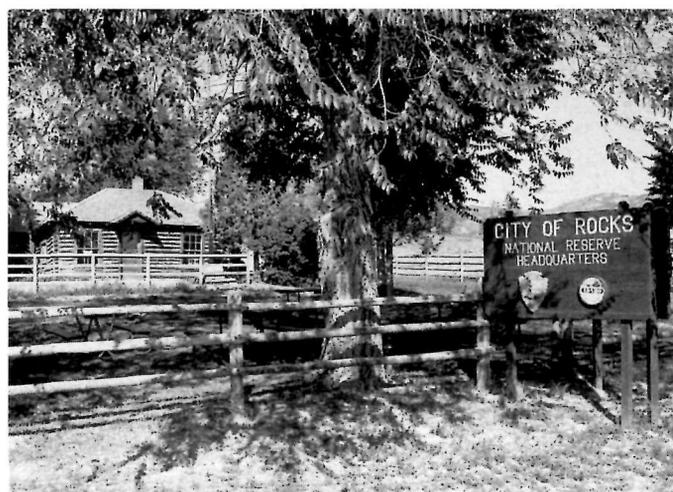
Established in November of 1988, **City of Rocks National Reserve** in southernmost central Idaho preserves some of the best remnants of the 19th century California Trail era. The first wagon train passed through here in 1843 and by the 1850s the region was a major pioneer landmark. Upon completion of the transcontinental railway (Golden Spike NHS is 70 miles southeast in neighboring Utah), the Boise-bound "Kelton stage" went through this City's Emigrant Canyon twice weekly.

As old as 2.5 billion years, the Reserve's massive granite formations are thought to be the oldest rocks in western North America. In terms of wildlife, mule deer, elk, bobcat, golden eagles, sand hill crane and two kinds of grouse can be seen at CIRO. Within the Reserve's 14,400 acres, elevations range from 5,400 to 9,000 feet. Internationally renowned as a rock-climbers' playground, 100,000 visitors came here in 1991—14,000 from overseas.

City of Rocks' creation may be indicative of how future parks may come about, as it is a cooperative effort of federal, state and county governments and private citizens. When created, more than half the

land was transferred to NPS from other agencies. The remaining property is owned by Idaho's Department of Parks and Recreation and more than 20 individual landowners. Traditional uses such as ranching and grazing continue, but CIRO's recreational importance is growing.

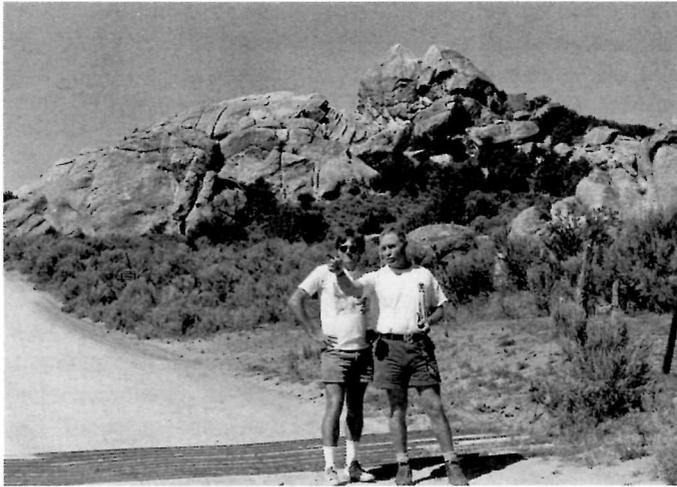
—Supt. David Pugh



Reserve's juniper log HQ/Info Station in rural Almo. It is one of the oldest structures in the tiny town.

Unless you are a complete map moron, arrival at City of Rocks Reserve is certainly neither an accident nor a lucky coincidence. This NPS unit is a bit off anyone's "beaten path" and that's just a prelude to its lure as a destination.

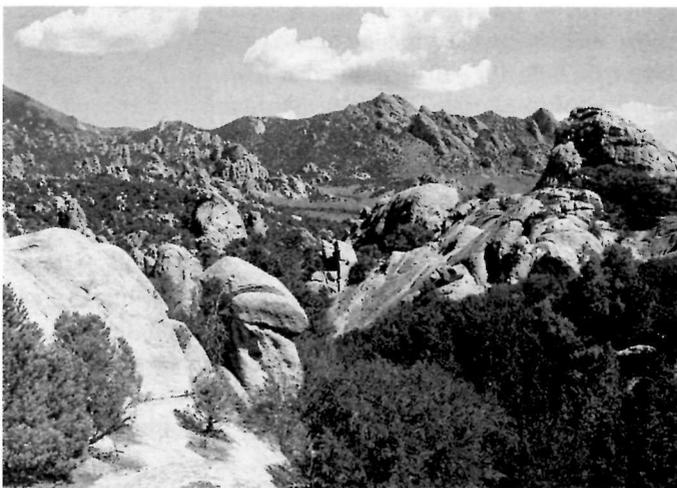
Traveling north from Utah's Promontory Point wilds, Interstate 84 and then Route 77 take you through range country. The winding two-lane black-top connects with Malta, Elba and finally Almo. Farms and ranches abound; hay bale-strewn fields



Caught on his day off, Supt. Pugh takes the time to point out yet another interesting formation to a curious NAR photographer.

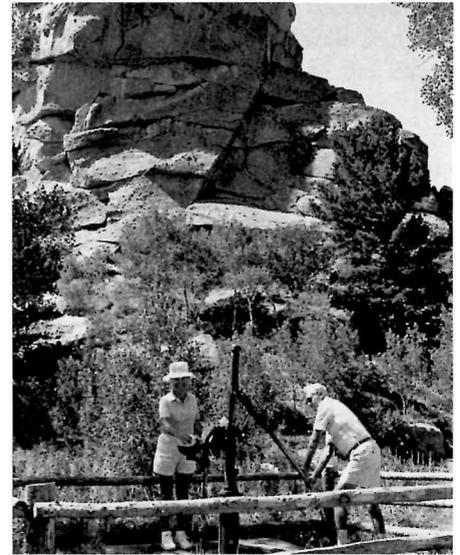
and the wide open spaces welcome you. At the cozy CIRO info station, the pavement turns into a good gravel path that stretches toward the rock area. Then suddenly, you're surrounded!

Take your choice of spots to crawl and climb. Huge



City of Rocks reminded pioneer passersby of an ancient petrified city—hence its name.

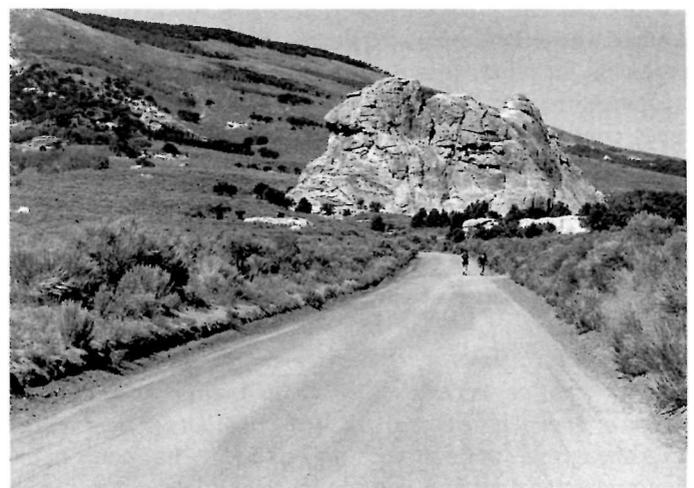
Florida visitors enjoy a cool drink at "Breadloaf Rock," the only source of drinking water at the undeveloped Idaho unit.



rocks are everywhere. At landmark "Register Rock," where pioneers made their marks as they passed, a side road leads the curious through a spacious valley to the "Twin Sisters" formation, south of City of Rocks' main cluster of boulders. Straight ahead from Register twists Emery Canyon Road, which connects the campground, several noteworthy monoliths and the one source of drinking water.

After a few miles this dirtway exits the Reserve to the west and goes 19 miles north (Birch Creek Road) to Oakley (Route 27), a sizable historic town that could link on to several tourism-related businesses based on City of Rocks' increasing popularity. The area's semi-arid climate is conducive to an April to October visitation season.

—Dixie



Hikers approach "Bath Rock," so named because pioneer supposedly bathed in its natural "bath tub" at top.

THE FIRST REQUIREMENT OF A GOOD RANGER

REDEFINING THE ROLES. "Are you one of those lady rangers?" Every woman wearing the NPS ranger uniform has heard that comment at some point in her career—some of us more often than we'd like to recall. Generally, it's a remark that comes from a man. More satisfying is what we hear from the women our mother's age: "If I were a young woman today, I'd do what you're doing!"

In 1991 the NPS celebrated its 75th anniversary. During those 75 years, it changed from a primarily male-dominated organization to one in which women and men are found in every division, every office, and every pay level. So whatever happened to the agency that in 1929 boasted "The first requirement of a good ranger is that he be a gentleman?" The last 75 years have changed the way Americans view the roles of men and women, and the NPS is following this trend.

As a newly-hired park ranger at Grand Canyon NP in 1980, I was part of the minority. I spent the next few years working with male counterparts and with visitors who were attempting to reshape their expectations. I happily admit that from co-workers and visitors alike I never have felt even a hint of discrimination or anger aimed at my sex. How must it have been for some of the first women in the Service who may not have found such tolerant attitudes?

Herma Albertson Baggeley became the first permanent female park naturalist in 1931. Working among the wonders of Yellowstone NP, Herma was a guide, lecturer and museum worker who established a reputation for excellence and set a precedent for other women.

But although a few women made obvious contributions in areas considered for men only, our role was one of support for many years. Consider that Park Service wives in the 1950s were issued NPS aprons for use when entertaining at official functions. Published in 1957, *The Real Book About Our National Parks* describes NPS employees:

Some of them are women. There are nurses in attendance at many of the more than 180 administered areas, and some of them are National Park Service employees. A far greater number serve as secretaries, typists, and office workers in national or regional headquarters, and in the larger field offices.

Although we smile at such notions today, it's worth noting that professional clerical and administrative jobs are still mostly female. We may not wear aprons, but many women are

still staying out of the limelight, playing supportive roles for colleagues with more glamorous occupations.

At Big Bend, 10 of the 30 park ranger positions are filled by women. The ratio of men to women in the administrative division leans heavily toward women. Indeed, of the 10 administrative positions in Big Bend, only four are held by men. The balance is just as heavily skewed in the other direction in the maintenance division, where of 35 permanent positions, three are held by women.

For me, the fact that I am outnumbered by men in every Park Service job I've ever held has not been particularly significant. I've worked hard at my job, and so have my co-workers. The men I work with have gotten some breaks, and so have I. I've suffered some setbacks and so have they. As a society have we begun to redefine our roles so easily, or have I just been lucky?



KATHY HAMBLY. Kathy grew up in an NPS family; her father worked in nearly a dozen national parks and monuments across the country. During his tenure at Fort Davis NHS (TX), Kathy came to love the Big Bend country. She enrolled in Sul Ross State University in nearby Alpine, TX, studied Wildlife Management and aspired to a research position. Like many new graduates, however, Kathy had trouble finding work in her field, and it wasn't long before her folks were encouraging her to apply for seasonal work with the NPS. In 1978 she was hired as a seasonal park ranger at Wupatki NM in Arizona. The following summer she returned as a seasonal to one of the parks her family had lived in when she was a child—Colorado NM. In the fall of 1979 she successfully applied for a permanent job with the Resource Management Division in Big Bend (TX), and here she's been ever since.

Although her resource management job was in line with her schooling, Kathy soon found herself interested in the law enforcement aspect of the Ranger Activities Division. In 1982 she became the first woman hired into a year-round law enforcement position in the park. Did she meet any opposition? "There were some difficulties at first, but I've seen lots of improvement. People had to get used to the idea."

As the acting district ranger for the Santa Elena District, Kathy lives and works in the Castolon area. "I really hit my stride

when I moved to Castolon. I was tired of working at Panther Junction and became interested in the narcotics work we were doing at Castolon. There's always a little excitement involved, and I really love the area—the bi-cultural aspect of life on the border is fascinating. It's really neat to be able to talk with the people in Santa Elena, Mexico, to be welcome in their homes and find out about what they use for medicines, how they make cheese, how they live."



MARY KAY MANNING. Mary Kay Manning came into the NPS through a route many of us have followed: she entered as a student intern with the Student Conservation Association. For 12 weeks in the spring of 1989, Mary Kay volunteered for the Interpretive and Resource Management Divisions in Big Bend. The following summer she volunteered at Guadalupe Mountains NP as a student conservation aide and, by that fall, had landed a paying job with the interpreters back at Big Bend. She recently received a permanent position in the division.

"I've never really felt like a minority as a ranger because there are about as many women as men in our division. I do hear comments from the public sometimes, but for me they actually relate more to my age than my sex. Of course, we all hear words like 'lady rangers' and 'rangerettes': to me those words are demeaning because we're all rangers. You don't hear people talking about 'that man ranger over there.'

"I sometimes think it's easier in our division because we're more like teachers; as interpreters, we play the role of educators. I think it might be a lot harder for women in law enforcement positions.

"I do feel lucky in a way: I haven't been in the system long enough to see a lot of other parks or areas. When I came to Big Bend I was just accepted for who I am."



BARBARA LUJAN. Big Bend's budget assistant, Barbara Lujan came into the Service through several sister agencies, working first for the U.S. Forest Service in Idaho and Arizona, then the U.S. Geological Survey in Arizona, and finally the NPS at Grand Canyon. After a stint in Washington, DC, she transferred to Big Bend in 1989.

"When I was starting out in the mid-sixties, there was an unspoken acknowledgement that women did clerical and secretarial duties, not only in government but in private business as well. A woman didn't even think about the possibility of moving into the higher pay grades—it was an impossible goal."

By the early eighties, "there was quite a different attitude on the part of the young people—not so much on the part of the older males—that sexual discrimination was wrong. Before then, most people weren't even aware of that kind of discrimination.

"One of the things that people need to understand is that

women don't have to turn into 'barracudas' to be successful, or be masculine in outlook. There's nothing wrong with being female in the professional world and, if you go to the top, it shouldn't be because of *or* in spite of your sex."



DANA MEEK. Of the 35 permanent employees in the maintenance division in Big Bend, Dana Meek was the only woman in a non-clerical position. Coming into Big Bend in 1979 as a sewage treatment plant operator, she left in 1984 for Padre Island NS where she stayed for three years before returning to the Big Bend as utilities systems repairer-operator (and most recently moving on to a new assignment in Yellowstone NP).

"Although most women in maintenance fields are still either in clerical or custodial positions, I have seen some changes over the last ten years. When I graduated from college, I was the one woman in a class of about 150 men. When I went back five years later, there were a few more women—really only about three, though.

"It's always a little shocking when you hear comments, even now, about how women can't do certain kinds of jobs. The other day somebody, in describing a job, said that it involved ditch-digging and that a man would be hired. I felt like telling them that I have done everything from digging ditches to scuba diving to rappelling off cliffs—and in my field I might have to do all of those."



IN SUMMARY. I know a man who, on the evening of each year's birthday, sits down with a pen and paper to jot down his thoughts about the last year. What did he accomplish? What does he regret? What will he do differently, based on the experiences of the last year? During 1991, the NPS had the opportunity to reflect on its 75 years. Certainly we can take pride in the progress we've made in bringing some diversity into what was once a very male institution, and just as certainly we can commit ourselves to a future of continuing to learn to value the contributions of all people. What can we lose? Nothing that benefits us. What can we gain? Everything.

Carol Sperling is an interpreter at Big Bend NP. Her article was first published in Big Bend Paisano, the park's newspaper for visitors.

YOU AND ME AND THE TREE

It's six o'clock in the morning. You yawn, then jerk to attention.

"This news just in," says the familiar voice of a newscaster. "A tragedy of unparalleled proportions..." There's a pause. "Forests dying everywhere... Scientists meeting in emergency session..."

What kind of panic would follow such a sobering broadcast? Could we live without trees? What do they mean to you and me?

The Joyce Kilmer Memorial Forest in western North Carolina—less than six square miles in size—is said to be the last "big stand" of virgin trees in the eastern United States. Here, the tulip poplar, hemlock northern red oak and scarlet oak vie for space with rhododendrons and ferns in delightful profusion.

On the west coast, giant sequoia and redwood forests are protected, as are isolated stands of bristlecone pines. The latter are the oldest living things on earth, some believed to be between 4,000 and 9,000 years old. Appearing almost dead, these comparatively small, scrubby trees, twisted by wind, sand, ice and fire, have been shaped into monuments of beauty. Some survive near the heat of Death Valley NM with about two inches of rainfall annually, while others grow at 10,000 feet in the White Mountains where they enjoy about twelve inches of precipitation.

Standing among bristlecone pines, giant sequoias, redwoods, or any stand of trees, it's easy to agree with Kilmer that "only God can make a tree."

Allow imagination to transport you to Sequoia NP where those living giants capture your spirit and fill you with delight. At about 6,000 feet, well below the peaks on the western slopes of the Sierra Nevada Mountains, you're lured into a setting so breathtaking that the outside world is immediately forgotten. Here, voices fall silent and noses twitch to welcome the distinctive aroma of the reddish bark on the trees. Footsteps lag as the wonders unfold.



Bristlecone pine near Denver, CO. Photo by John Alan Loeb.

Becoming curious, you may learn from the rangers that the giant sequoia dates to the Cretaceous Period, some 125 million years ago. Some specimens have reached 300 feet in height and up to 37 feet in diameter, but size doesn't necessarily indicate age. A mere 2,000-year-old youngster may be taller than its 4,000-year-old neighbor, simply because location has afforded more moisture.

Impossible as it seems, these giants grow from tiny seeds about the size of a flake of oatmeal—roughly 91,000 to the pound. Their survival percentage is only about one mature tree out of ten billion seeds. A small beetle and a squirrel, known as the Sierra chickaree, aid in the tree's reproduction by feeding on the cones and scattering the seeds. Controlled fires also

play a role in clearing away leaf litter, thus allowing seeds to reach and germinate in the soil.

The bark of the sequoia is remarkably fire-resistant, although fires have left many of them with burn marks. Even when large portions of their inner trunks burn, the trees continue to grow, slowly healing their scars. If they get sufficient moisture, no one knows how long they can live. Short cores are removed by means of an increment borer for estimating the age of trees. But growth rings narrow with age. Calculations, when done with carbon, are often disputed.

These so-called "big trees" can explode when struck by lightning, but when one of these 6,000-ton giants falls, it's usually because its center of gravity has gradually shifted. Allowed to rest where they fall, downed sequoia trunks can lay there a thousand years with little sign of decay. Volume-wise, they are the largest living things on earth. Their nearest relative, the coast redwoods, are taller, probably because they grow in the fog belt at sea level, or at low elevations, and obtain more moisture.

Can we live without trees? It's doubtful. They provide oxygen, absorb odors and carbon dioxide from the air, increase atmospheric moisture, prevent water runoff and soil erosion, provide fruit and nuts, also fuel. Forest environments foster the growth of plants that give us medicinal ingredients in their purest form. The aspirin tablet we take is made from a chemical found in the bark of willow trees. Trees serve as shelters for birds and small animals. Could we dispense with them too?

Early American settlers would have died without trees to build homes, barns, fences, furniture, wagons, boats, plows, tools, water buckets, barrels for storing food, waterwheels, and fuel. The leaves of the aromatic beech tree filled their mattresses. Bark provided oil for lamps. Charcoal was kilned for gunpowder. Nuts provided food. Pounded and boiled, they were also used for butter, hair oil and soap. Young leafy twigs from red and black spruces became "spruce beer," a forerunner of soda water. The oleoresin from eastern balsam firs salved wounds.

U.S.S. Constitution, "Old Ironsides," was constructed of live oak, making it seaworthy for more than one hundred years rather than the usual ten-year life expectancy of other ships at that time. Notable, too: when Philadelphia replaced sewer pipes laid down in colonial times, they were found to have been made from Atlantic white cedar.

The world would look bleak without trees. Little as we may notice them sometimes, we have more affinity with trees than we recognize. It has been found that patients who can see trees outside their hospital windows recover more quickly than those who stare at blank walls.

From birth, our similarity to trees is amazing. Just as the survival of a fetus is uncertain, so, too is the survival of a seed or sprout from a parent tree. Babies soon chatter and walk, reaching out to explore. Saplings spread their roots beneath the soil and their branches above. Teenagers exhibit noisy exuberance, shouting for freedom and independence.

Some species of eucalyptus trees show their independence before maturity by discarding their leaves for new ones different in size, shape and arrangement. In Baja, California, the cordon cacti is a copycat and takes on the appearance of the saguaro.

In adulthood, we suffer stress involving family, careers and health. Ideally, there are family members or friends to support and comfort us. Trees suffer stress from severe heat, cold, drought, fire, flood, and wind. These adverse conditions often cause the trunks of trees to twist. It is believed they also twist for hereditary reasons and because they suffer from viruses. Like humans, trees seem to try to hide stress. When people do this, they may become bitter, twisted individuals. In trees, the cambium layer—the living tissue center—begins to spiral or twist under stress. Should the spiraling be interrupted or delayed by an injury, growth cells go wild and erupt at that spot in the form of a budge or burl on the tree's branch or trunk.

Doubting Thomases will scoff at the idea but some people believe a tree is seeking affection when it reaches out and locks branches or grows close to another tree. Who knows? All living creatures need affection.

Fortunately, none of us has wakened to a broadcast as frightening as the one first mentioned, for trees are as essential as the air we breathe, the water we drink, and the food we eat. Our lives would be diminished without them, if not downright impossible.

Yes, only God can make a tree, but their care and protection are in the hands of you and me.

Betty Loeb is a freelance writer from Pennsylvania.

WORKING FOR NUMBER 1

The White House called on the Division of Conservation at Harpers Ferry Center to treat an important wood podium. On May 6, 1981, the Curator of Collections asked if the solid oak podium with a hand carved eagle could be stabilized and treated within two weeks. President Ronald Reagan wanted to toast West German Chancellor Helmut Schmidt from the podium during Schmidt's May 20th visit to Washington, DC.

The podium was provided by a member of the President's staff. Sometime in the past, the object evidently had been dipped and stripped, a process where objects are put into a vat of solvents to remove old finish. The solvents were rinsed off with water, which dissolved the hide glue that adhered the miter and dowel joints of the podium.



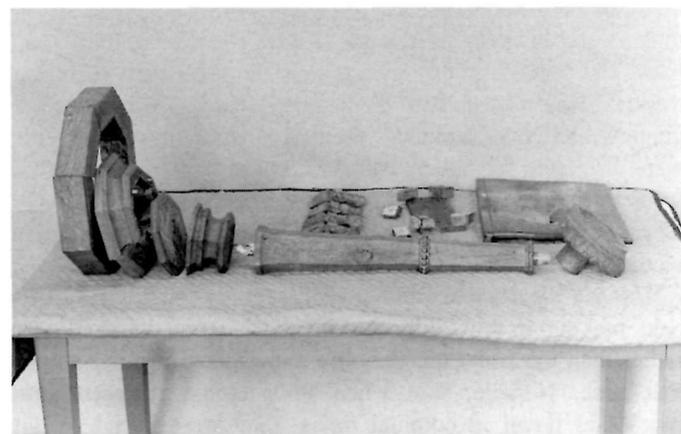
HFC's conservation staff were faced with a solid oak wood object from the early 1800's, loose at most of the glued joints, and with only a spot or two of finish remaining. In addition, a segment of wood was missing from the right front edge of the capital, and gold leaf was missing from the carved eagle. Having considered the various alternatives, I telephoned the White House Curator with a treatment proposal.

Permission was given to begin treatment, which started immediately. It involved disassembling the podium by separating all loose dowel and miter joints. The carved oak wood and gold leaf eagle were detached also. Two hand made screws joining several tiers at the base of the podium actually helped date the artifact to the pre-1840 period. The lost segment from the right front edge of the capital was replaced with a selected piece of oak fitted and adhered into the curvature, then carved to match the surrounding pattern. Finally, all loose joints were adhered with hide glue, and new gold leaf applied to the eagle. The podium was stained to match the small spot where the old shellac finish had been visible.

Needless to say, we finished the work in time, and were able to view President Reagan on television toasting "prosit" to Herr Schmidt from the podium.

Since this first appearance, the eagle podium has been used for all official dinners held in the State Dining Room. The photograph of President Reagan shows him at the dinner for President Mohammed Hosni Mubarak of Egypt, February 3, 1982.

The eagle podium is also President George Bush's favorite. The rather dramatic view is of the President making remarks at



Solid oak podium disassembled during treatment. (White House Photos).

the state dinner for President Carlos Salinas of Mexico on October 3, 1989. Most recently, Boris Yeltsin spoke from the podium during the recent Summit meeting with President Bush.

The next time a Head of State comes to the White House and the President presides at dinner in the State Dining Room pay attention to his remarks, but also look for that "eagle" podium!

Ron Sheetz is HFC's furniture conservator with the Division of Conservation.



THE RETURN OF THE NATIVE



Water is a dominant force in the Great Smoky Mountains NP. These mountains might just as aptly have been called the "Great Water Mountains" for the effect water has had on them. From the green, misty ridges of the high Smokies, airborne water touches land and starts to collect. Mountain springs and freshets gurgle down rockfalls, across trails, and into branches. In every season there is water dripping, gurgling, or roaring off the ridgetops, pooling in various creeks, prongs, branches, and rivers. From the quiet, monotonous drip of icicles melting in late winter, to the roar of rainfall runoff, water is a dominant force in these southern highlands.

For millions of years plants and animals thrived in these water-washed mountains with only minor natural adjustments. However, during the last one hundred years or so, the impact of human activities has affected the balance of some species in the Smokies. One of these native riparian mammals is the river otter (*Lutra canadensis*). Once widely dispersed throughout the mountains, river otters were trapped excessively for their sleek

River otters preparing for freedom (inset), and off on an adventure.
Photos by Kenny Ballard

pelts. Their numbers declined in the first half of this century to the point where the last documented sightings in the park occurred in the mid-1930s on the Little River near Elkmont and in Cataloochee Creek. Like the gray wolf in Yellowstone, in years past the river otter found that not even national park protection could guarantee its lifestyle. Fortunately for the otters, however, various land management agencies began to formulate plans for the well being of the river otter in Tennessee.

As an outgrowth of the 1970s' environmental movement, NPS resource managers, and other state and federal agencies began to consider the possibility of reintroducing various native species to their ancestral range in Tennessee. The river otter was selected, and the first effort at restoration in the state occurred at TVA's "Land Between the Lakes" in middle Tennessee in 1982. Two otters were released there, and nine more followed. State

game managers released ten otters in the Obed-Emory river systems in the Cumberland Mountain Plateau area in east Tennessee in 1984 and 1985. Implanted radio transmitters provided valuable information about the otters' range and survivability.

While these restoration efforts were going on elsewhere, wildlife officials in Great Smoky Mountains NP also began work on an otter reintroduction plan. The plan ultimately called for ten otters to be released in the Smokies' Abrams Creek drainage near Cades Cove (TN), a particularly appropriate stream because it is the park's longest slow stream (otters prefer slower water, with deep pools and abundant aquatic life). The lower section of Abrams Creek also receives little visitation. To date more than 30 otters have been reintroduced.

Each of the otters had a surgically implanted radio transmitter in its abdominal cavity, allowing researchers to track its movements. Surgically implanting transmitters, instead of using radio collars, was necessary because collars would not stay on the sleek, conical heads and necks of the otters in the water. The transmitter's batteries had an expected life of about one year, and University of Tennessee researchers would track the otters using fixed wing aircraft and foot patrol.

As the Smokies otter project neared implementation, wildlife managers identified several major concerns, among them: (1) what would otters eat; (2) would otters reproduce in their new environment; and (3) would they remain in park waters or range outside the park.

The issue of prey was somewhat touchy. Various trout and sport fishing organizations in East Tennessee thought otters might compete with them for the prized rainbow and brown trout in park waters. Fortunately, the data from the earlier Obed-Emory river system reintroductions clearly showed that released otters caught and ate what are commonly called "roughfish" (eg, hogfish, sculpins, daces, creek chum stonerollers)—the slower, bottom-dwelling fish, not game fish such as trout and bass—encouraging news for the Smokies reintroduction plan.

Finally the Smokies project got the go-ahead signal and in February and March 1986, eleven otters (transported from the coastal waters of the Carolinas) were released in Abrams Creek. Within a few days, one of the oldest otters died and another drowned in a fish net in Chilhowee Lake, but the surviving animals adjusted well to their new world. As the project developed, information showed that some otters did leave park waters and ranged widely. Others stayed in Abrams Creek and had reproductive success.

To get a first hand account of the otter project, I talked to Kim Delozier, the NPS wildlife biologist who oversees it. Delozier is an affable, quiet-spoken man who has worked in the Smokies for ten years. He is also a busy man, monitoring not only otter reintroductions, but black bear, whitetail deer, and wild boar management. He is presently working on a study concerning the reintroduction of red wolves to the park.

"The Abrams Creek otters seem to be doing fine," Delozier commented during an interview at park headquarters. "A number of visitors reported seeing otters in 1988 in Abrams Creek,

including several sightings of young otters. The fact that they're breeding indicates a successful reintroduction."

In December 1988, two otters from the South Carolina coast were transported to the University of Tennessee College of Veterinary Medicine for surgery to implant radio transmitters in their abdomens. Delozier said, "We've learned from past experience that the otters recover quite rapidly. To prevent them from losing their fear of people, we release them into the wild as soon as possible. In this case, they were released within hours of surgery."

Plans for a second release site in the Little River on the Tennessee side of the park called for at least ten otters. "The only real holdup on the reintroduction project involves getting the otters here. They have to be trapped in body snares, as opposed to leg-hold traps, to avoid injury. We have a trapper in Florence, South Carolina, trying to get us four otters now for the remaining four radio transmitters that we have," Delozier told me. "We have the transmitters; we're just waiting on otters from the coast."

To date, otter mortality has been low, most deaths occurring from natural causes: "We did have one otter which was killed by a human. It was found shot in the head with a bullet in the Lane Hollow Branch area near Douglas Lake outside the park." This particular otter had travelled more than a hundred miles from its release site. The travels of some of the otters have taken them outside boundaries of the park, and Delozier said that the researchers have been surprised at the wide range: "Several of the Little River otters have crossed over the main crest of the Smokies along waterways and have entered North Carolina. We were surprised to find out how far some of them will travel."

At 8:15 a.m. on a cold, clear January day, a park ranger and I left the Oconaluftee backcountry ranger station near Cherokee, NC, and piled into a park vehicle. We headed up the Newfound Gap Road toward the Tennessee side of the park. Our destination was the Metcalf Bottoms picnic area along the Little River. We were on our way to witness Kim Delozier release another river otter, and we were excited at the prospect.

A small group of people were at Metcalf Bottoms when we arrived an hour or so later. There were several newspaper reporters and photographers from the Knoxville, TN, papers, and a few invited observers. We all mingled around our vehicles in the cold.

About fifteen minutes later, a white Jeep Cherokee with U.S. Government plates drove to the picnic area entrance. Kim got out, opened a park gate and drove through. We followed him the short distance to the river. As cameras clicked, he lifted out a cage and walked to the riverbank. There, without any fanfare, he opened the latch to release the animal. Nothing happened. The male otter, No. M620, wasn't so sure it wanted to bolt out into the new cold world in front of it. Delozier gave the cage a few gentle kicks. Finally No. M620 crawled forth and entered the river.

Acting a bit confused, the otter swam upstream along the left bank, every so often poking his head up to take stock of things.

He finally ventured into midstream and crossed over to the far bank, at length climbing out of the water onto land, then shortly thereafter entering the water again and moving downstream.

We all ran clumsily over exposed roots and slippery rocks along the bank with our cameras, trying to get that one last photograph of the otter. Presently he was gone, a part of the river flow now, and on his own. We later learned that on March 16 he was located by aerial tracking on the North Carolina side of the Smoky Mountains in Deep Creek, and later still in the Tuckasee-

gee River in Bryson City, NC. He moved on to Fontana Lake near Twentymile Creek in June, so he was a traveller. But on this cold last day of January, not knowing what his fate would be or where he would roam, we watched him disappear into the whitewater currents downstream, each one saying wistfully to ourselves, "Take care, M620."

Arthur McDade is a park ranger/historian at Chickamauga & Chattanooga NMP.

Ellis Island's Century

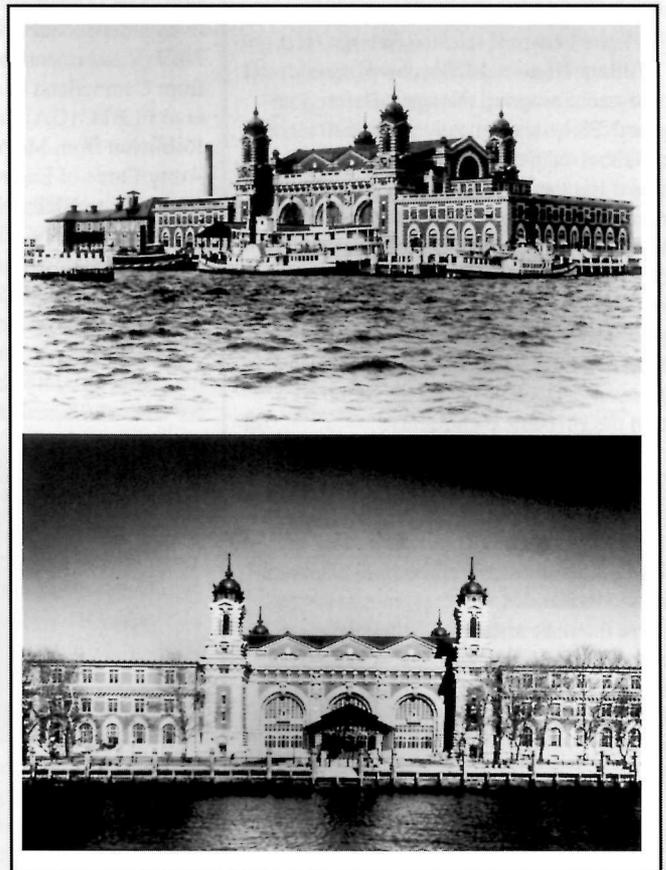
One hundred years ago Ellis Island opened its doors and processed its first immigrant. On New Year's Day of 1892, a fifteen-year-old Irish lass named Annie Moore, along with her two small brothers, Anthony and Philip, arrived in New York after having left their home in County Cork. They had spent ten days at sea aboard *S.S. Nevada*. Annie, tagged as Alien Number One, received a warm welcome from Ellis Island's commissioner, Colonel Weber, who presented her with a ten-dollar gold piece—quite a prize in those days. Annie, who was to have a difficult life, never forgot that sterling moment at Ellis Island.

Not every immigrant to land at the island of hope was received as pleasantly as Miss Moore. Recollections tend to be extraordinarily varied. Some immigrants breezed through the ordeal in a few bureaucratic hours; for others, those hours stretched into days, as they awaited a decision on their case from the Board of Special Inquiry.

This year we celebrate not only Ellis Island's entrance upon the stage of history, but also the new life given to its carefully restored main building as New York's Ellis Island Immigration Museum.

More than 12 million immigrants were processed at Ellis Island before the station closed its doors after its 62 years of service. Those immigrants included people from every walk of life, and nearly every nationality. Two federal agencies managed the operation: the Immigration Service and the Public Health Service. They worked hand in glove to ensure that our country's immigration laws were enforced. These laws excluded certain types of individuals, among them contract laborers, criminals, communists, and prostitutes, as well as individuals likely to become a public charge, such as beggars, vagabonds, imbeciles, the feeble-minded, the insane, and those certified by doctors to have a highly contagious or loathsome disease such as trachoma, maldura foot, favus or hookworm.

Some immigrants passing through Ellis Island's gateway made remarkable contributions to the United States. These immigrants included Igor Sikorsky of Ukraine, who invented the helicopter, Father Edward Flanagan of Ireland, the founder of



Boy's Town, and Charles Atlas of Italy, perhaps the greatest early popularizer of bodybuilding. Other immigrants destined for fame went to Hollywood and became "idols of the screen," among them Rudolph Valentino, Claudette Colbert and Edward G. Robinson.

The story of Ellis Island is long and complex, but the new museum stands as a tribute to the human desire to push aside the veils of the past in order to understand the world in which we live.

Barry Moreno

NEWS & MOVES

Tom Murphy has been named acting superintendent of Fort Jefferson NM. Currently a park landscape architect and head of the Everglades NP maintenance division design section, he was the first Denver Service Center employee to participate in the Facility Managers Development Program at the Albright Training Center. Tom started with DSC as a project supervisor in construction and transferred into design for the Central and Eastern Teams from 1978 to 1991.

William Nieto is NCR's new Hispanic Employment program manager. Before joining the NPS he was an elementary and secondary school teacher, as well as a college instructor. His commitment to the Hispanic community includes working with organizations to promote Hispanic employment, education and civil rights. Of his new position, Nieto said, "Through my efforts at NCR, I hope to increase the number of Hispanic applicants for NPS jobs, and improve community relations as well as the image of the NPS within the Hispanic community."

Chief **Robert Langston** of the U.S. Park Police announced the promotion of Captain **Valerie Fernandes**, the first woman to achieve the rank of captain in the history of the Park Police force. Fernandes was also the first to make the rank of lieutenant, as well as one of the first to be trained in horse-mounted patrol.

Rock Creek Park ranger **Cindy Donaldson** and her husband, Gregory, are riding their tandem bicycle across the U.S. from Seattle, WA, to Nags Head, NC, this summer. Cindy reports that they will be visiting a number of parks along the way, among them Fort Clatsop NMem (OR), Whitman Mission NHS (WA), Scotts Bluff NM (NE), George Washington Carver NM (MO), and Pea Ridge NMP (AR).

Marcia Blaszak from Shenandoah NP (VA) administrative officer to Yellowstone NP (WY) administrative officer; **Erin Broadbent** from WASO Office of International Af-

fairs to National Mall assistant site manager; **Colin Campbell** from Buffalo NR (AR) law enforcement specialist to Grand Teton NP (WY) law enforcement specialist; **Lisa Carri-co** from Colorado NM (CO) to Apostle Islands NL (WI) administrative officer; **Don Coelho** from Grand Teton NP (WY) law enforcement specialist to Grand Teton North District Ranger; **Tim Coonan** from Death Valley NM (CA) to Channel Islands NP (CA) biologist; **Dennis Davies** from Glen Canyon NRA (AZ) to Zion NP (UT) chief of interpretation; **Steve Frye** from Yellowstone NP (WY) assistant chief ranger to Glacier NP (MT) chief ranger; **Norman (Chip) Nelson** from Independence NHP (PA) to Richmond NBP (VA) protection ranger; **Dick Newgren** from Cumberland Island NS (GA) chief ranger to FLETC (GA) firearms instructor; **Sarah Robinson** from Mammoth Cave NP (KY) to Army Corps of Engineers; **P.J. Ryan** from Jean LaFitte NHP & Pre (LA) chief of interpretation to WASO Environmental Quality Division program analyst; **Michael Schneegas** from Voyageurs NP (MN) to Salinas NM (NM) maintenance foreman; **Steve Ulvi** from Yukon-Charley Rivers NPre (AK) resource management specialist to Gates of the Arctic NP & Pre (AK) subsistence manager.

Deaf and hearing impaired visitors to Yosemite NP have the services of a sign language interpreter available to them on ranger-led walks and evening programs for the 13th summer. In addition an interpreter is available at the Yosemite Valley Visitor Center in the afternoons. **Jennifer Jacobs** and **Sarina Lambert** are the two staff interpreters this year.

In mid-May, El Morro and El Malpais NMs (NM) hosted this year's training project for **Navajo-speaking NPS employees** and **Navajo Tribal Parks and Recreation maintenance staff**. Thirteen participants rehabilitated and widened the existing pedestrian bridge at El Morro while the remaining twelve constructed a handicap-accessible trail at Sandstone Bluffs in El Malpais.

AWARDS

When the U.S. Postal Service unveiled its newest postal card, it held its first day of issue ceremony on Ellis Island. On the dais was Gateway NRA photographer and audio-visual



specialist **Brian Feeney**, whose photograph was the model for the stamp. Participating in the ceremonies were NPS Deputy Director Herbert S. Cables, Jr., and Statue of Liberty-Ellis Island Superintendent Ann Belkov.

Prior to coming to Gateway in 1991, Feeney was staff photographer and audio-visual specialist at the Statue of Liberty and Ellis Island where he documented much of the restoration and ongoing activities since its rededication in September of 1990. When the Postal Service wished to mark the centennial of Ellis Island as an immigration processing center, it used one of Feeney's photographs, which was adapted as a painting by a New York artist. The artist also was honored at the ceremonies.

Yellowstone NP Superintendent Robert Barbee recently presented a special achievement award to Yellowstone ranger **Beth Betts** for her outstanding work and dedication to the Drug Awareness Resistance Education (DARE) program. Beth's pioneering work made the NPS a leader among federal agencies in furthering DARE. She was the first NPS employee to become a DARE officer and the only DARE officer trainer in the Service. She has coordinated and participated in the training of 70 NPS DARE officers through whom more than 8,000 elementary school children have been reached and taught the dangers of substance abuse. Beth has dedicated much of her personal time to this effort, including long absences from her family, to accomplish this worthy task; her splendid example shows that one person *can* make a difference.

On May 5, 1992, Olympic NP ranger **Clay Butler** received the Department of Interior's Valor Award in recognition of his May 4, 1991, rescue of a swamped kayaker near Kala-loch Campground. Butler swam through heavy breakers to the victim, Carey Warthem, who had become separated from his boat in an attempt to swim to shore, but was being swept further offshore by the current. After Butler

reached Warthem with a rescue rope, the two men were pulled to safety by onshore rescuers.

Yellowstone NP's Old Faithful Inn opened for the season on May 8 with a special ceremony that included award presentations from the National Endowment for the Arts, recognizing the Inn's ten-year restoration project. The Federal Design Achievement Award, the highest design award given by the Endowment, makes the Inn eligible to compete for the Presidential Award Design for Excellence. The project was a ten-year, painstaking federal effort aimed at "returning a functional and appropriate design" to the historic log structure, long compromised by sporadic attempts at modernization. A second Federal Design Achievement Award went to the NPS for the development and publication of road character guidelines to safeguard the rustic environment of Sequoia and Kings Canyon NPs (CA). Kudos to DSC employees **Andy Beck, Thomas Busch, Paul Newman, and Lori Yokomizo.**

Six Glacier NP seasonal ranger-naturalists were honored at an awards ceremony recently. **Dave Casteel, Doug Follett, Clare Landry, Bob Schuster, Woody Shade, and Becky Williams** were all recognized for their 25 summers of employment at the park. During the ceremony, Chief Naturalist Cindy Nielsen noted, "These returning ranger-naturalists set the standards by which Glacier newcomers are trained... Glacier NP values the contributions of these outstanding employees, as do the millions of visitors they have introduced to the splendid resources of the park."

Dave Casteel figures he's hiked 13,000 miles and climbed 50 peaks in his 26 summers at Glacier. One of Dave's talents as a naturalist is his re-creation of park history through the character of **George Bird Grinnell**. **Doug Follett's** long history at the park began with tour guiding at the Hungry Horse Dam where he worked 11 summers. Doug's interpretive abilities have brought him into contact with numerous dignitaries, including President and First Lady Barbara Bush when they visited Glacier in 1983.

Clare Landry recalls his first summer in Glacier as, "1964, the year of the Big Flood!" Since then he has contributed his leadership and exemplary interpretation during ranger-naturalist programs at St. Mary, Logan Pass, and Two Medicine. His lifetime love of the out-of-doors began while growing up on a

Wisconsin dairy farm. **Bob Schuster**, who first volunteered in 1967, states, "I keep coming back because of friendships, the high quality of co-workers, and the interesting individuals I meet on the trail." **Elwood Shade**, who notes, "My friends call me Woody," has taught for many years at the University of Arkansas and served as the Head of the Forestry Department as well as editor of the Forestry newsletter.

Becky Williams, began her Glacier career 26 years ago. According to Becky, "I met my husband, Larry, that summer at Josephine Lake while I was leading a guided hike and he was attempting to rescue a porcupine that had fallen down a pit toilet." She has contributed extensively to Glacier's bald eagle and bear research efforts.

Volunteers working for the Project Management Office at Yosemite NP are a hard working crew! During the past 20 years, they have provided invaluable help, from presenting interpretive programs to building exhibits at the Happy Isles Nature Center. The oldest is now 91, the youngest 48. Average age is 70. Says NPS Project Manager Bruce Fincham,



himself retiring after 28 years with the Park Service, "They are truly specialheroes who have given so much of their time and talents to benefit the park. It has been a realjoy to work with them during the past 20 years. Yosemite is a better place because 'they came, they cared, and they volunteered.'" Yosemite's VIPs have donated 37,200 hours, resulting in an NPS savings of \$339,000.

Dennis Turay of LBJ NHS received the annual NPS Director's Safety Achievement Award for 1991 as well as the Southwest Regional Director's Safety Award. His selection was based partly on his initiative in developing and instructing an improved bus-driver training program. He also served as one of the park's defensive driving training instructors.

RETIREMENTS

After 30 years of service to the NPS, Yellowstone NP's administrative officer and E&AA life member **Tom Swan** is retiring. He



began working for parks in 1956, while employed by the Yosemite NP concessioner. In 1962, he joined the NPS at Carlsbad Caverns NP as a park guide. In 1963 he worked as an administrative assistant at Tonto NM and, in 1964, as an administrative officer at Muir Woods NM, later serving as AO in such parks as Harpers Ferry NHP, Death Valley NM, and Cape Cod NS.

In his nine years at Yellowstone, Tom has brought the Mammoth community into the media age with the addition of KNPS (the NPS information station on local Yellowstone television), cable TV, improved radio reception, and his enthusiastic support of public radio (Tom is a member of the Board of Directors at KEMC, a public radio station in Billings, MT, which serves a large geographic area). Tom and his wife, Angela, will be retiring to Petaluma, CA.

John Earnst retired as North Cascades NP superintendent on July 2. He joined the NPS as a Blue Ridge Parkway (VA) ranger in 1958. His NPS career included assignments at Great



Smoky Mountains NP and superintendencies at Perry's Victory & International Peace Memorial (OH), Badlands NP (SD), and Gettysburg NMP (PA). Hosting President Jimmy Carter and his

guests, Prime Minister Menachem Begin and President Anwar Sadat, as well as working with the Eisenhower family to open Eisenhower NHS and overseeing the 125th anniversary celebration were highlights of his tenure at Gettysburg. In retirement he, and his wife, Sue Hackett, will live in Fort Collins, CO, where he plans to pursue his avocation as a flight instructor.

Paula B. Krisko, wife of John J. Krisko II, a retired NPS interpreter, died May 13 in West Long Branch, NJ. Paula survived a cerebral aneurysm in 1974, which limited her creative activities, but she focused on storytelling at fairs and folk festivals, and worked for the Monmouth County park system at its living

history farm. Even after contracting bone cancer in 1986, she continued to contribute cheerfully. Her efforts to work for peace were recognized in a Memorial Day service held by the Monmouth People for Peace, who planted a red maple tree in her honor.

Paula is survived by husband John and son Steve (50 Lippincott Rd., Little Silver, NJ 07739-1705), as well as daughter Kathleen (P.O. Box 212, Fish Camp, CA 93623), an NPS Yosemite NP employee.

Retiring engineering equipment operator foreman in Shenandoah NP's Central District, **Chester Jenkins** began his career at the park in 1962 as a temporary laborer. During his 30 years with the NPS he worked as a tractor operator, motor vehicle operator and a roads and trails maintenance foreman. Chester and his wife, Betty, live at Rt. 2, Stanley, VA 22851.

After 27 years with the NPS, Ozark NSR administrative officer **Betty Webster** wished her co-workers farewell. She has seen many changes within the Service during her varied career, which began as a voucher examiner in the Midwest Regional Office (MWRO). She was accepted as the first female in the Departmental Administrative Management Trainee Program, then assigned first as the AO at Amistad Recreation Area (TX), then as Isle Royale's AO, and later as MWRO personnel management specialist, and then, in 1980, to Ozark NSR. An E&AA Life member, she and her husband can be reached at P.O. Box 276, Van Buren, MO 63965.

Marjorie Stocks, administrative clerk for Canyonlands NP, retired after 25 years of federal service. Since 1970, she has worked in various administrative positions for the park. On her last official day of government service, more than 80 friends, co-workers, and family members gathered to wish her well.

DEATHS

NPS retiree **Jim Carpenter** died June 7, following a lengthy bout with cancer. He retired from the NPS in 1979, after a 22-year career during which he served at Mesa Verde NP (CO), Bandelier NM (NM), Rocky Mountain NP (CO), SWRO and Washington, DC. In 1973, Jim received the Department of the Inter-

ior's Meritorious Service Award. He was well known throughout southwestern Colorado as an avid and accomplished fly fisherman.

Jim is survived by his wife, Louise, four sons, five grandchildren, two great-grandchildren, a sister, and a sister-in-law.

Mildred Standlee, who retired in 1982 as the Navajo Lands Group administrative officer, died May 19 of a heart attack. She leaves her husband, Floyd (5620 Regina Ave., San Diego, CA 92117).

Bobby Russell, 57, former Cumberland Island NS electrician, died May 26 in a Valdosta, GA, hospital after surgery for lung cancer last December.

WENDY'S FAREWELL

By now, I'm sure many of you have been surprised to learn of my resignation. I assure you, no one was more surprised to see it in print than I. I had worked for the NPS more than eight years and had successfully balanced a career with raising a young family. I was confident that having a third child wouldn't change anything significantly. I had every intention of returning to work at the end of my maternity leave.

When I came to the NPS in 1983, I was seeking part-time employment to allow me to be with my six-month old daughter, Michaela, while earning extra income. Since the NPS seemed to be family oriented, I felt I had truly "come home" when I landed a GS-3, clerk-typist, position in the Midwest Regional Public Affairs Office. Within the next few years, I had a second child, Paul, and was upgraded to a GS-4 secretary, then to a GS-5, public affairs assistant. While I was happy to be upgraded, a GS-5 wasn't where I saw myself at the end of my career. My experience working with Public Affairs Officer Flo Six taught me that if I was capable and prepared I could succeed in any field. So while I had set my sights on becoming a public affairs officer some day, I felt confident that I could make it to the top in any field that provided me with an opportunity.

In order to make my dream reality, I took on increased responsibilities and pursued training opportunities. I participated on committees that broadened my exposure to numerous issues and developed my organizational and leadership skills. In the process, I established



L to R: Paul, Wendy, Eric and Michaela.

rapport with management, my bosses and co-workers in the Midwest Regional office, the field and WASO. People and variety made coming to work fun. I loved my job.

So why did I resign? Economics.

During my maternity leave, I reserved a spot at our local daycare facility for the new baby and made an appointment to discuss fees. Having two children at the center already, I knew its services didn't come cheap, but I thought I would clear enough to justify working. I was sadly mistaken.

During the school year, my two older children were in school, and attended the center only a couple of hours at the end of the day. The baby, obviously, would be there a full day. The total cost during the school year would be \$36 daily. But during the summer, when all three children attended fulltime, the fee would increase to \$52 per day. That meant if I continued working, I would only clear \$20 a month during the school year after I paid expenses. During the summer, I'd actually lose \$200 per month. It doesn't take a rocket scientist to figure out that it just wouldn't pay me to work. Although I loved my job, I had no option but to quit.

I believe everything happens for a reason and there's a time for everything. For now, my time to work with my friends at the NPS is "on hold" and I am content to stay home where I'm needed and loved. As this is our last child, I plan to savor this time, just as I savored the opportunity to work with the NPS for nearly 9 years.

I'll miss you all—my friends in the regional office, those in the field, and those in the Washington Office. You've made an impression on my life, as perhaps I have on yours. Thank you for being so generous, patient and kind. I hope that in the future we will work together again to carry out the mission of the National Park Service.

Wendy Synowicki

BUSINESS NEWS

As E&AA's executive director, one of my favorite duties is issuing checks for Education Trust Fund loans approved by the Trustees for the numerous families requesting financial assistance each semester as their children seek college educations. My next favorite is receiving all the generous donations from NPS employees, alumni and friends who keep the Fund in mind when they gather for official or social activities.

But it is hard to top the feeling of relief as the full and timely repayments of loans come rolling in. And it is good to hear from the students who have realized their college dreams because of the Trust Fund.

What I don't enjoy is the process E&AA has to take when loans are delinquent. E&AA's legal counsel, George B. Hartzog, Jr., helps us in that arena. Occasionally we have had to resort to a collection agent when all else has failed. Of course, this does bring forth repayments but at the expense of the debtor's credit rating and the Trust Fund.

The Education Trust Fund is a revolving one completely dependent on donations; therefore in fairness to those whose donations have funded it, we are very strict about full and timely loan repayments. As the next loan cycle comes around, I hope to continue to enjoy the pleasure of writing out checks, as well as experience the relief of full and timely loan repayments so that E&AA can continue helping NPS young people fulfill their dreams.

Terry Wood

The 1992 Kowski Memorial Golf

Tournament for Santa Monica Mountains NRA is set for September 28 at the Sunset Hills Country Club golf course in Thousand Oaks, CA. Coordinator Matt Roberts looks forward to another fun-filled, profitable tournament in support of the Education Trust Fund.

SERO Associate RD for Administration

Frank Catroppa graciously has agreed to fill the unexpired term of the SERO employee rep on the E&AA Board. His term runs through December 31, 1994. Frank is an E&AA Life member, and has helped the association in the past on matters pertaining to the Education Trust Fund as well as other E&AA projects, including the Visa card.

Margaret Murie turned 90 on August 18. Cards, letters and flowers would be thoughtful, and may be sent to her in Moose, WY 83012. Margaret and her late husband, Olaus, were involved in numerous NPS studies and wilderness activities in the greater Teton area.

MEMBER NEWS

Former NPS seasonal and E&AA Life member John Freemuth reports that his book, *Islands Under Siege: National Parks and the Politics of External Threats* (Univ. Press of Kansas, 1991), recently was named an "outstanding academic book" by *Choice* magazine. Rodrick Nash, author of *Wilderness and the American Mind*, calls the book "a nicely written, timely study of one of the major problem areas in national park protection and management today." John Freemuth is an associate professor at Boise State University.

Retired NPS photographer "Woody"

Williams writes that he "suspects the *Courier* will roll along without the old timers talking about all the loafing they are up to." In Dickerson, MD, where he and his family live, he reports that they spend most of their time gardening and fighting back the jungle of several acres of hillside.

Occasionally he gets out his camera to do a bit of shooting, and has been taking photographs of the slalom raceway recently developed by the nearby Pepco plant. Pepco has converted their outflow channel for cooling water into a world class course, according to Woody. A number of local members of the Olympic team train there. He anticipates that some of his photos will be picked up by *Washingtonian* magazine. He also shoots for the Historic Medley District, and is currently working on East Oaks, a large estate centered about a Federal-period manor house.

On hearing of the death of Iva Wood

Campbell, widow of Bernard T. Campbell, George and Helen Fry remembered her with a donation to the Education Trust Fund. George reports that her ashes were mingled with those of her husband and scattered in the Apple Orchard at the Peaks of Otter along the Blue Ridge Parkway by their daughters Elaine Sopren and Bonnie Campbell.

The Fry's NPS career paralleled that of the

Campbells. It was while working at a CCC camp that Bernie met Iva, and George met Helen. The two men served together in the summer of 1935 at the Thornwood CCC camp. In 1936, the Frys moved to Crater Lake NP, and the Campbells to the Blue Ridge Parkway where Bernie served as chief ranger. Then when George was promoted to the position of Everglades NP assistant superintendent, Bernie came to the park to fill the vacant chief ranger position. And the similarities didn't end there. The Frys' two daughters are also the same ages as the Campbells' two children.

NPS CALENDAR*

- August 2** - Virgin Islands NP authorized in 1956; Capitol Reef NP proclaimed a national monument in 1937
- August 3** - Hopewell Furnace NHS designated in 1938
- August 7** - Cape Cod NS authorized in 1961
- August 9** - Lassen Volcanic NP established in 1916
- August 10** - Joshua Tree NM proclaimed 1936; Jean Lafitte NHP established 1939
- August 12** - Herbert Hoover NHS authorized in 1965; Castle Clinton NM authorized in 1946
- August 13** - Appomattox Court House NHP authorized in 1935
- August 15** - Chattahoochee River NRA established in 1978
- August 17** - Cape Hatteras NS authorized in 1937; Puukohola Heiau NHS authorized in 1972
- August 18** - Lincoln Home NHS authorized in 1971; War in the Pacific NHP authorized in 1978
- August 19** - Chickamauga and Chattanooga NMP established in 1890
- August 21** - Ft. Stanwix NM authorized in 1935
- August 22** - Cedar Breaks NM proclaimed in 1933
- August 28** - Hubbell Trading Post NHS authorized in 1965
- August 29** - Andrew Johnson NHS authorized as a national monument in 1935
- August 30** - Antietam NB established in 1890
- August 31** - Johnstown Flood NMem authorized in 1964; Saint-Gaudens NHS authorized in 1964

*These dates courtesy of E&AA & NPCA



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