

# Courier

The National Park Service Newsletter

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## New Interior Secretary asks Director Dickenson to stay on



*Interior Secretary James Watt addresses Washington-based employees shortly after being sworn in.*

Secretary of the Interior James Watt has asked Director Russ Dickenson to continue as head of the National Park Service. At the same time, Secretary Watt called for the resignation of all other bureau directors within the Interior Department. Watt said he is asking Dickenson, a friend of many years, to stay on because he respects the Director's professionalism.

"Russ has served the Park Service with distinction and has an outstanding reputation," Watt told a packed auditorium of WASO employees during his first week as Interior Secretary. "I am encouraged by Russ's professionalism and the fact that he has expressed to me what I feel strongly about, and that is his desire to consolidate and really give good management to those precious gems that are in the Park Service." He added that "with Russ's leadership we will be able to create the innovation, new ways for funding and protecting the parks that will benefit us today, as well as for future generations."

The new Secretary is no stranger to the Interior Department. He was personal assistant to former Under Secretary

Russell Train from January to May of 1969, and Deputy Assistant Secretary for Water and Power Development from June 1969 to July 1972. In 1972, he became Director of the then Bureau of Outdoor Recreation under Secretary Morton. He was a member of the Federal Power Commission from 1975 to 1977 and, most recently, he served as President and Chief Legal Officer of the Mountain States Legal Foundation in Denver.

Mr. Watt, 42, is a native of Wheatland, Wyo. Excerpts from his speech before WASO Park Service and Fish and Wildlife employees follow:

"First of all, I want to stress how honored I was that President Reagan selected me to serve at the Department of the Interior and how grateful I am that the United States Senate confirmed that nomination. It's a special thrill for me to come back to the Department of the Interior after having spent 7 years here. We expect that because of the elections of Nov. 4th, there will be some dramatic changes in the management here in the Department. Some of you will be

thrilled and excited about the changes that we expect to bring. President Reagan has outlined with me some of the things we would like to see accomplished and I have had a chance to visit with members of Congress at length. . . ."

" . . . America has asked for a new beginning. The people have asked for a change. And President Reagan has committed himself to that change. Some of you will be thrilled with that change because we will emphasize balance, we will emphasize multiple use of our resource base, and we will emphasize the need for developing better energy sources. We will emphasize all resource development. We will emphasize the human side of the equation. In addition to that, of course, we are going to be focusing hard on those areas that Congress has said should be preserved. And, we will see to it that proper resources are committed so that those precious areas, but special areas, will be protected for the enjoyment of this generation and future generations. . . ."

" . . . We have a lot to do and the Department of the Interior is going to be one of the most exciting places to be in the coming months and years. I think that due to the environmental movement, the Department has become the center of the emotional heart strings of America. . . . There are issues of great importance, to the world scene, to the financial world. And yet everybody wants to protect and preserve his home area. Parks are the envy of everyone . . . and believe it or not, these people like to get their four-wheelers, and run the Colorado River in their motorized rafts and go down that river and get out and say they have had a wilderness experience. And we need to afford them that opportunity. . . ."

" . . . The definitions will become difficult and conflict is there with certainty. And if there weren't the conflict, I guess there wouldn't be people like us. So the heat will be intense, and our job is to get it done in accordance with the law and in the best interest of the people . . . ."

# NPS cooperation in Egypt

By Richard J. Cook  
International Affairs Specialist, WASO

As part of an overall U.S. Government effort to increase cooperation between this country and Egypt, the National Park Service has been working with the Egyptians to develop a corps of trained conservation officers and to aid in the initial identification and establishment of protected natural reserves. It is hoped that this program, combined with the efforts of other Federal agencies, private groups, and international organizations, will help to reinforce the stability of this important area of the Middle East and further the aims of the Egyptian-Israeli Peace Treaty of 1979.

According to Public Law 480, the U.S. Government may use foreign currencies, in the country of currency origin, to provide a variety of assistance and cooperative programs. Consequently, this effort is supported completely by Egyptian pounds; and its benefits do not come at the expense of other programs, i.e., National Park Service operations.

Modern Egypt can never be entirely separated from the legacy of the pharaohs.

Seven thousand years of history provide an almost overwhelming display of monuments and artifacts. These cultural resources—both old and new—have been a source of tremendous national pride and a stimulus for one of the most startling increases in international tourism to be experienced in the world today. However, the many years of recorded Egyptian history provide few examples of an active concern for the conservation of natural resources.

Although Egypt contains a variety of natural areas—the remote mountains of the Sinai, the Western Desert, Upper Egypt, the sea coasts—and although natural resources of special quality exist, including gazelles, ibex, and coral reefs of outstanding beauty, there are no protected conservation areas or national parks for the preservation of these natural resources. As one result, many of the animals which ancient hieroglyphs show as deities are now endangered or seriously threatened in isolated populations.



*Dwight Hamilton, a Rocky Mountain National Park retiree, lectures on interpretive principles at El Faiyum oasis in the Western Desert.*



*The students and their classroom instructors pose for their graduation pictures.*

President Sadat, in connection with the launching of the "World Conservation Strategy," recently proclaimed his personal interest in and support of conservation awareness for his country. He also ordered the formulation of a national conservation strategy for Egypt, including the establishment of natural reserves and a conservation service within the Ministry of Agriculture. This was wonderful news, not only for the

many Egyptian conservationists, but also for people around the world who support conservation efforts.

The far-reaching impact of this Presidential statement was perhaps best appreciated by Dr. Hassan Hafez, Under Secretary of State for Agriculture. Dr. Hafez has been a life-long advocate of wildlife protection. Working quietly behind the scenes, he has devoted many years to this cause. The President's



*Instructors John Palmer, Sequoia NP; Alan Mebane, Yellowstone NP, and Marc Nelson, Fish and Wildlife Service, with students in Cairo during the final seminar session.*



*Students and instructors during a field trip to the Sinai. The area is a former Israeli Nature Reserve, recently returned to Egyptian control.*

statement gave Dr. Hafez a leading role in the implementation of its directives. The International Park Affairs Division, Washington Office, operating under authority of the Endangered Species Act, began a series of negotiations with Dr. Hafez, outlining a consulting role for the Park Service in the developing Egyptian conservation program and establishing priorities for cooperative projects. The first phase of this cooperative program

was successfully completed in June 1980. A group of recently graduated Egyptian veterinarians was formed into a wildlife and conservation area unit. With headquarters at the Giza Zoo, Cairo, this group is destined to become the nucleus of Egyptian efforts directed toward protection of land areas and wildlife species. Identifying the training of this staff as an immediate priority, Park Service personnel planned and

presented a series of three technical seminars on planning and management of conservation areas.

Five instructors, designated for each seminar, traveled to Egypt in March, May, and June. Through a variety of experiences—classroom discussions, practical problems and exercises for small groups, and field trips to the Sinai, the Mediterranean coast, and the Red Sea—the participants, their supervisors, governmental officials, and the staff exchanged views and planned actions to confront Egypt's conservation problems.

Project Coordinator Wayne Cone (associate regional director, Planning and Cultural Resources, Southwest Region) provided continuity to each session and guided the presentations by each new set of instructors in accordance with overall objectives. NPS personnel were supported at various sessions by representatives of the U.S. Fish and Wildlife Service, the Sierra Club, and the International Union for Conservation of Nature and Natural Resources.

Dr. Hafez and the participants were pleased with the results. Although the seminars were fast-paced and brief, a wide variety of park and conservation subjects was discussed. The group received a grounding in basic information on which they, both individually and as a unit, could study and build. Since they were highly motivated, the seminars provided important ideas and goals for them. Cone, too, was pleased with the overall results.

"Despite differences of culture and language, everyone made the necessary effort to communicate simply and to understand," he said. "In the process, strong personal and emotional ties were quickly established which are an appropriate reflection of the present close friendship between our two countries. These personal ties will extend long beyond the seminars themselves and continue the mutual exchange between persons dedicated to national and world-wide park and wildlife conservation efforts."

At the closing of the final seminars, Dr. Hafez said of the U.S. instructors, "They are more than friends, they are our brothers." From the standpoint of Arab society, this remark is a compliment of the highest order. NPS activities in Egypt will continue to be conducted with the concern and thoughtfulness that has made the Service deserving of this highly placed trust and friendship.

## Olympic's alpine transplant—blessing or blunder?

Denison M. Rauw,  
Communication Specialist  
Olympic National Park, Wash.

High amidst the craggy alpine cliffs of Olympic National Park lives a mascot-like creature who was introduced by man to the Olympic Peninsula in 1925—the mountain goat. But at the time of this introduction there was no Olympic National Park. The land then was administered by the Forest Service. Support for bringing mountain goats to the Olympics came from local sporting and hiking clubs and county and State game commissions. Alaska wanted elk and the peninsula wanted mountain goats, so an exchange was made.

When the goats were first released from the model-T truck at Lake Crescent, their debut seemed like a blessing. It was believed that the goats would be a good species for game hunters, that they would prosper in the rugged alpine wilderness here. And prosper they did. Within 50 years the goat population swelled to as many as 700. Man's alpine transplant was a success. . . but was this successful introduction of mountain goats into the Olympics a blessing or a blunder?

Thirteen years after the initial goat release, Olympic National Park was created, and land management objectives of the central Olympics changed. Goats could no longer be hunted; instead, they were protected and promoted as an attraction of the park.

Despite the seemingly ideal goat habitat, there is no fossil or historical evidence of mountain goats here on the Olympic Peninsula prior to their introduction by man. Mountain goats are thought to have migrated from Eurasia to North America over a million years ago across the Bering Land Bridge connecting Siberia with Alaska. They dispersed south across western North America and today range from Alaska through Northern Canada and into Idaho, Washington and Montana. Today, there are over 100,000 mountain goats in North America.

Although mountain goats moved into the Cascades, there was no mountainous travel link to the Olympics. This geographic isolation resulted in the development of plants and animals unique to the Olympic Mountains. Examples of flora and fauna found nowhere else in the world include, Flett's violet, Piper's bellflower, Cotton's milkvetch, Flett fleabane, Webster's senecio, Olympic rockmat, the Olympic marmot, the Olympic chipmunk, the



Goat eating a salty backpack at Olympic NP.



Goats congregate at Klahhere Ridge in Olympic NP.

Olympic Mazama pocket gopher, and the Olympic mole.

Olympic National Park has been recognized as one of the unique biological systems in the world. In 1978 it was designated an International Biosphere Reserve by the United Nation's Educational, Scientific and Cultural Organization; and just recently Olympic was nominated to become a World Heritage Park.

To maintain the uniqueness, the park resources must be managed to assure their survival. Researchers from the University of Washington have been monitoring the mountain goat population in Olympic, and have found that the mountain goats are altering the composition of plant communities and may even be affecting some of the rare and endemic varieties of plants. Studies have shown that the goats are responsible for reductions in plant cover, increased erosion, and changes in the dominant plant species in certain areas of the park. In areas where goats have repeatedly rolled in the soil, they have created large, denuded dust bowls referred to as "wallows," which are visible from a satellite.

These problems were not anticipated 55 years ago when the goats were first

introduced to the peninsula. Today, these non-native dwellers pose a serious threat to the integrity of some of the park's native resources.

The park's division of Science and Technology is presently completing an Environmental Impact Assessment which will present various alternatives for goat management. These alternatives include no action, enhancement of the population, control of the goat population and removal of the population. Each of these alternatives must be examined in terms of accomplishments, environmental consequences and costs.

In the words of the Advisory Board on Wildlife Management, "National Parks should be maintained as nearly as possible in the condition that prevailed when the area was first visited by the white man. A national park should represent a vignette of primitive America."

As a national park, Olympic is mandated to protect the native fauna and flora, and to leave them unimpaired for future generations. To do this means we must answer the question, "Are mountain goats in the Olympic a blessing or a blunder?"

# Adolph Bandelier:

## A man who laid foundations for archeology

By Dan Murphy  
Writer/Editor-SWRO

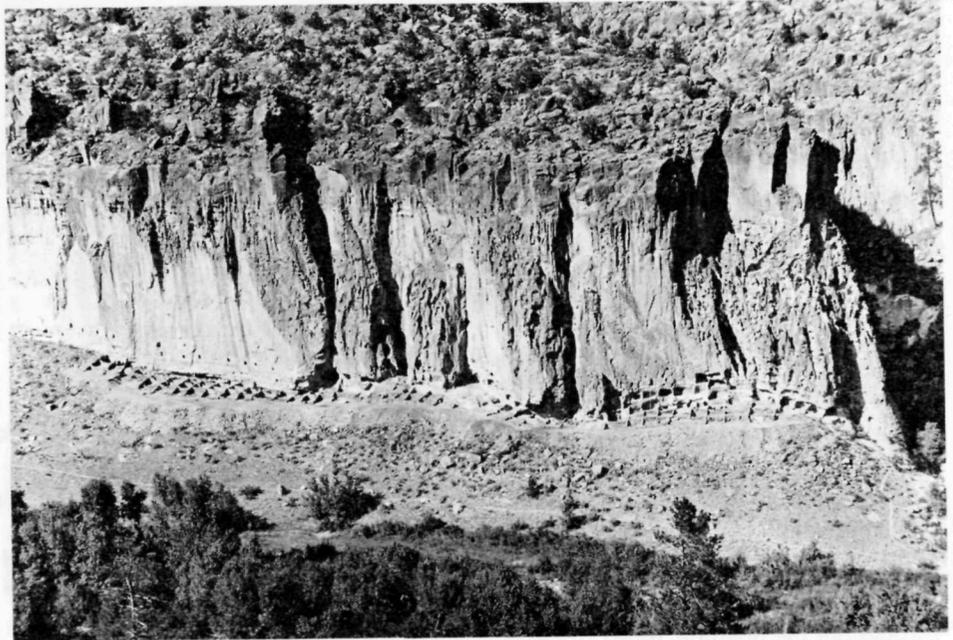
Only a handful of parks are named for individuals, and many people do not even realize that Bandelier National Monument in New Mexico is one of those. But that is not surprising; everything about Adolph Bandelier was exceptional. He was born in Switzerland, but while still a child emigrated to the United States in 1848 and ended up in a little farming town in Illinois. Years later he was still there, a 40-year-old, reasonably successful, middle class businessman, married, mildly active in civic affairs, involved with a bank and other enterprises in a little town on the Midwest prairie.

But something was ticking in his remarkable brain. Somehow he had become interested in the Indians of the New World and had even written articles about them, based on what he could find in local libraries. In 1880, through odd circumstances, his opportunity came to be sponsored on a one-man anthropological reconnaissance of the Southwest. So a century ago this unlikely man, with no field experience at all, no scholastic preparation and no support organization; this middle-aged businessman stepped off the not-yet-year-old Santa Fe train and stood blinking in the New Mexico sun.

In archeology, few have equalled his accomplishments.

Bandelier laid the foundations for Southwestern archaeology and ethnography. For the next 34 years, until his death in Seville, Spain, (where he had gone to search for yet more documents) he criss-crossed the American Southwest, Mexico and even South America. He walked 34 miles in a blizzard, wore out shoes, ignored infirmities of his hands and eyes to keep investigating. His journals sometimes complain or even rage about lack of support and roadblocks in his way, but he trudged on, walking hungry in the snow and sun and then writing late at night by a flickering candle.

The names of places he first visited and recorded are familiar to the Park Service ear: Aztec, de Chelly, Chaco, El Morro, Gran Quivira, Pecos, Casa Grande, Tonto, Tumacacori, Tuzigoot, Montezuma Castle—and of course,



*Long House ruin, Frijoles Canyon in Bandelier NM.*

Bandelier National Monument. Just a century ago, still a greenhorn after just a few weeks in the Southwest, Adolph made his way into this beautiful canyon with its diverse ruins. The first time he

saw it he called it “. . . the grandest thing I ever saw,” and it remained a favorite place through the years. That the park is named for him is fitting tribute to a unique American scholar and explorer.

*Indians from Jemez Pueblo and San Juan Pueblo perform traditional dances at Bandelier, during the monument's centennial celebration.*



## Rock Creek Nature Center reopens

By Al James  
Chief, Interpretation & Resources  
Management, NCR

The Rock Creek Nature Center in Washington, D.C., was built in 1960 as a major center for information and focal point for activities relating to the natural aspects of Rock Creek Park. It serves as an *environmental learning center*, helping visitors to understand their relationship to the natural world. A variety of activities, including guided walks and outdoor programs, are presented regularly covering such interests as ecology, outdoor recreation and astronomy.

During 1980 the center underwent extensive renovation. The rehabilitation project, begun in February of last year, focused on efforts to increase energy efficiency within the facility and also to improve acoustics in assembly areas. Structural changes included installation of double-glazed thermo windows throughout the building, repair of the roof, installation of new heating and cooling units, redesign of the nature bookstore and the addition of floor and wall carpeting to the museum, planetarium and auditorium.

In addition to these modifications, plans also called for the design and fabrication of new nature exhibits. The museum area now contains 25 individual exhibit units devoted almost entirely to ecological relationships within Rock Creek Park. While the total exhibit concept covers a very wide spectrum, the presentation is both basic and broad enough to be appreciated by all visitors to the park. It is hoped that visitors will be motivated to go out and become actively involved in nature study or related activities in the woodland environment of Rock Creek. The new exhibits will continue the park's emphasis on interpreting natural history while at the same time incorporating new interpretive approaches, new material and fabrication techniques as well as new concepts in exhibit design.

## Jordan Pond design

The architectural design for the new Jordan Pond House that is under construction at Acadia National Park in Maine has won an architectural design citation in the 28th annual *Progressive Architecture Magazine*. The design is the work of Woo & Williams, a firm located in Cambridge, Mass., who did the work for The Island Foundation of Mount

Desert, Maine. The Island Foundation has raised money from private sources to reconstruct the Jordan Pond House. In June of 1979 the original structure was completely destroyed by a fire. The Progressive Architecture awards are listed and described in the January 1981 issue of *Progressive Architecture Magazine*.

## Private funds sought for Ellis Island

Philip Lax of Short Hills, N.J., President of the Ellis Island Restoration Commission, Inc., and former Interior Secretary Cecil Andrus signed a

Memorandum of Agreement on Dec. 12, 1980.

The Interior Department and the Restoration Commission have agreed to work together to preserve Ellis Island as a historical resource, with the Commission taking the lead in private fund-raising. "Many millions of our citizens entered the country through Ellis Island or had parents, grandparents or other family members who did and the area is of special significance to all Americans," Lax said.

Funds donated to the Park Service by the Commission will be placed into an account which will be used only for the restoration and preservation of Ellis Island as the Memorandum of Agreement stipulates.

## Park Briefs



**THEODORE ROOSEVELT ISLAND, D.C.**—English ivy and Japanese honeysuckle vines are destroying the forests of this urban wilderness, according to Dr. Lindsey Kay Thomas, an NPS research biologist. Thomas, who has studied the island for 18 years, says eventually the 88-acre tract will become a swamp. Dutch elm disease had already contributed to deterioration of the forest.

**TIDAL BASIN, D.C.**—Cuttings from the Japanese cherry trees have been returned to the City of Tokyo whence they came in 1912. These 2,000 cuttings will be used to replace trees that have died over the years. NPS Horticulturalist D. James Lindsay said the cuttings sent to Japan should be blooming in 3 to 4 years. Many of the Japanese trees have been killed along the Arakawa River by air pollution and urbanization.

**C & O CANAL NHS, MD.-D.C.**—The historical park commemorated the first anniversary of the death of Supreme Court Justice William O. Douglas Jan. 25. Douglas was instrumental in helping establish the park when, in 1954, he led a hike the length of the 185-mile canal from Cumberland to Washington, D.C., pointing out the historical and natural values to a group of skeptical newspaper reporters.

**BIG BEND NP, TEX.**—In order to protect the endangered Peregrine falcon, the park has closed portions of the Rio Grande River to motorized boat traffic during the nesting season which lasts until May 1. The Peregrines, which

naturally nest in the cliffs along the river, can be frightened from their breeding areas by the sound of motor boats, says Acting Superintendent Russell Berry.

**INDEPENDENCE NHP**—Recent happenings here include donation of a 1752 drawing of Philadelphia. The print, considered the largest, rarest and most historically important panoramic view of the city, is valued at \$100,000. Some 300 children gave a 275th birthday party for Benjamin Franklin and laid a wreath at his grave. And finally, officials of the City of Philadelphia and Tianjin, China, signed documents making them "Sister Cities."

**CHANNEL ISLANDS NP, CALIF.**—In celebration of the establishment of the Nation's 40th national park, the Ventura County Philatelic Society issued a special cachet and postmark featuring James M. Whistler's etching of Anacapa Island's Arch Rock—the most prominent landmark of the Channel Islands, together with the NPS logo. A few sets are still available from Robert Thompson, PO Box 42148, Pt. Mugu, CA 93042. Please enclose \$1.50 and stamped, self-addressed legal size envelope.

**EVERGLADES NP**—The General Tire and Rubber Co., has donated 32,000 acres of swamp dotted by hardwood islands adjacent to the park to the Trust for Public Land. This could be a first step in adding the land to Everglades National Park. The Trust plans to buy an additional 17,280 acres. The Trust hopes to sell all three parcels to interested conservation agencies.

# NPS people in the news

## Mary Jackson and 'her' program for employees

By Clare Ralston  
Public Information Specialist, WASO

Mary Jackson came to work for the Park Service in March 1980 from the U.S. Customs Service. She had worked her way up the career ladder in several Federal government agencies. She now is chief of The Branch of Employee Evaluation and Staffing.

She began her Federal career as a clerk-typist. She was promoted to staffing specialist and then moved into the position of supervisory personnel staffing specialist. Says Jackson, "I think that a good background for a management position is to be a first-line supervisor. I had looked forward to implementing some ideas on policy and programs through the people who worked for me." Jackson's determination and her definite ideas of what she wants out of a job have helped her get where she wants to be.

She and her staff are responsible for developing programs and policies to implement employment and staffing regulations within the Bureau.

Jackson is happy to explain some of the programs that are developed in her Branch.

One of those programs is the new performance evaluation system. Jackson explained why the old system was changed. The Civil Service Reform Act of 1978 directed that employees be evaluated on elements of their particular positions rather than on arbitrary traits.

Supervisors now must look carefully at each individual job to determine what the important work elements are and develop standards to measure performance in those elements. A direct advantage of this system is more communication between the employee and the supervisor about work performance expectation and accomplishments. The new appraisal system went into effect Jan. 1, 1981.

Says Jackson, "It's going to take time and effort to improve the quality of performance standards, but the new system can be very constructive. We are taking a positive step toward improving supervisor/employee relationships, getting the work done and improving the quality of that work."

Responsibility for performance appraisal has been transferred to the Branch of Employee Relations.

The branch also develops Service policies on merit promotion and handles the merit promotion process for GS-15 and Senior Executive Service positions.



Mary Jackson.

The branch developed a new merit promotion plan that is now awaiting Departmental approval. She hopes the plan will be approved and implemented early this year. Another project that is currently underway is a study to expand the Skills Inventory System to produce automated merit promotion certificates for all superintendent positions. Jackson hopes to complete this project early in FY'82.

She is attempting to improve our KSA (knowledge, skills and abilities) system for filling merit promotion vacancies. She is concerned that employees often submit applications for a position without addressing the KSA's that are sought in the vacancy announcement. Employees may not realize that they are being evaluated on how well their KSA's match those needed for the advertised position.

Merit pay is another program with which Jackson and her staff have been involved. Merit pay covers most employees in grades 13 through 15, usually managers and supervisors. Starting in October of 1981, those employees who have been notified that they are in this category are assured of only half of the comparability pay raises. The balance of their pay increase will be based on their performance, as evaluated by their supervisors at the end of the appraisal period.

Seasonal employment procedures also are handled in this office. Last year, of 36,600 applicants for seasonal

employment, 6,000 were hired as park technicians and rangers and 2,240 were hired to fill laborer positions. Initially, the applications are evaluated by computer and given a numerical rating. Selection certificates are produced and mailed to the park units where the final selections are made.

Jackson's office is responsible for the Federal Equal Opportunity Recruitment Program (FEORP), established by the Civil Service Reform Act of 1978. FEORP requires agencies to recruit minority and female candidates for positions—particularly in occupations where they are poorly represented. "Statistical data shows that minorities and women are greatly underrepresented in many major Park Service occupations," Jackson says. "Therefore, we have a responsibility to alleviate this problem."

Among other programs that have been coordinated in this office are:

- The Student Co-op Education Program which is used by the regions to appoint students to temporary positions within the Park Service. The program recently has been expanded to include graduate students. The cooperative education program is an important source of minority and women candidates for NPS positions.

- A handicapped program that is intended to bring handicapped individuals into the workforce. Says Jackson, "Many handicapped individuals can perform successfully on the job. We encourage the manager to use this program so that we can bring these individuals into the workforce." Handicapped employees now account for 4.8 percent of the NPS workforce.

- The Veteran Readjustment Act which helps to provide employment to Service veterans of the Vietnam era.

- An Upward Mobility Program that offers promotion opportunities to employees who have demonstrated potential to function at higher levels.

The Branch recently issued a recruitment bulletin and vacancy announcement for positions in the Mid-Management Development Program. This program replaces the Senior Management Training Program and will provide opportunities for employees of the Park Service and candidates outside the Park Service.

Jackson's office is producing a pamphlet that will further describe the various hiring programs that are available to managers and supervisors. This handy reference guide should be available soon.

NPS PEOPLE . . . continued next page

## People (continued)

### YACC in the North Cascades

By Richard G. Littlefield  
Youth Activities and Special Programs  
PNRO

A former State mental hospital in northwest Washington abandoned in the early 1970s has become the largest Young Adult Conservation Corps camp in the Nation. It also is one of those rare Federal Government programs which turns a profit in the course of accomplishing two missions: providing meaningful employment for unemployed young people, and reducing the backlog of needed conservation projects.

The camp lies just a few miles east of Sedro Woolley and is adjacent to the Mount Baker-Snoqualmie National Forest and North Cascades National Park. This area contains some of the most remote lands and spectacular scenery to be found anywhere in this country.

When the State of Washington shut the doors of the Northern State Hospital in 1973, 424 local people were without jobs and a multi-million dollar facility was left to deteriorate. Concern of local political and civic leaders caused the Committee to Reactivate Northern State Hospital to be formed. The committee was to attract tenants to utilize some of the more than 40 buildings sitting idle on the 200-acre site.

In mid-1977, Congress authorized the Young Adult Conservation Corps to provide employment for young people 16 to 23 years of age in labor intensive conservation projects. Both the Forest Service and the Park Service had a backlog of such projects, and each agency initially planned to have its own YACC camp in the area. The local Congressional delegation, however, with NPS and the Forest Service officials, drew a page from CCC history and determined that what worked separately for one agency, might work even better as a combined venture.

There was a joining of forces, talents and experience that resulted in a jointly operated YACC program. The Committee to Reactivate Northern State Hospital had just the right location for such a camp. After negotiations with the State of Washington, a 3-year Facility Use Agreement was signed which defined the buildings and grounds that the YACC could utilize and their maintenance responsibilities.

What has followed can only be described as a textbook example of how agencies, at all levels, can cooperate to make things work.



*One of the YACC crews pauses in North Cascades NP after completion of a bridge.*

An Agreement of Understanding between the NPS and USFS called for each agency to supply 200 enrollees, 36 staff and half of the budget and work program. It was agreed that the monies allocated for the Center's operation would be pooled at the Department of the Interior's Administrative Services Center (ASC) in Salt Lake City, Utah. The ASC would serve as the main disbursing office for enrollee payroll and camp operating expenses. In addition, it was agreed that each agency would maintain its own personnel system for staff.

Despite internal administrative obstacles and budgeting setbacks, plans for the camp moved forward. In September 1978, a contract was awarded for the renovation of dormitory facilities. The antiquated kitchen and dining room were changed into a modern, efficient facility to serve the YACC and two State-operated social/health programs presently located on the hospital site.

In March of 1979, the USFS and NPS jointly advertised for a camp director. It was filled in April by David Westbrook, a career USFS employee. Al Peterson was selected from the NPS to fill the deputy director's job.

In its first full year of operation the center's list of accomplishments has been remarkable. Work has been performed on State, County, City and Federal lands with an appraised value of \$5,641,000. This is a \$1.05 return in work accomplished for every \$1 spent.

The center completed 650 projects

ranging from volcanic ash clean-up to building a solar greenhouse for tree seedlings. Work sites varied from State Parks in the San Juan Islands to the backcountry trails of Mount Rainier National Park and road shoulders in the town of Bothell. Enrollees have planted seedlings in the Mount Baker-Snoqualmie National Forest and assisted in the historical restoration of a settler's cabin at Stehekin in North Cascades National Park. They have participated, on their own time, in raising funds for United Way.

Perhaps most importantly the enrollees are benefiting from confidence they gain in themselves as they learn new work skills and attitudes. YACC is a non-targeted youth program. Its only criteria: enrollees must be between 16 and 23 years of age and unemployed, and not drop out of school or be between semesters when they take the job.

But coming to YACC does not necessarily mean an end to education. The camp has entered into an agreement with Skagit Valley Community College to supply night courses as well as a career counseling service. One survey showed that fully two-thirds of those, who had not completed high school were enrolled in GED classes at night. The college is also providing approximately 30 CETA employees to work in the residential living division as counselors, recreational leaders and security officers. Sixty-two percent of the enrollees who leave the program, do so for positive

reasons such as a higher paying job or to continue their education.

Another recent trend at the Camp is the proliferation of "spike camps." Here, crews may hike into the backcountry or drive to remote locations and live for a week or more. This has resulted in reduced energy consumption and increased *esprit de corps* among enrollees and staff.

Where can young people go today to "get their bearings?" Who will hire unskilled, inexperienced young people? The military is simply not the answer for everyone. Another important question is, "Under Federal budgetary restrictions, who will maintain our parks and forests?" Right now the answers to these questions for the citizens of Washington State is a proven program, YACC, in a "phoenix" facility which formerly housed a State hospital.



*It's hard, wet work clearing timber from mountain streams in North Cascades NP after completion of a bridge.*

## Jackson new park manager



William Jackson, a 9-year NPS employee, has been named the new park manager of Fort Stanwix National Monument, N.Y.

Jackson served as chief of Interpretation for Martin Van Buren National Historic Site, N.Y., prior to his Fort Stanwix appointment. As chief of Interpretation, one of his achievements was the institution of a special opera series.

"He has wide Park Service experience," said North-Atlantic Regional Director Richard L. Stanton,

"from the rural Lyndon B. Johnson National Historic Site in Stonewall, Texas, to New York harbor's Gateway National Recreation Area."

Jackson joined NPS as a supervisory park technician at Carlsbad Caverns National Park, N.Mex.

A native of Pauls Valley, Okla., Jackson was graduated from New Mexico State University with a Bachelor's degree in history. In addition, his interest in history has prompted his independent study of black soldiers in the American Revolution. He has also published several articles on this subject.

Jackson, his wife and young daughter are settling in Rome, N.Y.

## Gastellum moves to Hubbell

Ed Gastellum has been named superintendent of Hubbell Trading Post National Historic Site, Ariz.

He replaces Juin A. Cross, who became superintendent of Fort McHenry National Monument and Historic Site, Md.

Gastellum, 35, has been the administrative officer of the Horace M. Albright Training Center at Grand Canyon, Ariz., since 1976.

Born at Grand Canyon National Park, Gastellum is a second generation Park Service employee. His father, Luis, retired after more than 40 years of service and now lives in Tucson, Ariz.

Gastellum's first assignment with the National Park Service was at Tumacacori National Monument, Ariz., in 1973 as an administrative technician. Then in 1974, he was promoted to administrative assistant at Yosemite National Park, a

position he held until he transferred to the training center in 1976.

A graduate of Northern Arizona University in Flagstaff, he received a Bachelor's degree in business management and finance in 1973.

## Crawford to Gulf Island

W. P. (Ping) Crawford, an 18-year NPS veteran, has been named park manager of Gulf Islands National Seashore, Miss.

Crawford, former superintendent of Fort Sumter National Monument, S.C., succeeds Noel J. Pacht, who was named superintendent of Virgin Islands National Park last July.

A native of Charlevoix, Mich., Crawford began his NPS career as a park ranger at White Sands National Monument, N. Mex., in 1962. Later assignments included park ranger at Cape Cod National Seashore, Mass., and management assistant at Ellis Island, part of the Statue of Liberty National Monument.

Early in 1970, he was appointed superintendent of Ocmulgee National Monument, Ga., where he served for 6 years before being named superintendent at Fort Sumter.

The son of a U.S. Army Colonel, Crawford attended schools throughout the U.S. and Europe. He is a 1959 graduate of Colorado State University with a Bachelor's degree in biological science.

## Dunmire to Carlsbad



William W. Dunmire has been selected as the new superintendent of Carlsbad Caverns and Guadalupe Mountains National Parks, N.Mex.-Tex. He succeeds Donald A. Dayton.

Dayton was recently promoted to deputy director of the Southwest Regional Office after serving at Carlsbad for 10 years.

A native of Alameda, Calif., Dunmire has been superintendent of Coulee Dam National Recreation Area, Wash., since 1977.

He received a Bachelor's degree in 1954 and a Master's degree in wildlife conservation and ecology in 1957, both from the University of California. Between degrees, he served for 2 years in the U.S. Army.

Dunmire began his NPS career in 1957 as an intake trainee at Yosemite National Park. During his career, he held positions as park naturalist at Hawaii Volcanoes National Park, 1958-1961; chief park naturalist at Badlands National Monument, S. Dak., 1961-1963, and chief of Interpretation and Resource Management at Isle Royale National Park, Mich., 1963-1966.

Later, Dunmire completed the Department of the Interior's Management Training Program. Then, he was assigned to Yellowstone National Park as chief park naturalist. In 1972-1973, he was interpretive coordinator at the Denver Service Center and then transferred to Washington, D.C., as chief of the Division of Interpretation where he remained until 1977.

## Gould to Buffalo

Alec Gould has been named superintendent of Buffalo National River, Ark.

Gould succeeds John Turney who recently retired after 33 years of Federal Service.

A native of Harrisonburg, Va., Gould is a graduate of Davidson College, N.C., with a Bachelor's degree in political science and history.

Gould joined NPS as a ranger at Colonial National Historical Park, Va., in 1962. The next year he was transferred to Fort Donelson National Military Park, Tenn., as a park historian. He later returned to Colonial as a supervisory historian.

In 1970, Gould was promoted to his first superintendency: at Appomattox Court House National Historical Park, Va.

Later, in 1972, Gould became the second superintendent of Lyndon B. Johnson National Historical Park, Tex., where he has remained until his Buffalo River assignment.

Gould and his wife, Kristy Lee, have four children, Amy, 15; Haley, 14; Lee, 12, and David, 7. The Goulds plan to reside in Harrison, Ark.

## Tobias named MAR historian

Dr. Clifford I. Tobias has been appointed as regional historian in the Mid-Atlantic Regional Office in Philadelphia.

Previously, as staff historian in the Division of Resource Preservation, he had assisted the parks in their compliance with the National Historic Preservation Act of 1966.

A native of Philadelphia, Tobias graduated from Temple University with honors in 1966. He was a member of the history honor society as well as a varsity fencer.

He earned his Ph. D. in history at Case Western Reserve University in Cleveland, Ohio, in 1975, where he served as a graduate assistant and a University Fellow. A specialist on Jacksonian history of the U.S., he has published an article on the "Bank War." He joined NPS in 1975.

## Thompson to Natchez

Don R. Thompson has been named assistant superintendent of the Natchez Trace Parkway, Miss.-Tenn.-Ala.

Thompson, 47, succeeds Bruce W. Black, who retired. Thompson is returning to the park of his first assignment with the Park Service, having served as a park ranger in the Tupelo and Dancy Subdistricts and supervisory park ranger in the Ridgeland Subdistrict on the Natchez Trace Parkway from 1962-66.

His next assignment was as administrative assistant at Fort Caroline National Monument, Fla., 1966-71, followed by service as superintendent of

Pipestone National Monument, Minn., 1971-74, and then to his current position as superintendent, George Washington Birthplace National Monument, Va.

Thompson is a native of Jackson, Mississippi, and holds a Bachelor's degree in geology from Millsaps College, graduating in 1961.

Thompson and his wife Joyce, a native of Louisville, Miss., will reside in the park with their two children, Donna 19, and David, 17.

## DeLashmutt to Department post

Harry DeLashmutt, Division of Ranger Activities in WASO, has left the Park Service to assume duties as chief of Law Enforcement for the Office of the Secretary.

He will oversee law enforcement programs in four Interior Department bureaus, including the Fish and Wildlife Service, Bureau of Indian Affairs, Bureau of Land Management, the National Park Service and the trust territories. In his Departmental post, DeLashmutt will coordinate law enforcement training, program evaluation and policy compliance reviews for these bureaus.

During his 15 years with the Service, DeLashmutt served as chief ranger for Cape Cod National Seashore, Mass., and C & O Canal National Historical Park, Md.-D.C.-W.Va. He was a ranger at Mount Rainier National Park, Wash., Great Smoky Mountains National Park and Everglades National Park, and he served temporary assignments at Fort Jefferson National Monument, Fla., Curecanti National Recreation Area, Colo., and at NPS areas in Alaska.

He, his wife Kathy and their two sons will continue to live in Annapolis, Md.

## Failor now NCR chief

William R. Failor has been named chief of Interpretation, Recreation and Visitor Services at National Capital Region.

Failor has been serving as Chesapeake & Ohio Canal National Historical Park, Md.-D.C.-W.Va., superintendent for the past 9 years. He succeeds Rock Comstock at NCR who retired Nov. 30.

Failor joined the Park Service in 1956 and has been stationed primarily in Washington, D.C.-area parks and with the Mid-Atlantic Regional Office.

A graduate of Pennsylvania State University, Failor lives with his family in Frederick, Md.

## Rouse has new appointment



Homer L. Rouse has been appointed associate regional director of Operations for the Mid-Atlantic Region.

Rouse comes to his new position from Bighorn Canyon National Recreation Area, Mont.-Wyo., where he was superintendent for 4 years.

Prior to Bighorn, Rouse served as superintendent at three other NPS areas—Joshua Tree National Monument, Calif., from 1973-1976, and Scotts Bluff National Monument and Agate Fossil Beds National Monument, Nebr., from 1969-1971.

Rouse's NPS background also includes a tour of duty in the Office of Legislation

at headquarters in Washington, D.C.

In addition, between 1961 and 1969, he served as district ranger at Blue Ridge Parkway, N.C.-Va.; as sub-district ranger at Sequoia and Kings Canyon National Parks, Calif., and as park ranger and district ranger at Theodore Roosevelt National Memorial Park, N. Dak. He received his early ranger training at Rocky Mountain National Park, Colo., and Yellowstone National Park.

Born a Nebraska farm boy, Rouse worked on the family farm and as assistant at a grain elevator before serving a 2-year stint in the U.S. Army.

Rouse and his wife, Carole, have three children, Mark, Kurt and Cynthia.

## Awards

### Award to bureau safety manager

The Park Service is a safer agency since Leroy B. Spivey became chief of the Division of Safety and Management in April 1978 and because of his record of loss prevention and innovative programs for safety education and analysis, he was recently awarded the Department of the Interior Safety Council Award of Merit.

As chief, Spivey reduced employee accidents by 16.1 percent and accidents at visitor facilities by 6.9 percent. He has also developed a 3-to 5-year Safety and Occupational Health Program which should further reduce such incidents.

In addition, Spivey established a computerized safety management information analysis system which enabled the Safety Division to initiate an efficient accident analysis program. When implemented, the program will conserve both employees' time and agency funds.

Spivey was also cited for working extensively with the Training Division to incorporate safety and occupational



Former Assistant Secretary of the Interior Larry E. Merriotti (left) presenting Leroy B. Spivey, chief of the Division of Safety and Management with the Departmental Safety Award.

health programs into programs at the Stephen T. Mather and Horace M. Albright Training Centers. Also to his credit was the establishment of the first graduate Cooperative Education

program which enabled one doctoral student to work with the Safety Division to complete research on a new procedure for investigating and reporting visitor fatalities.

### Eastern National Park and Monument Association awards

A Distinguished Associate Award was presented to former NPS Director Gary Everhardt by the Board of The Eastern National Park & Monument Association at their annual Board meeting last fall. The same award is to be presented to George Hartzog, also a former director, sometime this year. Both awards recognize the interest in and support given to the programs and activities of Eastern National.

Also honored at the annual meeting

was Albert Manucy, who was given a Distinguished Service Award. Manucy, a founding member of the association, has served on EN's Board as well as on committees that helped to establish significant association programs.

Similarly to be honored with Distinguished Service Awards at this year's ceremonies are Frank Barnes and the late Charles (Pete) Shedd, both of whom, as Board members, contributed

significantly to EN's growth.

Special Service Awards for long-time constructive activity with an agency are to be presented to Darlene L. Colandra of Fredericksburg & Spotsylvania County Battlefields Memorial National Military Park, Va., and Regina McKeiver of Petersburg National Battlefield, Va. Certificates and monetary awards were given by their superintendents to each for their excellent service to the public.

AWARDS . . . continued next page

## Grand Teton rescue team receives award

By Rebecca R. Griffin  
Public Information Specialist  
Grand Teton NP, Wyo

Last summer, the skills and expertise of the nine-member search and rescue team of Grand Teton National Park, were put to the ultimate test during a difficult rescue on the north face of the Grand Teton.

For their participation in the rescue, a Special Achievement Group Award of \$500 each was given to seasonal park technicians Robert W. Irvine, Reynold G. Jackson, Tim M. Hogan, Peter Hollis, Leo L. Larson, Barbara Eastman, and Park Ranger Ralph Tingey. Seasonal park technicians Ann T. Macquarie and Thomas R. Kimbrough each received \$250 awards.

Two climbers were reported overdue from a climb of the Grand Teton on August 26. Park rangers were contacted by another climbing party who last saw the missing climbers on the north face. The climbers were stranded on a small ledge halfway up the face in a snowstorm which left the mountain covered with ice and snow. The north face route on the Grand Teton, the highest peak in the Teton Range at 13,770 feet, is difficult even in the best conditions.

The rescue team was precariously landed by helicopter on the mountain and proceeded to climb to the top of the face where they hoped to find a route to the climbers. On August 27, team member Rennie Jackson was lowered 600 feet to the climbers who were weak and exhausted but fortunately uninjured. The team and the climbers spent another night on the mountain during a lightning storm.

The next day, using ropes and a small hand winch, the team hauled the climbers up the icy face inch by inch in an unprecedented effort. Progress in the all-day ordeal was hampered by blizzard conditions and lightning strikes on the exposed ridge and 3,000-foot vertical face.

The team and two rescued climbers began the long descent down the ice and snow-covered mountain and spent a third night out with minimal equipment. They were safely flown off the mountain the following day. It was one of the most hazardous rescues ever accomplished in the Tetons.

The North Face Rescue was one of 32



Grand Teton NP search and rescue team.

major mountain rescues in the Tetons during the summer of 1980. Tom Kimbrough and Reynold Jackson each received an additional award of \$250 for their overall contributions to the park's search and rescue program.

No amount of awards or recognition

can ever truly compensate the rescue team for risking their lives to save others. Their skill and dedication are exemplary.

The members of the team on the North Face Rescue have also been nominated for a Unit Award for Excellence of Service.

## Departmental award to NPS



(Left) Ira Hutchison and Ben Saji.

The Department of the Interior recognized the National Park Service's contributions toward the achievement of the 1980 Small and Disadvantaged Business Program Goals by presenting a special citation to Park Service Deputy Director Ira Hutchison.

In a small ceremony, former Under Secretary James Joseph presented the award to the Deputy Director. Ben Saji, Manager of the Small and Disadvantaged Business Utilization Program, and Bob Herbst, former Assistant Secretary for Fish, Wildlife and Parks were present. The award, called a "Unit Award for Excellence of Service," is given to Interior Department bureaus which excel in particular areas.

## Garner gets Appleman Award

John C. Garner, Jr., chief, Division of Cultural Preservation, and regional historical architect, Southeast Region, is the recipient of this year's Roy E. Appleman-Henry A. Judd Award. In announcing this award, Director Dickenson cited Garner for his leadership in the field of historic preservation and for outstanding achievements in preservation projects in the Southeast Region.

A native Texan, Garner began his preservation career as a Fellow of the 1962 Summer Seminar for Historical Administrators, Williamsburg, Va. While in graduate school of the University of Texas, he conducted a 2-year survey of historic architecture in Texas, in conjunction with a joint venture between the University and the Amon Carter Museum of Western Art in Fort Worth.

From 1965 to 1968 he pursued his

graduate work in classical archeology serving as project architect for four excavations in Corinth, Greece, two for the University of Texas and two with UCLA. During this time he also conducted major research projects in Galveston and San Antonio, Tex.

In 1969, he became executive director of Preservation Program for the Galveston Historical Foundation, Inc., where he was responsible for planning and enacting two major historic preservation districts. The following year John became executive director of the Miami Purchase Association, a regional preservation group in Cincinnati, Ohio. While there he supervised restoration of seven Association buildings, conducted the first architectural survey of Cincinnati and Hamilton County, prepared nomination forms for the National Register of Historic Places for outstanding structures in the area, and

prepared a historic district plan for the Findlay Market area for the Cincinnati Urban Renewal Agency.

In 1972 Garner was preservation consultant for several clients in the Cincinnati area and later conducted a major preservation survey of Toledo, Ohio, for the Landmarks Committee of the Maumee Valley Historical Society.

He came to the National Park Service in February 1973, entering on duty in the Southeast Regional Office in Atlanta as historical architect. During his 8 years at this post, he has been responsible for over \$5,000,000 in preservation projects for the region as well as other duties.

Garner has written numerous Historic Structure Reports, taught preservation courses, and lectured on historic preservation. He is currently working on the development of a regional curatorial program to complement the highly successful cyclic preservation program for structures.

## People on the move

AIKENS, Martha B. DMDP Trainee, WASO, to Prk Mgr, Castillo de San Marco NM.  
BANNISTER, Laura L., Admin. Clerk, GW Mem. Pkwy, to Purchasing Agent, NCR.  
BRANT, Benjamin J., Landscape Architect, DSC, to Same, MW/RM Team, DSC.  
CLARK, James E. Sr., Maint. Foreman, Chickasaw NRA, to Roads & Trails Foreman, Glacier NP.  
CRAWFORD, W. Pingree, Prk Mgr, Fort Sumter NM, to Same (Asst. Super.), Gulf Islands NS.  
DAVIDSON, Gwyneth E., Clerk Typist, Lake Mead NRA, to Secretary, Lake Mead NRA.  
DITMANSON, Dale A., Park Tech., Fort Sumter NM, to Same, Mount Rushmore NM.  
DUHAMEL, Eugene, Outdoor Rec. Planner, DSC, to Same, SE/SW Team, DSC.  
FRISINGER, Gerald P., Painter, Canyonlands NP, to Plumber, Glacier NP.  
GARCIA-CURBELO, Luis E., Park Mgr, Appomattox Crt Hse NHP, to Same, San Juan NHS.  
GARTNER, Robert H., Outdoor Rec. Planner, DSC, to Same, Asst. Mgr NC Team, DSC.  
GAZZANO, Steven R., Park Tech., Golden Gate NRA, to Supv. Park Ranger, Golden Gate NRA.  
HALPERN, Jonathan B., Ecologist, DSC, to Same, Asst. Mgr PN/W Team, DSC.  
HARADEN, Robert C., Superintendent, Big Bend NP, to Same, Glacier NP.  
HARMON, J. Scott, Writer/Editor, HFC, to Staff Curator, HFC.  
HIELEMA, Trudi E., Procurement Clerk, RMRO, to Admin. Tech., Timpanogas Cave NM.

HINES, Denise T., Laborer, Cape Hatteras NS, to Motor Vehicle Opr., Cape Hatteras NS.  
HOLMES, Michael L., Park Tech., Ozark Natl Scenic Rwy, to Lead Park Tech., Sleeping Bear Dunes NL.  
JOHNSON, Ann J., Janitor, NCR, to Supply Clerk, NCR.  
JOHNSON, Emily F., Youth Activities Coord., SERO, to YACC Prog. Analyst, WASO.  
KEEN, Karen A., Secretary, Gateway NRA, to Park Ranger, Gateway NRA.  
KEESLING, Darrell K., to Facility Mgr, Biscayne NM.  
KIRKLAND, Paul N., Park Tech., Grant-Kohrs Ranch NHS, to Supv. Park Ranger, Canyonlands NP.  
KRUSE, Carol M., Supv. Park Ranger, Canaveral NS, to Park Mgr, Fort Union NM.  
LEHR, Patricia A., Conveyances Clerk, WASO, to Realty Spec., WASO.  
LEONS, James J., Trails Maint., North Cascades NP, to Maint. Worker, Glen Canyon NRA.  
MANES, Rosanne E., Clerk Typist, DSC, to Secretary Typing, DSC.  
OLSEN, Diana A., to Admin. Ofcr. Bighorn Canyon NRA.  
PARSONS, J. Robert, Admin. Asst., NCR, to Personnel Staffing Spec., NCR.  
PEYTON, Thomas R., Park Ranger, Natl Visitor Center, to Supv. Park Ranger, NCR.  
PORTER, Christie M., Acct Tech., SWRO, to Budget & Fiscal Asst, Grand Canyon NP.  
QUINTANA, Henry P., Supply Tech., RMRO, to Supv. Supply Tech., Yellowstone NP.  
RAEBURN, Douglas G., Park Tech., Blue Ridge Pkwy, to Supv. Park Ranger, Shenandoah NP.

ROELKE, Richard W., Carpenter, Natl Visitor Center, to Same, Catocin Mtn Park.  
SAENGER, Walter H., Park Ranger, Great Sand Dunes NM, to Same, Florissant Fossil Beds NM.  
SCOTT, Randolph, Park Ranger, SERO, to Historian, SERO.  
SILVERSTEIN, Judith L., Information Recep., WASO, to Same, NCR.  
SMITH, Nancy L., Secretary, WASO, to Admin. Tech., Fort McHenry NM & HS.  
STOKES, Tyrone H., Laborer, NCR, to Maint. Worker, NCR.  
TAYLOR, Jimmy D., Park Mgr, Fort Larned NHS, to Same, Grants-Kohrs Ranch NHS.  
THOMAS, Robert C., Park Ranger, Buck Island Reef NM, to Supv. Park Ranger, Gulf Islands NS.  
WEAVER, Roy W., Park Mgr, Roger Williams NM, to Same, Edison NHS.  
WEBSTER, James W., Park Tech., Gulf Islands NS, to Park Ranger, St. Croix Natl Scenic River.  
WEST, Barbara J., to Oper. Research Analyst, WASO.  
WIESZCZYK, Joseph M., Park Tech., Grand Canyon NP, to Park Ranger, Canyonlands NP.  
WILSON, Amy S., Personnel Clerk, Mammoth Cave NP, to Secretary, Mammoth Cave NP.  
ZINCK, James R., Superintendent, Allegheny Portage RR NHS, to Same, Fredericksburg & Spotsylvania Btld Mem. NMP.

# Retiring

## James Sullivan

Superintendent James R. Sullivan of Colonial National Historical Park, Va., has retired after more than 35 years of Government service, 32 of which have been with the Park Service.

Sullivan has served as superintendent for the last 8 years at Colonial where he also began his career as junior historian in 1949. During his superintendency, he prepared the park, including historic Jamestown Island and Yorktown Battlefield, for the Nation's Bicentennial in 1976 and the Bicentennial observance at Yorktown in 1981. In addition, he has been overseer of extensive construction and restoration projects, including the expansion of two visitor centers and their respective museums.

Until his retirement, Sullivan also represented the Mid-Atlantic Region in the NPS Employees and Alumni Association.

From Colonial, Sullivan went to

Chickamauga and Chattanooga National Military Park, Ga.-Tenn., in 1953 and later to the Mid-Atlantic Regional Office, serving both as historian.

In 1959, Sullivan transferred to Independence National Historical Park and remained for more than 12 years, advancing from research historian to chief of Visitor Services to chief of Interpretation and Resource Management to assistant superintendent. While at Independence, he served as a key staff member during the planning and preparation for the 1976 Bicentennial.

A native of Mendham, N.J., Sullivan received a Bachelor's degree from Gettysburg College and a Master's degree from the University of Pennsylvania. He served with the U.S. Army Corps of Engineers for almost 4 years during WW II before joining the Park Service.

Sullivan and his wife, Jane, will reside in Williamsburg.



## Earl Estes



Earl W. Estes, Jr., assistant superintendent of Assateague Island National Seashore, Md.-Va., retired at the end of Dec. 1980 after 30 years of Government service.

For the past 8 years, Estes and the park staff had devoted much of their efforts to diversifying visitor recreation opportunities, regulating off-road vehicles on the beach and dunes and developing new campsites.

After completing high school and serving with the 86th Infantry Division in Europe in WW II, Estes received a degree in forestry from Virginia Polytechnic

Institute in 1950. He began his Park Service career during summer vacations as a seasonal ranger at Shenandoah National Park, Va.

In 1952, Estes received a permanent appointment as a park ranger at Blue Ridge Parkway, N.C.-Va., where he worked his way up to park naturalist in 1959.

In 1961, Estes was reassigned as supervisory park naturalist to Mount Rainier National Park, Wash. In 1962, he became staff curator in the Branch of Museums, D.C., where he worked on exhibit planning.

In 1965, Estes became chief park naturalist at Cape Cod National Seashore, Mass., and later transferred to the Mid-Atlantic Regional Office (then Northeast Region) as an interpretation and operations evaluation specialist.

Estes came to Assateague in 1972 as chief of Operations, later serving as assistant superintendent.

Estes and his wife, Alice, have two children: Earl W. III, and Barbara Lynn Zorn.

In retirement, Estes says he will divide his time between his farm in the foothills of the Blue Ridge Mountains near Culpepper, Va., and his home on Maryland's eastern shore.

## Jack Hood



Maintenance Foreman Jack A. Hood, a 40-year veteran of the Service and of Fort Pulaski National Monument, Ga., retired Jan. 10.

Hood began his NPS career in 1941 as a janitor-laborer.

For a short time during WW II, Hood was the only NPS employee at Fort Pulaski. In 1974, he received a Special Achievement Award.

A picnic, attended by 60 employees and guests, was held for Hood and his family in honor of his retirement.

## Joe Brown

Southeast Regional Director Joe Brown recently retired after 34 years of Government service as a manager for Federal, State and local park systems.

Brown, 62, was appointed director of the agency's Southeast Region in September 1977. During his tenure as regional director, three new areas were added to the Park System: the Chattahoochee River National Recreation Area, Ga.; the Martin Luther King Jr. National Historic Site, Ga., and Overmountain Victory Trail National Historic Trail, S.C.-N.C.-Tenn.-Va.

A native of Buffalo, N.Y., Brown was graduated from the University of Georgia's School of Forestry in 1942.

Brown, a veteran of WW II, began his park career in 1946 as a superintendent with the Florida State Park system. He later spent 10 years with the Dade County, Fla., Park and Recreation

Department, rising to the post of assistant director.

In 1962, Brown was named director of the Fairfax County, Va., Park Authority and, during the 3 years in that position, also became director of the Northern Virginia Park Authority.

Since joining the NPS in 1965, Brown has served as superintendent of the Blue Ridge Parkway, N.C.-Va., Everglades National Park and Virgin Islands National Park. He also has been assistant director for Resource Management, deputy general superintendent of National Capital Parks, Washington, D.C., and director of the Florida-Caribbean district office at Tallahassee, Fla.

Recently, Brown was one of 50 Department of the Interior executives honored at a Washington, D.C., ceremony and received the highest performance bonus awarded to a Park Service official.



Brown and his wife, Betty, will continue to live in Decatur, Ga. They have two sons, Thomas, a Department of Labor Official at Albany, Ga., and James, an NPS employee in Washington, D.C.

## Louis Torres

Louis Torres, senior historian of the Mid-Atlantic/North Atlantic team at the Denver Service Center, has retired after more than 34 years of Government service, 16 of which were with the Park Service.

Torres began his NPS career at Federal Hall National Historic Site, N.Y., (now Federal Hall National Memorial), where he left his mark on the development of various parks in the New York area such as Castle Clinton National Monument, Home of Franklin D. Roosevelt National Historic Site and Statue of Liberty National Monument. For several years he was site manager at Federal Hall and was responsible for its daily operations and the many-faceted public relations activities associated with demonstrations, ceremonies and commemorative events.

For several years, Torres worked as a historian with the U.S. Air Force, but returned to the Park Service in 1973 to help with the Revolutionary War Bicentennial research. Although a specialist in the Federal Period, he made a major contribution in a broad spectrum of projects including Fort Stanwix National Monument, N.Y.; Morristown National Historical Park, N.J.; Saratoga National Historical Park, N.Y.; Castillo de San Marcos National Monument, Fla.; Cumberland Island National Seashore, Ga.; Pictured Rocks National Lakeshore, Mich., and Independence National Historical Park.

Torres also functioned as a program liaison between the Historic Preservation Division and the Southeast/Southwest team in the Denver Service Center.

Associates who wish to keep in touch with the Torres', can contact them at the following: 7289 South Ingalls Court, Littleton, Colo., 80123; telephone: 303-979-7256.

## Vernon Hennesay

Vernon E. Hennesay, superintendent of Fort Laramie National Historic Site, Wyo., has announced his retirement from the Park Service after nearly 31 years of Government employment.

Hennesay, 53, who has managed Fort Laramie for the last 3 years, began his Park Service career in 1948 as a seasonal employee at Sequoia National Park, Calif.

After 7 years of seasonal work, Hennesay was appointed to a career ranger position at Sequoia. He served in progressively more responsible positions during the next 10 years with assignments at Rocky Mountain National Park, Colo., Colorado National Monument, Oregon Caves National Monument, Homestead National Monument of America, Nebr., and Ozark National Scenic Riverways, Mo.

In 1967, Hennesay was named assistant superintendent of Yellowstone National Park. He also was chief of the park's Division of Concessions during his 10-year stay in Yellowstone.

A native of Selma, Calif., Hennesay was graduated from Humboldt State College with a degree in wildlife management.

Hennesay and his wife, Doreen, have three children: Vernon Jr., 23; Lanaia, 21, and Kara Lee 20. They plan to remain in the Torrington, Wyo., area until spring when they will move to Ronan, Mont.

## Other retirees

Louis Pavoni  
Independence NHP

Maurice A. Hopkins  
Assateague Island NS

Robert L. Morris  
Nez Perce NHS

Margaret W. Miller  
PNWRO

Berle Lewis  
Great Sand Dunes NM

Clyde A. Maxey  
RMRO

Robert F. Amon  
Lake Mead NRA

Dorothy H. Miles  
Lake Mead NRA

Kerby W. Sims  
Death Valley NM

Oscar L. Stout  
Death Valley NM



## Something old — something new — from E&AA

This month, the NPS Employees and Alumni Association brings us good news in two forms: A "something old" is continued progress on the educational fund front, and a "something new" is an opportunity for employees and alumni to obtain high interest on small savings deposits.

Supported mainly by the National Park Service Women's Organization, the Educational Trust Fund enables the E&AA to assist worthy youngsters in their quest for a higher education. Since March 6, 1980, the Association has granted 28 loans in the total amount of \$27,400.

Since its establishment, The NPS Women have been consistent—untiring and unselfish—in their support of the Trust Fund. Through Dec. 31, 1980, the fund has received \$86,541 from the various women's organizations throughout the National Park System.

The golfers, too, have contributed \$2,439 to the fund from the various groups throughout the Park System that have participated in the Frank F. Kowski tournaments.

Both current and retired employees may now participate in a special savings plan that may be of benefit to them as individuals. Through this plan, E&AA members as a group may earn 10 percent interest annually on their deposits. (Such an interest rate is available to the small investors only through a group plan.) The program is not sponsored by the Government. It is sponsored by E&AA.

For a brochure carrying information on procedures, current interest rates, insurance features and other details, contact the E&AA representative in your region or write:

Theresa G. Wood, Executive Secretary  
Employees and Alumni Association of  
the National Park Service  
P.O. Box 7144  
Arlington, VA 22207

## Bobbie Woodside named honorary park ranger

The National Park Service Rangers have a new member among their elite ranks. She is Mrs. Bobbie Woodside, who recently retired after spending most of her Park Service career as a "front office" secretary at National Capital Region and Washington headquarters.

Bobbie was named honorary park ranger by one of her former bosses and now Director, Russ Dickenson. A ranger badge, identification card and certificate signed by the Director were presented to Bobbie at her home by another of her former NCR colleagues, Joe Brown, Southeast Regional Director.

Also on hand for the brief, informal ceremony Jan. 30 were Mrs. Woodside's son, Walt, a ranger at Biscayne National Park, Fla.; her husband, Woody, and Bob McDaniel, superintendent of Congaree Swamp National Monument.

Bobbie and Walter (Woodie) Woodside are now living at 1-A-6 Fawn Vista North, Deerfield Plantation, Myrtle Beach, S.C. 29577.



## 1916 Society organized

The National Park Service 1916 Society, organized last August 25 by NPS alumni of the Washington, D.C., area at a dinner meeting to commemorate the 64th anniversary of the National Park Service Act, wants to reach all former employees of the Service who would like to attend the 65th anniversary observance this year.

T. Sutton Jett, former director of National Capital Parks, who was elected chairman of the 1916 Society, explains that for the past several years the Washington group has been developing an invitation list for its informal gatherings held around the anniversary date.

"We want to include everyone in this area and beyond who would like to attend," he says. "For several years people from Richmond, Va., and other distant points have been attending. We feel that people who are in Washington on official travel or passing through might like to take in one of these affairs. If they will let us know we'll be glad to send them an invitation."

Interesting programs are arranged for these occasions, and a committee chaired by C. Gordon Fredine is at work on this feature of the 1981 gathering. NPS alumni in the Washington, D.C., area or

the field who would like to be placed on the invitation list should get in touch with Rita Mastin, keeper of the rolls for the 1916 Society. Her address is 6100 Westchester Drive, College Park, Md. 20740.

## Albright gets bill signed: 1916

Horace M. Albright's perseverance in getting President Wilson's signature on the National Park Service Act of August 25, 1916 is recalled in a congratulatory letter addressed to him on the occasion of his 91st birthday, Jan. 6, by the National Park Service 1916 Society.

The letter recounts that after the bill had been passed by Congress, Horace devised a scheme to get it dispatched to the White House and placed on the President's desk along with another measure, one that Mr. Wilson was anxious to act on. Consequently, the Park Service bill got signed posthaste.

Accompanying the birthday greeting was a gift of 26 roses, the number corresponding to Horace's age at the time he facilitated approval of the National Park Service Act in 1916.

Those who signed the letter to Mr. Albright for the National Park Service 1916 Society were T. Sutton Jett, chairman; Howard R. Stagner, founder; Conrad L. Wirth, honorary chairman, and James F. Kieley, editor.

## Skagway interpreters don 'gold rush' togs

Even though it was just for fun, the interpretive staff at Klondike Gold Rush National Historic Park finished the season by putting on gold rush outfits. The local picture emporium took the photograph to help the seasonals commemorate their summer of 1980. We hope you agree that they look like the personalities they interpreted.

Klondike Gold Rush National Historical Park includes units in Seattle, Wash., and Skagway, Alaska. Interpretation in the Alaska unit centers around the gold rush boom town of Skagway. A visitor center and full visitor activity schedule commemorates the great Klondike gold rush of 1898.

The historic Chilkoot and White Pass Trails are also included in the Alaska unit.

—David L. Cohen  
Interpretative Specialist



Klondike Gold Rush NHP interpretive staff commemorating their summer work. Left to right: Nancy Wells, Karen Laing (seated), Rebecca Harriett, David Snyder, Jack Sinclair and David Cohen.

## Alumnus Utley to speak

Dr. Robert M. Utley, recently retired deputy director of the Advisory Council on Historic Preservation, NPS chief historian, and nationally famous authority on Indian Wars topics will be the featured speaker at the national Assembly of the Order of the Indian Wars at the annual meeting in Oklahoma City, Okla., May 7-9.

## E&AA Kowski tournament winners

On Jan. 13, Director Dickenson presented a golf trophy to Ed Drotos (see photo on left) as champion with first low net score in last September's game among Washington area employees and alumni—a part of the Frank F. Kowski

Memorial Golf Tournament. The tournament, which is conducted annually throughout the System, is in support of the Employees and Alumni Association Educational Trust Fund.

Also, Joe Lawler (see photo on right)

won the low gross score and second low net score. He was also presented a trophy by Dickenson. The Washington area game was played at the Woodlawn Country Club, Mount Vernon, Va.



## March 'open season' to look at life insurance improvements

NPS employees have an opportunity during March to improve their Federal life insurance coverage, to enroll for the program, or to waive coverage.

The regular Federal Employees Group Life Insurance (FEGLI) Program now provides coverage in an amount equal to the employee's salary rounded to the next higher thousand dollars, plus \$2,000. Coverage includes accidental death and dismemberment benefits. The Government pays one-third of the cost of the premiums and the employee pays the rest. Premiums are the same for all employees. (Effective October 1981, basic insurance coverage will increase for those employees age 45 and under at no additional cost to them.)

Effective April 1, 1981, three different optional insurances will be available in addition to the basic insurance. Option A—Standard—offers an additional \$10,000 coverage where premiums are based on age groups; Option B—Additional—offers coverage equal to one, two, three, four, or five times the annual salary rounded to the next \$1,000; Option C—Family—provides coverage for family members.

Covered employees who are retiring in the near future will have the opportunity to choose a lesser reduction in life insurance after retirement.

During an open enrollment period March 1 through 31, employees will have the opportunity to enroll or change their insurance. All employees eligible for FEGLI will be required to complete a Life Insurance Election Form, SF 2817. All waivers and declinations of previous coverage filed prior to March 1, 1981, will be cancelled. Those who previously waived insurance who wish to continue to waive it must indicate this on the form, otherwise basic life insurance will automatically be deducted.

All employees will be given an informational package on the FEGLI program to assist them in making their decision during the open enrollment period. Any questions should be directed to the Personnel Office in your Region.

—Grant Midgley.



## Letters

To the Editor:

I've scribbled a bushel of topical verse through my richly rewarding Service career (most of it halting and some of it worse, and none of it worth repeating here). Now that I'm more-or-less retired, and my doggerel license has expired, there's one last thing that I'd like to say—and it isn't funny in any way. I strongly believe that the NPS has the best group of people to express our care for this world and the life upon it. My plea that we do so is this sonnet.

Ecochallenge

Four hundred years ago John Donne  
knew well  
That man existed in a web of life  
Inclusive of all living things: that strife  
And love and death were tolled for by  
that bell.  
Today, upon our planet's ravished shell  
Life's web is shredded by the savage  
knife  
Man wields with mindless joy. The  
future's rife  
With omens of our planet's sterile hell.  
Salvation must arise from man's own  
soul;  
Humility replace rapacious greed.  
The comprehension of life's complex  
whole  
Is central to the sanity we need  
To save ourselves. We must embrace  
our role  
And teach this truth and, by example,  
lead!

—Robert L. Barrel  
Director, Pacific Area

## Performance appraisal

Has your performance been appraised recently? If not, keep in mind this,  
*A Moral Polemic*

Marginal, if at all, to be  
Or to exceed for some or all  
those things one is to do  
Or, if undone, by some hap caused  
beyond one's grasp  
these ponderables to consign  
in some fair way to paper.  
So you and I, in concert or apart  
can grasp between the lines those  
more important things than what is can't.  
The question is eternal that is posed  
When Eliot said "when I am  
formulated and sprawling on a pin. . . ."  
But this is too abstruse.  
The course is simple if we do not  
bestrew, with obstacles unneeded  
the way we are to go.  
And yet if we distort the mirror  
Can we accept the picture we create?

—Anonymous.

## Trip to New Zealand

SW Regional Representative Tom Ela was appointed by E & AA president Roger Rector to investigate a possible tour to New Zealand for the itchy-footed members of the organization. It took some time to get the trip set up, itinerary reviewed and revised and to get price quotes. The initial approach was to include Australia too, but the cost was too high and all recommendations were to concentrate on New Zealand. So, here is the information.

Gonna cost a bit but it will never be cheaper, the area is different and it is still a peaceful part of the world.

The trip is geared and planned to see the countryside, national parks, mountains, forests, sea coasts, thermal phenomena, glaciers, lakes, fiords and waterfalls. Also we will be exposed to the history of New Zealand as well as the industry of fishing and of agriculture. All in all, a great tour by air, motor coach and ferry is planned of both north and south islands with stops at major hotels. Continental breakfasts are included at all stops and the other meals are reported to be reasonably priced.

The group will be limited to the first 34 persons signing up. The trip will start from Los Angeles and will take 22 days, including an overnight in the Fiji Islands at Nadi to unwind a bit. The cost per person is projected as \$2515.71 with accommodations based on shared twin rooms with private facilities. Porterage, guide and admission fees, transportation and transfers are included. You must get to Los Angeles on your own and return likewise home. November is the trip month, 1981.

Details of the itinerary are available from Tom Ela, 1208 Placita Loma, Santa Fe NM 87501, Phone 505-983-6830. It is imperative we get a reaction soon so tickets and reservations can be firmed up without regard to price increases. Write to Tom now!!!



## Books

Free copies of the first issue of *Restoration and Management Notes*, a new publication from the University of Wisconsin-Madison Arboretum, will be available to interested persons on request.

The publication, to be made up mostly of short notices dealing with the techniques and principles of restoring and managing communities of native plants and animals, is intended to encourage communication between researchers, managers, naturalists,

landowners, and others involved in the active conservation of natural and semi-natural areas. The first issue is scheduled for publication in April.

Those interested in receiving a complimentary copy are invited to contact W. R. Jordan, III, The University of Wisconsin-Madison Arboretum, 1207 Seminole Highway, Madison, WI 53711.

### The Desert Bighorn

"A distillation of 40 years of organized effort to learn about and to rescue one of the most magnificent as well as threatened desert species—one that retains an important part of its original habitat in Arizona and is identified, perhaps more completely than any other native animal, with the wild beauty of Arizona's desert mountain ranges."

Thus do its editors—one of whom is the National Park Service's own Lowell Sumner—describe *The Desert Bighorn, Its Life History, Ecology, and Management*. It is dedicated to the late Dr. Charles G. Hansen, who died in an airplane accident while engaged in a census of bighorn in Canyonlands National Park, Utah, in 1973. Of the 22 chapters of this superlative report, Chuck was the author of five and a co-author of four others. Some idea of the immense task of assembling and meticulously editing the contents of the book may be gained from the fact that all chapters had been completed in preliminary form as long ago as 1971; the National Park Service duplicated these in limited numbers—what came to be known as the "preliminary edition"—to facilitate technical review.

*The Desert Bighorn* was prepared under the auspices of the Desert Bighorn Council, organized in 1957. Published by the University of Arizona Press, Tucson, AZ, it is priced at \$14.95.

— Herb Evison.

## Deaths

### Willie Scott

Willie C. Scott, a mason for the National Capital Region-Central and 44-year Government service veteran, died Dec. 20, 1980 at the age of 68.

During his 23 years as an NCR mason, Mr. Scott was recognized on several occasions for various accomplishments. In a 1974 letter of appreciation, Regional Director Jack Fish expressed his "gratitude and appreciation for splendid cooperation during the Christmas Pageant of Peace." Also in a 1977 letter, Fish expressed his appreciation for Mr. Scott's

major accomplishments in the facilities section at NCR-central including Jeanne d'Arc statue repairs, the East Potomac Golf Course renovation, and the fabrication and installation of the protective tunnel for the Kennedy Center.

Mr. Scott is survived by his wife of 47 years, Eliza Jane; seven children, Willie C. Jr., Farris, Robert, Rosie, Rita Avery, Diane Carpenter and Norma Baynes; two sisters; two brothers, and 14 grandchildren.

### Mrs. Harold Bryant

Mrs. Harold C. Bryant (Amy), 92, died on Dec. 30, 1980, in Berkeley, Calif., of complications resulting from an incapacitating stroke suffered last summer.

Mrs. Bryant survived her husband, Harold, who retired from the Park Service in 1954 as superintendent of Grand Canyon National Park, by 12 years. Mrs. Bryant will long be remembered as a devoted and admired Park Service wife in Yosemite National Park (1920-1930, summers); Washington Office (1930-1939); Kings Canyon National Park, Calif. (1940-1941), and Grand Canyon National Park (1941-1954).

Born in 1888, Mrs. Bryant was raised in several of the California gold mining towns where her father, an immigrant from Cornwall, England, worked in the mines until he settled the family in Berkeley.

An interesting coincidence is that Mrs. Bryant had known two former Directors of the National Park Service, Horace Albright and Newton Drury, as good friends in her youth in Berkeley even before she married Harold Bryant in 1914. Horace Albright and his wife, Grace, had maintained regular correspondence through the years with their close friend right up until last summer when Mrs. Bryant had the stroke.

Mrs. Bryant is survived by four children: Herwil Bryant of Riverside, Calif.; Barbara Tilton of Walnut Creek, Calif.; Loya Nolan of San Bernardino, Calif., and recent NPS retiree, Wayne Bryant of Denver.

### Charles Atwood

Charles F. Atwood, Jr., who until late 1979 served as chief of Maintenance at Delaware Water Gap National Recreation Area, N.J.-Pa., died in his native Cape Cod on Nov. 3.

He had accepted a disability retirement from the Park Service and had gone with his wife Jeanne to live in the home at Eastham on the Cape that he built himself in 1961. His courage and unflinching good spirits in the face of an illness he knew was terminal was a legend to his colleagues.

Charlie, as most knew him, was born and brought up on Cape Cod. After working as a fisherman, restaurant owner, carpenter and builder, he served in the U.S. Army in Europe in World War II. As a combat engineer, he was wounded and received the Purple Heart.

He was hired by the Park Service in 1958 as a caretaker at the Nauset Bay Coast Guard Station at Eastham. Later he became the first employee in maintenance of the newly established Cape Cod National Seashore.

In 1970 he was appointed chief of Maintenance at Isle Royale National Park in Michigan and 1973 as chief Maintenance at Delaware Water Gap.

He received a special Achievement Award in 1973. In 1977, he received a Sustained Special Achievement Award for careful spending of funds allocated to NPS by the Army Corps of Engineers for site restoration work and for his good community relations.

He leaves his wife, the former Jeanne Hogg of Squantum, Mass.; two daughters, Sandra and Patricia, and a son Charles F. III.



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## Russ Hendrickson - - - the man and his work



Although Russ Hendrickson, chief of the Division of Exhibits at Harpers Ferry Center, W. Va., retired more than a year ago, letters from his former associates continue to come to our attention. Over and beyond his outstanding performance as an innovator and visionary designer, Russ had "great concern and empathy" for Park Service employees and Park Service ideas.

Because I feel so strongly the importance of bringing this kind of dedication and professionalism to the attention of all employees, we have excerpted lines from a few of the letters received from his former associates.

—Naomi L. Hunt

Russ Hendrickson returned to the National Park Service in the heady period when Director George Hartzog and Assistant Director William Everhart were expanding the role of interpretation in Park Service affairs. Russ Hendrickson, along with Bill Everhart, Carl Degen, and I, took to the road with a design presentation aimed at spreading the word about contemporary interpretive methods. The Park Service made its commitment to build an Interpretive Design Center, gathering together a nucleus of creative people to produce the finest in films,

publications and museums for National Park Service visitor centers throughout the country. Russ played a large part in advancing the aims envisioned for the Interpretive Design Center at Harpers Ferry.

—Vince Gleason.

Russ, you can be proud of the service you rendered the National Park System.

—Gary Everhardt.

The clue (to good design) can be found at the Park Service managed Bicentennial Information Center in the Great Hall of the Commerce Department building in Washington, D.C. Architect Harry Sailer and Exhibit Designer Russ Hendrickson managed to accommodate a wealth of tourist services in a festive atmosphere without detracting from the spacious delight of the hall. The Information Center is thoughtfully conceived. It looks handsome and festive. It is as exciting yet dignified a tourist attraction as I have seen.

—Wolf Von Eckardt,  
Washington POST  
March 20, 1976

He knew how to ignite that spark in each of us that carried through all we did. He made us believe that ours was the most worthwhile work that could be done.

—Dave McLean.

Russ was the first real designer to work on our exhibits. Under his administration, exhibits took on a completely new look. Gone were the old homogenizing formulas of the past, the monotonic, interchangeable, depersonalized boxes that were the NPS standard unit of design. He replaced them with bright and arresting displays built around sensitive use of artifacts and skillful graphics.

Russ gradually built up a staff of like-minded designers and planners and awarded contracts to many of the best design firms in the Nation. Within a few years, he had assembled a design team as good as any in the Federal government and the equal of the best commercial firms.

—Heath Pemberton.

His ability to inspire others must be acknowledged. Especially in this business of design and interpretation, inspiration is an invaluable commodity that often goes unrewarded.

—Judy Johnston.

He displayed and projected a quality of professionalism.

—Jim O'Rourke.

His excellent sense of design influenced many of the finest exhibit plans.

—Saul Schiffman.

He provided the creative leadership role in managing a large staff and the diverse Servicewide exhibit programs of the National Park Service.

—Carl Degen.

Russ's genius was to get people excited and enthused about being involved. He was a visionary who inspired us, who guided us, and supported our exploration of solutions to problems.

—Bruce Geyman.

When I came to work at Harpers Ferry, Russ said to me, "The work here at the Interpretive Design Center is important work. It is like painting in three dimensions . . . using national treasures to orchestrate and interpret events in American history."

—Helen Schreider.

I always found Russ to be very kind and considerate as a manager; he seemed to have the greatest concern and empathy for each one of us.

—Dorothy Wright.

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