

65th
Anniversary



National Park Service

August 25, 1981

Dedicated to
Horace M. Albright



A SPECIAL PUBLICATION

To commemorate the 65th Anniversary of
the National Park Act
August 25, 1916

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Never an end

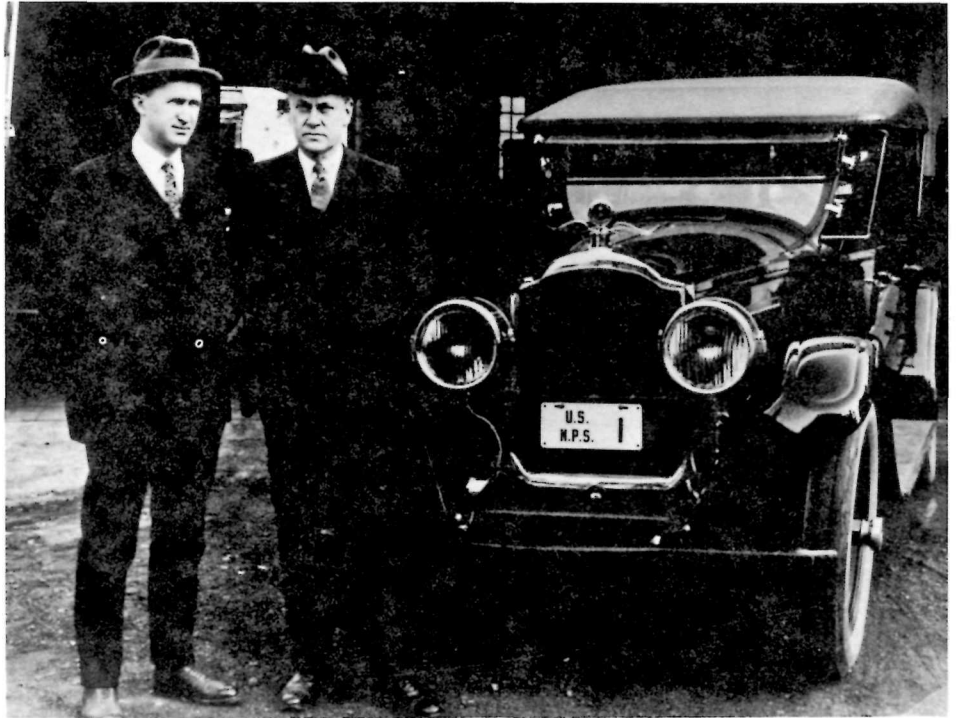
By Conrad L. Wirth

It is seldom that a person has the opportunity to participate in the establishment of an organization such as the National Park Service. Its responsibilities are of great national importance and its concept has spread around the world. That concept is basic to all living things as far as human thought can go, and it is compatible with every religion known to man. Horace M. Albright was the junior member of the partnership of Mather and Albright that worked with a "group of distinguished Americans" to bring into being the means and policies to form the National Park System, which preserves, for the enjoyment of all people, the scenic and scientific wonders of our part of the earth and the history of our Nation.

The notion of setting aside land and objects for that purpose, which took root with the establishment of Yellowstone National Park in 1872, grew slowly until Mather and Albright came along. Stephen T. Mather became the first Director of the Service under the 1916 National Park Service Act. When his health failed, finally forcing him into retirement in 1929, Horace Albright became the second Director. From the beginning of their association Albright was more of a partner than an employee in his relationship with Mather, and therefore he is often referred to as the co-founder of the Service.

The memorial plaque to Stephen Mather seen in many of the parks summarizes his accomplishments with a short, clear, forceful, well earned tribute: "There will never come an end to the good that he has done." There is no question but that the "group of distinguished Americans" who gave their active support to the National Park Service Act would say the same thing about Horace Albright.

Horace M. Albright has been an active National Park Service man, yes, an employee (without salary most of the time), for 65 years and still is. In 1915, as an assistant to the Secretary of the Interior, he was assigned to help Mather work with the "distinguished Americans" to get legislation through Congress that would establish the National Park Service. A native of California, in his early 20's, he was known to be very friendly, thoughtful, active, honest and



Horace Albright and Stephen Mather are flanked by their gleaming official vehicle in this 1928 photo. Albright recalls that the citizens of one small town seemed especially intimidated when the two Government bureaucrats drove down the street; apparently they mistook the NPS designation on the license plate for the National Prohibition Service.

bold, and these characteristics in his makeup have never changed. The history of his activities clearly pictures him as a strong, determined man, a person with imagination and one who knew what he wanted and how to get it in a fair and honest way. He has the ability to change his approach when necessary to obtain the best solution available, and it is these qualities that have been recognized and appreciated by all the many people with whom he has worked.

It is hard to talk about Horace without mentioning Grace Albright. They were so much alike. They loved all park areas, but with a special affection for Yellowstone, where Horace was the first civilian superintendent after the Cavalry left while at the same time serving as Assistant Director or Acting Director during Mather's illnesses. They both seemed to remember everyone they ever

met. They knew the rangers and their families; in fact, he is often referred to as the Ranger Director. Mind you, this applies to the full 65 years that he has been a member of the National Park Service family. If you don't believe that he is still on the job, try to violate any of the policies that would be harmful to any one of the parks or historic sites, and you will hear from him.

Horace Albright is an excellent administrator, is a leader, and his wishes are his orders. His heart and soul are as human as his maker would like to have them. He is a friend and a distant, loving relative to all his park people. Our great Nation has recognized and honored him as one of our great men by awarding him the Medal of Freedom, the Nation's highest civilian honor.

We bask in his greatness; we must and will carry on.

The curtain rises ...

By Carol Dana

Towns expanding into cities. New factories and mills under construction. Tin lizzies rolling off the assembly lines. A conservationist in the White House. A declaration of war in Europe.

Those were some of the key developments in the social, economic and political spheres in the years preceding the creation of the National Park Service. At first glance, those trends would seem to bear little relationship to the birth of a small Federal agency. But, in one way or another, each helped set the stage. Here's a closer look at some of the forces that formed a backdrop for the creation of the NPS.

As America entered the 20th century, it embarked on a period of tremendous growth and change. Between 1900 and 1910, the population increased by more than 20 percent—from 75 million to 91 million. The greatest growth occurred in towns and cities as people left farms in search of jobs in urban industries. In 1900, 40 percent of the population lived in urban areas (defined by the Census Bureau as towns with populations over 2,500); only 10 years later, the urban population had jumped to 45 percent.

Growth and urbanization dramatically changed the face of the landscape. As early as 1890, the Census Report noted that America's frontier—once considered limitless—had all but vanished. The settlements, towns and cities that now dotted the country from coast to coast continuously stretched their boundaries in search of arable land, timber and other resources to meet the needs of burgeoning populations. Cities changed the environment most: their industries belched smoke into the air and water; railroads, trolleys and the newly-invented automobile filled streets with noise and bustle.

Pressures on the land and the psychological strains of the urban environment lent strength to the Nation's infant conservation movement. Far-sighted individuals began to press harder for the preservation of virgin lands before those areas were lost forever to development. Naturalist John Muir was one of the most eloquent of the movement's spokesmen. In 1901, in an argument that sounds surprisingly applicable today, he wrote of the importance of preserving park and wilderness areas as places for psychic and physical renewal. "Thousands of tired, nerve-shaken, over-civilized people are beginning to find out that going to the mountains is going home; that wildness is a necessity; and that mountain parks and reservations are



Courtesy National Geographic Society.

useful not only as fountains of timber and irrigating rivers, but as fountains of life," he wrote in *Our National Parks*.

The conservation cause got another boost that same year when President Theodore Roosevelt came into office. Roosevelt was the first President to make conservation a major goal of his administration. Among the protective laws adopted during his tenure was the Antiquities Act. Signed in 1906, this landmark measure allowed Presidents to set aside areas of historic or scientific interest as national monuments.

With passage of the Act, the Park System began to grow as never before. By 1910, Presidents had added 15 national monuments to the register; national parks now numbered 12. But conservationists recognized that it was not enough simply to set aside areas. Parks also had to be well managed. And therein lay the problem. Management of recreation areas was then divided between three Federal agencies—the Agriculture, Interior and War Departments. As a result, roads and accommodations were constructed under differing lease arrangements; parks were staffed by personnel with widely varying backgrounds and authorities. Because management was so haphazard, protection of resources was not assured.

Conservationists led the fight to unify management and administration of the parks under a central authority. Bills to accomplish that were introduced in 1912 and 1913, but with little effect.

In the meantime, however, the parks continued to grow in popularity. Between 1909 and 1915, visitorship to the parks increased fourfold, from 86,089 to 335,299. The rise was due in part to the sensational popularity of the automobile—which made park vacations a reality for a large segment of the population. In 1914, war broke out in Europe, closing off vacations abroad and giving a further boost to tourism at home.

As tourism grew, so did park problems. With more and more people using the parks, superintendents began to worry that they could not maintain roads or buildings in repair, provide the new facilities needed to cater to the needs of the swelling tide of tourists, or protect parks from looting or vandalism.

The management concerns strengthened the argument for the creation of a central authority to oversee the parks and act as their advocate before Congress. By 1915, widespread support existed for the idea. In addition to conservationists, the concept was backed by the powerful railroad industry (which saw rising tourism as a way to increase ridership on their lines), and prominent journalists and the public—who were enjoying the parks as never before.

The stage was set for creation of the agency.

All that was needed for the curtain to rise were some key actors. Stephen Mather and Horace Albright were perfectly cast for the part.

... enter Mather and Albright

the stalwart conservationists

By James F. Kieley

Horace Marden Albright was born in Bishop, Calif., on Jan. 6, 1890 and spent his boyhood in the Owens Valley, where his interest in conservation took form at an early age. His father often took him afield on fishing trips, and on one of those outings he became acquainted with a ranger in whose company he hiked through the Sierra Forest Reserve and got his first glimpse of Yosemite National Park.

Horace also developed an early interest in history, which perhaps accounts for the importance he later attached to bringing units of historical significance into the national park system. This interest was stimulated by tales, told to him by old-timers, of western exploration, the gold and silver excitements, the Mexican and Civil Wars, and the Indian troubles, some of which were recounted from actual experience. In fact, Horace's Canadian father, George Albright, had been drawn to the West by dreams of gold and silver. At the Aurora mines in Nevada, George met and married Mary Marden, a college girl of 21, and the couple settled in the Nevada silver mining town of Candelaria. Although Mary had gone to Bishop so her baby could be delivered by the only reputable physician in the region, the Albrights did not move there until 1893, when silver declined so in value that the mines began to close down. In Bishop, George Albright became a building contractor.

Berkeley years

Horace remained in Bishop until he graduated from high school. Then he entered the University of California at Berkeley. After receiving his Bachelor's degree in 1912 he remained at UC to study law, specializing in land and mining law. At that time he also became personally acquainted with John Muir; the Scottish naturalist's conservationist philosophies helped strengthen Albright's interest in the outdoors.

During Horace's graduate studies, he formed another relationship that would shape his future. He arranged a readership with Professor Adolph C. Miller, Chairman of the University's Economics Department. When Miller was appointed Assistant to the Secretary of the Interior by Secretary Lane in 1913 he persuaded Albright to become his assistant in Washington. Arriving in the Capital on May 31, 1913, Horace was



Grace and Horace Albright, 1919.



Stephen Mather and daughter Betty (Mrs. Edward R. McPherson, Jr.), 1928.

appointed Confidential Clerk to the Secretary, a non-civil service position that paid \$1,600 a year. He intended to remain in the job a year, then return to California to resume his studies.

Despite that intention, fortified by tender feelings toward a classmate, Grace Marian Noble, Albright was inexorably drawn into a national park career that was to span two decades and hold his lifelong interest. The die was cast that summer when Secretary Lane assigned Miller responsibility for the parks. When the two officials took off on a tour of Yellowstone, Glacier, Yosemite and Mount Rainier, Miller left Albright in charge of his office in Washington.

Horace enjoyed the responsibility. And, with no immediate prospect of returning to his original plan, he enrolled in Georgetown University Law School to pursue his studies in night classes, receiving his LL. B. degree in 1914. That year he was admitted to the District of Columbia Bar, and on a visit to California also passed the bar examination there. At that time he became engaged to Miss Noble.

Meets Mather

On Horace's return to Washington, Lane introduced him to Chicago industrialist, Stephen Mather. Lane had offered Mather an appointment to succeed Miller, who had been appointed to the Federal Reserve Board. After talking with Albright, Mather agreed to take the job—if Albright would stay on and work with him. The two found each other's interests so compatible that Albright decided to remain on the job for a few more months before moving back to the West Coast to get married and establish a law practice. He was aided in making his choice by Miss Noble's encouragement and her willingness to postpone their marriage. The wedding took place on Dec. 23, 1915 in Berkeley.

Back in Washington, Albright became deeply involved in Mather's drive to establish a National Park Service, which succeeded when President Wilson signed the Act of Congress on August 25, 1916. Secretary Lane appointed Mather the first Director at a salary of \$4,500 a year, and Albright was named Assistant Director at \$2,500. The Service's Washington office was established in April 1917, but in January Mather had suffered a nervous disorder and was unable to assume his duties until the following year. Albright took over as Acting Director to get the new bureau organized and defend its first appropriation request.

Preparation of the Service's first annual report in the Director's absence gave Albright the opportunity to make his first policy pronouncements concerning the National Park System. His report for 1917 called for termination of U.S. Army administration of Yellowstone National Park, establishment of Grand Canyon National Park, enlargement of Sequoia National Park, and annexation of a part of the Jackson Hole area in Wyoming to Yellowstone, the last a recommendation that was to pit local cattlemen and landowners against conservationists for more than 30 years. The report as a whole, however, established the National Park Service's policy guidelines for the next decade.

Continued next page.

Greatest good for greatest number

He continued to run the Park Service until the spring of 1918 while Mather gradually regained his health, and during that time Horace strongly influenced departmental policy governing administration of the national parks. That basic policy, which was required by the Act of 1916 and is still in effect, provides that the national parks be maintained "in absolutely unimpaired form for the use of future generations," and that they be made available "for the use, observation, health and pleasure of the people." Albright's personal conviction was opposed to the view of purists who believed the parks should be for the exclusive use of those who wished to study nature. He insisted that the public should be allowed to use and enjoy the parks for "the greatest good for the greatest number."

Late in 1918 Mather suffered another episode of ill health. Albright, who was in San Francisco lobbying for an expansion of Sequoia National Park, was called back to Washington by Secretary Lane to become Acting Director again. The Director returned to duty in January 1919 and a few weeks later Horace notified Mather of his intention to resign from the Park Service so he could fulfill his ambition to start a law practice.

Mather countered by asking Albright to shelve his plan once more and accept appointment as superintendent of Yellowstone National Park. This appealed to him so strongly that Horace agreed to continue in Government service, and took over his new job on June 10, 1919.

Yellowstone years

Albright instituted many improvements in the administration of Yellowstone. He upgraded the ranger force, giving it higher performance standards and recruiting requirements, and improved training, which built up a degree of morale and *esprit de corps* that set the Park Service apart from other agencies.

But Horace's duties weren't confined to administering Yellowstone. He also handled special assignments from Mather—such as preparing the Park Service's budget—and earned the title of Field Assistant to the Director.

Albright immensely enjoyed his responsibilities over the next few years. In 1923, he played host to Warren G. Harding, the first President to visit Yellowstone since Theodore Roosevelt. In the summer of 1924 he received John D. Rockefeller, Jr., who visited the park with three of his sons, John D. III, Nelson, and Laurance. When they returned in 1926 Rockefeller became

interested in aiding efforts to purchase land in the Jackson Hole area for donation to the Government. Horace drew up a plan and Rockefeller eventually spent \$1 million to buy up holdings of 400 landowners along the Snake River.

Director Albright

On Nov. 10, 1928 Mather was felled by a massive stroke in Chicago. Albright, designated Acting Director until the end of the year, was the logical choice to succeed Mather, whose resignation was anticipated. The choice was supported by the national park superintendents and concessioners, mountain clubs, most of the conservation organizations, and the Washington staff of the Service. It had the approval of Presidents Coolidge and Hoover. Albright was ordered to Washington by the Secretary on Jan. 3, 1929. Mather's resignation was in hand, and Albright was sworn in as Director on Jan. 12. The first Director's death a year later brought to an end the Mather era of 14 years.

It soon became clear that Albright did not intend to be another Mather, although pledged to carry on Mather's policies. In fact, his immediate objective was to seek legislation that would place the National Park Service on a sound, permanent basis so that the power and personality of the Director would no longer be a controlling factor in its administration. In addition to consolidating the gains already made and rounding out the System, which then included 21 national parks and 33 national monuments, he launched a program to bring historical park areas into the System, particularly in the East.

The first new national park established after Albright became Director was Grand Teton, on Feb. 26, 1929, while Rockefeller's Snake River Land Company continued to buy holdings in the adjacent Jackson Hole country. Meanwhile, the Park Service was empowered to use condemnation proceedings to eliminate private holdings in parks. Also, Albright got Congress to authorize a small but strategic extension of Yosemite, laying the groundwork for another Rockefeller-Albright collaboration to bring into the park a priceless virgin stand of sugar pine that was threatened by the lumber industry.

Although the resignations of all other Interior Department bureau chiefs were demanded when the Hoover administration took office in 1929 with Ray Wilbur as the new Secretary, Albright was asked to stay on. He immediately moved for enlargement and professionalization of the Park Service staff, and in August 1931 got Hoover's



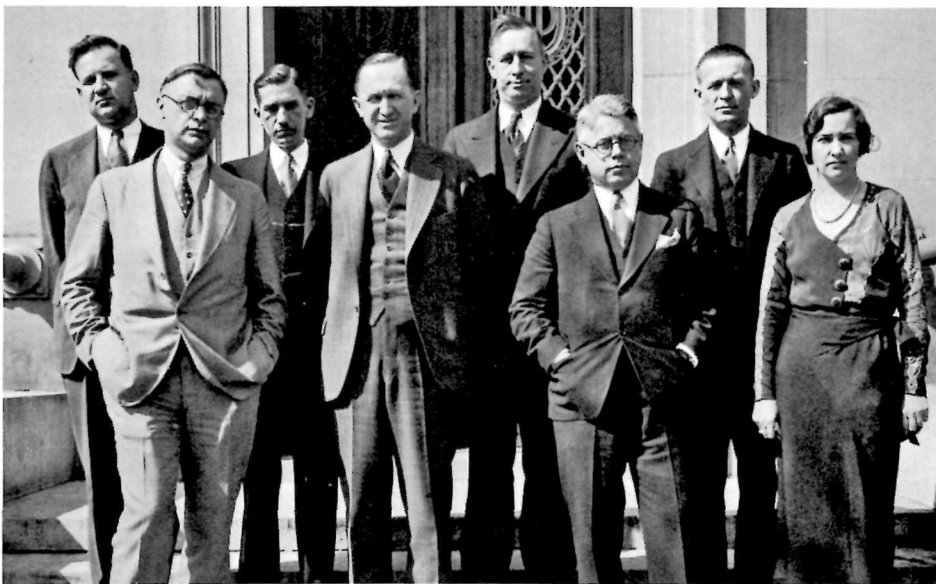
Horace Albright and Herbert Hoover at Yellowstone NP, 1927.



First NPS Director Mather with Bobbie and Marion Albright, children of Superintendent Albright of Yellowstone NP, 1924.

signature on an order placing all national park superintendents and national monument custodians under civil service, thus giving them the protection already enjoyed by park rangers. He took steps to reorganize and coordinate the visitor education and interpretation programs in parks, and established a Branch of Education and Research within the Service.

Intensifying his interest in eastern projects, Albright worked for the establishment of George Washington's Birthplace at Wakefield, Va., as a national monument, and for a presidential proclamation giving a strip of land along the York River to the Park Service for



Washington office staff in 1932. (From left) Assistant Director Conrad L. Wirth; Associate Director Arno B. Cammerer; Chief Clerk R. H. Holmes; Director Horace M. Albright; Assistant Director Doctor H. C. Bryant; Senior Assistant Director A. E. Demaray; Assistant Director G. T. Moskey; and Editor Miss Isabell Story.

construction of a parkway connecting Yorktown, Williamsburg and Jamestown. On a horseback ride with Hoover through the Rapidan campgrounds in Virginia, he got the President interested in a project that resulted in the building of Skyline Drive along the crest of the Blue Ridge Mountains in Shenandoah National Park.

The day after Franklin D. Roosevelt's inauguration as President in 1933, his Secretary of the Interior, Harold L. Ickes, asked Albright to continue as Director of the National Park Service. Albright had known FDR since the Wilson administration and had escorted Franklin, Jr., on a tour of Zion, Brice, and Grand Canyon National Parks.

His days with the National Park Service, however, were now numbered. In November 1932 he had received an offer that would entice him out of Government and into industry. It was to become Vice President and General Manager of the United States Potash Company, which he accepted in February 1933. Horace nevertheless stayed on in Government another 5 months, serving as one of the Interior Department's representatives at meetings of the Public Works Administration Council, of which Secretary Ickes was Chairman. Horace became one of the central figures in organizing the Civilian Conservation Corps and was the department's representative on the CCC Advisory Council. Meanwhile, New Deal reorganization plans were taking shape, and in hopes of obtaining greater protection for historic areas, Horace took Ickes on weekend tours of historical

spots in the Washington, D.C., area and gained access to President Roosevelt for intimate discussions about historic preservation.

Under the New Deal's reorganization program, Albright gained for the Park Service the administration of all military parks and monuments, but unexpectedly had to take along with this the responsibility for all parks, monuments and public buildings in the District of Columbia and the national cemeteries throughout the country. The Fine Arts Commission and the National Capital Park and Planning Commission were also given to the National Park Service, whose name the reorganization plan would change to Bureau of National Parks, Park Buildings and Monuments. Objecting to the administrative burden that would be imposed on the Service, Horace persuaded the Army to reclaim Arlington National Cemetery except for the Custis-Lee Mansion (Arlington House) and assumed only administrative responsibilities of the Arts and Planning Commission.

Leaves NPS

Having achieved all of his major goals in two decades devoted to park planning and administration, Albright resigned as Director of the National Park Service effective August 10, 1933, the date the reorganization plan was to take effect.

Although he was soon under heavy demands in his new role as an industrialist, Albright's concern for the National Park System never flagged. He lobbied for the establishment of

Everglades National Park, expansion of Sequoia National Park to include Kings Canyon in California, and completion of the Jackson Hole project. He continued to consult with Ickes, sharing the Secretary's interest in converting the Interior Department to a Department of Conservation. Horace served on the board of several major conservation organizations. And in the 1930s he devoted much of his time to the restoration of Colonial Williamsburg—a Rockefeller project—and served on its board of directors for 24 years.

In 1946 Horace was named President and General Manager of United States Potash, but his activities in support of the national park movement remained undiminished. He was instrumental in defeating two separate attempts in Congress to abolish Jackson Hole National Monument; most of the monument area was eventually transferred to Grand Teton National Park.

In 1952 Albright accepted appointment to the Advisory Board on National Parks, Historic Sites, Buildings and Monuments. He also helped found Resources for the Future, for study of problems connected with natural resources and evaluation of Federal conservation policies.

Retirement years

Albright resigned as President and General Manager of United States Potash on August 1, 1956 after the company was merged with the Pacific Coast Borax Company to become the United States Borax and Chemical Corporation. He had served the company 23 years. Although continuing as a consultant to the new firm, he returned to California to live, and terminated all business activities. He continued his interest in conservation, and joined the campaign to establish Redwood National Park, Calif., which was accomplished in 1968.

Although he engaged in many a free and fair political fracas in more than 50 years of campaigning for parks and conservation, Albright took only one serious body blow. In 1964 he was accused by the House Committee on Government Operations, of the 88th Congress, of conflict of interest in his involvement in a land exchange negotiation at Death Valley National Monument, Calif.-Nev., with Furnace Creek Inn which was owned by the British interest that controlled the United States Borax Chemical Corporation. When he was able to prove that his interest was only in the transaction that would benefit the national monument,

Continued next page.

the Committee's challenge of his credibility was dissipated.

Many honors have come to Albright throughout his career. In 1933, he was awarded one of Sweden's top decorations: the Knight of the Order of the Northern Star. Then, on August 25, 1980, on the 64th anniversary of the National Park Service Act, President Carter awarded Albright the Presidential Medal of Freedom, the Nation's highest civilian honor, in recognition of his contribution to improving the quality of American life through 67 years of devotion to conservation and the National Park System.

(Editor's Note: The principal source of information for this article was Donald C. Swain's biography, Wilderness Defender—Horace M. Albright and Conservation, University of Chicago Press, 1970.)

The legislative engineer

Although only 26 years of age at the time, and still relatively new to Washington, Horace Albright saw the National Park Service Act through the labyrinth of House and Senate committee actions and, by careful maneuver, helped attain its passage in both houses and approval by the President during that eventful summer of 1916. It is a story worth retelling.

When retired industrialist Stephen T. Mather became assistant to the Secretary of the Interior in charge of national parks and monuments in 1915, Albright, who was assigned as his assistant, had himself been on the Secretary's staff only about a year and a half. Mather's special assignment in his new position was to work for the creation of a National Park Service, which he and other conservationists had been urging for several discouraging years.

Steve Mather was what the public relations industry of today would recognize as a master of the art of persuasion. Beginning early in 1916 he launched an intensive and comprehensive publicity campaign about the parks and the need for a Federal bureau to manage and protect them in the public interest.

Along with the publicity drive there was a series of strategy sessions with leaders in the conservation movement and supportive members of Congress who joined with Mather in drafting a bill. Horace participated in these discussions with such people as Representatives John E. Raker and William Kent of California, J. Horace McFarland, president of the American Civic Association, and Frederick Law Olmsted, the renowned landscape architect.

Representative Kent introduced the National Park Service bill on the crest of a timely burst of publicity. Kent and Raker succeeded in getting it through the House on July 1. But then a snag developed. Because 1916 was a presidential election year, the members of Congress had a busy summer ahead of them, and a complicated schedule of recesses was worked out. This made the prospect of getting the bill through the Senate so precarious that Mather decided to make good on a prior commitment to lead a party of important prospective supporters of the national parks on a camping trip in the High Sierra. He left Horace Albright to look after the faltering legislation.

Teaming up with the chief supporters of the bill outside of Government, Horace kept a close watch on the status of the measure and took every opportunity to get it moved along on the Senate side. His diligence was rewarded when Senator Reed Smoot of Utah guided the bill through to passage on August 5.

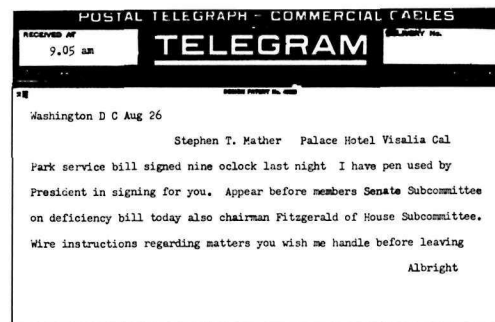
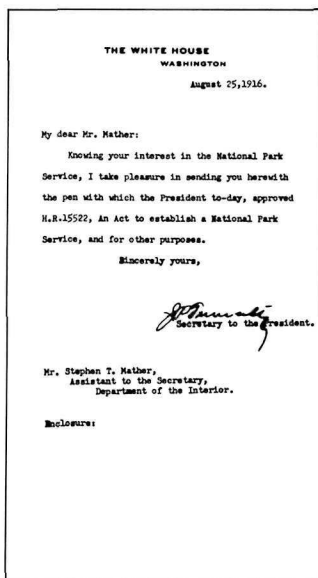
But another challenge still lay ahead. The House and Senate versions of the Park Service bill differed in several respects and these differences had to be reconciled between conference committees of both houses. But Horace continued to prod, and on August 22

both Houses finally reached agreement.

Albright's mission was still not fully accomplished. There remained the matter of getting President Wilson's signature on the bill. On August 25 Albright happened to be in the office of the enrolling clerk of the House when the clerk was told by the White House that the President would like to have the Army appropriation bill sent over at once. Horace took a chance with a bold stroke and brought it off. He persuaded the enrolling clerk to slip the National Park Service bill into the envelope with the other one. Then Horace sped to the White House where he persuaded the legislative clerk to put the Park Service bill before the President. As Albright turned to leave he pressed his luck further by casually asking the clerk to reserve the pen with which the Park Service bill would be signed. He got that too, and it remains in the possession of the Service. But that was not all. That evening he called the White House to ask whether the bill had been signed. It had.

Now, at last, was the hour of triumph. Horace fired off a telegram to Mather in California; "Park Service bill signed 9 o'clock last night, have pen used by President in signing for you."

The young man who was to succeed Mather as Director of the National Park Service in 1929 had put in quite a day.



Preservation comes of age



Conference of NPS historians, 1938. (From left) T. Sutton Jett, Edward A. Hummel, Francis S. Ronalds, Olaf T. Hagen, Ronald F. Lee, Charles W. Porter, William Hogan, Thomas W. Pitkin, and Alvin P. Stauffer.

By Herbert Kahler

While the National Park Service's role in protecting America's natural wonders is well known, the NPS has also played a major—if less publicized—part in preserving the country's historic heritage. Over the last 50 years, the Park Service has been a leader in the historic preservation movement, helping to define its goals, carry out key programs and professionalize staff.

A decade before the NPS was created, Congress passed the Antiquities Act, giving Presidents authority to set aside areas of historic or archeological significance. When Horace Albright joined the NPS, he helped thrust the Government further into the preservation field. Albright fired Stephen Mather's interest in historic areas during Mather's tenure as Director. Then, during his own Directorship in the years 1928-1933, Albright went on to "finish up the rounding out of the Park System (and) go rather heavily into the historic park field," as he expressed it.

One of Albright's first tangible achievements in the historic preservation field came in 1930 when he was able to convince Congress to pass and President Hoover to sign a bill creating George Washington Birthplace National Monument at Wakefield, Va.—the first historic area added to the System in the East. Six months later came the establishment of Colonial National Historical Park, embracing Jamestown and Yorktown.

Albright recognized that setting aside such sites was not enough. In order to provide for their protection and care, he knew he needed a new and different breed

on his staff; Albright soon began to hire professional historians and architects of the caliber of Charles E. Peterson and Elbert Cox.

In 1931, Albright brought Verne E. Chatelain on board as chief historian. Chatelain was a man of vision and drive who shared Albright's desire to consolidate all preservation activities of the Federal Government under the National Park Service. Between the years of 1931-1936, Chatelain played a vital role in formulating policies, building up a staff and establishing new areas.

In 1933, Albright found a golden opportunity to push his own plan. During a trip to Shenandoah National Park, Va., with newly-elected President Franklin Delano Roosevelt, Albright pointed out the fragmented condition of Federal historic preservation activities—which were then divided among the War Department, Forest Service and Park Service. By August 10, all battlefields, parks, monuments and cemeteries were consolidated under NPS administration.

Two months later, Horace Albright resigned, his primary mission accomplished. In the years that followed, however, he continued to actively support the preservation cause. Albright is generally credited with being one of the originators of the Historic Sites Act of 1935. This landmark measure established a national policy for creating national historic sites and gave primary authority for preservation activities to the Park Service.

Historians, archeologists, architects and engineers comprised an eager and ambitious group willing to experiment and to contribute to the creation of a new profession in historic preservation. They

worked closely with the Advisory Board on National Parks, Historic Sites, Buildings and Monuments that was created under the Act. Composed of eminent men and women in allied fields, the Advisory Board helped evaluate sites for inclusion in the new National Survey of Historic Sites and Buildings. The Advisory Board was aided in its efforts by the Historic American Buildings Survey—a marvelous archive of drawings and photographs of historic structures that was compiled by unemployed architects during the Depression.

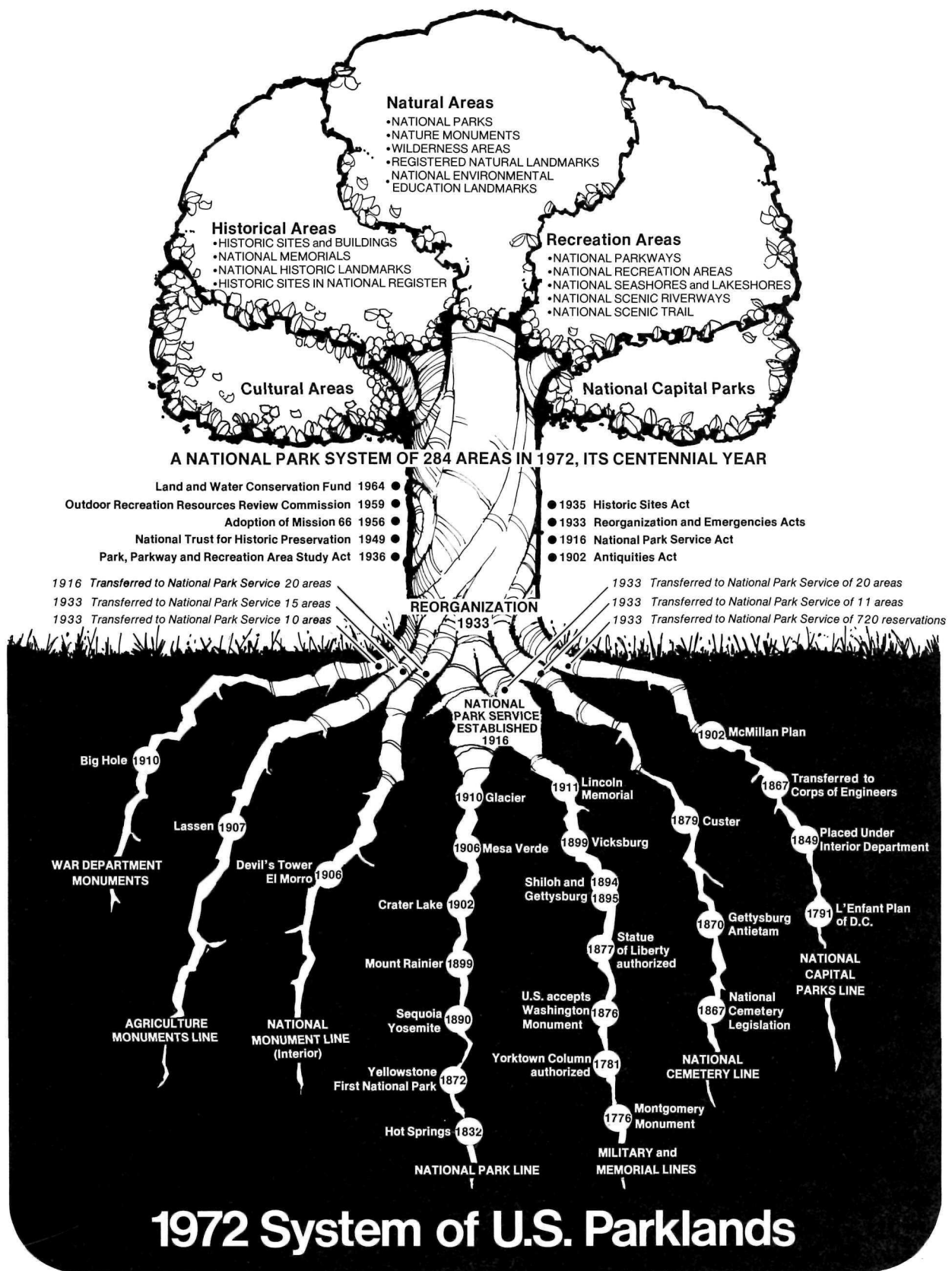
The second chief historian of the NPS was Ronald F. Lee. Like his predecessor, Lee had vision and leadership qualities that kept the NPS in the forefront of preservation activities in the ensuing years. Lee helped found the American Association for State and Local History before World War II. When the War ended, he joined Horace Albright and others in founding the National Council for Historic Sites and Buildings. Lee hand picked Park Service Historian Frederick L. Rath, Jr., to be the Council's executive secretary and helped develop legislation creating the National Trust for Historic Preservation. Until Lee's death, he was one of the leaders in the burgeoning movement to save America's historic heritage.

In the 1950s, Conrad Wirth became Director of the National Park Service. Wirth had successfully coordinated the NPS's Civilian Conservation Corps in the 1930s. During his tenure as Director, Wirth undertook another monumental project, conceiving and initiating Mission-66. This great 10-year plan, spanning the decade 1956-1966—again put the Service into the forefront of the historic preservation movement. The plan called for boosting staff and facilities in NPS historic areas and aiding States and communities in preservation efforts. Indeed, NPS activities and accomplishments in this decade helped lead the way to the National Historic Preservation Act of 1966.

In 1978, the Carter Administration created the Heritage Conservation and Recreation Service and transferred the National Survey, the Historic American Buildings Survey and grants-in-aids program from the NPS to the new agency.

Under the Reagan Administration, these activities have been transferred back to the National Park Service and those of us concerned about historic preservation have high hopes for the future.

(Editor's Note: This article was based in part on Charles B. Hosmer's excellent and recently released study, Preservation Comes of Age, The University Press of Virginia, Charlottesville.)



(Editor's Note: "The Family Tree" chart was designed by Ronald F. Lee to illustrate the text of his book, Growth of the National Park System—1872-1972. Philadelphia: Eastern National Park and Monument Association, 1974. Since 1972, approximately 80 areas—totaling over 52 million acres—have been added to the National Park System.)



Yellowstone Canyon. Photo by Joseph Scherschel, courtesy National Geographic Society.

Directors of the National Park Service

From the 1916 Act

"... to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."



Mather
1917-1929



Dickenson
1979-



Albright
1929-1933



Cammerer
1933-1940



Drury
1940-1951

Stephen T. Mather—A San Francisco native, Mather was a University of California graduate and a reporter for Dana's New York *Sun*. He entered the borax business, where he became a self-made millionaire and philanthropist. At 47, at the very pinnacle of success, he was on the lookout for new worlds to conquer. Conservationists were enormously pleased when Secretary Lane announced that Mather would take charge of national parks.



Demaray
1951



Wirth
1951-1964



Hartzog
1964-1973

Horace M. Albright—Also a graduate of the University of California, Albright earned a law degree and passed the bar in the State of California and the District of Columbia. His concern for the parks as an Interior official and organizer of the new National Park Service was strongly based. As Director from 1929 to 1933, Albright engineered the transfer of 62 park areas from the War Department and the Forest Service to NPS. He resigned Aug. 10, 1933, to become vice president of U.S. Potash Co.



Walker
1973-1975



Everhardt
1975-1977



Whalen
1977-1979

Arno B. Cammerer—The third Director was born in Arapaho, Nebr., went to Washington, D.C., in 1904 as a civil service bookkeeper and earned two degrees at Georgetown Law School. Mather spotted Cammerer's competence as executive secretary of the Fine Arts Commission and Cammerer's appointment as Assistant Director followed in 1919. As Director, 1933 to 1940, Cammerer piloted a hectic series of New Deal emergency relief programs and Congressional mandates relating to the parks. After a heart attack he resigned Aug. 9, 1940 and died the following year at 57.

Newton B. Drury—At 51, Drury accepted the Directorship. He had served 20 years as executive secretary of the Save-the-Redwoods League, had been a college classmate of Albright's and had served overseas in World War I. Born in Berkeley, he was the third Californian to lead NPS. His term as Director was perhaps the most critical NPS has seen. Drury turned back incessant demands to use the parks for mining, grazing, logging and farming under the guise of wartime or post-war necessity. He resigned April 1, 1951. He was board chairman of the Save-the-Redwoods League when he died in 1978 at 88.



Arthur E. Demaray—Demaray served as Director only 8 months. He had been with NPS for 34 years, the last 18 as Associate Director. A Washington, D.C., native, he entered the Government as a messenger at 16, and worked his way through night school. He testified effectively at Congressional and budget hearings and his writings stimulated park interest. Demaray retired Dec. 8, 1951 to live in Tucson, Ariz. He died in 1958 at 71.



Conrad L. Wirth—At 52, Wirth took charge of the parks for 12 years. Wirth grew up in a park environment—his father was park superintendent for the city of Hartford, Conn., and later the city of Minneapolis. Wirth took a degree in landscape architecture from what is now the University of Massachusetts. He first came to the Washington, D.C., area to work for the National Capital Park and Planning Commission. Albright had him transferred into NPS, where he was put in charge of the Branch of Lands. He went on to supervise the Interior Department's CCC program, nationwide. As Director, he won President Eisenhower's approval of a 10-year, billion-dollar Mission- 66 park rehabilitation program. A member of the National Geographic Society's Board of Trustees, he is also active in conservation and Park Service alumni affairs.



George B. Hartzog, Jr.—Remembered for his cream-colored Stetson, endless supply of elongated cigars and double-sized briefcase, Hartzog's irresistible energy and unorthodox bureaucratic style were captured in a *New Yorker* profile by John McPhee. Hartzog joined NPS as an attorney in 1946, and took a science degree at American University in 1953. He was a ranger at Great Smoky Mountains National Park and superintendent of Jefferson National Expansion Memorial National Historic Site, St. Louis, where he spearheaded the project for Eero Saarinen's Gateway Arch. As Director, he served as Stewart Udall's right arm in achieving a remarkably productive legislative program that included 62 new parks, the Historic Preservation Act of 1966, and the Bible amendment to the Alaska Native Claims Settlement Act that led to the establishment of the Alaska parks. Hartzog was dismissed in December of 1972, and he now practices law in Washington, D.C.



Ronald H. Walker—At 36, Walker was the youngest Director to hold the office and the second appointed from outside NPS. A soft-spoken and affable young man, he had been President Nixon's special assistant responsible for both domestic and international travel. Walker was born in Bryan, Tex., took a political science degree at the University of Arizona, served as an Army officer in Okinawa, and as an insurance and marketing executive. As Director, he realigned NPS regional boundaries and added North Atlantic and Rocky Mountain offices. Under Walker, the early planning was done for the Servicewide American Revolution Bicentennial activities. A senior partner of Korn/Ferry International, he is now managing director for their Washington, D.C., offices.



Gary Everhardt—The ninth Director was born in Lenoir, N.C., took a civil engineering degree at North Carolina State, served as an Army officer, and became an NPS engineer. As Director, he led NPS through the implementation of the Bicentennial observance. NPS conducted activities at 250 sites coast-to-coast. Everhardt pushed wilderness designation and hailed a Presidential proposal for a \$1.5 billion Bicentennial Land Heritage Program.

During his Directorship, a policy council was created, which produced

management objectives for the Service. Other firsts were the first national symposium on urban recreation; the first national conference on scientific research; the first Native crafts sales program in the parks; and the first international park publication, PARKS.

Everhardt is now superintendent of the Blue Ridge Parkway, N.C.-Va.



William J. Whalen—Again NPS ranks produced a Director. Whalen had 12 years of varied NPS service before his Directorship. A native of Burgettstown, Pa., he joined NPS as a job corps counselor in 1965 and became well-known in Washington, D.C., as manager of the Summer in the Parks programs. He was deputy superintendent at Yosemite National Park and then managed all NPS areas in the Bay Area of San Francisco, including Golden Gate National Recreation Area. As Director he saw the national park acreage double in size. Management of an expanded System including vast new parks in Alaska challenged his best talents. Whalen has returned to the San Francisco Bay Area as general superintendent of Golden Gate National Recreation Area.



Russell E. Dickenson—A Marine Corps veteran and graduate of Arizona State College, Dickenson worked his way up through the NPS ranks. A native of Melissa, Tex., he began his career in 1947 as a park ranger at Grand Canyon National Park and held field assignments in several other western parks. He also served as chief, Division of Resource Management in the Midwest Region and in 1967, transferred to WASO as chief of New Area Studies and Master Planning. He was Regional Director of the National Capital Region from 1969 to 1973, and served as Deputy NPS Director from 1973 to 1975. Before becoming Director in 1980, Dickenson served as Pacific Northwest Regional Director for 4½ years. Dickenson has received numerous awards, including the Distinguished Service Award in 1972, for his work in urban park management.



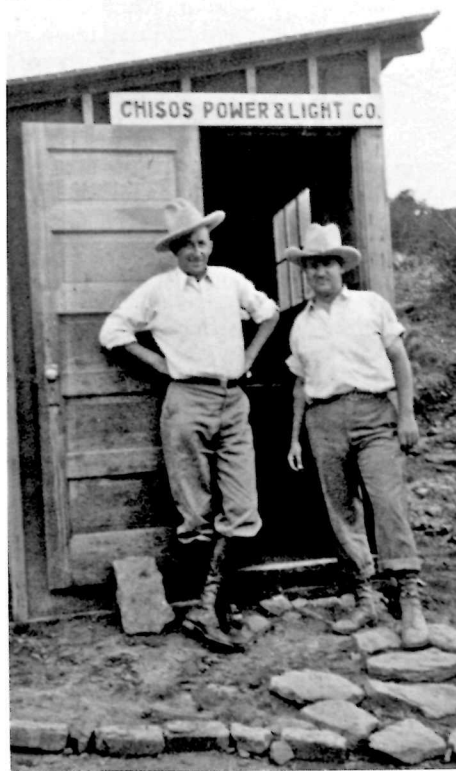
Partnerships in the parks

By Herb Evison

In 1933, when it was determined that Emergency Conservation Work could be performed in State parks by the Civilian Conservation Corps, responsibility for directing it was immediately placed on the National Park Service. That was, I believe, the Service's first authorized involvement with parks other than those it administered. However, its record of consultation on State parks, thanks largely to Director Stephen T. Mather, was one of long standing. For it was Mather who, with the warm backing of Interior Secretary John Barton Payne, initiated and backed the National Conference on Parks, held in Des Moines, Iowa, in January 1921. It was this which soon thereafter evolved into the National Conference on State Parks; Mather gave his support to the Conference in many ways throughout the rest of his life and he served as chairman of its Board of Directors for several years before his death. It was not until 1936 that the Park Service was authorized to cooperate with the States under the Park, Parkway and Recreational Area Study Act in the planning of their park system.

The first Director's interest in State parks has often been attributed to his concern lest areas of less than national significance—but still worthy of preservation—be “tacked on” to the National Park System. But this interest extended far past any such narrow limitation and it had been manifested in various ways before the convening of the Des Moines Conference. In 1919, for example, he spent a good deal of time in California helping to arouse public interest in the newly formed Save-the-Redwoods League. Later that summer, while on a saddle trip in Mount Rainier National Park with a small group of influential Washingtonians, he sowed the seeds, over a campfire discussion, of the effort that resulted in the formation of the Washington (State) Natural Parks Association. Mather had deep feelings about the natural American landscape in all its variety and grandeur and about the need of conserving good and representative samples of it wherever they might be found.

Up to 1920, only 20 States had State parks and only half of those had what could be called State park systems. The Conference promoted interest in such undertakings among the many other States that were ripe for a start. It became a clearing-house of information and advice on the establishment of State parks as well as a focal point for discussion,



S. Herbert Evison and Conrad L. Wirth stand before the power plant installed by the army for the CCC camp in the area known as the “basin” near the top of Chisos Mountain, at that time a Texas State park. Later it became a part of Big Bend NP.

especially at its annual meetings, of all the many problems they presented.

But it was the Civilian Conservation Corps that was responsible for the explosion of interest, from 1933 on, in acquiring and developing State parks, not only in States that already had park systems but in a much larger number which had given little or no thought to their desirability. It was the prospect of immediate development through the CCC that did it.

Conrad L. Wirth, then an assistant director, was given supervision of the Service's direction of the CCC program on State, county, and metropolitan parks. Though the master-plan concept was still pretty new with the Park Service, he insisted on master planning, and on professional planning of all projects to be performed by the CCC. In the depths of the Great Depression, the planning

professions were deep in the doldrums; employment of landscape architects, architects and engineers just about saved those professions from going under. Speedily enlisted also were foresters, naturalists, historians and other specialists. Early in the game, Wirth established four regional offices for State Park Emergency Work. Later this increased to eight. In these, in the central design offices that were established in many States with the support of CCC funds, and in the CCC camps, there was employment for all of those professions; most of those employed applied themselves to their jobs with gusto and with small regard to either the 5-day week or the 8-hour day.

Early in the New Deal days, the Service participated in the broad program of the Resettlement Administration of purchasing marginal and sub-marginal farm lands and retiring them from production. With funds from this source, the Service acquired many thousands of acres of land; much of this lay within easy reach of large populations and was susceptible to development for recreation. These Recreational Demonstration Areas, commonly selected jointly by the Service and the various State park agencies, were developed principally for group camping, though they commonly were provided with day-use and overnight camping facilities for the general public. Under legislation sought by the Service and passed by Congress in 1942, 31 such areas totaling 214,000 acres, were deeded to 21 States for addition to their park systems. Part of one was retained by the Park Service to build Shangri-La, (now Camp David) for President Roosevelt and has been used by all of the Presidents since then.

From the Service's standpoint one of the most significant results of these emergency programs—principally State Park CCC—was the enlistment, in permanent NPS park positions, of scores of highly qualified people; most of these attained civil service status by being “blanketed in” under the 1942 Ramspeck Act. Many of these men and women ultimately filled positions of major responsibility in the Park Service organization. They provided new blood at a time when it was greatly needed so that the Service could meet its vastly expanded responsibilities.

(Editor's Note: Evison served as principal assistant to Assistant Director Wirth in the CCC program.)

Rangers

By John W. Henneberger

Shortly after Yellowstone National Park was created in 1872, Superintendent P.W. Norris recognized the need to provide some form of protection for the park and its visitors. Norris asked J.C. McCartney, an innkeeper in Yellowstone, to "guard well" the park. Norris told McCartney in 1877 that there would be no pay for these added responsibilities, since the services were "mainly in the interest of science." But McCartney's job soon proved to be far from academic. That same year, Indians attacked some tourists on the doorstep of McCartney's hotel, and McCartney—in the dual role of innkeeper and park protector—rushed to their aid.

Between Indians, poachers and vandals, the safeguarding of Yellowstone proved to be beyond the capabilities of a lone concessioner. From 1878 to 1886, assistant superintendents took on protection duties there. Then, in 1886, the U.S. Cavalry assumed the protection task, although an assistant superintendent was retained as a scout for the troops.

Cavalry units were also installed in Yosemite, Sequoia and General Grant (now a part of Kings Canyon) shortly after these California national parks were created in 1890. In 1898, two rangers were hired in Yosemite to assist the troops during the summer and guard the parks in the winter—when Army troops were withdrawn. Though they were appointed as "forest rangers," these two men were the first to hold a ranger title in a national park.

Another ranger was hired in Sequoia in 1900. And by 1914, rangers had been stationed in seven more parks—General Grant, Glacier, Mount Rainier, Mesa Verde, Crater Lake, Wind Cave and Platt—along with scouts in Yellowstone and custodians at some of the national monuments. Some parks and monuments had no direct protection but were looked after by the field offices in the Interior Department or by Forest Service rangers on adjoining lands.

Though rangers were becoming an accepted occupation in the parks, there was little uniformity in the conditions of their employment. Each park had its own requirements for hours, pay and duties. And park rangers had no official uniform: some wore modified versions of the Army uniform, while others donned forest ranger garb.

In 1914, in an attempt to unify ranger operations, General Superintendent Mark Daniel drafted Ranger Service



(From left) Ranger Naturalists Dorr Yeager, Ansel Hall and Bert Harwell. (Photo by Carl P. Russell), 1932.

regulations setting qualifications, appointments, pay, uniforms, promotions, duties, reports and efficiency ratings for all the rangers in the parks. When Stephen Mather took over supervision of the parks and monuments, he concurred in the regulations and ordered their adoption. In Mather's view, any attempt to strengthen the ranger corps would redound to the benefit of the parks and visitors, for, as Mather later wrote, the rangers were the "backbone of park administration who made the success or failure in the administration of the parks."

Until the 1920s, rangers' primary duties were to patrol the parks, deal with poachers and trespassers, fight forest fires, maintain trails and supervise road and cabin construction crews. But the rangers' tasks changed radically in the 1920s, as automobiles became more popular and more people began to visit the parks. Rangers then became



First woman ranger, Claire Marie Hodges, Yosemite NP, 1918.

increasingly involved in traffic control, law enforcement, campground management, park interpretation, search and rescue, first aid and crowd control. And, to deal with growing crowds, the ranger forces also increased in size.

Rangers came from diverse backgrounds. In the early days of the Service, some rangers had Army backgrounds while others were simply outdoor enthusiasts who lived in the vicinity of a national park. During World War I, women were hired as "rangerettes." Then, in the mid-1920s, husband and wife teams began to be hired to run entrance stations. Appointments in all these cases were made directly by the Interior Secretary.

In an effort to establish more uniform entrance requirements, Director Mather in 1926 convinced the Civil Service Commission to develop a park ranger entrance examination; in addition, the Park Service required a written examination on practical outdoor subjects and a year's experience in an outdoor vocation. Rangers entered via this examination and register until 1949, when the practical exam was supplanted by the general Federal Service Entrance Examination.

A major reclassification was undertaken in 1954 to boost salaries and status. In the post-world War II period, several initiatives were taken to increase the skills and prestige of rangers. Ranger training was stepped up in quality and volume with the establishment of the Albright Training Center, first at Yosemite and later, at Grand Canyon. Intake training was established. And efforts were made to bring people into the Service who had specialties in such areas as resource management, rescue and law enforcement. To bring diversity to the ranger ranks, women and minorities were taken on in greater numbers.

The ranger service continues to evolve to face new challenges. Today, pollution and rising visitation increasingly threaten the parks. As a result, rangers are devoting more of their attention to environmental monitoring and resource management. At the same time, urban parks have brought with them some of the problems endemic to urban life—congestion, overcrowding and crime—posing special law enforcement problems for rangers.

Yet, while the focus of rangers' activities might be shifting, their underlying responsibility remains the same: to safeguard America's park resources and help assure park visitors a safe and enjoyable experience. As it strives to meet these challenges, the ranger service remains the "backbone" of the NPS.

Interpreters

By Clare Ralston

"One of the chief functions of the national parks and monuments is to serve educational purposes." So decreed NPS Director Stephen Mather shortly after the Park Service was created in 1916.

In fact, even before Mather made this pronouncement, a number of parks had taken steps to enhance visitors' understanding of a park's natural or historical significance. As early as 1904, for example, Yellowstone labeled trees and plants along a planned walkway to create the first nature trail. In 1905, Casa Grande's custodian put a collection of archeological artifacts on display, creating the first museum exhibit in a national park. And in a number of parks, hotel or campground operators entertained visitors with educational tours or campfire talks.

For the most part, these early initiatives were informal and limited in scope. But with Mather's backing, the interpretive movement began to gain momentum.

More and more parks began to hire seasonal naturalists to conduct tours or give lectures in summer months. Professors, teachers or students were frequently hired for the jobs. Rocky Mountain National Park was among the parks that employed women naturalists. The park's 1917 annual report notes that "young ladies who are well informed in matters relating to flowers, birds, animals and trees are available to teach nature lore. They have been highly successful and popular this season, and fill a long felt want."

In 1918, Mount Rainier established a bureau of information to respond to the public's growing interest in the park's natural history. That same year, Mesa Verde established the first museum in a park area.

In 1920, both Yellowstone and Yosemite launched into interpretation in an even bigger way. Both parks established guided field trips, museums and natural history lectures. And at Yellowstone, Milton Skinner became the first year-round naturalist appointed in the System. Soon other parks followed suit.

The 1920s also saw stepped-up activity on the Federal level. The Eighth National Park Conference, held in 1925, focused attention on needed improvements in interpretive programs. At the conference, Director Mather reasserted his interest in promoting interpretive efforts. "The educational division has been sort of a stepchild," he said. "It starts out now as a definite division and I want all

superintendents to recognize that fully."

By 1930, the Branch of Research and Education was established in Washington, D.C., and interpretation was now represented at the highest level.

In the 1930s, parks began to undertake some new interpretive ventures. Yellowstone, Grand Canyon and Sequoia offered guided auto caravans through the parks. Parks also began to find ways to extend their interpretation efforts outside the park boundaries. At the Century of Progress exposition in Chicago, for example, a large diorama of Mount Rainier was put on display—complete with glaciers fashioned out of real ice.

The '30s also saw the first Federal funding of park museums. Until then, parks had either relied on private funding to build museums or set up makeshift museums in tents or in the corners of headquarters buildings or ranger stations. In 1935, the Museum Division was created to centralize the expanded museum program. In the 1960s Mission-66 gave a further boost to interpretation programs with the building of more than 100 visitor centers with elaborate exhibit services.

In more recent years, interpretation has continued to expand and evolve. Programs now rely on new technologies, incorporating taped and audiovisual segments, for example. And programs place a greater emphasis on environmental and ecology concerns. Greater attempts are being made to involve ethnic groups—such as Native Americans—in programs having to do with their own heritage. And across the country, a greater emphasis is being placed on recreating history so that it lives. Park interpretation has come a long way from the days when it consisted of informal evening talks around campfires. But the underlying intent remains the same: to mingle recreation and education in a way that enriches the park visitors' experiences.

(Editor's Note: In the preparation of this article, the author relied heavily on C. Frank Brockman's article, "Park Naturalists and the Evolution of National Park Service Interpretation Through World War II." Journal of Forest History, January 1978.)

Maintenance workers



Maintenance Supervisor Gabriel Souvelewski, Yosemite NP, 1920.

By Candace Garry

Maintenance in National Parks has long been one of those taken-for-granted, behind-the-scenes activities that no one notices unless it isn't performed. Park visitors have come to expect safe, clean facilities, carefree roads and trails, and everything in working order. They may not even think about a water-line supplying water to a campground until

the line bursts and maintenance crews are rushed to the scene to repair it. They probably do not consider who cuts the grass, shovels the snow, repairs roads and trails, or even who changes burned-out lightbulbs, until these things aren't done.

As a distinct profession in the Park Service, maintenance dates back to the early 1920s in some of the larger parks like Yosemite, where Gabriel

Souvelewski became the first supervisor of maintenance in a national park. But for many years in some of the smaller parks, superintendents and rangers were the "custodians." Alaska Regional Director John Cook recalls the late 40s, when his father cleaned comfort stations and picked up litter along the way to his office each day, as superintendent of Montezuma Castle National Monument, Ariz.

Although it evolved as a major function in the parks as early as 1920, maintenance did not become a clearly identifiable program in the National Park Service until the mid-1950s, when it became a Division at the WASO level. The CCC, along with scattered maintenance crews, built and reconstructed park roads, trails and facilities through the 1930s. But because of increased visitation before and neglect during World War II, many park facilities, roads and trails were badly in need of repair; and what did exist was not adequate to meet the demands of the visiting public. Thus emerged Mission-66, a 10-year program (from 1956 to 1966) designed to build and rebuild America's national parks. The Servicewide Maintenance Division grew largely out of Mission-66. NPS Management Consulting Chief Russ Olsen worked as a Maintenance specialist under the Park Service's first WASO Maintenance Chief Ed Kenner in the mid-50s. "Maintenance evolved from the NPS Design and Construction function as a separate division because the Park Service needed to take a hard look at maintenance and repair of facilities rather than just design and construction," Olsen says. "Physical facilities are at their peak performance when first put into service and from that moment go into a steady decline, so maintenance, although not as glamorous as building a new building, is a crucial function."

During Mission-66 the Park Service constructed and repaired almost 3,000 miles of roads and over 900 miles of trails. Hundreds of parking areas and campgrounds and picnic areas were built or reconstructed. Mission-66 meant not only the building of new utilities systems and administrative and service buildings in America's national parks, but repair of existing ones also. Cultural resources were restored; interpretive roadside and trailside exhibits were replaced, and hundreds of other improvements—such as new or repaired boat-launch ramps, fire lookout towers, entrance and comfort stations—refurbished the parks.

Maintenance has come a long way since Gabriel Souvelewski first assumed his "park housekeeping" duties at Yosemite. It has grown into a multi-

million dollar operation, still increasing in scope, sophistication and specialization. "Early on a maintenance person had to be a jack-of-all-trades," says Russ Olsen. "But the average maintenance person in the Park Service today must specialize." This is particularly true at some of the larger parks that employ engineers, radio technicians, water and sewage treatment plant operators and equipment mechanics.

Back in the 20s when he was maintaining dirt roads and placing trail markers in Yosemite, Gabriel probably never dreamed his Maintenance colleagues would some day monitor park water-levels by satellite communications or use Automated Data Processing (ADP) to assess conditions of roads, bridges, and other facilities in some 330 parks, nationwide. He might not have imagined that in 1981 almost half of the Park Service's total employee workforce would be engaged in some type of maintenance activity.

It is a small wonder maintenance has become more complicated and diverse; so has the Park Service over the past 65 years. There is nothing simple about the upkeep of over 7,800 miles of roads, 1,230 bridges, 1,178 water systems, 92 major mechanical sewage treatment plants, over 11,000 buildings, and thousands of miles of trails in parks

scattered from Alaska to the Virgin Islands.

Compliance with State and Federal regulations and with modern facility codes compound maintenance challenges today, says WASO Deputy Chief of Maintenance Jim Stewart. Plus, there are increasing demands on maintenance from hundreds of millions of visitors' physical impact on roads, bridges, buildings, campsites, and trails. "All of these have deteriorated over time, and will continue to," Stewart adds.

WASO Chief of Maintenance George Gowans is pushing hard for the use of modern technology to assist in managing the park facilities. As he puts it, "The replacement cost of the Service's facilities today amounts to billions of dollars. It is important that we know where these facilities are, their condition and the most economical long-term maintenance requirements."

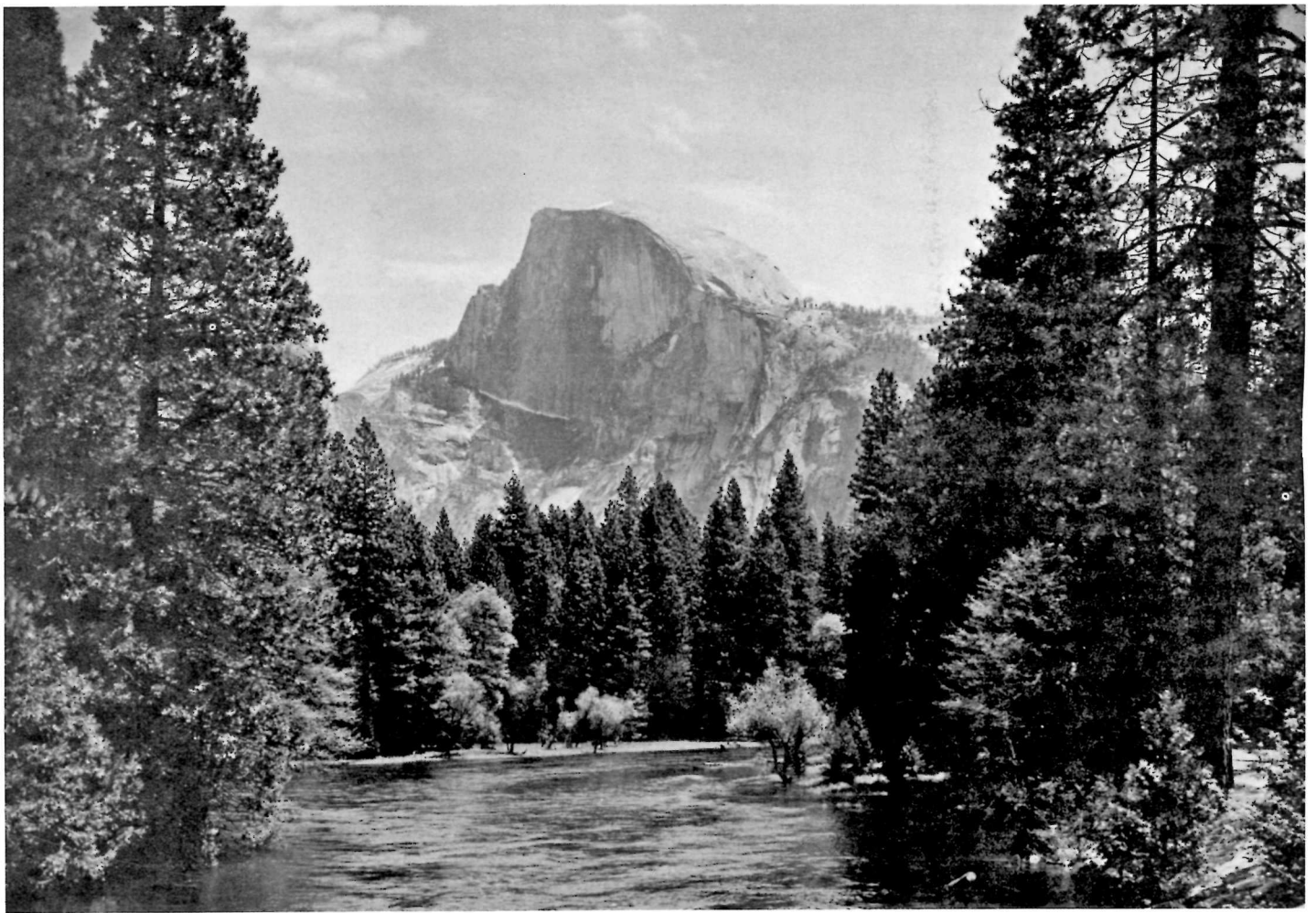
Modern technology is certain to play a large role in shaping up the Park System in the future. In addition to ADP systems currently in use for the road system, systems already designed will soon provide inventories, inspection reports, and help list and identify priorities for all park facilities.

Gabriel Souvelewski would never have believed it!

Congratulations



For three generations the National Park Service Family has lived, worked, and aspired to achieve the goals of our Founder Stephen Mather and his able assistant and second Director of the Park Service, Horace M. Albright. Appreciation of Albright's contribution to the Nation was expressed last December when he received the Medal of Freedom. Here he is being warmly congratulated by his granddaughter Susan Ford, a ranger naturalist at Yosemite NP.



Yosemite NP.

Our challenge for today

By Russell E. Dickenson

When the National Park Service was created 65 years ago most of us, including myself, were not even born. Yet the legacy handed down to us from those early and great pioneers—Mather, Albright, Boss Pinkley, Nusbaum and others, you know the list as well as I—remains and is flourishing.

The torch has passed to us and now it is our great responsibility to continue the stewardship of our magnificent national parks and monuments and leave them intact, so that 65 years from now, when most of us are gone, our children, grandchildren and great grandchildren will have the legacy we have passed along for them.

This will be no easy task. The problems are immense and complex. It will take a lot of work, cooperation and talent on the part of all Park Service employees, alumni and friends to meet these demands, but it can be done. It must be done. And, it will be done.

Then again, the job will not be all that hard. It will be a labor of love, I hope, for most of us.

To continue into the next generation we will also need the support of the public as a whole. Certainly, the preservation of natural, historical and cultural values and the public use of parks by the people are the two principles that have engendered the kind of support that will enable us to continue to operate the Park System properly.

Central to this is the idea of stewardship. Because that's what

we are all about in the Park Service. We are stewards. From this we have the opportunity to influence tremendously those who visit parks—now 200 million-plus, annually.

National parks are a dramatic statement about stewardship and the visitors who are exposed to this are in many ways changed. Through our parks we can alter people's attitudes and perceptions of themselves and the world. And in people's attitudes lie many of the solutions to overcrowding, environmental protection and stewardship of the planet itself.

Growth of the National Park System must now be curtailed. We need to emphasize high quality standards of national significance of all areas proposed for future inclusion. Slower growth will mean quality standards of operation and maintenance. We need to meet the growing threats to the integrity of the parks by improving research and monitoring programs. We need to emphasize the management of the System, decentralize decision-making, manage by objectives, increase efficiency and adapt to changing visitor use patterns. Above all, we must emphasize park protection and preservation as fundamental to ensuring continuity of the System itself.

We, the employees and alumni of the Park Service, are going to need each other in the future just as much as we did in the past in meeting the challenges that face us. Working together, we can march with confidence and faith in our mission and feel secure with the future of the National Park System.



Indiana Dunes NL.

Our hope for the future

By Naomi L. Hunt

In his lifetime, Horace Albright has seen the Park Service grow unto a third generation of "believers." He has also seen the expansion of the National Park System from August 25, 1916, when it comprised only 37 areas to a recent count of approximately 330 areas and 72 million acres.

Our national parks are the scenic and historic treasures of our Nation . . . Acadia, the Everglades, Mount McKinley, the Badlands . . . they all belie the turmoil which orchestrated their beginnings as national parks. In fact, one must marvel that they exist at all. But for a handful of farsighted individuals like Horace Albright, we would not see, let alone understand today how this land appeared in its original state and the role nature plays in our lives. These were men of vision who saw and who held fast to their convictions. They set a course of preservation that would extend to the far reaches of the globe.

We, in the National Park Service, are the stewards responsible for the treasures that belong to each and every citizen. We are responsible to ". . . conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

America's national parks are part of our lives, perhaps even a symbol of our very existence. Conservation and education is our work as NPS employees, both on the job and off. It fits the policies that guide our daily tasks; it fits the framework of the knowledge

our education has ingrained in us; it fits the understanding that has been granted each of us. It is our role as caretakers of the Nation's resources, which replenish both themselves and us, that gives us our fervor, our courage and our optimism as we face the future.

Much has been written and said about the National Park Service, its past and present, its goals and objectives, its mission and its accomplishments. The Service's very reason for existing has been echoed in the words of famous writers and poets throughout history. President Theodore Roosevelt capsulated these sentiments when he said, "There's nothing more practical than the preservation of beauty, than the preservation of anything that appeals to high emotions of mankind." And

Elder Zosima, a character in Fyodor Dostoevski's *The Brothers Karamazov* said:

Brothers . . . love God's creation, love every atom of it separately, and love it also as a whole; love every green leaf, every ray of God's light; love the animals and the plants and love very inanimate object. If you come to love all things, you will perceive God's mystery inherent in all things; once you have perceived it, you will understand it better and better every day. And finally you will love the whole world with a total universal love.

