



COURIER

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Congressman Bruce Vento speaks about the parks

I am very pleased to have become the Chairman of the National Parks and Recreation Subcommittee for many reasons, but especially because I want to see the parks and their cultural and natural resources protected now and for future generations. I believe that parks and the resources they contain do much to solidify our identity as Americans and to help us understand who we are.

—Bruce Vento

Q: What is your reaction to proposals to expand the national park system? Are there new areas you feel merit inclusion; how about areas that might better be transferred to non-federal management?

A: As you may know, I have been working very hard to establish the Great Basin National Park in Nevada. This park, an ecosystem not represented in the system, has been proposed for many years. Its resources—including glaciers, caves, ancient bristle-cone pine and wildlife—still need protection. I want to see this park become a reality. I also want to see more of our cultural heritage preserved and interpreted, and especially sites for Hispanic history, women's history and labor history (including unions). We have just passed and sent to the Senate a bill designating five additional rivers as part of the Wild and Scenic Rivers system, another priority of mine.

As for having NPS areas' ownership or management transferred to others, I find the very idea of subverting Congressional intent to set these areas aside repugnant. I object strongly to the Department of the Interior's Inspector General's recent proposal to have four sites—Herbert Hoover NHS, Grand Portage NM, Harry S Truman NHS and Homestead NM administered by non-NPS organizations.

Q: What is your stand on air quality? How extensively should the Park Service be involved in air quality issues and related research?

A: I held hearings last year on air quality in parks. The effects of poor air quality are both obvious and subtle—from poor visibility for visitors to long-term degradation of the ecosystems NPS must protect. The NPS has considerable authority under the 1916 Act and the 1970 Act. It could—and should—take a more aggressive role in protecting air quality.

Q: The protection of the nation's resources for future generations is a popular National Park Service platform. However, this sometimes runs counter to the views of recreational groups and neighboring landowners. Where do you stand on controlling animal populations like the grizzly, the Florida Panther, and the buffalo? How should this issue be handled?

A: The debate over preservation versus use is as old—even older—than the National Park Service. The debate over the various ways to preserve and/or use is nearly as old. I am concerned about the grizzly, Florida Panther and the buffalo, and know that there have long been genuine disagreements as how best to protect them.

Recently, I have been working on legislation to expand Big Cypress National Preserve to give the panthers sufficient protected habitat. Grizzly bear and buffalo protection have long been complex and controversial resource management problems, pointing to the need for continued scientific research. These species are, of course, good indicators of the changes impacting our parks and adjacent areas, pointing to the need to work cooperatively with a broad



range of resource managers. The National Park Service can't protect its resources in a vacuum.

Q: Director Mott has stirred up some controversy with his advocacy of proposals to increase or institute fees at certain parks. Do you agree with the Director that a fee program will help the NPS maintain financial accountability for its resources during this period of fiscal restraint?

A: There are two kinds of fees—entrance fees and user fees, both of which are now charged in some park units. Entrance fees are limited to those in effect in 1979 by the Congress, so that excessive fees cannot be charged. Because I believe the American people should have full recreational access to the heritage of their parks, I oppose entrance fees per se. User fees—especially when the "use" involves significant NPS personnel, effort or capital expenditures for facilities—are very appropriate. Certainly, we cannot balance the federal budget with park fees nor can we manage

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the considerable park resources on a fee basis. The NPS is entitled to reasonable, general revenue support accurately reflecting the American people's avid interest in parks.

Q: The tax incentives program which enables the National Park Service to encourage historic restoration in the private sector has come under scrutiny in recent months. Where do you stand on continuing Congressional support for this program, and how successful do you think it has been in accomplishing its goals over the past years?

A: Tax incentive programs result in "lost" revenue—tax expenditures that frequently are not well focused and less effective than the appropriated expenditure process. There is much less control over such an approach, than specific appropriations. It's hard to tell who receives the benefits or where these federal "expenditures" are being made, making policy decisions quite difficult. The IRS laws must tighten up the focus and administration of such tax expenditure programs, ensuring a dollar of benefit for a dollar of expenditure. The potential for harnessing private sector resources for public preservation purposes is significant. But, the administration must be improved or it is wasteful of such tax revenue foregone.

Q: Pothunting has become a significant threat to park archeological resources, especially in the southwestern United States. Likewise, submerged cultural resources have been disturbed both by sport and professional divers. Do you see a need for more strongly publicized archeological protection in order to prevent removal of such resources?

A: The Archeological Resource Protection Act (ARPA), enacted in 1979, is a tough law. Now the challenge is to back up the law with the proper administration and personnel to ensure that the law and policy are followed and that these resources will be saved for future generations. The need is for enforcement of ARPA.

Q: Do you support Secretary Hodel's "Take Pride in America" program? What do you feel the impact of this program can be?

A: Mr. Hodel's "Take Pride in America" is laudable, but to be effective it must move beyond the public relations gambit and into marshalling public opinion to action. The value of such a program or initiative is in making a difference, delivering more volunteers, improving funding, designating

conservation units and advancing the goals of protecting our natural and cultural heritage.

Q: The Gramm-Rudman bill mandates that government agencies cooperate in reducing the financial burdens placed on taxpayers. In order to comply with the 4.3% cuts required, how should the Service prioritize its reductions? What should be its lowest and highest priorities?

A: Gramm-Rudman reflects the Congressional frustration with the doubling of our national debt from \$1 trillion in 1981 to \$2 trillion in 1985. Held up as a panacea, it is a badly flawed public policy superimposing budget limits on governmental operations without understanding the consequences. Clearly, park managers should be the ones to manage parks, and need the resources and tools to do so properly. As chairman of the Subcommittee on National Parks and Recreation, my responsibility is to oversee parks and their operations, not to yield to mismanagement through the budget process. The Park Service needs flexibility when budget cuts are experienced but must stay focused on its dual mandate of resource management and visitor interpretation.

Q: What are the proper roles of volunteer services and private donations (both individual and corporate) in the parks?

A: Volunteers contribute to parks and their management in innumerable and valuable ways. We must not pretend, however, that a corps of volunteers—no matter how dedicated—can substitute for professional employees. They can supplement, but not substitute. The National Park Service has been most fortunate in attracting dedicated people to its ranks. We need to be clear that these employees are key resources of the NPS—critical to the parks' future.

Certainly gifts within reason should be accepted. But I am concerned that the donors may come to expect special influence over parks and their policies. That was part of the reason I held hearings on the fund raising for the Statue of Liberty and Ellis Island. Policies should be developed with the leadership of professionals, with public participation, and within the framework of the General Management Plans. While receiving special support we must never surrender the resource policy decisions from those people publicly held responsible for parks to those who donate time or money to them.

Q: How can commercial enterprise serve a better role in the Park Service? Consider the contributions it might make

in areas like concessions operations, contracting and management.

A: Commercial enterprises already serve a constructive role in parks, by providing a variety of services to visitors. Surely, commercial enterprises significantly enhance the park experience but the core NPS functions of resource management and interpretation are best done by those professionals familiar with, and dedicated to them—the National Park Service.

Q: What are your thoughts on the professionalism of NPS career service employees? Any suggestions for improving support and quality of NPS uniformed personnel?

A: NPS employees are one of the two great resources of the System, the other being the resources they manage. While the emphasis tends to turn on specialization in our society today, the NPS must continue to maintain a core of personnel who are responsible for a range of knowledge, talents and skills from law enforcement officer to biologist, from historian to traffic manager. The NPS programs for in-service education and profession renewal must remain viable. The strength of the law and policy for the protection of the resources—our heritage—are only as good as the NPS personnel that serve in these many roles.

Liberty for all: committee improves Statue access

On July 4, the eyes of the nation turned to New York. Immigrants and the children of immigrants remembered the past while they celebrated the present. Liberty was the theme, and it was expressed even in the title of the extravaganza that celebrated the restoration of the Statue: Liberty Weekend. Indeed, for one group of Americans, the liberty theme was particularly apt. Disabled Americans, for the first time since the erection of Lady Liberty in New York Harbor, have access to most of the same experiences available to other visitors to the island.

In the not so distant past, wheelchair access to the Statue was available only if the user made an arduous trip around the edge of the island to a rear entrance. There a staff member unlocked the door and provided assistance up a ramp. Things are different now.

In 1981, the International Year of Disabled Persons, Phil Carpenter and George Murray made a cross-country trek in wheelchairs. As they neared New York, their destination, they paused in Jersey City, New Jersey to meet its

mayor. Expressing a desire to tour the Statue of Liberty, they were regretfully informed of its inaccessibility. This event helped to galvanize the effort to open Lady Liberty to everyone . . . to the tired, the poor, the huddled masses—and the disabled, a group excluded from this country when Staten Island first served as a port of entry to the United States.

Remembers Richard Bernard, Chairman of the Access Ability Committee, the group working to make the Statue accessible to the disabled: "The fact that these two men in wheelchairs, in 105 days, came across the continental United States over many obstacles, but could not visit the Statue of Liberty or Ellis Island because of barriers . . . committed us to do everything possible to assist in making the Statue of Liberty and Ellis Island accessible to all persons."

And so the momentum started to build. Last year, Chad Colley, national commander of the Disabled American Veterans (DAV), presented a one million dollar donation from the DAV to the fund.

"More than any other symbol in America, the Statue of Liberty represents the freedom, opportunity, and hope to be found in this great land of ours. These are values this nation's veterans have defended on battlefields around the world."

The price tag for accessibility both to the Statue of Liberty and to Ellis Island will run approximately three million dollars. Raised primarily from donations contributed by disabled groups like the DAV, the money has enabled tremendous work to be accomplished at the Statue. In place of the difficult journey to the rear of the statue, a gently inclined ramp leads visitors into the lobby through an entrance wide enough to accommodate wheelchairs. Inside, the Statue's original torch and flame appear on exhibit. The Visitors' Information Desk offers brochures detailing accessibility features as well as portable cassette players for the visually-impaired and those with learning disabilities. Sign language interpretation will also be available as needed.

In addition, a new elevator connects the lobby with the mezzanine level, previously linked only by a 35-step staircase. Here, a new museum featuring the history of the Statue of Liberty from its inception through its current renovation offers tactile displays, among them a four-foot model of the statue.

Then from this level, a second elevator carries all visitors between the first and fifth floor, first stop the American Museum of Immigration with its outside wrap-around observation deck. The fifth

floor, the final stop for the elevator, also contains an observation deck. From this point upward, the stairs provide the only access to the inside of the statue. However, a taped film reproduces as closely a possible the experience of touring this area.

When Ellis Island celebrates its centennial in 1992, it will also have been adapted to the needs of the disabled.

Thanks to the efforts of the Access Ability Committee, the efforts of those who shared their ideas with them, and the individuals who either did the work or donated the funds, Lady Liberty's torch now burns brightly for everyone.



Dave Park, Chief, Special Programs and Population Branch, of the U.S. Department of the Interior, National Park Service, (second left) was cited at the recent meeting of the Statue of Liberty Accessibility Committee at the National Park Service headquarters in Washington for his work with the group. Congressman Frank J. Guarini (D-14th New Jersey) right, presented his Congressional Record remarks praising the work of the members of the committee. Looking on (left to right) are Richard Bernard, of New Jersey, chairman of the accessibility committee, and Conrad J. Vuocolo (second right) a member of the group and aide to Congressman Guarini.

Rangers plan for Liberty exhibits

Paul Kinney, a native of Wisconsin, and Diana Pardue, a Texan, are transplanted New Yorkers who are helping other Americans, as well as visitors from throughout the world, to appreciate the American experience.

As curators of collections and exhibits, respectively, for the Statue of Liberty, Kinney and Pardue are responsible for coordinating two major exhibits on Liberty Island which trace immigration and the evolution and symbolism of the Statue.

The immigration story is told chronologically in the 14-year-old American Museum of Immigration for 40 ethnic groups and includes the early explorers from England, Holland and Spain in the 16th and 17th centuries; the black immigrants who were brought here as slaves in the 17th and 18th centuries; the Irish and Germans of the 19th century and the others from Scandinavia, eastern and southern Europe who came through

Ellis Island in the late 19th and early 20th centuries.

The Statue of Liberty exhibit is new and attempts to tell the story of the Statue and its evolution as a symbol of freedom, tracing its earliest concept and construction, shipment to America, and assembly in New York Harbor. The second phase shows commercialism before World War I, the Statue's use as a rallying cry for support of the American war effort, and commercial exploitation to sell products ranging from food to detergents.

In preparation for re-opening Liberty Island on July 5, Kinney and Pardue launched a nationwide search for additional artifacts and memorabilia.

"We received literally tons of letters, and with an acquisition budget from the Statue of Liberty-Ellis Island Foundation Inc., we were able to supplement these donations of memorabilia with loans of

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items and purchases," Kinney says.

Among the items recently acquired are a 19th century wristwatch with an imprint of the Statue on its face; linens, passports and immigration papers; a blanket from Florida on which the Statue is crocheted, and Waterford crystal from Ireland. A well-known actress in the 1930s donated her family collection of immigration papers. There's also copper from a Norwegian mine which was re-opened specifically to enable workmen to dig for the ore.

Norwegian ore was used for the Statue's copper exterior 100 years ago.

"Very few Americans are aware of the symbolism of the Statue. For example, inscribed on the tablet she carries is the date July 4, 1776, which represents the date our Declaration of Independence was signed. The torch represents America as a constant enlightening force for freedom, and the broken shackles at her feet symbolize America's leadership in the struggle for freedom," Kinney says.

Both Kinney and Pardue feel strongly

that the recent and current restoration efforts have helped develop a keener awareness of the true meaning and symbolism of the Statue.

"Unfortunately, third and fourth generations are further removed from their parents and grandparents and we tend to lose the true meaning of America. Through our exhibits we hope to enable Americans to better relate Liberty Island with immigration," Pardue added.



Paul Kinney inspects an old trunk that once carried the belongings of European immigrants



Diana Pardue places candles in a Chanukah menorah; note the candles fit into the arm of the Statue

Castle Clinton comes to life

A highlight of visits to lower Manhattan following the July 5 re-opening of the Statue of Liberty is the completely refurbished Castle Clinton National Monument in Battery Park.

The monument was erected as a fortress for the defense of New York Harbor during the War of 1812, and has had various uses prior to its designation as a national historic site.

Robert F. Mahoney, Superintendent of Manhattan Sites, notes that the site has been refurbished to include a visitor center which traces the history of the old fort. In addition, Castle Clinton will serve as an information center for the various National Park Service sites in metropolitan New York.

Mahoney added that the refurbishing of Castle Clinton was funded by the Statue of Liberty-Ellis Island Foundation Inc., the fundraising organization for the restoration of the Statue of Liberty and Ellis Island. As part of the project, facilities were made available at the new Park Service visitor center to accommodate ticketing for the Statue of Liberty Circle Line Ferry which transports visitors between Manhattan and Liberty Island.

"We are excited about the prospects of Castle Clinton regaining prominence as a visitor site and attraction for New

Yorkers as well as for people from throughout the U.S. and the world," Mahoney said.



Castle Clinton prior to restoration

Remembering Ellis Island

Mohammed A. Khan
Santa Monica Mountains NRA

As a teenager, standing on the deck of SS *Britanic* in 1954, I first glimpsed the Statue of Liberty and New York Harbor. "How wonderful these people must be," I thought, "to place a statue here to welcome all of us." The Statue of Liberty stood for my dreams, and Ellis Island for the reality of "freedom to start a new life." My thoughts vacillated between hope and fear—hope that I would have an opportunity to grow, and fear of what the future might bring.

After my arrival, an Immigration and Naturalization Officer accompanied me to Ellis Island. Excitement and anxiety filled me when I entered the Great Hall where I would spend most of my five-day stay waiting for my name to be called.

It was difficult to sleep or eat during those five days. Everyone was caught up in the electric atmosphere of hope, fear, and wonder.

Most of the men in our sleeping quarters were like me: up before dawn, peering through the large, heavy-screened windows to see the Manhattan skyline. In the evening, we walked around Ellis Island to see the Statue of Liberty and the skyline at sunset.

The Great Hall was the hub of processing activity. It was there that I first saw a television. Although most of us spoke little English, we all communicated our deepest thoughts, and when one of us was rejected there was a quiet that settled over the entire group. We found ourselves cheering for each other inwardly, and this eased the tension of just thinking about ourselves. All of us felt caught up in a great drama, without knowing the outcome.

Many times I sat on the wooden benches and wondered what I would do if I were rejected. But there was always hope even when it bordered on despair.

Ultimately my fears proved unfounded. I was accepted; the Statue did not turn her back on me. After five days of waiting my name was called. I was elated. At the end of my stay at Ellis Island, I accepted the top hat and the \$50, traditionally given to all who passed through Ellis Island to America.

I then proceeded to the airport by bus with my Immigration and Naturalization Officer. My ticket from New York to California had been purchased in Karachi, Pakistan. In San Francisco I planned to join my grandfather who had been a farmer in the States since 1912. My destination now was my new home in Willows, California. My future was unsure, but to me it gleamed brightly.



Mohammed Khan in 1954

Since that time I have travelled many roads, but I have never lost the enthusiasm which I first brought with me to America. One of the most vivid memories that remains with me still is the hug I received from the Immigration and Naturalization Officer at my departure. He had been my surrogate father during one of the most intense times of my life. Perhaps his parents or grandparents had



Mohammed Khan in 1986

been immigrants, too. Though his name is lost to me, he helped me to realize the importance of hope, and perhaps in his own way, to start me on the road that led me finally to the National Park Service, steward of Ellis Island, a landmark in my personal history and a symbol of the deep gratitude I feel for my country and my countrymen.

Love Affair with a Lady

Manny Strumpf
Public Affairs
New York Field Office

I recall my first visit to the Statue of Liberty. It was in the mid-1940s and I was not yet a teenager.

At first, I didn't comprehend my parent's motives for the visit. I thought it was just another site in New York City worth seeing. I was too young to understand the significance of the broken chains at the Statue's feet, the "July 4, 1776" inscription on the tablet in her arm, or the meaning of the torch she holds so high. However, I can still see the pride in my mother's eyes as we gazed at the magnificent monument.

My late mother, having immigrated from Lithuania as a young girl, was extremely proud to be an American. She would frequently tell me about atrocities being inflicted elsewhere, and when she wasn't admonishing me to eat my food as "there are a lot of starving children in

this world," she would remind me of how lucky I was to be an American.

I didn't return to Liberty Island until the mid-1960s when my wife and I took our children there. In fact, our scrapbooks contain photographs of my daughter and son standing in front of the ferry which took us to the island from Manhattan. Similar photographs of me, taken by my father 20 years earlier, are in my childhood scrapbook.

Since coming to the Park Service in 1979, I've been to Liberty and Ellis Islands many times. I've gazed at the magnificent lady and I've walked the Great Hall of the Main Building on Ellis Island where my mother and my grandparents first set foot onto the new world. I try to visualize them as frightened young people from eastern Europe who came here with little else but their few personal belongings stuffed into tattered suitcases.

But they, and the millions of other im-

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migrants who landed at Ellis Island, many of whom didn't even speak our language, brought something with them that forever changed the face of our great land, if not the free world. They brought determination to make a new life for themselves in a land of freedom, and to contribute to perhaps the most exciting success story ever written. They, and the millions of others, contributed to America what Winston Churchill once described as "blood, sweat and tears."

My children are now adults. They realize that indeed the immigration experience their grandparents encountered many years ago was difficult. They, too, share my gratefulness to the courageous elders who came here many years ago despite the hardships that awaited them.

On July 5, when Liberty Island reopened to the public, I held my head high. And, indeed, when I next visit the island, I will lovingly recall my mother's face as she gazed at the torch of the Statue of Liberty some 40 years ago.

And I know that on July 5, other children, accompanied by their parents, visited Liberty Island, taking photographs, enjoying the souvenirs and hot dogs. No doubt these youngsters also climbed into the crown and their hearts pounded as rapidly as mine did 40 years earlier.

When those youngsters become adults, they may have their own favorite memories of their first visit, just as I do. I hope they realize what it means to be an



Manny Strumpf on Ellis Island

American . . . That the Statue of Liberty is more than copper and steel and concrete . . . that it symbolizes the hard work, devotion, and love that their parents, grandparents, and great-grandparents had and still have for this nation.

Yes, the Statue of Liberty is a magnificent monument. It is a symbol to the world . . . to the poor, the tired, the homeless . . . that in America not everyone will find wealth and prosperity. But they will find something more, a land of great opportunity.

This Lady Prays

*My flame though changed from glass to gold, now blazes out with brighter hope,
To all that are on freedom's side, my golden flame burns deep inside,
For Freedom costs an awful price, for millions paid with their dear lives,
To keep alive the spark that lights, the sacred flame of freedom's light,
My flame is fueled by cries and moans, by blood and tears and hearts that glow,
By all who dare to hope and dream and fight to keep me standing free,
They speak to me of woe and grief, of bonds and chains and agony,
O' Liberty, sweet Liberty, I'll always stand on guard for thee
Great God has placed me where I am, and fashioned me with wondrous care,
He always hears my silent prayers, I have a soul, I care, I care. . . .*

Charlie DeLeo
Keeper of the Flame
May 15, 1986



Unfurling private sector commitment

Gretchen Boeren
Dispatcher
Colonial National Historical Park

When I attended college in Virginia, my mother hoped I would follow the long family line of teachers while Daddy hoped that I would meet and marry a nice, young yuppie. However, during graduate school in South Carolina, I found my niche with the National Park Service at Fort Sumter National Monument . . . and the parents panicked.

"Get a real job," they pleaded.

Nevertheless, I married a "good-for-nothing" park ranger, and two days later we began summer seasons at Shenandoah National Park.

Over the years since then I have taken every opportunity to shape my parents' attitudes toward the park system . . . and it has made for some very lively dinner conversations. Now, at last, I think I've won, for they are exemplary supporters of our national parks. Their energy is far from "flagging" when it comes to preservation.

About three years ago, Dad instigated the formation of the South Carolina Civil

War Round Table which today boasts several chapters and a respectable membership. It was during visits to my humble, seasonal Fort Sumter abode, and through the Round Table that Dad gained first-hand knowledge of the monetary needs faced by Forts Sumter and Moultrie.

Being a staunch Republican (another source of lively dinner conversations), Dad decided to answer President Reagan's call for private sector involvement in government. He hooked up with Fort Sumter NM cronies and began doing what he does best: talking and raising money. The goal? Collect enough money so that original flags flown at Fort Sumter during the War of Northern Aggression (as Dad likes to call it) could be properly restored, preserved, and displayed for public appreciation.

April 12, the anniversary of the firing on Sumter, Dad's dream became reality with a gala event celebrating the flags' homecoming.

Other "Save The Flags" committee members contributing to this preservation success included: Honorary Chairman, General William C. Westmoreland;

Chairman, Mr. Arthur Wicox; Deputy Chairman, Maj. General James A. Grimsley, Jr.; Mr. Charles Aiken; Mr. George Campsen; Mr. Janson Cox; Rev. Jack Dash; Mr. Charles Duell; The Rev. Edward B. Guerry; Mrs. Jean Hawkins; Mr. A. Baron Holmes, III; Mr. Charles Peery; Mr. Lindsay Pettus; Mr. I. Mayo Read; Mrs. Archie C. Watson . . . And Dad, Mr. W. Everett Smith (but call him 'Beau,' everyone does). Together, the committee was instrumental in raising \$33,000 in contributions to offset preservation costs.

I would have liked to be at the fort celebrating with the committee members and the public. But duty called (as it seems to do at the most inconvenient hours). So I salute you, Dad, as I stumble, bleary-eyed, into the dawn after another graveyard shift. I might not have married a yuppie, but I've married my family to the Park Service, and I think that's worked out well for everyone.

Flying high: a success story for the flags of Fort Sumter

R. Brien Varnado
Superintendent
Fort Sumter National Monument

It was an awesome sight. There in the center of Charleston Harbor stood Fort Sumter, battered and burning. Smoke bellowed from the masonry structure which construction engineers had considered impregnable not to mention fireproof. Inside, the diminutive Federal garrison commanded by Major Robert Anderson sought safety in the casemates, and placed wet cloths over their mouths to withstand the smoke and intensity of the heat. The periodic firing of Sumter's guns coupled with the Stars and Stripes waving defiantly overhead demonstrated to the Southern gunners and to civilian spectators the tenacity of the besieged Federal force.

Shortly after 1:00 p.m. on April 13, 1861, after 33 hours of continuous bombardment, Sumter's flagstaff was shot in two. The flag fell heavily to the ground. Amidst exploding shells and burning timbers several members of the garrison rushed onto the parade ground, rescued the flag, and carried it to the parapet where it was nailed to a replacement staff

and lashed firmly to a pile of gun carriages. For 30 minutes more the bombardment continued. But with his powder supply exhausted and the fort in flames Anderson chose to surrender.

With safe passage assured to New York City, the Federal artillerists gathered their belongings and on April 14 marched from the smoldering fort. With them went two American flags which for decades were considered collectively the

Flags of Fort Sumter. These banners remained with the Anderson family until 1905 when they were presented to the War Department for safe keeping. In 1954 these same flags were transferred to the National Park Service and in September of that year they arrived in Charleston to be included in the collections of Fort Sumter National Monument.

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Storm flag

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For 25 years they remained on display at the fort.

It was obvious to park personnel from the time of their arrival that the importance of these flags transcended far beyond the fact that at least one of them had flown over Fort Sumter during the first engagement of the war. They were unfurled in New York City on April 20, 1861, just days after President Lincoln's call for 75,000 volunteers to put down the rebellion. The sight of these flags spurred thousands toward the recruitment offices throughout the North. But even more importantly, one of the flags was re-raised over Sumter's demolished walls on April 14, 1865, marking the fourth anniversary of the end of the first battle, and the virtual end of hostilities between North and South. Although several Southern forces were actively engaged in the field at this moment, the North was assured that total victory could not be far off. To the nation then, the Sumter flags were symbols of reunification, of a new beginning.

Mounting concerns over the exhibit and preservation of these flags, which many considered to be second in importance only to the Star Spangled Banner of Fort McHenry fame, prompted the staff of Fort Sumter in 1980 to have the banners removed from exhibit and transported to the conservation laboratories at Harpers Ferry Center, where they could await evaluation and eventual treatment. This marked the beginning of a remarkable professional partnership between the Chief Curator, the Center's Division of Conservation, the Regional Curator, and the park; a partnership characterized by a genuine concern for preservation of these highly significant historic resources. At the Center, Tom Vaughn, John Demer, and Fonda Thomsen carefully charted a program of analysis and textile conservation measures that called for an innovative, interdisciplinary study of the Andersen flags.

It was decided that a history study would be undertaken to document the authenticity of the flags; and concurrently, physical and scientific analyses would be conducted and the results correlated. Aside from whether or not the flags were authentic, the nagging question of which one was flying at the first shot of the Civil War remained.



Palmetto flag

This kind of interdisciplinary approach is often used in the preservation of significant historic structures as architects, historians, and archeologists combine their research. In the case of historic objects this was perhaps the first time such an approach was considered. The data to be obtained would assist in interpretation, add to the professional store of knowledge about historic flags, and help define the nature and extent of preservation measures for these objects.

Les Jensen, a well known Civil War historian and flag expert, was contracted

by Harpers Ferry to prepare the historical study. Completed in 1982, *The Fort Sumter Flags: A Study in Documentation and Authentication* authenticated these flags, but in the process, it also shattered all previous interpretation of their role in the Sumter story.

The garrison flag, which was the largest of the two, measuring approximately 18 feet by 24 feet (originally 18 × 36 feet), was thought to be the banner which flew over the fort during the bombardment. On the contrary, an eyewitness account written by a Southern

officer just days after the battle revealed that prior to the engagement a large tear appeared in the flag flying over the fort, rendering it unserviceable. The officer remarked that another flag was then raised in its place. According to Jensen it was the storm, or bad weather flag, which measured 10 feet by 20 feet that replaced the torn garrison flag and remained flying during the 34-hour bombardment. To further document this the details of the incident recounted in the opening paragraphs of this article were examined closely. According to several eyewitness accounts, the Sumter flag was shot down on the second day of the battle and replaced by hastily nailing it to a wooden spar. It was then displayed atop Sumter's parapet. It followed then, that the flag which flew during the bombardment would have nail holes in the hoist end where it was attached to the make-shift staff. None were apparent in the garrison flag but an examination of the storm flag revealed several small holes that could have been produced by nails. Harpers Ferry textile conservators were then asked to confirm or deny this important piece of evidence.

Like a good detective story, Les' research appeared to point the way, but strong as the historical accounts were, they remained problematical. At this juncture Fonda Thomsen completed her technical study, *Flags of Fort Sumter*, a painstaking physical analysis of both flags. She not only documented the authenticity of materials and period workmanship, but also found the holes in the hoist of the storm flag as Les indicated should be present. A third piece of evidence was supplied by Walter C. McCrone Associates of Chicago. Harpers Ferry staff asked this well-known research firm to conduct a scientific study of the flags. Their analytical report dealt with the morphological, chemical, and particle analysis of samples taken from both flags, and the findings tended to verify Les and Fonda's research by the identification of marine pollens and elements of combustion on the storm flag fabric. Taken as a whole, the scientific evidence pointed to this historic authenticity of both flags. The McCrone report standing alone was unable, however, to specify which flag might have been flying during the opening bombardment.

In 1979, a third historically significant flag was added to the collection of Fort Sumter National Monument. This banner, a rather crudely manufactured 6 x 8 foot Palmetto flag with a five pointed star in the upper left corner, was the



Garrison flag

company banner of the Palmetto Guard, a Charleston militia unit. Just moments after Major Robert Anderson and his Federal soldiers had evacuated Fort Sumter on April 14, 1861, this flag was carried to the parapet of the fort by Pvt. John Styles Bird, Jr., of the Palmetto Guard, and raised in triumph. It was the first Southern banner to have this honor. The donor, who interestingly is the grandson of John Bird, gave the park, in addition to the flag, numerous post-war newspaper accounts and correspondence relative to the flag's story. These served as a basis for an authentication study completed in 1983 which included additional photographic evidence, correspondence, and contemporary newspaper documents.

The impressive interdisciplinary research conducted and coordinated by John Demer, Chief of the Division of Conservation, and Fonda Thomsen, Textile Conservator, at Harpers Ferry Center, and the Fort Sumter staff, is a success story in its own right. However, the saga of the Fort Sumter flags did not stop at that point. A small chore remained—funds to preserve and properly exhibit all three at Fort Sumter.

The historic significance of the flags, especially the Anderson flags, made them candidates for a public fund raising campaign. With enthusiastic support from the Southeast Regional and Washington office staffs, an organizational meeting was held in Washington early in 1983. From that gathering an outstanding group of community leaders across the country

and centered in Charleston, and South Carolina were recruited to raise the necessary funds to preserve and exhibit the flags of Fort Sumter. This was recognized at the time as an enormous undertaking in view of size of the garrison flag alone.

Under the leadership of General William C. Westmoreland, Honorary Chairman, a group of seventeen dedicated men and women has worked very hard over the last three years to raise the necessary funds. While the going has been at times agonizingly slow, the Association to Save the Fort Sumter Flags made its first major contribution to the National Park Service last October. This amount was enough to preserve and exhibit (on a temporary basis) the Palmetto Guard flag and the United States Storm flag. This effort was greatly enhanced by the splendid cooperation of the National Parks and Conservation Association.

The most recent chapter in the saga was set at Fort Sumter on April 12, 1986, the 125th anniversary of the opening of the Civil War. In bringing greetings to the American people in behalf of Secretary Hodel and the National Park Service, Director Mott and Regional Director Baker presented the newly preserved Palmetto Guard flag, now a prominent and central feature of the museum. Within the next few months the dedicated staff of Harpers Ferry Division of Conservation will complete work on the storm flag and it will once more take its place at this historic fort.

Fires past, present, and future

Dave Butts
Chief, Branch of Fire Management,
WASO

When temperatures soar as summer strikes, and urbanites walk city streets, limp and damp, think for a moment how much more intense the heat of a forest fire can be than anything the summer weather holds in store. Actually last year with all the smoke in the air, there was no time for Park Service employees to reflect on wildland fire. Action had to be taken, and taken fast. Personnel from all over the Service put in a lot of extra time, some of it compensated but some of it generously contributed. In the wake of all this activity, jobs stacked up on the desks "back home," waiting for the return of the firefighters from the "western" battles. In some parks, employees juggled several jobs in order to keep things running while firefighters were away. Then later, those that had gone off to help others found their own fire season upon them and had to take action in their own home parks.

Every year, the nation passes through the cycle of preparing for fires, fighting fires, and then cleaning up for the next round. In this endless process, allocating time for planning becomes absolutely necessary if firefighters are to perform more and more skillfully with each new fire cycle and in the face of each new threat to our wild areas.

Visions from the Past

As our historians recommend, we need to periodically look back at previous events in order to prepare for the future. Lessons learned from wildland fires help to shape the planning process. Acadia NP with its fantastic seascapes and visions of North Atlantic lobster has another less known characteristic. Like most parks, it is susceptible to fire. In 1941, the surrounding region and part of the present park were swept by a roaring crown fire that local residents have not been quick to forget. New knowledge notwithstanding, any proposal by the park staff for anything less than full fire suppression meets with careful scrutiny.

At the other side of the Great Plains, another event took place in the 1940s that became a part of the public conscience, probably more than any single wildland management concept. Following a wildfire, a scorched bear cub was retrieved from what was left of the woods . . . And the marriage of that event with the advertising community's



Fire at Yellowstone

support of fire prevention became a landmark example of how public opinion can be influenced. Over forty years later, Smokey Bear is still teaching school children across America to prevent human-caused wildfires.

In the 1960s, Glacier NP took the brunt of fire activity along with the northern Rocky Mountains. The Glacier Wall and Flathead fires in 1967 burned over ten thousand acres over a period of weeks. Ted Thompson, Bob Morey, Cecil Lewis, Willy Colony, Tom Griffith, Doug Erskine, Bob Sellers, Ken Ashley and others remember the action. With the exception of the Big Cypress National Preserve fires in 1981, they were the largest wildfire suppression actions the parks have seen in recent years.

As a result of these and other experiences, firefighting tactics have changed dramatically over the years. Hard firelines, those which required extensive felling of trees or the use of heavy equipment, are no longer adopted as first choice tactics. The concept of holding down the acreage burned at any ecological price is no longer accepted. However, tactics differ from coast to coast, depending on a number of variables. In the West, the fire organization builds a base camp at the fire; in the East, the base is frequently at motels, since civilization encroaches so closely on the wildlands. Fires this dry spring at Great Smokey Mountain NP and Shenandoah NP attest to the potential.

The last vision of fires past, the La Mesa fire at Bandelier NM, provided two significant messages. This culturally significant area was swept by a fast-moving wildfire that spread from the adjacent national forest. Started by a recreational vehicle, the fire raced across more than half of the park toward the Department of Energy (DOE), Los Alamos facility. As the fire approached the boundary leaving the park, attempts were made to backfire from a road. Park personnel and DOE firefighters attempting that stand had to pull out as the fire jumped to the crowns of forty-foot pine trees across the road. During that action, a park employee lost his life. He suffered a fatal heart attack in spite of having passed his step-test, but a heart condition that had gone undetected led to his death. Although events of this sort can occur despite all precautions, it has encouraged greater care in the steps we take to screen and train firefighters.

That fire also marked another first. How do you build a fireline in an archeological area? The La Mesa fire provided an opportunity to develop this important technique. The archeologists from Cultural Resources Center in Santa Fe, with the support of Ronald Ice, worked effectively with the plans staff of the fire team. They accompanied the line locators, in order to flag the route with the least impact for firelines. It was a constructive process, and the techniques learned were later incorporated by Ron

Switzer into fire management training courses as standard practice.

Fire Present

Relatively speaking, the year 1985-1986 is the present, and it has been unprecedented in the annals of NPS firefighting both from the perspective of the length and the intensity of fire activity. The fire cycle began in January in the Southeast, then spread West through the Great Basin, finally arriving in the northern Rockies and the Northwest. In July alone, almost 20,000 people fought wildfires, the largest such national mobilization effort ever accomplished. The Park Service can be proud of its contribution of about 1,000 firefighters during this period . . . As a result, the four parks that experienced major wildfires—Big Cypress NPr, Grand Teton NP, Olympic NP and Yosemite NP—profited by the contribution of about the same number of personnel, plus aircraft, from our cooperating agencies. Sharing works both ways!

The Spring, 1986 edition of *Ranger* contains articles by Scott Erickson, Rick Gale, and Doug Erskine, covering three aspects of fire management. (For copies, contact Bill Halainen, WASO Ranger Activities.) These can serve as valuable source material for those unacquainted with this important aspect of park operations. On the average, considering the statistical occurrence of fires and the mobility of superintendents, a park manager can expect to experience one project fire in his or her entire career. The fire management program at the park must smoothly and effectively assist the manager in order to assure the success of that one event.

Fire Future

The threat of fire is very real as drought conditions this year have already shown. How successfully we handle the challenges of fire prevention as the summer proceeds depends on the success of existing plans and management programs, as well as the modification of such programs by changing technology and innovation. Both are welcomed and essential in the management of NPS resources, encompassing over 79 million acres and 337 highly variable field areas.

As may be expected, we will continue to refine our tactics, driven by our desire to work more and more cost effectively, and by improved technology that allows us to make better decisions with less ecological consequences. Even at the Wilson Creek fire in Wrangell-St. Elias NP where a dozer fireline were constructed to protect adjacent developments, the intensive rehabilitation follow-

ing suppression mitigated much of the impact. In the future, we hope to be able to use fuel management along boundaries and developments to avoid heavy fireline tactics. Secondly, the wildfire at Custer Battlefield threatened lives and burned up an engine belonging to the Bureau of Indian Affairs. The article in the September, 1985 *Courier* pointed out the potential role of prescribed fire in cultural sites. Perhaps in this and similar ways, we can achieve desired results without threatening the resources.

The continued sharing of skilled employees is also critical to future firefighting success. The recent East-West swap and West-East response to the fire cycle shows it can work both ways. New strength has started to develop in parks with the 1985 activity and with FIREPRO in the 45 parks for FY 1986.

The National Park Service does have virtually a 12-month "fire season," with

some parks in season year-round. To handle this, increased support from both cultural and natural resource programs, increased use of prescribed fire in maintaining vistas, meadows, and battlefields, expanded use of supporting technology, and ability to draw on fully qualified and equipped firefighters serving with minimum risk can't be stressed too strongly. Fire prevention symbolized by the ever-vigilant Smokey is still needed also.

What will 1986 be like? Nobody really knows—except perhaps the Farmer's Almanac. As Park Service employees dedicated to resource preservation, we will just have to focus on preparedness, and then handle the fires if and when they come! Any other suggestions? The Branch of Fire Management welcomes ideas for further innovation and refinement of the programs.



Cracked pot gives clues to the past

Bruce Weber
Public Affairs Officer
Isle Royale National Park

The recent discovery of a 14th-century ceramic clay cooking pot at Isle Royale National Park is one of the most remarkable archeological finds in the Great Lakes basin in recent years, and is attracting considerable interest from archeologists and the public.

The basketball-size relic was found last August lying in a bed of sand at a depth of 70 feet in Rock Harbor, where cold waters (probably 35°F year-round) provided an optimal, stable environment for 700 years. The discovery was made accidentally by Scott McWilliam, a trained diver working with the National Park Service's Submerged Cultural Resource Unit (SCRU), while performing an underwater search for the remains of a pontoon plane that crashed in 1935.

Archeologist Dr. Pat Martin of Michigan Technological University, who is studying the fourteen-inch-tall vessel, said the actual discovery in the well-used Rock Harbor waterway is remarkable in itself, but the pot has significance in several other ways as well.

First, the vessel is nearly intact; 75% of the original pot remains in one piece. This is highly unusual in a northern environment such as that found around Lake Superior, where relatively porous vessels such as this one typically succumb to damage caused by moisture and the "freeze-thaw cycle." Because frost-heaving commonly breaks ceramics into small pieces, very few vessels of this age have survived from the Upper Great Lakes.

The pot is also a significant indicator of area-wide cultural contact. Its distinctive style and manufacturing technique give clues to its cultural origin. The way that the pot has cracked indicates its original formation by laying up coils of clay, later annealed by paddling the outer surface while holding a hand on the interior. The rounded, globular shape and crushed granite used as tempering material also characterize the period known as the Late Woodland in this region.

Dr. Martin says the combination of manufacturing and design represents a distinctive style of pottery best known from the Juntunen Site in the Straits of Mackinac (250 miles east of Isle Royale). That similar vessels should be found in both locations is not terribly surprising. The occupants of the Juntunen Site were regular users of native copper, a mineral obtained with relative ease by traveling to the nearby Keweenaw Peninsula or Isle



Royale, or by trading with people in this area. The many small prehistoric copper mines of Isle Royale were utilized as far back as 3,500 years.

Attaching an ethnic identity to material several hundred years old is tenuous, at best, but the makers of this pot were probably the ancestors of the Chippewa (or Ojibwa) people who lived in this region from 1200-1400 AD. Dr. Martin hypothesizes that the pot may have found its way into the waters of Rock Harbor via an overturned canoe, or perhaps the angry hand of the owner when the pot's bottom broke.

How to best care for this potentially delicate ceramic object became an immediate concern for diver Scott McWilliam, and thereafter for park naturalist Bruce Weber and park historian Dave Snyder. McWilliam quickly recognized the pot—first noticed by his dive partner—to be something of great significance: "the largest most intact piece of Indian pottery ever recovered in this area."

Back at park headquarters, the park staff received the valuable discovery with surprise and quickly set about finding the best conservation method to preserve the rare artifact. From the start it was assumed the pot—which was in a cold, saturated, stable environment for hundreds of years—would become very fragile as it dried. Telephone calls to archeology laboratories throughout the Great Lakes brought little help since conservation of entire pots is not commonly dealt with here. First-hand conservation experience was needed. Through the grapevine of referrals eventually surfaced

the name of M. Brigid Sullivan, conservator at the National Park Service's Western Archeological and Conservation Center in Tucson, Arizona, who laid out the strategy to preserve the vessel.

"It is important to realize that ceramics, particularly low-fired aboriginal ceramics, are extremely fragile in water burial and can fall apart during drying" explained Sullivan. The pot was dried very slowly and inspected everyday for signs of surface disintegration or cracking.

The Isle Royale pot is now stabilized and ready for exhibition and further interpretation. Park staff hope an exhibit room will eventually be built at Rock Harbor or the park's mainland headquarters in Houghton, Michigan, to display this and other artifacts from the 3,500 item museum collection.

Judge hands down tough sentence in Edison theft case

Phillip Burns Peterson of Redwood City, CA has been prohibited access (for the rest of his life) to all historic museum collections nationwide as part of his sentence for concealing huge amounts of stolen property that belonged to Edison NHS (NJ).

On May 29 Judge Clarkson S. Fisher, US District Court, Newark, NJ, handed down his decision banning Peterson from further activity within any museum collection. A one-count indictment issued last July 17 charged Peterson with "concealing stolen property that was moving in interstate commerce." The indictment said that between March 1976 and June 1985 Peterson concealed and stored documents and artifacts that had been stolen from Edison NHS in West Orange. He was not charged with theft because the five-year statute of limitations had expired.

Though justice was slow in coming (the case administratively closed years ago), the sentencing of Peterson could not have been more timely, as Edison NHS kicked off its centennial celebration on June 1. There could have been no better script for the Edison staff.

The rest of Judge Fisher's sentence decision was:

Five year imprisonment, suspended, except for 60 days—the remainder will be probation;

Restitution to NPS of \$2,400;

Restitution to Edison NHS of \$22,000 OR compliance with the following:

a) Donation to Edison NHS of Peterson's Edison phonograph collection,

b) Donation to site of all papers seized from his residence in 1985,

c) Peterson must drop all claims on any seized documents.

The unravelling of Peterson's pilfering past began in May, 1985 when an Edison

artifact was offered for sale to an Edison collector who is also a "Friends of Edison NHS" member. (See COURIER/September '85, p. 4.) Through the alert efforts of three Edison collectors, park staffers and the FBI, Peterson's collection was

discovered, traced, brought back to New Jersey and catalogued. The returned "goods" filled 33 cardboard boxes—some 5,000 items in all.

—NARO Public Affairs

Enhancing the parks—entertainment personality starts the ball rolling for the great outdoors

When John Denver talks about protecting and preserving the parks, he is not speaking simply in the abstract. A long-time friend of the earth, he has found inspiration for his music and direction for his life through his contact with the outdoors. Growing up as part of an Air Force family, he recalls his years in Arizona: "I had more time alone than the other kids, so I would go out into the desert. When we moved to Alabama, I'd go out into the woods. So nature became very important to me."

Now this "nature boy" is honorary chairman for the Post Natural Raisin Bran National Park Pledge. And as chairman, he is calling on the American public to stand behind him in raising funds to help the National Park System.

The National Park Pledge represents one of several thrusts being developed to help this nation's parks. To date, it is perhaps one of the best publicized. Aimed at mobilizing public support and increasing awareness of the 337 diverse units in the National Park System, the Pledge will enlist consumer help to generate up to \$250,000 for the establishment of the National Park Enhancement Fund. Administered by the National Park Foundation, a non-profit organization chartered by Congress to accept and use gifts to enhance the park system, the money contributed to this fund will be used for a trail improvement program to begin this summer.

Says David Hurwitt, vice president and general manager of the Breakfast Foods Division at General Foods: "When John Denver speaks of our fantastic National Park System, he's talking for all of us. We're proud to be involved and hope others in the food industry will join us."

Although the big push for consumer support will come from general interest sources (radio stations, supermarkets, grocery stores), park staffs can contribute to the success of the enhancement fund in a lasting way through visitor contact. Simply informing the public of the existence of the program can go a long way toward keeping it alive and vital, said a spokesperson for the General Foods effort.



National Park Service Ranger Kathy DeHart explains finer points of a ranger's hat to John Denver, chairman of the Post Natural Raisin Bran National Park Pledge. For each boxtop from Natural Raisin Bran submitted to Post, 50 cents goes to the National Park Enhancement Fund.

"We want the enhancement fund to go on for ever and ever, long after its associations with Post Raisin Bran," she commented.

Already the impact is beginning to be felt. Children in Pennsylvania and other states have been collecting proofs-of-purchase because they want to help the parks.

"Our goal is to help facilitate the increased awareness of the treasures we

Americans hold in our public lands," says Leigh Warner, manager of the Post Natural Raisin Bran National Park Pledge at General Foods. "We hope through the establishment of the National Park Enhancement Fund, we will provide a vehicle by which Americans can demonstrate their pride in America."

John Denver and the National Park Service couldn't agree with her more.

Steady! Aim! Click!

R. "Dixie" Tourangeau
NARO, Public Affairs

Several million dollars worth of weather forecasting equipment and Boston TV's four meteorologists told me what I wanted to hear. So it was early to bed and very early to rise. For years I had wanted to witness the April 19th festivities out at Minute Man NHP (Concord, MA) and this time, weather permitting, I was determined to do it.

After months of steadily botched forecasts, this time the weathermen seemed sure. When your main objective is picture-taking, "clear and dry" is the kind of weather you beg the Kodak god for. I crawled out of bed just before 4 a.m. and downed a hearty breakfast. I grabbed my pre-packed camera bag, a set of warmer weather clothes, my cup of hot tea and drove the 25 miles to Minute Man's parking lot nearest the Old North Bridge. I arrived minutes after dawn—it was clear and dry as predicted.

The 1986-version Minute Men were already gathering as were quite a few rugged park visitors, wishing a glimpse of reenacted history. There were tourists, locals, children and some senior citizens. Some like me, were attending this early morning event for the first time though it has been available for years. As the mid-April sun cleared the tree tops, we spectators basked in rays of soft light, but we could have used a little more warmth. When the wind blew, cool turned to downright cold!

Just after 5:30 there was a march of historically dressed Concord Minute Men across the Old North Bridge and up to the hillside beyond it. Within minutes the "clompity-clomp" of a horse was heard, and seconds later that American patriot rallying cry "The British are coming! The British are coming!" was audible from the rider, Dr. Seymour A. DiMare who was portraying Dr. Samuel Prescott. While the noble steed pounded his hoofs over the North Bridge, camera-laden onlookers snapped away anxiously. These few seconds of action would not be repeated until next year so we all hoped that we had captured the moment on film. Amongst the crowd was a three-person, Denver (CO) Public Broadcasting video-cam crew dispatched especially to cover the weekend's historical events.

The Bridge spectators quickly followed the horseman toward the hillside bivouac. The Concord Minute Men were now inside a roped-off area and after a flag-raising and a fife-played (heart-stirring rendition) national anthem, they fired a 40-gun salute, two blasts at a time. When this ended, the Minute Men headed back



A group of British riflemen drill at their encampment near the Battle Road Visitor Center



The Concord Minutemen in formation atop Old North Bridge

to the North Bridge, marching to some bouncy Colonial life tunes.

It was now 6:15 a.m. and the next ceremony would not take place until 7. Superintendent Bob Nash invited all the on-duty rangers (and me) to the "Bullet Hole House" for some warmth and breakfast. Those of us who already had breakfast had a good excuse to brazenly attack the doughnut tray for the day's chocolate fix. Nash's wife mixed up some delicious-looking scrambled eggs for the hungry rangers and there was

plenty of hot tea and coffee to help fight the wind-chill outside.

At 7 the Minute Men crossed the North Bridge again and stood at attention around Daniel Chester French's statue of the Minute Man on the west side of the Bridge. A wreath was placed at the statue's base and there were "historic words" read. Then the Minute Men marched on to the Bridge and fired a 21-gun salute, seven patriots at a time. The gun-firing salutes always excite onlookers because of crackling loudness

and the streaks of fire that emanate from the old flintlock barrels. The crowd dispersed after this ceremony, going off in all directions to explore the different aspects of the park.

Just after 9 a.m. people began congregating again around the Bridge, this time in anticipation of the annual Concord town parade that would tread down the pebbled Battle Road and over the North Bridge. There were many Colonial-garbed units in the lengthy parade and all marched to the accompaniment of historical fife and drum selections. The last group of Colonials thrilled the remaining crowd by firing off several rounds of smoky black powder from atop the Bridge.

Meanwhile, aside the Battle Road Visitor Center parking lot, there was an encampment of British regulars. Though "historically incorrect" according to one MIMA ranger, they did provide that weekend's visitors with an added bit of living history by showing what life was like for a British soldier during the Revolution. Finally out of film and with my historical interest waning after nine hours, I drove home.

What about all my clicking? The pictures were developed before the next week was out and almost all were fine—slides and black-and-whites. The horseman, the gunfire streaks, the parade—got 'um all, plus some new park pictures. So I didn't waste the good crisp weather and if the forecast next April 18th is for "clear and dry" I may try this a second time.



The Daniel Chester French Minute Man statue with newly laid wreath

Passport to parks serves as travel guide, memento



Passport and stamps

If your summer travel plans include national parks, you might want to pick up a new passport.

No, they're not required, but the "Passport To Your National Parks" now being offered by the National Park Service is guaranteed to perk up your interest in the 337 areas of the National Park System.

Being sold by mail and at parks throughout the country for \$2.95, the passport is designed to serve as both a trip planning guide and a memento for park visitors.

The 104-page, pocket-sized book contains color-coded maps and lists parks by geographic regions. It also has space for a collector's series of special national park stamps to be issued over the next five years and for cancellation marks for each national park area visited.

Bob Baker, Southeast Regional Director, said he hopes the passport will increase public awareness of lesser-known parks.

"We expect a record number of visitors to parks this year and we want people to know that there are alternatives if they are looking to avoid the overcrowding at some of the nation's most popular parks," Baker said.

"We have a great variety of parks and things to do and see," Baker said. "In the southeast region alone we have 53 national parks, historical parks, and recreation areas to choose from—each of them unique."

"By visiting national parks, Americans can gain a greater appreciation for their public lands and take pride in the nation's scenic beauty and cultural heritage," he concluded.

Baker said net proceeds from the sales of passports and collector's stamps will be used to improve park interpretive programs. The passport program is being sponsored jointly by the National Park Service, the Eastern National Park and Monument Association and other cooperating associations.

For more information, contact your nearest national park area, the National Park Service's Southeast Regional Office, 75 Spring St., S.W., Atlanta, GA 30303, or the Eastern National Park and Monument Association, Jamestown Visitor Center, Jamestown, VA 23081.

—Paul Winegar



The Director's Report

By William Penn Mott, Jr.

The Horace Albright Fund:

Working with
the National Park Service's
greatest resource

Although most of us enjoy our work, we can still benefit from opportunities to find fresh insights into ourselves, our jobs, the parks, and the National Park Service.

Personal renewal has long been recognized for its beneficial effects in the academic community and in some areas of private industry. Traditionally, this renewal has taken the form of a "sabbatical year." Literally defined as "a leave of absence granted every seventh year . . . for rest, travel, or research," the sabbatical year has become an integral part of the career pattern of most college professors and many business executives.

And so, in the name of Horace Albright, whose thoughtful insights into park programs and issues have inspired so many of us who have followed him in the Service, we are developing a program to provide opportunities of renewal for all NPS employees.

The Horace Albright Fund was founded last year on the anniversary of the establishment of the National Park Service. Its goal is to provide employees a way to reach out and explore, to expand already-developed areas of interest so that they can return to their jobs, renewed and refreshed, recharged with energy and enthusiasm. The fund is in-

tended to enhance the Service by enhancing its greatest resource, the employees who keep the Service going and who perform all varieties of work at all skill levels nationwide. It is intended for the maintenance worker who seeks to expand his knowledge by learning more about the historic properties he works on, or the secretary who wants to develop business skills for further career advancement.

The fund will provide renewal in many cases by making educational opportunities possible. It is not a synonym for a vacation from work. Rather, it should serve as an expansion and enhancement of the work experience, a chance for someone in Montana to work on a special project in Boston, or for a researcher to return to school for further study in his or her field. Ideally, the fund will provide grants for per diem, tuition, travel . . . for these and all similar opportunities to broaden individuals in ways that will benefit both themselves and the National Park Service.

How will the fund operate? Through the generous donations of you, me, and others who want to improve life not only for themselves but also for our fellow employees. To date, a former director of the Park Service has con-

tributed; so has the president of Tourmobile Inc.; so have I and all the senior management of the National Park Service, as well as the California State Park Rangers and the Alfred A. Knopf publishing company, and the Smithsonian Institution Associates. The National Park Foundation, which administers the fund, has also donated its administrative services free of charge. Now it seems appropriate for all employees and alumni to gather together to join in this important effort to encourage renewal and creativity throughout the park system.

Therefore, I am asking every one of you to use the coupon found in this issue, to clip it out and send it to the National Park Foundation along with your check, made payable to the fund. My personal goal ultimately is to generate approximately five million dollars, not from your donations alone but from every resource we can tap in order to make the fund a viable source of opportunities for all employees.

As it is envisioned, recipients of money from the fund will be selected through a review process developed by a committee of employees selected from all levels of the bureau. This committee will review all applicants to the fund. From this initial review, a first cut will be made, and from the remaining candidates the final recipients will be chosen. It is my hope that the selection process will focus on the credentials and qualifications of the employees when making these final determinations. We want to keep the criteria open enough to permit a variety of creative applications for Albright Fund benefits, and in this way enable those selected to ultimately return to work equipped with new dimensions of skill, knowledge, and enthusiasm.

It is not often that private funds are used for the activities of individual government employees. However, operation of the fund by the National Park Foundation, legislated by Congress to handle such contributions to the Park Service, makes this possible.

HORACE M. ALBRIGHT FUND

I wish to support the Horace Albright Fund. Enclosed is my gift in the amount of \$_____ or my pledge of \$_____, payable in _____ installments.

Name _____

Address _____

City _____ State _____ Zip _____

Make check payable to the Horace Albright Fund.

Mail to: The National Park Foundation
P.O. Box 57473
Washington, DC 20037

In order to transform the fund from wishful thinking into dynamic reality, you have to want it for yourselves as

much as I want it for you. I urge you to allow the Park Service to work for you as enthusiastically as you have worked

for the Park Service. Together, let's make the Horace Albright Fund a source of renewal for everyone.

Focus...

On Amistad National Recreation Area

Don Goldman

The position of assistant superintendent in a national park area is one that has always been filled by the promotion of those with considerable experience working in the parks. It requires a familiarity with the way a park operates and a knowledge of how things are done. It is a position for which the lower-graded jobs in parks have always been a preparation.

Three years ago Secretary Watt ordered the National Park Service to transfer higher-graded people and positions out of Washington and into the parks. As it turned out, a number of the new park positions created were for assistant superintendents. As it also turned out, a number of the employees chosen to fill these positions did not have the "necessary" job experience, having spent little or none of their careers in field areas.

The Service took a chance, sending "unqualified" employees into key management and leadership positions. And the employees likewise took a chance: they blithely dropped into jobs that others had been working toward for years, and without having the experience and training of those they would now be supervising; and—perhaps worst of all—they carried the taint of WASO. But there was also an opportunity for both parties: for these employees, there was the chance to make a career change within the Service that previously had been impossible; for the Service, there was the infusion of new blood and possibly new thinking into the management of national park system areas.

I was one of the Washington people who became assistant superintendents. Although I had considerable experience in a regional office, a service center, and WASO, I had never worked in a park. I knew a lot about how a national park operates, but from a different perspective than that of the park employee who makes it work.

So these last three years have been heavy on learning, certainly for me, and to a considerable extent, for my new colleagues. I can only speak for myself, and I don't know if my experience is representative of the others who made that big

jump from WASO to parks, but perhaps my experience will be instructive to others who may be offered a similar opportunity:

1. *Don't try to hide your inexperience.* It is neither a source of embarrassment nor an indication of incompetence that you have not previously worked in a park. Be frank and honest about your lack of park experience with all your colleagues.

2. *Ask lots of questions.* There is a wealth of knowledge about the park, its visitors, and its situations and problems that is known to the people who work there. The maintenance employees and rangers have observed and learned much in their duties. The secretary knows what's in the files and can remember many things that aren't. These people may not volunteer their knowledge, but it's there for the asking.

3. *Do your job and let your subordinates do theirs.* Being assistant superintendent gives you responsibility for carrying out the superintendent's goals and policies, for working with your subordinates to solve problems, and for responding to the day-to-day needs of the parks and visitors. It does *not* make you the chief ranger or facility manager. The park has competent, experienced people filling those positions, and they know their jobs better than you do.

4. *As you learn you job,* your inexperience will trip you up once in a while. Attending a staff meeting, speaking to a visitor, discussing a matter in the field—your lack of experience or your unfamiliarity with a given matter will sneak up on you, and you will say or do the wrong thing, and everybody will know! There are many ways of getting out of the embarrassment or awkwardness of the situation, but the one that will help you the most in the long runs is to acknowledge your error and apologize. Don't pretend it didn't happen or blame it on staff work. It's OK to be wrong, but only if you candidly make it right.

5. *Spend time with the field people* and learn what they do. In that way the papers and memos and reports on your desk make more sense. There's a lot going on in the park that can't be seen from headquarters, and the nuances and fine

points might not come out in staff meetings and memos.

These are some of the lessons that I've come to learn. There are also some lessons for the Service, consequences that are intrinsic in the career changes we made:

One of these is that we brought—or at least had the potential of bringing—a fresh point of view to the management and decision-making level of the parks. If the benefit of the traditional park-level promotions to the assistant superintendency is the accumulated park experience of the incumbents, the cost may be the institutionalization of "the way we do it here." I had the benefit of not being emotionally tied to past decisions, or even the process through which they were made. Where my colleagues had learned to live with old decisions and policies, I was free to ask "why". The fresh approach by a person who hasn't yet learned "the way we do it here" can often prepare the scene for needed change.

Another consequence of potential benefit to the Service was the infusion into the parks of people who know and understand WASO. Washington and the parks both play essential roles, but of necessity their points of view are different. While the one contends with congressional committees, the Office of Management and Budget, the Office of Personnel Management, and the Department, the other frets about its budget and FTEs, and about how to respond to a million memos. It is easy, especially in the parks, to see this relationship as "us against them." I have found that a bit of understanding and empathy brought to the park by one who knows what WASO does, and *why*, can help to improve the relationship.

Curiously, the several lessons mentioned here are not unique to my experience; they are important to any park supervisor. These principles are not *good management techniques* as much as they are *good sense* and *good human relations*. The only thing that might be unique is that I came to them from a different set of experiences than did most assistant superintendents before me.

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If the experiment begun three years ago is successful, then it will suggest that the previously sacrosanct requirements for promotion to leadership positions in the parks are not absolutes. It is clear that up to the level of park division chief, increasingly responsible positions with exposure to park visitors, park operations, training, etc., are essential. In other words, one can be an effective chief ranger only by having spent some years as a ranger. But it does seem possible that new blood and different experiences can

be successfully infused at the assistant superintendent level, that the ability to make good decisions depends as much on good judgment and the desire to learn as it does on job-related experience.

The unusual job change that we new assistant superintendents made will, in the final analysis, have an effect on the National Park Service and on us. Whether that effect will be positive or negative will be largely determined by our individual circumstances, experiences, and abilities. And much will depend on attitudes, ours as well as those of the people we work for and those we supervise.

Don Goldman is the assistant superintendent at Amistad National Recreation Area, Texas. He has BA and MA degrees in Geography from UCLA, and his NPS work spans the periods 1962-1967 and 1981 to the present. The intervening years were spent with the Bureau of Outdoor Recreation, The Heritage Conservation and Recreation Service, and the Peace Corps as a volunteer in Costa Rica.

NPS NewsDigest

Scientist Ensures Wildlife is Part of Washington Cityscape

Angus Phillips

John Hoke has friends all over downtown. They're wild. Some have shells, some wear feathers, some have gills. They cause him grief, time to time, but he loves them, anyway.

"There's one of my boys," Hoke said last week. "See the turtle with the hole in its back? We rescued him from the C & O Canal in 1968. Somebody shot him. I took the bullet out, patched the shell with silicone and put him in this pond."

Eighteen years later, the wounded turtle sunned on a log at Simon Bolivar Park at 19th and C Streets NW, in front of Interior Department headquarters, oblivious to the hubbub of trucks, buses and cars screeching by.

Bolivar pond used to be just another lifeless, antiseptic Washington architectural pond until Hoke came along and filled it with logs and marsh grass and muck from Kenilworth Gardens on the Anacostia River. Now, it's a lively urban wildlife refuge. Ducks live there, and largemouth bass, even a wounded turtle.

Hoke, a cigar-smoking, bureaucratic bear of a man, is the madcap National Park Service scientist who believes Washington's aquatic monuments need life.

Knowing, as he does, that dirt and disorderliness are the stuff of life, he brought in truckloads of mud, boxes of aquatic plants and various fishes to enliven the Reflecting Pool, Constitution Gardens, Bolivar Pond and a tiny pond in front of the National Park Service's regional headquarters on Hains Point.

His system works; sometimes too well.

Last April, a wild mallard hatched a starling of ducklings on the island in Hoke's vest-pocket refuge at Haines Point. The ducklings immediately began paddling around the 10-foot-by-40-foot rectangular pond.

Park Service employees who drifted out for a brown-bag lunch on the concrete apron were delighted at this glimpse of nature, Hoke said, until a largemouth bass, another resident, lunged out of the black water and gobbled up one of the fuzzy newborns.

"The bass ate three or four ducklings before I got there," said Hoke, "and I guess it was too much nature for some people. They kept coming up to me in the halls and saying, 'You and your (unprintable) bass.'"

Jack Fish, director of the Park Service's National Capital Region, made Hoke drain the pond and remove the bass before he refilled it, and this year the mallard is back. "She's in there

now," said Hoke, proud as a parent, and sure enough, barely visible in a tangle of reeds, the hen was roosting away the other day.

Hoke's scheme has been to save Washington's shallow, concrete-bottom architectural ponds from being overgrown with algae, as they were for years, by putting more desirable life forms in the water to eat up nutrients.

Over the last decade and a half, he's put boxes of submerged aquatic plants and poured truckloads of Kenilworth muck in various ponds, which eased algae problems and attracted booming populations of wild waterfowl to the city, particularly to the six-acre Constitution Gardens pond on the Mall, where they feast on hydrilla and wild celery and handouts from passersby.

"One day, I was standing next to a tourist, watching a homeless person feed the ducks there," said Hoke. "The tourist said, 'Isn't that wonderful, a person who doesn't have enough to eat himself, still finding something for the ducks?'"

"Well, I noticed he was leading some of the ducks right out of the water with his trail of food. Just about then, a duck got too close and he reached down and snatched it, wrung its neck and took off running.

"The tourist said, 'What are you going to do about it?' Well, what could I do? It's not illegal to hunt in Washington," said Hoke. "It's only illegal to use a gun."

There also are enough bass and bluegills in the Constitution Gardens pond these days that sport fishermen sometimes slip down at dawn, before tourists arrive, and nail a few.

Rick Robbins, a Park Service lawyer, said two years ago he was catching largemouth bass up to four and five pounds flyfishing at Constitution Gardens, but last year most of the fish were in the seven- to eight-inch range.

The Park Service has no rule against fishing the lake, Robbins said, but discourages it during the day when tourists are around, for fear someone will get hooked accidentally.

So there it is—bass, bluegills, turtles, ducks, Canada geese, hydrilla, wild celery, zooplankton, phytoplankton, hunting, fishing, predatory attacks—the whole, beautiful, grisly natural tableau right here in the heart of the big city. And nowhere else, as far as anyone knows.

"I'm not aware of any other cities that manage their little waters as refuges this way," said Robbins. "Most cities look on ponds like this as decorations, like the pool at Union Station, with waterspouts and a place to wade.

"The Park Service turned Hoke loose, told him to come up with something more natural and less expensive to maintain," said Robbins, "and what resulted is just plain lovely."

THE WASHINGTON POST
Washington, DC

Park Briefs

WASO, DC—It isn't often that the courtyard at 18th and C Streets rings with music and song. . . . And even less often that the lead character in the extravaganza is 282 years old. . . . It happened the first time in 1976 when Franklin S. Roberts Associates created the National Park Service's touring production of "We've Come Back For A Little Look Around," and it has happened again. Roberts has brought back Benjamin Franklin to share his wisdom on the workings of government and his experience with the origins of the Constitution. "Four Little Pages," an original one-act play produced by Roberts, is a tribute to the document on which American democracy is based. Educational and entertaining, the play reminds us of where we came from and how problematic were the forces that brought us all together.

It was "a government as shaky as a kite in a lightening storm," Ben Franklin claims, a "12-year-old country that may never be 13." The toe-tapping number which followed these words further describes the state of the Union. It covers problems ranging from the budget to foreign affairs to the media—not so different from the "modern condition," viewers must have thought.

In the audience, quietly mouthing the song lyrics along with the performers was musical director Howard Levitsky. Also present were Mr. and Mrs. Robert D. Kilpatrick, Kilpatrick, chairman of CIGNA Corporation who, in conjunction with the National Park Service, generously co-sponsored the tour, received the first Passport from Director Mott in appreciation for CIGNA's contribution to the production.

Said Kilpatrick on acceptance: "Does this mean I can go to any national park and say 'Bill Mott sent me'?"

Quickly Mott responded: "Well, we have a new fee legislation going through Congress, so you better move fast or you'll get charged."

CIGNA, as Kilpatrick announced later, is only two years younger than the Constitution. He hopes the example set by his corporation will encourage others to get involved in ventures with the National Park Service.



Cast of "Four Little Pages"

NEW RIVER GORGE NR, WV—For the armchair traveller only, the man or woman who enjoys nature so long as it is on the other side of the window pane . . . does Amtrak have a deal for you! Throughout the summer interpreters from the New River Gorge NR will be meeting the Sunday Amtrak at Montgomery. From here to White Sulphur Springs, they will provide passengers with the human and natural history of the New River Gorge. Geologically, the New River is probably the oldest in North America. Says Superintendent Jim Carrico, "The New River Gorge is of incredible beauty and, due to its inaccessibility, one of the best ways to see it is by train." Of course, white-water enthusiasts will be riding the mighty New River somewhere

below the train tracks, providing passengers with a glimpse of life on the other side of the window pane.

KLONDIKE GOLD RUSH NHP, WA—The Washington State Parks and Recreation Commission has assigned a representative to the U.S. Forest Service/U.S. Park Service Outdoor Recreation Information Center in downtown Seattle. Administered by the Seattle unit of Klondike Gold Rush NHP, the center annually assists over 60,000 people requesting recreation information in the Pacific Northwest. "This marks the first joint staffing of such a facility by these state and Federal recreation agencies," said Klondike Superintendent Willie Russell.

WUPATKI NM, AZ—The first Mad Dog biathlon, sponsored by two Flagstaff merchants, was held at Sunset Crater and Wupatki NM. Forty-seven riders/runners started the 52-mile ride at Sunset Crater, dropping 2,000 feet in elevation, eventually riding through Wupatki, battling winds up to 40 mph. Returning to Sunset Crater, the riders charged five miles up O'Leary Peak (9,000 foot elevation).

FORT CAROLINE NM, FL—Jacksonville mayor Jake Godbold welcomed sister city delegates from Nantes, France as he observed "the sister city program is dedicated to bringing peoples of different cultures, customs and languages together to better foster understanding and to achieve the ultimate goal of peace throughout the world." Based on a solid foundation of multiple exchange programs which reach out to all facets of the community, the relationship between Jacksonville and Nantes is one of the strongest in the entire U.S. sister city program. Reinforcing that relationship, delegates visited Fort Caroline NM as part of the events scheduled during Jacksonville's "French Heritage Week." The group of 18 spent the morning touring the park and participating in a special program, followed by wine, cheese, and Renaissance-period entertainment. Although Jacksonville and Nantes officially began a business relationship in 1980, personal contacts began in 1977 as a result of the Marquis de Goulaine's interest in one of his ancestors, Rene de Laudonniere, the founder of Fort Caroline in 1564.

GEORGE WASHINGTON BIRTH-PLACE NM, VA—As the summer sun moves into position, men shave their beards, women cut their hair, and sheep gladly submit to their yearly haircut in anticipation of the hot months ahead. Yet this is no ordinary shearing. No electric devices allowed. These sheep receive the "old fashioned" treatment with a pair of 18th-century style hand shears which harvest the wool from each animal. Interestingly, the variety of sheep being raised and sheared at the park are all of a very old strain. Isolated for centuries on Hog Island off the Virginia coast, these animals were only recently brought to the park. Specialists in historic livestock unanimously declare that this variety of sheep are, in appearance and habits, almost exactly like those of early colonial times . . . Not that this matters to the sheep. All they really care about is the haircut.



Cyclists at Biathlon



Boys Town National Historic Landmark plaque, with Jill York O'Bright, P. Daniel Smith, and Rev. Val Peter. (Photo courtesy of Boys Town)

BOYS TOWN, NB—The designation of Boys Town as a National Historic Landmark placed it in the category of "greatest importance in American history," P. Daniel Smith said during the landmark dedication ceremony on May 7. Smith, Department of the Interior Deputy Assistant Secretary for Fish and Wildlife and Parks, was the featured speaker at the event during which the landmark plaque was unveiled. Smith said the designation "signals to the public

that the property is worth visiting or at least learning about as a key ingredient of their American heritage."

The Interior Department announced last year that Boys Town had been selected as a National Historic Landmark, but Boys Town officials asked that the ceremony be delayed until 1986 so it could coincide with the 100th anniversary of the birth of the Rev. Edward J. Flanagan, Boys Town founder.

Special People

Living a dream

Jim Ryan
Blue Ridge Parkway

Little Bobby Helm, stricken with an incurable disease, believed the Blue Ridge Parkway was an important stop along his personal "Highway to Heaven." Thanks to the Parkway staff and dozens of other caring and generous people, 4-year-old Bobby's wish came true only days before his life's journey was completed.

Bobby, the only child of Mrs. Florence Helm of Lakeland, Georgia, just north of the Florida border, suffered from acute lymphoplastic leukemia. Doctors at the University of Florida Medical Center could not bring the disease into remission. In February, they gave Bobby a few months at the most to live.

The Children's Wish Foundation of Atlanta, Georgia, an organization that attempts to fulfill the favorite wishes of terminally ill children, learned of the prognosis for the youngster and gave him the opportunity to realize his fondest dreams.

"I came to the mountains last year and I just wanted to come back," Bobby said.

Specifically, he wished to visit the Blue Ridge Parkway, to see animals at a zoo, to ride a boat, take in an amusement park, go fishing, see the Cherokee Indians and, if possible, to become an "Honorary Park Ranger."

The Children's Wish Foundation contacted Parkway headquarters in Asheville, NC and asked for assistance. There was quick and unanimous agreement that all that possibly could be done would be done for Bobby.

The visit was set for June. Then, in late March, urgent word came that the visit would have to be made, if at all, in early April. Bobby's doctors were convinced that he would not survive much longer. There was no hesitation at the Parkway. "Tell them to come out," the Foundation was told.

Thus began a flurry of activity around headquarters. Ranger Larry Fitz volunteered to serve as Bobby's escort, but almost immediately was called to forest fire duty. Ranger Allen Hess, chosen by Chief Ranger Howard Parr as Fitz's replacement, quickly put together an itinerary and set about asking motels and restaurants if they would consider donating accommodations and food to Bobby, his mother, and grandmother, Latrelle Bailey. Not one business contacted declined to help.



L to R: Park Ranger Allen Hess with Bobby Helm and Superintendent Gary Everhardt

The staff chipped in to acquire a "uniform" at a local department store. Interpretive Specialist Steve Beatty found patches and badges and buttons, which Clerk-Typist Pansy Clark skillfully affixed to jacket and cap. Budget Assistant Pat Sanford and Secretary Yolanda Steward located a toy truck with the legend, "National Parks Service," on its side. Assistant Chief Ranger Tony Bonanno provided Hess with a patrol car for use during the family's visit. The U.S. Forest Service loaned its Smokey the Bear costume to Art Allen, Assistant Superintendent for Resource Management and Visitor Services, to be worn at an appropriate time. Everyone did what they could to prepare.

All was in readiness when Bobby, Mrs. Helm, and Mrs. Bailey completed the eight-hour drive from their home to Asheville on the evening of April 4. Rarely has there been a busier four-year-old than Bobby Helm during the next four days.

The energetic and inquisitive youngster, only occasionally showing the effects of the illness that promised to take his life, saw deer and bears, petted a python, and named an alligator at the Western North Carolina Nature Center. He had his boat ride and was made an honorary member of the Skyland, NC Fire Department.

He romped and rode and consumed bag after bag of popcorn during a four-hour stay at Ghost Town in the Sky in nearby Maggie Valley. He spent a night at the Parkway's rustic Soco Gap Training Center, where Smokey the Bear (Allen) paid a call to present Bobby with a Volunteers-in-Parks certificate.

Possibly Bobby's proudest moment came when Parkway Superintendent

Gary Everhardt pinned a badge to the little fellow's jacket and officially proclaimed him an "Honorary Park Ranger." Bobby removed the jacket only to sleep and bathe during the remainder of his visit.

Bobby's visit to the mountains "to see what God has made" was well covered by the news media, and in less than 24 hours he became something of a celebrity, recognized almost everywhere he went. An elderly man, eyes brimming with tears, pressed three \$1 bills into Bobby's hands and walked away without saying a word. The manager of a restaurant where no prior arrangements had been made refused to accept payment for a meal. A young man grasped Hess' hand and quietly said, "Thank you for what you're doing."

Bobby's outgoing manner and quick smile won him dozens of new friends, foremost among them, probably, Hess and his wife, Glenda, and Parkway Public Affairs Specialist Jim Ryan and his wife, Nancy, who accompanied the Georgians during their visit to the Parkway and Asheville area.

The inevitable parting was as quick and painless as possible. Bobby, bright-eyed and eager for new adventures, rode away in the care of Wilbur Paul and Delores West of the Cherokee Agency of the Bureau of Indian Affairs. Later, Principal Chief Robert Youngdeer of the Eastern Band of Cherokee Indians gave him the name of "Chuch Osta," which means "good little boy" in the Cherokee language.

Bobby, his mother and grandmother returned to their Georgia home on April 9. Five days later, quietly and apparently

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without any suffering, he completed the journey on his "Highway to Heaven."

Bobby's memory will live on, and not just for those who had the opportunity to know the captivating 4-year old. As a

result of the widespread media coverage of his trip to the mountains, donations from throughout the nation have been made in Bobby's name to the Children's Wish Foundation. These donations are being set aside in a "Bobby Helm Fund,"

which will be used to fulfill the final wishes of other children terminally stricken with acute lymphoplastic leukemia.

Bobby, in death as in life, really is a "Chuch Osta."

NPS People on the move

The superintendents of Aztec Ruins National Monument in New Mexico; Navajo National Monument and Hubbell Trading Post National Historic Site in Arizona; and Fort Davis National Historic Site in Texas were involved in a four-way switch in early June. Don Dayton, Acting Southwest Regional Director said that **Clarence Gorman** at Aztec will take the same position at Navajo while **Steve Miller** at Navajo will become Superintendent at Fort Davis. **Charles "Barry" Cooper** at Hubbell Trading Post will become Superintendent at Aztec, and **Douglas McChristian** at Fort Davis will assume the superintendency at Hubbell. In announcing the re-assignments, Dayton said that the transfers of superintendents are designed to give individuals greater variety of experience in the National Park Service.

James Sleznick, 53, a 28-year NPS veteran, has been named Superintendent of Pinnacles NM in Paicines, CA. A native of Chicago, he began his career as a ranger at Crater Lake NP in 1958. Among the places where he has served are Lake Mead NRA, Gila Cliff Dwellings NM, Yosemite NP, and Grand Canyon NP. "I am delighted to be appointed superintendent at Pinnacles," Sleznick said, "where my experience in prescribed fire and vegetation management can be tested."

Richard Ring, Superintendent of Gates of the Arctic National Park and Preserve in Alaska, has been selected as Assistant Superintendent of Delaware Water Gap NRA. Ring replaces William Wade, now Superintendent of Mather Training Center at Harpers Ferry, WV. As the first superintendent of Gates of the Arctic, Ring has guided the park's management and development from its inception in 1981 through the recent completion of its general management plan.



Clarence Gorman



Steve Miller



Douglas McChristian



Charles "Barry" Cooper

The appointment of **Doris Omundson** as Superintendent of Lava Beds National Monument in Tulelake, CA was announced by Western Regional Director Howard Chapman. Omundson has served with the NPS since 1966, most recently as Superintendent of Cabrillo NM in San Diego. She succeeds James Sleznick who is moving to Pinnacles NM as the Superintendent. "Doris is uniquely qualified for the position," said Howard Chapman. "She has a keen understanding of resource protection and community spirit." Omundson is the first NPS woman superintendent in a natural area of California.

Lee Hanson, who has been serving as Assistant Superintendent, Gateway NRA, has been named Director of the Illinois and Michigan Canal National Heritage Corridor Commission. He will be responsible for management of the 100-mile corridor along the historic route of the Illinois and Michigan Canal, which stretches from Lake Michigan in downtown Chicago to La Salle, Illinois. The area was legislatively established in August 1984 to preserve and enhance the recreational, natural, cultural, and historical features of the corridor.



Doris Omundson

Gary T. Cummins has been appointed Superintendent of Cabrillo NM in San Diego. Cummins, 45, is one of a select group who have been participating in the Department of Interior's Management Training Program in Washington, DC during the past year. He was the first



Lee Hanson

superintendent of the USS Arizona Memorial in Honolulu between 1980 and 1985. During that period he participated as a member of the NPS dive team which conducted the first underwater survey of the battleship, *USS Arizona*, sunk in the Japanese surprise attack on Pearl Harbor.

Awards

William H. Ehorn, Superintendent of Channel Islands National Park, was awarded an honor citation for Meritorious Service for his contributions to the fields of resource management and public relations. Ehorn played an important role in the establishment of Channel Islands National Park in 1980, expanding the Park Service presence from two islands to five. Additionally, Ehorn oversaw the development of a new visitor center, opened in 1982, which serves as the headquarters for both the park and Channel Islands National Marine Sanctuary.

Allen B. Hill, Chief Lake District Ranger at Chickasaw NRA, received a superior performance award for a life saving effort at a house fire in the Sulphur area. He entered the burning home of Alvin Kennedy, located Kennedy slumped in a doorway, and pulled him to safety on the lawn. Then Hill and another fireman began resuscitation. Kennedy started breathing on his own after three or four minutes.



William H. Ehorn

Superintendent Randolph Scott presented a group award to **Barbara Tagger**, **Constance Vogel-Brown**, **Jessica Brooks**, **Darrell Bullock**, **Gregory Eason**, **Linda Tyson**, **Everett Newton**, and **Edwelyn D. Dooley** for their special contributions in making the first national holiday commemorating Dr. Martin Luther King, Jr., a success. Numerous activities were held at the park to celebrate this occasion. A ticket system for tours of Dr. King's birthplace was created and operated without any problems; a com-



Allen B. Hill

memorative postal cachet developed by Eastern National Park and Monument Association in conjunction with park staff was also issued. Finally, visitors had access to an open space pedestrian area, called the Community Center Plaza, which included a new information kiosk along with new walkways, seating areas, trees and shrubs. Additionally, the park completed the rehabilitation of an historic duplex residence located near Dr. King's birthplace.

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John D. Hunter, Superintendent of Bandelier National Monument, has been honored with, a Meritorious Service Award. The award recognizes Hunter's contributions in preserving the natural and archaeological resources at Bandelier, where he has been in charge since 1974. Hunter is particularly cited for his skillful management of the wild burros that were damaging the park when he took over. "Research indicated that the burro population was throwing the entire ecosystem out of balance," the citation says. "Acting quickly, Mr. Hunter took the lead and put Bandelier into the NPS vanguard on the issue, tackling the problem of public acceptance while moving ahead with the planning process."

Park Ranger **Joel Tutein** (Buck Island Reef NM) received an "Employee of the Month" award from the St. Croix, Virgin Islands Chapter of the Federal Executives Association. During the presentation, Superintendent Tom Bradley commended Tutein for his continuing high level of proficiency in emergency medicine, the park's scuba program, firearms instruction and community relations.

Larry Kangas, a park ranger at Big South Fork National River and Recreation Area, recently received a Special Achievement Award for his work in establishing a volunteer river patrol. The program, begun last year, was designed to develop and train a team of VIPs to assist rangers in both routine whitewater river patrols and any search and rescue missions that might arise. During the last year, Ranger Kangas has trained the volunteers in rafting and solo canoeing, "reading" whitewater, and developing river rescue techniques. To date, the VIPs have contributed over 400 hours.

Thomas J. Stohlgren was the surprised recipient of a Special Achievement Award at Sequoia and Kings Canyon National Parks. Said Superintendent Davis, "Tom performs many of the functions of a full professional scientist while still accomplishing his assigned support functions. He is the glue that holds the program together. He shows exemplary work habits that provide an excellent example for the rest of the research staff. He deserves major recognition for a job done well beyond the normal call of duty."

Howard Haiges, Chief, Professional Support Division at the Denver Service Center, received a special recognition award for his outstanding contribution to and support of national consensus standards for gas equipment. He is a senior engineer with the NPS.



Joel Tutein



Kathy King Mengak



Larry Kangas



Howard Haiges



Julia Wayt



Ruth White

Volunteers **Julia Wayt** and **Ruth White** were honored with the more than 400 volunteers who donated time and talent to Blue Ridge Parkway during 1985. Wayt and White, both retired teachers who now live in Asheville, received copies of the photo essay "Appalachian Mountains" by Clyde Smith, Wilma Dykeman, and Dkyeman Stokely. During 1985, the Parkway received 30,790 hours of donated time from 472 different VIPs. According to Superintendent Everhardt, this translated into a minimum of \$190,000.

Kathy King Mengak, a research associate for the Clemson Cooperative Park Study Unit, has been selected as the first place winner of the 1986 Wesley Ballaine Travel Research Award, sponsored by the International Travel and Tourism Research Association. This is only the second time in eight years this prestigious award has gone to an American. The first recipient, Kathryn Dodd Foushee, also a Clemson student, won the award in 1982 for her work on national parks as international tourism destinations. The 1986 award was given for Ms. Mengak's work on a marketing strategy called Importance-Performance-

Analysis to evaluate visitors' perceptions of a visitor center in the Great Smoky Mountains NP.

In conjunction with National Secretaries Week, (April 14-18) the Boston Federal Executive Board (BFEB), Women's Opportunity Committee, recognized the diligent work of 135 Federally employed persons at its 12th Annual Secretary/Clerk Awards Program. The awards were given out at a Boston Park Plaza Hotel luncheon attended by more than 300 persons. NPS North Atlantic Region plaque recipients were: **Linda Wilde** (Roosevelt-Vanderbilt NHS), **Joan Holl** (Fire Island NS), **Irene Duff** (Region-Cultural Affairs), **Paula Russell** (Boston NHP), and **Carol Pollio** (Salem Maritime NHS). Each of the recipients was nominated by her supervisor.

Joyce Malcolm received Bentley College's 1986 award for Excellence in Research for *The Scene of the Battle, 1775*, a historic grounds report for Minute Man National Historical Park. Dr. Malcolm, an Associate Professor of History at Bentley College, was employed by the North Atlantic Regional Office when she prepared the study.



E&AA news and notes

George Fry to work with "Take Pride in America"

E&AA wishes to encourage participation in the "Take Pride in America" program. It feels that everyone should take pride in everything—job, home, workplace, and most especially the public lands entrusted to Federal care. George Fry, E&AA's alumni representative for the Southeast Region, has been asked to work closely with the regional Take Pride Coordinator, Bill Springer, Superintendent of Cowpens National Battlefield. Fry

has contacted the E&AA alumni members of the Southeast Region, inviting them to work with their nearest park superintendent and with the Boy Scout Council where they live.

Since Director Mott wishes to encourage future Boy Scouts of America involvement with the Take Pride initiative, Fry's long involvement with and interest in the Boy Scouts will be valuable to the program.

E&AA has asked its board of regional representatives, alumni, and employees, to contact their respective Take Pride coordinators in an effort to bring all programs which particularly reflect the "Take Pride in America" spirit to the attention of Trudy Harlow, Special Assistant to the Director and NPS liaison with the Take Pride campaign.

Founders Day 1986

The 50th anniversary of the act of Congress that perpetuated and expanded Federal and state cooperation for the planning and development of park systems will be featured at the annual Founders Day celebration dinner sponsored by the 1916 Society of the E&AA on August 25, 1986. The celebration will be held at the National Geographic Society's Membership Center near Gaithersburg, Maryland. William Penn Mott, Jr., Director of the Park Service, will be the guest speaker. George B. Hartzog, Jr., former Director, will be the Master of Ceremonies.

The Park, Parkway and Recreational Area Study Act of 1936 empowered the National Park Service to continue on a permanent basis its relationship with the States that had developed as an expediency in the early years of the CCC emergency conservation period. The legislation also authorized a cooperative study to gather and analyze basic data from which the Park Service and the States could develop integrated park and recreation systems.

Director Mott will speak on the traditional cooperative mission of the National Park Service and the state parks in the conservation of our natural and historical treasures and the preservation of recreational areas set aside for the refreshment of mind and spirit.

The August 25, 1986, dinner will also commemorate the 70th anniversary of the National Park Service Act of 1916, which established the Park Service within the Department of the Interior.

The 1916 Society urges all employees and alumni, their families and friends to

attend the get-together at the Membership Center Building on Maryland route 28, four miles north of Rockville. National Park Service people who may be in the Washington area on official or personal travel are especially invited.

Many attractive items will be offered at the "Silent Auction" table during the evening for the benefit of the Education Trust Fund administered by the E&AA.

The price of \$22.00 per person includes both the social gathering from 6:00 p.m. to 7:30 p.m., and the dinner and

program to follow. To make reservations please complete the reservation form below and return it by August 12, 1986, to Mrs. Edward S. (Rita) Mastin.

The committee on arrangements headed by James F. Kieley, Chairman of the 1916 Society for 1986, extends a most welcome invitation to the employees and alumni, and asks them to turn out in large numbers for this annual event. The parking lot at the Membership Center is convenient, with unlimited spaces.

1916 Society Founders Day Dinner

Reservation Form

Please reply by August 12, 1986

Send to: Mrs. Edward S. Mastin
9300 Cherry Hill Rd., Apt. 202
College Park, Maryland 20740

Please make check payable to Rita M. Mastin.

I Plan to attend the Founders Day Dinner on August 26.

No. of persons attending: _____

At \$ _____ per person this totals \$ _____

Name _____

Address _____

(City) (State) (Zip)

Chats With Madame G...

...Or Adventures In E&AA!



Your very own Madame G is going to *have* to take up a collection for a new pair of binoculars. . . . Either that, or she's just got to stop teetering on those teeny little tenth floor apartment ledges. . . . Though darlings, I think I have the solution, the very most *perfect* solution, to all my problems—you just simply must move closer to the first floor. Wouldn't it be sad, oh so very sad, if your own Madame G fell ten stories and landed in the hospital. You just *know* you'd feel guilty. But then, every cloud has a silver lining. Maybe you'd feel so guilty (and it would have been your fault, you know that, don't you . . . no decent human being would have kept their doors and windows shut the way *you* did) that you'd drop me a tidbit or two in the mail. Just to clear your conscience, of course. What does it matter that these tidbits probably would be about somebody else. So much the better *I* say.

Ah, there now. Nothing like a good tirade and a refreshing iced tea (with a little something in it) to make me feel like a brand new woman again. Besides, it's summer, and summer spells activity, and activity spells news. . . . Speaking of which, the news has indeed been colorful and varied this month. Everybody is looking for somebody, and somebody is looking for just about everybody else.

Why off the top of my head, I happen to know that Director Mott has been cruising the C & O Canal on the lookout for—how shall I put this delicately—well, litter forgitters, if you will. Anyway, my favorite gentleman (don't tell, but I *really* have more than one) happened to be strolling through Georgetown when he glimpsed a tall strapping man (Strapping, huh? Maybe *he* should be added to my little black book) toss a beer can into the canal. Now litter is on my favorite man's list, so he walked right up to this gent, who, let me add (delicately again) towered above him.

"I'm the Director of the National Park Service," he introduced himself, and then proceeded to admonish the man for littering.

Well, now don't you know . . . the man looked him in the eye, and proceed-

ed to apologize. Then he picked up his beer can and went over to throw it in the trash can twenty feet away. Now I imagine this surprised Director Mott as much as it did Madame G, but anyway, darlings, if Director Mott can take a stand on litter, so can all of us!

Well, my loves, the Director may be looking for trash, but you had better watch out, because the 1916 Society may be looking for *you*. They have *heard* things, darlings, and let me tell you, certain people just better beware. I happen to know for a *fact* that Vera Schaffner hasn't escaped their eye. They know all about the beautiful table decorations she provided at the Shenandoah Reunion and they intend to cash in on her talents. And Kari Koester and Margaret Hushelpeck, why they've heard about you too. They've read your files; they've checked your fingerprints; they've heard rumors that you love the Park Service. . . . So I expect you'll be hearing from them too, or my name isn't Madame G (of course, sometimes I forget what the "G" stands for, but that doesn't count).

And what do you suppose E&AA is looking for, this month? Money and members, darlings, money and members. The word is on the street that E&AA knows the name, phone number, address, ages of the oldest children, and identity of the family lawyer for everyone who owes money to the Education Trust Fund. Being the honest, law-abiding citizen that Madame G is, her tendency would be to skip town if the E&AA was after her. . . . Oh the rumors, darlings, the rumors I've heard about *what* they do to those who don't (dare I print the word?) pay up.

But Harry Elsey, former treasurer for the E&AA, doesn't have to worry. E&AA only wants to see his smiling face again. Come out of hiding, Harry, honey. Maureen Hoffman will stick up for you. All your accounts were in perfect order, she says she'll swear to it; so you may have run off to some island in the sun, but not at the expense of E&AA, and that's reason enough to love you.

There's just one more thing that Madame G *has* to say. *She* is looking for

Dr. Polly Kaufman to speak out on National Park Service women. Now Dr. Kaufman *really* knows everything about everybody. Why, I ask innocently? Well, I'll tell you why. You *talk* to her. But that's life. I suppose Mrs. G is just going to have to wait for the book.

Hugs and kisses. Ta-ta till next month.

Albright book sealed and delivered —but not signed

E&AA deeply regrets that personally autographed copies of Horace M. Albright's book "The Birth of the National Park Service" are no longer available to its members. Immediately after the November 1985 *Courier* advised of the availability of these books, E&AA was inundated with orders. However, consideration for Mr. Albright's health ultimately required E&AA to rescind its offer, the health and well-being of Mr. Albright being of primary importance.

Unautographed copies of "The Birth of the National Park Service" are still available to E&AA members at a 40% discount of \$13.50, including postage and handling. Please send all orders to: Maureen M. Hoffman, Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041; if you are not a member please include membership dues. Annual dues are \$10; Life is \$100, and can be paid in a lump sum—\$25 a year for four years or \$20 a year for five years.

No 1986 tour

The February issue of the *Courier* proposed 5 different tours for 1986.

According to George Fry, only nine persons responded, the majority favoring trip #5 "Mountain Memories" on the "Canadian" via Rail Canada. This was too small a group, so there will be no E&AA-sponsored tour in 1986.

Future tours will only be undertaken when there is enough membership interest indicated.

—George Fry

1986 Washington area Kowski Tournament

Dave Park, Chairman of the 1986 Washington Area Frank F. Kowski Memorial Golf Tournament, asks that National Park Service employees, alumni, spouses and friends mark their calendars for a day of golfing on Monday, September 15, 1986, at the Enterprise Golf Course in Enterprise, Maryland. (Rain date Monday, September 22, 1986.)

The fee for the tournament will be \$25 again this year and includes the green fees, a cart, lunch, soft drinks and beer. All profits are donated to the Education Trust Fund administered by E&AA in memory of Frank Kowski.

Sign-in time is 7 a.m. Numerous valuable prizes will be awarded. Dave Gackenbach is in charge of obtaining the prizes; Wil Kriz and Dan Salisbury are in

charge of scoring, and Terry Wood and Maureen Hoffman are in charge of the refreshments.

In 1975 while Monte Fitch was Chairman of the E&AA, the Kowski Memorial Tournaments were begun and have been held traditionally throughout the National Park System for more than 11 years. Dave Thompson, a renowned Park Service alumnus, has taken over the reins of Tournament Director from the retiring Earl Hassebrock who served in that volunteer position since 1977 when Monte retired.

In the 11 years that the Kowski Memorials have been held in the Park System, \$9,621.10 has been raised for the Education Trust Fund. This is a most appropriate memorial to Frank Kowski as

his philosophy and teaching continue to benefit many Park Service employees and alumni through financial assistance for the college education of their dependent children.

Frank Kowski is a beloved alumnus of the Park Service and one of the most genuinely admired men to ever wear a National Park Service uniform. He died suddenly on February 3, 1975, of an apparent heart attack and was buried at Grand Canyon where he spent some of his finest hours as supervisor of the Horace M. Albright Training Center. His work at Albright earned him the Department of the Interior's highest honor, the Distinguished Service Award.

1986 NATIONAL PARK SERVICE KOWSKI GOLF TOURNAMENT ADVANCE REGISTRATION FORM

DEADLINE AUGUST 29, 1986

(Please Register in Groups of Four—If Foursome is not complete, we will group players)

NAME	MAILING ADDRESS	DAYTIME PHONE	NPS EMPLOYEE, ALUMNI, OR SPOUSE	MALE/FEMALE	FEE
1. _____			YES/NO	M/F	
2. _____			YES/NO	M/F	
3. _____			YES/NO	M/F	
4. _____			YES/NO	M/F	

PLEASE MAKE CHECKS PAYABLE TO:
E&AA KOWSKI MEMORIAL

TOTAL _____
EXTRA DONATIONS TO THE _____
EDUCATION TRUST FUND _____

Please Register with one of the following persons by noon August 29, 1986, or send your form and check to: Treasurer, E&AA, Kowski Memorial Tournament, PO Box 1490, Falls Church, VA 22041

NCR AND PARKS:	Ed Drotos Jim Fugate Don Roush	Room 105 NCR Prince Wm. Forest Room 339 NCR	472-7996 (703) 221-7161 426-6729
DOI Bldg:	Terry Wood Dave Gackenbach George Kyle	Room 3418 Room 3311 Room 3041	343-4481 343-8953 343-6843
U.S. Park Police:	Bobby Langston George Barnett	Chief's Office Center STB	426-6689 472-3760
L St. Bldg:	Tom Coleman Dave Park Wil Kriz	Room 2101 Room 2101 Room 3135	343-3674 343-3674 523-5252
Bailey's Crossroads:	Maureen Hoffman	Room 310	756-6763

Make Checks Payable to: E&AA KOWSKI MEMORIAL



Life after retirement

Dennis E. McGinnis

Wading to bed, dear?

One of our sons and his wife own a waterbed. They live in another state. We go to their home frequently. Each visit, they give us a sales pitch, lavishly enumerating the joys and comforts resulting from a night's nap on the soothing waters of their slumber nest.

Not being the adventurous type, and carrying an age greatly exceeding Jack Benny's thirty-nine, I repeatedly declined the offer. A few weeks ago, during our sojourn at their abode, they wore down my resistance. That night my wife and I would launch our maiden voyage on the waterbed.

Since I was inexperienced in this twenty-first century mode of slumbering, my son briefed me on a few basics of entering a waterbed. You don't just climb onto a waterbed like you do with the conventional sleeping apparatus. You sort of roll into it. The maneuver could be characterized as a modified, slow-motion, belly smacker. Not unlike our first adolescent dive into the old mill pond.

My wife and I approached this bold stroke with trepidation. Being the chivalrous type, I explained the rudiments of waterbed entry to my spouse. She wanted to take the first plunge. I encouraged it. She floated out onto this tranquil sea with the lightness of a feather floating on a lily pad.

Then I entered. Demanding this small collection of water to float my 200 plus pounds set in motion a number of nature's aqua laws; undulation in every direction. Vertically and horizontally.

My anatomy never stopped descending until my naval coincided with the floor board. I felt at that moment like the enemies of Moses, when he unparted the waters of the Red Sea upon them.

Principles of physics went into action. For every force there's an opposing force—or something like that. Anyway, my wife was nearly catapulted out of the sack on the tip of the high wave I generated. My better half—a woman not easily succumbed to defeat, especially when it involves her sleep—fought back. She clung desperately to the sideboard.

Eventually, the wave regressed. I surfaced. "My God, I'm drowning," I gasped.

"Don't be silly. You've got to have water in your lungs to drown."

"I went clean to the bottom of the pond. I was drowning."

"Lie still until the surface of this lake subsides," she commanded.

I obeyed. Then I made the mistake of rolling over, setting up another tidal wave. My wife didn't appreciate this. I didn't either. An awful queasiness kicked my stomach. Having experienced this same sensation on a ship a few years back, I knew the symptoms.

"Dear, I'm getting seasick," I moaned to my wife.

"Lie still, and it will go away."

"I wonder if you are supposed to take dramamine before retiring on a waterbed?" I asked. "I saw our daughter-in-law take a pill before she retired last night on this bed."

"Well, I can tell you that it wasn't a dramamine pill she took, and it had nothing to do with sleeping on a waterbed either."

"Dear, I'm getting awfully seasick. I've got to get out of here."

Not waiting for her reply, I started dog-paddling toward shore, leaving a wake that strained every fiber of the structure. To my horror, I couldn't vacate this undulatory mattress. Throwing my legs over the sideboard, I changed the center of gravity to the upper portion of my torso, forcing my head down into the bowels of this floating contraption.

Before I could resurface, a cramp seized my thigh with the viciousness of a crocodile locked in deadly combat. Deep within the guts of this monstrous water device, I screamed for help with the urgency of a wounded banshee.

Instantly, the room flooded with light. The bed was surrounded with startled but amused faces. Hands hauled me from the clutches of anxiety to solid ground. I spent the remainder of the night on the sofa.

Trivia Questions

What National Park in the United States is not part of the National Park System?

Duncan Morrow
WASO

2. What historic event was recognized with the first National Historic Landmark plaque?

Robert C. Haraden
Retired Superintendent,
Glacier NP

3. Where do you find Neilson Farm, Chatfield Farm, Freeman Farm, and Barber Wheatfield?

Richard Tourangeau
NARO

4. What National Park site is 282 feet below sea level?

Dennis McGinnis
Manteo, NC

5. Why do the wild ponies swim from Assateague Island to Chincoteague, Virginia each summer?

Nancy Marcey
WASO

6. What mammal could have become extinct, had it not been protected at Yellowstone National Park?

Terry Wood
WASO

7. What is the only national park to be completely decommissioned (not a name change or an incorporation into a larger unit)?

Ken Mabery
SWRO

8. What turtle-lover has transformed some of Washington's man-made ponds? (See NewsDigest)

9. What fire set new standards for the use of archeologists in fire prevention in the parks?

(See features)

10. Why is there no longer a Fossil Cycad National Monument in South Dakota?

Jim Reid
Denver, CO

(Trivia answers on pg.35)

Deaths

Ted Smith, 81, former Chief of the Division of Special Events, National Capital Parks, died May 16 of a heart ailment. Ted retired from the Park Service in 1972 after 45 years of service which began as a seasonal ranger in Yellowstone National Park in 1926 under Horace M. Albright. His Park Service career took him to Shenandoah National Park, to the Washington Office, and to Prince William Forest. Ted also served for many years as the alumni representative on the Board of the E&AA, in addition to being very active in a variety of civic organizations, including the Salvation Army. Ted is survived by his sister, Verna S. Kellogg of Columbus, Ohio. The family suggests that expressions of sympathy be in the form of contributions to the Salvation Army, 503 E St., NW, Washington, DC 20001.

Clyde Harrison Bodge, 53, Chief of Contracting and General Service, died July 29, 1985 of a coronary. His greatest contribution to the Park Service was his sincere concern for people, and his personal dedication to serving the field areas.

Richard J. "Dick" Volpe, 71, Chief of Maintenance for the North Atlantic Region (NAR) from the region's inception in 1974 until he retired in June of 1983 died on April 15 after a long illness. He began his NPS career as assistant maintenance chief at NCR in December 1969 and became chief in November 1970. When NAR officially began in February, 1974, Volpe was involved in several major projects, including the setting up of the original NAR offices on Causeway Street, the multi-million dollar construction projects for the Bicentennial (the rebuilding of Fort Stanwix NM in Rome, NY), and the moving to and renovation of the present NAR offices at 15 State Street in 1977-78. He is survived by his wife Winifred (RFD #1, Dixmont, Maine 04932), a daughter, a sister and two brothers, including John A. Volpe, former Massachusetts governor and U.S. Secretary of Transportation.

Evelyn Rogers Copas, 50, of Sevierville, TN, died May 13. She is survived by her husband, Howard R. "Cowboy" Copas and three daughters. Funeral services were held May 15 with burial in the Shiloh Cemetery. "Cowboy" Copas will be remembered as a guide at Mammoth Cave National Park and a ranger at Everglades and Great Smoky Mountains National Parks before retiring several years ago. His address is 107 Oak Drive, Sevierville, TN 37862.

William Neil Moore, 82, passed away March 30. He spent 33 years with the National Park Service at Lassen Volcanic National Park, beginning in March 1929 and growing with the park until his retirement in March 1962; during the following 16 years, he ran an income tax business. Neil was always busy with community and lodge activities, and did some travelling in his late years. Survivors include his daughter Chrisley Bedell of P.O. Box 517, Lewiston, CA 96052, three grandchildren, and four great-grandchildren.

Eugene D. McKeown, 80, died April 3. McKeown, better known as "Mac," retired as Superintendent of Guilford Courthouse NMP in 1967, after having served in that area nearly ten years. He had served earlier as a ranger in Mammoth Cave and Acadia, and as Assistant Chief Ranger on the Blue Ridge Parkway. He is survived by a son, two daughters, and nine grandchildren.

Jon R. Kinney, 39, a NPS interpreter at Yosemite NP, died from injuries sustained May 6, when his vehicle struck the wreckage of an earlier nighttime accident on Highway 41. A native of Massachusetts and a longtime resident of Ten-

nessee, Kinney had worked for the NPS since 1972 at North Cascade, Grand Canyon, Denali, Glacier Bay, and Mount Rainier National Parks, as well as Bandelier and Indiana Dunes National Monuments, and the Albright Training Center. He had also worked at parks in England, Scotland, New Zealand, Australia and Canada. Surviving are his wife, Jeri Andrews, of North Cascades National Park, his parents, and a grandmother. The family requests any remembrances be sent to the Jon Kinney Memorial Fund, P.O. Box 545, Yosemite National Park 95389.

Alta R. Stricklin, 78, died March 20. Born in Este, South Dakota, she taught in the Chicago public school system until her marriage in 1934, then in Roanoke, Virginia, and finally the Grand Canyon, where she retired in 1964. Besides her husband, Howard Stricklin, 1837 Sherwood Drive, Prescott, Arizona 86301, she is survived by a son, a daughter, three sisters, and five grandchildren. The family suggests memorial donations be made to her church at 114 S. Marina St., Prescott, or the American Cancer Society in care of J. S. Heaton, 1210 Metate Lane, Prescott.

FYI

Serving the public interest with excellence

Flip Hagood
Chief Training Officer, WASO

Serving the public interest requires management excellence—management behavior that results in successful implementation of agency policies and programs. Executives, managers, and supervisors constitute the management team in the National Park Service, and together they are responsible for carrying out policies that directly or indirectly touch the lives of most Americans. Maintaining quality, efficiency, and productivity in the things they do requires them to work together as a team, systematically striving toward management excellence. In an agency where the activities of one manager can impact the responsibilities of another as dramatically as any alteration of the ecosystems they protect, the establishment of an NPS Management Improvement and Development Program through executive managerial and supervisory training and development has become imperative.

This is one of the conclusions drawn by the Management Development Task

Force whose original objectives were as follows:

- to provide a better means of preparing managers to carry out their responsibilities;
- to establish a method of identifying management "potential" in employees;
- to gain management's support for a systematic manager development process;
- to provide, to employees and supervisors, a clear outline of management career pathways, including the level of skills, knowledges and abilities needed for each step up;
- to clarify the roles of line managers and staff specialists in carrying out management development;
- to establish a solid foundation of good management by providing appropriate training for first-line supervisors;
- to establish a solid foundation of good management by providing appropriate training for first-line supervisors;
- to assess the current managerial competencies of incumbent managers

(continued)

(continued)

directed toward remediation of their deficiencies; and

- to provide a continuous means for monitoring and upgrading the management development process.

Still evolving, the NPS Management Improvement and Development Program will incorporate enhanced supervisory development (a program to assure sufficient consideration to supervisory skills development), management studies (self-study designed to help both the agency and the individual determine managerial potential), a mid-level manager development initiative (an effort to identify developmental opportunities designed to provide varied experiences to prepare potential managers for increased responsibility), and incumbent manager development (process for addressing the needs of managerial incumbents, focusing on growth of skills rather than advancement). As it follows through on these components, the Service can be assured that it will be meeting its obligation to systematically develop and improve its workforce.

Specifically, the Chief, Division of Training, WASO, has been directed to immediately act on the recommendations of the task force. As a result, the following actions are moving forward:

- 1) a draft curriculum outline with objectives for a basic NPS supervisory course has been developed and distributed for review;

- 2) meetings have been held with two universities to produce self-guided management courses for the management studies program;

- 3) a listing of core managerial competencies (skills, knowledge, abilities) needed at various levels of management have been developed. In this way, employees can be informed of the KSAs they need to develop in order to move step by step up the management ladder, or supervisors of the KSAs with which to assess their employees, or trainers of what to address in training courses. A managerial development "grid" will be used to reflect these competencies. It will be circulated to managers for comment, and reviewed annually until it is easily useable;

- 4) a Servicewide Needs Assessment Task Group has been formed to revise the current NPS training needs assessment process and redesign the Individual Development Plan (10-182B) form;

- 5) scheduled for early FY87 is a second session of the Manager's Institute on Public Policy course, which, in addition to other courses on the drawing board, has been designed to better inform the incumbent managerial group;

- 6) the Management Excellence Inventory developed by the Office of Personnel

Management is currently being revised to make it more NPS-specific and increase its usefulness as an assessment tool for determining managerial potential;

- 7) the Division of Training has purchased the Thoughtware Management Development Training Program, a computer-aided instructional program still to be reviewed as a key component of managerial self-development;

- 8) the Servicewide Situational Leadership training course opened at the Mather Training Center in March; three instructional modules, to be made available in October, will address basic supervisory training needs.

Taken all together, this program ties into Director Mott's 12-point plan, point 9 to be exact—expand career opportunities for our employees. The NPS Management Improvement and Development Program hopes to ensure a high

level of competency among managers and managerial candidates as well as encourage the movement of highly trained, effective individuals into managerial positions throughout the Service. Implementing the recommendations of the task force should provide a formal systematic way to "plant the seed." But the most important job, the nurturing and cultivating of that seed, has to come from line managers.

Such encouragement takes time, energy, effort, and thoughtful planning, all of which can be emotionally draining. Nevertheless, it is one of the two essential ingredients in developing managers. The other is a commitment to self-development from the employee. This too requires time, energy, effort and planning. But isn't the plant that develops from such care worth the effort?!

TEMPORARY EMPLOYEE SURVEY UPDATE

As a follow-up to the 1983 survey of permanent employees, the results of which have led to management decisions on various Servicewide policies, the Cooperative Park Studies Unit at the University of Washington conducted a survey of National Park Service temporary employees. Survey questionnaires were mailed to a random sample of temporary employees, of which over 73% have now been completed and returned.

Processing of the survey results and subsequent analysis of the data and actions on it have been spelled out in one of the Director's Management-By-Objectives projects. The principal benchmarks will include: naming a new chairman of the Employee Survey Task Force in August to replace the late Jim Tobin; compilation of the survey results by late fall; a meeting of the Survey Task Force early in 1987; and publication of a summary of the survey results in the *Courier* in June of that year.

Employees will be encouraged to make their own suggestions based on the survey results, and in the late summer and fall the Director will look over all the recommendations received and make decisions on them.

One subject known even at this early stage to be of great interest to temporary employees is the availability of some form of health insurance. The Association of National Park Rangers is currently working with potential insurance carriers to explore possibilities. Temporary employees are ineligible for the regular Federal fringe benefit programs, and it would require new legislation by Con-

gress to change that situation. Such legislative change does not appear likely, so alternatives are being explored.

Employees who want to communicate with the Employee Survey Task Force on anything relating to the temporary survey should write to:

Darryll Johnson
Cooperative Park Studies Unit
National Park Service
College of Forest Resources AR-10
University of Washington
Seattle, WA 98195

BOOK

Copies of a new report entitled "Regulating Mineral Activity in National Park System Units" are now available from the Washington Office of Natural Resources. Prepared by the Energy, Mining and Minerals Division, the report explains why mineral activities are generally prohibited within the parks. In addition, it describes the three types of mineral activity that NPS personnel may encounter and discusses how the NPS regulates them. Address requests to: Karen Simpson, Natural Resources Report Series, Office of Natural Resources MS-470, National Park Service, P.O. Box 37127, Washington, DC 20013-7127. Three other reports are also available from this series: "Using Vegetation Biomonitors to Assess Air Pollution Injury in National Parks: Milkweed Survey," "Permit Application Guidance for New Air Pollution Sources," and "Field Survey of *Giardia* in Streams and Wildlife of the Glacier Gorge and Loch Vale Basins, Rocky Mountain National Park."

I enjoy a good story. When I read the morning paper (usually of an evening as I try to stop thinking about the *Courier*, and start thinking about some of the other aspects of life) I skim the hard news sections, then head straight for the personal essays. Depending on the author, these vignettes range from the humorous to the philosophical. They make me laugh and sometimes they make me catch my breath. No matter . . . they open a window into someone else's life. They allow escape, for the length of a column of type, into someone else's adventures. They allow me to experience an event from the very unique perspective of another human being.

So, partly because I like this approach and partly because the mail room generously delivered a number of envelopes containing this kind of submission, the July *Courier* features these windows of escape. Gretchen Boeren remembers some of the dinner conversations that eventual-

ly brought her father into the Park Service fold. Dennis McGinnis shares one of the humorous moments he associates with life after retirement. Mo Khan recollects the personal fears and hopes he felt during his first week in the United States, a week that eventually guaranteed him a lifetime of American citizenship.

So I recommend a look at these articles, and I recommend this kind of approach—not always, because there are certain stories that cannot be told this way; but for those that can—those that establish the mood and flavor of a place, those that can be told only because the author has direct, personal experience with the events he or she is reporting—then the personal essay is a particularly moving way to tell a story. It allows its readers to transport themselves across the barriers that generally separate us from each other, to enter someone else's life . . . And miraculously, to discover when that takes place that the

life we have just shared wasn't really that much different from our own.

One final thought, and this takes the form of an apology to two individuals who have received less than ideal treatment. The first goes to Jessica Hanne Smith whose byline was deleted from the February article on trumpeter swans. The second goes to Franklin G. Smith. The article concerning him in the April *NewsDigest* of the *Courier* and taken from the El Paso Herald Post contained some inaccurate reporting. Since the article, he has been deluged with mail and questions. Says Smith: "If you have other comments, don't send them. Someday you, too, will be interviewed, and accused of being modest, and I have a long memory. In the meantime, the next reporter who asks for an interview will get a response of 'pistols for two, breakfast for one'."

PSAs on parade

Spearheading Secretary of the Interior Don Hodel's "Take Pride in America" campaign are television spot announcements released by WASO's Office of Public Affairs. The three Public Service Announcement (PSA) videotapes, warmly endorsed by the Secretary, were forwarded to 200 TV outlets, primarily commercial stations in the Top 50 markets.

The music track on the NPS television announcements features a fully orchestrated instrumental version of "America the Beautiful." Visual film clips in the PSAs incorporate a wide range of scenic views, as well as people-activity shots. Film "lifts" were edited from four existing 16mm productions, including "Our Treasured Land" and "Age of Alaska." The other films used as masters were from "The American Trail" and "The American Island."

By using in-house footage, talents, and editing can-do, WASO's Office of Public Affairs completed production in a week and a half. Even the narration was home-grown, performed by Leo Willette, a former longtime broadcaster whose credits include three published books on film and documentary editing.



The PSAs provide TV stations with three versions, each with a different patriotic, outdoors perspective: two 30-second versions are "America's Parklands" and "Our American Outdoors."

The 60-second version hails "Our Outdoor Heritage."

Early TV station response indicates usage of the NPS spots may run as high as 80 percent.

Special Focus on Credos

Webster defines a credo as a set of fundamental beliefs; a guiding principle. Here are examples that profile the use of credos in the private sector and the National Park Service.

Crisis Management: A Credo Test

The Tylenol tragedy was without precedent. In 1982, an unknown criminal poisoned pain relief capsules with cyanide. Seven people in the Chicago area died.

Overnight, Tylenol toppled from its preeminent position as the nation's leading analgesic product.

Yet within five months of the tragedy, Tylenol recaptured nearly 70 percent of the market previously held. In large measure, Johnson and Johnson Co. credited their 40-year old statement of corporate philosophy called *Our Credo*.

Our Credo embodies a strong sense of corporate responsibility to consumers and medical professionals, employees, the community where its people work, and its stockholders.

When the Tylenol crisis developed, Johnson and Johnson turned to the credo for guidance and the decisions came rapidly. The public and the medical community were alerted immediately. The Food and Drug Administration authorities were notified. Production was halted. Complete cooperation was given to the news media. Tylenol capsules were withdrawn from the national marketplace.

Looking back at those first critical decisions during the crisis, company officials realized that no meeting had ever been called. As chairman of the board and chief executive officer, James E. Burke expressed it, 'Everyone of us knew what we had to do. There was no need to meet. We had the credo philosophy to guide us.'

The Case For A Credo: A Corporate Profile

Jay Elliot, Vice President of Human Resources for Apple Computer worldwide, spoke to the Western Regional Office on February 11, 1986. Here are some highlights.

Apple Values is Apple Computer's credo. Its roots go back to a dark day in 1980 when 100 employees were fired. Apple had grown rapidly since 1977, but didn't have clear direction on what to do next. The firings didn't help. Morale plummeted. It was time for some serious soul searching.

About 25 employees from various departments and levels got together to put in writing what they believed Apple stood for, how they felt Apple should conduct its business, and how it should treat and encourage its employees. After many conversations and interviews with employees, *Apple Values* emerged.

With broad employee backing, the transition from a written document to a functional policy was a smooth one. *Apple Values* is a constant reference point in evaluating business decisions (are they within the values?) as well as individual performance.

All awards relate, at least in part, to how well an individual represents the values. As for new employees, the importance of the values is stressed by devoting two hours of the 8-hour orientation to a discussion of *Apple Values*.

According to Elliot, the values are the 'how we do it' rather than the 'what we do.' They express certain commitments to Apple's customers, vendors and own staff, and to their quality of work. In short, *Apple Values* represents Apple's corporate morality.

Apple finds that a written statement of corporate values actually reduces paperwork since it cuts back on the need to issue a string of policy memos. Apple operates with only 15 policy guidelines.

The Western Regional Office and 'Our Commitment'

Chris Nielsen

The idea of writing a credo for the Western Regional Office came during a team building/communications session of Toward Excellence. Top management felt the need to clarify our *core values* through a credo, or statement of operating principles. While our mission statement defines our purpose and goal, it does not tell us how we are to reach it.

A number of corporations, public agencies and nonprofits were contacted. They told us that a credo can improve morale, productivity, work quality, customer relations, communications. But it must be carefully developed and taken seriously.

The WRO decided to proceed, inviting a representative group of individuals to help. An open invitation was then issued to all employees. The focus group that resulted had ten members, representing six divisions and a range of jobs from clerical workers to technicians to division chiefs. The chief of interpretation at Golden Gate NRA provided the park perspective.

Developing the credo took more than four months. Credos used by other organizations were reviewed as a basis for formulating our own individual thoughts. Later we agreed upon a list of points we wanted to include.

Eventually, we presented three separate drafts to Regional Director Chapman. Taking his advice, we melded the strongest parts of each version into a single version. The result was *Our Commitment*, a strong, active statement of our four guiding principles.

Under the principle 'SUCCESS COMES FROM SUPPORTING ONE ANOTHER,' *Our Commitment* states 'We talk to each other openly and directly. We share information,

credit, and opportunities to participate. We give and seek constructive feedback. We depend on each other and inspire teamwork from each other.' The remaining three principles are 'EXCELLENCE IS OUR GOAL EVERY DAY,' 'WE ARE EACH RESPONSIBLE,' and 'WE PARTICIPATE IN CHANGE.'

A copy was sent to each of the other regional offices and shared with the field units in the Western Region.

Even though it's in print, *Our Commitment* is just beginning. What matters now is each individual's personal commitment to making it work.

Here are a few hints for success. Have patience. Give people time to get used to the idea and to offer their opinions and suggestions. Get top management support. Pick a core of positive individuals and assign a coordinator to help. Give the final version a quality look. Then display it and live it!



WRO group

The Upper Delaware Covenant

Bonnie Sheard
Carla Hauser
Deborah Qualey
Malcolm Ross, Jr.

The idea for the Upper Delaware Covenant was born at a week long team building training session in December 1983. At that time, park employees formed a communications workgroup which concluded that the park was more popular for rumors than for actual fact and constructive communications.

We decided that the park needed to have a newspaper, communications criteria for everyone's performance standards, and some kind of communications guideline for treating each other in the way we expected to be treated. We decided to formalize the guidelines and give it a name. We didn't want to confuse it with 'NPS Guideline.'

When we turned to the thesaurus, we found the word *covenant* which means 'a usually formal, solemn, and binding agreement . . . usually under seal between two or more parties.'

After a one year delay, a subgroup of three people eventually went back to work on the covenant. One of the first steps was to have staff

brainstorm on 'What would make this an ideal organization'? After ideas were solicited and combined from all employees, statements of commitment were developed. For example, one of the elements later incorporated into the covenant states, 'I will actively verbalize appreciation, encouragement and support, and to acknowledge others' strengths or achievements; not because I am required or duty bound, but because they deserve it and need it.'

At last, the draft was finished and circulated throughout the park. One year and nine months later, a final version of the Upper Delaware Scenic and Recreation River's Covenant was approved. As we had worked so hard on this, and it meant so much to us, we had it printed professionally, framed, and presented to everyone.

One staff person describes the covenant's importance this way, 'Whatever the reason for negative confrontations, such happenings should not go unrecognized or unchallenged... The covenant becomes a physical presence of the desire by all employees to be treated fairly and with respect... Some employees will never need to be reminded by it while some may totally ignore its purpose, but at least it's there just in case someone needs it.'



Delaware Covenant group

We've learned along the way that a document, such as this one, must be a creation formed from everyone's ideas or it will not succeed. We have had a taste of how Benjamin Franklin, Thomas Jefferson, and the other patriots must have felt when they created the Constitution of the United States - gratified and proud!

Copies of the credos discussed here are available. Write the Park and Recreation Technical Services Division at 450 Golden Gate Avenue, Box 36063, San Francisco, California 94102 or call 415-556-8710.

Letters

To the Editor

Recently an actor portraying an archeologist-lecturer on *Murder She Wrote* approached the mystery-writer heroine. "Please help me write my biography," he requested, "I have dozens of press clippings!" Too often, misunderstandings cause us to view each other's professional area in a stereotypical way. Although I have specific experience with the way archeologists communicate their news to the media and their occasional problems with media specialists, I think the same guidelines that can help ease tensions for archeologists can also be adapted to promote better communications among NPS researchers of many kinds as well as media professionals.

Perhaps the greatest cause for confusion between archeologists and journalists emerges from the fact that scientific philosophy as used in American archeology is not easy to understand. Indeed, many archeologists are hesitant to put archeological matters in simple language, with clearly stated goals, results and interpretations. However, archeological results can be expressed as succinctly as 'Honest Abe had Fancy Trash,' the lead for a recent story about historical archeology in Lincoln's Springfield, Illinois home. The scientific philosophy and approach of American archeology on land or in water can be newsworthy when basic concepts and facts are unadorned with hanging qualifiers, dangling ambiguities, or dripping jargon.

One best-selling text on public relations and journalism offers the "7 C's of Communication"—credibility, context, content, clarity, continuity and consistency, channels, and capability of the audience (*Effective Public Relations*, Cutlip and Center 1978). Since archeologists need to promote favorable opinions about what they do as well as being advocates for preservation of the nation's past, reliance on newpeople to carry a positive message should be based on effective interprofessional communications. I believe the following five dicta can do this:

1. Credibility and authenticity are developed from a single archeological information source person in a leadership position. From the media's standpoint, it is standard for attribution of information to be from the highest responsible level.
2. Context and content of archeological information need the leaven-

ing of relevance. Not every archeological project or discovery is newsworthy even to a local weekly reporter. But determination of the news value or story peg is usually reserved for the mediaperson, with some friendly help from a project archeologist. Mundane archeological testing or survey may be newsworthy if connected to an already known historical personage, well-known structure, historic event, or if discovery yields some significant artifact assemblage. "Honest Abe's Fancy Trash" is much like a search for John Muir's original carriage house location which I performed prior to structural rehabilitation. It was newsworthy in Martinez, California, hometown for the pioneer conservationist. The test of relevance usually involves the famous, unique, spectacular, ancient, or controversial. But unsung political, ethnic, and other human interests can also be very relevant. The mediaperson and archeologist need to consciously sort out (often quickly) those areas of relevance and discuss how many are possible when generating a story about some archeological event.

3. Precision, accuracy, and clarity of expression are supposed to be hallmarks of scientific archeology and good journalism. These may be mutually achieved by using the following:
 - a. Succinct press releases and accompanying fact sheets or fact sheets alone;
 - b. Notes prepared before an interview for radio, video or telephone;
 - c. Graphics—handy, usable for print or electronic media, and available.

A rule of thumb about asking for prepublication proofs or tearsheets is 'ask once—if not forthcoming, don't ask again.' A second rule of thumb is 'don't expect 100% accuracy and don't complain about minor errors.' Unethical distortions should be called to a managing editor's attention, however.

4. Following through and being opportune are similar dimensions of the same commodity—time. Archeological news or features may be tied to some larger event such as the well-orchestrated *Titanic* story in late 1985 which continued in the media for over a week. Archeologists and journalists can develop a "media plan," for a story

together but underdelivery of results may not meet generated public and media expectations. The right message, delivered at the right time, to the right audience should be the common goal. Personal follow-up to journalists is important also. In exchange for unedited footage from their cameras, I have traded slides with a TV crew covering a story. We have freely loaned NPS videotapes of *USS Arizona* to stations even though the tapes were not professional broadcast type. And after a particularly well-done piece or event coverage, a letter of thanks to a station manager or editor regarding a staffer's job is easy to do and means a lot, and is excellent PR.

5. Finally, that elusive commodity—TRUST—can be earned and developed by using the ideas in several well-known volumes of journalism practice. "Dos and don'ts" can be summarized in seven simple statements: "Shoot squarely". Give service. Expect to be quoted. Don't ask for "kills". Tell the truth always. Don't flood the media. Don't hold useless press conferences.

The key to good media relations between archeologists or other NPS researchers, and newpeople is *attitude* between professional peers. Archeologists need to increase their sensitivity toward the job of a journalist as a first step. Because archeological resources under NPS stewardship are physical evidence of the differing heritage traditions of our nation's population, the special interests and needs of "minority media" should be clearly understood.

The existence of many Black and Hispanic newspapers, magazines, radio stations and other outlets may be appropriate for news and features about archeological work in sites of these cultural traditions. In some cities, Chinese language weeklies or dailies may welcome features about study projects. Sites of specific European or other Asian ethnic origins might be of interest to readers of French, Russian, Japanese, and other language news press. And in 1984, a Native American Press Association was formed from a nationwide meeting of tribal editors. In the words of one editor, "If we communicate our points of view, maybe people will understand we aren't trying to take America back!" Special needs and interests

of "minority media" should be clearly identified after some personal visits. Some media directories contain listings of Black and Hispanic press organizations.

Over a quarter century ago, archaeologist Robert Ascher described images of archeology as reflected in ten years of *Life* magazines. He found that news values centered on objects, techniques, superlatives as descriptors, role of the "expert" on call, and chance discovery. "If mass communications contribute to the formation of the public images of archeology, it might be useful to consider more fully the information they dispense," said Ascher. "This is especially true for a science so often dependent upon public cooperation." After decades of increased media interest in archeological matters, not to mention continuing stereotypic images in recent films, TV sitcoms, cartoons, and fiction, mutual cooperation and clearer understandings of the human story—future, present, and past—are needed between newsmen and archeologists. A first step is familiarity with journalism's guiding concepts, principles, and techniques by archeologists and the similarity between professions as common bridges.

—Roger E. Kelly
Regional Archeologist, WRO

To the Editor

An agreement between the National Park Service and the Agency for International Development (AID) resulted in a Natural Resources Information Base Project which over the past six years has produced 17 publications and three seminars, including a workshop on "Planning and Management of Development in the Humid Tropics," held in February in Costa Rica. Twenty-seven participants from ten countries actively contributed to the discussions which ultimately produced a training curriculum for their home countries.

This is one of the ways that the National Park Service, through its Office of International Park Affairs, actively provides technical assistance on a worldwide basis. One might ask why? Simply answered, I might observe that we are all travellers on the space vehicle, Earth, and that what one nation does to the environment affects all of us. However, there is also a more complete, perhaps more complex explanation.

Biological diversity, both genetic and ecological, encompasses all species and ecosystems. It is determined by the number and varieties of species in an ecosystem, their genetic makeup, and the distribution of various organisms up and

down the food chains. In many ways our most fundamental natural resource, biological diversity, is the deep and largely unexplored pool in which new foods, fibers, fuels, chemicals, medicines, pharmaceuticals, herbicides, insecticides, and raw materials for industry will be discovered. The World Conservation Strategy released four years ago called biological diversity "both a matter of insurance and investment . . . a buffer against harmful environmental change and as the raw material for much scientific and industrial innovation—and a matter of moral principle."

Human survival may depend on maintaining the wide range of biological diversity. However, the quality of life as we know it today requires a certain amount of variety; imagine living in the middle of a field of corn. Of course, we believe that the role of national parks and other protected areas in the world further this cause. However, it may be another thing to convince the residents in developing countries that this is a good thing; particularly, if they do not have enough food to eat or firewood to cook with.

It has been estimated that only one in six species (500,000 out of an estimated 3,000,000) have been assigned names in the humid tropics. Research take times, and time is what we gain through increased habitat conservation and protection. The "bottom line" is survival of *Homo sapiens* and other species and the opportunity for premium quality of life for our children. Workshops like the one funded by AID helps to further such thinking.

Charles W. Wendt
Western Hemisphere
Programs Coordinator

To the Editor

(Editor's Note: What follows are some of your responses to the Reader Interest Survey than ran in the April Courier. I'll be discussing some of the survey results in a future column.)

Please publish

. . . things important to the National Park System, more about Director Mott's ideas for the future of NPS . . .

. . . less gossip stuff about individuals and more articles about policies, trends, and issues we need to know about as professionals. Director Mott's report is excellent—we need his ideas and views on important things . . .

. . . issues of substance—less "ribbon-cutting" . . .

. . . information on the Inter-agency Grizzly Bear Management team's ac-

tivities—the grizzly situation is our biggest single recent embarrassment in the resource management field . . .

. . . more on cultural/curatorial work in the NPS. . . .

And while you're about it . . .

. . . have something done about the drinking water in the Interior building. It's unhealthy.

Trivia Answers

(From pg. 28)

1. National Park, New Jersey.
2. Lewis and Clark Expedition; a monument was placed at the burial site of Sargent Charles Floyd, the only member of the expedition to perish enroute.
3. Saratoga NHP.
4. Zabriski Point in Death Valley National Monument, the lowest point in the western hemisphere.
5. Each year, they are rounded up for auction.
6. Bison.
7. Sullys Hill National Park, eastern North Dakota.
8. John Hoke.
9. The La Mesa fire at Bandelier NM.
10. By the early 1950s all of the fossils had been stolen.

COURIER

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WILLIAM PENN MOTT, JR., Director
National Park Service
U.S. Department of the Interior
P.O. Box 37127
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Editorial Advisors

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Fourth of July—a crackling good show



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